

Instrument for Measuring Quality Culture

And how to use the results
in HU UAS Utrecht

EQAF, 15 November 2024

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This presentation

- Concept of Quality Culture & the Instrument
- Results and Usefulness
- Follow-up

- **Goals**

- Raise awareness of, stimulate conversation about Quality & Quality Culture
- Determine state of play of institutional Quality Culture, possibility to repeat
- Able to identify aspects for interventions (preferably on team level)

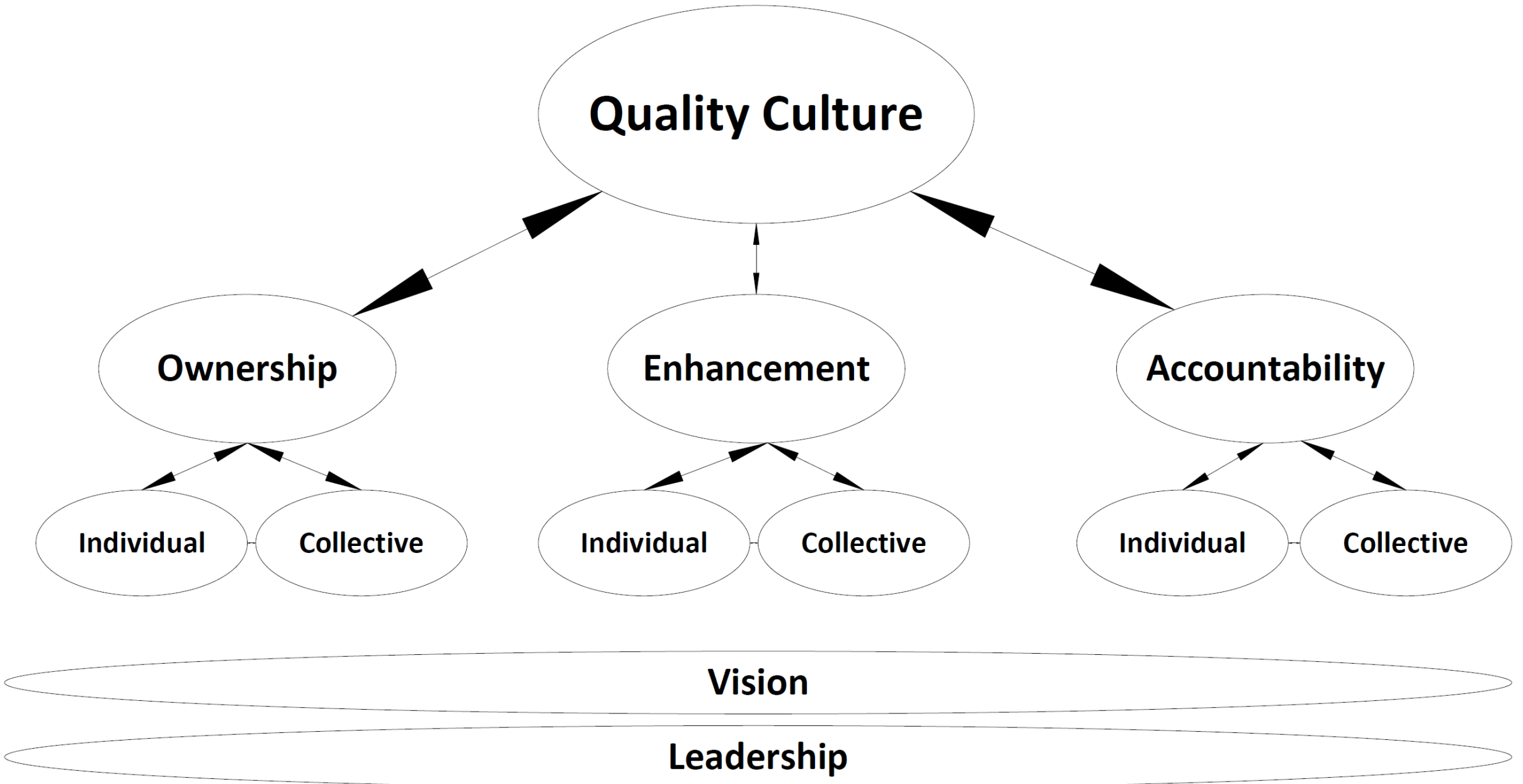
Concept & Instrument

Definition



- Collective psychological ownership and continuous attention to enhancement and accountability

Model



Instrument

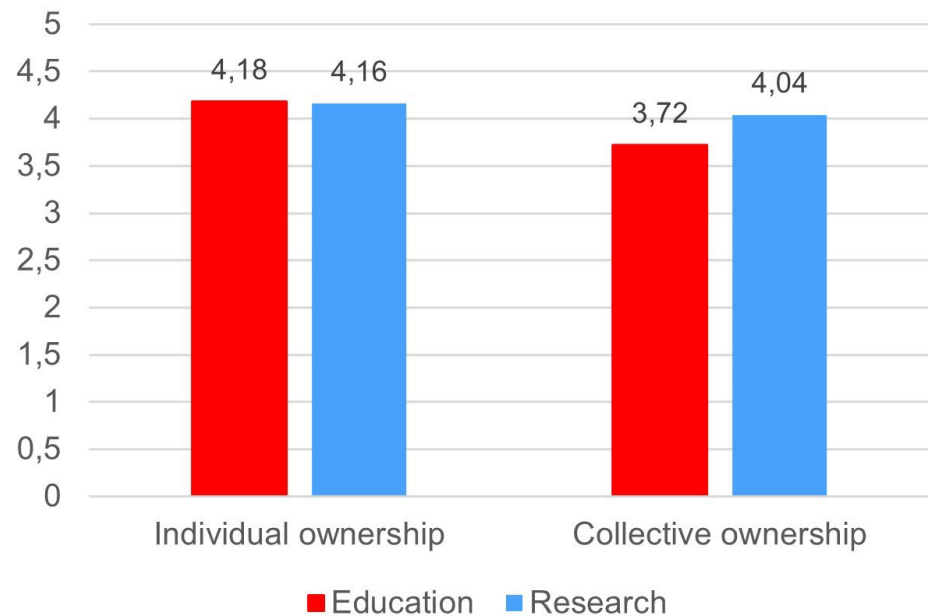


- **Finding the right instrument**
 - Compare different instruments, f.i. IMVR, QCI
 - Cooperate to build our own
 - Thanks to Christine Hildesheim (QCI), Myrte Leegemate & Jeroen Huisman (UGent)
 - Based on existing questionnaires, adapted to Dutch context
 - No overlap with internal HR employee satisfaction questionnaire
- **Questionnaire 54 questions**
- **Sent to all employees**
 - Teachers, researchers, support staff, leadership

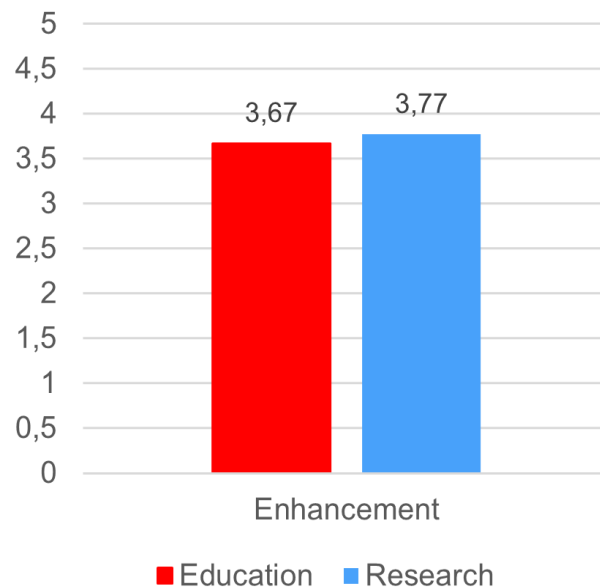
Usefulness of results

Results

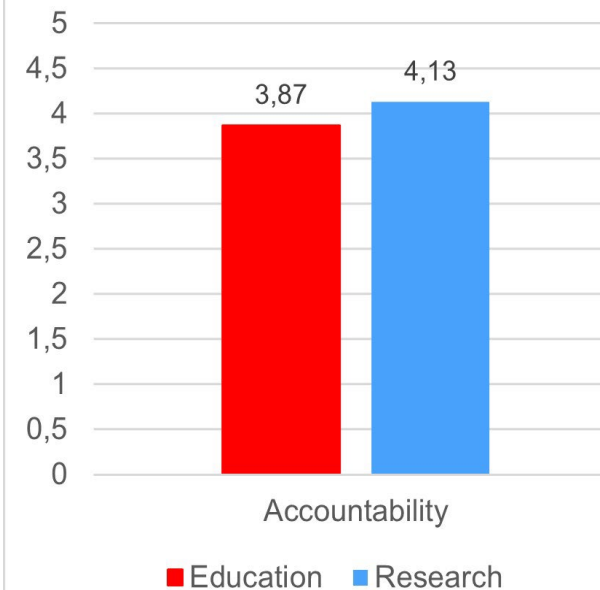
Ownership



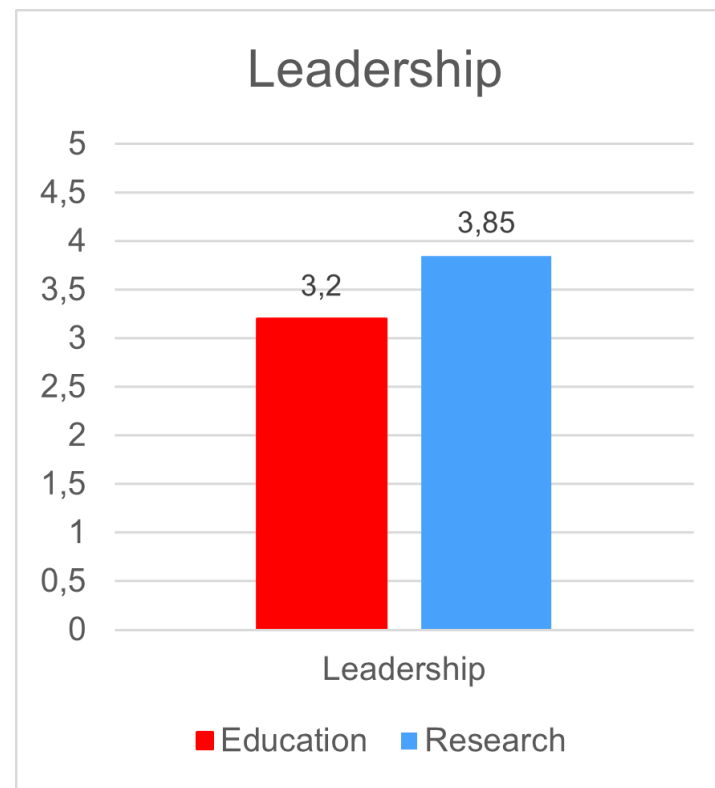
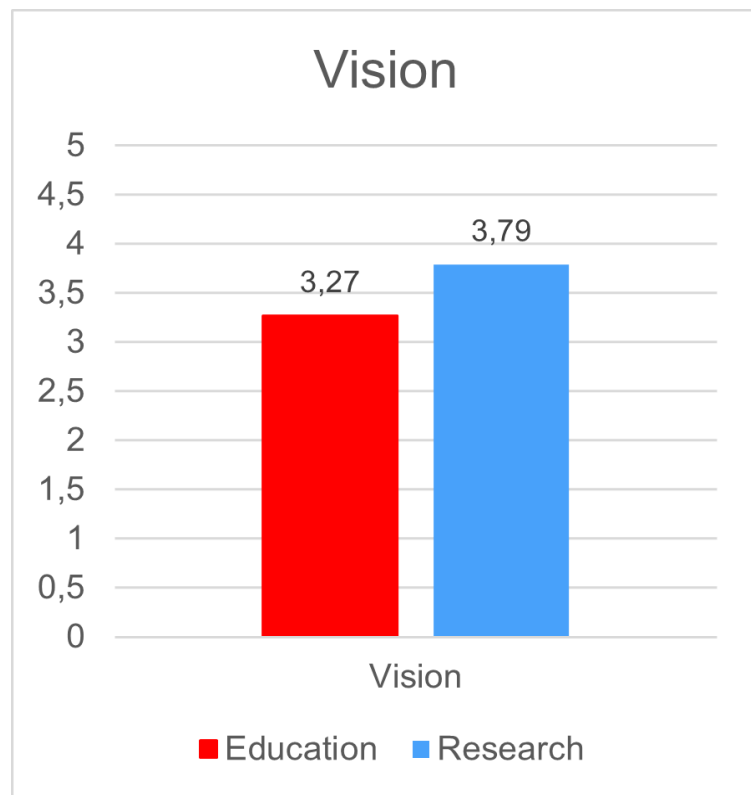
Enhancement



Accountability



Results



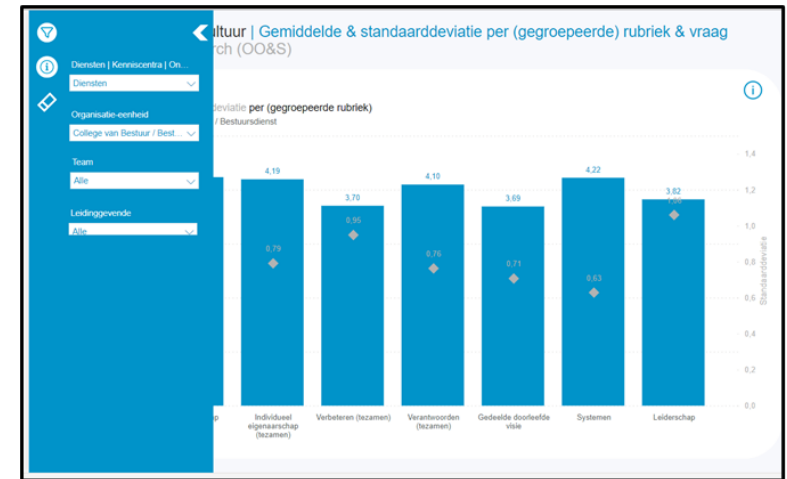
Notes on Results

- Baseline measurement, not possible to compare in time or w other HEIs
- Individual > collective. This fits theory that individual motivation is necessary to contribute to the collective
- Individual $\approx$ collective $\rightarrow$ indicative of strong quality culture
- Ownership > enhancement, accountability
People feel responsible, but improving and justifying does not receive a lot of attention
- Lower scores on Vision & Leadership. Whether these factors are indeed hindering needs more research
- Goals are (mostly) achieved

Follow-up

Notes on Follow-up

- Results are input to dialogue
 - Department – Q Advisor
 - What is next step in strenghtening Quality Culture
- Several departments & Teams proactively asked for follow-up and repetition
- Internal communication
 - Results
 - Potential for deep dive (PowerBI)
 - Potential interventions
- Included in HR Employee Satisfaction Questionnaire



Potential interventions

Collective Ownership

- Shared Vision Workshop
- Quality Dialogue Workshop / infographic
- Annual Plan + Evaluation Workshop
- HR Cycle as Team

Enhancing

- PDCA (Plan Do Check Act) / IMVR (Inspire Mobilise Value Reflect) Workshop
- Quality Dialogue Workshop
- Organize Peer Review
- Good Practices Library

Accountability

- Advice on Archiving
- Advice on Annual reports
- Publish (annual) reports for WoW, society, interest groups
- Pro-active dialogue with co-governance (students & staff)

Leadership

- Involve HR advisor
- Coaching (team & individual level)

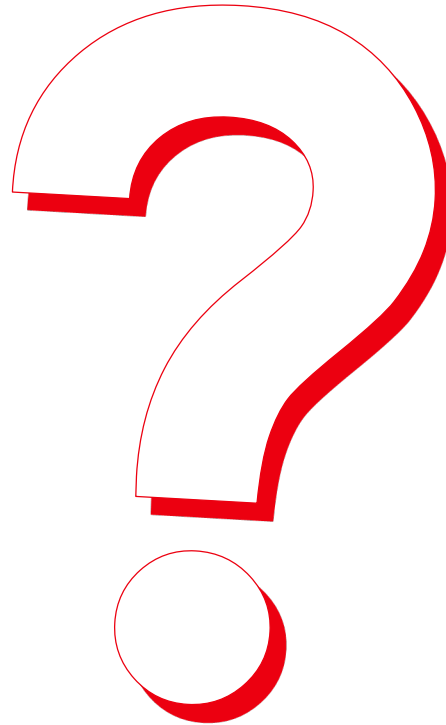
Vision

- Shared Vision Workshop
- Evaluate implementation and usage of Vision
- Introduce new colleagues to Vision



Strengthened link Education – Research?

- Interventions mainly on Team Level,
Common Language built
- Institutional Reviews use same definition





IMPACT YOUR FUTURE

Annexes

Response

Questionnaire was sent to all employees: education, research, service departments. Out of 4396 persons 546 filled in the questionnaire. This gives a 12.41 response percentage.

These 546 respondents were distributed as follows

- Education: 61,4% (N=335)
- Service departments: 33% (N= 180)
- Research: 5,7% (N=31)

For feedback the same threshold was used as for other questionnaires (≥ 5 respondents per unit). Almost all departments met this threshold, except for 1 educational department and 1 research center.

Explanation PDCA & IMVR

PDCA

- Plan
- Do
- Check
- Act

IMVR

- Inspire
- Mobilise
- Value
- Reflect

