



ISO 9001:2015

Key Changes in the University QMS

June 2019

Deputy Management Representative



Introduction



Why revise?

* The main purpose of the 2019 revision of the University QMS was to align it to the University Strategic Plan 2018 – 2023

SP Strategic Themes

1. Teaching and Learning
2. Students' Affairs
3. Research, Innovation and Enterprise
4. Resources
5. Competitiveness and Image
6. Governance, Leadership and Culture

✓ ***Strategic Objectives***

✓ ***Outcomes***

✓ ***KPIs***



Quality Management Principles



ISO 9001:2015 standard/University QMS are constructed around seven principles:

1. Customer Focus
2. Leadership
3. Engagement of People
4. Process Approach
5. Improvement
6. Evidence-based Decision Making
7. Relationship Management



Key Components of QMS₁



Corporate Level

- Scope
- Quality Policy Statement
- QMS Manual
- Processes
- Procedures

Other Levels

Documents for ensuring effective planning, operation, and control of processes which include

- Standard Operating Procedures
- Quality Plans
- Work instructions
- Documents from external sources
- Internal regulations
- Forms



Scope



The University of Nairobi has determined the scope of the Quality Management Systems as all its educational and related services offered to its customers in all Colleges and Campuses, SWA and Central Administration.

The Quality Management System applies to all processes and activities relating to the following educational services: Teaching and Learning; Research, innovation and enterprise; competitive and image, Student Welfare Services.

The related services include: library, publishing, printing, intellectual property registration, incubation services, certification of seeds, herbal medicine, healthcare services, laboratory and workshop services, veterinary services, ICT services, accommodation, catering, sports and games, security services, and transport services

The products include: curricula, graduates, books, farm products, mineral water and detergents



Quality Policy Statement



Revised University Quality Policy Statement

The University of Nairobi is committed to consistently offer quality educational and related services to its customers. In pursuit of this commitment, the University:

- 1. Has derived the quality objectives from 2018-2023 Strategic plan across all thematic areas and strategies with quality being the guiding principle***
- 2. To meet the applicable customer, regulatory and statutory requirements***
- 3. Regularly undertakes performance evaluation with the objective of improvement.***



QMS Manual ¹



Clause	Brief Description
1 Scope	Identifies services and products offered by the University
2 Normative References	Reference standards
3 Terms And Definitions	Appendix
4 Context of The University	Understanding the University: Context, Products and Services, Internal and External, Expectations of Interested Parties and QMS and its Processes
5 Leadership	Role and commitment of Top Management; Quality Policy
6. Planning	Actions to Address Risks and Opportunities; Quality Objectives and Planning to achieve them



QMS Manual ²



Clause	Brief Description
7 Support	Provision of resources needed for delivery of products and services
8 Operation	Operational Planning & Control; Requirements for Products and Services; Production and Service Provision
9 Performance Evaluation	Monitoring, Measurement, Analysis and Evaluation of QMS
10 Improvement	Continual Improvement
Appendix	Definition of Terms Summary of QMS Processes, Sub-Processes and Related Procedures Framework for developing unit Quality Objectives



Processes and Procedures



34 Processes

(6 top level and 28 sub-processes)

- ✓ Teaching and Learning (UON/TL)
- ✓ Resource Management (UON/RM)
- ✓ Student Welfare Services (UON/SWS)
- ✓ Research, Innovation and Enterprise (UON/RIE)
- ✓ Competitiveness and Image (UON/CI)
- ✓ Governance, Leadership & Culture (UON/GLC)

Sample Sub-process

- Curriculum Review and Development (UON/TL/CD) [Curriculum Development and Review Deans Workshop.docx](#)
- Quality Control [Quality Control Process Deans Workshop.docx](#)

77 Procedures

- UON/OP/12 – Procedure for curriculum review and development
 - [UON_OP_12_PROCEDURE_FOR_CURRICULUM_REVIEW_AND_DEVELOPMENT Deans Workshop.docx](#)
- UON/OP/28 – Procedure for recruitment and promotion of staff
- UON/OP/47 – Procedure for ICT support services
- UON/OP/65 – Procedure for research
- UON/OP/66 – Procedure for resolution of public complaints and monitoring customer satisfaction



Quality Objectives



- *Improve student satisfactions index by 1% annually*
- *Increase the students programme completion rate by 1%*
- *Increase number of Google Scholar citations by 2% annually*
- *Improve employee satisfactions index by 0.1% annually*
- *Increase the number of students participating in sports and games by 1%*
- *Improve the University rankings to top 5 in Africa and top 500 globally*



Quality Objectives Framework



- Developed a Framework for Deriving Quality Objectives from the University Strategic Plan 2018 – 2023
 - The framework will guide units in the development of quality objectives from the University Strategic Plan 2018 – 2023.
 - The framework will be useful when quality objectives are cascaded to the various levels and functions within the university



New Processes



- Developed two new processes:
 - UON/GLC Governance and Leadership
 - This process is based on the sixth strategic theme of the University Strategic Plan 2018 – 2023 that aims to institutionalize governance mechanisms and leadership culture in order to facilitate the realization of the University’s vision and mission.
 - UON/PC Performance Contracting



Reorganized Processes



- Merged two processes: Competitiveness and Image of the University and Collaborations & Partnerships
- Reorganized process owners in line with updated governance structure
- Aligned of Inputs with Sources of Inputs
- Revised of Process Objectives
- Changed Process Metrics to KPIs
- Aligned KPIs with Performance Targets
- Aligned Inputs with Sources of Inputs
- Aligned Outputs with Receivers of Outputs
- Aligned Risks with Opportunities
- Revised Risks and Opportunities



Reorganized Procedures



- Changed the Procedure for Monitoring Customer Satisfaction (UON/OP/66) to Procedure for Resolution of Public Complaints and Monitoring Customer Satisfaction (UON/OP/66)
- Changed Procedure for Public Relations (UON/OP/36) to Procedure for Management Corporate Communication (UON/OP/36)
- Merged Procedure for Teaching Open, Distance and e-Learning (UON/OP/73) with Procedure for Development of e-Learning Materials (UON/OP/74)
- Expanded Procedure for Counseling at UHS (UON/OP/82) to cover counselling service offered at Dean of Students
- Revised of Procedure Objectives



University Risk Management Framework



- Development of a University Risk Management Framework
 - Based on the **ISO31000:2018 Standard**.
 - Applies to all University processes and functions including academic, research, administrative, projects and commercial activities
 - Covers all aspects of risks: Risk Assessment, Risk Treatment, Risk Monitoring and Review, Risk Recording and Reporting



Governance Structure



- Updated the governance structure including the newly established offices of the Deputy Vice-Chancellor (FPD), Deputy Vice-Chancellor (HRA) and Deputy Vice-Chancellor (RIE)



Way Forward



Activity	Timeline
Availing Revised Documentation – Available online	Immediate
Replace Quality Policy Statement at every point of use	Immediate
Revising departmental Quality Objectives at every unit	Immediate
Sensitization across Colleges and Campuses	Ongoing
Undertake Academic Quality Audit	As per Senate timelines
Undertake Curriculum Review	As per Senate timelines
20th Internal Quality Audit	Integrated with academic quality audit
Corrective Action Plan	As per Senate timelines