



Agencia Andaluza del Conocimiento
CONSEJERÍA DE ECONOMÍA Y CONOCIMIENTO

ACTION PLAN

2016-2020

**Directorate for Evaluation and
Accreditation**

Andalusian Knowledge Agency

(DEVA-AAC)



Agencia Andaluza del Conocimiento
CONSEJERÍA DE ECONOMÍA Y CONOCIMIENTO



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1. INTRODUCTION

The Andalusian Knowledge Agency's Directorate for Evaluation and Accreditation (DEVA- AAC), which reports to the Economy and Knowledge Department of the Andalusian Regional Government (Junta de Andalucía), is the organisation responsible for evaluating and accrediting Andalusian university institutions and their academic staff, as well as research activity in the Autonomous Community.

DEVA-AAC's functions are regulated by the Statutes of the Andalusian Knowledge Agency, passed by Decree 92/2011, dated 19 April. DEVA is the guarantor of the quality of higher education in Andalusia, ensuring it meets international quality standards. This Action Plan, developed within the strategic framework established by the **Andalusian Knowledge Agency Strategic Plan**, takes its inspiration from the policy that the Economy and Knowledge Department wishes to instil in the organisation, based on the quality of public service provided to the university community and society at large, as well as on appropriate management, founded on the principles of efficiency and satisfaction with the public service we provide. All this has the full participation of the people who comprise DEVA-AAC.

DEVA-AAC took over the competences of the defunct Andalusian Agency of University Quality Evaluation and Accreditation, an agency that successfully passed the external evaluation process carried out by the European Association for Quality Assurance in Higher Education (ENQA) on 6 April 2009. Since its inception the agency has been a member of this institution, which ensures and underwrites its commitment to the quality standards established by the Bologna Process as spelled out in the Standards and Guidelines for Quality Assurance in the European Higher Education Area drawn up by ENQA, and is currently a full member of ENQA.

DEVA-AAC's activity is carried out, within the framework of the standards and guidelines approved by ENQA (2005-2015) for external and internal quality assurance in Higher Education, through:

- Processes of analysis, evaluation and accreditation.
- International paradigms and a perspective geared towards innovation.
- Mechanisms of transparency and public awareness.
- The involvement of the community and social agents.
- People who are competent, motivated and satisfied with the work undertaken.

Additionally DEVA carries out the following functions, assigned to it by article 5 of the Statues of the AAC. (Decree 92/2011, dated 19 April):



- a) Discharging the functions of the evaluation and accreditation of university institutions and academic staff, and other related activities.
- b) Evaluating and accrediting the research activities and personnel of the Andalusian Knowledge System.
- c) Establishing criteria, standards, indicators and methodologies of evaluation and quality improvement for the Andalusian Knowledge System.
- d) Steering the implementation, in an objective and independent way, of monitoring and quality control systems and research excellence.
- e) Evaluating and monitoring R&D&i programmes, establishing if applicable mutual recognition mechanisms with accrediting agencies belonging to leading international registers.

DEVA-AAC acts in accordance with the values of the **AAC Strategic Plan**, namely: Transparency and accountability, responsibility, social effectiveness, good governance, public service, striving for excellence, objectivity, independence, equality and equity, confidentiality, social and environmental commitment, coordination and cooperation, efficiency, security and occupational health.

DEVA-AAC takes heed of the European standards and directives laid down by ENQA (2015) to underpin agencies' quality assurance activities, submitting itself every five years to cyclical evaluation processes, having last renewed its external accreditation in 2014.

This document is a continuation and improvement of the DEVA Strategic Plan 2014-2017, a working tool setting out the initiatives that, within the framework of the **Andalusian Knowledge Agency Strategic Plan 2016-2020**, DEVA will carry out over the course of the next four years with the full commitment of its management.

The DEVA-AAC action plan seeks to address quality assurance in higher education, retaining a vocation for flexibility in order to be able to respond to the challenges the EHEA will present in the future to the agents who participate in its development, in the firm belief that it will serve the improvement goals for which it has been designed.

By way of innovation it includes a commitment to create a system enabling the implementation of internal quality assurance systems at university centres to be certified, in order to gain access to the Institutional Accreditation regulated by RD 420/2015, dated 29 May.

This Action Plan, developed in line with the **AAC Strategic Plan**, is divided into a Mission, Vision and the overall Values that are pursued, the major strategic challenges and an account of the strategic goals that will serve as a framework for developing the operational plans of the project, all linked to a methodology and follow-up plan, fulfilment of which will be measured by indicators that will keep us informed of the extent to which it has been attained.



2. MISSION, VISION AND VALUES

The Action Plan is built on what the DEVA-AAC is and wishes to be in the future and on the values that sustain it. The mission, vision and values form the basis for planning DEVA-AAC's activities.

- **Mission**
To provide services to the **Andalusian Knowledge System** and especially the **Andalusian Universities and Research System (SAUI)** in all areas that require the evaluation and accreditation of activities involving Higher Education and Research, Development and Innovation (R&D&i); matching such activities to the demands of society and the quality requirements of university education and research within the context of the European Higher Education Area.
- **Vision**
To become a leading institution on the national and international stage in activities involving the evaluation, certification and accreditation of Higher Education institutions and agents, their educational programmes, research activities and innovation plans; as a public service organisation with the obligation to be accountable, to attend unfailingly to the demands of society and anticipate the needs of the future.
- **Values**
All DEVA-AAC's activities are based on the principles of transparency, objectivity, independence, equality and equity, confidentiality, public service and social commitment, coordination and cooperation, efficiency, environmental commitment and security and occupational health.

This mission and vision determine our evaluation model and the ongoing quality improvement we desire. This Action Plan breaks down into five strategic strands that have been drawn up with simplicity and specificity for 2016-2020 in pursuit of certain goals to ensure the technical quality of the activities, increase universities' involvement as well as the visibility of DEVA-AAC among the various stakeholders, without overlooking the training of either the evaluators or the technical and support staff in the various areas that comprise DEVA-AAC.

3. STRATEGIC CHALLENGES AND GOALS

DEVA-AAC's goals need to be clear and explicit and form part of the mission statement. They are publicly available and form part of the daily endeavours of the people who comprise the organisation. The **strategic strands** constitute the cornerstones that determine the challenges of the future.

STRATEGIC STRANDS	
PROCESSES	1
PEOPLE	2
RESOURCES	3
ALLIANCES	4
IMPACT	5

Figure 1: Strands of the DEVA Strategic Plan

These strategic challenges are turned into **strategic goals**, which in turn are used to develop the DEVA-AAC vision.

CHALLENGE 1 **P**ROCESSES

STRATEGIC
GOAL
S1

To develop and consolidate DEVA-AAC's statutory functions in order to satisfy the needs and expectations of the Andalusian Knowledge System (SAC) in carrying out the tasks of evaluating and accrediting university institutions, teaching staff and R&D&i programmes.

CHALLENGE 2 **A**LLIANCES

STRATEGIC
GOAL
S2

To establish and strengthen regional, national and international alliances, enabling DEVA-AAC to position itself as a leader, providing added value to both the processes and the results.

CHALLENGE 3 **R**ESOURCES

STRATEGIC
GOAL
S3

To optimise the management of the resources needed in order to develop the programmes carried out by DEVA-AAC.



CHALLENGE 4 PEOPLE

STRATEGIC
GOAL
S4

To ensure an optimal human resources strategy in line with the DEVA-AAC mission, which facilitates the participation and development of the personnel involved.

CHALLENGE 5 IMPACT

STRATEGIC
GOAL
S5

To contribute to the excellence of SAC, positioning DEVA-AAC as a regional leader of national and international renown in the discharging of its statutory functions.

Table 1: DEVA-AAC's Strategic Goals (reference framework: Strategic Plan of the Andalusian Knowledge Agency 2016-2020)

The structure of the plan is integrated into the European management excellence model adapted to the public sector (EFQM Public Sector Model) devised by the European Foundation for Quality Management. This integration will aid the design, implementation, application and monitoring of the Action Plan.

4. HOW THE STRATEGIC GOALS UNFOLD. SPECIFIC GOALS.

Each Strategic Goal is broken down in turn into Specific Goals with the aim of fulfilling the strategic goal to which it is linked. The development and execution of the specific goals is carried out by defining and executing the Operational or Work Plans. A single specific goal therefore can be linked to one or various lines of action, or one or various work plans. The ensemble of work plans thus gives rise to the Operating Plan. This Plan will be the document DEVA-AAC uses to carry out the review and monitoring of the Action Plan.

CHALLENGE : PROCESSES

STRATEGIC
GOAL
S1

To develop and consolidate DEVA-AAC's statutory functions in order to satisfy the needs and expectations of the Andalusian Knowledge System (SAC) in carrying out the tasks of evaluating and accrediting university institutions, teaching staff and R&D&i programmes.



SPECIFIC GOAL SG1.1

The systematic design and management of DEVA-AAC's processes in accordance with its statutory functions. To develop effective programmes of evaluation and accreditation for the overall enhancement of the higher education university system in Andalusia.

This goal covers the appropriate definition and management of all DEVA-AAC processes and, in the event they should be needed, their (re)design and implementation. Part of the goal addresses the improvement of the computer programmes and applications needed to carry out the function of evaluating and accrediting the system of higher education, encompassing university institutions, academic staff and R&D&i programmes, in a satisfactory way.

SPECIFIC GOAL SG1.2

To ensure that the services offered by DEVA-AAC meet the needs and expectations of the SAC.

This goal aims to reorient DEVA-AAC services towards the actual needs and expectations of the SAC, getting to know what they are, ensuring that they are fulfilled, and carrying out ongoing monitoring of satisfaction levels.

CHALLENGE: ALLIANCES

STRATEGIC
GOAL
E2

To establish and strengthen regional, national and international alliances, enabling DEVA-AAC to position itself as a leader, providing added value to both the processes and the results.

SPECIFIC GOAL SG2.1

To maximise the number of organisations allied to DEVA-AAC, which are key to the development of its policy and strategy.

The aim of this goal is to identify a set of entities pertinent to the strategy of DEVA-AAC and with which potential synergies can be developed.

SPECIFIC GOAL SG2.2

To systematically organise relationships with the entities identified in SG2.1 to create maximum value, via agreements or formal arrangements.

The purpose of this goal is to establish and consolidate relationships with similar and complementary entities capable of reaping dividends in the effective development of the DEVA-AAC mission.



CHALLENGE: RESOURCES

STRATEGIC
GOAL
E3

To optimise the management of the resources needed in order to develop the programmes carried out by DEVA-AAC.

SPECIFIC GOAL SG3.1

To optimise the use of technology for the efficient execution of DEVA- AAC programmes, as well as to maximise the potential of their external visibility, impact and appreciation.

The aim here is to secure optimal management of technology, particularly IT tools, ensuring the maximum dissemination of DEVA-AAC services, facilitating the interaction of SAC users, leading to an enhancement of DEVA- AAC processes and in the final analysis contributing to the attainment of the DEVA-AAC vision.

SPECIFIC GOAL SG3.2

The underpinning of mechanisms that highlight the importance of DEVA-AAC information and knowledge.

The due appreciation of information, whether in terms of its organisation, dissemination or its use, is one of DEVA-AAC's main assets. The workflows that are subsumed within this goal are aimed at maximising the contribution of information and knowledge to the attainment of DEVA-AAC functions.

CHALLENGE: PEOPLE

STRATEGIC
GOAL
E4

To ensure an optimal human resources strategy in line with the DEVA-AAC mission, which facilitates the participation and development of the personnel involved.

The involvement of personnel at all levels of DEVA-AAC will be fundamental and a key priority to the attainment of this strategic goal. They will develop and facilitate the achievement of the mission and the vision, as well as the values needed to attain success over the long run, being personally involved in all the aspects of DEVA-AAC.

DEVA-AAC will manage, develop and make full use of the knowledge and all the potential of the people who comprise it, whether at the level of individuals, teams or the organisation as a whole.

SPECIFIC GOAL SG4.1

Appropriateness of the organisational structure in support of the strategy.



This goal aims to ensure that the structure of the organisation is designed and implemented by those responsible in a way that is coherent with the DEVA-AAC strategy.

SPECIFIC GOAL SG4.2

To consolidate the internal leadership of DEVA-AAC personnel by contributing to the motivation, support and recognition of the staff.

This goal seeks to increase the levels of staff satisfaction by introducing initiatives involving recognition and participation.

SPECIFIC GOAL SG4.3

To optimise communication within DEVA-AAC.

The functions discharged by DEVA-AAC require and generate considerable volumes of information. If full advantage is to be taken of this it needs to become an ongoing channel of work and improvement.

SPECIFIC GOAL SG4.4

To ensure an efficient structure for the management of human resources.

This goal aims to ensure an ongoing, flexible, adapted and satisfactory management of human resources, contributing to the job satisfaction of the personnel and maximising their alignment to the DEVA-AAC strategy.

SPECIFIC GOAL SG4.5

To maximise the contribution of the personnel to the DEVA-AAC strategy through their training, involvement and recognition.

A dynamic knowledge system entails an ever-changing environment and this requires the ongoing updating of the personnel's own knowledge; this goal therefore aims to ensure the provision of training in accordance with the requirements of the DEVA-AAC strategy. Furthermore, commitment to the talent and recognition of the personnel constitutes a key tool for maximising their contribution and performance.

CHALLENGE: IMPACT

STRATEGIC
GOAL
E5

To contribute to the excellence of SAC, positioning DEVA-AAC as a regional leader of national and international renown in the discharging of its statutory functions.



SPECIFIC GOAL SG5.1

To make progress in extending and consolidating DEVA-AAC's general image.

SPECIFIC GOAL SG5.2

To increase the levels of collaboration and national and international alliances.

SPECIFIC GOAL SG5.3

To position DEVA-AAC as an entity that is committed to its public service responsibilities to society.

5. METHODOLOGY AND MONITORING

The DEVA-AAC 2016-2020 Action Plan is the outcome of a significant process of participation and monitoring undertaken since 2013 and the updating of the Strategic Plan drawn up for 2014-2017, which follows the general strategic lines of approach set out in the AAC Strategic Plan.

It emanates from the DEVA-AAC management and takes as its basis the general framework of the Strategic Plan of the Andalusian Knowledge Agency 2016-2020, the EFQM model and the gathering of information from stakeholders.

After reviewing the DEVA-AAC mission, vision and values, the strategic goals were established and the specific goals were set.

Each of the areas and units will draw up annual work plans in response to the goals. The activities and indicators included in the work plans will comprise the Operating Plan, which will be integrated into the Andalusian Knowledge Agency Strategic Plan.



Every year the various DEVA areas and units will draw up work plans to be approved by the director of DEVA. The work plans will be linked to the specific goals and will make up DEVA's annual operating plan, which will be integrated into the framework of the Andalusian Knowledge Agency Strategic Plan.

	Drawn up by	Approved by	Frequency
Strategic plan	Management	Governing Board	2016/2020
Work plans	Each area/unit	Management	Annual

Monitoring and evaluation represents a key process for DEVA-AAC. It is a process that involves a significant ethical responsibility, given that its conclusions and the judgements stemming from it may have a bearing on technical decisions.

The monitoring and evaluation of the processes will be carried out by the **evaluation committee** constituted for that purpose, and will comprise at a minimum the person responsible for each of the AAC areas/services, a person responsible for the evaluation process and a member of the management team.

The annual review of the Action Plan will take into account the results obtained from the DEVA-AAC review and improvement procedure, confident in the expectation that it will serve the purpose for which it was designed and constitute a tool for ensuring quality in the Andalusian higher education system.

This plan was conceived to lend coherence to decision taking and to serve as a guide in basic work, defining the fundamental lines of approach that DEVA-AAC will pursue over the years to come.