PROPOSAL OF A MODEL QUALITY MANUAL

University Logo

HISTORIQUE DES MISES A JOUR

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1. Introduction

This manual describes the organization, activities and various responsibilities within the University, as well as our policy and our Quality Management System (QMS).

The manual is a proposed outline, drafted within the context of Sagesse project. Sagesse is a project that brings together 13 Tunisian universities, with a view to improving governance mechanisms and preparing them for autonomy. The objective is to strengthen the quality assurance system and to harmonize the functioning of universities, in addition to improving the employability of graduates and promoting innovation and research in a spirit of social responsibility.

This manual explains all of the University's internal practices aimed at monitoring and improving the quality of its processes.

It refers to the policies, procedures, documents and records that make up the bulk of Quality documentation.

This manual constitutes a good means of information and communication with the various stakeholders, particularly the members of the personnel working on the quality approach.

2. Scope of Application

The management system is inspired by ISO 9001 and ISO 21001, The African Standards and Guidelines for Quality Assurance in Higher Education (ASG-QA) as well as The Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

This Quality Manual is the reference document that sets out the quality policy and the associated strategic objectives. It describes the common quality management system that is implemented within the University. It applies to the performance of our training and research activities.

The activities covered by the manual include steering/governance activities and support activities.

The University should determine the (geographical) limits and applicability of the SMOE (management system for educational/training institutions) for products and services.

When the organization establishes this scope of application, it must take into account:

a) External and internal challenges
b) The requirements of relevant interested parties
c) The institution's products and services.

All products and services provided to learners by an educational/ training institution must be included in the scope of application of its SMOE. A justification for any requirement of this document that the organization deems not applicable within the scope of application of its SMOE should be provided.

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3. Presentation of the University and its Structures

3.1. History, Description and Key Figures

3.1.1. Training Offer

3.1.2. Research Structures

3.1.3. Key Figures (Researchers, Teacher-Researchers, Administrative Staff and Students)

4. Responsibility of Governance

4.1. Mission, Vision and Values

4.2. Management Review

The management review is conducted on an annual basis, in order to take stock of the progress and performance of the Quality Management System. It allows for making an overall assessment of the past period and to decide on actions for the period to come. Management reviews give rise to corrective actions and the update of the action plan.

The organization of the review, its inputs and outputs are described in the "Steering the System" process.

The objective is to assess the effectiveness of the system and its suitability for the activities of the university

4.3. Management of Means and Resources

4.3.1. Listening to the Interested Parties

Our interested parties use the above-mentioned means of communication. They are presented according to their impact on the University.
Listening to users and partners is primarily based on daily exchanges with students, staff and businesses.

4.3.1.1. Personnel

The staff can be involved through their representatives in the concerned bodies.

4.3.1.2. Users

Students are also invited to express their opinion explicitly during committee meetings.

4.3.1.3. Other Interested Parties

The companies are also solicited for their opinions on various occasions, in particular on open days, and in forums and company conferences.
In addition, surveys are being carried out to find out more generally and completely the expectations of each party.
The results of the surveys are analyzed annually and presented during the management review.

4.3.2. Communication with the Interested Parties

4.3.2.1. Internal

The university policy sets out the vision and strategy of the Direction and demonstrates its leadership and commitments to stakeholders. It is announced and presented in a meeting to all the personnel during its review. It is available on the intranet and posted in each department.

Meetings are organized at all levels according to pre-established and frequent intervals, in order to facilitate internal communication and allow everyone to be informed as soon as necessary. These meetings include departmental meetings, quality meetings as well as follow-up meetings (see Governance).

The intranet is a common communication tool for internal interested parties, allowing everyone to benefit from the same overall level of information and offering freedom in the search for information/details.

Any information deemed important will be communicated to internal interested parties via their mailbox, in order to target the concerned persons in a more efficient manner.

Communication between institutions and students is internal to each institution. A mid-term meeting with the student is nevertheless requested by the University in order to carry out an initial assessment of the student. Each student is assigned an email address when registering, so that they are informed throughout their studies.

4.3.2.2. External

The University's website contains the important information, including training content or any other information that may be of interest to any external interested party. Frequently asked questions and a communication forum, facilitated by our administrative staff, allows for answering all external questions.

The brochures clearly detailing all the training courses are available on the website for all potential future students, companies and interested persons seeking information on training.

Open house events that are organized annually allow the future students and other interested parties to discover the university environment as well as the training courses offered there, in order to to choose carefully their future studies.

Communication between trainings and companies is specific to each training. A mid-term meeting with the tutors of the work-study students is nevertheless requested by the University in order to carry out an initial assessment of the student and the relevance of the assignments.

Colloquiums allow our researchers to present their discoveries to their peers and thus more widely disseminate their progress and the issues encountered during their work. These conferences demonstrate the dynamism of our research institutes.

4.4. Strategic and Political Orientations

4.4.1. Strategic Orientations

4.4.2. Quality Policy

4.4.2.1. Goals

The University's Quality Policy takes into account the national and international context in which the institution is situated, the context of the institution itself and its strategic approach. This statement was jointly developed with the various internal stakeholders and by involving external stakeholders. It is explained to staff members and students and made public to users via the website, leaflets….

The quality policy must support:

• The organization of the quality assurance system;

• Schools, faculties and other organizational units as well as university management, staff members and students, to fulfill their responsibilities for quality assurance;

• Academic integrity and freedom, vigilance against academic fraud;

• Protection against all forms of intolerance or discrimination against students or staff;

• The involvement of external stakeholders in quality procedures.

The quality policy is put into practice through various internal quality assurance approaches allowing for the participation of the entire institution. The way in which the quality assurance policy is implemented, monitored and revised is decided by the institution.

> The policy should include:
> - Commitment to meet the applicable requirements;
> - Commitment to continuous improvement of the SMOE;
> - Commitment to meet the social responsibility of the institution;
> - Commitment to the management of intellectual property.

4.4.2.2. Implementation of the Quality Policy

Management plans and coordinates the means to be implemented to achieve the quality objectives. The University President ensures the quality management of the university by regularly participating in the analysis of data and information collected at all stages of the process (review reports, internal audits, surveys, etc.). He ensures that the regulatory provisions are properly applied.

The president undertakes to make available all the resources that are necessary to meet legal requirements, to achieve objectives and to improve the University's quality management system.

> The quality objectives are defined for a period of one year and planned during management reviews. This planning translates into action plans.
> The application and understanding of this policy are continuously assessed by the quality manager and by internal audits.
> Objectives are monitored regularly during management and process reviews.
> Indicators are defined for each process, they are regularly analyzed and evaluated before the process review.

5. Description of the Quality Management System

5.1. Documentary Structure

The documentary system is the bedrock of the University's quality management system. It is organized as follows:

Figure 1 : Documentary System

The vast majority of these documents are digital and are stored in several areas of the institution's administrative server. The spaces are determined according to the access rights. The manual is accessible to staff, students and the general public; descriptions of processes and procedures are accessible to the concerned personnel. Many recordings are intended for students and are therefore made accessible to them via the intranet and website.
A backup of the documents of the spaces is performed at a frequency to be defined.

The versions of each document are clearly listed. Only the latest version is accessible.
The "Control the Documentation" procedure of the "Control the System" process defines the rules for managing documents and records.
All the procedures of the university's quality assurance system will be presented in the annex.

5.2. Management System Process and Interactions

The Quality Management System (QMS) is established to meet the needs and expectations of the interested parties while ensuring the implementation and compliance with the strategy and regulations in force. It is periodically analyzed and updated in order to be abreast of the changing needs.
Our quality management system is inspired by ISO 9001 and ISO 21001, The African Standards and Guidelines for Quality Assurance in Higher Education (ASG-QA) as well as The Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).
In accordance with the standards taken as a reference for the development of our quality management system, it is deployed through processes. Each of these processes brings together various activities that are necessary for the proper functioning of our University. This succession of activities transforms inputs into outputs that will allow processes to interact with each other. This approach by process allows for a transversal vision of the University and allows services to be decompartmentalized.

The **Development Processes** correspond to the "core business" activities of the institution.

The **Support Processes** represent the internal activities ensuring the proper functioning of the establishment.

The **Management Processes** bring together the activities which determine the university's policy and strategy and which allow the management of the actions that are implemented to achieve its objectives (the quality objectives in particular).

There are naturally many interactions between these processes which are explained in the description of the processes. The activities within each process are described through procedures. Indicators are assigned to each process to check the quality objectives.

Each process is placed under the responsibility of a pilot that guarantees its proper functioning and control. This control is carried out through various mechanisms: indicators, internal audits, process reviews (analysis of dysfunctions and suggestion of corrective actions to remedy them, identification of improvement actions).

The University's activities have been organized by process: a management process coordinates the activity of the development processes supported by the support processes.

The development processes correspond to our core business activities and contribute to the added value of services.

5.2.1. Mapping the Processes

Below is an example of a University process mapping (see Figure 2). The interaction between the processes is represented by the matrix of interactions available in the Appendix.

Figure 2 : Example of Process Mapping

5.2.2. Management Process

5.2.2.1. University Governance

The objective of this process is to set the mission, vision and strategic directions of the university in all types of activities and according to the context.

It is at this level that the quality policy is also defined with internal stakeholders and with the involvement of external stakeholders and strategic communication.

5.2.2.2. Steering the University

The goal of this process is to ensure that the processes and procedures are implemented, defined and followed to meet the requirements (standards, regulations, learners, etc.). It is at this level that the system is formalized and updated.
This involves periodically initiating evaluation processes to conduct internal audits and reviews, to collect listening information, and to suggest and control correction and improvement actions.
In order to measure the performance of each process, indicators are determined for each of them. Monitoring these indicators makes it possible to steer the quality management system and assess its effectiveness. Each indicator is associated with an objective, which is reviewed every year.
A certain number of systems (listening to users and partners, progress sheets, audits, indicators, management review and process reviews) are put in place to detect deviations and to identify areas for improvement. The information thus collected is analyzed and corrective or improvement actions are defined.
The process also includes reducing risks.

Compulsory Documentation according to: ESG, ASG-QA, ISO 9001v2015 et 21001v2018
Procedure for the delegation of authority /Procedure for change management Procedure for documentary management /Procedure for risk and opportunity management / Code of ethics (non-discrimination, conflict of interest) / Procedure for managing conflicts of interest / Procedures for the appointment of members of the governance board and of the general director. Management reviews/ Procedure for examining complaints, claims, appeals from interested parties / Financial management procedure (Budgeting, allocation of resources)

Quality Committee

Add the role, responsibilities and powers of the governance body (regulatory reference Decree 27-16 of 2008)

The steering and the operational management of the system is the responsibility of the quality committee. It ensures that the system is effective, understood by the various actors and correctly implemented. The quality committee has the necessary prerogative to ensure the promotion and sustainability of the system. It is their responsibility to manage the updating and distribution of quality documents, to ensure compliance with quality objectives, to verify the correct application of procedures, to supervise the performance of audits, to reference and monitor corrective and preventive actions, and to help identify and carry out improvement actions.
To be elaborated by each university.

5.2.3. Core Profession Process

5.2.3.1.   Approval of programs

Its aim is to ensure that the programs are developed in such a way as to meet the defined objectives, including the targeted learning outcomes, providing students with academic knowledge and skills, including transversal ones.
It also makes it possible to periodically monitor and evaluate programs, in order to ensure that they achieve the objectives assigned to them and that they meet the expectations of students and the community.

5.2.3.2.   Training of Teachers

It provides competent staff to ensure the quality of learning and student life and to enable the acquisition of knowledge, skills and capacities. Besides, It promotes the professional development of the teaching staff.
The objective of this process is to define arrangements for the recruitment, training, evaluation and advancement of its teaching staff.

5.2.3.3.   Managing Relations with Enterprises

This process brings together all the activities that are carried out by the university to establish relationships with diverse companies. Such relationships are essential to allow quality internships, to seek the best opportunities for our graduates and to collect detailed opinions from professionals on training.
It also allows for collecting, analyzing and using relevant information for the effective management of programs.

5.2.3.4.   Managing International Relations

This process incorporates the various operations allowing the university to promote the outgoing and inward mobility of students and teachers in the different types of cooperation with foreign organizations: internships, recognition of diplomas, mobility of graduates, etc.

5.2.3.5.   Promoting Research and Innovation

This process consists in encouraging the research activities of research professors, involving students in research to strengthen the links between teaching and research, and using new technologies to encourage innovation.

5.2.3.6.   Managing University Life

The student life service offers both students and University staff a wide variety of services:
- An associational life service which offers students and staff a vast network of partners, numerous activities and offers to liven up the sporting and cultural life of the University throughout the region.

5.2.4. Support Processes

5.2.4.1.   Managing Human Resources

Its purpose is to provide and define the provisions relating to the management of administrative, technical and worker human resources of the university, to guarantee a quality of service for the university.

5.2.4.2.   Managing Infrastructures and Facilities

This process includes the various activities to manage the equipment, manage the allocation of rooms, monitor the layout of the premises, and ensure the safety of people.

5.2.4.3.   Managing Administrative and Financial Procedures

Included in this process are the activities carried out by the administrative and financial staff of the university: purchasing of services and supplies, accounting and budget management, administrative organization, and management of assets, debts and financial reports.

5.2.4.4.   Managing Information to the Public

The objective of this process is to publish information about the activities of the university and its programs, in order to develop the reputation of the school and make it known to potential candidates.

Appendices

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