

QUALITY MANAGEMENT FRAMEWORK

Quality Management Framework	<p>A basic conceptual structure used to solve or address complex issues for organisational management systems, and designed to assist organisations drive towards being sustainable. A quality management framework provides:</p> <ol style="list-style-type: none"> 1. A framework to assist in the development of organisational guiding statements and the achievement of goal objectives for the future in a tangible, measurable way. 2. A framework which organisations can use to help identify and understand the systematic nature of their business, the key linkages and cause and effect relationships. 3. A process which allows recognition of business risk and the identification of best practice to enhance continuous improvement. 4. A diagnostic tool for assessing the current health of an organisation. Through this process an organisation is better able to balance its priorities, allocate resources and generate realistic business plans.
Key Organisational Goal	Goals are descriptions of what is planned to achieve. They describe states of affairs rather than functions. They are broadly stated and identify the main functions of an organisation (for example, the primary university functions of teaching, research, and the award of qualifications, and the maintenance of functions such as financial control and the management of resources).
Governance Committee	Governance committees are responsible for determining broad direction; reporting to management committees on strategic issues of great significance; are accountable for areas of organisational risk and providing support to the managers charged with dealing with those identified risks.
Management Committee	Management structure which provides the engagement through which the organisation fulfils its brief.
Executive Portfolio Stewards	<p>An Executive Portfolio Steward (EPS) oversees the governance of a Key Organisational Goal of the University and the management of its identified elements.</p> <p>The EPS defines corporate strategies for the goal, coordinates key initiatives or activities associated with this strategy, and monitors project management within these strategic initiatives.</p> <p>Within an Organisational Goal, the EPS oversees the role of Principal Activity Stewards to implement the goal strategies which will give effect to the achievement of goal objectives.</p>
Policy	A policy provides a statement on how the authority is to achieve its goals and objectives and interprets for an organisation, legislative, regulatory and environmental requirements. Thus, a policy of USQ is a governing principle that provides a broad, authoritative statement to facilitate decision making.
Key Performance Indicators	Key performance indicators (KPIs) are high level financial and non-financial metrics used to help an organisation define and measure progress toward organisational goals. KPIs are descriptions of the achievement of organisational goal objectives.
CEQ	Each year USQ, along with other Australian higher educational institutions, surveys recent graduates about their course/program experiences. The data from the CEQ (Course Experience Questionnaire) is used internally to report on the quality of our programs
Principal Activity	A key component of a Key Organisational Goal. As an example, accreditation is a principal activity of the Academic Programs goal. Other key components include discipline and program profile development, program performance and review, and curriculum. Principal Activities are linked to policy direction.
Principal Activity Steward	A Principal Activity Steward (PAS) is accountable for a component of an organisational goal and has responsibility for its management within that goal. The PAS may act as a project sponsor within the defined element. As an example, accreditation is a principal activity of the Academic Programs Goal. The Pro Vice-Chancellor, Academic Quality as the PAS of accreditation, has oversight of this component within the Academic Programs goal portfolio and reports to the EPS for Academic Programs, the Deputy Vice-Chancellor, Scholarship.
Business Process	A business process is an element of a Principal Activity and contributes through that activity, to the structure of an organisational goal. As an example, evaluation is a business process of assuring the principal activity of quality in the Academic Programs organisational goal. Thus, business processes are operational procedures.
Performance Indicators	A performance indicator (PI) defines the measurement of a piece of important and useful information about performance expressed as a percentage, index, rate or other comparison which is monitored at regular intervals and is compared to one or more criterion. PIs measure the performance of Business Processes and inform the achievement of organisational goal objectives.
Business Process Manager	A Business Process Manager has accountability for managing an element of a principal activity. As an example, an Admissions Manager has accountability for the enrolment process of commencing students in the First Year Experience principal activity of the Students organisational goal, whilst a Program Advisor would be accountable for assisting a first year student to nominate an appropriate enrolment pattern in the Course and Program Advising principal activity of the Students organisational goal.

Key Organisational Goal		Governance Committee	Organisational Goal Key Performance Indicators	Executive Portfolio Steward	
Learning & Teaching: To enhance teaching performance and to provide high quality, flexible and inclusive learning experiences that promote lifelong learning, critical enquiry and students' career opportunities.		Academic Board	Apparent Retention Rate Progression by Level of Program CEQ- Generic Skills CEQ- Good Teaching	Pro. Vice-Chancellor, Learning & Teaching	
Management Body	Principal Activity	Principal Activity Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
Learning & Teaching Committee	Curriculum Enhancement	Deans of Faculty Director, Learning and Teaching Support Unit	Academic Learning Support Indigenous Perspectives Work Based Learning Community Engagement Internationalisation		Director, LTSU Associate Deans, Learning & Teaching Campus Directors
	Flexible Learning	Deputy Vice-Chancellor, Global Learning Services	Technology Enhanced Learning Flexible Delivery		Executive Director, DAIS Deans of Faculties Campus Directors
	Staff Engagement	Director, Learning and Teaching Support Unit	Academic Professional Development Scholarship		Director, LTSU Deans of Faculty Campus Directors
	Student Engagement	Executive Director, Division of Academic Information Services Group Manager Facilities	Learning Environment		Executive Director, DAIS Group Mgr, Facilities Mgt Deans of Faculties Campus Directors
Program & Policy Review Committee Learning & Teaching Committee	Quality Enhancement	Pro Vice-Chancellor, Learning & Teaching Pro Vice-Chancellor, Academic Quality	Course and Program Management Project Post Evaluation Teaching Support		Director, LTSU Group Mngr, SBMI Deans of Faculties Campus Directors

Key Organisational Goal		Governance Committee	Organisational Goal Key Performance Indicators	Executive Portfolio Steward	
Students: To create fulfilling learning experiences that are focussed on student objectives		USQ Council Academic Board	CEQ - Overall Satisfaction	Pro Vice-Chancellor,, Student Management	
Management Body	Principal Activity	Principal Activity Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
Student Representation on the following Committees: 3.2 Academic Board 3.3 Committees of the Academic Board and 3.3.1 Executive Committee 3.3.2 International and Educational Partnership Committee 3.3.3 Learning and Teaching Committee 3.3.4 Program and Policy Review Committee 3.3.5 Research Committee 3.5.2 Intellectual Property Committee 3.5.5 Environment and Sustainability Committee 3.5.9 Social Justice Committee 3.5.9.1 Disability Advisory Committee 3.5.9.2 Indigenous Affairs Committee 3.5.9.3 Status of Women in Employment and Education Committee 3.5.9.4 Student Equity Network 3.5.9.5 Multicultural and Transnational Advisory Committee 3.5.13 Transition, Retention, Progression, And Evaluation Committee 3.6 Faculty Boards 3.6.1.2 Faculty Learning and Teaching Committee 3.6.1.3 Faculty Research Committee 3.6.3 Faculty Advisory Committees	Orientation	Pro Vice-Chancellor, Student Management	Pre-Application Application Offer Admission Transition		Global Marketing & Strategy Officer Group Mgr, Recruitment & Admissions Deans of Faculties Campus Directors
	Course, Program Selection	Pro Vice-Chancellor, Student Management	Course and Program Advising		Group Mgr, Student Support & Retention Deans of Faculties Campus Directors
	First Year Experience	Pro Vice-Chancellor, Student Management	Enrolment Student Support – Academic Student Support – Personal Student Grievance – Academic Student Grievance - Personal		Group Mgr, Recruitment & Admissions Group Mgr, Student Affairs Deans of Faculties Campus Directors
	Progression and Retention	Pro Vice-Chancellor, Student Management	Re-Enrolment Student Support – Academic Student Support – Personal Student Grievance – Academic Student Grievance - Personal		Group Mgr, Recruitment & Admissions Group Mgr, Student Affairs Deans of Faculties Campus Directors Student Enrolments Mgr
	Graduation	Pro Vice-Chancellor, Student Management	Graduation Ceremony Enrolment in Higher Degree Career Advisory Services Alumni Corporate Club		Group Manager, Administration & Compliance Global Marketing & Strategy Officer Deans of Faculties Campus Directors

Management Body	Principal Activity	Principal Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
	Recruitment	Pro Vice-Chancellor, Student Management	Marketing USQ Brand Recognition and Positioning Planning: Promotion Embedding Corporate Marketing within organisation		Global Marketing & Strategy Officer Group Mgr, Recruitment & Admissions Deans of Faculties Campus Directors
	Engagement with Alumni	Alumni Development Officer	Group Mgr, Market & Alumni Services		Group Mgr, Market & Alumni Services
International & Educational Partnership Committee	International	Pro Vice-Chancellor, Student Management Pro Vice-Chancellor, Institutional Partnerships	International Marketing and Recruitment International Admissions International Education Service International Education Partners and Performance Student Exchange Program Study Abroad Program International Student Monitoring & Student Support (CRICOS/National Code)		Global Marketing & Strategy Officer Group Mgr, Recruitment & Admissions Group Manager, Administration & Compliance Director, Student Partner Experience Deans of Faculties Campus Directors

Key Organisational Goal			Governance Committee	Organisational Goal Key Performance Indicators	Executive Portfolio Steward
Academic Programs: To be recognised as a national leader in the provision of vibrant and contemporary programs responsive to the professions			Academic Board		Deputy Vice-Chancellor, Scholarship
Management Body	Principal Activity	Principal Activity Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
University Program Management Committee	Discipline and Program Profile Development	Deans of Faculty Deputy Vice-Chancellor, Scholarship	Triennial Portfolio of Programs – aligned to University Guiding Statements – through the USQ Planning Cycle Program portfolio management		Deans of Faculties Campus Directors
Program & Policy Review Committee	Accreditation	Deans of Faculty Chair, Academic Board	Program accreditation and reaccreditation		Deans of Faculties Campus Directors
	Curriculum	Deans of Faculty Pro Vice-Chancellor, Academic Quality	Program content and quality		Deans of Faculty Campus Directors Director, LTSU
	Course and Program Performance and Review	Deans of Faculty Pro Vice-Chancellor, Academic Quality Group Manager, Sustainable Business Management & Improvement	Evaluation Annual assessment of faculty program portfolios Development, implementation and review of academic quality	policies which ensure	Deans of Faculty Campus Directors Director, LTSU Group Mgr, SBMI

Group Mm

Key Organisational Goal		Governance Committee	Organisational Goal Key Performance Indicators	Executive Portfolio Steward	
Research & Research Training: To be acknowledged leaders in applied research and research training, with a particular emphasis on research in sustainable futures		Academic Board	Commonwealth Reportable Publications Research Income from all External Sources Research Completions	Deputy Vice-Chancellor, Scholarship	
Management Body	Principal Activity	Principal Activity Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
Research Committee	Major Research Collaborations and Partnerships	Deputy Vice-Chancellor, Scholarship	Sustainability Technology Innovations Learning Futures Innovations		Deputy Vice-Chancellor, Scholarship
	Research Centre Performance	Deputy Vice-Chancellor, Scholarship	Research Centres		Directors, Research Centres
	Research Training	Pro Vice-Chancellor, Research			Pro Vice-Chancellor, Research
	Faculty/Centre Engagement	Deputy Vice-Chancellor, Scholarship Pro Vice-Chancellor, Research			Directors, Research Centres Deans of Faculties Campus Directors
	Research Outcomes	Director, Office of Research	Research Outcomes Research Grants HDR Load and Completions		Directors, Research Centres Deans of Faculties Campus Directors
	Research & Research Training Management	Director, Office of Research	Research Training Research and Research Training Management		Director, Office of Research

Key Organisational Goal		Governance Committee	Organisational Goal Key Performance Indicators	Executive Portfolio Steward	
Educational Partnerships: To maintain a profile of domestic and international educational partnerships that enhances USQ's position as a successful and leading higher education provider		Academic Board	International Student Progression International Student Retention Number of International Partnerships Number and success of Domestic Partnerships Recruitment from TAFE/VET Sector	Pro Vice-Chancellor, Institutional Partnerships	
Management Body	Principal Activity	Principal Activity Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
International and Educational Partnerships Committee	Development of Partnership Agreements	Pro Vice-Chancellor, Institutional Partnerships	Alignment of Partnership Agreements with University Portfolio of Programs Collaboration: International Office, Community Engagement Office, Office of Research and Office of Commercialisation		Pro Vice-Chancellor, Institutional Partnerships Pro Vice-Chancellor, Student Management Deans of Faculties Campus Directors
	Partnerships	Pro Vice-Chancellor, Institutional Partnerships	Alignment of Partnerships with Portfolio Plan of Programs		Pro Vice-Chancellor, Institutional Partnerships Pro Vice-Chancellor, Student Management Deans of Faculties Campus Directors

Key Organisational Goal		Governance Committee	Organisational Goal Key Performance Indicators	Executive Steward	Portfolio
Staff: To attract and retain excellent staff who exemplify USQ's values and provide them with opportunities to succeed personally, professionally and organisationally		USQ Council	Staff Turnover within Three Years of Employment Employee Initiated Turnover Rate Outcomes of Employee Survey of Staff Engagement Academic Staff Qualifications	Chief Officer	Operating
Management Body	Principal Activity	Principal Activity Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
Staff Planning & Policy Committee	Employee Attraction, Retention and Engagement	Chief Operating Officer, Human Resources and Corporate Services	Workforce Planning Recruitment Workload Workforce Profiles Workplace Health and Safety: Risk Management; Crisis Management; Emergency Response Management (Health and Safety Related Emergencies) Student Pastoral Care – Campus environment that is: Intellectually stimulating; Flexible and responsive; Inclusive; Supportive		Chief Operating Officer Group Mgr, Human Resources and Corporate Services Manager, Workplace Health & Safety Deans of Faculties Campus Directors
	Reward, Recognition and Development	Manager, Human Resources	Performance Management Appraisal Professional Development (Academic and General Staff) Awards / Rewards (Academic and General Staff)		Manager, Human Resources Deans of Faculties Campus Directors Director, LTSU

Key Organisational Goal		Governance Committee	Organisational Goal Key Performance Indicators	Executive Portfolio Steward	
Social Justice, Equity & Inclusion: To broaden equitable participation by students and staff and to encourage the development of a University culture that values diversity, multiculturalism and social inclusiveness		USQ Council	Retention Ratio % Participation Equity Group % Participation of Management Team	Pro Vice-Chancellor, Social Justice	
Management Body	Principal Activity	Principal Activity Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
Social Justice Committee	Equity	Pro Vice-Chancellor (Social Justice)	Student Diversity Rural and Remote Disability Non-English Speaking Background Low Social Economic Status Indigenous Women in IT and Engineering Accessibility and transition into Higher Education Staff Recruitment Policies University Staff Gender Equity Equal Opportunity On-line Training Program University Human Resources Policies		Deans of Faculties Director, Human Resources Campus Directors Director, CAIK Director, Open Access College
	Multiculturalism	Director, Office of Multiculturalism	USQ Multicultural Centre Multicultural Training Programs Internationalisation Visiting Speaker Series Open seminars / public lectures organised for the community outside USQ Establishment of USQ Multifaith Centre (in cooperation with religious bodies) administered by Multicultural Centre		Director, Office of Multiculturalism Deans of Faculties Campus Directors
	Access	Executive Director, Division of Academic Information Services Director, USQ Open Access College	Open Access USQ Identity Project		Executive Director, DAIS Director, USQ Open Access College

Key Organisational Goal		Governance Committee	Organisational Goal Key Performance Indicators	Executive Steward	Portfolio
Engagement and Development: To derive mutual benefits for the University and its external stakeholders through engagement and development			% of Total Revenue Generated Financial Contribution by USQ to Regional Development and the Local Economy USQ Community Engagement Award	Deputy Chancellor, Scholarship	Vice-Chancellor
Management Body	Principal Activity	Principal Steward (Accountability)	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
	Engagement with Business	Director, Office of External Relations	Commercialisation		Director, External Relations Deans of Faculties Campus Directors
	Engagement with Government	Government Policy Advisor			Director, External Relations Deans of Faculties Campus Directors
	Engagement with Community	Director, Office of External Relations	Scholarship of Community Engagement Engagement with Communities USQ Community Portal		Director, Community Engagement Director, LTSU Pro Vice-Chancellor, Research Deans of Faculties Campus Directors

WORKING DOCUMENT

Key Organisational Goal			Governance Committee	Organisational Goal Key Performance Indicators	Executive Portfolio Steward
Enterprise: To deliver positive social, environmental and economic dividends			USQ Council	Income by Source Operating Result Staff Costs as a % of Total Costs Reduction on 2009 Baseline for Carbon Footprint	Chief Operating Officer
Governance	Principal Activity	Principal Activity Steward	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
2.1 USQ Act 1998	Governance	Chief Operating Officer	Council; Academic Board; Management Committees	Council Academic Board Management Committees	University Lawyer as Secretary to Council Chair, Academic Board Vice-Chancellor, Management Committees
Management Body	Principal Activity	Principal Activity Steward	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
Planning Quality & Review Committee	Planning, Quality & Review	Group Manager, Sustainable Business Management and Improvement	Corporate Planning Review Quality Benchmarking		Group Mgr, SBMI Executive Portfolio Stewards for Organisational Goals Deans of Faculties Campus Directors
	Performance Reporting	Group Manager, Sustainable Business Management and Improvement	Reporting Framework: Annual Report to Council Biannual Strategic Alignment Report Annual Institutional Assessment Framework Report to DEEWR Annual Faculty Reports		Group Mgr, SBMI Pro Vice-Chancellor, Academic Quality Deans of Faculties Campus Directors
	Knowledge Management	Group Manager, Sustainable Business Management and Improvement	Information Management Management and Governance Systems to deliver Information		Group Mgr, SBMI
	Corporate Records	Group Manager, Sustainable Business Management and Improvement	Records and Archives Services		Corporate Records Mgr

Management Body	Principal Activity	Principal Activity Steward	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
	Evaluation	Group Manager, Sustainable Business Management and Improvement	Survey Management Survey Reporting		Group Mgr, SBMI
	Legal Office	Chief Operating Officer	Legal and Corporate Advice Compliance with State and Commonwealth Legislative Requirements Intellectual Property Contract Management Trademark and Patent Applications Staff Professional Development on Legal Issues		University Lawyer
Audit & Risk Committee	Assurance	Group Manager, Sustainable Business Management and Improvement	Risk Management Audit Business Continuity Planning Compliance Management Crisis Management Disaster Recovery Planning Emergency Response Management (non-health and safety related emergencies) Fraud		Group Mgr, SBMI
	Corporate Communications	Group Manager, Sustainable Business Management and Improvement	Corporate Media Management Media Training		Director, Corporate Communications
Finance & Facilities Committee Budget Management Committee	Finance and Purchasing	Group Manager, Finance & Facilities	Financial Operations Budgeting and Reporting Purchasing Travel Business Analysis		Group Mgr, Finance & Facilities Campus Directors
	Assets and Facilities	Group Manager, Office of Facilities Management	Capital Management Plan Buildings and Grounds Commercial and Operations		Group Mgr, Facilities Mgt Campus Directors

Management Body	Principal Activity	Principal Activity Steward	Business Processes	Business Process Performance Indicators	Business Processes Manager (Accountability)
ICT Strategy Committee	Information Communication Technology	Chief Technology Officer	ICT Governance Framework Learning & Teaching Support Innovation in Flexible Delivery Methodologies Staff Support – Research & Scholarly Activities Infrastructure Knowledge Management Community & Regional Engagement and Support		Chief Technology Officer

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