

# Quality process in higher education institution (HEI) in Estonia

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# GOALS OF THE QUALITY PROCESS

- ✓ Development of an internal quality management system and raise the level of the performance of HEI;
- ✓ To determine strengths and areas for improvement in order to write down development tasks and monitor achievements;
- ✓ To share experiences of HEI internal quality management systems – best practices;
- ✓ Increase the competitiveness of Estonian institutions of higher education and support their success in the European Union and worldwide.

# Statistics

- Three processes 2009/2010; 2010/2011; 2011/2012;
- 17 higher education institutions;
- over 300 trained people from HEIs

# The main benefits of process

- Develops a holistic approach to quality;
- higher staff involvement;
- enhancing employees' awareness of the importance of quality;
- drives continuous improvement;
- raises understanding and awareness of quality-related issues;
- improves results;
- increases the ability to exceed stakeholders expectation;
- organisations that involve all staff in self-assessment process, are more synergetic;
- HEIs have improved their management and increased the transparency of their activities by implementing the quality system.

# The main problems of implementation of quality system<sup>1</sup>

- The system have to consist **quantitative** indicators (student/teacher ratios, financial resources, public/private funds ratios, final exams results, and dropout and scholar success rates) and **qualitative** indicators (commitment of managers, involvement of employees, communication, etc.).
- Different technical measures (standardisation, accreditation, establishing rules of procedure, etc.) in different units and activities of an organisation.
- Lack of staff commitment.

# **The main problems of implementation of quality system2**

- Time consuming;
- not knowing where to start;
- lack of resources;
- support by the quality unit;
- lack of commitment by management;
- implementation of improvement actions;
- prior knowledge and deliberate strategy required for successful implementation.

# Success factors of process

- Commitment of the staff;
- enhancing internal communication;
- improving team work and cooperation skills;
- the importance of quality-related training and raising the awareness of employees;
- the skills of compiling a self-analysis report and of discovering strengths and weaknesses;
- drawing up an action plan that includes activities to be implemented, persons responsible and a time schedule;
- implementing activities and the leading role of managers; regular review and inspection of activities.

Thank you!

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