

# Quality work is strategic work

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# 1. HSE profile

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Always wanted to be different and to stand out

Private until nationalised in 1974

Leading push to autonomy in 2010

B.Sc.; M.Sc., MBA; D.Sc.; Ph.D.  
Open university, Exec education

240 faculty, 240 support staff

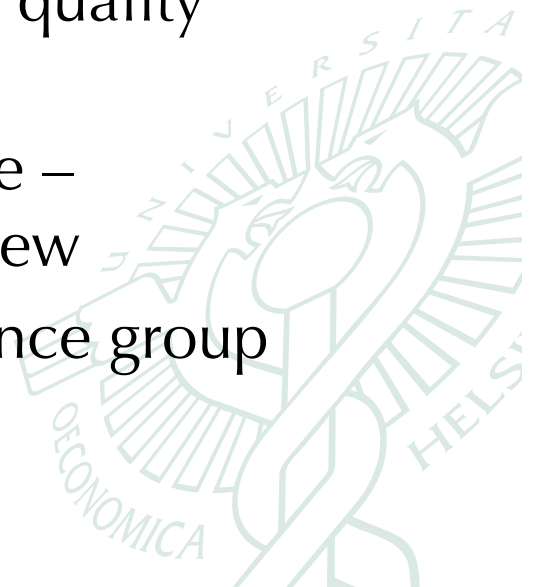
5000 degree students

## 2. Who decides what 'quality'

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'Quality' is an attribute of performance, with reference to the achievement of specified goals.

- University Board – HSE quality policy and confirmation of priorities
- International and national networks – quality benchmarks and quality badges
- Local engagement and internal debate – prioritization, implementation, & review
- University quality committee – reference group



### 3. How is quality work 'strategic'?

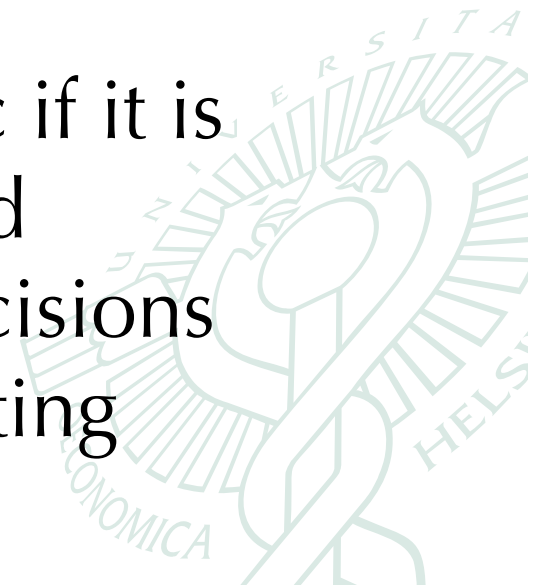
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it is a fundamental element of defining what we are striving for and specifying how we will know when we have fulfilled the vision

...Quality work is not strategic if it is restricted to following up and checking someone else's decisions and actions e.g. quality auditing

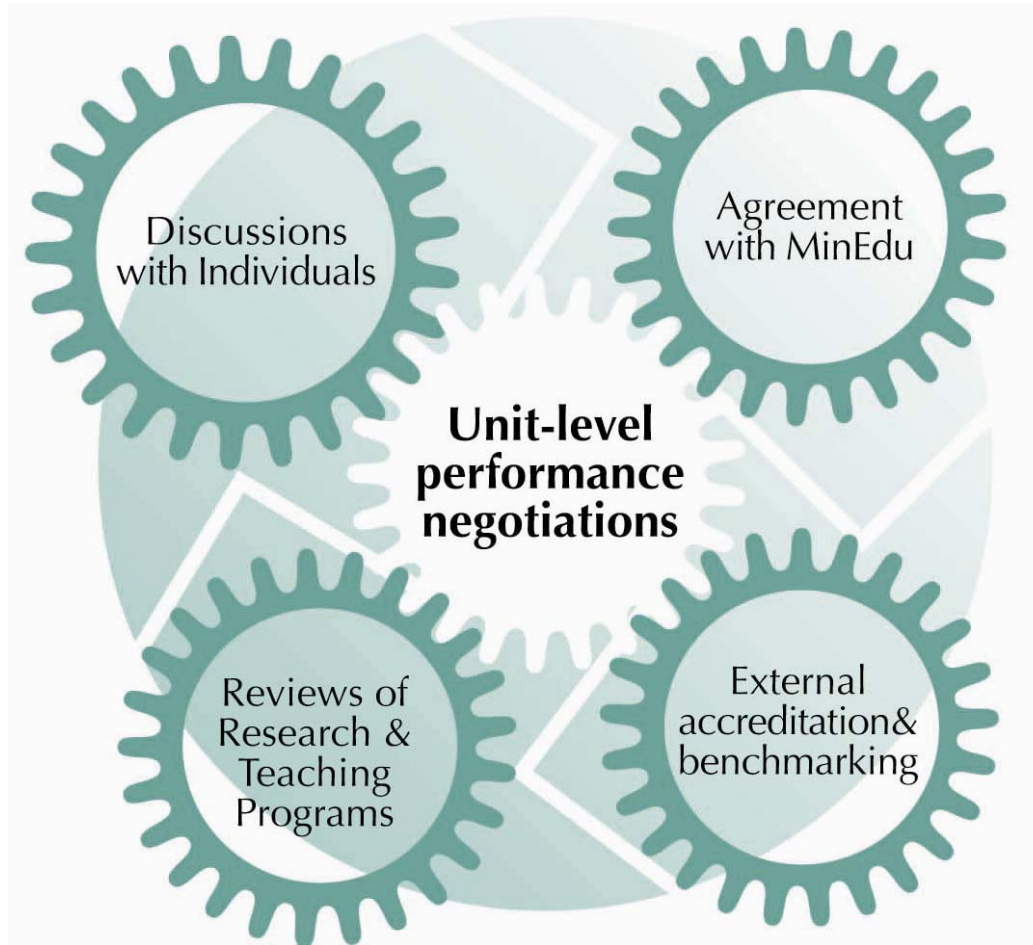


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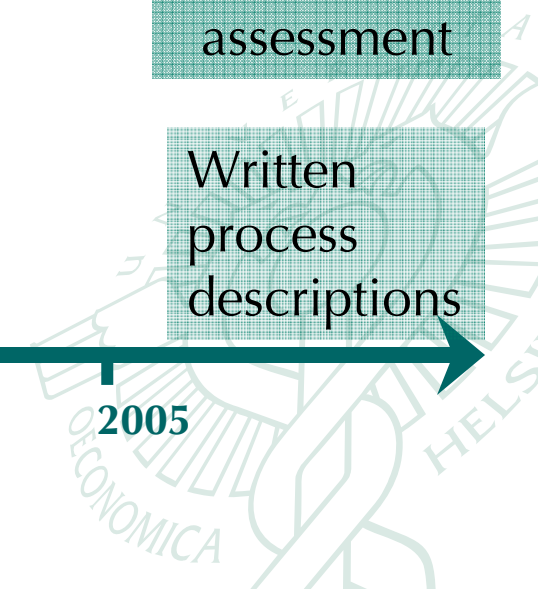
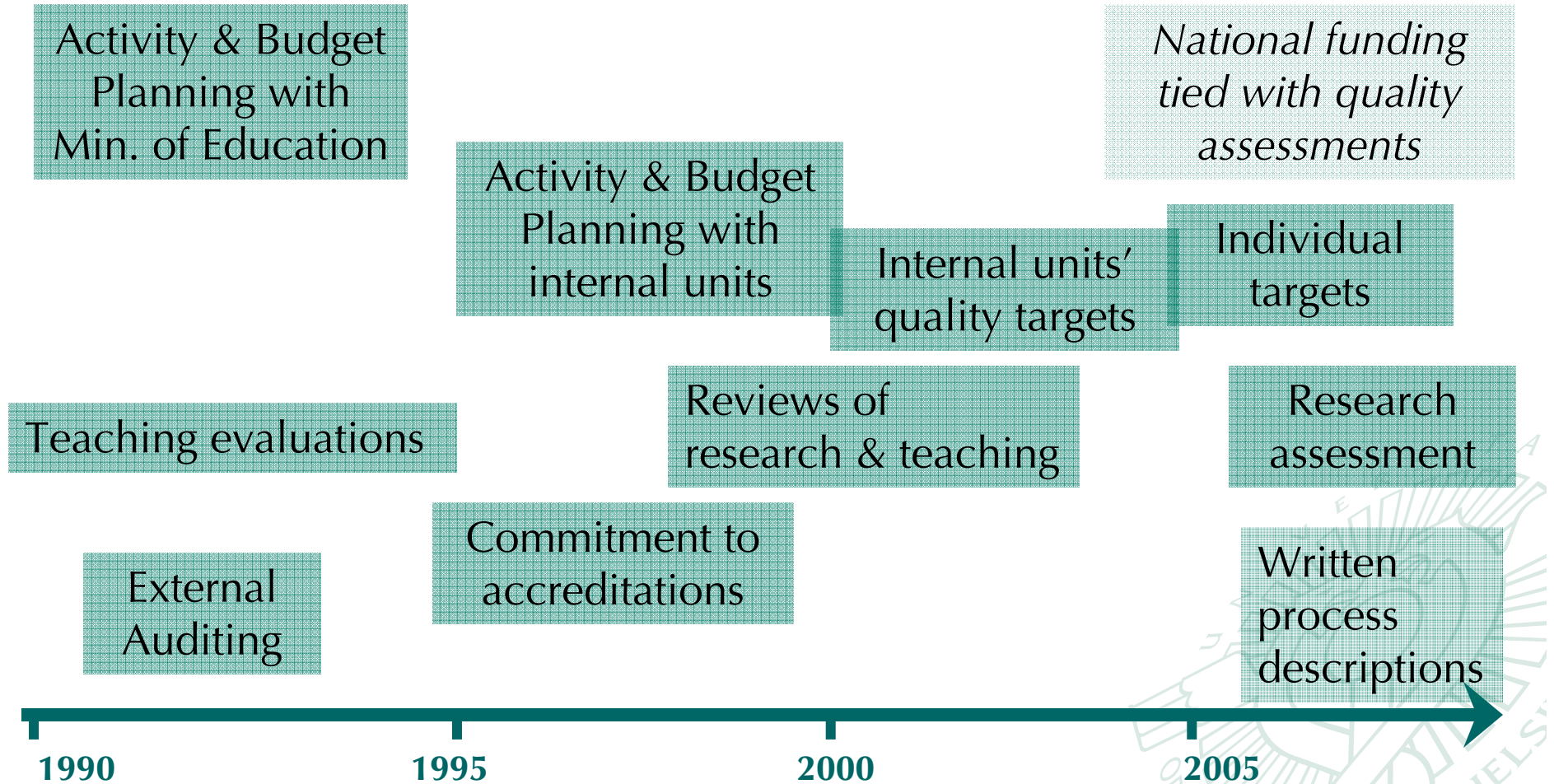


## 4. How is quality work implemented?

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## 5. What processes developed when?

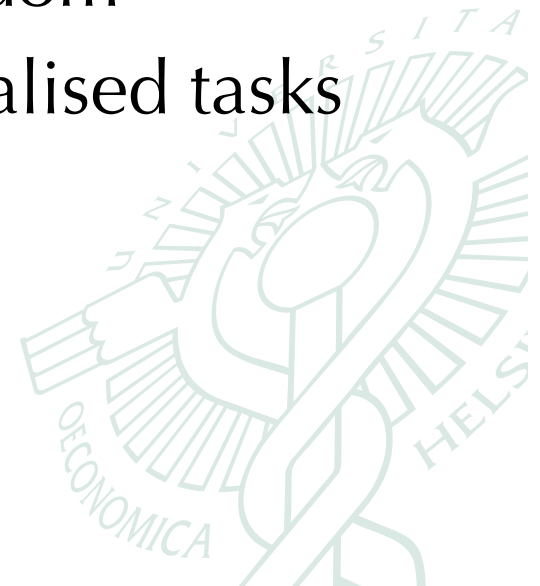




## 6. Ongoing challenges

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- Data management and business intelligence
- Shared vocabulary with common understandings
- Prioritising & not too much at once
- Debates about control and freedom
- Sharing knowledge about specialised tasks





## 7. Tips from what we have learned

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- Visible commitment
- Communicate clear priorities
- Walk the talk
- LISTEN and build on bottom up desires for improvements
- Be practical, sensitive and pragmatic

