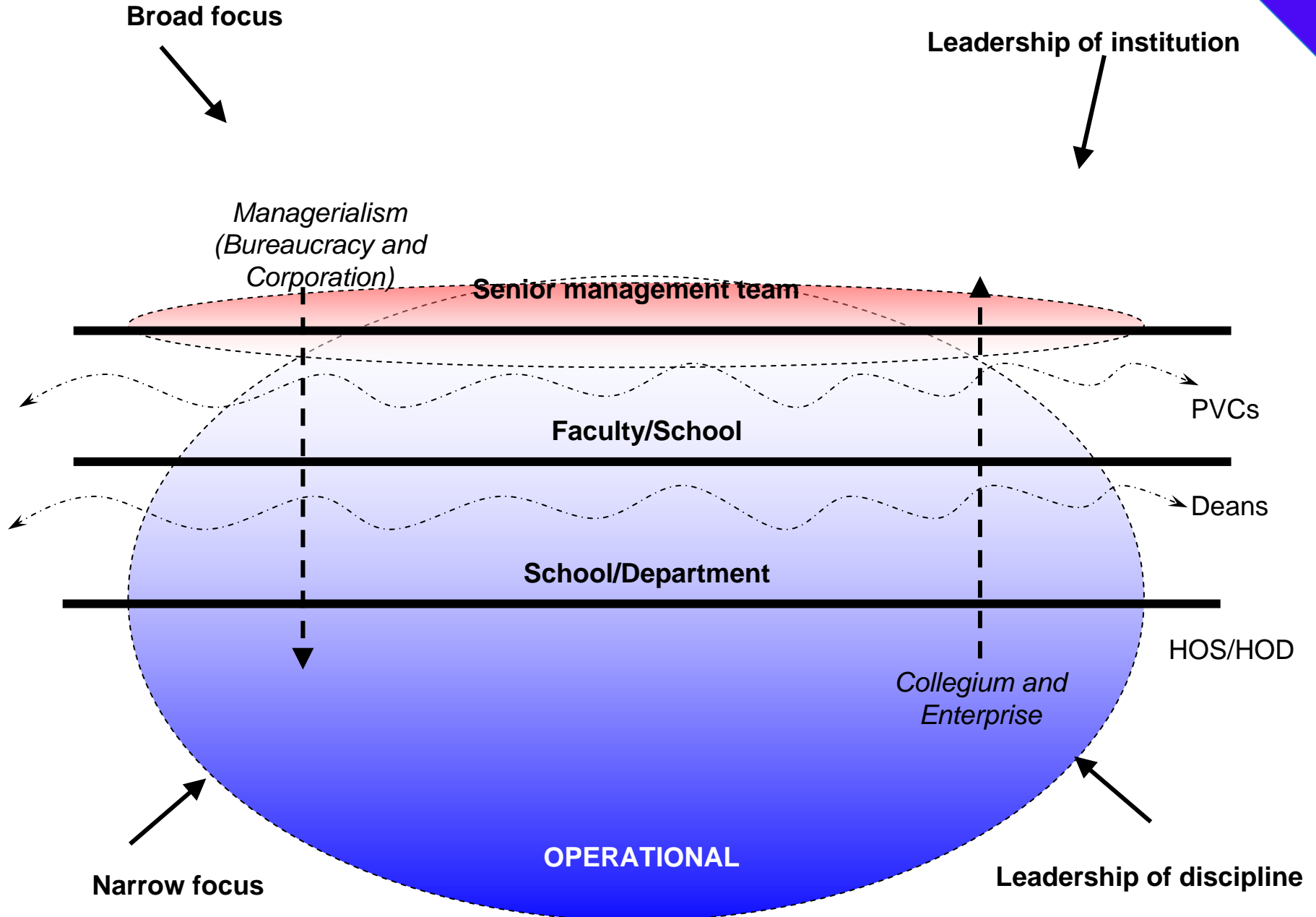




# Quality and Excellence in Higher Education

**Mike Pupius**  
**Director, Centre for Integral Excellence**  
Sheffield Hallam University

# The university as a system



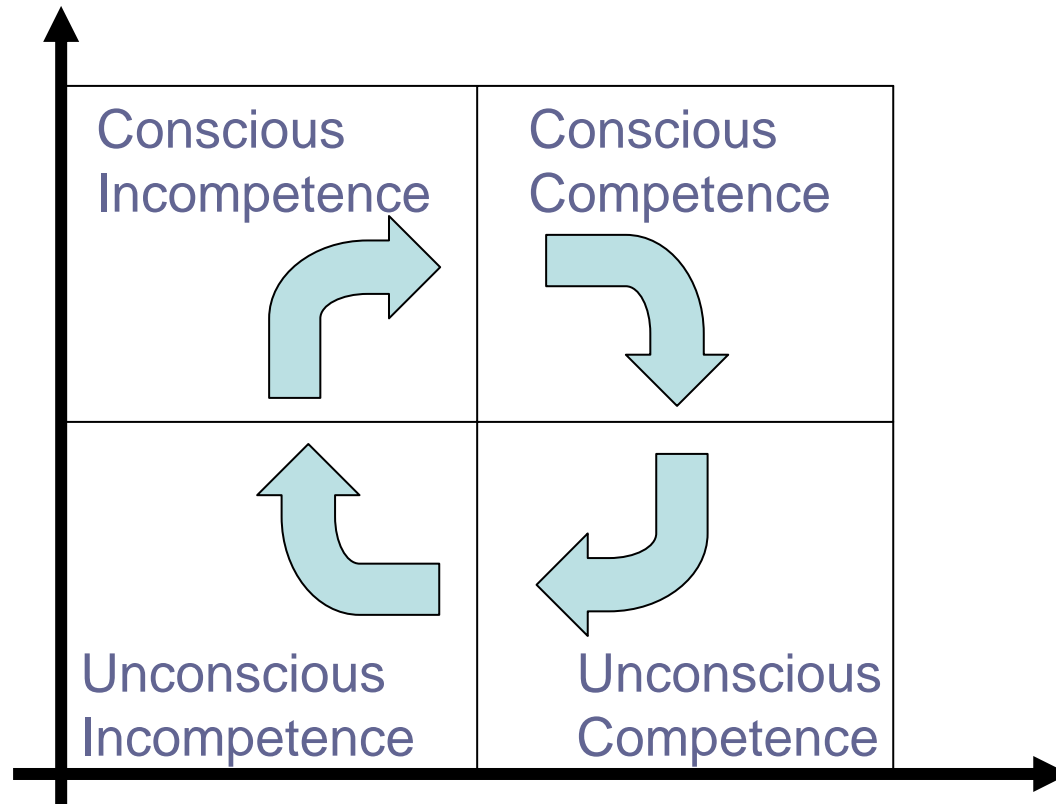
# Part 4

## Excellence and process management

# The Quality Journey

# Competence and consciousness

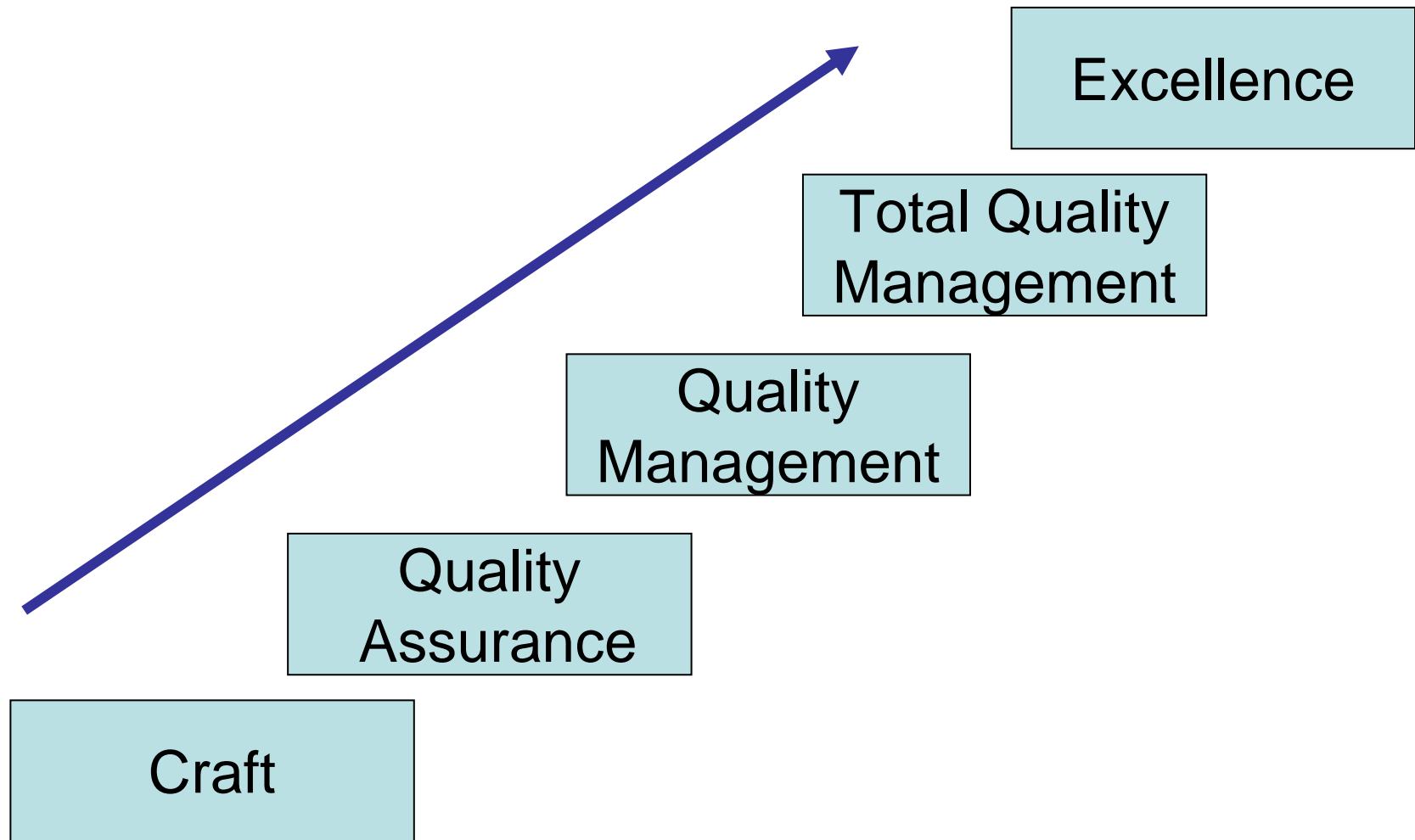
Consciousness



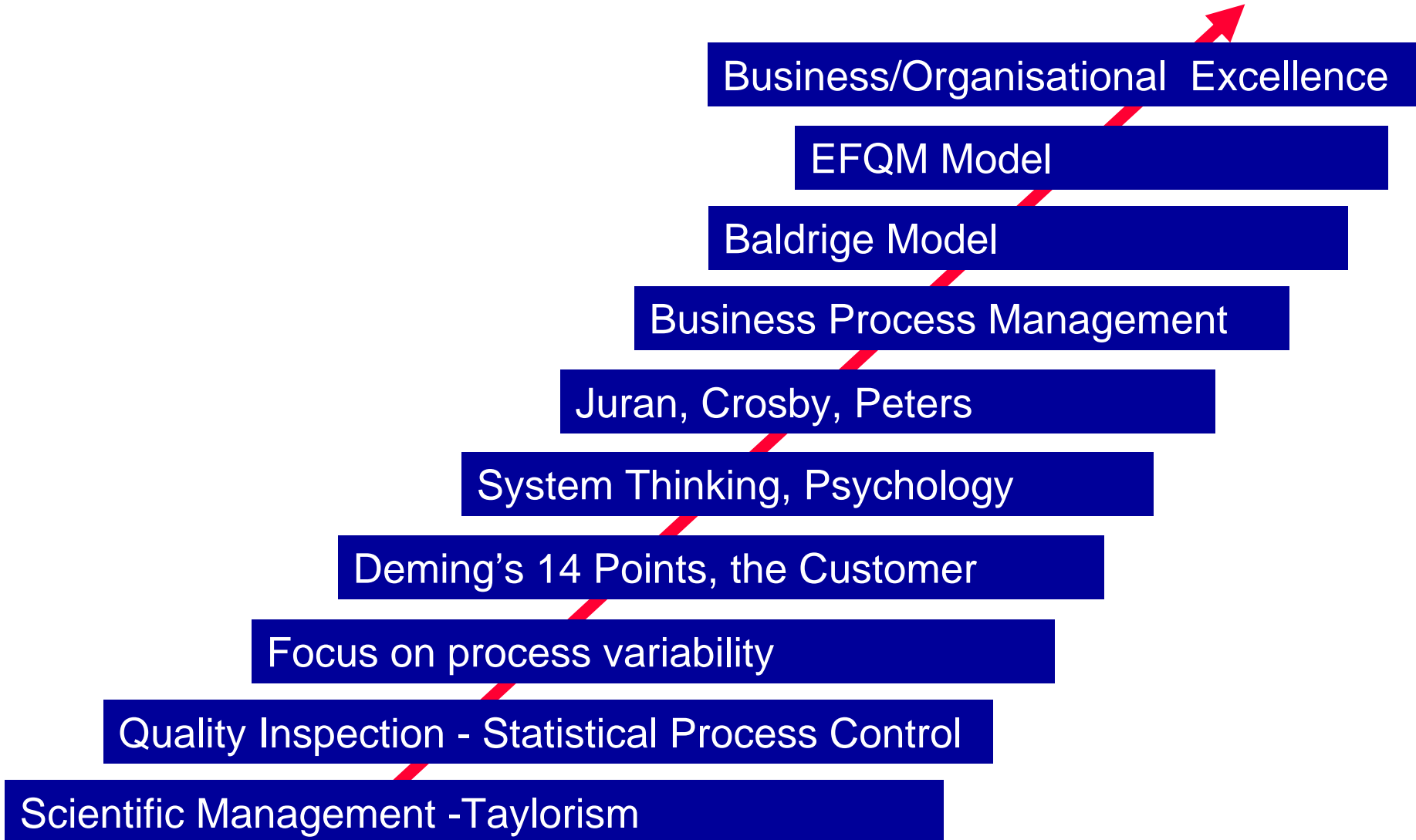
Competence

**A continuous cycle, developing new skills and behaviours**

# The evolution of quality and excellence



# The Evolution of Organisational Excellence



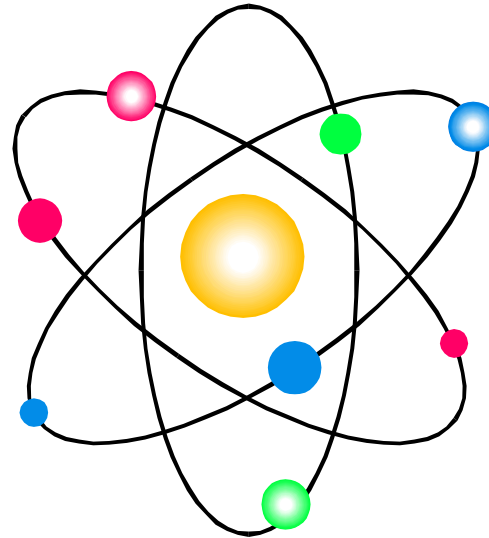
# Fundamental Concepts of Excellence

**Results Orientation**

**Corporate Social  
Responsibility**

**Customer Focus**

**Partnership  
Development**



**Leadership &  
Constancy of  
Purpose**

**People Development &  
Involvement**

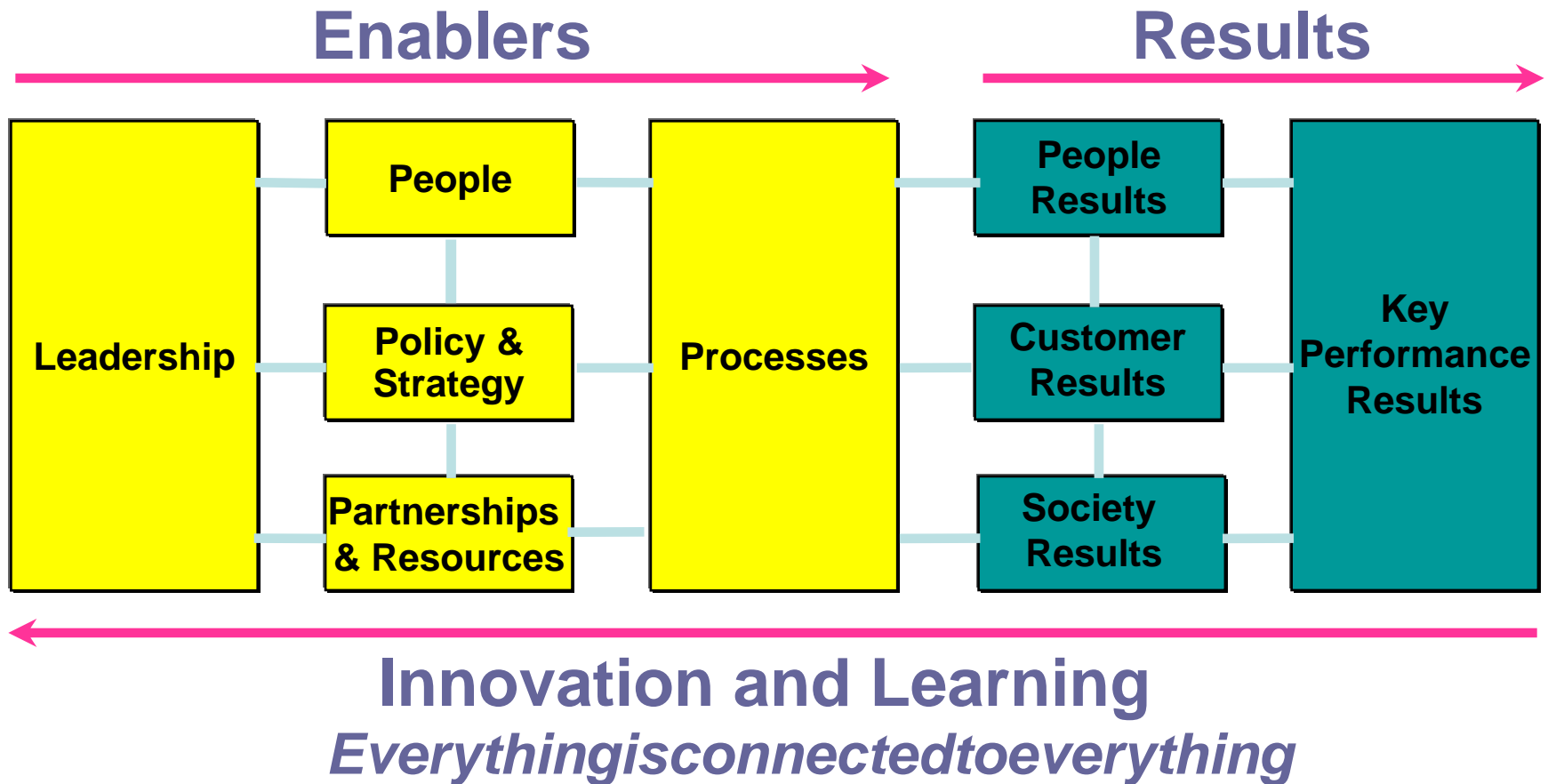
**Management by  
Processes and Facts**

**Agility**

**Continuous Learning,  
Innovation &  
Improvement**

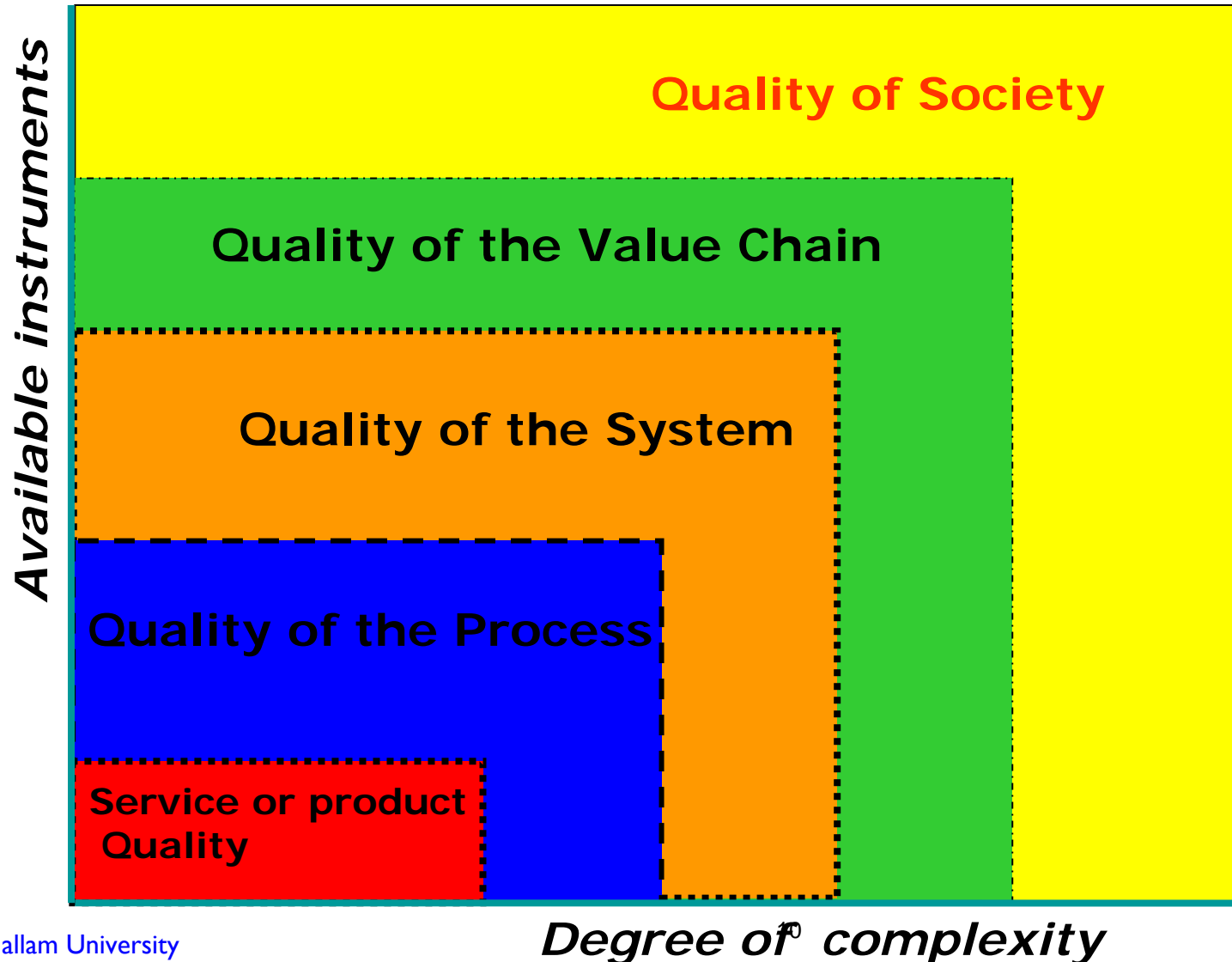
**Future Focus**

# EFQM Excellence Model<sup>®</sup>

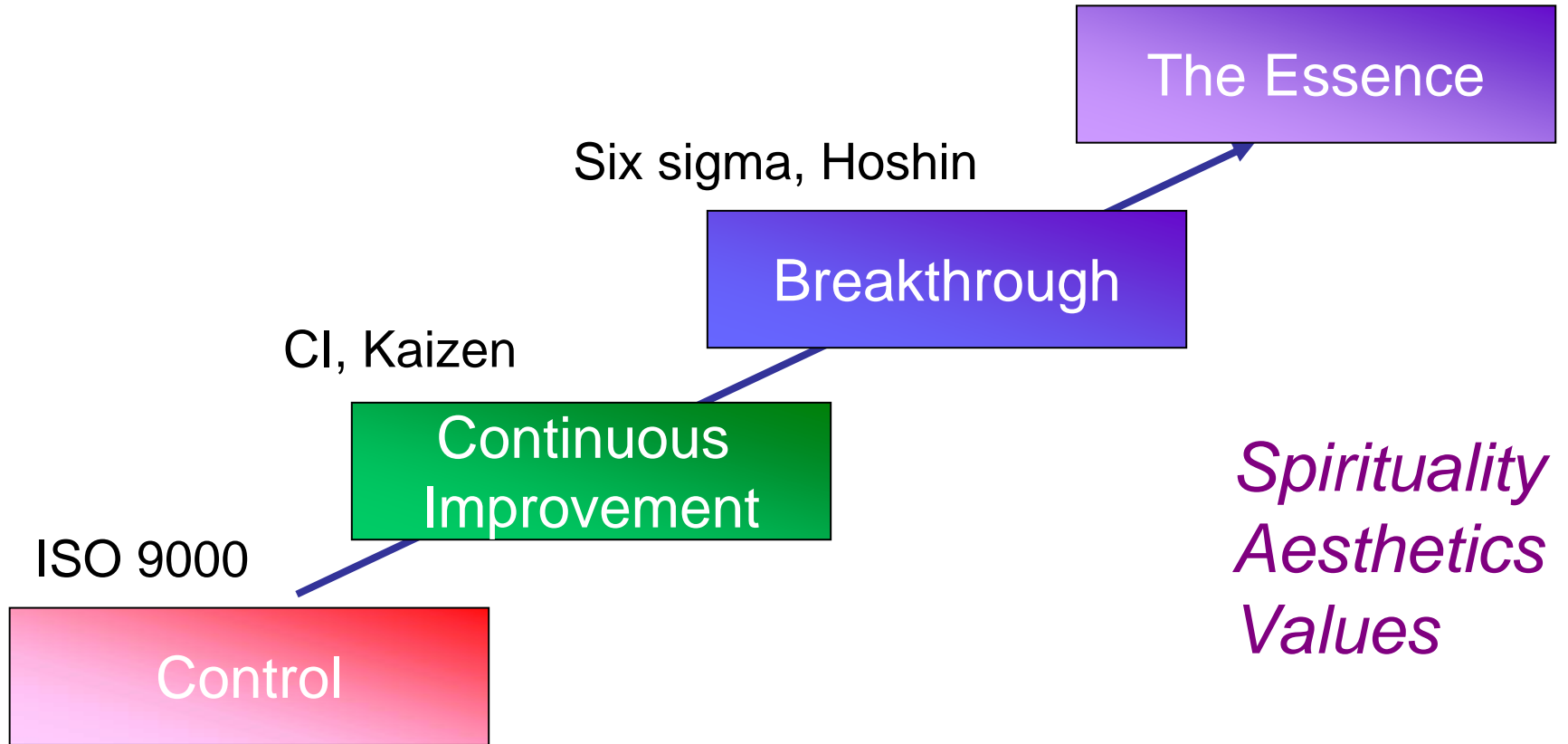


*The EFQM Excellence Model is a Registered Trademark*

# Five Stage Model (Hardjono, INK)



# Reaching the Essence



(Professor Teun Hardjono, October 2005)

# Getting the values building blocks in position

SERVICE & SOCIAL RESPONSIBILITY

PARTNERSHIPS & COLLABORATION

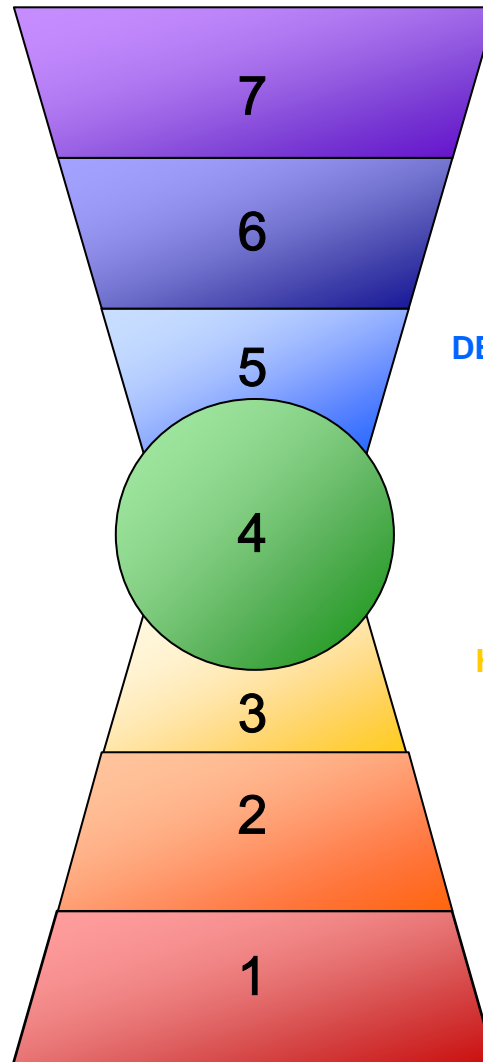
COMMITMENT & TRUST

TRANSFORMATION & INNOVATION

PERFORMANCE & EFFICIENCY

LOYALTY & RELATIONSHIPS

FINANCE & SAFETY



Positive Focus / Excessive Focus

## SERVICE TO HUMANITY

Ethics, Social responsibility, Future generations.

## STRATEGIC ALLIANCES AND PARTNERSHIPS

Employee fulfillment. Community involvement, Customer collaboration, Supplier partnerships

## DEVELOPMENT OF A STRONG COHESIVE CULTURE

Commitment, Enthusiasm, Shared values, Creativity

## CONTINUOUS RENEWAL AND LEARNING

Adaptability, Innovation, Teamwork, Continuous Improvement

## HIGH PERFORMANCE SYSTEMS AND PROCESSES

Productivity. Efficiency. Quality. Professional growth.  
Bureaucracy, Complacency, Internal Politics

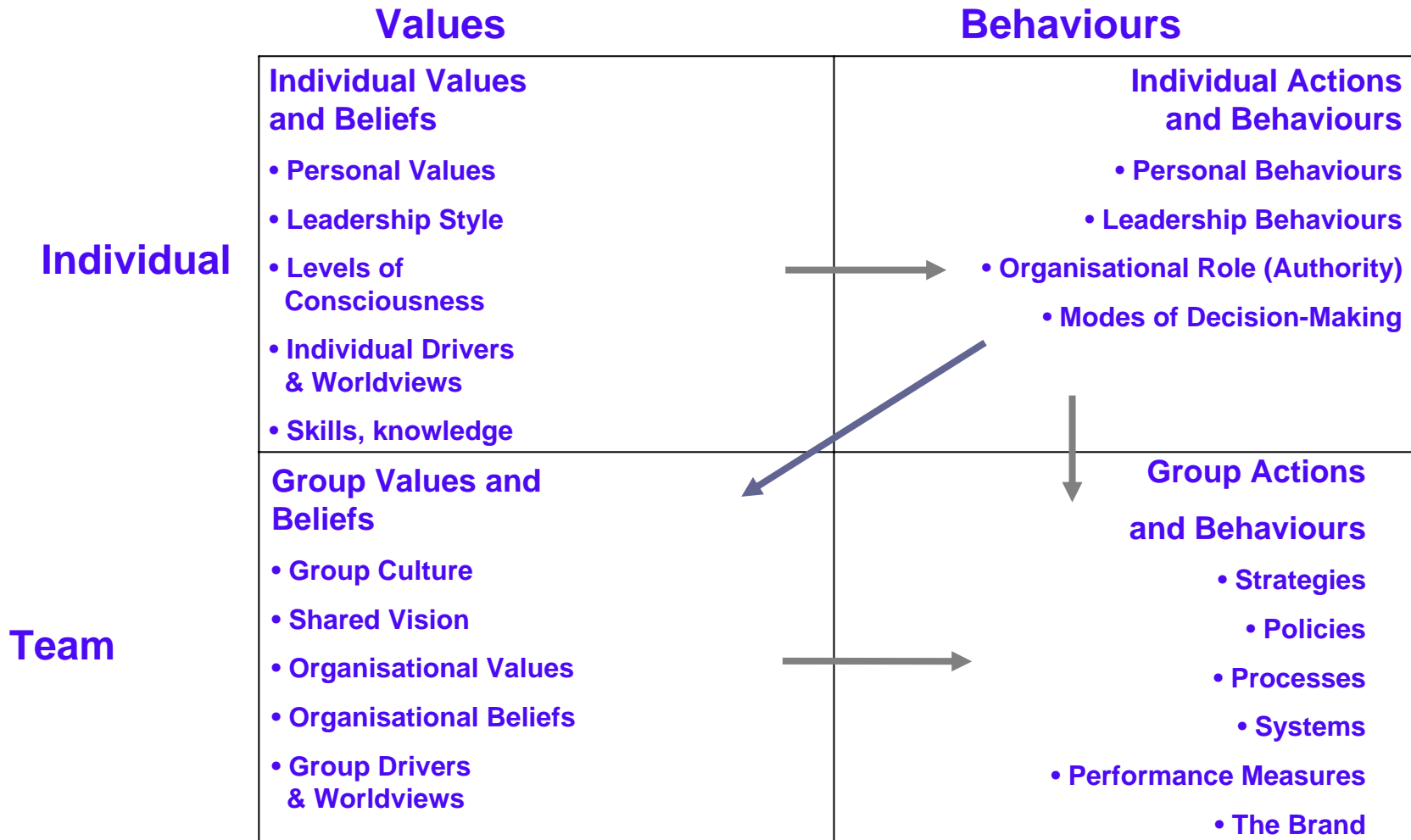
## RELATIONSHIPS THAT SUPPORT THE ORGANISATION

Good communication between employees, customers and suppliers.  
Manipulation. Blame.

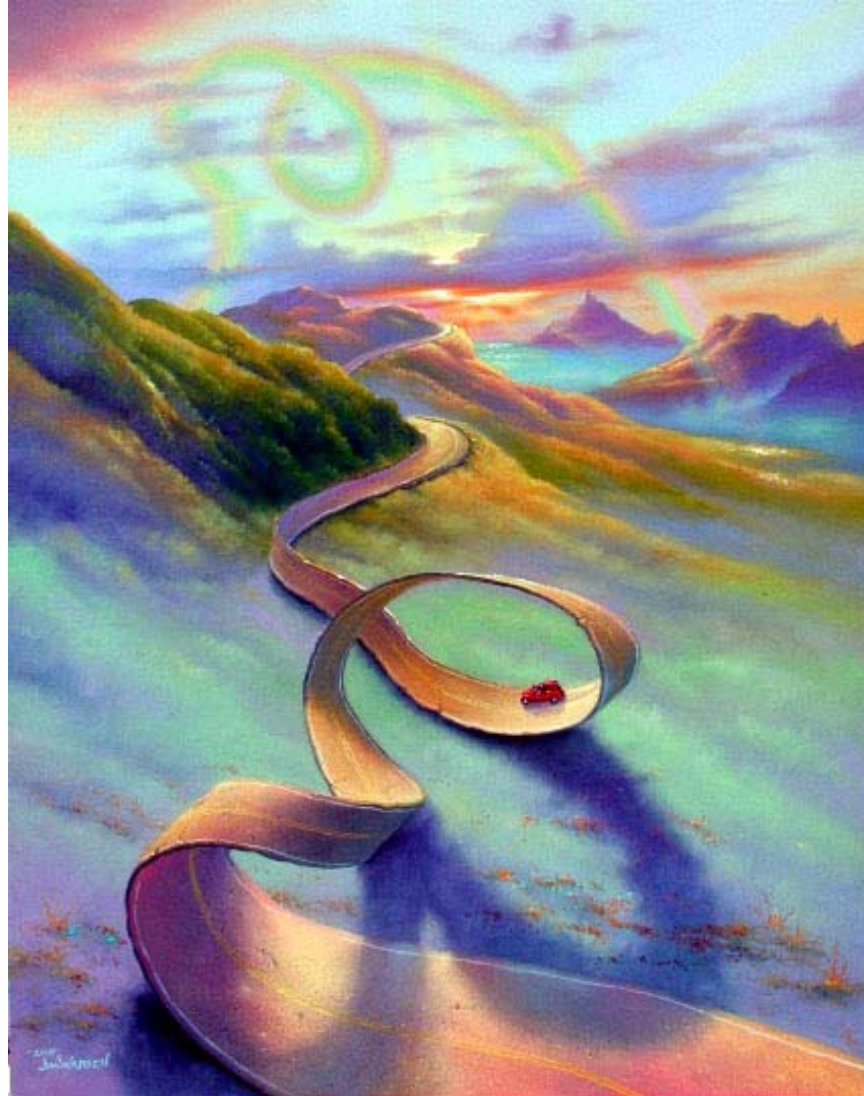
## FINANCIAL STABILITY

Financial soundness. Employee health and safety.  
Exploitation. Over-control.

# Finding meaning through Integral Excellence



# The Never Ending Journey in Pursuit of Excellence



Great

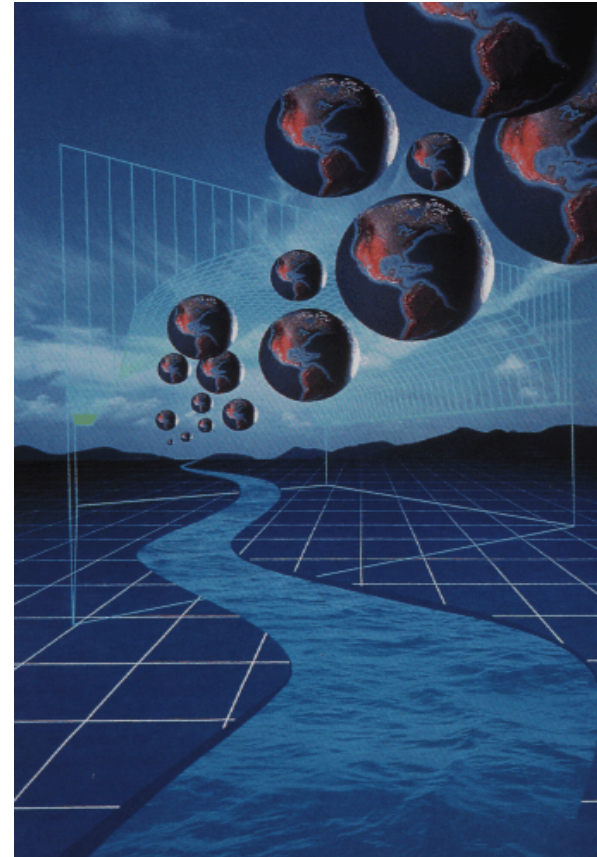
Good

# Characteristics of successful organisations

(Barrett, Collins and Porras, de Geus, Fitz-Enz)

- A strong, positive, values driven culture
- A commitment to learning and self-renewal
- Continual adaptation using internal and external feedback from environments
- Strategic alliances with internal and external partners, customers and suppliers
- A willingness to take risks and experiment
- A process orientation
- A balanced, values based approach to measuring performance that includes
  - Corporate survival (financial)
  - Corporate fitness (efficiency, effectiveness)
  - Collaboration with suppliers and customers
  - Continuous learning and self-development (evolution)
  - Organisational cohesion and employee fulfilment
  - Corporate contribution to the local community and society

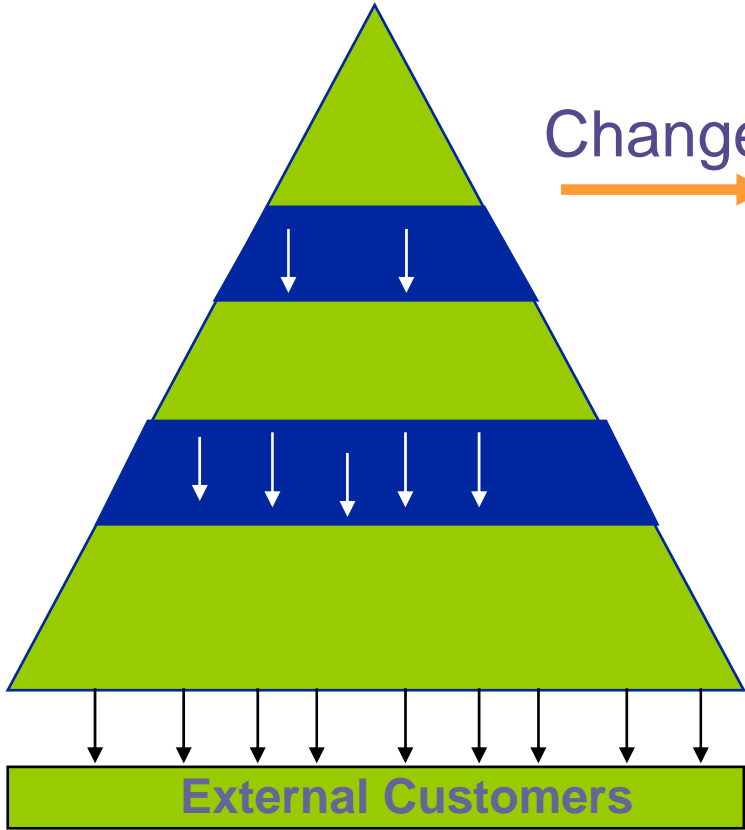
How would  
you define  
Excellence?



# Achieving balanced stakeholder satisfaction

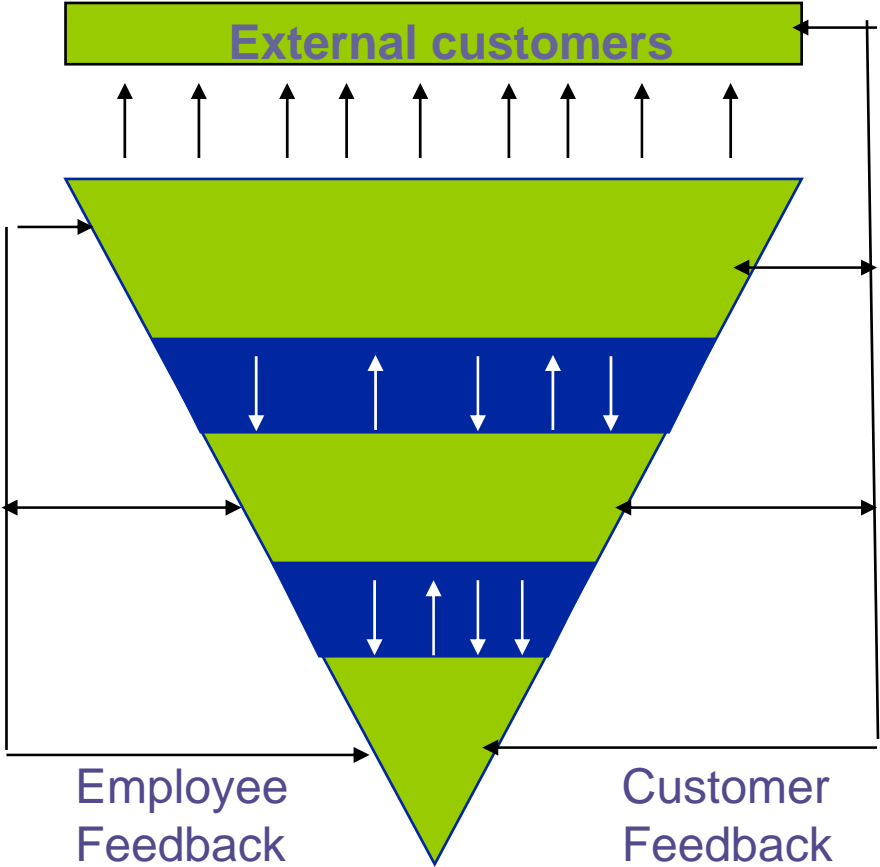


# Required Organisational Change



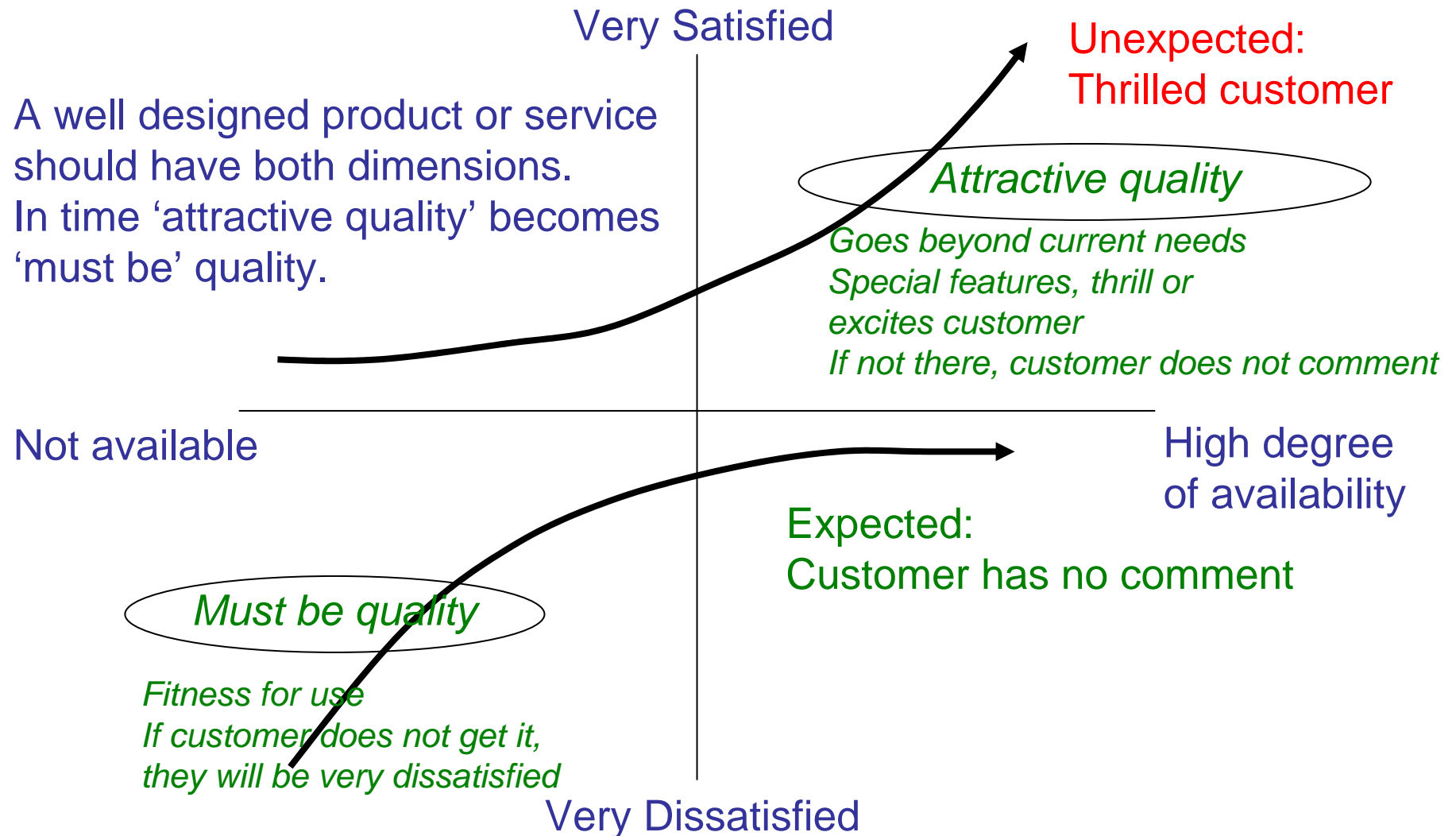
**Control Oriented and Internally Focused**

Change  
→



**Customer Focused and Supportive**

# The Two Dimensions of Quality (Noriaki Kano)

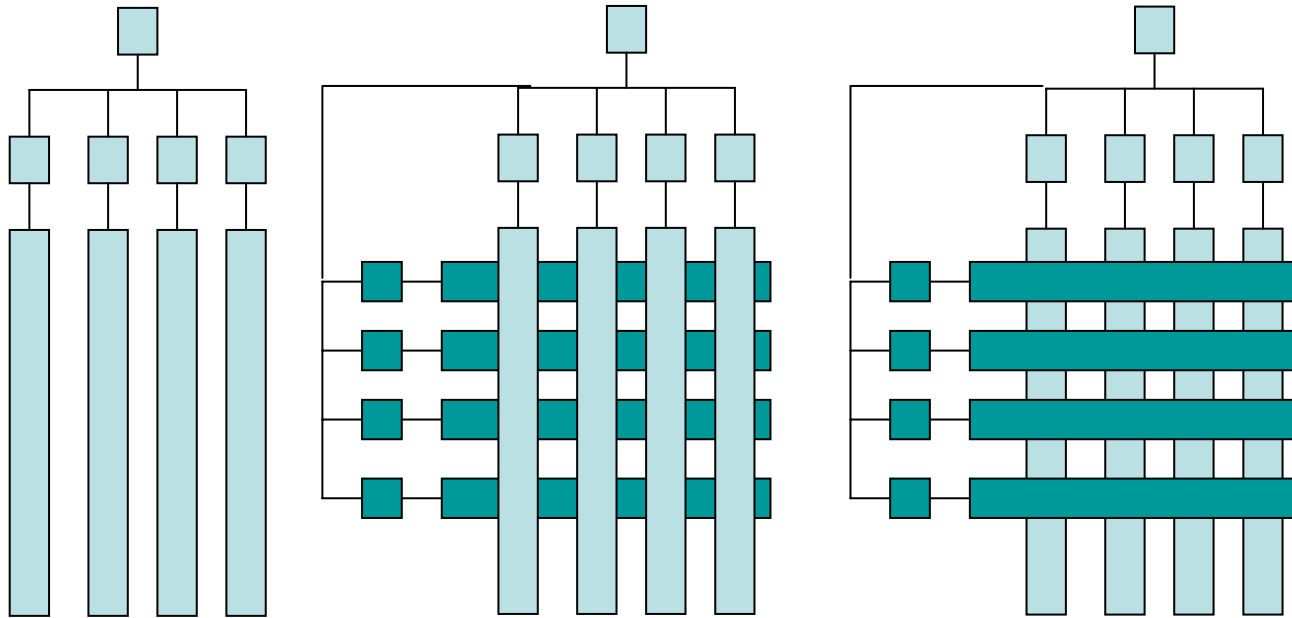


# In the beginning: the simple model



Achieve better **results** through involvement of all the **people** in continuous improvement of their **processes**.

# Significance of processes

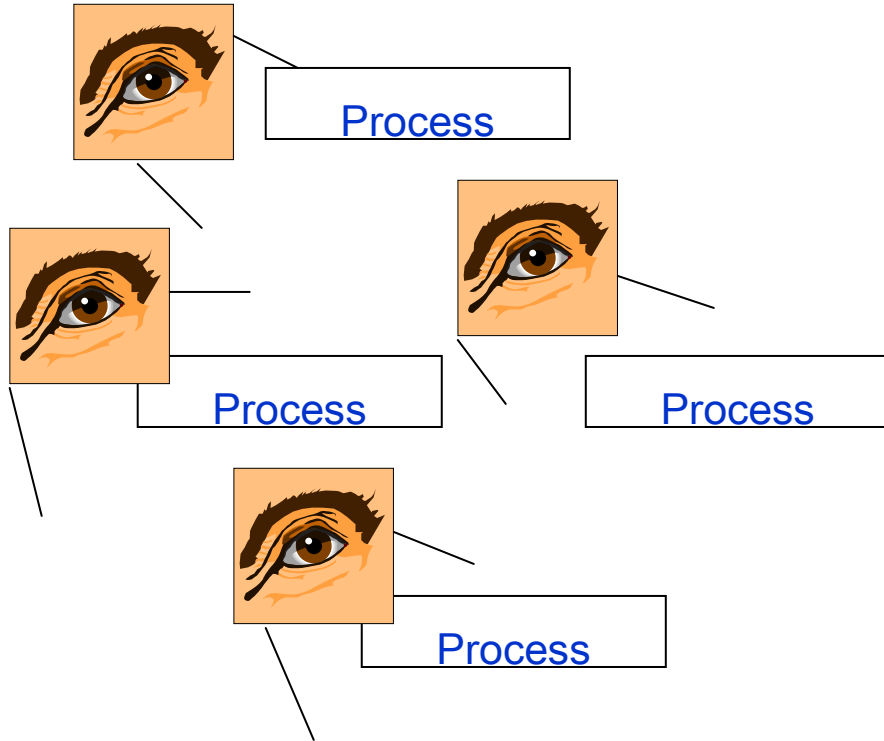


From Hierarchy..... to..... Process Working

# Differences between...

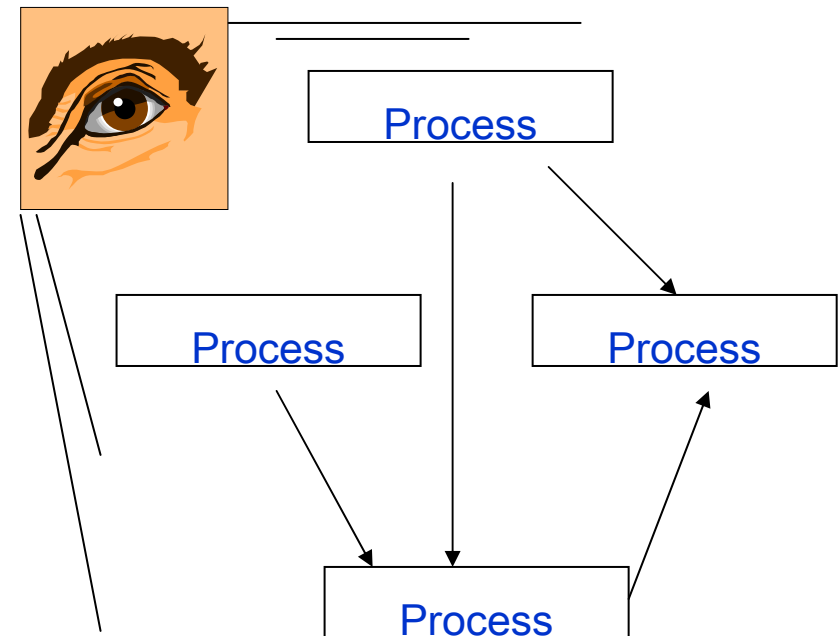
## Management of Process

focus on individual processes

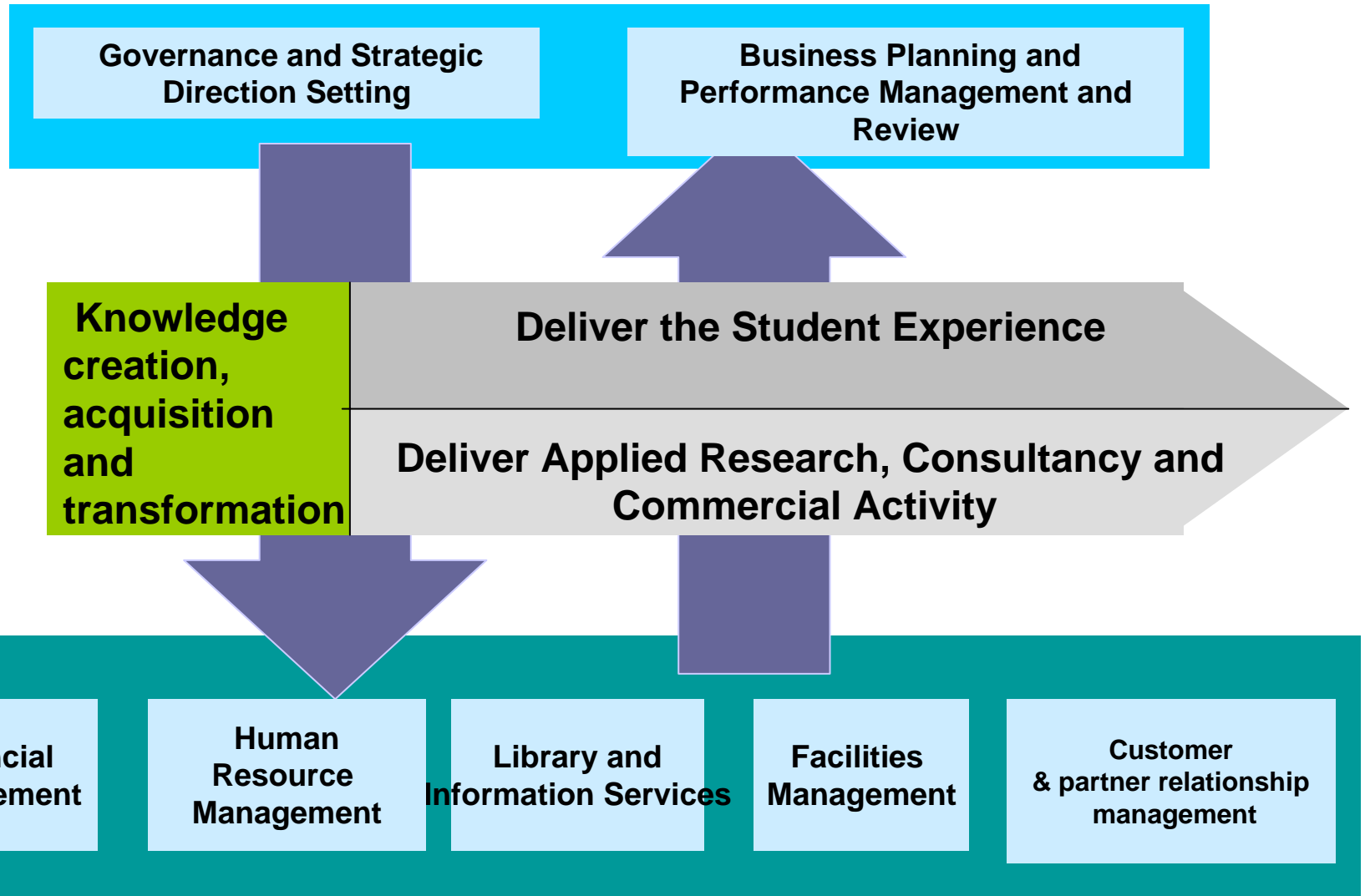


## Management by Process

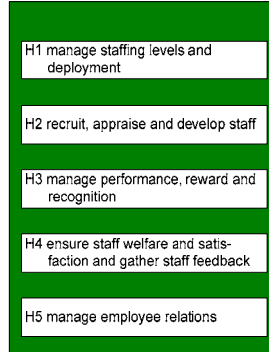
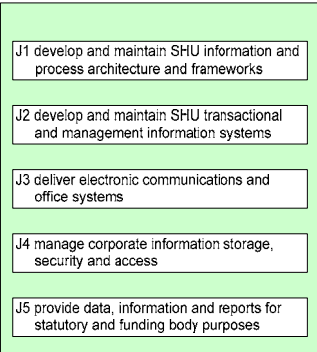
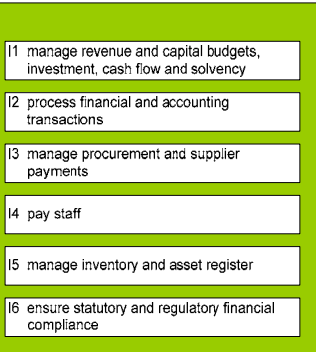
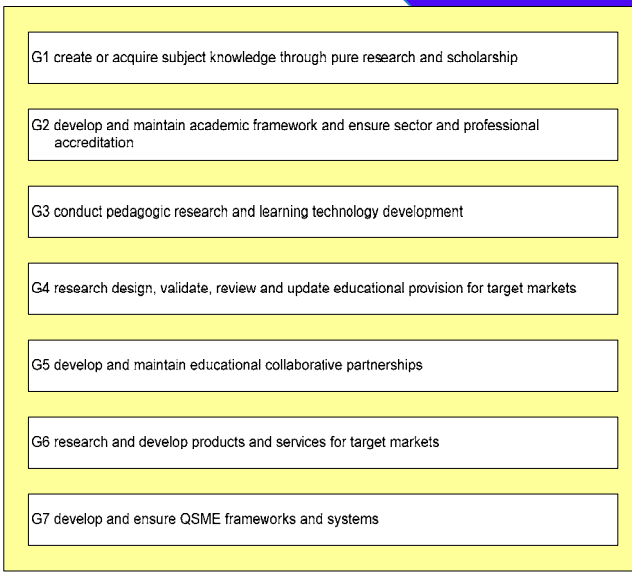
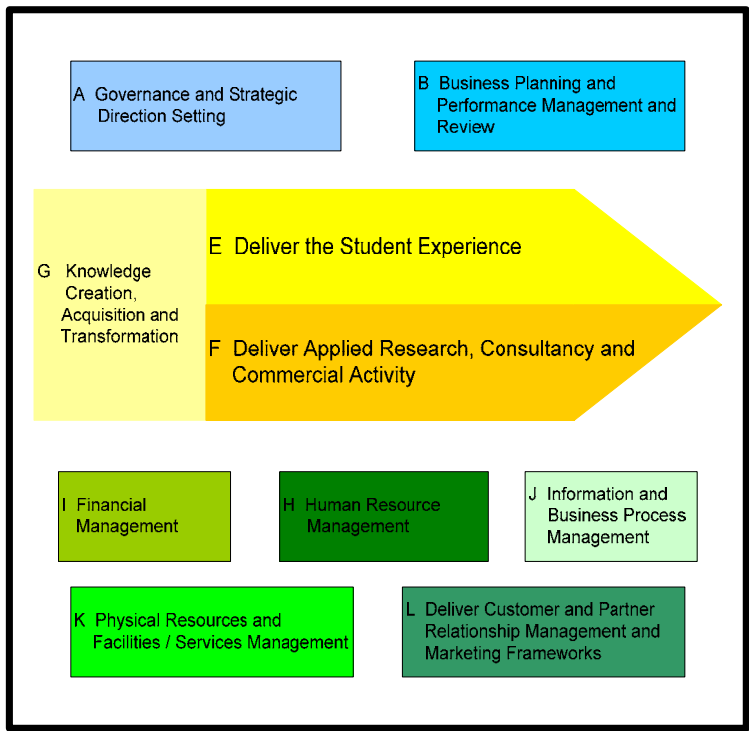
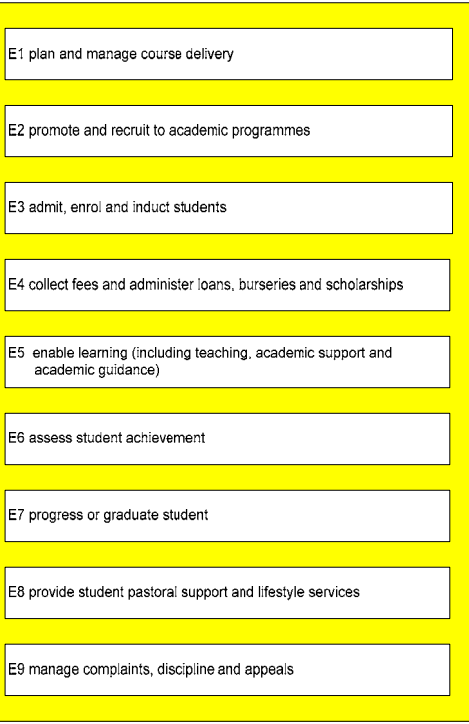
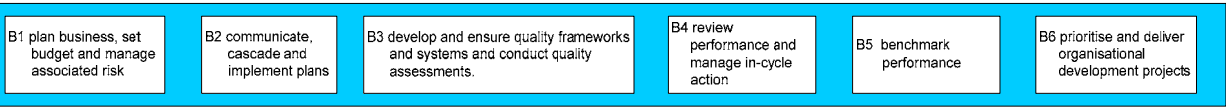
focus on holistic and integrated processes



# Sheffield Hallam High Level Process Model



# Sheffield Hallam University Process Model v6



E1 plan and manage course delivery

E2 promote and recruit to academic programmes

E3 admit, enrol and induct students

E4 collect fees and administer loans, bursaries and scholarships

E5 enable learning (including teaching, academic support and academic guidance)

E6 assess student achievement

E7 progress or graduate student

E8 provide student pastoral support and lifestyle services

E9 manage complaints, discipline and appeals

A Governance and Strategic  
Direction Setting

B Business Plan  
Performance  
Review

G Knowledge  
Creation,  
Acquisition and  
Transformation

E Deliver the Student Experience

F Deliver Applied Research, Consultancy  
Commercial Activity

I Financial  
Management

H Human Resource  
Management

K Physical Resources and  
Facilities / Services Management

L Deliver Customer  
Relationship Management  
Marketing Framework

# Structure, roles and responsibilities (Nortel)

Responsibility

Executive Management

Process Owner (Sponsor)

Process Manager

Process Expert

Process Practitioner

EFQM Excellence Model

Core Process Model

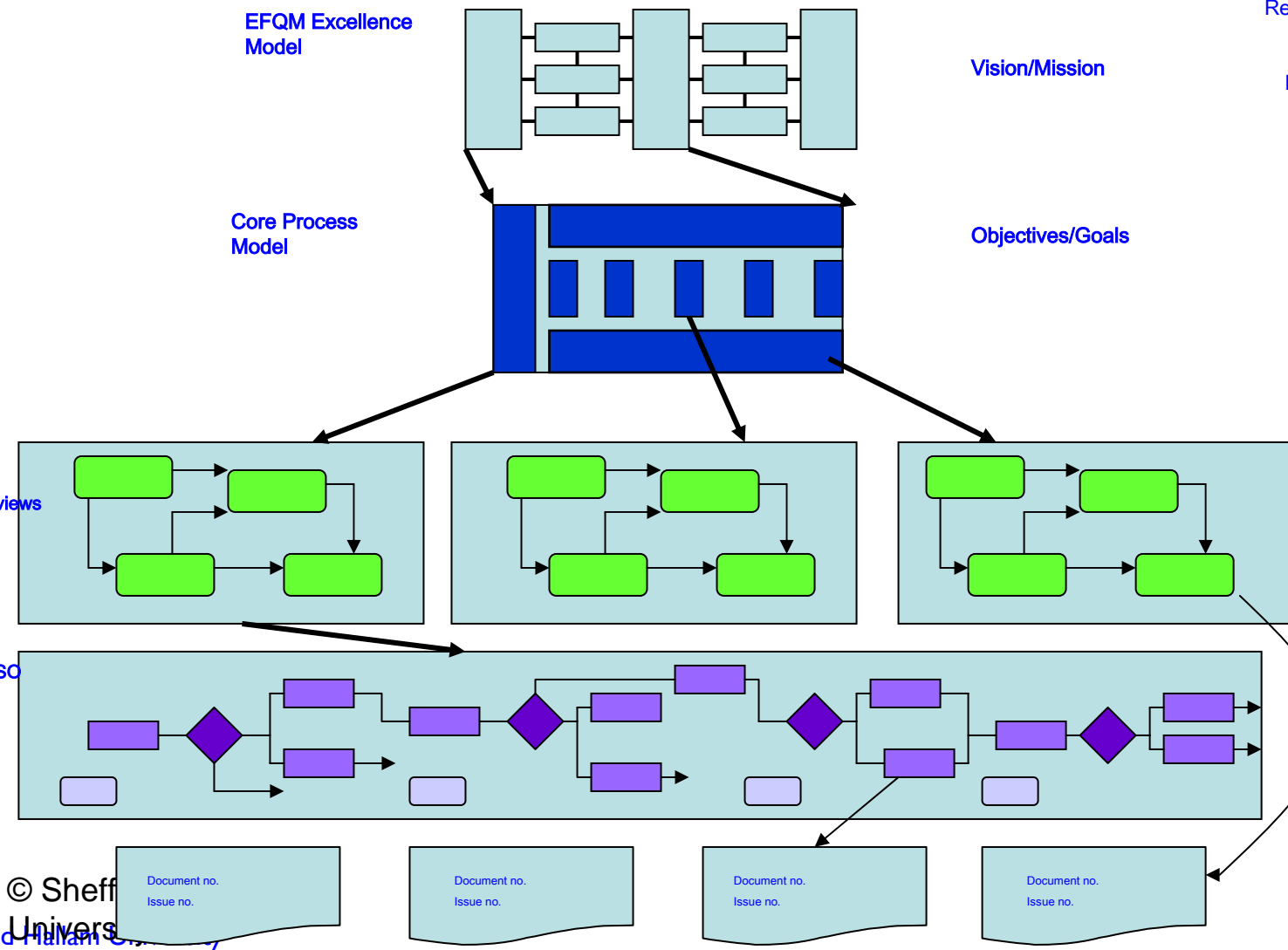
Vision/Mission

Objectives/Goals

Process Overviews

Process Maps

Procedures (ISO Documents)



# Qualitative Measurement

## Process Performance (Efficiency)

*Internal Process Rating*

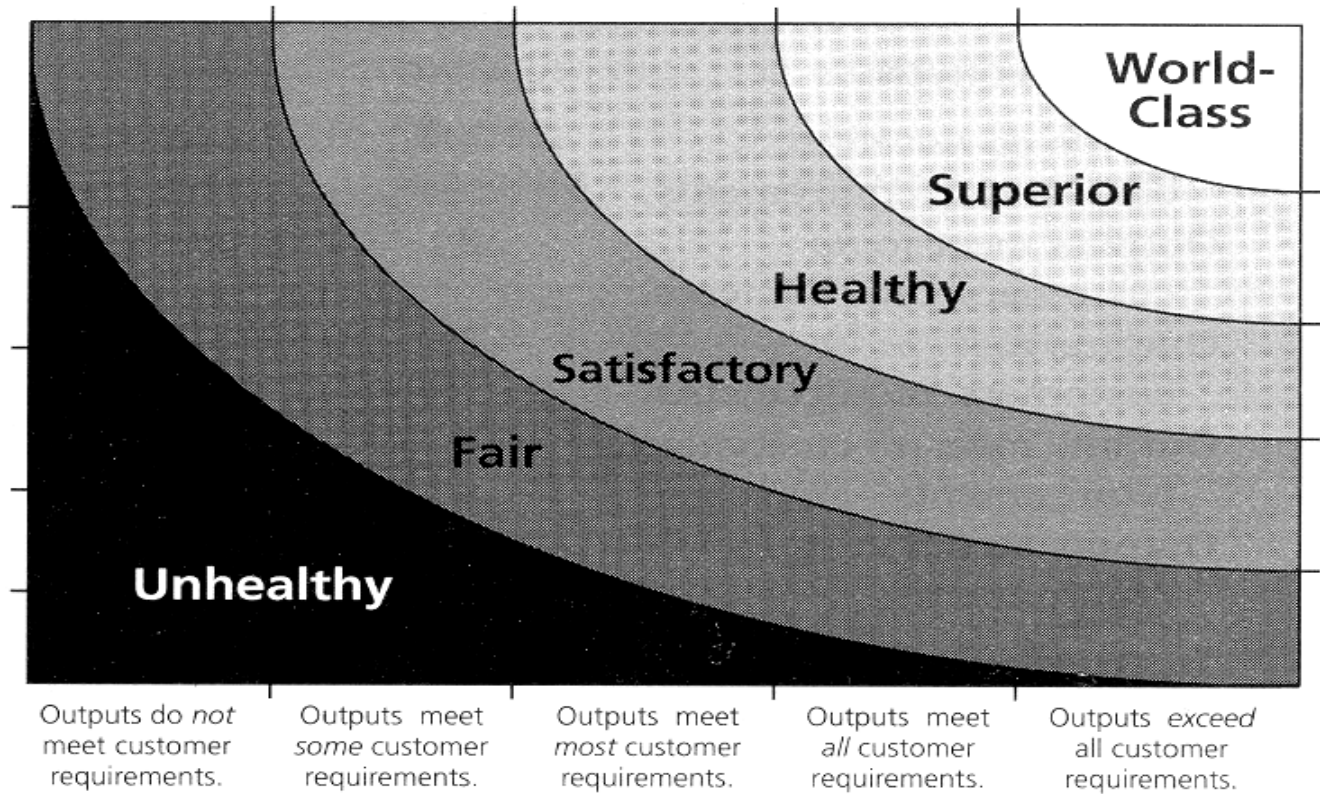
Process is defect-free, has low unit costs, a short cycle time, and no waste.

Process is effective, costs are low, waste is low, and cycle time is good.

Process is fairly effective but shows room for improvements in cycle time and unit costs.

Process is inefficient and needs improvement.

Process has major problems with defects, unit costs, and long cycle times.



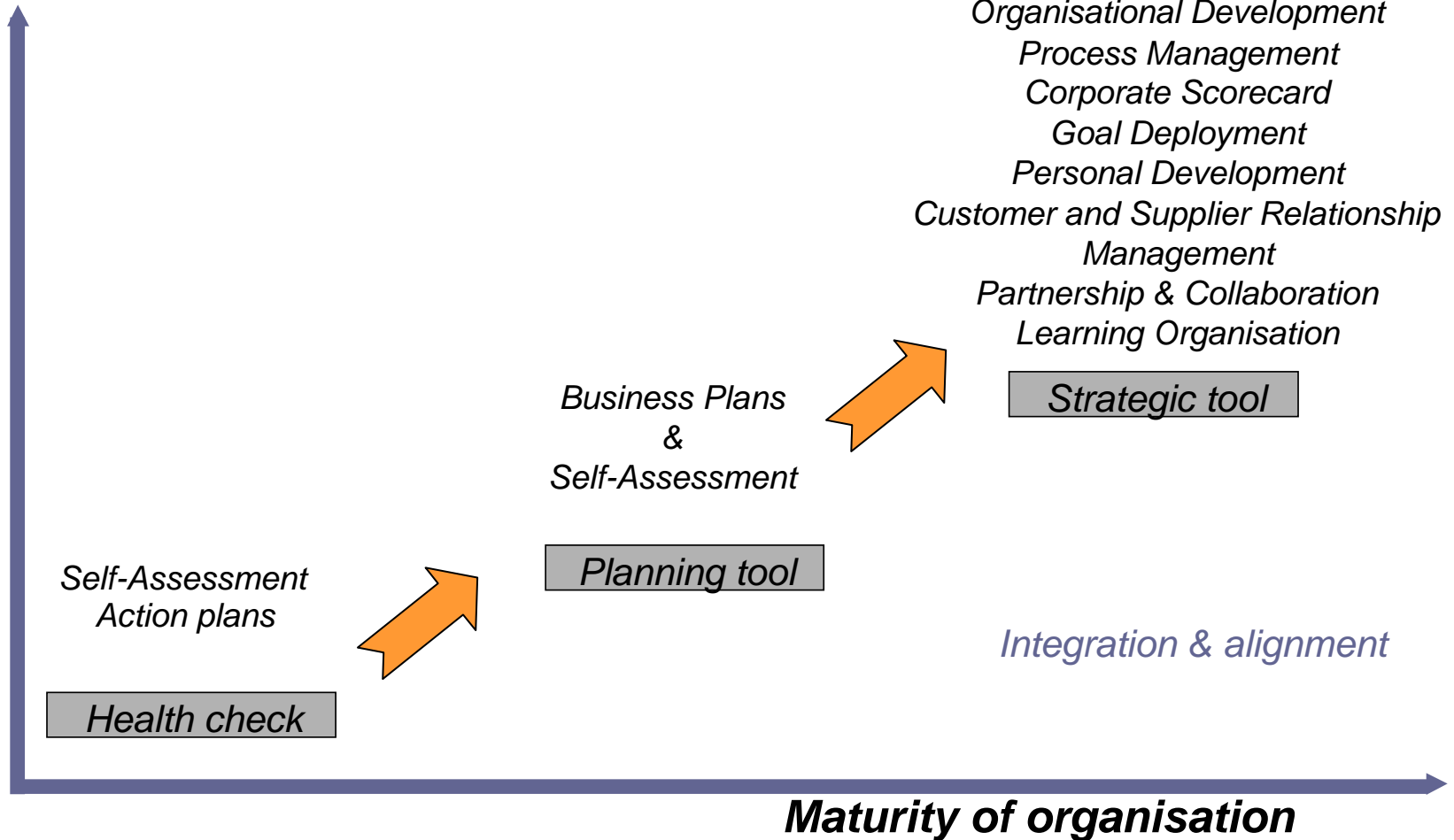
## Product Performance (Effectiveness)

*Customer Satisfaction Rating*

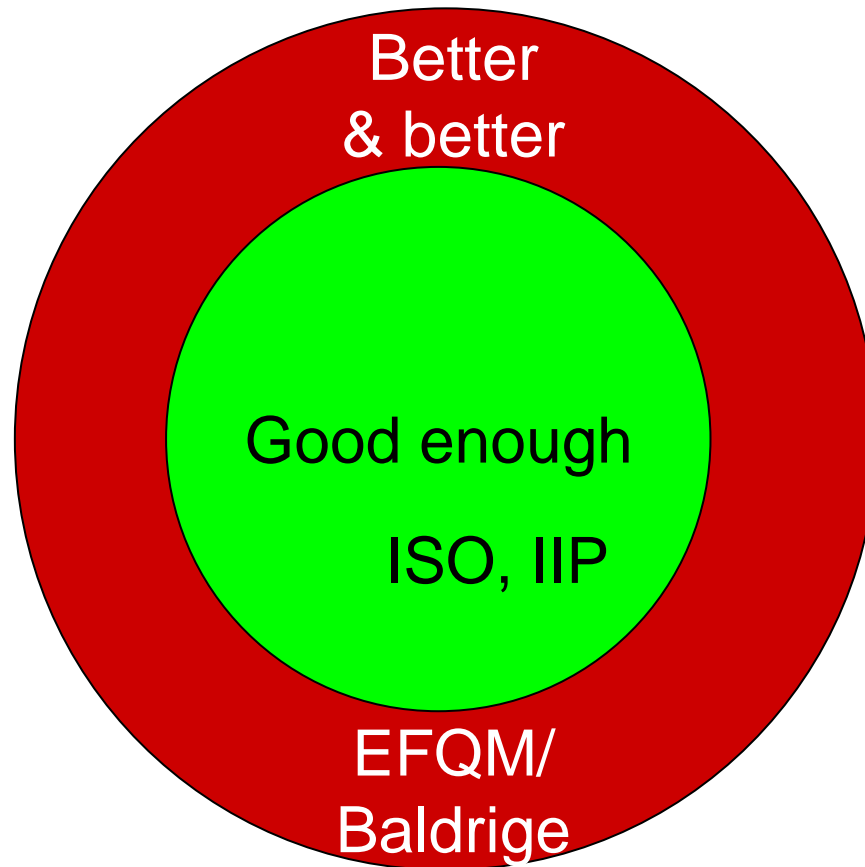
A point would be mapped onto the satisfactory band for a product or service that meets most customer requirements and is produced by a process that is effective.

# The Excellence Journey

**Excellence**

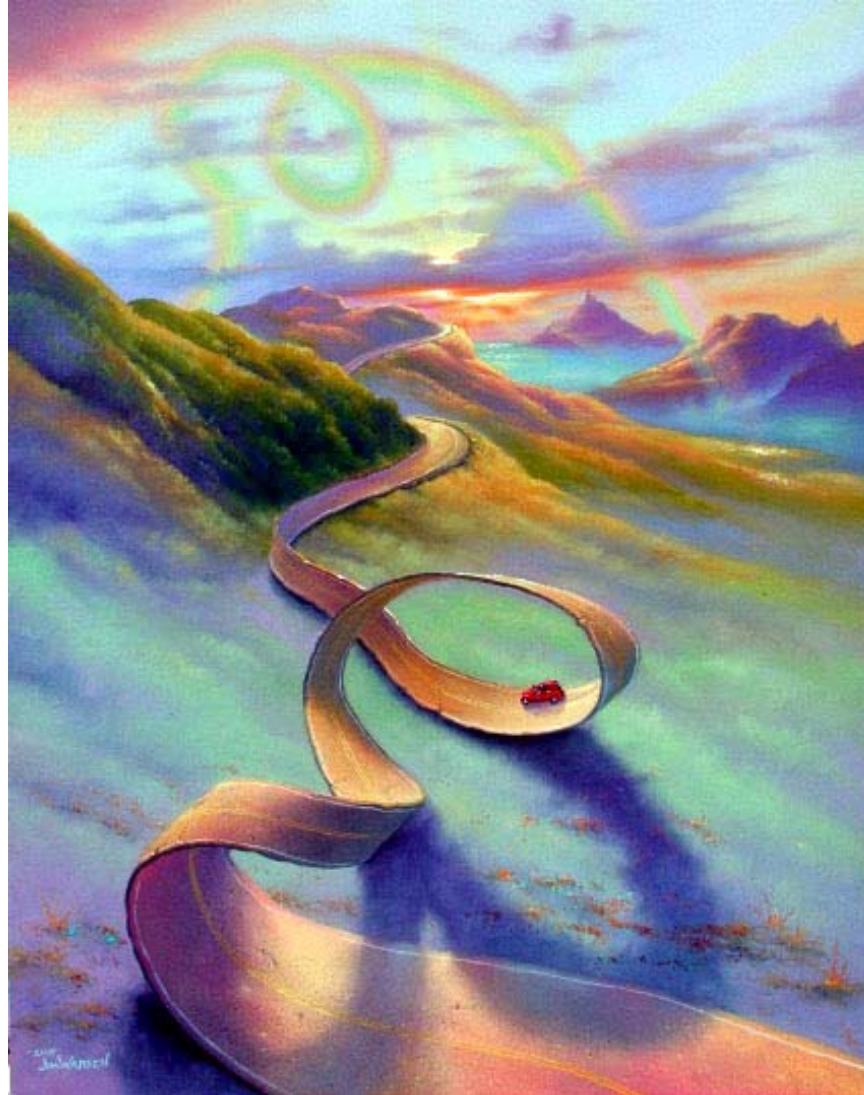


# Models: options and choices



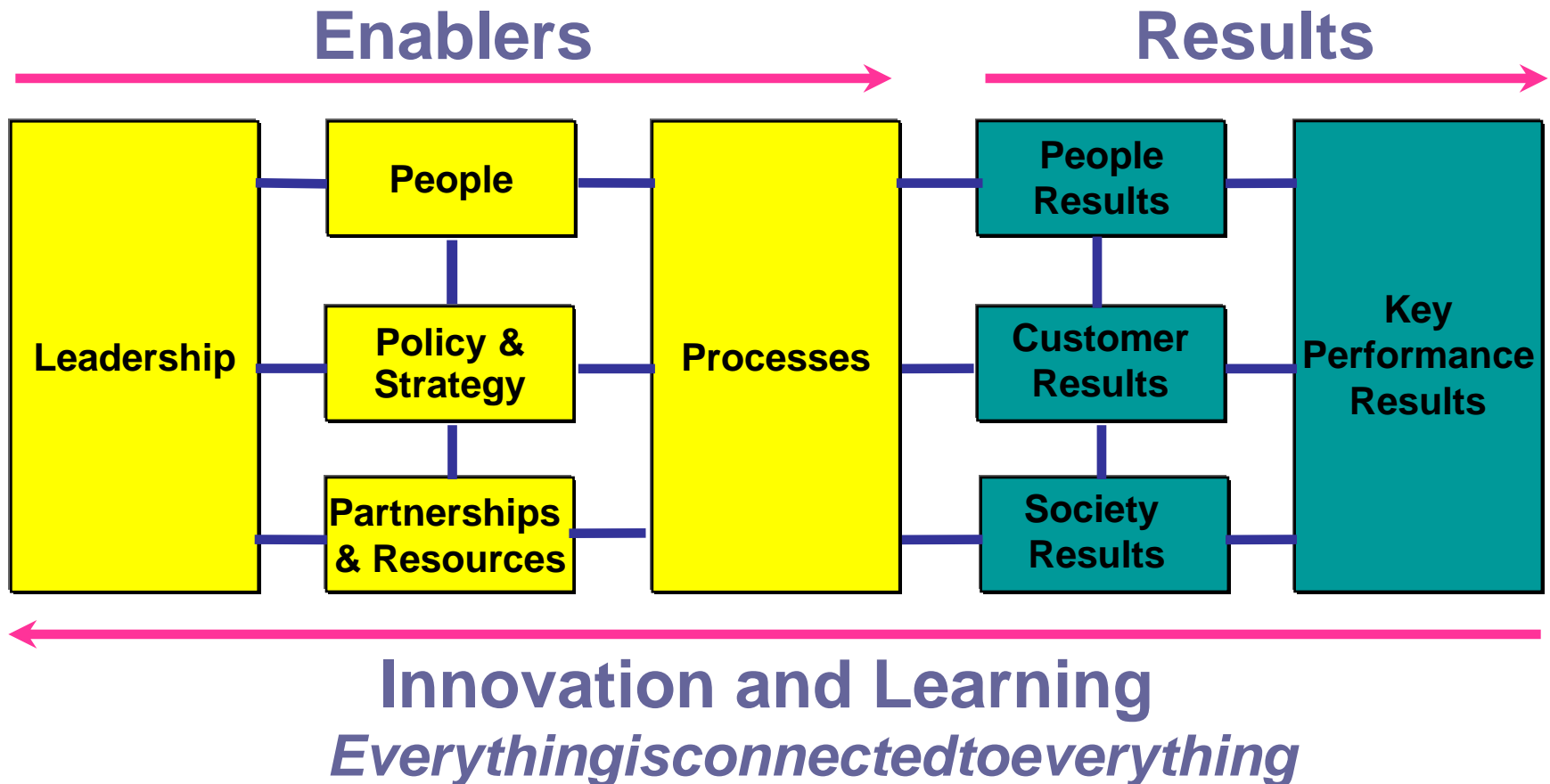
# The Never Ending Journey in Pursuit of Excellence

Good



Great

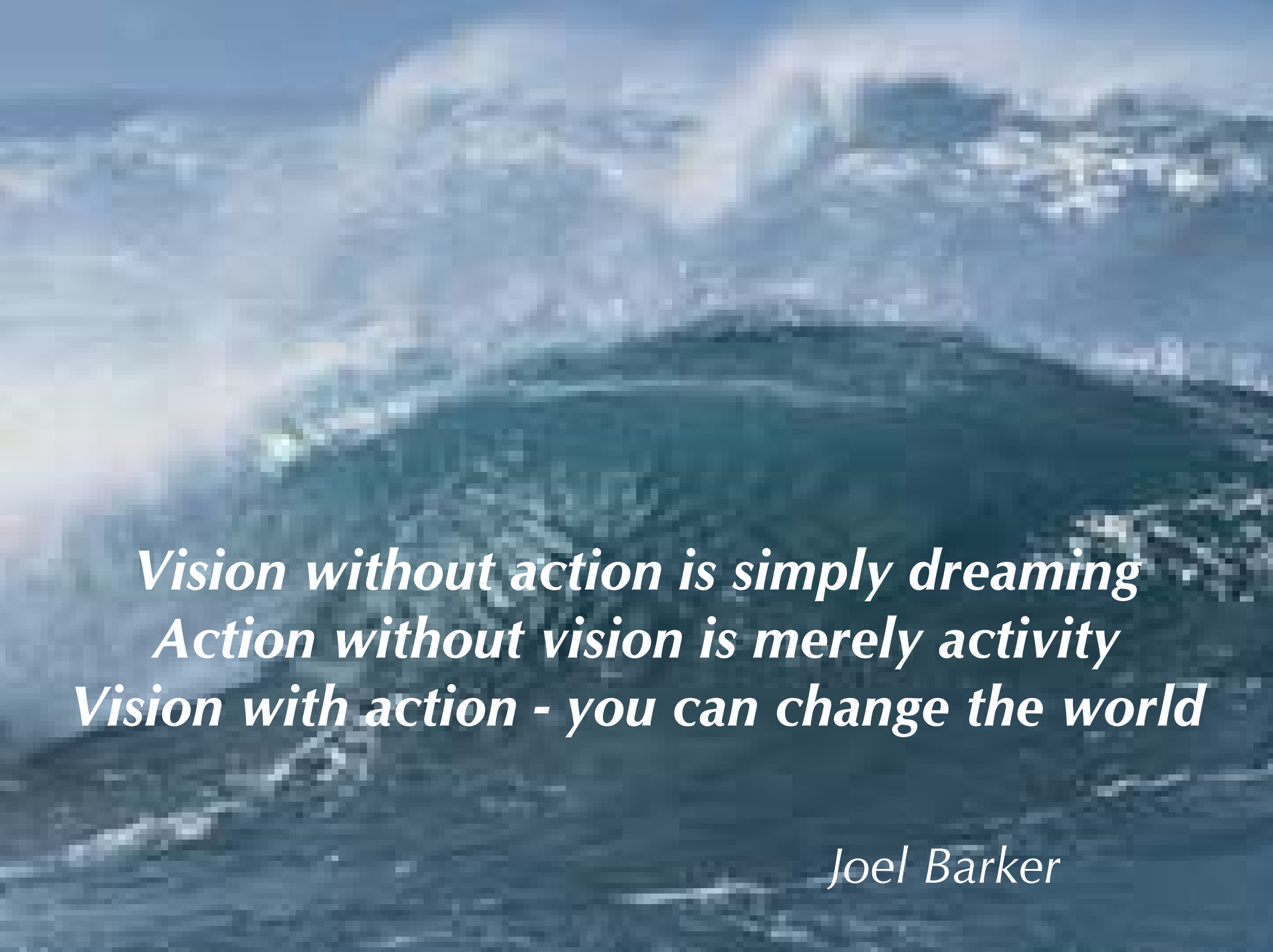
# EFQM Excellence Model<sup>®</sup>



*The EFQM Excellence Model is a Registered Trademark*

# Achieving Excellence

The ***way of working*** that enables the organisation to achieve ***balanced stakeholder satisfaction***:

An aerial photograph of a dense forest with a vibrant rainbow arching across the sky. The forest is a mix of green and brown, suggesting a mix of tree types and possibly some fire damage or natural clearing. The rainbow is bright and multi-colored, positioned in the upper right quadrant of the image. The overall scene is serene and inspiring.

*Vision without action is simply dreaming  
Action without vision is merely activity  
Vision with action - you can change the world*

*Joel Barker*