Quality Journey

LAU
REA

COMMON TERMINOLOGY MAKES THE JOURNEY EASIER...

QUALITY POLICY

The objectives and basic principles of the quality system and responsibilities in quality management

QUALITY MANAGEMENT

The practices, processes and systems that Laurea uses to plan, implement, monitor and develop the quality of its operations

QUALITY WORK

Goal-oriented and responsible activities in basic operations and in meeting the strategic goals.

QUALITY SYSTEM

Quality management is implemented through the quality system. The quality system is based on the Plan-Do-Check-Act cycle of continuous improvement.

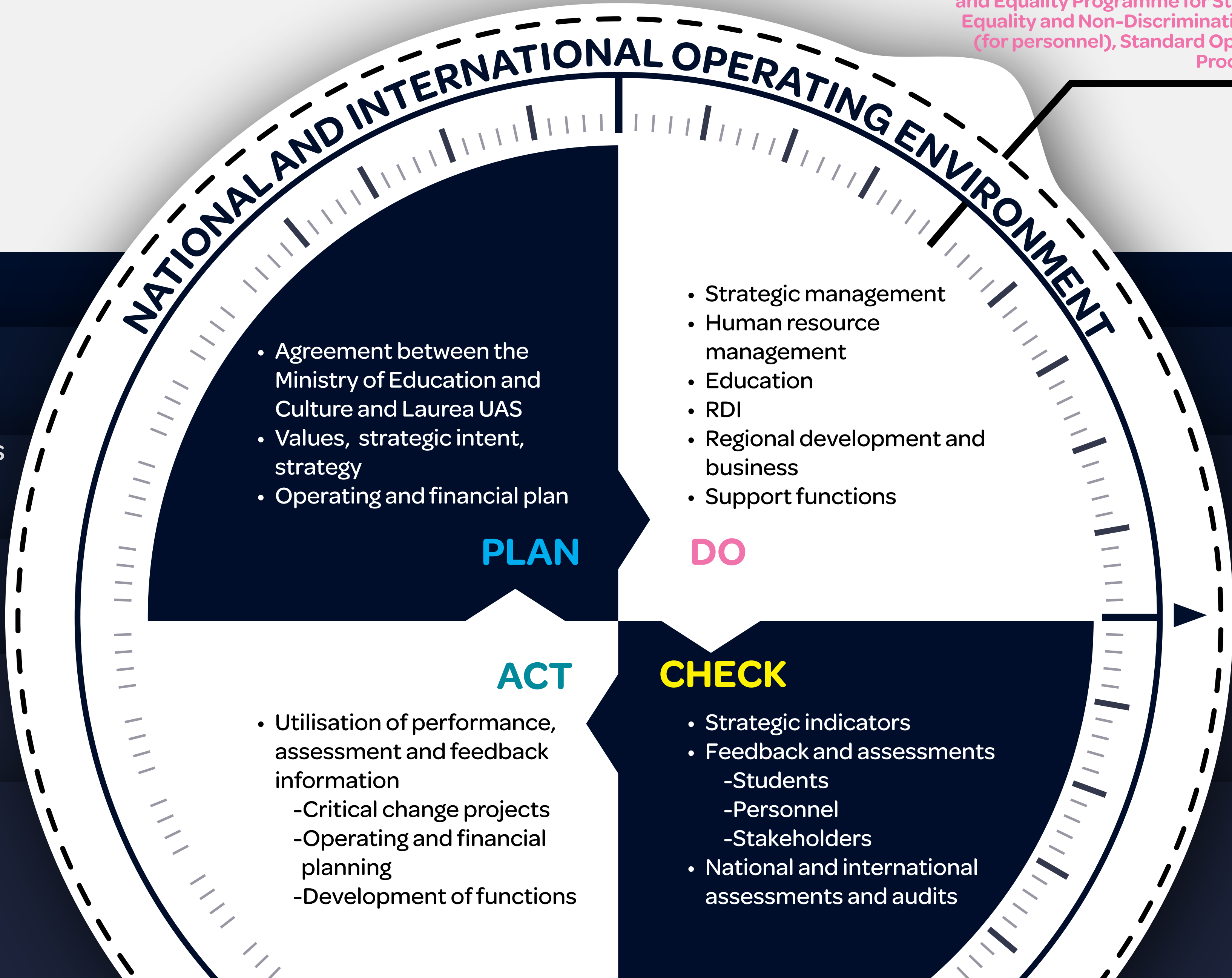# Our compass is the quality system which aims to

- **produce systematic operational information to support management and improve the quality of operations**

- **harmonise and streamline the quality management procedures and operating methods**

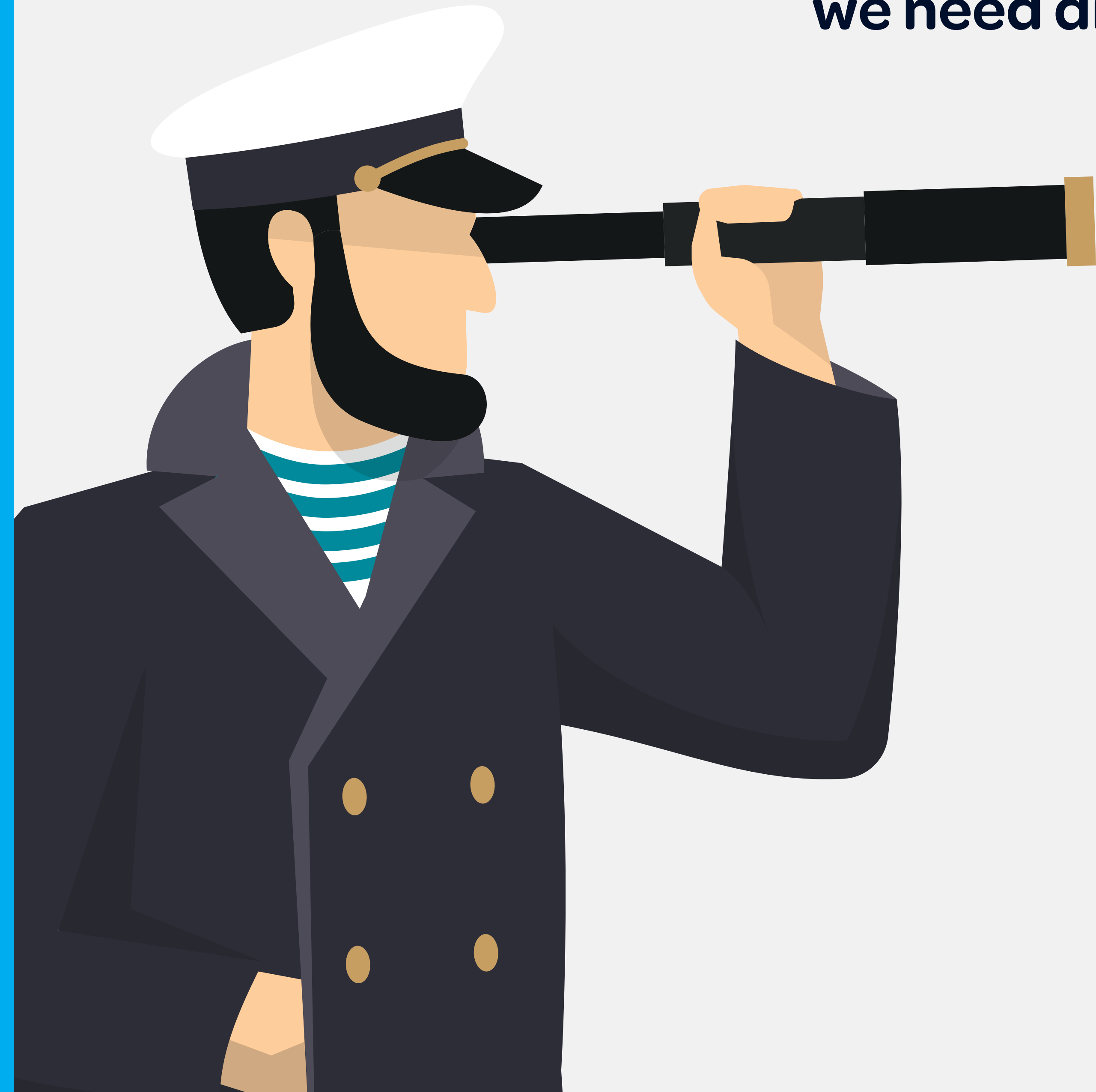- **strengthen Laurea's quality culture and participation of Laurea employees in quality work**

- **support the dissemination of good practices**

NATIONAL AND INTERNATIONAL OPERATING ENVIRONMENT

Rules of Procedure, Degree Regulations Ethical Guidelines, Programme for Sustainable Development, Accessibility and Equality Programme for Students, Equality and Non-Discrimination Plan (for personnel), Standard Operating Procedures

PLAN
- Agreement between the Ministry of Education and Culture and Laurea UAS
- Values, strategic intent, strategy
- Operating and financial plan

DO
- Strategic management
- Human resource management
- Education
- RDI
- Regional development and business
- Support functions

ACT
- Utilisation of performance, assessment and feedback information
  - Critical change projects
  - Operating and financial planning
  - Development of functions

CHECK
- Strategic indicators
- Feedback and assessments
  - Students
  - Personnel
  - Stakeholders
- National and international assessments and audits

PLAN

In order to steer our ship in the right direction, we need directions from the captain

⚓ Agreement between Laurea and the Ministry of Education and Culture

⚓ Laurea's values, strategic intent, and strategy

⚓ Operating and financial plan

Different departments of the ship must follow the captain's instructions and form their own plans accordingly

PLAN

STRATEGY

PREPARATION
- Indicators and goals at Laurea and unit level
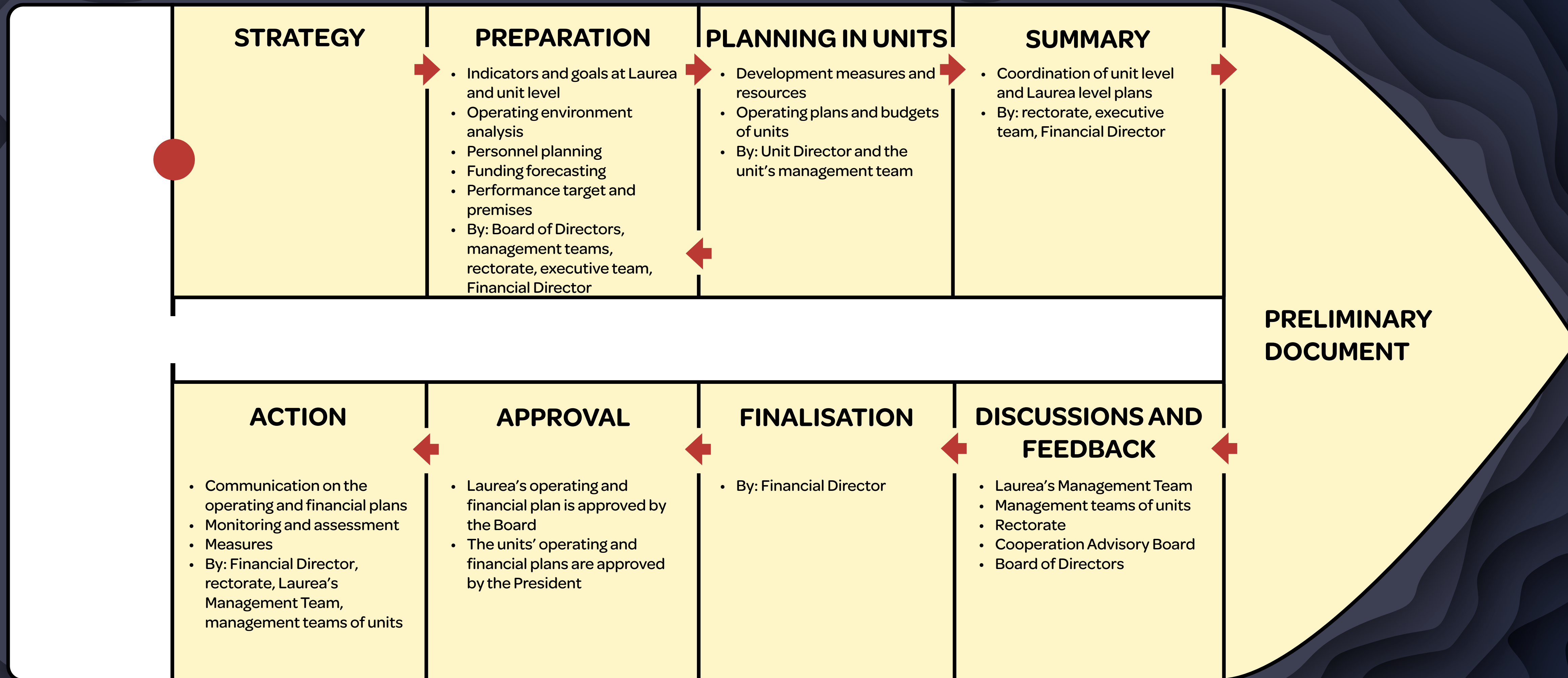- Operating environment analysis
- Personnel planning
- Funding forecasting
- Performance target and premises
- By: Board of Directors, management teams, rectorate, executive team, Financial Director

PLANNING IN UNITS
- Development measures and resources
- Operating plans and budgets of units
- By: Unit Director and the unit's management team

SUMMARY
- Coordination of unit level and Laurea level plans
- By: rectorate, executive team, Financial Director

PRELIMINARY DOCUMENT

ACTION
- Communication on the operating and financial plans
- Monitoring and assessment
- Measures
- By: Financial Director, rectorate, Laurea's Management Team, management teams of units

APPROVAL
- Laurea's operating and financial plan is approved by the Board
- The units' operating and financial plans are approved by the President

FINALISATION
- By: Financial Director

DISCUSSIONS AND FEEDBACK
- Laurea's Management Team
- Management teams of units
- Rectorate
- Cooperation Advisory Board
- Board of Directors

DO

To ensure our ship sails towards the goal, the ship's basic functions must be defined and described, and actions on board as described

- The basic functions follow the PDCA cycle of continuous improvement
- Each basic function has its own guidelines, which helps to reach the common goal

PDCA FOR STRATEGIC MANAGEMENT

PLAN

Baseline

- Operating licence
- Policies from the Government and the Ministy of Education and Culture/funding model
- Values, strategic intent, strategy
- Regional strategies

Objectives

- Agile response to the changing needs of society
- Impact of education
- Impact of RDI activities
- Impact of regional development
- Ensuring the funding and continuity of operations

DO

Operations

- Renewal of strategy
- Operating and financial planning
- Monitoring and assessment of the operating and financial plan
- Strategic communication

ACT

Utilisation of Check data

- Renewal of strategy
- Defining strategic indicators
- Operating and financial planning and monitoring
- Strategic management and communication

CHECK

Indicators

- Strategic indicators

Assessments

- Ministry negotiations
- Assessment of the strategy
- Assessment of the operating and financial plan
- Pulssi assessment
- EFQM assessment
- Rectorate visits
- Quality system audit

PDCA FOR HR MANAGEMENT

PLAN

Baseline

- Values, strategic intent, strategy
- Legislation
- Collective agreement
- Laurea's ethical guidelines
- Operating and financial plan / personnel plan
- Equality and non-discrimination plan

Objectives

- Cultivating a sense of community
- Healthy personnel
- Strategic personnel planning
- Continuous competence development
- Foresight

DO

Operations

- Work ability management
- Competence management
- Support of employment life-cycle

ACT

Utilisation of Check data

- Competence development
- Management and leadership coaching
- Promotion of wellbeing at word

CHECK

Indicators

- Work ability indicators
- Number of trainings
- Number of competences
- Employee turnover

Assessments

- Pulssi assessment
- Personnel and wellbeing surveys
- Development discussions and competence assessment
- Stakeholder feedback
- Student feedback
- Supervisor feedback
- Quality system audit

PDCA FOR EDUCATION

PLAN

Baseline

- NQF, EQF, ECTS, ESG
- Values, strategic intent, strategy
- Degree regulations
- Pedagogical guidelines
- Service promise
- Accessibility and equality programme for students
- Quality criteria for teaching
- Standard operating procedure for education

Objectives

- Student-centricity
- Future competence
- Integration of regional development, RDI and working life (LbD)
- Internationality
- Flexibility and mobility
- Student guidance, student well-being
- Recognition of competence, work-based learning
- Entrepreneurial competence
- Continuous learning

DO

Operations

- Management and development of education
- Planning education
- Implementing education
- Student admissions
- Tutoring and guidance
- Cooperation and mobility promotion
- Graduation

ACT

Critical chance projects

Utilisation of Check data

- teaching and guidance
- degrees
- student well-being
- pedagogy
- internationality
- entrepreneurship
- continuous learning
- digitalisation

CHECK

Indicators

- Number of completed Bachelor's degrees
- Share of Bachelor's degrees completed within the target time frame
- Number of completed Master's degrees
- Quality-related AVOP feedback from graduates
- Appeal of degree programmes
- Quantity of studies completed in the Open UAS, specialisation education, and other separate studies
- Quantity of studies completed in UAS cooperation
- Quantity of study paths and intensive implementations in the 3AMK offering
- Share of credits earned in RDI activities
- Number of publications

Assessments

- Student feedback
- Working life feedback of degrees
- Curricula assessment
- National degree programme assessments
- Quality system audit

DO

PDCA FOR RDI

PLAN

Baseline

- Values, strategic intent, strategy
- Principles of responsible research and innovation
- TENK's guidelines for good scientific practice
- Areas of expertise / research programmes
- Standard operating procedure for RDI

Objectives

- Strategic objectives, e.g. impact and extent of RDI activities
- Foresight activities and work on the future
- Integration of regional development, RDI and education
- Supporting RDI activities and increasing competence

DO

Operations

- Preparation of RDI projects
- Implementation of RDI projects
- Finalisation of RDI projects
- Integration of RDI and teaching
- Development of RDI competence

ACT

Critical chance project

Utilisation of Check data

- Taking changes in the operating environment into account in setting strategic objectives and in RDI areas of expertise
- Influencing funders

CHECK

Indicators

- Amount of R&D funding paid to Laurea in line with the Ministry of Education and Culture's results criterion
- Amount of all subsidies and grants paid to Laurea
- Number of publications
- Share of credits earned in RDI activities

Assessments

- Reviews of results
- Graduate feedback
- RDI partner feedback
- Development discussions
- User satisfaction survey of services
- Quality system audit

PDCA FOR THE REGIONAL DEVELOPMENT AND BUSINESS

PLAN

Baseline

- Guidelines from the Ministry of Education and Culture
- Values, strategic intent, strategy
- Funding situation
- Regional strategies

Objectives

- Anticipating regional needs
- Activities are carried out throughout the university of applied sciences
- High quality, productive and profitable implementation from the perspective of partners, students and Laurea
- Based on areas of expertise
- Systematic partner cooperation
- Commercialisation of innovations
- Education export

DO

Operations

- Strategic management and anticipation of regional development
- Regional development process / key partnership
- Stakeholder and network cooperation
- Strategic management and anticipation of business
- Business process

ACT

Critical change project

Utilisation of Check data

- Systematisation of working life collaboration
- Growing key partnerships in a profitable way
- Increasing working life collaboration that promotes the objectives of education and RDI activities
- Profitable development of continuous learning and business
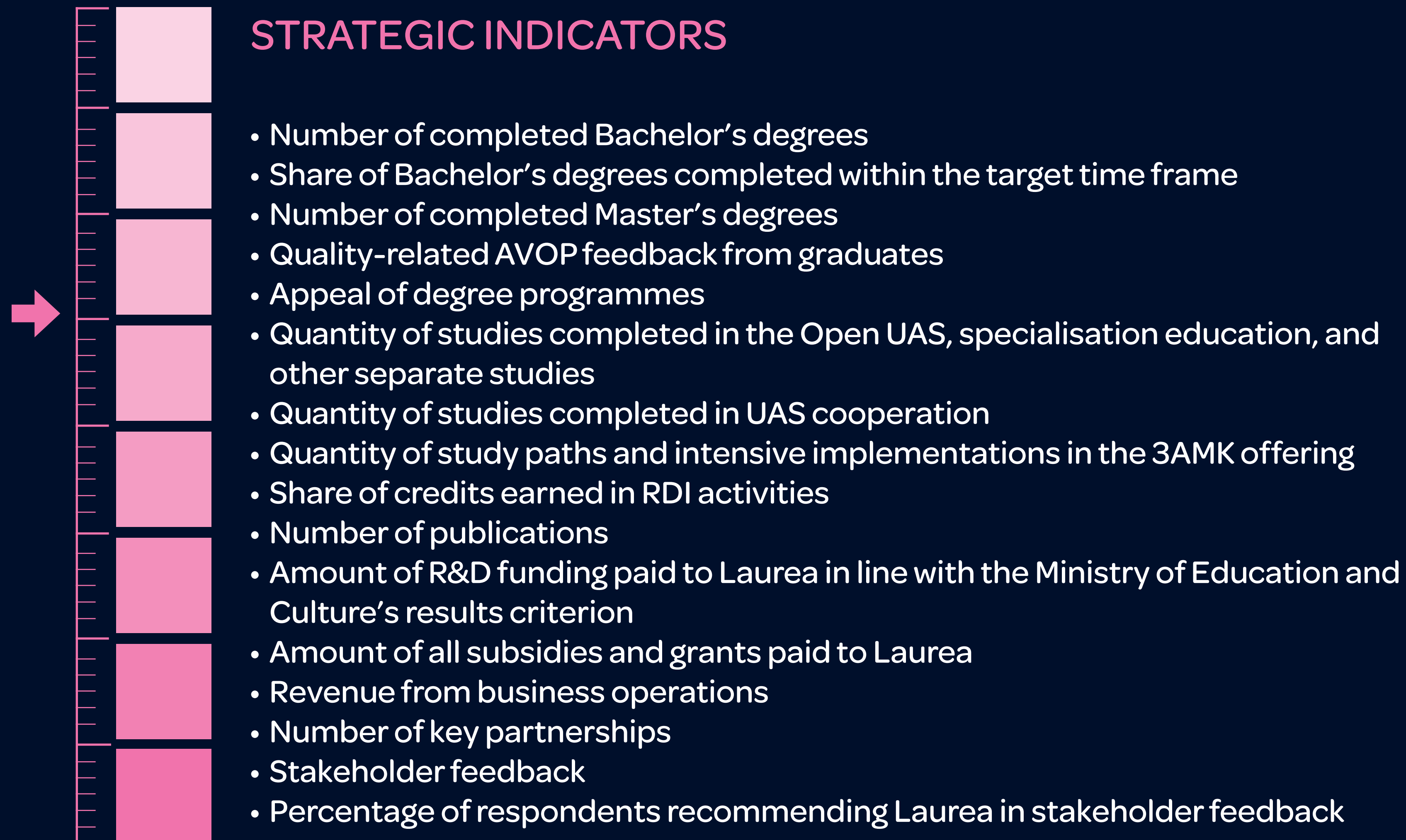
CHECK

Indicators

- Revenue from business operations
- Number of key partnerships
- Stakeholder feedback
- Percentage of respondents recommending Laurea in stakeholder feedback

Assessments

- Consultation of owners
- User satisfaction survey of services
- Stakeholder feedback
- Feedback for continuing education
- Service promise survey
- Graduate feedback
- Career monitoring
- Quality system audit

The ship's operations are systematically monitored with defined indicators and other assessment and feedback procedures

STRATEGIC INDICATORS

- Number of completed Bachelor's degrees
- Share of Bachelor's degrees completed within the target time frame
- Number of completed Master's degrees
- Quality-related AVOP feedback from graduates
- Appeal of degree programmes
- Quantity of studies completed in the Open UAS, specialisation education, and other separate studies
- Quantity of studies completed in UAS cooperation
- Quantity of study paths and intensive implementations in the 3AMK offering
- Share of credits earned in RDI activities
- Number of publications
- Amount of R&D funding paid to Laurea in line with the Ministry of Education and Culture's results criterion
- Amount of all subsidies and grants paid to Laurea
- Revenue from business operations
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CHECK

The annual clock of Laurea's assessment and feedback procedures

Operating and financial plan assessment
Stakeholder feedback
Feedback from new students
Student wellbeing survey
Career monitoring

Pulssi survey
Assessment of strategy
Service promise survey
User satisfaction survey of services

CONTINUOUS

Study unit feedback
International mobility feedback
Working life feedback of degrees
Curricula assessment
Wellbeing at work surveys

Development discussions and competence assessment
Supervisor feedback
Feedback for continuing education
National and international benchmarkings and assessments
Review of results

OCT-DEC

JAN-MAR

JUL-SEP

APR-JUN

LESS OFTEN

Ministry negotiations
EFQM assessment
Personnel survey
Accessibility assessment
Quality system audit

Pulssi survey

Pulssi survey
Rectorate visits
Quality Talks
Graduate feedback
Consultation of owners

Indicator data, feedback and other assessment information is discussed and utilised in various forums so that we can ensure the right direction of the ship together and prevent us from running aground or sinking

DEVELOPMENT FORUMS

- The opening ceremony
- Units' development events
- Management teams
- Regional advisory boards, IAB, Alumni Advisory Board
- Development groups
- Supervisor meetings
- Meetings between Laureamko and management
- Teams
- Development discussions

Everyone on board has their own responsibilities and tasks in maintaining the right course

President	Overall responsibility for quality management that complies with the quality system
Vice Presidents	Responsibility for quality and quality enhancement in their respective areas
Unit directors	Responsibility for the quality and quality enhancement of their unit's operations
Director, Quality Management and Quality Coordinator	Support, steering and development of Laurea's quality management in accordance with the quality system
Director of Development	Safety and security management and risk management
Development group for quality management	Assessment and development of the quality system
Personnel	Responsibility for the quality of their own work, responsibilities outlined in the standard operating procedures
Development groups	Responsibilities outlined in the standard operating procedures
Students	Giving feedback, promoting student-centricity of operations as members of development groups
Working life partners and strategic stakeholders	Giving feedback and participating in development activities and key bodies

Surprises often happen on the way, which is why potential risks in the ship's operations are regularly assessed

⚓ Risk management is a part of Laurea's management system and preparation of affairs. The goal of risk management is to support proactive management and enable the implementation of Laurea's strategy

⚓ The development group for risk management is responsible for monitoring the status of Laurea's risk management, supporting processes and developing operating methods

Goals and targets change... in order to make navigation easier next time, existing documentation should be used. Both achievements and challenges faced during the journey should be communicated regularly

Documentation

- Teams: working platform for development groups
- ARC: information management and functional descriptions
- Power BI: indicator data
- LATO: critical change projects
- ASHA: case management
- CastilSec: risk assessment
- Pro24: safety and security management

Internal communication

- President's letters
- President's discussion events
- Semester Reviews
- Intranet

External communication

- Laurea Review
- Kehittäjä magazine
- Societal Impact and Interaction report
- Annual Report
- Laurea Journal
- Laurea publications
- Laurea's website
- Social media channels

Common rules and a committed and active crew make the journey easier and reaching the destination more certain

Quality culture

- Is a part of our organisation's operational culture
- Is formed with systematic assessment and development of the quality of our operations in the long term
- Describes our atmosphere of developing operations as well as our individual and collective commitment to quality management
- Is built from our shared view, commitment and drive to develop our operations towards achieving our strategic intent.

OPENNESS, EFFECTIVENESS, RESPONSIBILITY!