Quality Management Policy

1. Purpose and Scope

This policy describes the approach to quality management and continuous improvement adopted by King's Own Institute (KOI). Reviews are also conducted as part of internal or financial audit requirements and are governed by regulatory frameworks and the Audit and Risk Committee Charter.

This policy applies to all staff of KOI.

2. Related Documents

This Policy is to be read in conjunction with KOI's:

- Academic Delegations Register
- Administrative Delegations Register
- Agent Management Policy
- Course Development and Review Policy
- Staff Development and Review Policy
- Student Feedback on Teaching and Subjects Policy
- Benchmarking Plan

3. Definitions

Academic Board	Committee responsible for the oversight of the academic functions and Policies
ADRI	Approach, Deployment, Results, Improvement model for continuous Improvement
Benchmarking	A comparative analysis with collaborating organisations to review programs, performance, processes and services and to identify areas for improvement within KOI and strategies to achieve improvement.
Operational Unit	All divisions of KOI and all administrative support areas.
Process Improvement	Systematically assessing and updating processes in the workplace to maximise effectiveness and efficiency.
Quality Management	A systematic process of reviewing and improving processes and outcomes that support achievement of the vision, mission and goals.
Review	A review may be an internal or external review of a course, service or operational area.
Survey	A general or comprehensive view or appraisal of a service or experience.

4. Policy statement

KOI considers quality assurance and improvement to be a vital aspect of its current and future success, allowing KOI to realise its *Mission* and *Strategic Plan*.

The hierarchy of regulations governing quality management at KOI includes:

- The Higher Education Standards Framework 2021

- The Tertiary Education Quality and Standards Act 2021
- The Corporations Act 2001
- The AIBM Constitution
- The AIBM Governance Charter

KOI's Quality Management approach takes into consideration

- accepted good practice and external benchmarks;
- stakeholders' views; and
- risk assessments.

5. Quality management approach

Quality management is undertaken in the context of the KOI's Vision, Mission and Values and is integrated into the KOI *Planning and Quality Framework*.

Quality management is a continuous, active and responsive process that considers:

- strategic objectives, targets and initiatives contained in the Strategic Plan;
- processes established to support achievement of these objectives, targets and initiatives;
- mechanisms to monitor progress toward planned objectives, targets and initiatives;
- specified outcomes to be achieved;
- specified improvements to be made for the ongoing enhancement of the KOI's activities and a drive for excellence in teaching and learning, research and scholarship; and which are
- supported by KOI policies and procedures and operational plans

KOI's approach to quality embraces "fitness for purpose", in which input from students, staff and partners is critical in order to focus on meeting (and exceeding wherever possible) their needs and expectations. Quality is also monitored through participation in national and international benchmarking and external referencing to inform the program for continuous improvement.

KOI's approach to quality management is consistent with good practice operating principles developed in higher education in Australia and internationally.

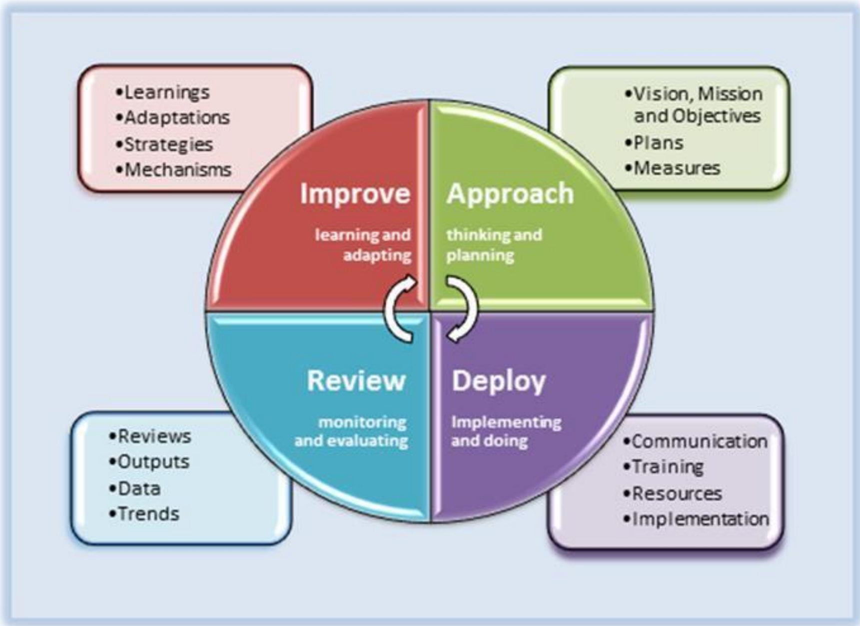
5.1 The ADRI approach

KOI's approach to quality management is designed to:

- articulate broad strategic objectives and performance metrics
- deploy operational plans supported by policies, processes, structures and support
- engage in robust review and continuous improvement throughout KOI
- embed lessons learned into a cycle of continuous improvement.

KOI's commitment to quality improvement is implemented using a procedural approach based on the *Approach, Deployment, Results, Improvement (ADRI)* model for continuous improvement:

- **Approach** – identifies the way in which KOI develops and/or establishes policies, principles, procedures and practices to achieve its objectives, including action plans, strategies and processes; performance measures are selected to facilitate later assessment of whether the objectives have been met.
- **Deployment** – the way in which KOI ensures the objectives are put into effect, supported by the required infrastructure, facilities and resources, as well as professional development programs to ensure staff understand the approaches and are properly prepared to carry them out.
- **Results** – the way in which the outcomes are monitored and evaluated using the performance measures selected earlier and an assessment is made as to whether the objectives have been met appropriately.
- **Improvement** – the identification of any amendments in approach or deployment necessary to achieve the defined objectives or whether new objectives can be set to generate a new round of improvements.



Source: Curtin University: Office of Strategy and Planning

5.1.1 Approach

- The Council approves the KOI Strategic Plan and Mission
- the CEO sets operational KOI targets and operational key performance indicators which align with the KOI Strategic Plan
- the Vice-Presidents and the Senior Executive Group develop operational plans for organisational units
- All Operational plans align with the KOI Strategic Plan and contain quality improvement/process improvement goals
- Supervisors establish staff performance metrics cascaded from operational plans.

5.1.2 Deploy

- the Council and Academic Board establish direction and approve policies
- the CEO communicates direction to staff and establishes procedures and ensures availability of resources
- the Vice-Presidents and the Senior Executive Group distribute and direct resources and support staff
- Managers implement initiatives with organisational units

5.1.3 Review

Arrangements for reviews support all areas to develop quality management strategies:

- the Council is regularly informed at least annually on progress made as measured against Strategic Plan targets and risks to achievement of goals
- the Council will establish and oversee a review process for itself and relevant governance committees, including the Audit and Risk Committee which schedules internal audits
- the Council reviews the performance of the CEO
- the Academic Board will establish and conduct reviews relevant to its purpose
- external assessment of all courses is conducted through accreditation and review
- the CEO reviews the performance of the Vice-Presidents and the Senior Executive Group
- staff quality is to be established and improved through annual performance reviews
- all organisational units conduct regular review processes that are aligned with the ADRI quality framework

- the CEO can schedule a review of an organisational unit and will consider such factors as the external environment, risk assessment, internal process, outcomes of benchmarking activities or organisational changes
- reviews of organisational units including those areas subject to contractual arrangements such as teaching agreements will be enacted by the relevant member of the KOI Senior Executive Group.

5.1.4 Improve

- Action plans to implement improvements identified through internal review activities are developed and progress is monitored in accordance with relevant procedures.
- Improvements identified following review and implementation plans are monitored and revised annually with reference to the outcomes of review processes to the relevant authority.

6. Responsibilities

Quality management activities are conducted in accordance with the delegations outlined in the Governance Charter, however quality management is considered a responsibility of all KOI staff.

- The **Audit and Risk Committee** has oversight of reviews which relate to institutional regulatory compliance.
- The **Academic Board** retains oversight of quality management of academic activities
- the **CEO and President** has overall responsibility for the coordination of quality management processes across the Institution
- the **Vice-Presidents and the Senior Executive Group** have overall responsibility for the quality management processes across their areas of responsibility;
- **Heads of Program** have responsibility for implementing recommendations from reviews relating to quality improvements of subjects and courses.

Through Heads of Program and line managers, each teaching and organisational unit is responsible for quality management of its activities. These areas are supported by advisory committees as appropriate and through Institute resources, policies, procedures and processes.

7. Performance Indicators

KOI uses the following performance indicators as measures of quality and the achievement of objectives:

• Internal: Student and staff outcomes, assessment of services and facilities, e.g. progress against targets as identified in the Strategic Plan
• External: Results of external processes, e.g. external reviews, professional accreditation of courses, regulatory bodies.

Key performance indicators are established in the Strategic Plan and the Learning and Teaching Plan and other plans approved by the Academic Board and Council (as appropriate).

Document Control

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************************** END OF POLICY **************************