



QUALITY HANDBOOK

KARELIA UNIVERSITY OF APPLIED SCIENCES



<i>Publication Series</i>	B:15
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ISBN 978-952-275-091-4 (printed)
ISBN 978-952-275-092-1 (online publication)
ISSN-L 2323-6876
ISSN 2323-6876

Subscriptions Karelia University of Applied Sciences
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Kopijyvä 2013

B:15

KARELIA UNIVERSITY OF APPLIED SCIENCES
QUALITY HANDBOOK
APPROVED 23.9.2013 | PRESIDENT/CEO PETRI RAIVO

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1 QUALITY MANAGEMENT AT KARELIA UNIVERSITY OF APPLIED SCIENCES

The aim of quality management at Karelia University of Applied Sciences (Karelia UAS) is

- » to run smooth and appropriate operations in order to achieve the objectives defined in the strategy
- » to identify the needs of students and service users and fulfil any promises made
- » continuous development, and
- » to make the development work visible in all activities including the work of each employee.

This Quality Handbook describes the aims of quality management at Karelia UAS as well as the key elements of enterprise resource planning (ERP) and the quality system of Karelia UAS. The Director of Planning is responsible for updating the Quality Handbook and it is approved of by the President. Links to other documents and supplementary materials are also included in this Quality Handbook. An electronic version of the handbook is available for download at www.karelia.fi – About us – Quality management.

1.1 Quality management and enterprise resource planning at Karelia University of Applied Sciences

Karelia UAS does not have a separate quality system, but the different elements of quality management are incorporated into the enterprise resource management and Intranet system of Karelia UAS (Karelia Intranet). Thus, quality management is intended to be a natural part of the normal, daily activities of Karelia UAS.

The structure of the Karelia Intranet is based on the most essential elements of quality management (Figure 1). Quality management at Karelia UAS follows the PDCA Cycle (Plan, Do, Check, Act) by W. E. Deming, which is based on the idea of planning, acting, evaluating and developing being repeated in cycles, aiming at ensuring continuous learning and development within

the organisation. Furthermore, other key elements of quality management at Karelia UAS include external steering of operations, the strategic base of the UAS, and the management system.

Enterprise resource planning and quality management of Karelia UAS are closely linked. The aim of ERP is to direct the activities towards the strategic choices of the UAS and to make the UAS act according to its strategic principles.

Quality through cooperation

- small improvements every day

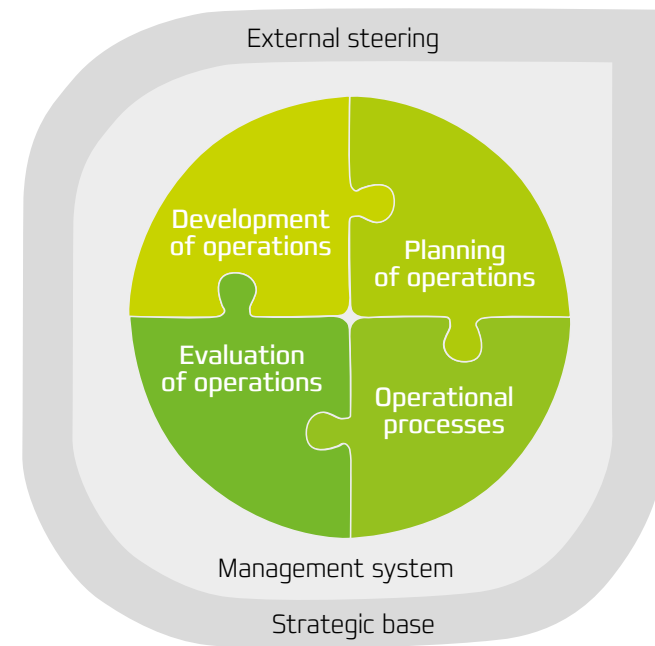


Figure 1. Elements of quality management at Karelia UAS

The enterprise resource planning process of Karelia UAS is constructed based on the strategy process conducted every five years. ERP is implemented on three levels:

- » between the Ministry of Education and Culture and Karelia UAS (OKM/TASO)
- » between Karelia UAS and its centres (KARELIA/TASO) and
- » an internal ERP at each centre.

The ERP-process at Karelia UAS is executed in the form of measures implemented on a regular basis. The measures are documented in electrical form using Karelia Intranet. The measures are as follows:

STRATEGY WORK

- » a strategy is drawn up every 4-5 years as a participatory process
- » mid-term and final evaluation of the implementation of the strategy
- » strategy days organised twice a year for the entire staff (in May and December).

PLANNING AND EVALUATION OF OPERATIONS

- » performance agreement negotiations with the Ministry of Education and Culture (OKM/TASO)
- » preparation of an internal performance agreement (KARELIA/TASO) every year
- » allocation of funds for the centres and economic follow-up in the form of interim reports three times a year
- » updating the personnel plan every year
- » annual management review and self-evaluation of centres
- » annual reports.

STRATEGIC MANAGEMENT OF OPERATIONS

- » Board of Karelia University of Applied Sciences Ltd and Board of Karelia University of Applied Sciences each month
- » Management Team (UAS Management and Directors of Centres) each week
- » regular development team meetings
- » management teams of centres each week and other teams about once a month
- » annual developmental discussions for staff.

1.2 Organising of quality management

The President of Karelia UAS is responsible for the quality of all UAS activities and for the development of quality. A Quality Team appointed by the President is one of Karelia UAS's development teams, which is responsible for the planning and organising of quality management within the entire organisation as well as for the development of quality management competence. The Quality Team consists of the Directors of Centres, who are responsible for the quality work at their own centres, of representatives of service units, of a Quality Coordinator, who is responsible for the practical coordination of quality work, and of an Administrative Assistant and Director of Planning, who works as the chair of the Team. As with all the other development teams, the Quality Team has been appointed for a period of three years, after which the structure and duties of the group will be rearranged, if necessary.

The Director of Planning is responsible for the development of the quality system and for the implementation of quality management measures. The Director of Planning is supported by the Quality Coordinator as well as the experts of quality work at Karelia UAS. The Centre for Development and Services has the duty of participating in quality work by preparing and coordinating the UAS performance agreement procedure. The Directors of Centres and the team leaders within the Centre for Development and Services are responsible for the quality of operations at their centres, for organising the quality work and for any measures implemented by the quality assurance system in each unit. Responsibilities related to quality management procedures are described in more detail in Appendix 1.

MEMBERS OF QUALITY TEAM 2013-2015**Ulla Asikainen**

» Director of Centre, Centre for Bioeconomy

Eero Elsinen

» Director of Administration and Finance

Ulla Kallio

» Administrative Assistant (Secretary)

Jyrki Kankkunen

» Director of Centre, Centre for Business and Engineering

Harri Mikkonen

» Head of Working Life Relations

Raimo Moilanen

» Director of Centre, Centre for Creative Industries

Lasse Neuvonen

» Director of Planning (Chair)

Mikko Penttinen

» Quality Coordinator

Susanna Rosell

» Director of Centre, Centre for Social Services and Health Care

Anne Ilvonen

» Research and Development Director

Joonas Peltonen 31.12.2013**Simo Rauma 2014-**

» Chair of Student Union POKA

2 EXTERNAL STEERING

The external steering of Karelia UAS can be divided into international, national and regional steering. The central external factors affecting the operations of Karelia UAS are the building of the European Higher Education Area (EHEA), national policies of higher education, the needs of the labour market in the region, and interest group relations and partnerships.

Besides the changes in national educational policy, international policy of higher education has more and more effect on the operations of Finnish institutions of higher education and on the development of their quality assurance systems. The challenge of ever keener international competition in higher education has been met at the European level by the Bologna process, the goal of which is to create a common European Higher Education Area. The development of the area continues in the form of frequent follow-up meetings, and one of the main objectives is the development of quality assurance in institutions of higher education. This development process continues towards new targets sets for the year 2020. The most important document in quality assurance in European higher education is ESG, i.e. Standards and Guidelines for Quality Assurance in the European Higher Education Area. ESG is divided into three sections:

- 1) internal evaluation of higher education institutions
- 2) standard for external evaluation
- 3) standard for external evaluation by evaluators.

The national quality assurance of Finnish higher education consists of three parts: national higher education policy steering, higher education institutions' own quality management, and national evaluation (Figure 1). Besides these three parts, the demands of international cooperation have increased, and higher education is consequently requested to be internationally understandable and confidence-inspiring. In particular, the mobility of students and labour increases the need for providing proof of internationally comparable education and the quality of degrees.

The Ministry of Education and Culture is responsible for directing the national higher education policy. The steering is based on legislation, operating licenses for universities of applied sciences, and on the performance agreement procedure between the Ministry, universities of applied sciences and UAS administrators (see Chapter 5.2.1). All operating licenses for universities of applied sciences will be renewed at the beginning of year 2014 to speed up the structural UAS reform and to improve the quality and effectiveness of universities of applied sciences. The new licenses will be granted by the Finnish Government; they define the educational responsibilities and other operational preconditions for universities of applied sciences. Simultaneously, all universities of applied sciences will begin to receive their financing on a results basis. Furthermore, the license will also confirm the quality management practices and processes for universities of applied sciences. In the future, funding for universities of applied sciences is determined by the scale, quality and impact of operations.

According to the law, all higher education institutions are self-governing and the institutions are themselves responsible for organising high quality education and for performing any other duties with high quality. According to the law on universities of applied sciences, higher education institutions are responsible for guaranteeing the level of quality of education provided as well as other activities, for continuous development, and for participation in external quality management system audits regularly. Each higher education institution is entitled to build up their own quality management system that best suits its own purposes. Thus, the institution is itself responsible for the specific objectives set for quality management, for the measures taken and for the development of these measures.

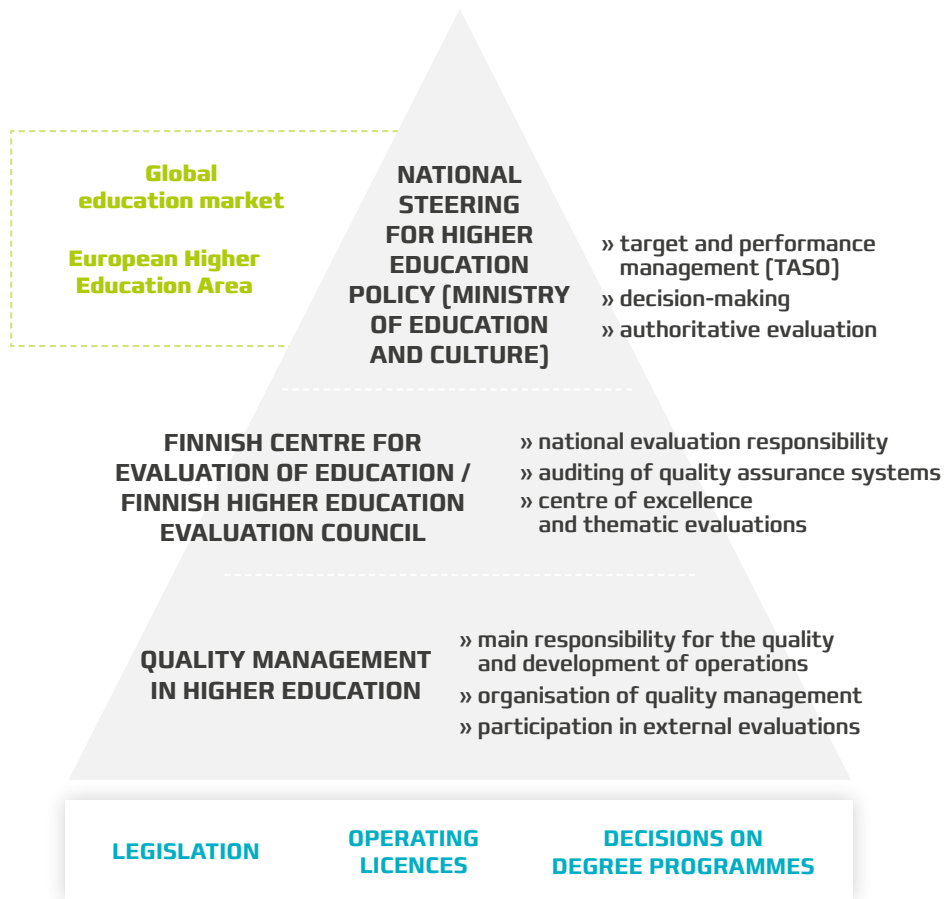


Figure 2. National quality assurance system for Finnish higher education institutions

The Finnish Centre for Evaluation of Education will be established in May 2014. As a consequence, the independence of external evaluation of education will be emphasised. The Finnish Higher Education Evaluation Council (FINHEEC) aims at guaranteeing the expertise in evaluations of higher education institutions and in clarifying the European quality assurance criteria. The auditing of quality systems is one of the measures taken by the Council in assuring the quality. The aim of auditing is to support academic quality work and to verify the excellence and consistency of Finnish national and higher education-level quality management. The auditing model has been drawn up based on European quality management principles, which will contribute to the transition of these principles and their application into Finnish higher education quality management.

The partners and interest groups of Karelia UAS are the key players in external steering. The partners of Karelia UAS have been grouped into strategic partners, key partners and operational partners. Strategic partners and interest groups in particular have a key role in the operations of the entire UAS. Key partnerships and operational partnerships have an essential role in the enterprise resource planning of centres.

Guidelines drawn up by central partners and interest groups are taken into account in the strategic choices of the UAS. The staff of Karelia UAS is actively involved in influencing the regional development policy, and the UAS takes the initiative in a number of major development projects in the region.

3 STRATEGIC BASE

The strategy work at Karelia UAS is founded on the following elements: closer cooperation with European institutions of higher education, structural development of the higher education system and predicted needs of the North Karelia region and Joensuu.

The strategic base of Karelia UAS is formed by the strategy compiled for the period 2013-2017 as well as a complementary development programme.

The ISAT action plan compiled with Savonia University of Applied Sciences for years 2013-2016 determines the direction of cooperation between these two universities of applied sciences as well as the practical measures of cooperation including the further development of mutual collaboration.

3.1 Strategy of Karelia University of Applied Sciences 2013-2017

The strategy of Karelia UAS defines the desired state for the institution. The strategy guides the activities of the staff, decision-making, internal and external cooperation as well as choice of partners. The policies defined in the strategy are based on national guidelines and requirements, on the analysis of the current state, and on the development needs of the City of Joensuu, as well as on the needs and requirements of the operational environment and on the anticipation of changes. The strategy is drawn up as a participatory process in internal seminars, training events and seminars organised for partners.

The strategic policies and development measures of Karelia UAS are summarised in the following figure in the form of a scorecard (Figure 4).



Figure 4. Strategy scorecard 2013-2017 for Karelia UAS

4 MANAGEMENT SYSTEM

Karelia UAS is a multidisciplinary university of applied sciences, the statutory functions of which include education, research, development and innovation activities, regional development, and service activities. Karelia UAS is a limited company owned by the City of Joensuu. The highest authority lies in the Annual General Meeting (AGM) as defined by the Companies Act. The AGM elects the Board for the limited company, which is responsible for the administration and organising of operations. The company has a CEO appointed by the Board, who is also the President of Karelia UAS.

Karelia UAS has self-government in internal affairs. The internal management of Karelia UAS is taken care of by the President and the Board as stated by the Act on Universities of Applied Sciences.

Karelia UAS is divided into the Centre for Development and Services and four education and research centres: Centre for Bioeconomy (Bio), Centre for Business and Engineering (Lite), Centre for Creative Industries (Luova) and Centre for Social Services and Health Care (Sote). Education and research centres are managed by Directors of Centres. Education and Development Managers work under the authority of Directors and they are supervisors for the staff of the centre. The Centre for Development and Services consists of nine service units: HR Services, Language Services, Library and Information Services, Accounting Services, Student Services, IT Services, Facility Services, Unit for RDI and International Relations and Unit for Working Life Relations, each with an accountable manager. The division of power at Karelia UAS is determined by the operating rules of the institution.

Development teams are teams operating in close contact with each of the key operations of Karelia UAS and they have an important role in institutional management, development and preparation of decision-making. Development teams include Management Team, Quality Team, Education Development Team, RDI Team, and Regional Development and Services Team. In addition, there are centre-specific development teams collaborating with the above-mentioned development teams (Figure 5).

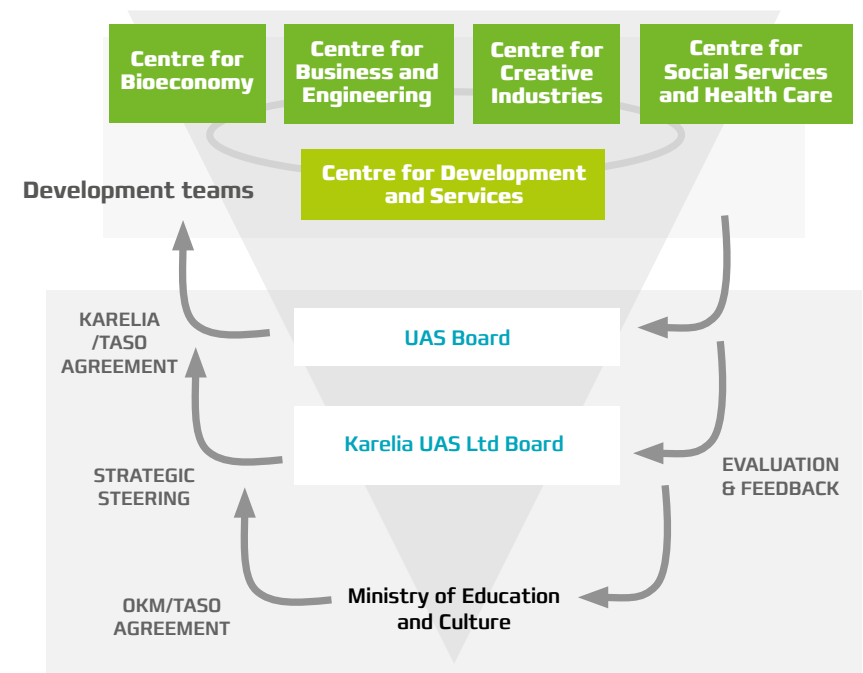


Figure 5. Karelia UAS organisation

5 PLANNING OF OPERATIONS

The key areas of enterprise resource planning at Karelia UAS include strategy work, performance agreement procedures with the Ministry of Education and Culture (OKM/TASO) and internal performance agreement procedures of Karelia UAS (KARELIA/TASO). In addition, Karelia UAS has several planning activities related to different operations. These practices are described together with process descriptions for each activity.

5.1 Strategy work

The strategy work of Karelia UAS was initiated in the mid-1990s when preparing for the licence application. Since then, the UAS strategy has been revised every five years. The strategic base for Karelia UAS has been defined in the strategy for the years 2013-2017.

5.2 Performance agreement procedure

5.2.1 Performance agreement procedure by the Ministry of Education and Culture

The Ministry of Education and Culture, universities of applied sciences and UAS administrators set targets for universities of applied sciences in mutual performance agreements (OKM/TASO Agreement) for four-year periods. The current agreement has been negotiated for the period 2013-2016. The agreement defines common development objectives and profiles for universities of applied sciences and the mission and focus areas as well as the approximate total number of students enrolled used as a basis for funding, and aims regarding the number of degrees and other performance aims.

Besides issues decided on for the entire agreement period, annual decisions will be made on project funding and funding based on financial performance as well as on new and discontinuing degree programmes. In the future, no annual performance agreement negotiations will be arranged. The Ministry will make assessment visits to universities of applied sciences and, if needed, negotiations will also take place between the Ministry and each UAS.

5.2.2 Performance agreement procedure of Karelia University of Applied Sciences

The performance agreement procedure (KARELIA/TASO) for Karelia UAS is an annually recurring process for planning internal operations. As a result of the process, the KARELIA/TASO Agreement will be created and approved of by the Board of Karelia UAS. The agreement consists of the following:

- 1) aims and areas of development for the entire UAS
- 2) performance agreements of each education and research centre
- 3) performance agreement of the Centre for Development and Services.

The agreement is based on the strategy and development programmes of Karelia UAS, on ISAT action plan, and on the OKM/TASO Agreement.

Both common aims for the entire UAS and specific aims for each centre have been combined into a unified aim of the strategy, applying the perspectives of the balanced scorecard (BsC). Strategic indicators have been defined based on the strategy and the OKM/TASO Agreement, and these indicators serve as the basis for monitoring the obtained results.

The operations of the Centre for Development and Services are guided by the Service Agreement, which defines the services provided by each unit of the centre, quality requirements for these services, key areas of development, and monitoring and evaluation procedures.

Preparations for the KARELIA/TASO Agreement are scheduled for the autumn term. The process includes the formulation of common UAS objectives in August, drawing up centre-specific agreement proposals for each of the four centres as well as the different units of the Centre for Development and Services in September-October, negotiating an agreement in October-November, and compiling and approving the agreement in November-December.

6 OPERATIONAL PROCESSES

Process descriptions are used to describe the different policies applied within an organisation that help in organising cooperation with other organisations. The development of organisational processes is related to the overall planning and development of other UAS activities. The processes are based on the values and views of the UAS as well as on the strategy and UAS policies that govern the activities of the organisation. The development of a process aims at improving efficiency, quality of operations, fluency and the level of services, managing problematic situations and cutting costs.

Karelia UAS processes are divided into core activities, strategic management and steering processes, and work instructions for service units (Figure 6).



Figure 6. Karelia UAS process map

A process diagram as well as written operating and working instructions have been drawn up for the core activities and for the strategic management and steering processes. The operating instructions have been written to describe and complete the process diagram. Key phases of processes have also been listed as specifying working instructions that are linked to the operating instructions. The operations of the service unit are mainly described in the form of working instructions.

The processes are primarily described from the customer point of view in order to ensure smooth activities and services. Simplicity has been emphasised when drawing up the descriptions. Hence, details of each operation are not listed, but the descriptions focus rather on operations that are essential for UAS activities. If needed, the centres may specify the instructions according to their own needs. The process diagram and the related concepts are based on the recommendations by the Advisory Committee on Information Management in Public Administration (JUHTA), which have been applied at Karelia UAS.

Each of the core activities at Karelia UAS (i.e. strategic management and steering, education, RDI-activities, service activities and regional development) has a responsible owner who accepts the processes of their respective areas of responsibility. In addition, each individual process has a person in charge who is responsible for describing the process, evaluating the practical implementation of the process and developing the process. Processes for each core activity will be discussed at the preparation stage and their practical implementation is assessed within respective development teams.

The following chapters include brief descriptions of the sub-processes at Karelia UAS. These sub-processes form entire process modules.

6.1 Core activities

The core activities of Karelia UAS include education, research, development and innovation activities (RDI), service activities and regional development.

6.1.1 Education

The Vice President is responsible for approving the processes related to education.

EDUCATIONAL PROCESSES AND ADMINISTRATORS:

Planning of education

- » Ulla Asikainen, Director of Centre, Centre for Bioeconomy

Student selection

- » Hilkka Korhonen, Head of Student Services

Teaching and counselling

- » Marjo Piironen, Head of Language Services

6.1.2 Research, development and innovation activities

Research and Development Director is responsible for approving the processes related to research, development and innovation activities (RDI).

RDI-PROCESSES AND ADMINISTRATORS:

Coordination and evaluation of RDI-activities

- » Anne Ilvonen, Research and Development Director

Planning of RDI-activities

- » Marika Turkia, Project Coordinator

Implementation of RDI-activities

- » Tuomas Lappalainen, Education and Development Manager

6.1.3 Service activities and regional development

Planning Director approves the processes related to service activities and regional development.

SERVICE ACTIVITIES AND REGIONAL DEVELOPMENT PROCESSES AND ADMINISTRATORS:

Planning, implementation and evaluation of service activities

- » Harri Mikkonen, Head of Working Life Relations

6.2 Strategic management and steering

President approves the processes related to strategic management and steering.

STRATEGIC MANAGEMENT AND STEERING PROCESSES AND ADMINISTRATORS:

Strategy work, planning, follow-up and evaluation

- » Lasse Neuvonen, Director of Planning

Preparation and implementation of decisions

- » Pia Hakulinen, Management Assistant

Economic planning and follow-up

- » Eero Elsinen, Director of Administration and Finance

HR Management

- » Jaana Tolkki, HR Manager

Partnership Management

- » Lasse Neuvonen, Director of Planning

6.3 Instructions for service units

Instructions for service units are described on the Intranet of the Centre for Development and Services. Supervisors for the leaders of each service unit are responsible for approving the instructions.

SERVICE UNITS AND ADMINISTRATORS:

HR Services

- » Jaana Tolkki, HR Manager

Language Services

- » Marjo Piironen, Head of Language Services

Library and Information Services

- » Kari Tiainen, Head of Library and Information Services

Accounting Services

- » Anneli Liukkonen, Chief Accountant

Student Services

- » Hillka Korhonen, Head of Student Services

President's Office

- » Petri Raivo, president

IT Services

- » Olavi Pesonen, Chief Information Officer

Facility Services

- » Matti Hyppänen, Facility Manager

RDI and International Relations

- » Anne Ilvonen, Research and Development Director

Working Life Relations

- » Harri Mikkonen, Head of Working Life Relations

7 EVALUATION OF OPERATIONS

The evaluation of the operations of Karelia UAS consists of external evaluations, feedback collected with feedback systems or by other means, and internal evaluations.

7.1 External evaluations

Karelia UAS has attended external evaluations regularly; the entire UAS or its different units have participated in a number of education-or theme-based evaluations. Karelia UAS has also regularly participated in the evaluations for Centres of Excellence in quality and regional impact carried out by the Finnish Higher Education Evaluation Council. The Council audited the quality system of Karelia UAS in autumn 2011 and gave excellent results. According to the audit, the quality management of Karelia UAS is at an advanced level.

7.2 Feedback systems

The feedback systems used at Karelia UAS include a student feedback system, a working life feedback system and a staff feedback system. The feedback is collected using electronic feedback systems; student feedback is collected using Karelia UAS's own student feedback system (Karelia/OPALA), course feedback system, and the national OPALA-programme. Student feedback has been collected systematically since the academic year 1999-2000, staff feedback (HEPALA) since 2001, and working life feedback (TYPALA) since 2005 (Figure 7).

The received feedback is summarised in March each year. Annual surveys are carried out once a year, in January-February. Working life feedback is collected once a year, while feedback from graduating students is collected continuously. After the feedback has been summarised, the results will be discussed with the respondents, analysed and used as a basis for initiating development measures. The implementation of these development measures is based on the principle of subsidiarity, which means that any possible

problems should be solved as close to the place of actual action as possible. Feedback data is interpreted by the management review (Figure 7).

In addition to system-based feedback, immediate feedback plays an important role in the development of activities. Immediate feedback is discussed by the UAS Management Team, centre-specific management teams and at the meetings of the Centre for Development and Services.

Besides the previously mentioned feedback systems, Karelia UAS collects feedback on its various activities (e.g. Library and Information Services and IT-services) on a regular basis. The collection and processing of this feedback is described in the instructions for each activity.

7.2.1 Student feedback (OPALA)

Karelia UAS uses systematic feedback systems when gathering feedback from students throughout their entire studies. The feedback consists of study unit-specific feedback and OPALA-feedback. OPALA-feedback is common feedback collected from all degree students once a year and it includes three questionnaires: one for first-year students, one for second and third year students, and one for graduating students (questionnaire by the Ministry of Education and Culture). Master's Degree students answer the first-year questionnaire and the questionnaire for graduating students, while students studying in specialisation studies answer the first-year questionnaire, and Open UAS students fill in a course-specific feedback questionnaire. The questionnaires aim at collecting feedback on the curricula, implementation of education, student counselling, evaluation of learning, and development of competence. The received feedback is used in the development of Karelia UAS and the activities of its centres.

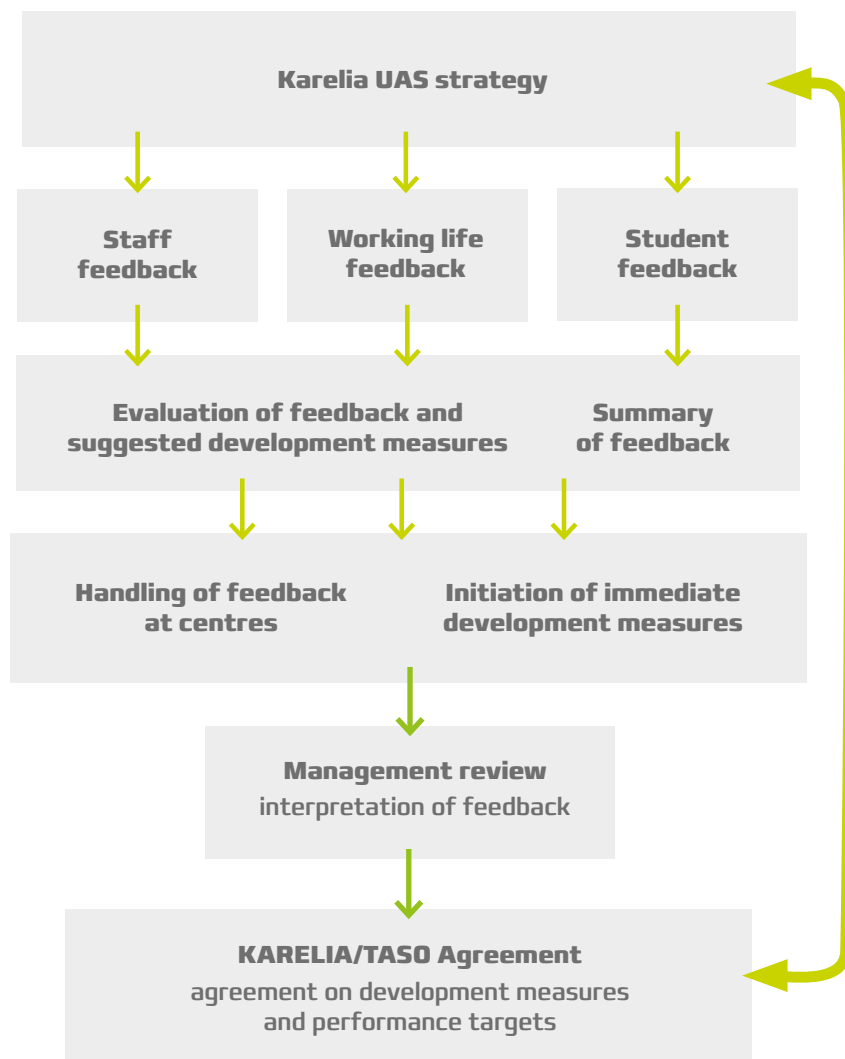


Figure 7. Handling and use of feedback information in development work

In addition to academic year-specific feedback and study unit feedback, students have the opportunity to give open feedback in the Pakki Student Portal and direct feedback to any person responsible for each operation. Besides the above-mentioned feedback procedures, Karelia UAS students' feedback on support services is regularly gathered.

7.2.2 Working life feedback (TYPALA)

The purpose of conducting working life feedback surveys is to identify and develop the connection between Karelia UAS and its partners in practical trainings, theses, student projects, and RDI and service activities. The results received from TYPALA-questionnaires are discussed and resulting development measures are specified at meetings between Karelia UAS and its partners.

7.2.3 Staff feedback (HEPALA)

Feedback from the staff of Karelia UAS is collected annually in form of an employee satisfaction survey. The purpose is to gather information on the satisfaction of the staff with the content of the job, management, practical implementation of work within the work community, support for the development of one's competence, well-being at work, and security issues.

7.3 Internal evaluations

Internal evaluation methods include management reviews and internal audits. In addition, self-evaluation regarding the implementation of Karelia UAS strategy is carried out every few years as well as an internal audit of the quality assurance system.

7.3.1 Self-evaluation of the strategy

The implementation of Karelia UAS strategy is continuously evaluated together with regularly recurring ERP-practices (see Chapter 1.2). An extensive self-evaluation of the implementation of the strategy is carried out in the middle of the strategy period, resulting in a possible changing of priorities for the rest of the strategy period.

7.3.2 Internal auditing of the quality system

Internal audits of the quality system are carried out at Karelia UAS with the following aims:

- » to get an overall picture of the functionality and development needs of Karelia UAS quality system
- » to strengthen the staff and students' competence in quality work
- » to support putting quality work into practice
- » to prepare for an external audit of quality management.

7.3.3 Management review and annual report

Management review is an annual method of evaluation at Karelia UAS, the aim of which is to provide a concise overview on the past year's activities and results and to assess whether the objectives defined for the year have been obtained. The management review consists of centre-specific self-evaluations and centre-specific review events carried out on the basis of the evaluations.

After the management review, a concise report is compiled consisting of a summary of the entire UAS and a section for each centre. The results are discussed immediately after the review at centre-specific staff meetings and at a Karelia UAS strategy event in May. The results of the management review and any resulting development activities are dealt with as outlining the following year's action plan (KARELIA/TASO). The practical implementation of the management review is described as part of the operations planning process.

An annual report is compiled at Karelia UAS; this includes a review of the previous year's activities and results.

8 DEVELOPMENT OF OPERATIONS

The development needs of Karelia UAS can be divided into needs concerning the entire UAS, unit-specific needs, and challenges regarding a single employee or a group of employees. Long-term development of the entire UAS is based on the performance agreement signed with the Ministry of Education and Culture, strategic choices, selected areas of development and regular monitoring and evaluation of the implementation of development measures, and annual management review and internal audit. UAS development programmes outline the areas of development for the whole strategy period. The main development practices for the entire UAS are recorded on the annual internal KARELIA/TASO Agreement.

The KARELIA/TASO Agreement includes a section for the development of the entire UAS, including areas of development for all the core activities of the UAS (i.e. education, RDI-activities, service activities and regional development, and strategic management and steering) as well as centre-specific areas of development. Leaders of development teams are responsible for the implementation of core activities and Directors of Centres for the implementation of appointed development activities at their centres. The development teams also draw up annual action plans, which are reviewed by the Management Team.

The KARELIA/TASO-agreement also includes a centre-specific section consisting of development measures for each centre. A strategy card compiled for the entire UAS includes strategic development projects defined for the whole organisation. Each project has a selected unit in charge which is responsible for the planning and implementation of the measures and ensuring the availability of the necessary resources for the implementation. Many of the strategic development projects will continue for several years. Implementation of the most central development measures is assessed by the Management Team and by the annual management review.

QUALITY MANAGEMENT RESPONSIBILITIES | Appendix 1.

QUALITY MANAGEMENT RESPONSIBILITIES | Appendix 1.

ADMINISTRATOR / ADMINISTRATING UNIT	AREA OF RESPONSIBILITY IN QUALITY MANAGEMENT
President Management Team	The results of UAS operations, for the quality and the development of quality.
Director of Planning Quality Coordinator	The development of the quality system and implementation of resulting measures and for communication relating to quality management.
Quality Team	The planning and organising of quality management and for the development of competence in quality work.
Chairs of Development Teams / Development Teams	<ul style="list-style-type: none"> » the development of quality and quality management in one's own area of responsibility » the coordination of compiling and evaluating common process descriptions/instructions » the handling of the feedback on quality, compiling a summary of the received feedback and communicating about issues regarding feedback » coordinating development measures regarding the entire UAS
Directors of Centres / Service Unit Leaders at the Centre for Development and Services	<ul style="list-style-type: none"> » the results and quality of operations in one's own unit » the implementation of activities presumed by the quality system » the handling of the feedback on quality, compiling a summary on the received feedback and communicating about issues regarding feedback » initiating development measures » the development of quality awareness among students and staff » interactive partnership and interest group collaboration

ADMINISTRATOR / ADMINISTRATING UNIT	AREA OF RESPONSIBILITY IN QUALITY MANAGEMENT
Education and Development Managers of Centres / Teams of Centres	<ul style="list-style-type: none"> » putting the processes in one's own area of responsibility into practice » the coordination of development measures
People in charge of processes/ instructions	Describing the process/drawing up instructions and keeping them up to date on Karelia Intranet and the Pakki Student Portal and for the development of activities in one's own areas of responsibility.
Approvers of processes	Each of the core activities at Karelia UAS (i.e. strategic management and steering, education, RDI-activities, service activities and regional development) and support services has a responsible owner who accepts the process descriptions/instructions of their respective areas of responsibility. The approver is also responsible for the allocation of necessary resources.
Student Union POKA	The development of students' awareness of quality and for appointing representatives for the decision-making bodies and development teams, centre-specific teams and other working groups.
Karelia UAS staff and students	<ul style="list-style-type: none"> » the quality of one's own work and the development of quality » one's own learning and the development of competence » the giving and receiving of constructive feedback » participating in the development of one's own work/study community



CONCEPTS OF QUALITY MANAGEMENT AND ENTERPRISE RESOURCE PLANNING | Appendix 2.

Auditing	Auditing is an independent external activity, the aim of which is to determine whether the quality assurance system meets the set objectives and whether it is effective and suitable for its purpose. Finnish higher education institutions are required to attend an external auditing of their quality assurance systems at regular intervals. The Finnish Higher Education Evaluation Council is responsible for the implementation of auditing.
Quality	As seen from the perspective of universities of applied sciences, the term quality means appropriate activities taken to achieve the objectives defined in the strategy. From students'/customers' point of view, quality means that the UAS provides education and services, the quality of which corresponds to the set quality promises and service users' expectations and needs.
The Finnish Higher Education Evaluation Council (FINHEEC) www.kka.fi	FINHEEC is an independent expert organisation operating together with the Ministry of Education and Culture and assisting higher education institutions and the Ministry in the evaluation of higher education institutions. The members of the Council, who are appointed for a term at a time, represent universities, universities of applied sciences, students and working life. Decisions of the Council are prepared and executed by the Secretariat, headed by the Secretary General.
Management review	Management review is an annually recurrent evaluation practice at Karelia UAS, the objective of which is to evaluate the activities of the UAS during the past year as well as results achieved in relation to the set objectives.
Quality management	The term quality management refers to the procedures that allow the UAS to ensure and develop the quality of education and other activities.
Quality system	A quality system is an entity consisting of quality assurance, responsibilities, procedures, processes and resources in the organisation.
Quality handbook	A quality handbook is a manual describing the structure and operations of the quality assurance system.
Quality work	Quality work consists of quality management and development of the quality system.
OKM/TASO	OKM/TASO is a performance agreement signed between the higher education institution and the Ministry of Education and Culture, the aim of which is to specify the profile of the UAS, performance targets, priorities of development and funding.
Feedback based on received feedback	Feedback based on received feedback refers to feedback that a person or a unit of a university of applied sciences has received and consequently answers to the received feedback by supplying an own interpretation of the feedback and any resulting development activities.

CONCEPTS OF QUALITY MANAGEMENT AND ENTERPRISE RESOURCE PLANNING | Appendix 2.

KARELIA/TASO	Karelia UAS has an annual planning process for internal activities, which results in the KARELIA/TASO Agreement. The agreement defines the performance targets and development objectives for both the entire UAS and the different centres.
Process	The term process refers to a series of interrelated and repetitive activities that allow input to be converted into products or services. A process description is a verbal and often graphic description of activities created to ease the understanding and guidance of activities.
Process diagram	A process diagram is a graphic description illustrating operational responsibilities, order and dependencies between them.
Process map	A process map is a graphic description illustrating the most important processes of Karelia UAS and their interrelationships.
Approver of a process	An approver of processes is a responsible owner of an entire process of core activities and support services at Karelia UAS. The approver accepts the processes and instructions in their respective areas of responsibility.
Process administrator	Process administrator is responsible for describing and developing the process and evaluating the functionality of it.
Operating instructions	Operating instructions describe and complement the graphical representation of a process diagram.
Strategy scorecard	The objectives of Karelia UAS have been defined by applying the perspectives of the balance strategy scorecard. The viewpoints represented in the Karelia UAS scorecard include responsible and profitable operations, satisfied students and customers, fluent cooperation and competent staff.
Working instructions	Working instructions are instructions describing the key sections of a process including linking to operational instructions.
Annual timetable	An annual timetable is a diagram describing the timing of the annual ESR and quality assurance operations at Karelia UAS.
Core activity	Core activities are an entity essential for the entire organisation related to the serving of external customers. Karelia UAS's core activities include education, RDI, chargeable service activities and regional development.



QUALITY HANDBOOK

Karelia University of Applied Sciences does not have a separate quality system, but the different elements of quality management are incorporated into the enterprise resource management and Intranet system of the institution. Thus, quality management is intended to be a natural part of the normal, daily activities of Karelia UAS.

The quality management of Karelia UAS is based on the Deming Cycle for continuous improvement (Plan, Do, Check, Act). In this model, planning, acting, evaluating and developing are repeated in cycles, aiming at ensuring continuous learning and development within the organisation. Furthermore, other key elements of quality management at Karelia UAS include external steering of operations, the strategic base of the UAS, and the management system.

This Quality Handbook describes the main operations of Karelia UAS. The contents of this handbook are organised according to the above-mentioned elements on quality management. An e-version of this Quality Handbook is available for download at www.karelia.fi [About us – Quality management].

PUBLICATIONS OF KARELIA UNIVERSITY OF APPLIED SCIENCES B:15

ISBN 978-952-275-091-4 (printed)

ISBN 978-952-275-092-1 (online publication)

ISSN-L 2323-6876 | ISSN 2323-6876