

Using systems and
process thinking to
design internal quality
management practices
for eLearning

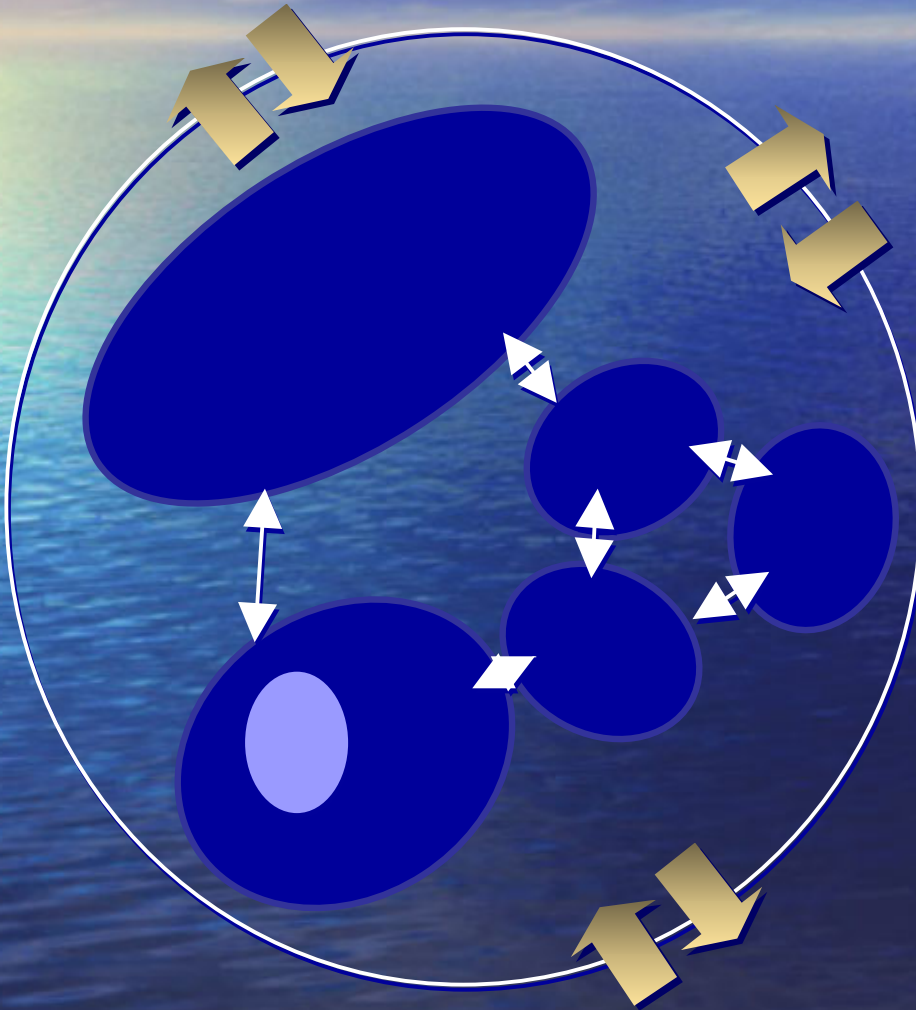
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Agenda

- Systems and process thinking
- Methodology of project at UP
- Benefits and lessons learnt
- Conclusions

Systems Thinking



System

A group of interacting, interrelated, or interdependent elements forming a complex whole.

Plan

Pre-entry procedures:
entry criteria,
student admission,
marketing etc

E-learning unit

Learning outcomes
Programme/course
design and
development

Act

Course review and
evaluation including
student evaluation
of e-learning

REVIEW

REVIEW

project timeline

Course delivery
Student assessment

Evaluate

**The systemic relationship
between the e-learning unit
and its environment during the
project timeline**

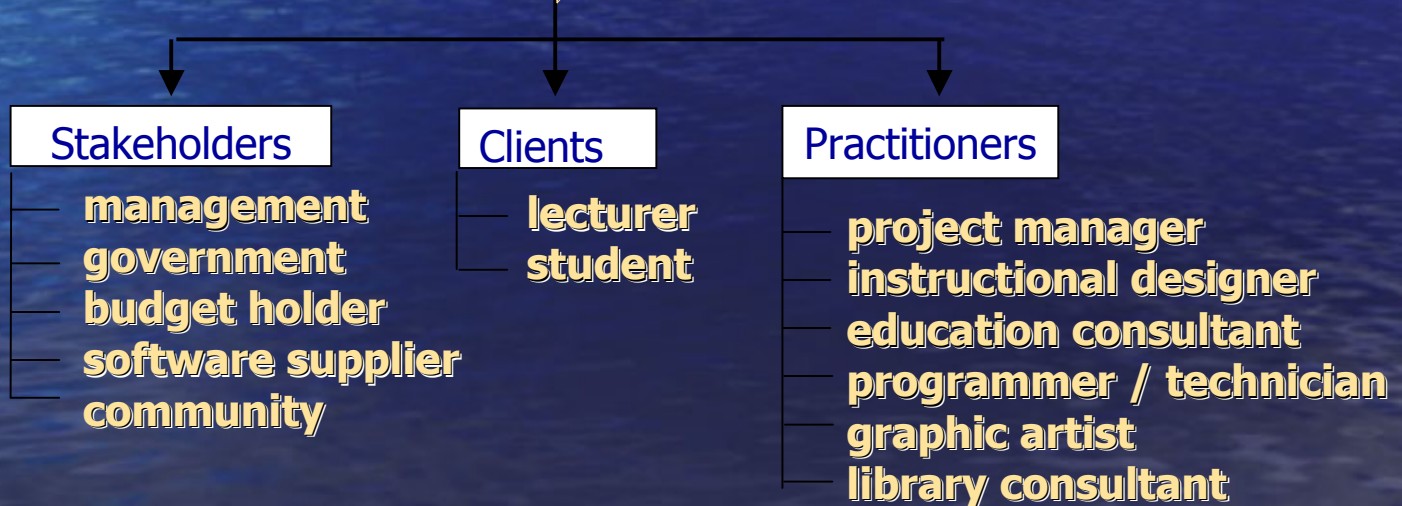
Boyd, 2006

Improve

Environment

- Expectations, needs & attitudes of academic departments
- Library
- IT infrastructure and services
- Institutional culture, strategy policies and procedures

Role Players



Role Players

- 'Each has a different set of expertise, priorities and concerns. Each speaks a separate professional language making it very difficult to achieve consensus' (Stephenson, 2005).

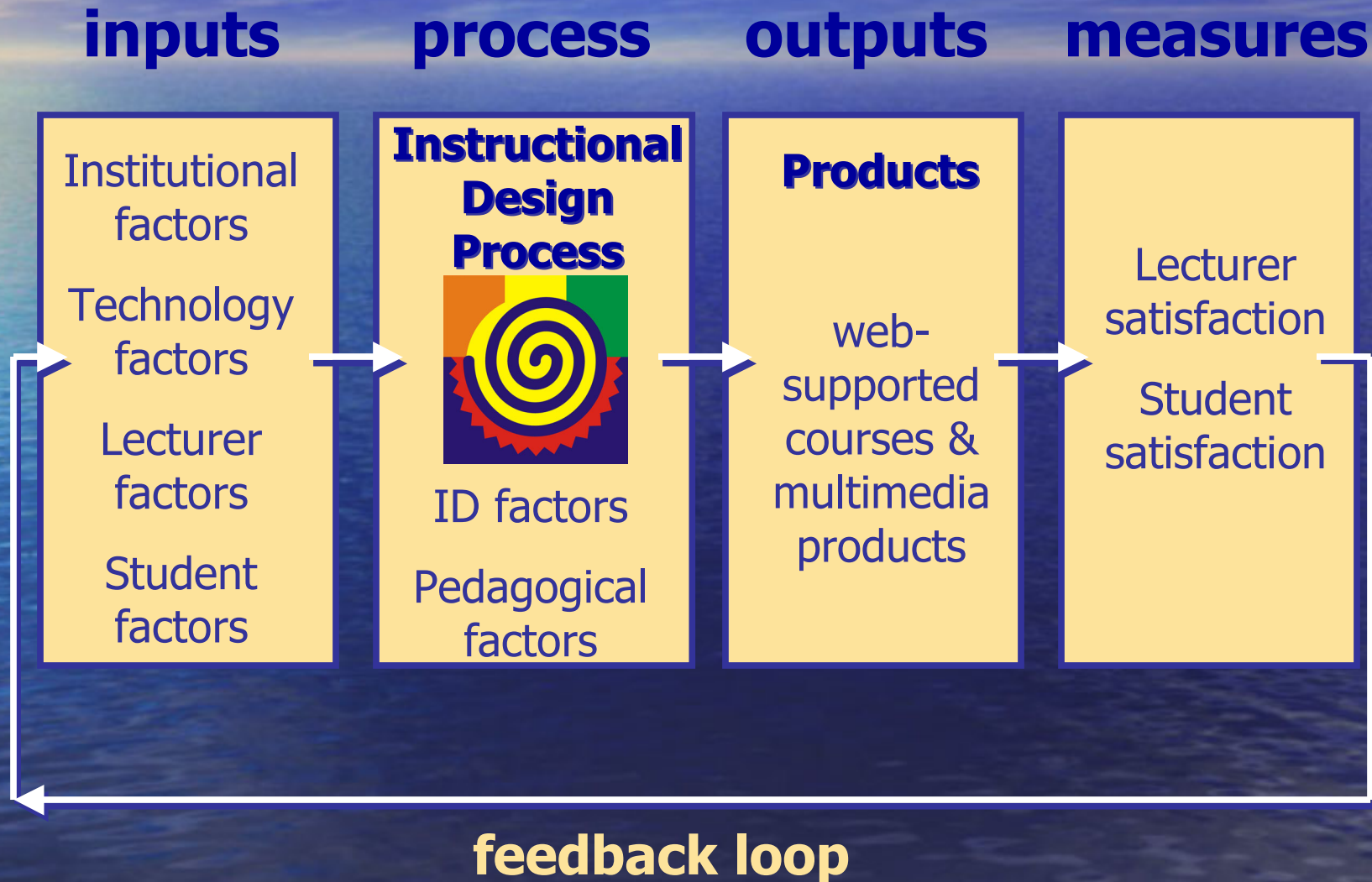
Process Thinking

Process

**Set of
interrelated or
interacting
activities which
transforms
inputs into
outputs.**

ISO9000:2005

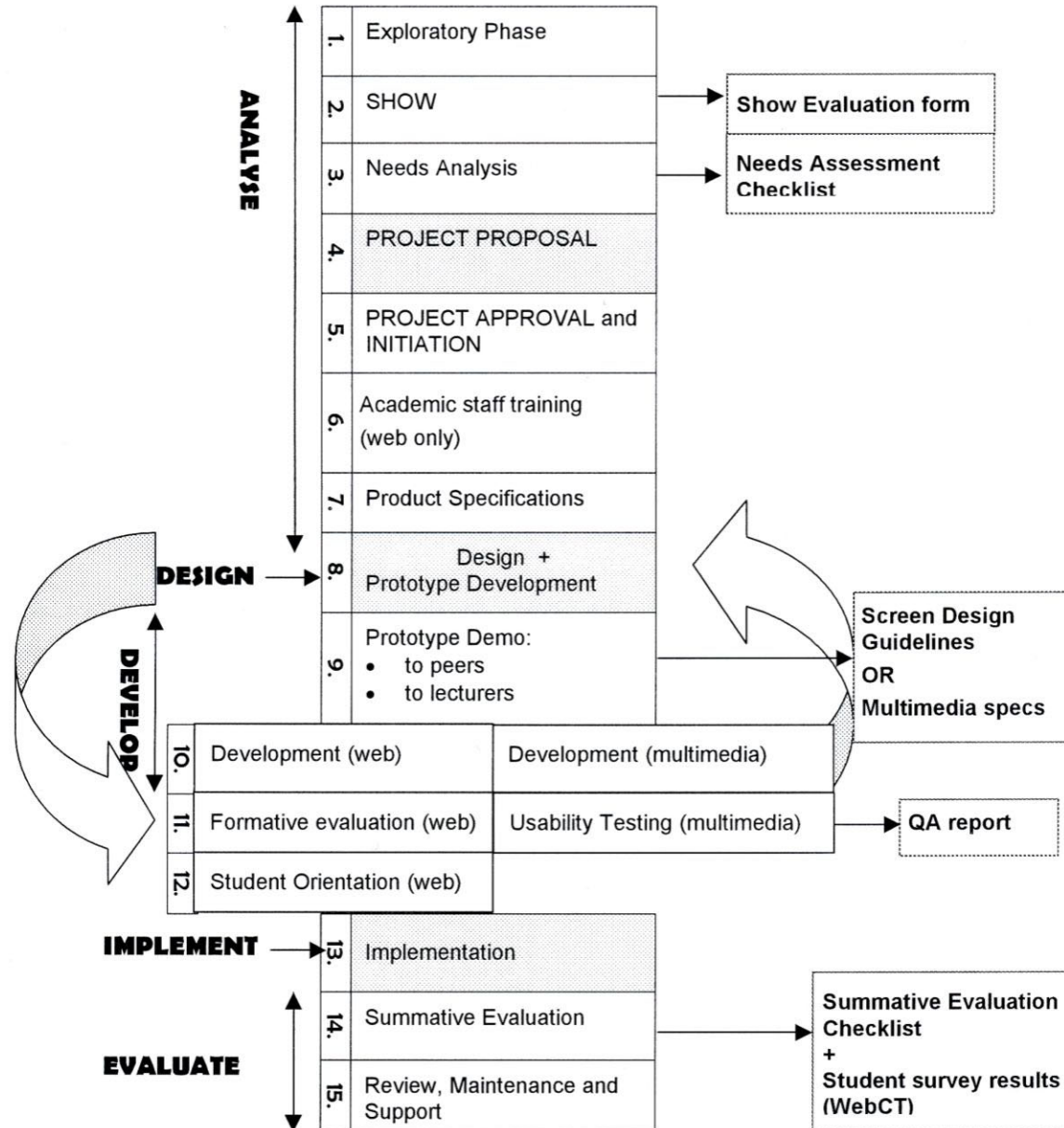
ID Process



Project Timeline

- Based on traditional ADDIE model of instructional design
- Illustrates the major PROCESS

Project Timeline



Procedures

- Each step documented into a PROCEDURE using:
 - task teams
 - a template
 - a fully worked example
 - a set of self evaluation questions

Procedures

- Rapid prototyping and cross-referencing between task teams
- All procedures then uploaded into the live QMS with a document control master list
- Live system launched and left to sink or swim!

Quality Management System

**IMPROVE &
LEARN**



Lessons: Benefits

- 1. Consensus that the QMS is on the 'slope of enlightenment'** Gartner's hype cycle (<http://www.gartner.com>)
- 2. Self evaluation and improvement of each step in the process; consensus on 'the way we do things around here'**
- 3. Rationalisation of pre-existing documents, checklists and forms**
- 4. The QMS is a repository for the most up to date versions of all resources for planning, developing & evaluating projects**
- 5. System informs new staff on UP procedures and enables them to feel self sufficient more quickly**

Conclusion

Recognise the importance of understanding your entire process and the 'system' within which you are operating.

An awareness of the process assists both your internal and external role players to contribute and work together effectively.

Conclusion – Building blocks



Thank You

**Have fun with your
quality systems!**

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References

- UP Online QMS :
<http://www.up.ac.za/telematic/quality/quality.htm>
- Fresen & Boyd (2005)
Caught in the web of quality. *International Journal of Educational Development*, 25(3), 317-331.
- CEN/ISSS European Good Practice Guide for quality approaches in eLearning. Soon to be published at
<http://www.qualityfoundation.org/ww/en/pub/efquel/elearning.htm>