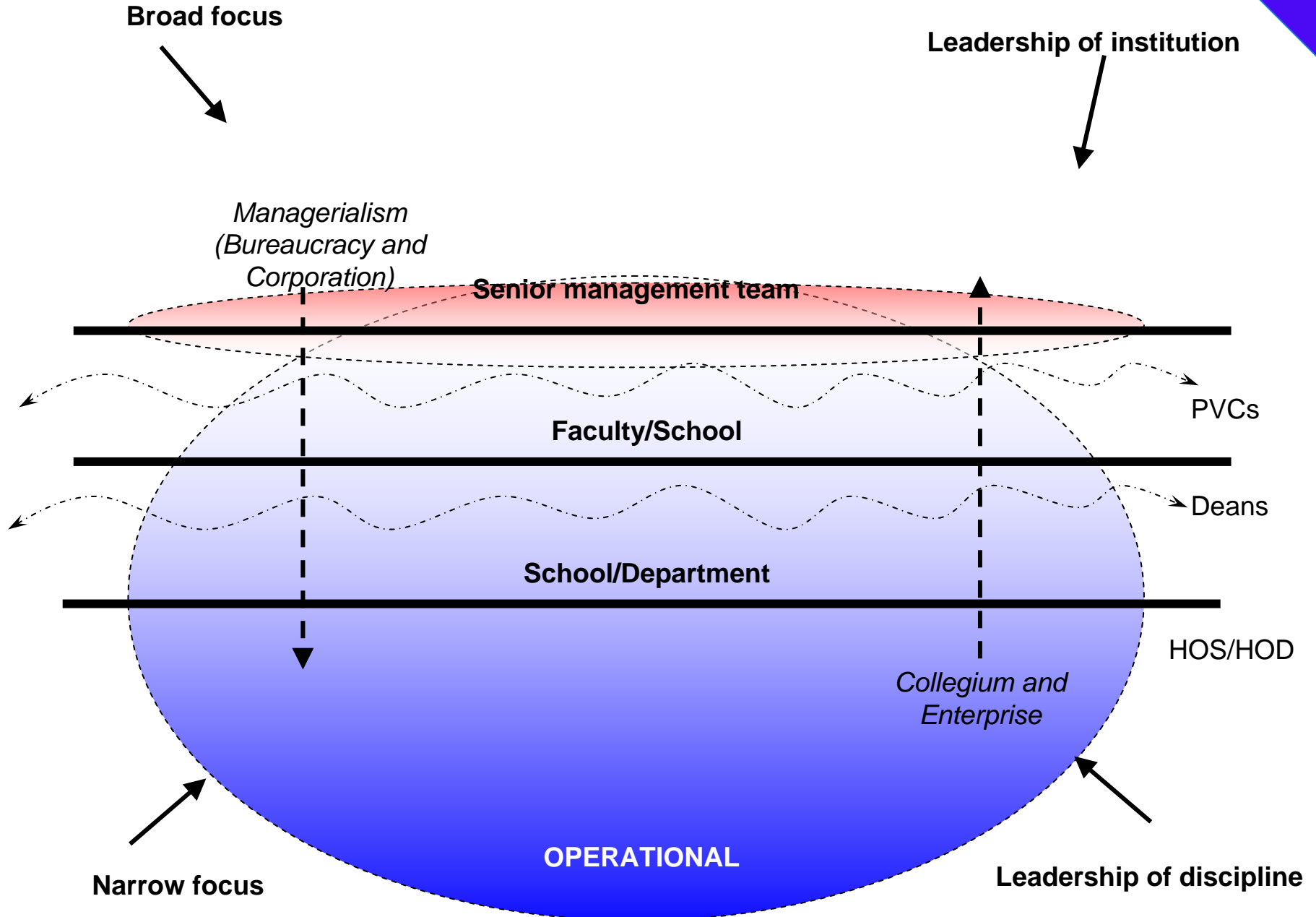




Quality and Excellence in Higher Education

Mike Pupius
Director, Centre for Integral Excellence
Sheffield Hallam University

The university as a system



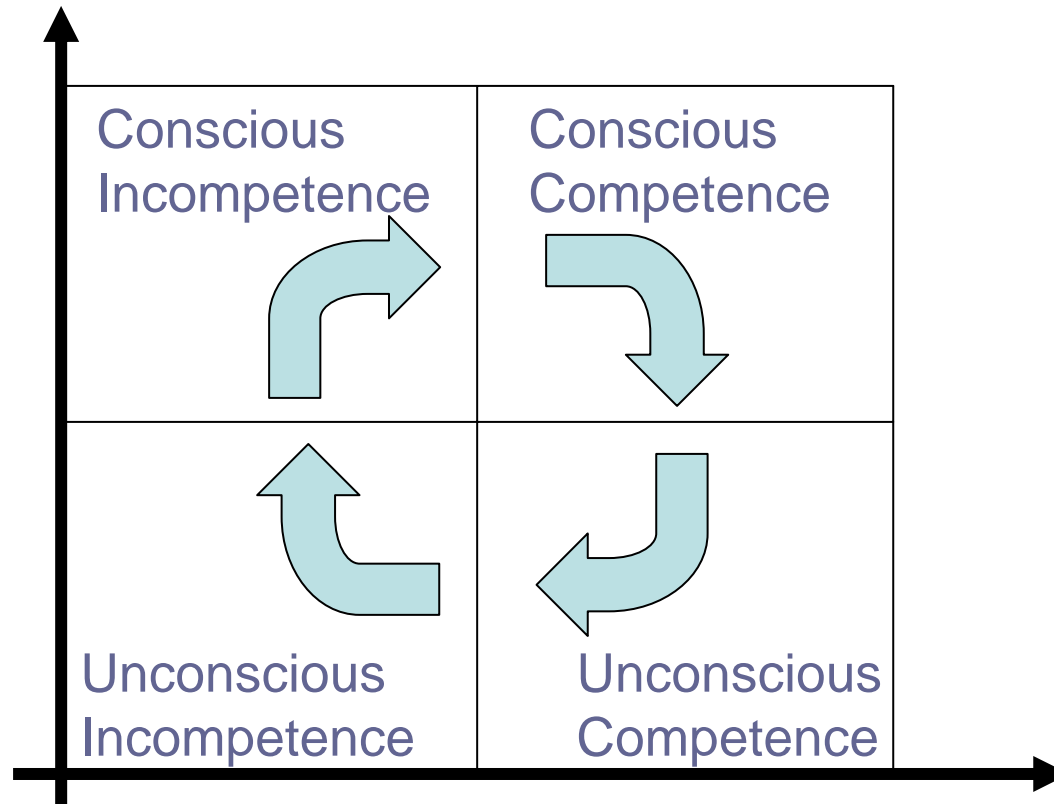
Part 4

Excellence and process management

The Quality Journey

Competence and consciousness

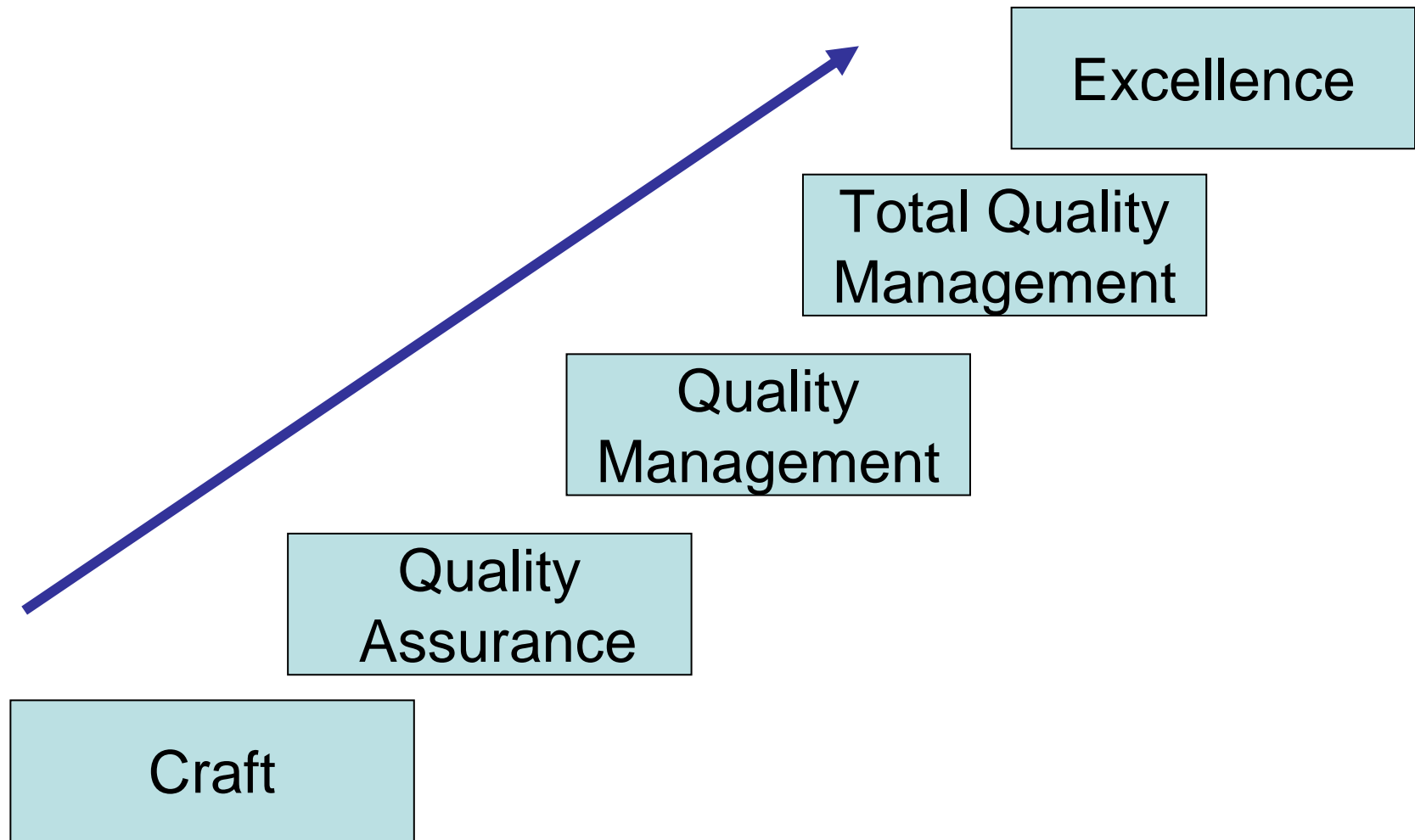
Consciousness



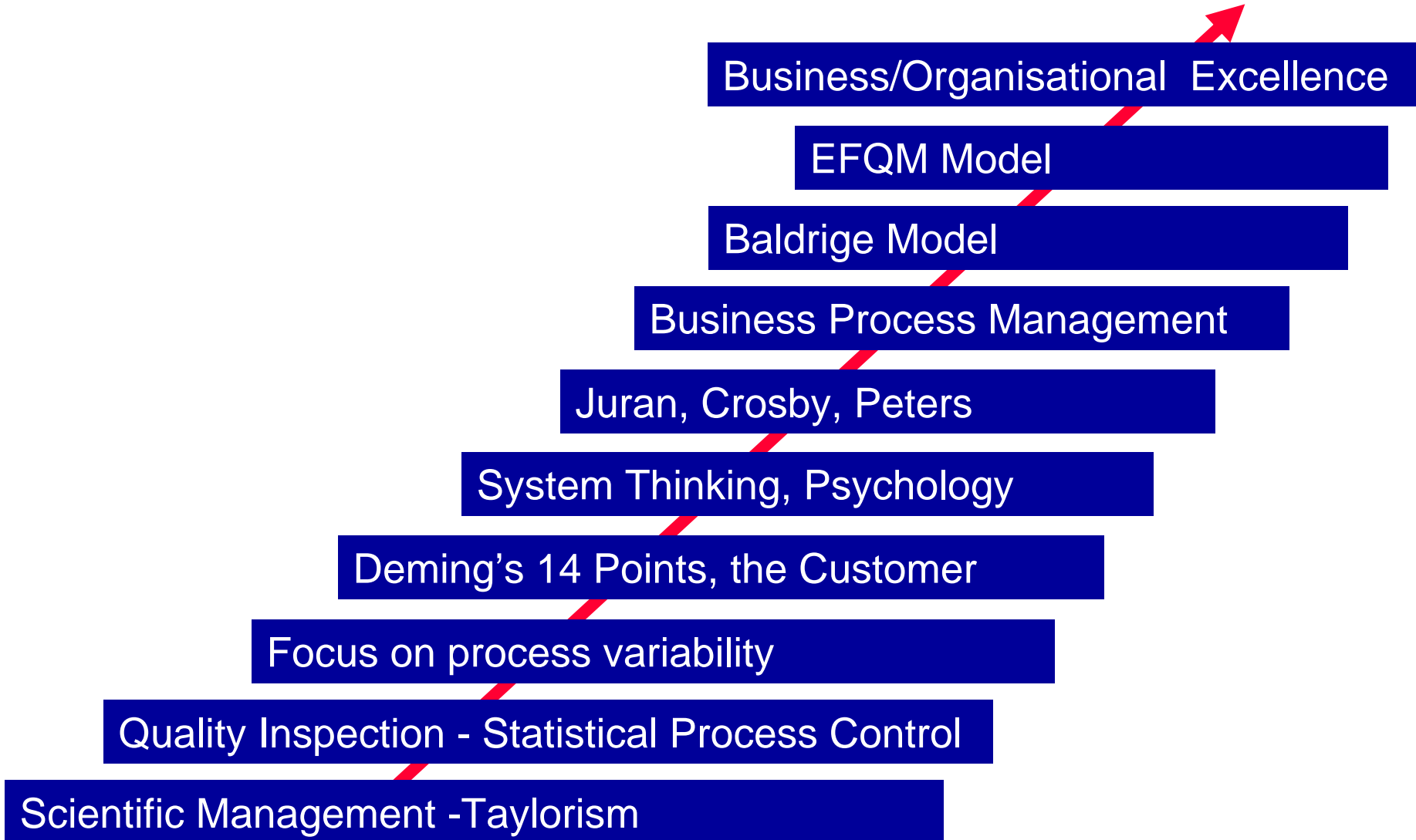
Competence

A continuous cycle, developing new skills and behaviours

The evolution of quality and excellence



The Evolution of Organisational Excellence



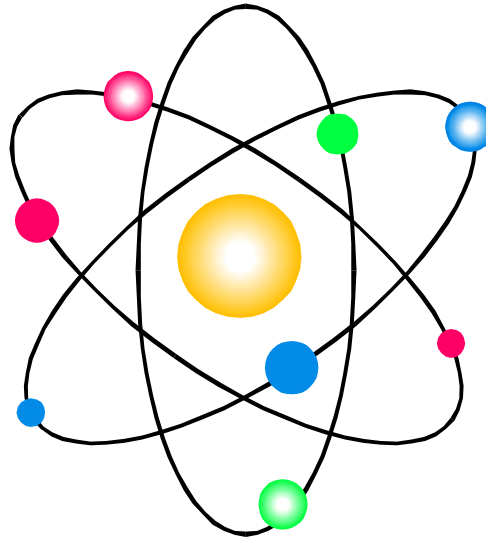
Fundamental Concepts of Excellence

Results Orientation

**Corporate Social
Responsibility**

Customer Focus

**Partnership
Development**



**Leadership &
Constancy of
Purpose**

**People Development &
Involvement**

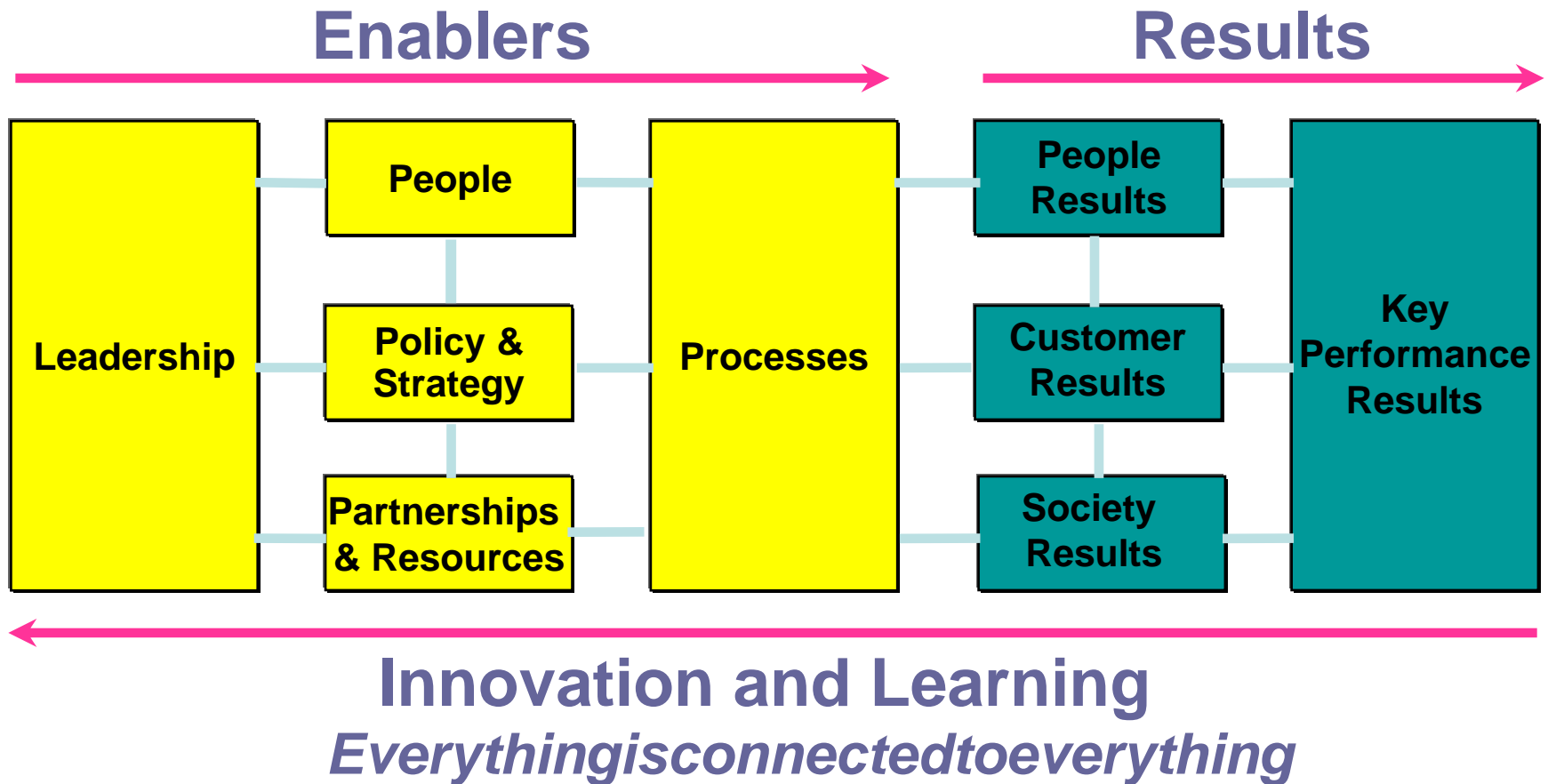
**Management by
Processes and Facts**

Agility

**Continuous Learning,
Innovation &
Improvement**

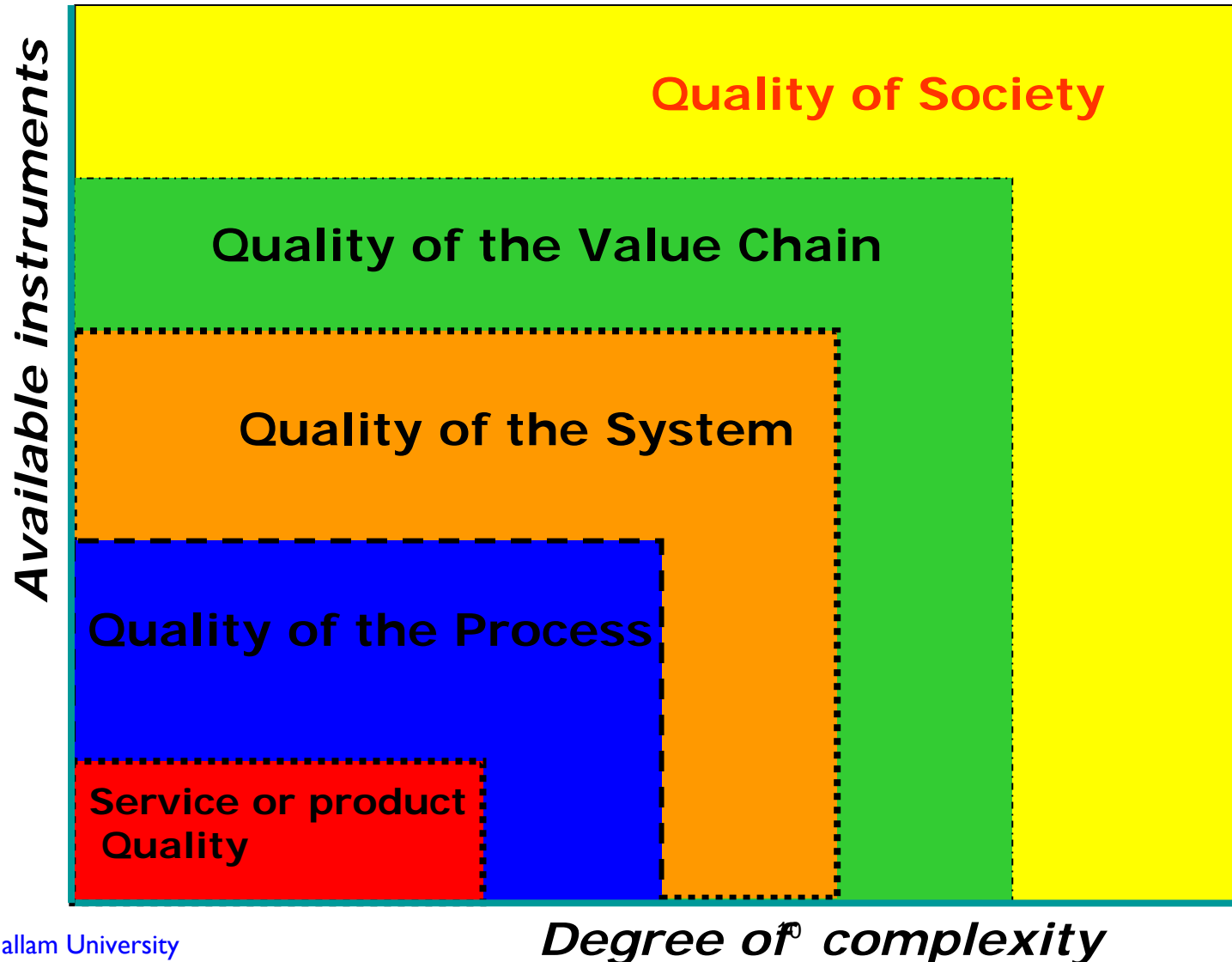
Future Focus

EFQM Excellence Model[®]

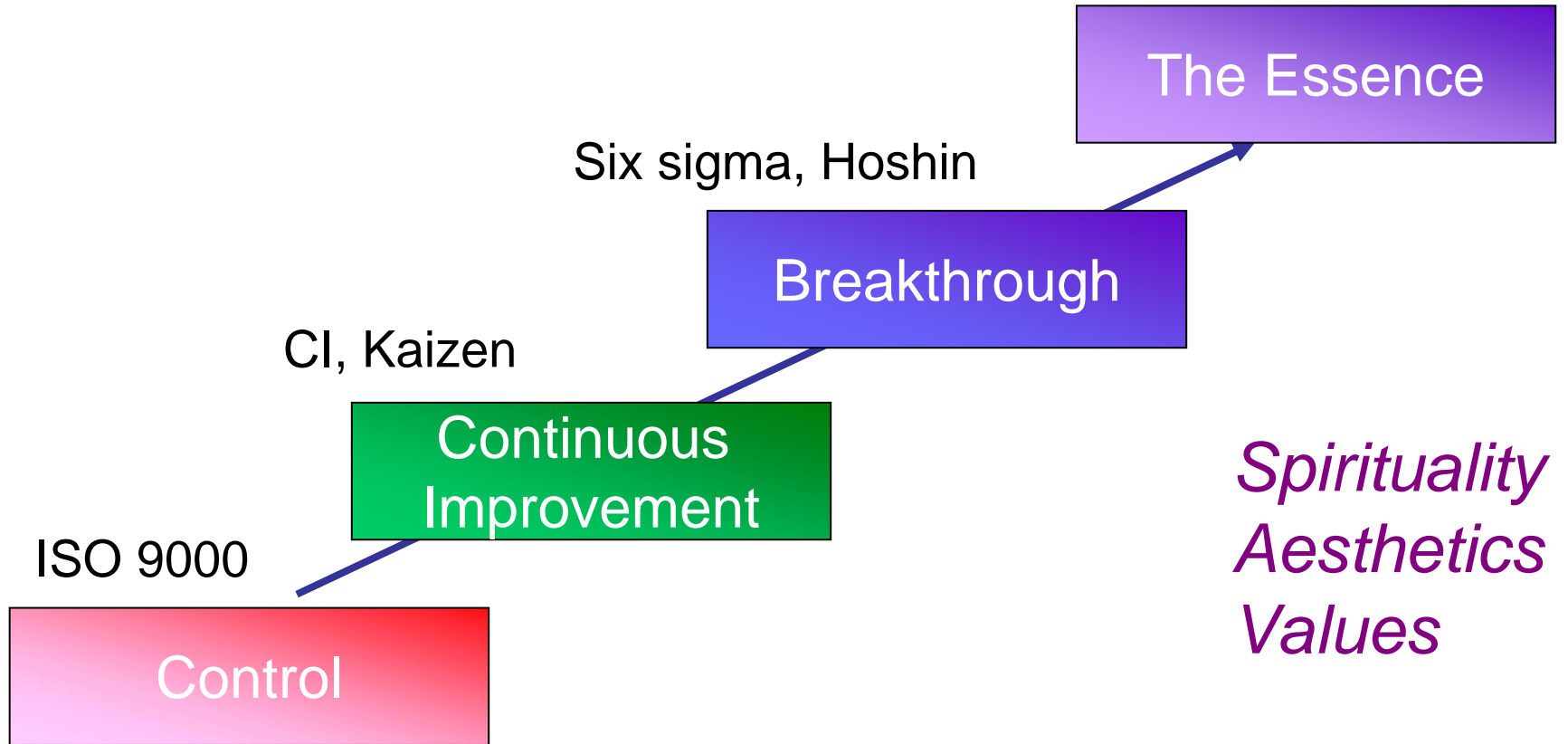


The EFQM Excellence Model is a Registered Trademark

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

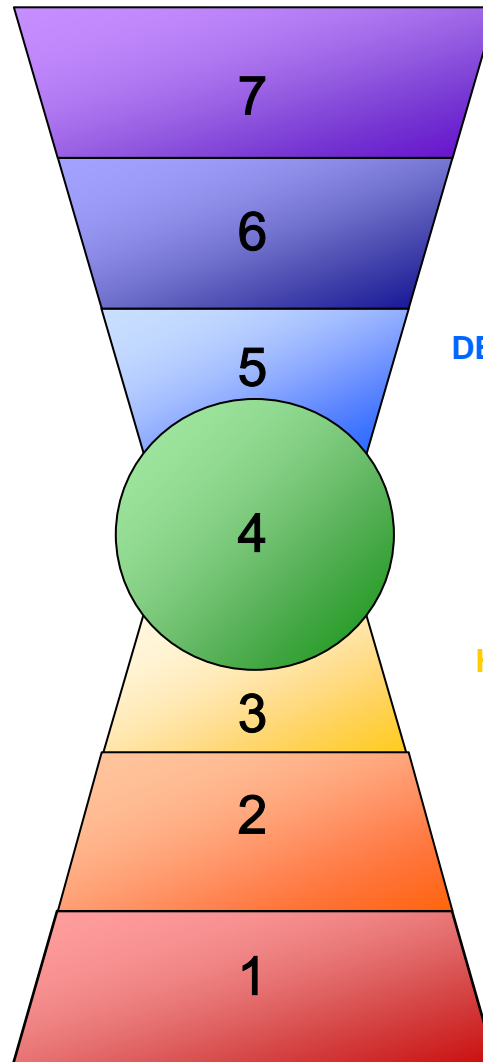
COMMITMENT & TRUST

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

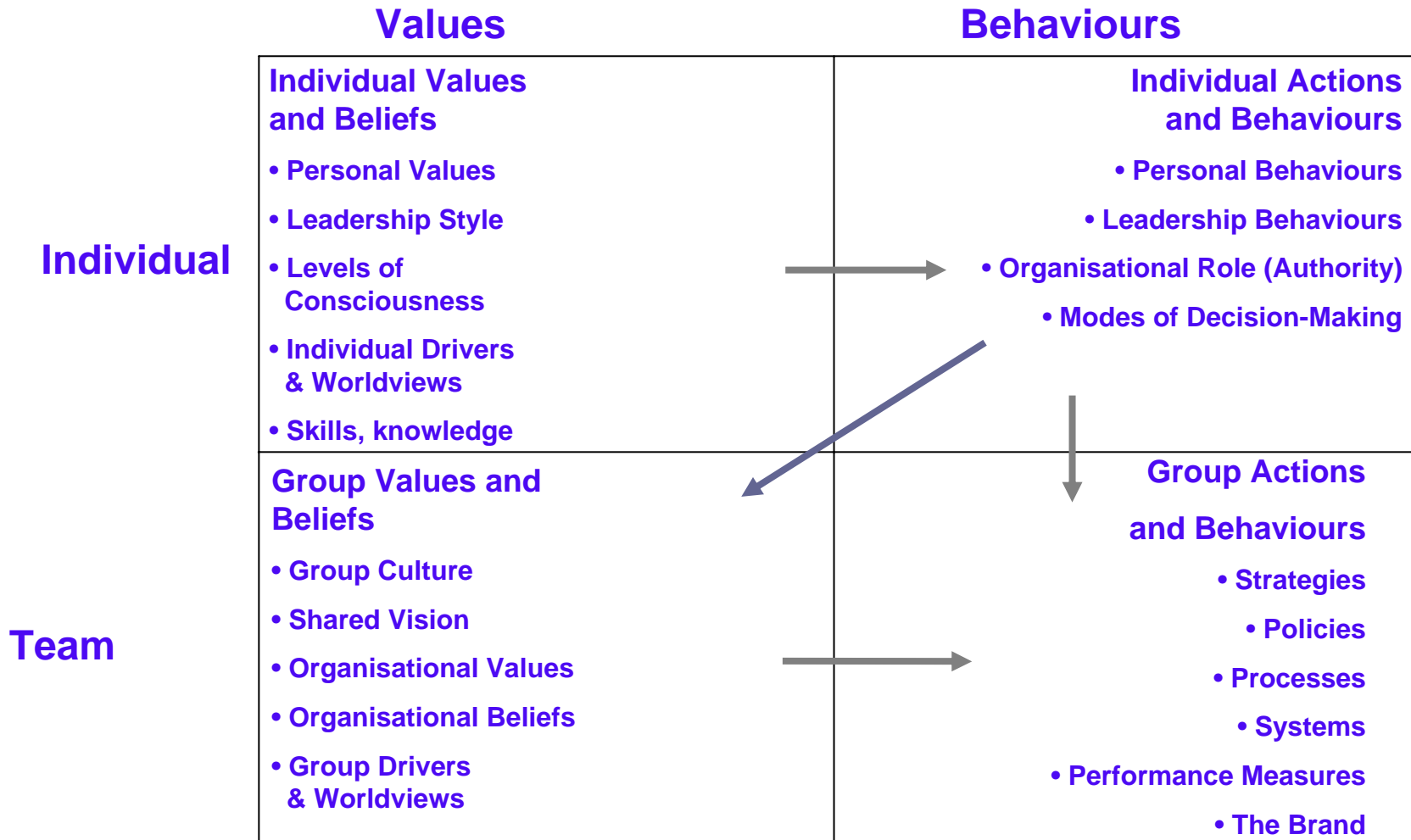
RELATIONSHIPS THAT SUPPORT THE ORGANISATION

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

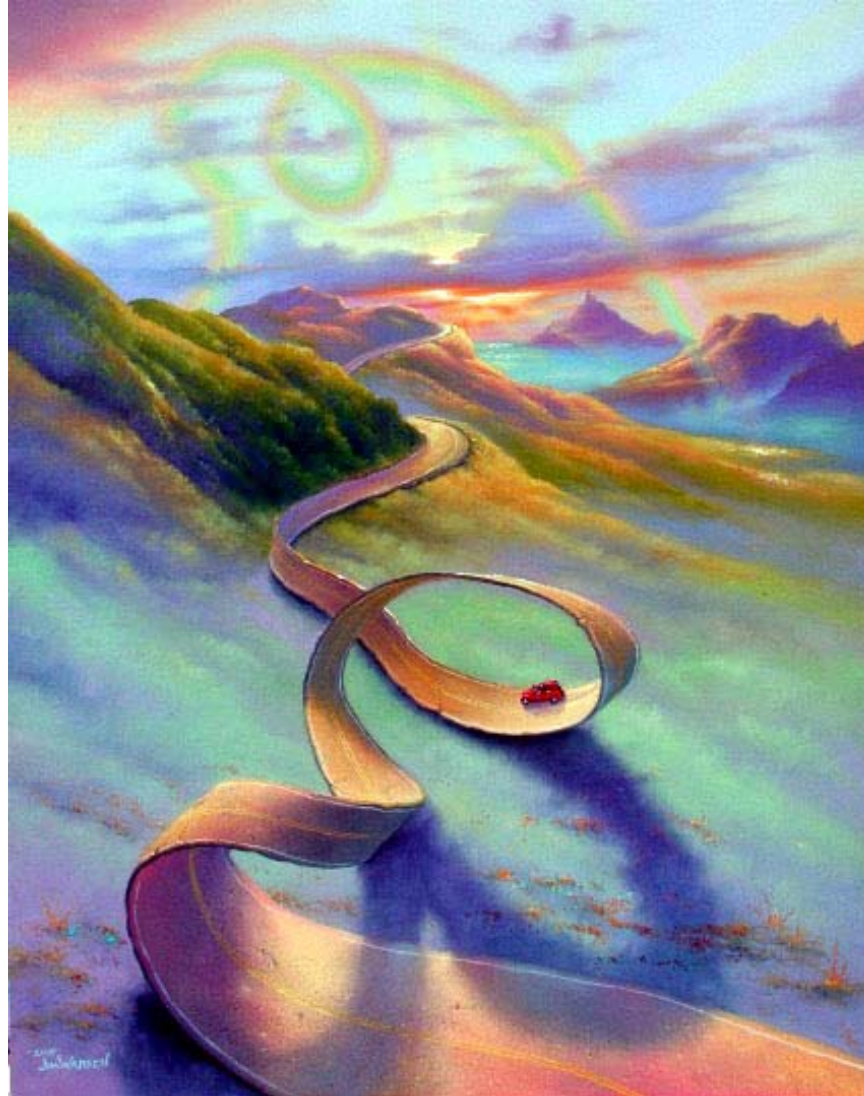
FINANCIAL STABILITY

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

Finding meaning through Integral Excellence



The Never Ending Journey in Pursuit of Excellence



Great

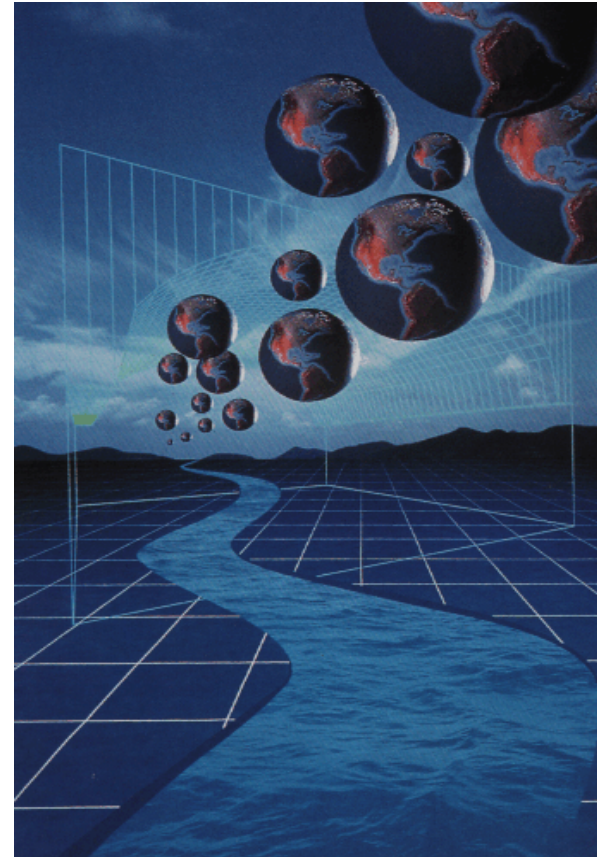
Good

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

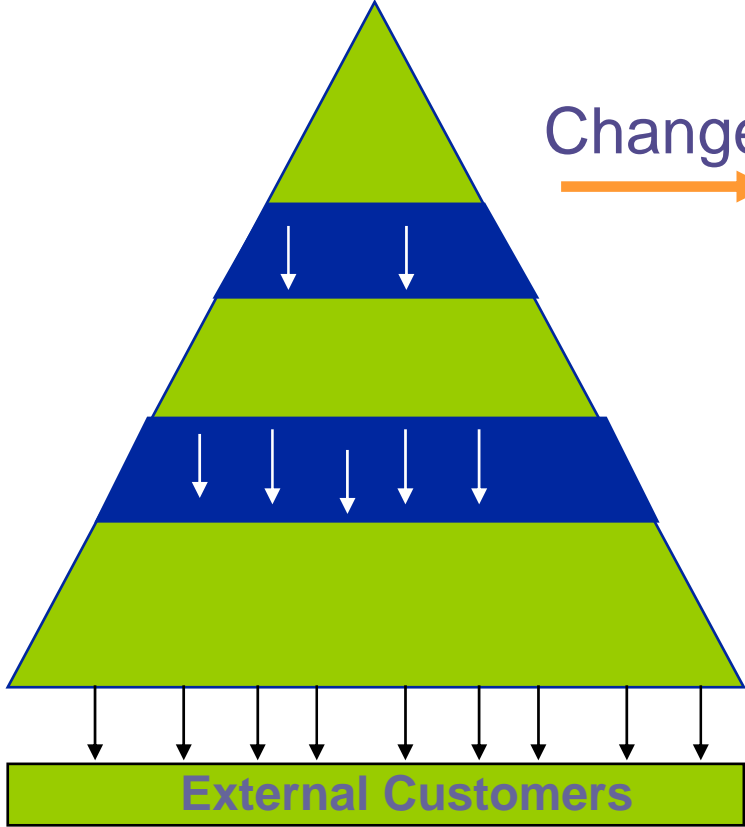
How would you define Excellence?



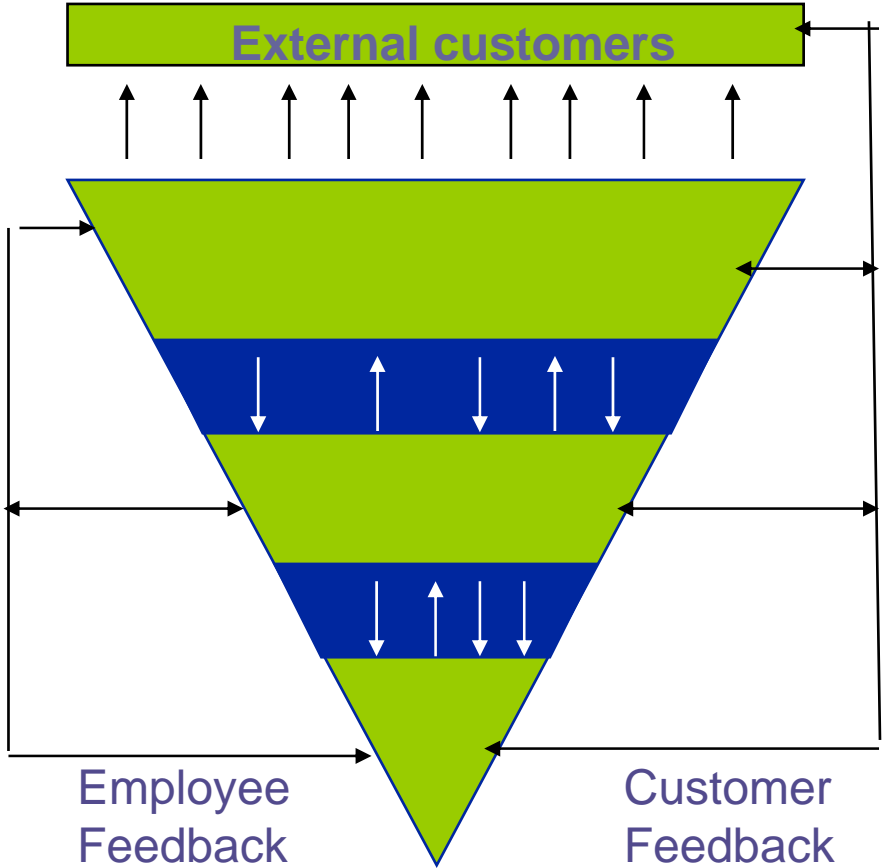
Achieving balanced stakeholder satisfaction



Required Organisational Change



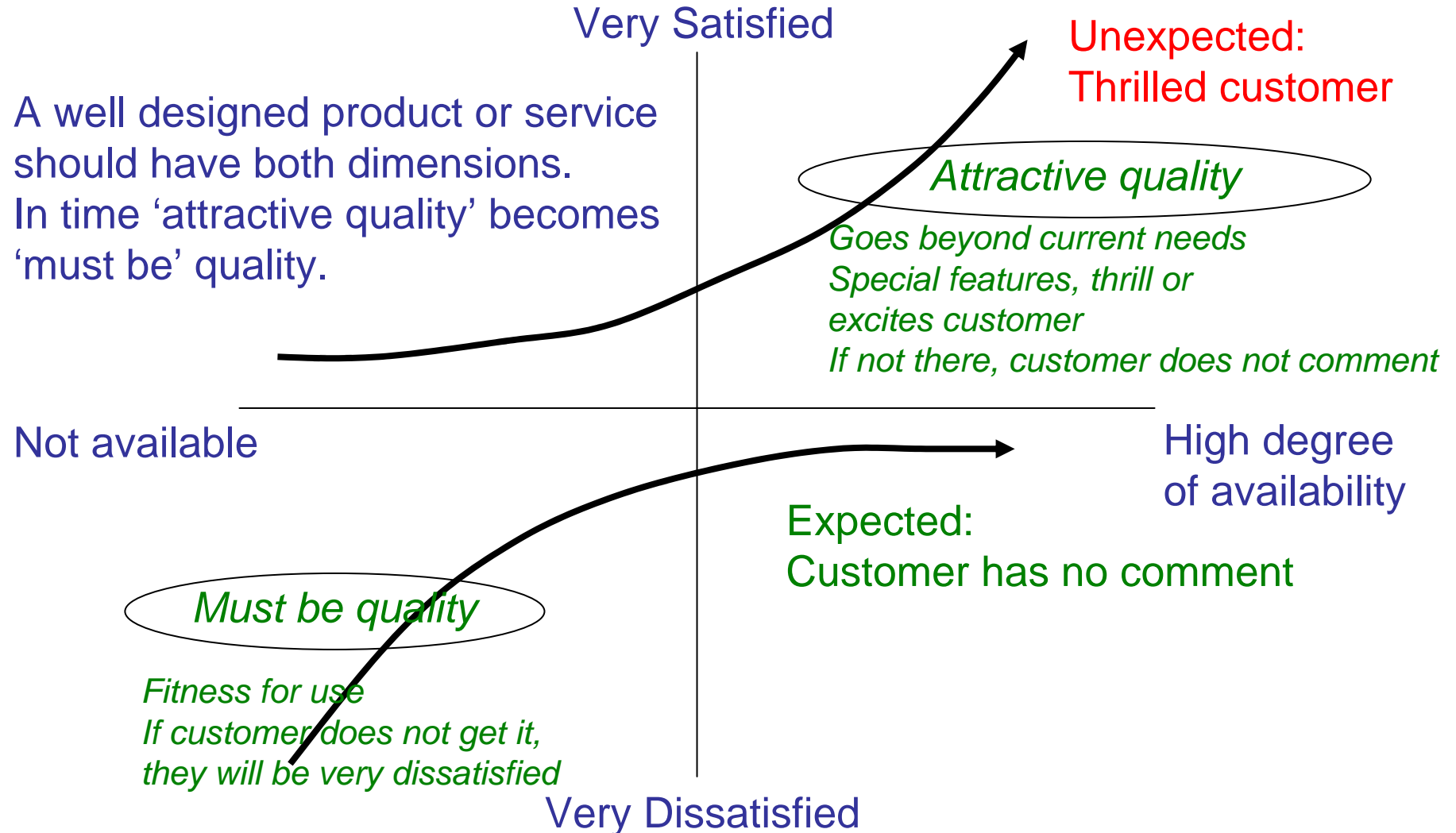
Change
→



Control Oriented and Internally Focused

Customer Focused and Supportive

The Two Dimensions of Quality (Noriaki Kano)

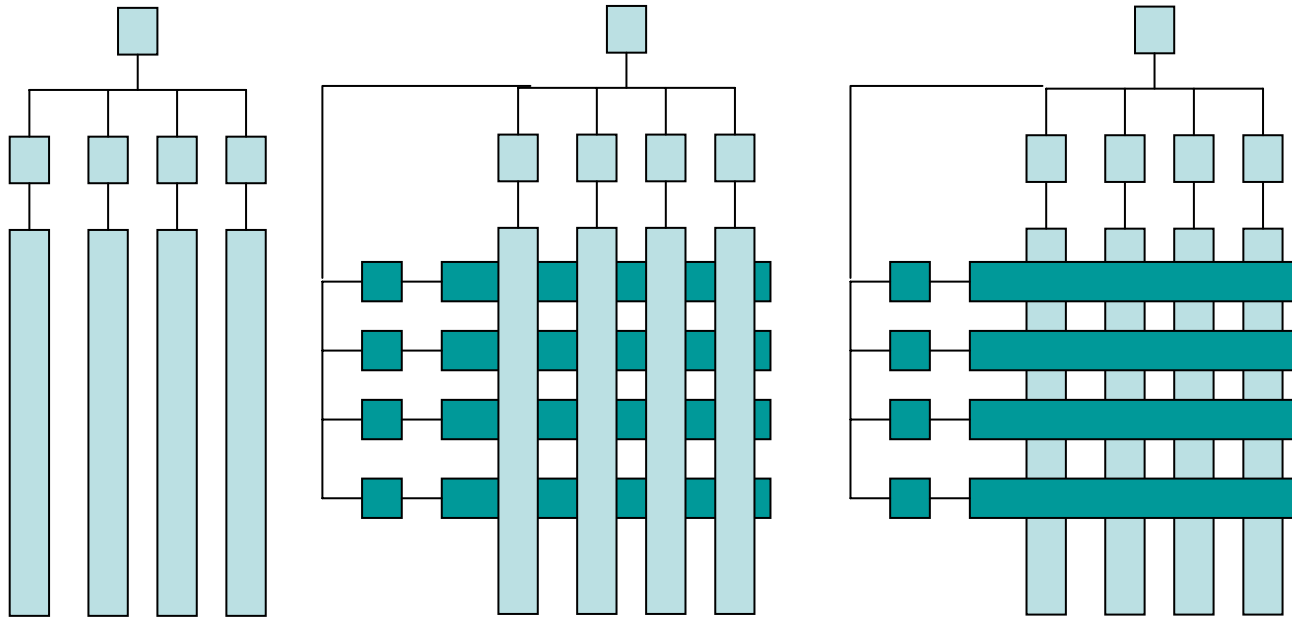


In the beginning: the simple model



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

Significance of processes

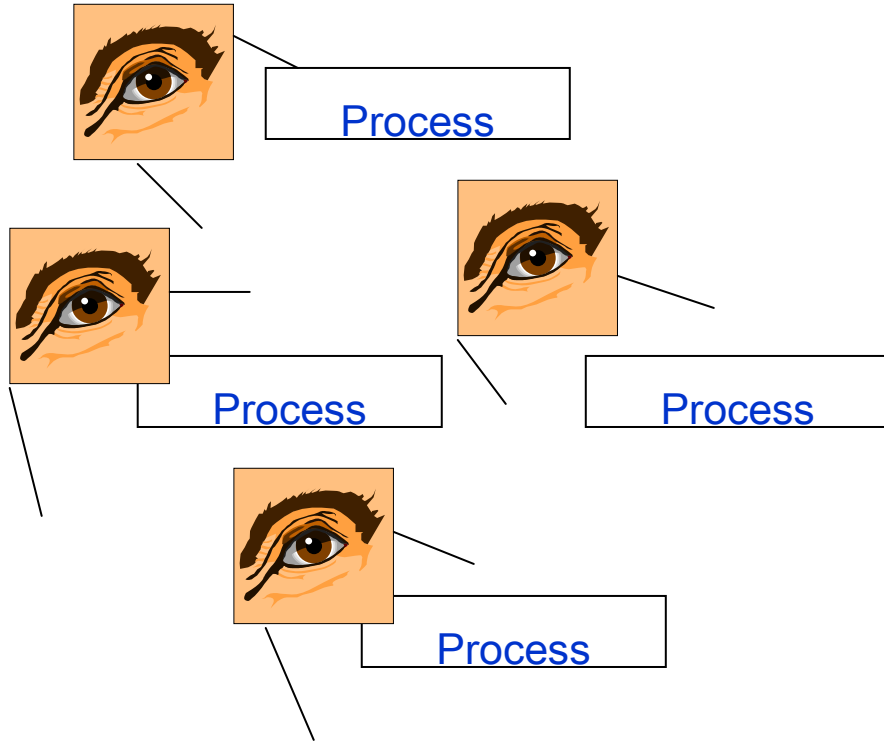


From Hierarchy..... to..... Process Working

Differences between...

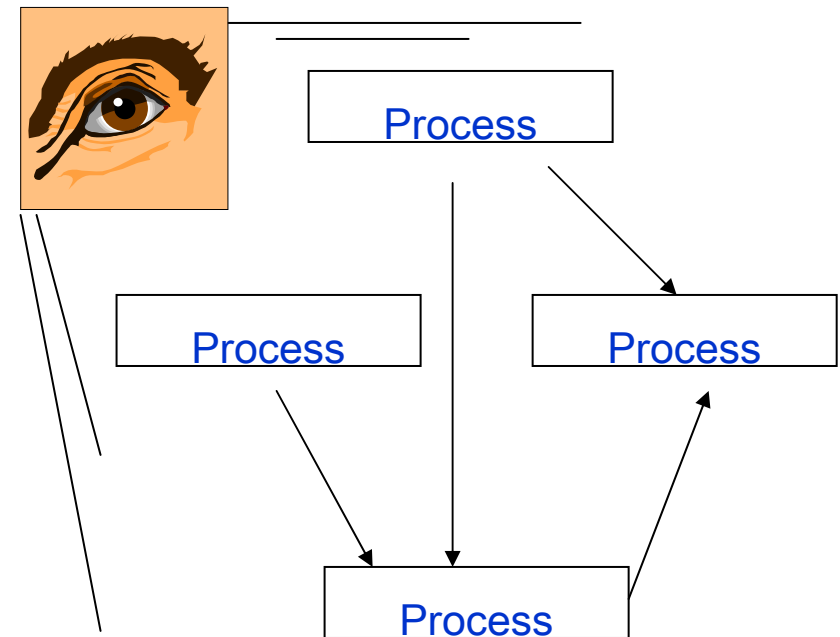
Management of Process

focus on individual processes

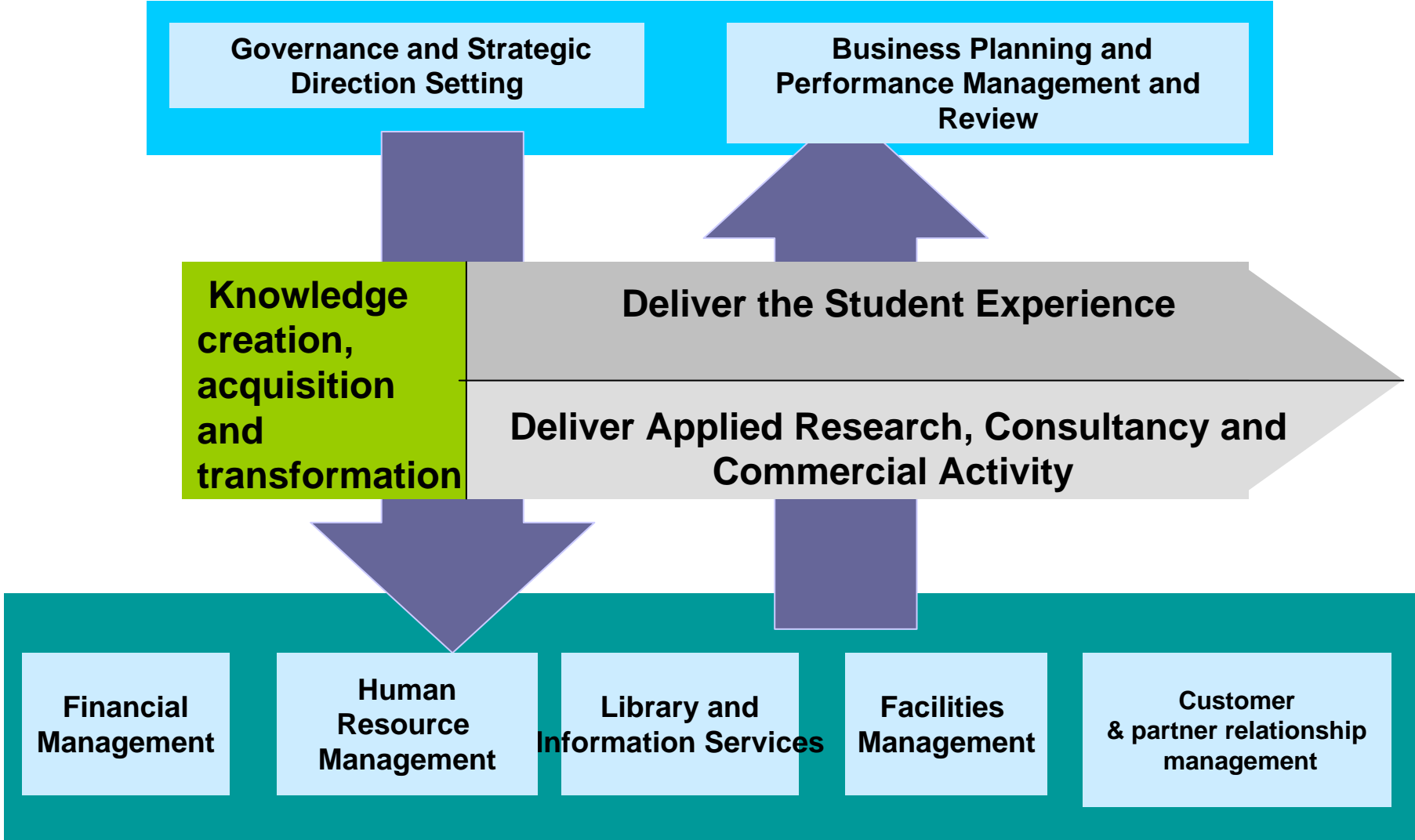


Management by Process

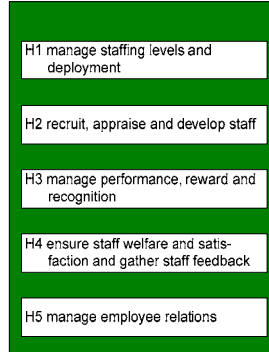
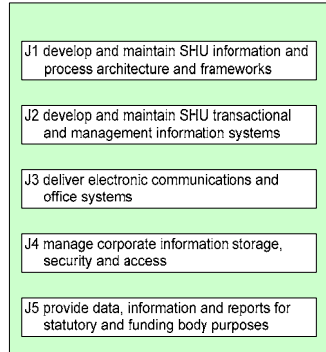
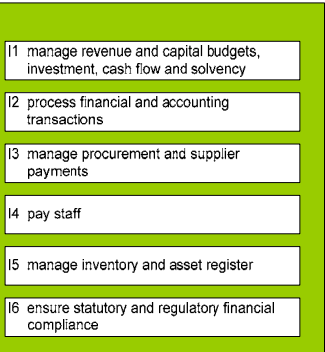
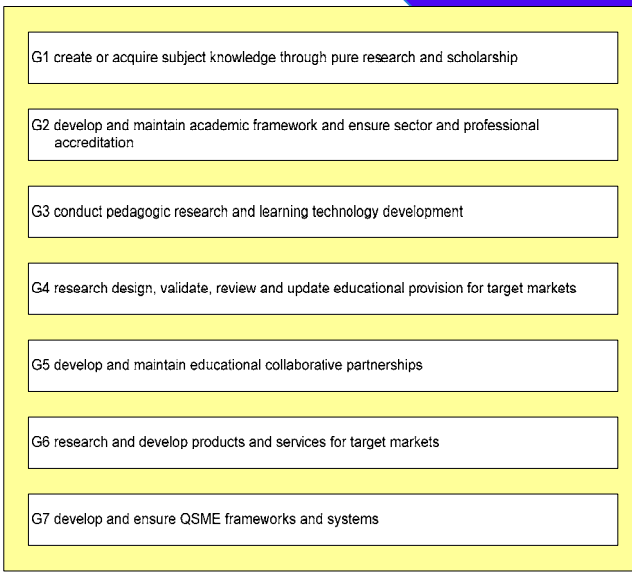
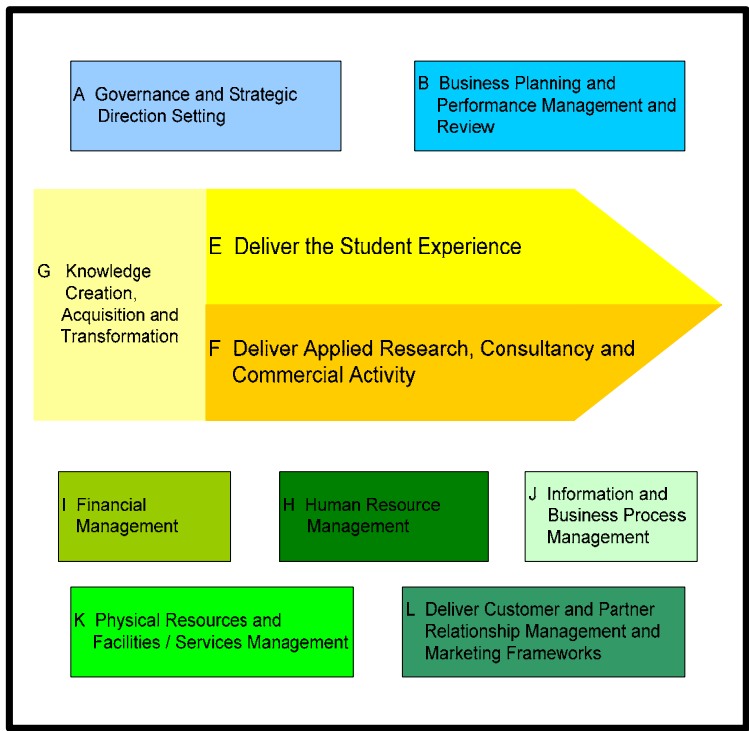
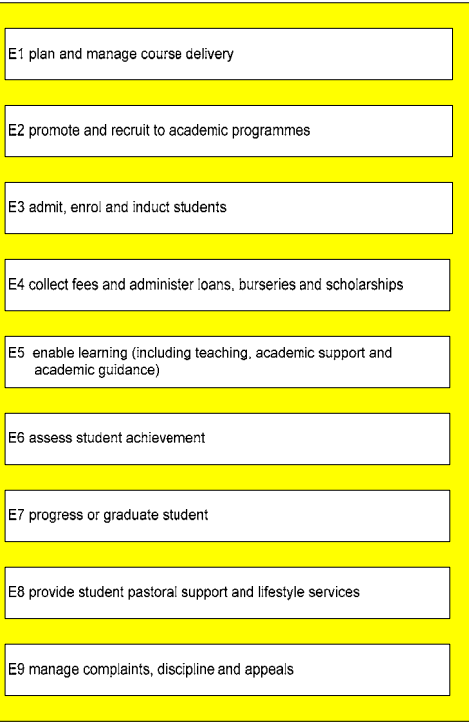
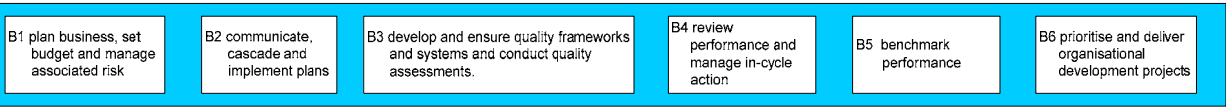
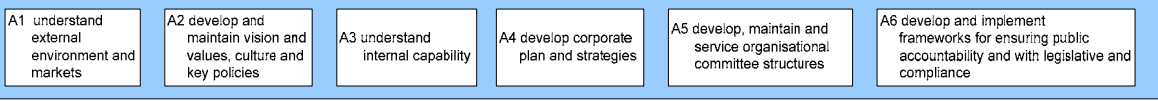
focus on holistic and integrated processes



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

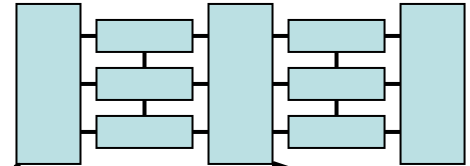
Process Owner (Sponsor)

Process Manager

Process Expert

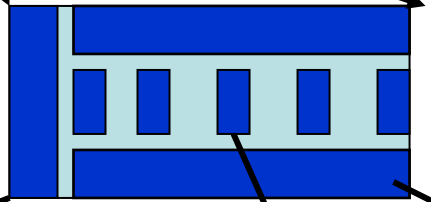
Process Practitioner

EFQM Excellence Model



Vision/Mission

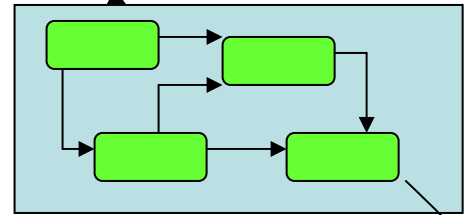
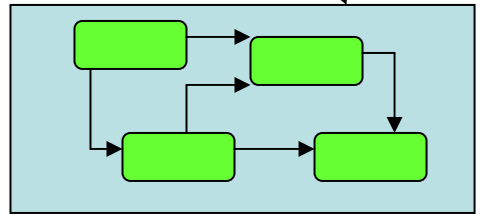
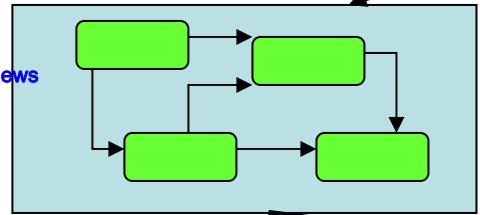
Core Process Model



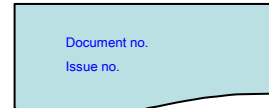
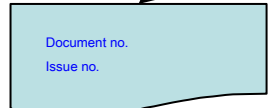
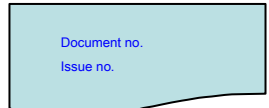
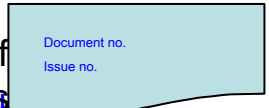
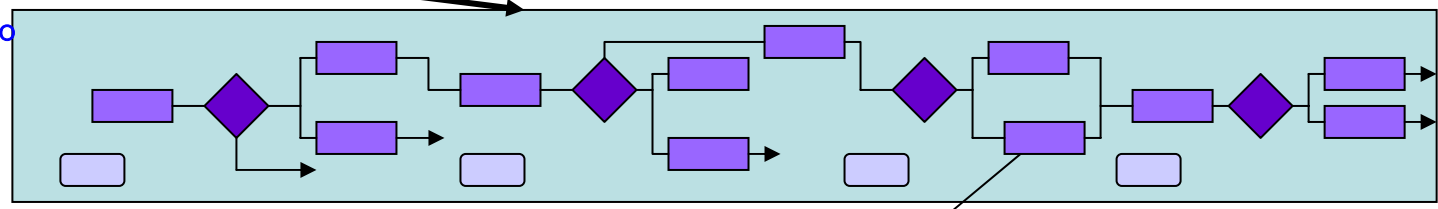
Objectives/Goals

Process Overviews

Process Maps



Procedures (ISO Documents)



Qualitative Measurement

Process Performance (Efficiency)

Internal Process Rating

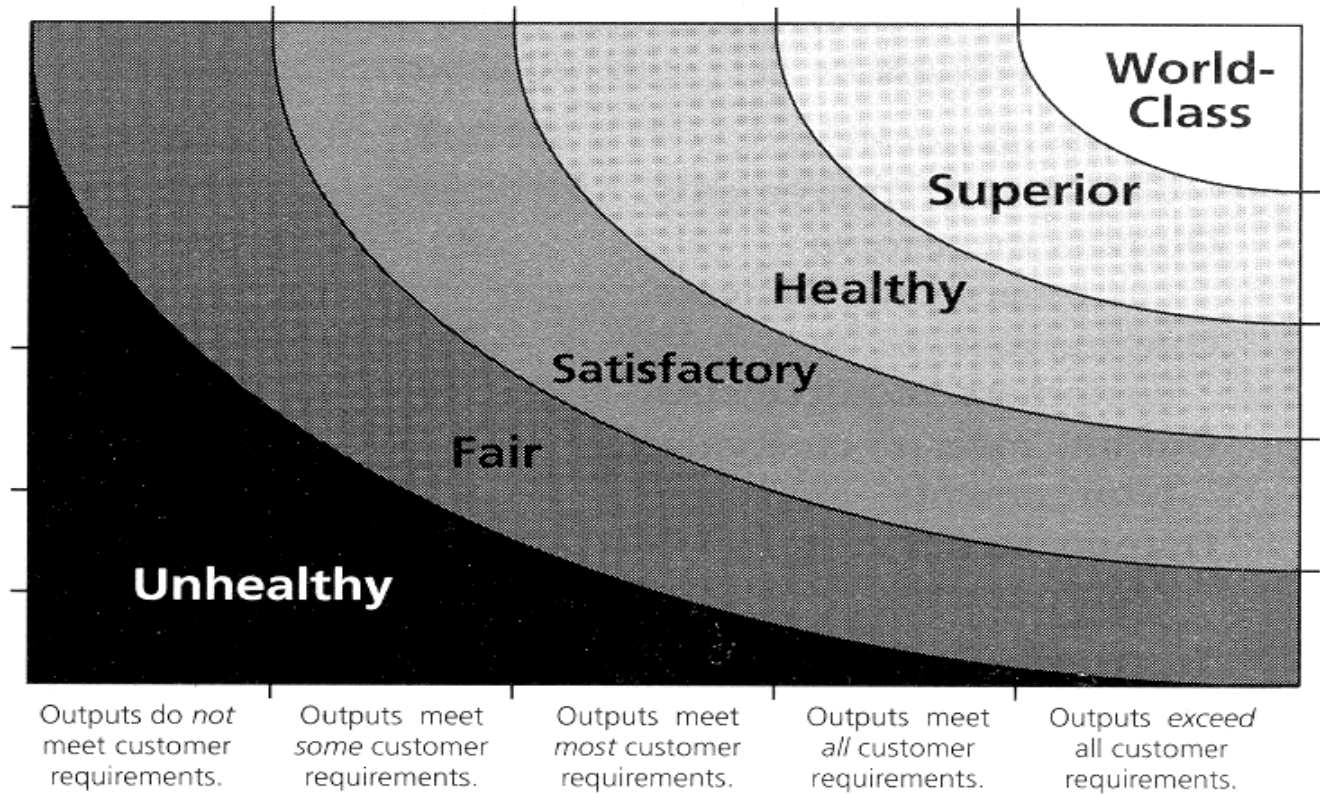
Process is defect-free, has low unit costs, a short cycle time, and no waste.

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.



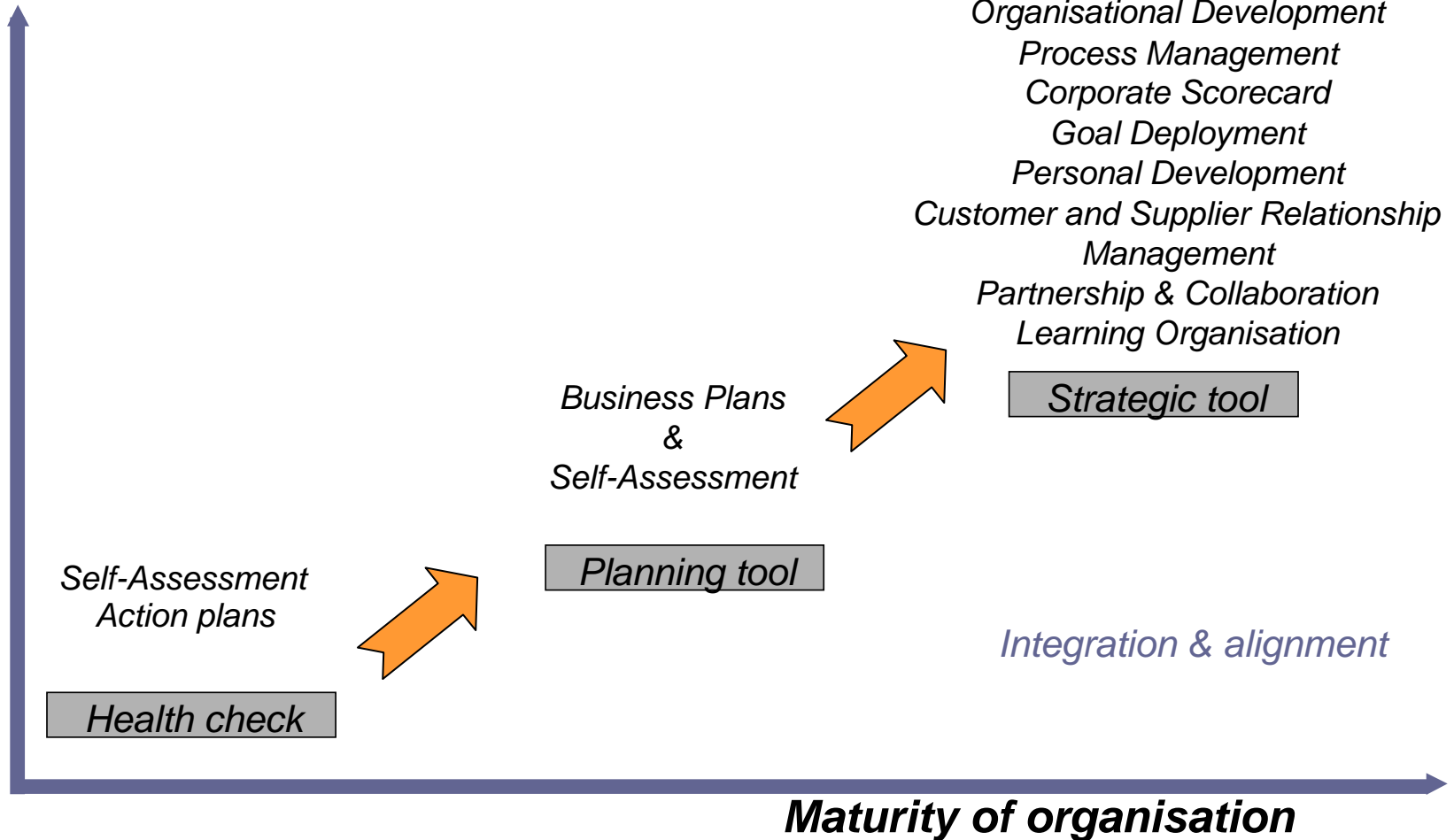
Product Performance (Effectiveness)

Customer Satisfaction Rating

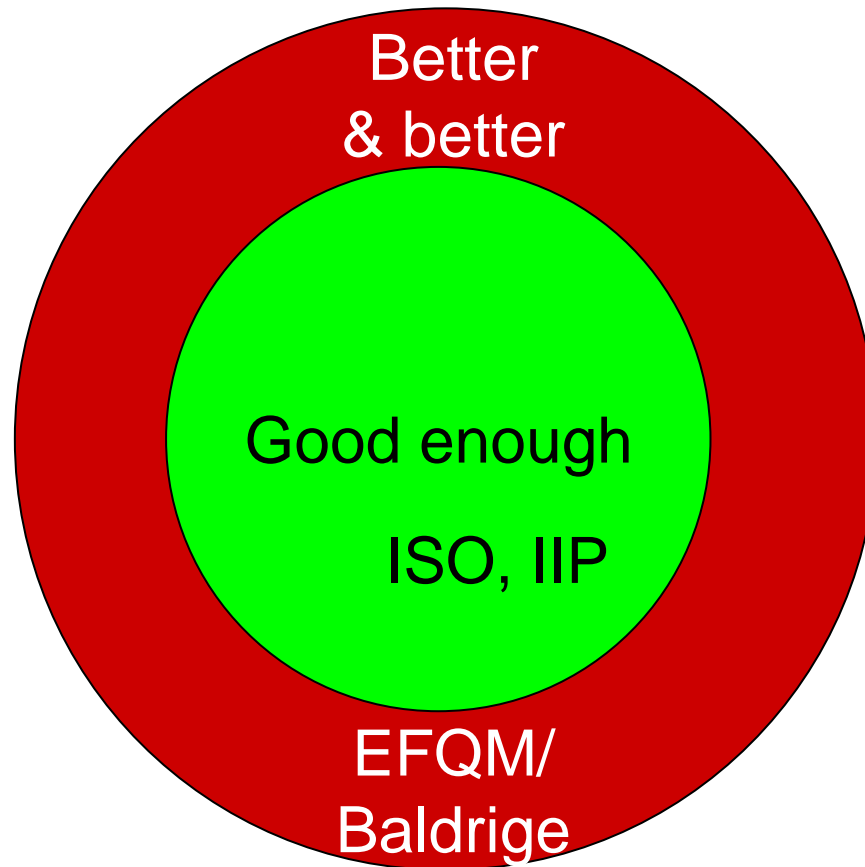
A point would be mapped onto the satisfactory band for a product or service that meets most customer requirements and is produced by a process that is effective.

The Excellence Journey

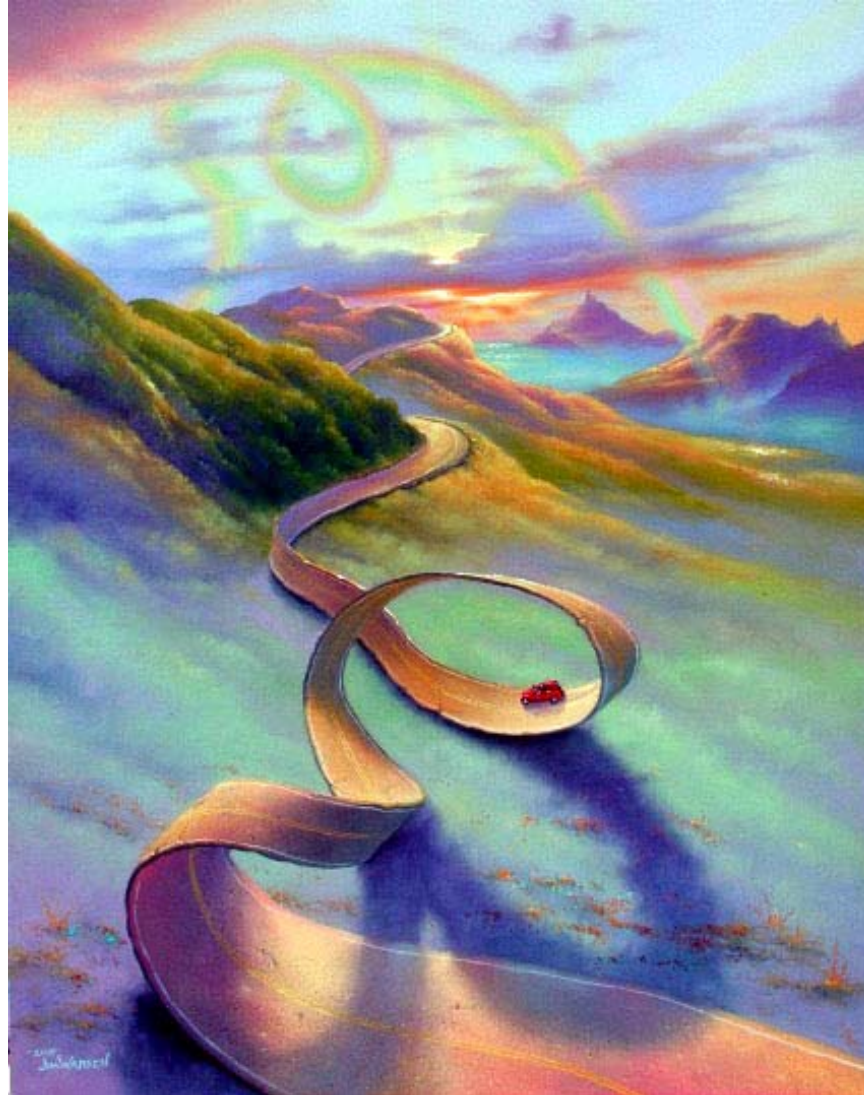
Excellence



Models: options and choices



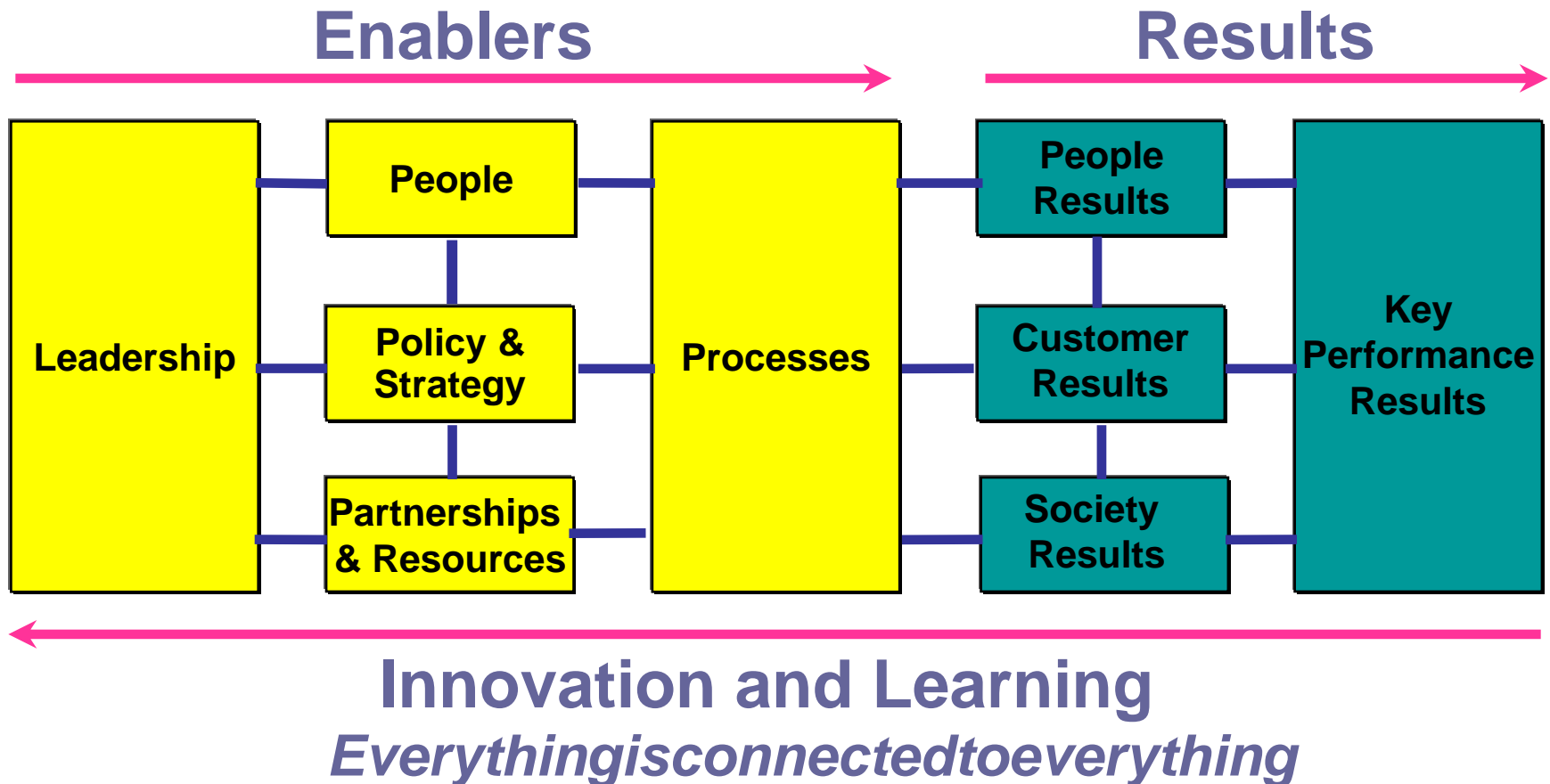
The Never Ending Journey in Pursuit of Excellence



Great

Good

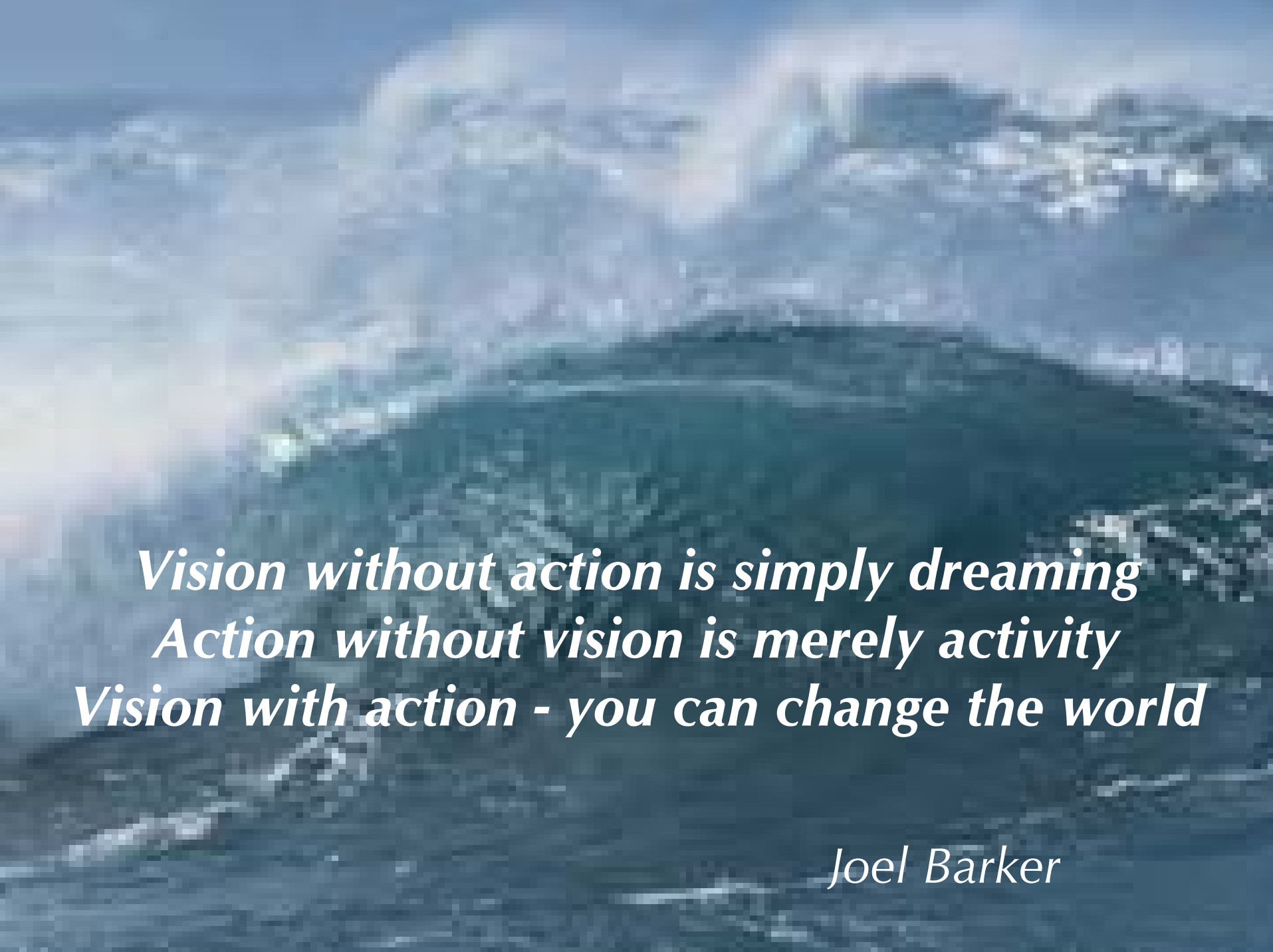
EFQM Excellence Model[®]



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