



# UMH QUALITY SYSTEM

## ■ WHAT IS QUALITY?

Quality is doing things well. It is easy to agree with this affirmation. Nobody would disagree. However, the problem we are often faced with is how to answer the question:

### ■ What does doing things well mean?

First, we must know what needs doing. And, second, we must know how we should do it in order for it to be done well.

It seems rhetorical, but it isn't...

There are cases when the answer seems obvious. But in other cases doubts may arise.

A lecturer who (owing to forgetfulness) does not sign his final subject report is probably preventing the final year students who have completed their studies from experiencing their first opportunity to work during the summer. The consequences of forgetfulness, however involuntary in this case, are very important.

An administrative employee who (owing to forgetfulness) does not include the refund for parking expenses in an expense form. The expense settlement comes and goes several times, wasting time, delaying the payment and, almost certainly, giving rise to paperwork, stress and pressure that could have been avoided by doing things in a different way.

Lecturer's classes could be good. Administration, too. However, in both cases somebody could think that things have not been done with sufficient quality. In these other situations, is there any quality?



- 2004 Improvement Plan.
- Internal and External Assessment of all qualifications.
- Internal and External Assessment of the Occupational Observatory, TTO and Quality Management and Control Service.

### 2004

- 2003 Quality Report.
- 2005 Improvement Plan.
- 2nd Strategic Quality Plan 2004/2007.
- How to plan, implement and assess improvement.
- Participation in the pilot project for the accreditation of qualifications of ANECA.

### 2005

- 2004 Quality Report
- 2006 Improvement Plan.
- Teaching and research personnel web portal.
- System for the accreditation of university

- qualifications.
- Participation in the Institutional Assessment Plan of ANECA.

### 2006

- Publication of the Report for the year 2005.
- Improvement Plan for the year 2007.
- Evaluation of the Library Service by ANECA.
- Convening for Benchmarking Actions.
- Participation in the Institutional Assessment Programme of ANECA.

### 2007

- Design of the 3rd Quality Plan.
- Design of the 3rd Master Plan.
- Project for the application of the Master Plan in a Department.
- Publishing of the Report for the year 2006.
- Improvement Plan for the year 2008.
- Participation in the DOCENTIA programme of ANECA.



## ■ HOW IS THE QUALITY WORKS?

Work on quality is carried out by identifying good practice objectives (known as quality criteria).

An example of quality criteria could be: that the lecturer has announced the programme for his subject at the beginning of the year (including the objective, content, practical work, material and assessment system) and that, at the end of the course, he has completed it.

Once we know what we are trying to attain (criteria) we set the real margin for work and error we can allow in order to be able to continue saying that we work with quality.

For example (the programme announced at the beginning of the course will be completed in 87% of the subjects).

This is what we call "quality standard". This standard is fixed in accordance with the results of previous years, priorities, what happens in other similar centres and, of course, what the lecturers and students consider acceptable.

Quality indicators help us to measure. In this case, the percentage of subjects which have their specifications programmes completed at the end of the course.

Working with quality implies defining these good practices and, of course, measuring ... in order to know to what extent they are fulfilled ... or what is the same ... to what extent "we have quality".

We know that even the best of us can make a mistake, involuntary but a mistake. In practice, it is normal that we make small mistakes, forget something and, above all, that snags exist in the organisation of different tasks (procedures) which affect customers negatively.

for a more habitable, supportive and entrepreneurial city.

· Excellence Award of the Valencian Quality Foundation (Fundación Valenciana de la Calidad).

· 2005 "Premio Nova" award for Research and Innovation.

· Recognition of Excellence – Gold 2005-2009 from the Valencian Quality Foundation (Fundación Valenciana de la Calidad).

### 2006

· Honoric Mention of Excellence granted by the Ministry of Public Administrations (Ministerio de Administraciones Públicas), within the field of the Awards for Quality and Innovation in Public Management 2006, in the modes of Excellence and Citizenship for good practices in public services.

### 2007

· Renewal of the European Seal of Excellence -Gold (500+).

### ■ Results of the SIUV (standards and indicators established by the Directorate General of Universities of the Valencian Community (Dirección General de Universidades y Estudios Superiores de la Comunidad Valenciana)

The multi-year Financing Programme of the Valencian Public University System, approved

by a Resolution of the Valencian Government on 15 June 1999, establishes as a priority objective the motivation of improvement in quality in all the spheres of Universities' activities.

As a consequence, it was established that a percentage of regular financing would be conditional on the degree of fulfilment of certain quality objectives.

The financing got by the fulfilment of the objectives reached in the year 2006 was 4,994,974.59 euros, which means an increase of more than 28% compared with the financing obtained in 2005 and an increase of more than 454% if we compare it with 2001. The UMH goes on maintaining its privileged position so far, occupying the first place in the percentage of financing linked to quality objectives of the five Valencian Public Universities.

### ■ Activities developed in the field of quality

Next we present a summary of the activities developed by the UMH in the field of Quality.

### 1997

- Beginning of teaching activity.
- Definition of the UMH Quality Policy.
- Constitution of the Quality Committee.
- Web page on Quality.
- Suggestions box.
- Beginning of the Quality training activities.



## THE UMH QUALITY PLAN

In the UMH we have three basic structures that set the guidelines on the subject of quality:

- **Quality Council**, which is the body responsible for ensuring compliance with the programmes and initiatives developed in the University in the field of quality.
- **Quality Committee**, which is the body responsible for promoting and controlling the activities of the UMH that affect the quality of its services and products.
- **Plenary Quality Commission**, which is the body responsible for transparency and the guarantee of participation of all of the structures and professional groups in the UMH Quality System.
- **The Governing Board** of the UMH approves the University's Quality Plan.
- **The Regulations of the Competent Institutions** on the Subject of Quality (latest review in April 2008) describes the functions and responsibilities on the subject of quality management in the UMH (<http://calidad.umh.es/es/direct.htm>)

	Clean.	Gard.	Cour.	Post	Secur.	Port.	Maint.	Reprog.	Cater.
Altea	73,2	68,9	96,4	91,2	87,7	85,5	84,9	86,5	59,6
Elche	82,9	77,3	77,3	83,1	93,1	88,5	83,7	87,1	72,1
Orihuela	89,9	78,4	78,4	93,1	93,1	90,3	84,5	88,9	84,3
Sant Joan	79,7	82,1	82,1	90,8	98,1	93,3	94,3	94,0	69,7

The System for the Recognition of Supplier Companies establishes annually the distinction of Recognised Quality Company for contracted companies after the evaluation of all the punctuations obtained throughout the monitoring process, carried out by all members of the University Community. In this sense, an analysis of their results is

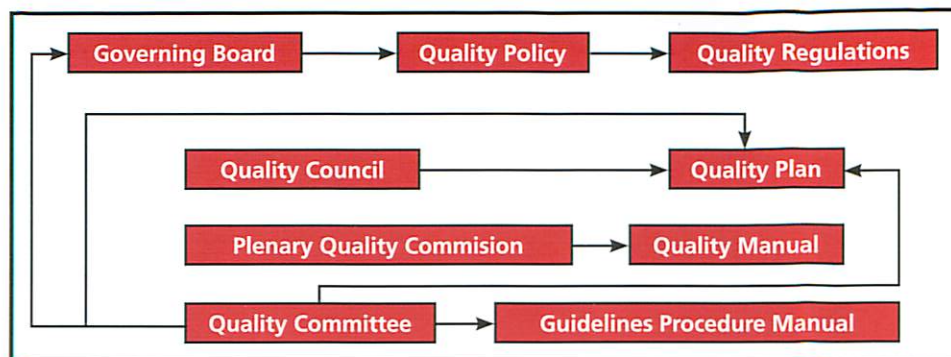
carried out by the satisfaction surveys, audits of compliance with the specifications, problem-solving capacity, suggestions received, etc.

Likewise, the companies that receive the distinction of Recognised Quality Company during three consecutive years may opt for the Excellence Company Award.

## HISTORY OF AWARDS FOR CONTRACTED COMPANIES

Company	Aspec	Campus	Year
Intercop Ibérica (Umano) / Vinsa	Porter's Office	Elche	1998
Provinen	Security	Orihuela	1998
Limpiezas Eulen	Cleaning	Orihuela	1999
ESAVE, S.A.	Porter's Office	Sant Joan	2000
Copiadores y Materiales	Reprography	Sant Joan	2000
Limpiezas Eulen	Cleaning	Elche	2001
ESAVE S.A.	Porter's Office	Sant Joan	2001
STERIA IBÉRICA	Computer Maint.	All	2002
Cleaning Plus	Cleaning	Orihuela	2003
EULEN SEGURIDAD	Security	All	2004
Limencop*	Reprography	Altea	2004
Logisland SEUR	COURIER	All	2005
Limpiezas Eulen*	Cleaning	Elche / Orihuela	2005
Limpiezas Eulen	Cleaning	Orihuela - Salesas	2006
Cleaning Plus	Cleaning	Orihuela - EPSO	2006
Limpiezas Eulen	Cleaning	Orihuela - EPSO	2007

\*Reconocimiento



■ **The Quality Policy** of the UMH defines the situation for the development of the strategic lines of the UMH characterised, fundamentally, by the promotion, within the framework of the Quality Plan, of Assessment, Accreditation and Certification, applying a series of actions and programmes in which all personnel participate and are involved. The aim of these actions and programmes is the permanent improvement of any activity of the UMH, with the aim of providing teaching and research, along with the services, that completely satisfy society and our students at an affordable cost and obtain the added value of the satisfaction of all UMH personnel.

The purpose of the quality policy is to make possible the mission of the UMH, which is defined in the following terms: "To serve society offering teaching, research and quality services, at the same time as allowing members of the university community to develop professionally, to get together the all-round education of our students

and facilitate their insertion into the world of work."

The objectives, standards, indications and actions that are intended to be carried out during a certain period of time (normally 4 years) are specified in the UMH Quality Plan. The first Quality Plan was implemented in 1999.

The second in 2004. The third in 2008.

Both, the Regulations and the Quality Plan, have had to be adapted regularly to respond to new challenges: accreditation of degrees, the European Space for Higher Education and, above all, to get good results in all the quality indicators that the General Directorate for University and Higher Education of the Valencian Community (Dirección General de Universidades y Estudios Superiores de la Comunidad Valenciana) measures annually for the 5 Valencian public universities and which, among other things, allows each University to obtain extraordinary financing.

## ■ MAIN ACTION AREAS

■ **The UMH Quality Plan is structured in 4 ample spheres of action.**

1. Assessment and improvement of teaching quality.
2. Assessment and improvement of research quality.
3. Master Plan of assessment and improvement in the management of university services.
4. Plan for the monitoring of services for the university community contracted to external companies.

■ **Teaching and Research.** The two main areas of activity contemplate, in its turn, two strategies for recognising and reinforcing the quality of Departments, Centres and Institutes:

1. **Reward the Best**, which recognises those who stand out owing to their level of fulfilment of the quality standards (good practices in teaching or research).
2. **Quality Agreement**, which seeks to foster opportunities for improvement and the commitment for a better quality.

In the case of Teaching quality we have an additional programme which prepares us and ensure us that we fulfil the requirements of the national (ANECA) and

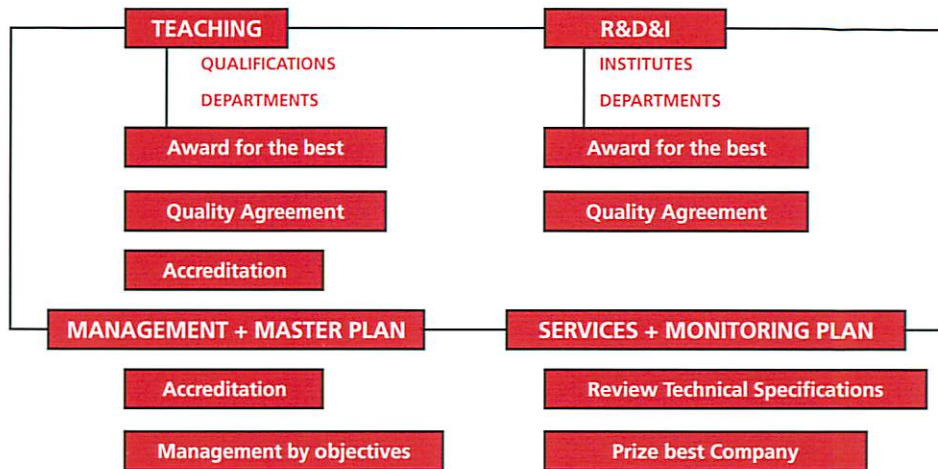
international (ENQA) organisations on the subject of teaching quality. For this purpose, a panel of external auditors supervises the focus, processes and results of the degrees that we offer (including official master's degrees)

3. **The Master Plan** works on the basis of the systems of Management by Objectives and, like the others, fosters opportunities for improvement in quality. One of its outstanding characteristics is the implementation of Quality Commitments with customers (whether they are students, lecturers, researchers or other groups).

As a way of ensuring the level of quality that we all desire for the provision of services to the university community, since 1998 we have had a special action plan which includes monitoring of the work carried out by the companies contracted by the UMH (reprography, catering, porter's office, cleaning, etc.), determining the strong points and areas of improvement, by the collaboration of student delegates, deans, directors of departments and institutes, heads of services and all the students, lecturers and administration and service personnel (annual surveys).



The main results in the field of quality, so far, can be summarised as follows:



**Teaching:**

Level of compliance with quality standards in 2007 84.5%. Since 2000, 29 teaching indicators (76%) have evolved positively. Since 2002, more than 1,183,000 euros have been allocated to quality incentives in teaching.

**Research:**

Since 2000, 9 research indicators (68%) have evolved positively. Since 2002, more than 364,000 euros have been allocated to quality incentives in research.

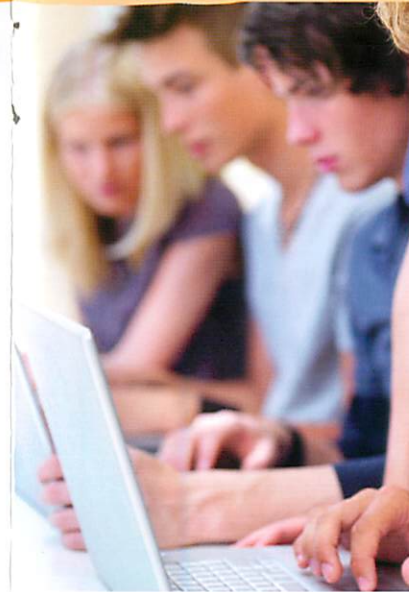
**Master Plan:**

The level of compliance with the objectives agreed in 2007 for all Services and Management Units has been 94.6%. Compliance with

Quality commitments during the year 2007 amounted to 98.32%. 27 services, out of a total of 32, currently have a Service Charter. Since 2000, 224,000 euros have been allocated to incentives for administration and service personnel.

**4. Plan for the monitoring of companies contracted by UMH:**

The percentage of compliance with the technical specifications by the collaborating companies contracted for the services of Porter's Office, Security, Post, Courier Services, Gardening, Cleaning, Reprography, Catering and Maintenance, from the year 2000 to the present has been as follows:



## RESULTS AND RECOGNITIONS:

### Recognitions given to the UMH

The following table shows the awards that have been granted to the Universidad Miguel Hernández since the year 1999.

#### 1999

- UNE-EN-ISO 9002:94 certification awarded by AENOR for the quality system for work experience by students in companies (first ISO-certified Spanish public university).
- Finalist in the Prize for Best Practices of the Quality Management Club.(Club Excelencia en Gestión)

#### 2000

- Special Mention in the Prize for Best Practices of the Quality Management Club. (Club Excelencia en Gestión)
- Finalist in the Citizens' Award of the Observatory for the Quality of Public Services. (Observatorio para la Calidad de los Servicios Públicos)
- Award for Efficiency granted by the Economics Circle. (Círculo de Economía)

#### 2001

- First place in the Prize for Best Practices of the Quality Management Club (Club Excelencia en Gestión), 4th edition.
- Prize for Professional Training from the Alicante Chamber of Commerce (Cámara de Comercio de Alicante).
- UNE-EN-ISO 9001:2000 certification awarded

by AENOR for the quality system for work experience by students in companies (first ISO-certified Spanish public university).

#### 2002

- UNE-EN-ISO 9001:2000 certification awarded by AENOR for the design and development of Study Plans and Teaching Plans.
- Distinction by the Spanish Association for Quality, (Asociación Española para la Calidad) for its diffusion of the culture of quality in the Valencian Community and its teaching plans.

#### 2003

- UNE-EN-ISO 9001:2000 certification awarded by AENOR in recognition of the Quality in the research work undertaken in the UMH.

#### 2004

- Award granted by Fácil magazine in recognition of the project in pursuit of equal rights for men and women.
- Mention of Quality by the Ministry of Education for the Doctorate programmes in Neurosciences and Molecular and Cellular Biology.
- European Seal of Excellency – Gold (500+).

#### 2005

- Award for the Oenology qualification granted by the Regulatory Council of the Denomination of Origin Wines of Alicante.
- Futurelx Special Prize in recognition of the contribution to the development of a model

Quality Systems are conceived, precisely, to help us to identify these little mistakes before they occur.

A Quality System makes sense to the extent that it helps us to confront daily tasks from a realistic viewpoint in which we think about what we have to do, whether we are really getting it and how we can improve from our results. This is the purpose of the ISO 9001:2000 Standards, which has been maintained active by the UMH since 1999, and help us to prevent those possible errors since, by thinking about them when we think about and design the processes of an activity, we reduce their frequency.

Universities, like any other institution, have different organisational structures to carry out the academic management, research, etc. Like all organisations they aim for the greatest effectiveness and efficiency in every one of their activities. As a public institution, a university assumes a commitment for transparency in its management.

The European Foundation for Quality Management (EFQM) allows organisations to assess the quality of the management they are carrying out and it is a reference for good management practices at international level. In the UMH we obtained our first European Seal of Excellence (in its maximum category of 500+) in 2004 and we renewed it in 2007.

A quality system includes all the structures responsible for decision making in order to evaluate and improve the quality, the procedures for setting objectives (quality criteria), the manner (indicators) in which they are measured and the work plans behind all of this.



### 1998

- Participation in the National Plan for Quality Evaluation in Universities (PNECU), 2nd convening.
- Regulations of the competent institutions in Quality.
- Definition of Services Portfolio.
- Surveys of Perceived Quality in Teaching.
- Systematic analysis of academic effectiveness rates.
- Plan for the Monitoring of Collaborating Companies.
- Number 0 of the periodical publication QUALITAT.
- Award for the Best Contracted Company.
- 1999 Improvement Plan.

### 1999

- Participation in PNECU, 3rd convening.
- Surveys of Perceived Quality in the Doctorate Programme.
- Analysis of the Expectations of first year students.
- Strategic Quality Plan (1st PESCA) 1999/2003.
- 1998 Quality Report.
- 2000 Improvement Plan.
- Implementation of the Admittance of new professionals in the UMH.

### 2000

- Participation in PNECU, 4th convening.
- Strategic Quality Plan.
- Creation of the University's Quality Council.

- Quality Incentives.
- Master Plan for the improvement of Management Quality.
- Teaching Accreditation.
- Accreditation of Services.
- Survey of Perceived Quality by Internet.
- Internal and external assessment of the Quality Service of the UMH.
- 2001 Improvement Plan.
- 1999 Quality Report.

### 2001

- Quality Manual. Guidelines.
- 2000 Quality Report.
- Improvement Plan for the year 2002.
- Training regarding processes and EFQM Excellence Model for personnel of the Universidad Miguel Hernández.
- Participation in the Plan on Quality in Universities of the Spanish Universities Council, 1st Convening.

### 2002

- 2001 Quality Report.
- 2003 Improvement Plan.
- Award for the Best Suggestion.
- Participation in the Plan on Quality in Universities of the Spanish Universities Council, 2nd Convening.

### 2003

- 2002 Quality Report.
- System for the pre-accreditation of qualifications.

### ■ How long should a student wait in a queue at the administration office to deal with a transaction regarding their file?

5, 10, 12, 15, 17, 20 minutes ...

Conventionally, someone may think 10 or 15 minutes, but 15 is 150% more time ... and ... why is 17 bad?

There are many ways of seeing it. What is the cost for the student to wait only 15 minutes? There are personnel costs, equipment, etc. ... Could this be invested in improvements to teaching equipment? Would this be better quality in a university?

### ■ How often should a lecturer update the programme of his subject?

Every year, every two years, every three, when there are relevant changes in knowledge. And ... who decides which changes are relevant?

When can we say that a lecturer does his work well? When his classes are good? And what is a good class? When the students learn?

Does it not also depend on the fact that they learn owing to their capacity or their hours of study? Does the lecturer who is highly appreciated by his students do his work well? And is this not related to other aspects?

Complying with the programme for the subject. Speaking in an understandable way. Awakening the students' interest in the subject. Teaching competencies in line with profile. These aspects are positively valued in a lecturer. Without doubt, they all contribute to quality but ... Which one is more important? Or ... How much can be dispensed with to continue saying that the lecturer is good?

