



# **Afriq'Units**



Carolina Madeleine,  
Afriq'Units project coordinator



## Objectives Zanzibar 2010

**Workshop IV:  
Strategic  
Planning for QA**

**Present the  
Assessment of  
Units**

**Opportunity**

**Dissemination**

**Cooperation**

## The UA and the QA Unit



# FIGURES



- Approx. **33.000** Students
- **1.864** Lecturers (49 % Doctorates)
- **1.071** University Management Staff

# BODIES



- **5 Faculties**

- Law, Science, Economics, Arts & Philosophy, Education

- **University Schools**

- Nursing, Optics, Labour Relations, Tourism...

- **8 University Institutes**

- Geography, International Economics, Criminology ..,

- **1 Polytechnic School**

# PRESENTATION



Universitat d'Alacant  
Universidad de Alicante



Unidad Técnica de Calidad



SI  UA

## Vice President for QA & SP

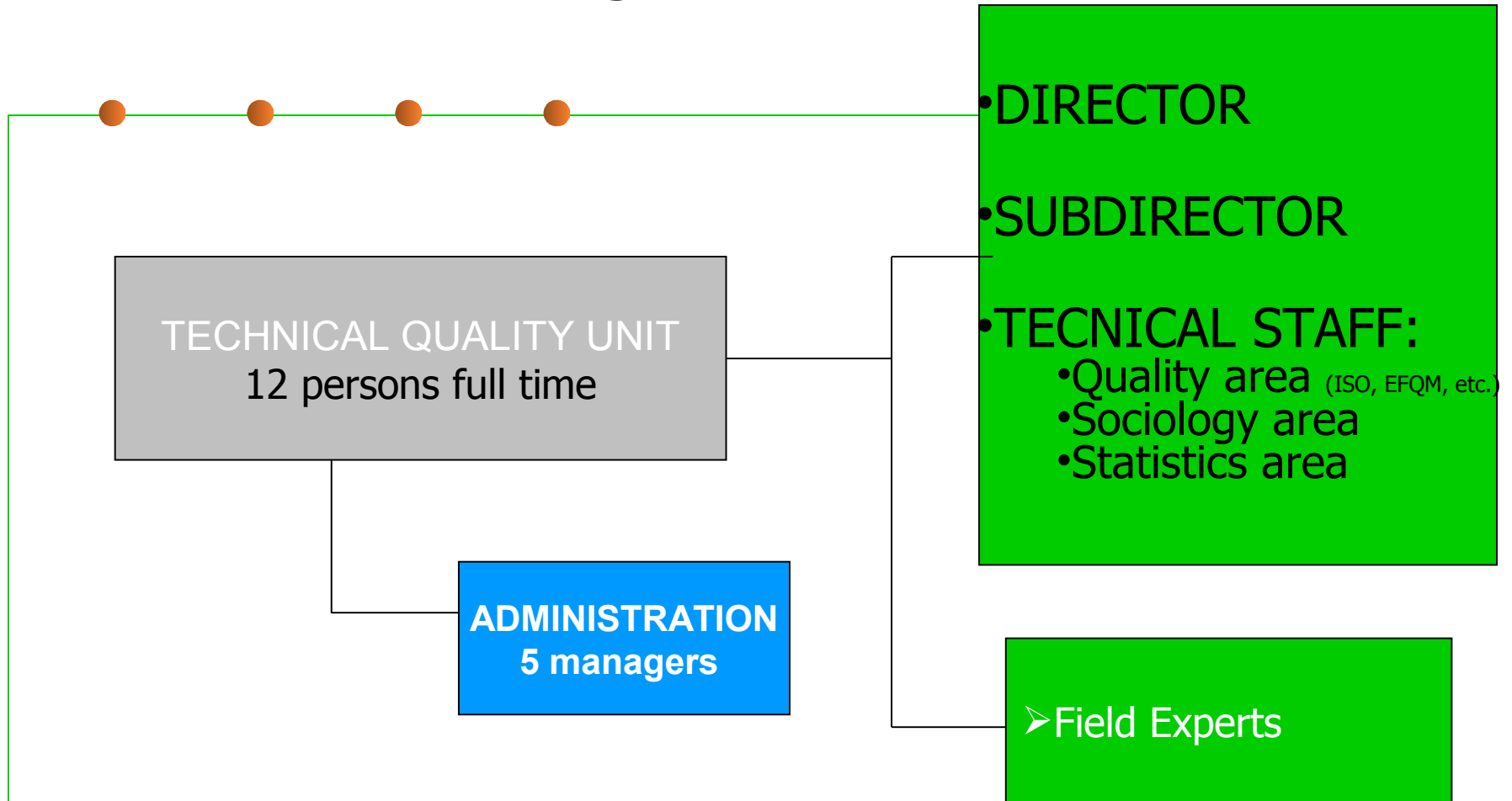
### Secretariat of Quality Assurance:

- ✓ Design indicators for quality standards
- ✓ Update databases for quality assessment
- ✓ Assessment of study programmes
- ✓ Assessment of academic staff
- ✓ Assessment of services
- ✓ Improvement actions

### Secretariat of Strategic Planning:

- ✓ Implement the UA strategic plan
- ✓ Advice in the drafting of the Sectorial Strategic Plans
- ✓ Follow up activities for the SP
- ✓ Collecting of relevant data for the SP
- ✓ Promote and disseminate the SP to UA centres and departments

## Organisation Chart



# TQU MISSION:

"Quality" is : Transversal and a work share between all at UA



The mission of the TQU is to **facillitate the development of the UA quality policies** in the areas of teaching, research and management, and to **support the agents** that intervene in all those processes related to the continuous improvement of the institution, in order to favor the creation and dissemination of a quality culture within all the members of the university and ensure the accountability to the society.

# The TQU, & Which technical support does it provide?:

- TRAINING AND INFORMATION:
  - Assessment models, certification, and accreditation.
  - Workshops ( example: drafting of Commitment Charts)
- BASIC DOCUMENTATION:
  - Assessment protocol (internals and externals)
  - Quality Guarantee Systems (manuals and procedures)
  - Improvement Plans.
- BRINGS REPORTS, EVIDENCES AND DATA :
  - Reports of Students Employability rates
  - Reports on the internships
  - Reports Degree Performance
  - Reports teacher assessment
  - Reports on users satisfaction ....

# The TQU, Which technical support it provides?

- QUESTIONNAIRE FOR THE VARIOS STAKEHOLDERS:
  - Students
  - Professors and administration staff of the Center
  - Employers
  - Graduates
  - Public Administrations
  - Society in General
  
- PARTICIPE IN THE FOLLOW UP OF:
  - Improvement Action Plans
  - Fulfilment of objectives and commitment with quality.
  - Strategic Plans

# ¿To whom does the Quality Unit provides the technical support? :

- TO ALL THE AGENTS THAT INTERVENE IN THE QUALITY PROCESSES :
  - Members of the Self-Assessment Committee
  - Members of the External Assessment Committee
  - Teacher Assessment Commission
  - Improvement groups ...
- TO THE DECISION BOARD AND MANAGEMENT GROUPS:
  - UA decision board
  - Deans teams and Directors of Centers
  - Directors of departments teams
  - Directors of Services and Units



# **The EFQM Units assessment**

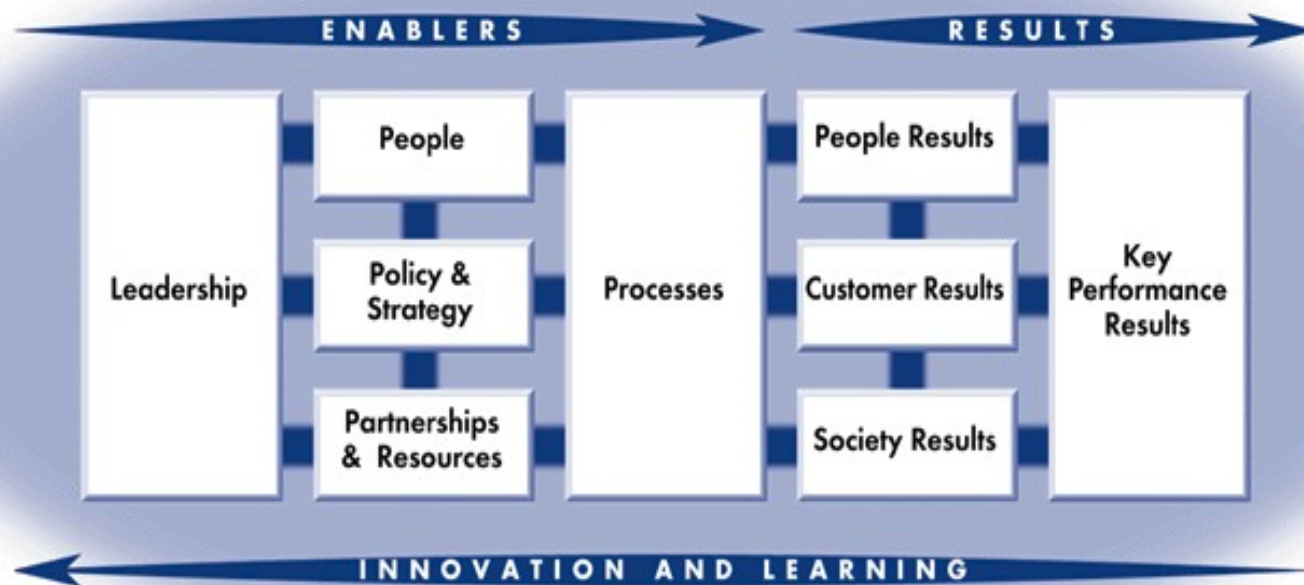


# The EFQM Excellence Model

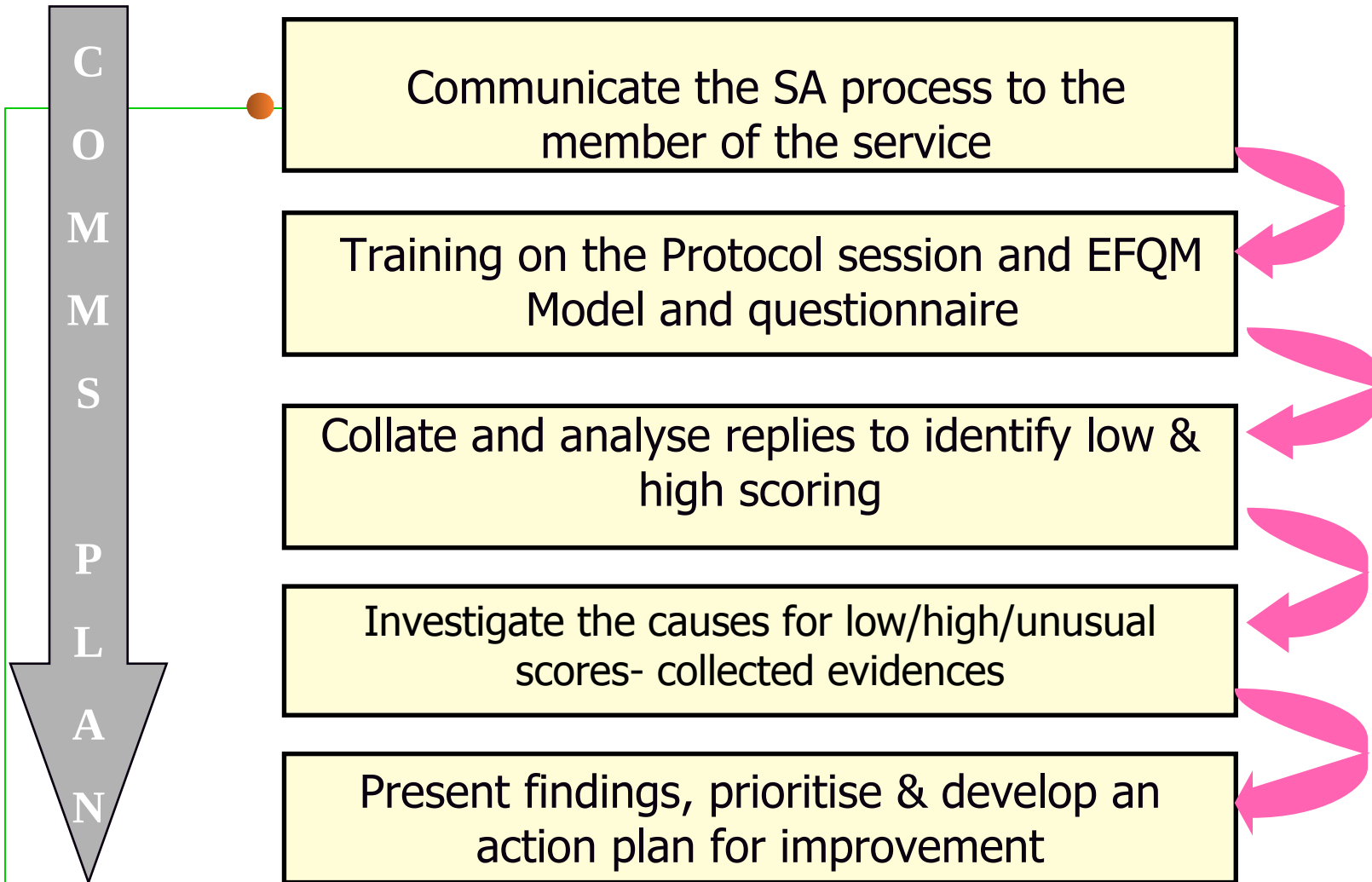
- ❑ To improve our understanding of the University Management System
- ❑ Prepare the Assessment of the university services and the university service charter
- ❑ Adapt tools and techniques for the SA
- ❑ To successfully achieve Activity 4.2.1. and 4.2.2.
  - 4.2.1. Setting up of the AC and training on the EFQM
  - 4.2.2. Conducting SA and improvement plan

# Who uses the Model?

- 
- **More than 20.000 organisations across Europe**
  - **70% of Europe's largest 25 companies**
  - **9 of the 13 European companies in the 50 World's Most Respected Companies**
  - **Over 4.000 public organisation worldwide**
  - **At least 10.000 SMEs**



# Using a Questionnaire –Self-assessment



# 1. INTERNAL EVALUATION / SELF-ASSESSMENT

## EVALUATION COMMITTEE



PERSONNEL IN CHARGE OF THE SERVICE  
PERSONNEL OF SERVICE WITH RESPONSABILITIES  
PERSONNEL OF SERVICE WITHOUT RESPONSABILITIES  
1-3 CLIENTS (TEACHERS, STUDENTS, ...) THAT KNOW THE SERVICE

WORK?



Phases 1 and 3

1/2 MONTHS: MEETINGS AND TRAINING  
WORKING ON THE ASSESSMENT PROTOCOL  
OVERVIEW OF THE MODEL  
QUESTIONNAIRES



REPORT

### THE QUALITY UNIT ROLE

- Adapting and drafting of the satisfaction questionnaires
- Statistics from the satisfaction questionnaires
- Technical assistance:
  - Training
  - Participation to the meetings
  - Settlement of doubts

## Analysis of the questionnaire results

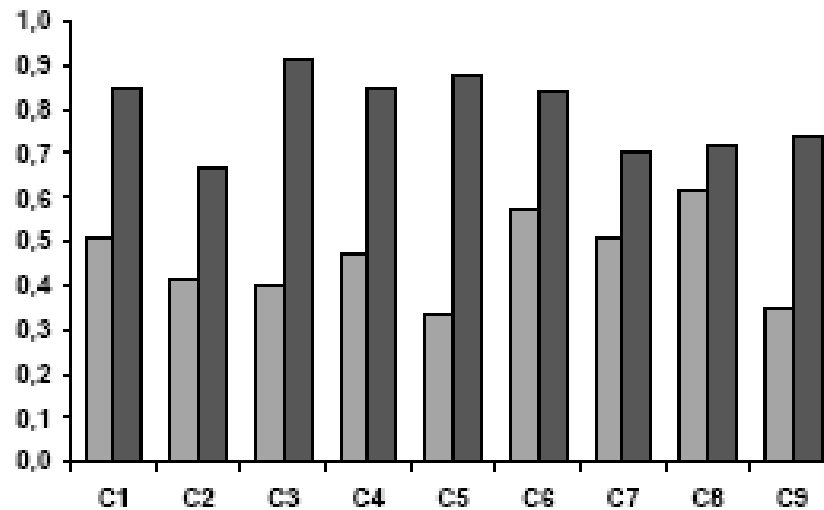
### Criterio 6 Resultados en los clientes

| Ítem | Nº de 1 |   | Nº de 2 |   | Nº de 3 |   | Nº de 4 |   | Media |      | Calificación |
|------|---------|---|---------|---|---------|---|---------|---|-------|------|--------------|
|      | I       | D | I       | D | I       | D | I       | D | I     | D    |              |
| 1    | 0       | 5 | 0       | 0 | 1       | 0 | 5       | 0 | 0,95  | 0,00 |              |
| 2    | 0       | 2 | 0       | 0 | 1       | 3 | 4       | 0 | 0,93  | 0,40 |              |
| 3    | 0       | 3 | 0       | 2 | 2       | 0 | 3       | 0 | 0,87  | 0,13 |              |
| 4    | 0       | 3 | 0       | 3 | 2       | 0 | 4       | 0 | 0,89  | 0,17 |              |
| 5    | 0       | 1 | 0       | 0 | 0       | 4 | 5       | 0 | 1,00  | 0,54 |              |
| 6    | 0       | 0 | 0       | 0 | 2       | 5 | 4       | 1 | 0,89  | 0,73 |              |
| 7    | 0       | 0 | 0       | 2 | 1       | 3 | 4       | 0 | 0,93  | 0,53 |              |
| 8    | 0       | 2 | 0       | 1 | 2       | 3 | 4       | 0 | 0,89  | 0,39 |              |
| 9    | 0       | 1 | 0       | 3 | 2       | 1 | 3       | 0 | 0,87  | 0,33 |              |
| 10   | 0       | 4 | 0       | 1 | 3       | 0 | 2       | 0 | 0,80  | 0,07 |              |
| 11   | 0       | 2 | 0       | 2 | 3       | 1 | 2       | 0 | 0,80  | 0,27 |              |
| 12   | 0       | 3 | 1       | 2 | 2       | 0 | 2       | 0 | 0,73  | 0,13 |              |
| 13   | 0       | 1 | 1       | 1 | 1       | 1 | 1       | 0 | 0,67  | 0,33 |              |

## Annexes

---

Global scores by criterion



| Criterion | Importance | Development |
|-----------|------------|-------------|
| C1        | 0,84       | 0,51        |
| C2        | 0,67       | 0,42        |
| C3        | 0,91       | 0,40        |
| C4        | 0,85       | 0,47        |
| C5        | 0,87       | 0,33        |
| C6        | 0,84       | 0,58        |
| C7        | 0,70       | 0,51        |
| C8        | 0,72       | 0,62        |
| C9        | 0,74       | 0,35        |

### 1. Leadership

| STRENGTHS                                                                                                                                                                    | AREAS FOR IMPROVEMENT                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Directors of the Service act as role model for the development and fulfilment of the targets of the service.                                                             | Although the processes of the service are known in an informal way, there is no evidence that a formal system exists to evaluate the processes of the service.                                                          |
| The Direction of the Service delegates responsibilities and looks over the good fulfilment of the same ones, by means of the proper administrative structure of the service. | Although the direction of the Service is involved personally in the attention of the different stakeholders groups, the needs and expectations of the different groups of interest do not seem to be gathered formally. |
| The Direction of the Service is accessible and has established a good relation with the employees.                                                                           | It is not clear if the direction of the service measures or communicates the efficacy of the changes or shares the obtained knowledge.                                                                                  |

### 2. Policy and strategy

| STRENGTHS                                                                                                   | AREAS FOR IMPROVEMENT                                                                                                                |
|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| The service puts its resources at the disposal of all the personnel and informs them about their existence. | There service does evidence of a systematic collection and analyse of the needs and interests for its principal stakeholders groups. |
| The service makes an informal evaluation of the results obtained in the previous years.                     | The service does not seem to analyze the after-effect of its activities in other services.                                           |

### 3. People

| STRENGTHS                                                                                                                                                        | AREAS FOR IMPROVEMENT                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| There is some evidence that the schedule of the personnel adapts itself to the proper needs for the activity of the service.                                     | It is not clear if the service evaluates the performance of the personnel or adopts measurements to help them improve.                               |
| There are some evidences that the service worries for the professional development of the persons, allowing the assistance to training and formative activities. | It is not clear if the service encourages the implication of the persons or provides opportunities that stimulate innovative and creative behaviour. |

| IMPROVEMENT ACTIONS                                                                                                                                                    | TASKS TO DEVELOP                                                               | RESPONSIBLE FOR THE DEVELOPMENT                    | Starting-Ending date | Resources needed           | Indicator of progress  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------|----------------------|----------------------------|------------------------|
| 1-To prepare a manual of key processes of the service.                                                                                                                 | a) Identification of the processes<br>b) Writing<br>c) Dissemination           | Working group per unit                             | 2008-2009            | Exist sufficient resources | Fulfilment of calendar |
| 2- To define and to use indicators of general character to know the satisfaction of the users and of the personnel, and the results of the processes of the service.   | a) Definition of indicators<br>b) Approval<br>c) Implantation<br>d) Monitoring | Working group per unit                             | 2008                 | Exist sufficient resources | Fulfilment of calendar |
| 3- To establish a systematic process of collection of information by means of polls to know the satisfaction of the different groups of interest and of the personnel. | a) Definition of the polls<br>b) Diffusion of the polls<br>c) Analysis         | Direction of the Service<br>Working group per unit | 2008                 | Exist sufficient resources | Fulfilment of calendar |
| 4- To establish a Communication Plan that contemplates regular meetings depending of the needs of the service.                                                         | a) Establishment of the agenda<br>b) Spreading of meetings agenda              | Direction of the Service                           | 2008                 | Exist sufficient resources | Fulfilment of calendar |
| 5- To implant and realize the pursuit of the Strategic Plan                                                                                                            | a) Making<br>b) Approval<br>c) Dissemination<br>d) Execution and pursuit       | Chief of the Service                               | 2008-2009            | Exist sufficient resources | Fulfilment of calendar |

# Units Assessment



**Workshop  
EFQM  
May 2009**

**Assessment  
EFQM**

**Final reports  
February 2010**

**Self-assessment  
of Units  
September-January**

**External Visit  
December 2009:**

*Carlos Mateo, Porf. Florence, Porf.  
Nkunya, Caroline Madeleine*

**Reports sent and evaluated  
January 2010**

# Units Assessed

- **Moi University**
  - Examination Session
  - Finance Unit
  - Students Welfare
- **Mzumbe University**
  - Students accommodation
  - Health Service Department
- **Makerere University**
  - Academic Registrar's Dept - Undergraduate Admissions & Records Division
  - Human Resource Unit



## **The work to be done ...**



## **Main activities and challenges**

- Formal establishment of the QA Units & creation of QA Websites
- Assessment of 2 study programmes per partner university
- Drafting and publication of
  - Quality Strategic Plans and Procedures Manuals
  - GUIDE FOR THE PROMOTION OF QUALITY CULTURE IN EAST-AFRICAN UNIVERSITIES



THANK YOU FOR YOUR ATTENTION