

## **Policy Title**

### **Quality Management and Continuous Improvement Policy**

#### **Preamble**

The Quality Management and Continuous Improvement Policy replaces the Quality Management and Assurance Framework initially approved and reviewed by the Senior Management Group. This Policy was approved by the Academic Board of Studies on 19 April, 2018.

The policy complies with the following legislation and regulation:

- The Tertiary Education and Quality Standards Agency Act 2011
- The Higher Education Standards Framework (Threshold Standards) 2021 Standard 1 Student Participation and Attainment, Standard 3 Teaching, Standards 5 Institutional Quality Assurance and Standard 6 Governance and Accountability
- The Deakin University – Deakin College Consolidated Agreement (2017)

#### **Purpose**

Deakin College is committed to quality assurance and continuous improvement in all aspects of its operation as a tertiary pathway education provider. This Policy describes Deakin College's approach to quality assurance and the implementation of continuous improvement.

#### **Scope**

The Quality Management and Continuous Improvement Policy applies to Deakin College as a whole, embraces all its organisational units, campuses, staff and other stakeholders and is supported by a strategic plan and a number of operational plans. The Senior Management Group and Deakin College Managers are responsible for the management and implementation of this policy.

#### **Policy**

##### **1. Principles**

###### **1.1. Quality management at Deakin College will:**

- Characterise and underpin the management of the Deakin College as a whole and of its constituent units; it is not a separate layer of management or process;
- Relate directly to Deakin College's mission, vision and values to ensure organisational 'fitness for purpose';
- Involve systematic strategic planning which incorporates effective business planning, and is informed by systematic performance monitoring and evaluation based on appropriate stakeholder feedback and data analysis;
- Focus on outcomes that meet the expectations and requirements of the many diverse stakeholders;
- Drive ongoing performance improvement and sustainable growth;
- Incorporate sound financial and risk management;
- Recognise the professional responsibility of each organisational unit and each individual so that collaborative responsibility for quality in any area of activity rests with the parties involved;
- Apply equally and appropriately to all onshore and offshore operations;

- Reduce bureaucracy;
- Ensure that the Deakin College's quality management system is focused on meeting stakeholder requirements while also meeting relevant statutory and regulatory requirements.

**1.2.** Quality management at Deakin College continues to be based on the ADRI Quality Cycle (Approach, Deployment, Results, Improvement) model to ensure stakeholder focus, alignment with strategic directions and continuous improvement in performance:

- The 'Approach' includes the trail from an organisation's mission, vision and values (i.e. its overall objectives) through to more specific goals and the planned arrangements for how these will be achieved. The latter may culminate in written policies and procedures.
- The 'Deployment' dimension considers whether, and how effectively, the approach is being put into effect.
- The 'Results' dimension looks at an organisation's results as a means of determining how well the deployment is achieving the planned approach.
- The 'Improvement' dimension focuses on whether the organisation is actively and continuously engaged with understanding its performance in each of the A-D-R dimensions, and is using this understanding to bring about improvements.

## **2. Governance**

**2.1.** The overarching decision making framework for Deakin College includes two high level boards with appropriate expert internal and independent external representation, two executive management committees and two partnership joint management committees who work collaboratively to ensure sound governance and the quality and continuous improvement of all Deakin College operations.

**2.2. University Partnerships Australasia Board (MIBT Pty Ltd Board)** is the corporate governing body for Deakin College ultimately responsible (to shareholders and/or stakeholders) for both corporate and academic outcomes.

**2.3. The Academic Board of Studies** is responsible for academic governance at Deakin College including setting academic standards, approving policies and procedures, monitoring academic outcomes and reviewing progress. The Board of Examiners, Teaching and Learning Committee, Admissions and Selection Committee, Student Committee, Appeals Committee and Student Experience Committee report to the Academic Board of Studies.

**2.4. The Senior Management Group** in Australia along with Deakin College Jakarta Campus Operations and Management is responsible for implementing policy programs and processes. The Deakin College Jakarta Board of Management and Deakin College Partnerships Committee is responsible for the governance of offshore delivery. Executive management is responsible for effective implementation of both academic and corporate objectives and reports to both boards.

**2.5. The Joint Management Committee** oversee the partnership and monitors outcomes relating to the Deakin University Consolidated Agreement between Deakin University and Deakin College.

**3. Developing maintaining, disseminating and promoting the Deakin College's policy on quality management**

**3.1.** The Director Quality and Student Services with the Senior Management Group will identify key processes to be included within Deakin College's quality management system incorporating the quality management principles under this policy annually.

**4. Strategic Planning**

**4.1.** The strategic planning process at Deakin College embraces a complete annual cycle of planning, implementation, performance monitoring and reporting. Under the overall guidance and management of the Deakin College Senior Management Group.

**4.2.** Planning at Deakin College is:

- Responsive
- consultative, evidence-based and mindful of the needs of stakeholders and the environmental context within which Deakin College must operate; and
- integral to effective quality management and continuous improvement in performance, with clear articulation of targets, accountabilities and timelines.

**4.3.** The Strategic Planning Procedure details annual strategic planning processes undertaken at Deakin College.

**5. Monitoring and Review**

**5.1.** Deakin College will undertake systematic, regular (at least annually) and evidence based performance monitoring and review.

**5.2.** Additional components of the College quality management system to be monitored and reviewed include:

- Plans including but not limited to the Teaching and Learning Plan, Marketing Plan;
- Course development, review and accreditation;
- Student application, admission, assessment, progress and completion;
- Staff recruitment, induction and professional development;
- Academic staff performance management;
- Internal stakeholder feedback, audits and reviews including:
  - Student and staff feedback mechanisms including but not limited to staff surveys, student evaluation, complaints, grievances and appeals;
- External stakeholder feedback, audits and reviews include:
  - Institutional compliance with ESOS Act, National Code, and Higher Education Standards Framework;
  - Deakin University: Joint Management Committee meetings;
  - Unit Coordinators and Academic Coordinators meetings;
  - Benchmarking Teaching and Learning at Deakin University Faculty level; and
  - Education Agents and Domestic School Community meetings.

**5.3.** Deakin College will monitor and assure academic quality through:

- the receipt and consideration of performance reports and recommendations prepared against key indicators by the Teaching and Learning Committee each trimester; and

- summary reports and recommendations against the Teaching and Learning Plan by the Academic Board of Studies.
- 5.4.** Deakin College will identify, implement and report quality improvements through
- the regular feedback and review processes identify areas for policy, process and/or practice improvement or correction, ensuring that these are aligned with the Deakin College’s strategic goals and strategies;
  - implementing the identified and approved improvements continuously;
  - integrating summaries of major quality improvements into performance reports prepared in accordance with the Deakin College’s strategic planning and performance reporting requirements
- 5.5.** Deakin College will monitor the effectiveness of the College quality management system through consultative reviews of the College’s policy and processes including but not limited to:
- Reviewing the suitability of the Quality Management and Continuous Improvement Policy every three years; and
  - Reviewing Polices in line with the Policy Review Guidelines.
- 5.6. Annual Audit**
- Deakin College will undertake an annual audit in order to fulfil its obligations under the Deakin University consolidated agreement and to fulfil additional quality assurance components as detailed in 5.2 and 5.3 above.

**Related Policies**

- Deakin College Strategic Plan
- Deakin College Finance Plan
- Deakin College Marketing Plan
- Deakin College Teaching and Learning Plan
- Deakin College Wellness, Health and Safety Plan
- Risk Management Plan
- Terms of Reference for Boards and Committees

**Procedure**

- Strategic Planning Procedure
- Policy Review Guidelines

**Definitions**

| Key term or acronym | Definition  |
|---------------------|---|
| Audit               | An evidence gathering process to determine whether an organisation is meeting criteria of policies, procedures, registration or statutory requirements. |

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|------------------------|---|
| Benchmark              | An identified process, activity or outcome which is used as a measure of comparison to assess performance   |
| Conformity             | To meet or comply with requirements. This includes customer, organisational policies and procedures or legal.   |
| Continuous Improvement | A set of activities that an organisation regularly carries out in order to enhance its ability to meet requirements   |
| Corrective Action      | Measures taken to rectify an activity adverse to quality.   |
| ESOS                   | The <i>Education Services for Overseas Students (ESOS) Act</i> and Code regulates provision of education in Australia for overseas students.  |
| MIBT                   | Melbourne Institute of Business Technology (MIBT Pty Ltd) the registered business name of Deakin College.   |
| Nonconformity          | Failure to comply with requirements. This includes customer, organisational policies and procedures or legal.   |
| Preventative Action    | Steps taken to remove the causes of potential nonconformities or potential situations which are undesirable   |
| Process                | A set of activities that are interrelated or that interact with one another. Processes use resources to transform inputs into outputs.  |
| Quality Management     | An approach to organisational management characterised by external focus, internal review of and continuous improvement in performance, and by a range of processes (including stakeholder feedback processes, audits and reviews, benchmarking, performance planning, development and review) designed to ensure these objectives are achieved and that its product and service meet customer and regulatory requirements. |
| Stakeholder            | Any person who, or organisation which, has a legitimate relationship and role with Deakin College in planning, developing, approving, reviewing, providing or purchasing its products and services.   |
| TEQSA                  | The Tertiary Education Quality and Standards Agency regulates Higher Education in Australia   |

**Status and Details**

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|-------------------------------|--|
| <b>Identification</b>         | Quality Management and Continuous Improvement Policy |
| <b>Initial Issue Date</b>     | 19/04/2018   |
| <b>Status</b>                 | Current  |
| <b>Domain</b>                 | Governance   |
| <b>Effective Date</b>         | 30/06/2022   |
| <b>Review Date</b>            | 30/06/2024   |
| <b>Approval Authority</b>     | Academic Board of Studies                            |
| <b>Implementation Officer</b> | Director Quality & Student Services                  |
| <b>Enquiries Contact</b>      | Robert Close   |