

# Xamk

# Quality Management



All for the future.

## ALL FOR THE QUALITY!

**Quality assessment and development** involves improving activities and maintaining strengths: following targets and requirements, developing competence, meeting customer and stakeholder needs and streamlining processes. Student, staff and stakeholder participation and making use of feedback and ideas play an important role in development work. All Xamk community members share the responsibility for the quality of operations and its development. Conditions for quality operations are established by creating an active and open atmosphere.

**Xamk's common quality system** includes our common quality policy, responsibilities and the methods and tools of continuous development that provide the framework for our operations

and for maintaining and developing them and their quality. Xamk quality systems follows the recommendations of the European Standards and Guidelines for Quality Assurance in Higher Education (ESG). This is ensured through the audit by the Finnish Education Evaluation Centre (FINEEC).

**This quality management description** outlines Xamk's quality management and serves as a quality manual. This description is complemented by Xamk's process descriptions in the IMS management solutions software and the instructions and guidelines available through the intranets for staff and/or students.

**Marjaana Kivelä**  
Quality Manager



# 1. Why does Xamk assess and develop quality?

**Finnish higher education institutions** (HEIs) are under the Finnish Universities of Applied Sciences Act (932/2014) responsible for the quality and continuous development of their education and other operations. The legislation involves the assessment of education, other operations and their impact. HEIs are also required to undergo regular external evaluations of their operations and quality systems and to publish the results of such evaluations.

**Based on Xamk strategy** we are all for the future and continuously renew our operations. Quality assessment, continuous improvement and maintenance of strengths are part of this work. Our quality system systematically produces information to support the management and operational steering, and the information is used in all Xamk operations. We aim at an atmosphere of development and operational culture where activities are improved and new ideas adopted. The quality system ensures the participation of students, staff and stakeholders in the development of activities. High-quality operations ensure Xamk's societal impact and provide competitive edge.

## EUROPEAN STANDARDS AND GUIDELINES (ESG)

**Xamk's common quality system** includes quality policy, responsibilities and common methods and tools of continuous development as a framework for operations and for maintaining and developing activities and their quality. Xamk quality system follows the recommendations of the Standards and Guidelines for Quality Assurance in the European Higher Education (ESG) that use the term quality assurance. Finnish HEIs, in turn, prefer referring to quality management,

assessment, and development.

ESG sets two aims for the quality assurance activities of HEIs: accountability and enhancement. These create trust in the performance and results of HEIs. A successfully implemented quality assurance system provides information to assure the HEI and the public of the quality of the HEI's operations (accountability) as well as to provide advice and recommendations on how it can improve what it is doing (enhancement). Quality assurance and quality enhancement are thus interrelated. They can support the development of a quality culture that is adopted by all: from the students and academic staff to the institutional leadership and management

**ESG has** ten standards and guidelines for internal quality assurance that are listed and described below. They focus on the quality assurance of education. Xamk's quality management, however, also covers all its responsibilities, including the research, development and innovation (RDI) activities that promote the working life, regional development and renewal of regional economic structures as well as lifelong and continuous learning.

## 1. POLICY FOR QUALITY ASSURANCE

**HEIs should have** a policy for quality assurance that is made public and forms part of their strategic management. Internal stakeholders should develop and implement this policy through appropriate structures and processes, while involving external stakeholders.

## **2. DESIGN AND APPROVAL OF (DEGREE) PROGRAMMES**

**HEIs should have** processes for the design and approval of their programmes. The programmes should be designed to meet the objectives set for them, including the intended learning outcomes. The qualification resulting from a programme should be clearly specified and communicated, and refer to the correct level of the national qualifications framework for higher education and, consequently, to the Framework for Qualifications of the European Higher Education Area.

## **3. STUDENT-CENTRED LEARNING, TEACHING AND ASSESSMENT**

**HEIs should ensure** that the programmes are implemented in a way that encourages students to take an active role in creating the learning process, and that the assessment of students reflects this approach.

## **4. STUDENT ADMISSION, PROGRESS OF STUDIES, RECOGNITION AND CERTIFICATION**

**HEIs should consistently apply** pre-defined and published regulations covering all phases of the student “life cycle”, including, for example, student admission, the progress of studies, recognition of previous studies and certification.

## **5. TEACHING STAFF**

**HEIs should** assure themselves of the competence of their teachers. They should apply fair and transparent processes for staff recruitment and development.

## **6. LEARNING RESOURCES AND STUDENT SUPPORT**

**HEIs should have** appropriate funding for learning and teaching activities and ensure that adequate and readily accessible learning resources and support for students are provided.

## **7. INFORMATION MANAGEMENT**

**HEIs should** ensure that they collect, analyse and use relevant information for the effective management of their programmes and other activities.

## **8. PUBLIC INFORMATION**

**HEIs should publish** information about their activities, including programmes, which is clear, accurate, objective, up-to-date and readily accessible.

## **9. ON-GOING MONITORING AND PERIODIC REVIEW OF (DEGREE) PROGRAMMES**

**HEIs should monitor** and periodically review their programmes to ensure that they achieve the objectives set for them and respond to the needs of students and society. These reviews should lead to continuous improvement of the programmes. Any action planned or taken as a result should be communicated to all those concerned.

## **10. CYCLICAL EXTERNAL QUALITY ASSURANCE**

**HEIs should undergo** external quality assurance in line with the ESG on a cyclical basis.

## AUDIT OF THE QUALITY SYSTEM

**An audit** refers to independent and systematic external evaluation. It assesses whether the quality system of Xamk is fit for purpose and functioning, and whether it complies with the agreed criteria. The evaluation targets the methods and tools to maintain and develop the quality of operations.

**Finnish HEIs** are audited by the Finnish Education Evaluation Centre (FINEEC) at six-year intervals. The audit targets the entire quality system of a HEI and involves all operations. FINEEC publishes the evaluation criteria in its audit manual. FINEEC audits are arranged to

- evaluate, if the HEI quality systems meet the European quality assurance standards,
- assess, if the quality systems produce relevant information for the continuous development of operations and whether it results in effective development activities,
- encourage international activities, experimenting and a creative atmosphere at HEIs and
- accumulate open and transparent information on quality work at Finnish HEIs.

**The audit is implemented** in accordance with the principle of enhancement-led evaluation. The audit highlights learning, recognising strengths and development targets during the process as well as the feedback for development received.

**FINEEC'S Higher Education Evaluation Committee** decides on the result of the audit. After passing the audit, Xamk will receive a certificate, an electronic quality label and will be entered in the register of audited HEIs maintained by FINEEC on its website. The quality label is valid for

six years. If the HEI does not pass the audit, it is allowed a re-audit.

## QUALITY MANAGEMENT IN SUPPORT OF STRATEGIC MANAGEMENT

**Xamk's quality system** is part of its strategic planning, management and operational steering. Operational steering ensures that the strategy, targets and plans result in concrete activities at different organisational levels and in related follow-up and evaluation. Xamk quality system supports the development of activities and competence and ensures that the information received through feedback and assessment is used to set directions for improvement. Xamk's operational steering process is described on the next page.

## CONTINUOUS DEVELOPMENT IN EVERYDAY WORK

**All Xamk community members** make efforts towards quality in our activities and in providing high-quality services for our students, customers and stakeholders. All Xamk community members' active and development-oriented role in their own and in the work community's duties is important. This is enabled by an atmosphere of open discussion and with possibilities to influence one's own work and to participate in common planning and development of activities.

**In assessing one's own work** and in making small improvements all Xamk community members can benefit from the information produced by Xamk quality system, such as course feedback, project assessment results or valuable daily observation as well as immediate feedback from students or other customers. Development ideas,



**Process name** Operational steering process

**Process owner** CEO/President

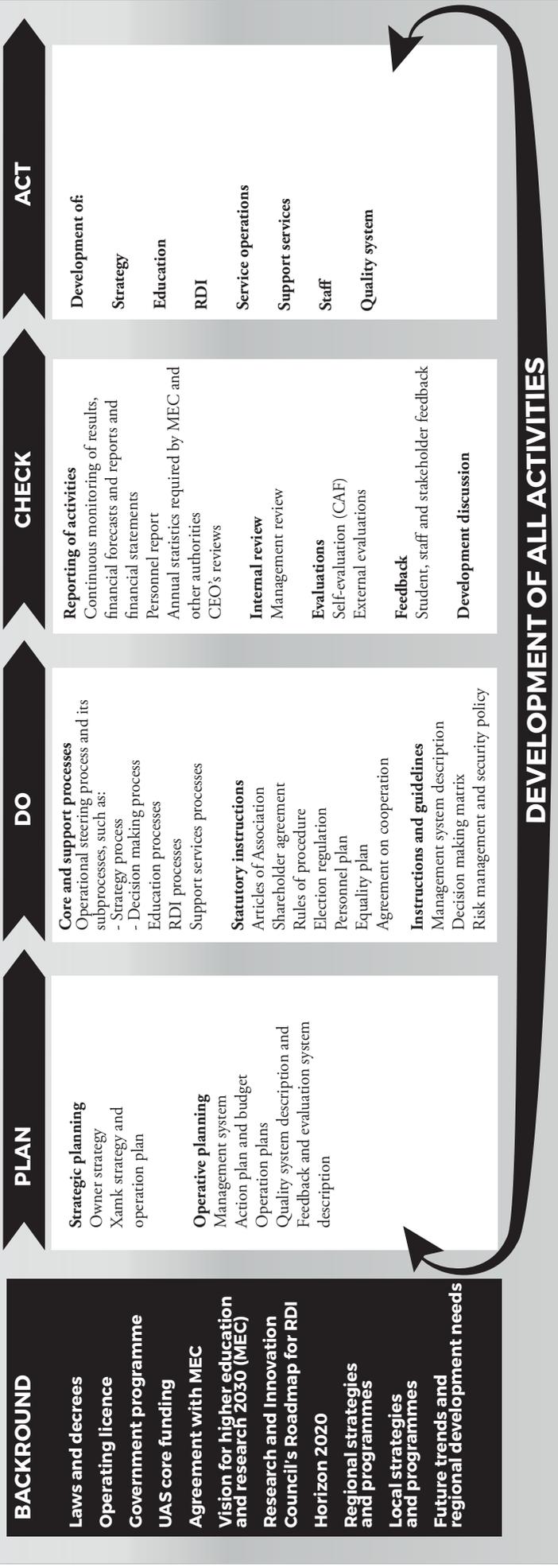
**Process target** The objective is to ensure that the strategic targets can be achieved, the operations are of a high quality and continuously developed.

**Key success factors** These include relevant indicators, clearly defined processes and instructions, impactful quality system and systematic monitoring of results.

**Measurement** The results are monitored in terms of the UAS core funding indicators and indicators from Xamk's operational steering and quality system.

**Process improvement** The results are systematically monitored by the Xamk Board, the Management Team, in the annual management reviews and on different levels of the organisation.

# OPERATIONAL STEERING PROCESS



their prompt testing and assessment of their functionality are important in terms of dynamic, agile and flexible operations.

## **QUALITY POLICY**

**Xamk's quality management** and its principles are described in our quality policy that is implemented through the quality system in the following way:

- Xamk values quality. The strategic management and operational steering base on the information systematically produced by the quality system.
- High-quality operations ensure Xamk's societal impact that play an important role in its competitiveness.
- Quality targets, their maintenance and improvement base on Xamk strategy and integrate into Xamk's and its different units' operations.
- Quality assessment and development tools se-

lected involve efficient and economical methods and operation models that motivate students and staff in improving quality.

- Quality work follows the principles of transparency, reliability and confidentiality.
- The quality system and the data produced are documented on the staff and student intranets and on the Xamk website according to the user group needs.
- Communication on the information produced by the quality system is active.

## 2. Who create quality at Xamk?

**Xamk students and staff** as a community are committed to quality work. All Xamk community members are responsible for the quality and development of their own activities and actively participate in common development. In addition, stakeholder representatives are involved in assessing and developing operations. This atmosphere of collective development provides foundations to our quality culture. Xamk's quality culture means

an atmosphere of long-term development of operations where strengths and development targets are identified actively and with determination. The results are used to launch development actions at different organisation levels with the aim of continuously improving the operations, as well as maintaining and making the best of our strengths.

Quality executives	Quality responsibilities
Students	Students are responsible for their own learning and the progress of their studies. They have the right to give constructive feedback in order to develop education and other operations.
Student Union Kaakko	The student body has the responsibility for student participation in Xamk's development work by naming representatives to the Xamk Board, other bodies and to the degree programme development forums and teams/meetings.
Staff	All staff members are responsible for the quality and development of their own activities. They have the right to receive and give constructive feedback to support the development of operations. Staff members also ensure that they follow common processes and guidelines.
Directors of Education, Research Directors and unit managers	Directors and unit managers are responsible in their own unit or field for <ul style="list-style-type: none"> <li>- the operational quality and results</li> <li>- the functionality of the quality management</li> <li>- the launch of the feedback surveys and the related analysis at Xamk level</li> <li>- the documentation related to the quality management system at Xamk level</li> <li>- the orientation of staff in their own area of responsibility to Xamk quality management.</li> </ul>
Studies Coordinators	Studies Coordinators are responsible for orientating students with Xamk quality management as part of the Study and career planning course.
Degree Programme Coordinators	Degree Programme Coordinators participate in the analysis of degree programme feedback by attending development forum work. They are responsible for taking forward the development activities agreed on.
Quality Manager	Quality Manager has total responsibility for the implementation of Xamk's quality policy through the quality system.
Quality Team and Quality Services (Quality Specialist and Quality Manager)	Quality Team and Quality Services are responsible for <ul style="list-style-type: none"> <li>- the development of Xamk quality system</li> <li>- the coordination and instructions of quality management to the departments and units</li> <li>- the internal and, when required, external communication related to quality management</li> <li>- the launch of feedback surveys and analysis of the results at Xamk level</li> <li>- the documentation related to the quality management system at Xamk level.</li> </ul>
President / CEO	President / CEO has the overall responsibility for the successful management of Xamk operations and the operational quality and results.
Management Team	The Management Team is responsible for the strategic steering of quality management, for launching Xamk level development activities, and for monitoring and assessing their implementation. In addition, the board members are in charge of the quality and results in their own field of responsibility.
Xamk Board	The Xamk Board monitors the strategy implementation and achieving the targets set for Xamk.
Stakeholders	The stakeholder representatives participate in different ways in developing Xamk's education, RDI activities and business services. They also give feedback and assess operations.

### 3. What does Xamk quality system consist of?

**Xamk quality system consists of**

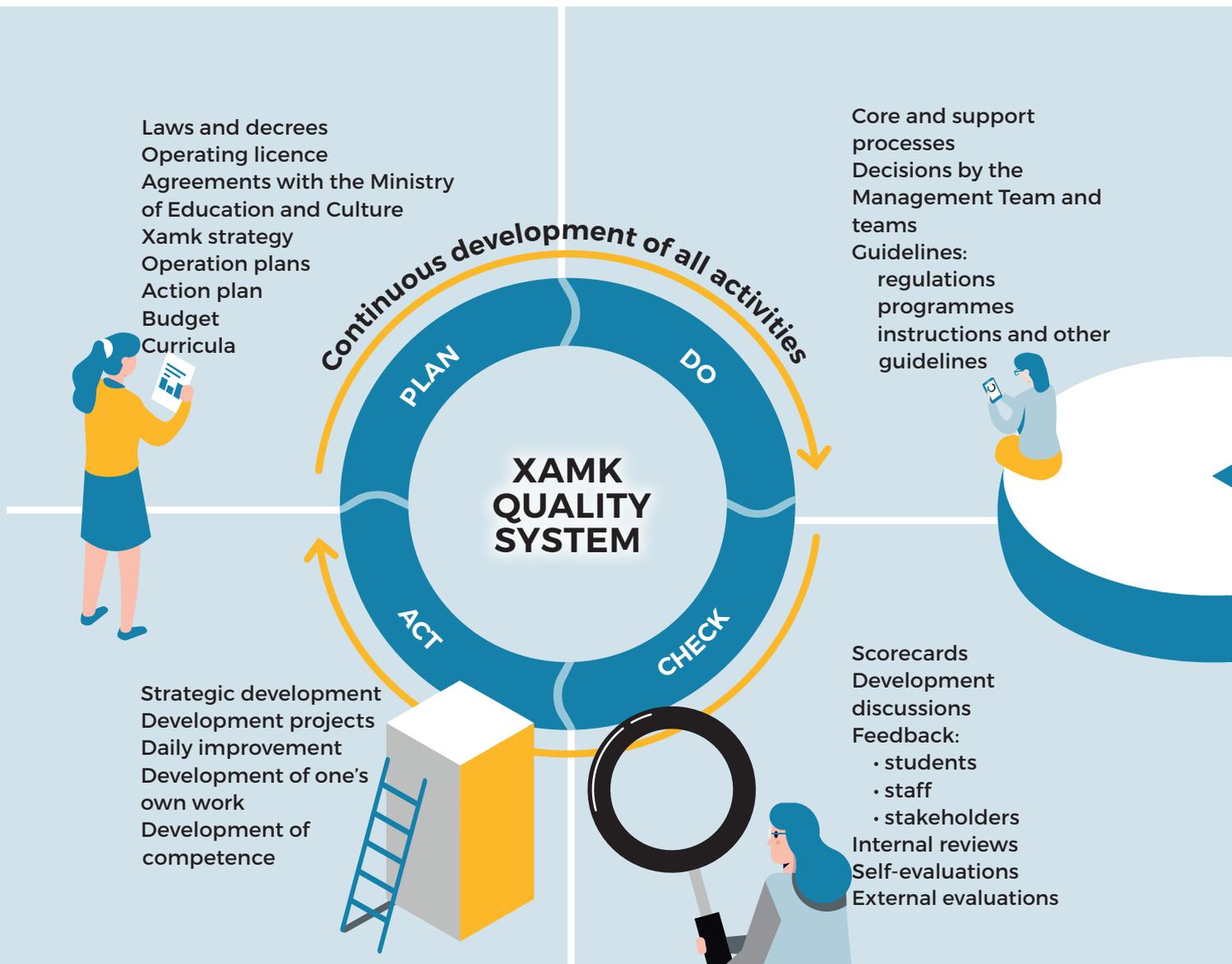
- quality policy (described in Section 1),
- quality responsibilities (described in Section 2) and
- the methods and tools to continuously assess and improve our activities (described in more detail in Section 4).

**Xamk quality management** bases on the principle of continuous development of the PDCA model (Plan, Do, Check, Act) where the four stages form an iterative cycle.

**Xamk quality system aims** are to

- systematically produce information to support the management and development

- of activities to ensure the quality of all activities.
- ensure that the information is used to support the development activities at all the levels of the organisation.
- clarify and harmonise the responsibilities of all actors concerning quality management.
- standardise the practices and to share good practices.
- support the participation of the Xamk community members – students, staff, and stakeholders – in developing the activities.
- strengthen the quality culture, ie the atmosphere of continuous development.
- maintain and strengthen transparency, reliability and confidentiality.



Laws and decrees  
 Operating licence  
 Agreements with the Ministry of Education and Culture  
 Xamk strategy  
 Operation plans  
 Action plan  
 Budget  
 Curricula

Core and support processes  
 Decisions by the Management Team and teams  
 Guidelines:  
 regulations  
 programmes  
 instructions and other guidelines

Strategic development  
 Development projects  
 Daily improvement  
 Development of one's own work  
 Development of competence

Scorecards  
 Development discussions  
 Feedback:  
 • students  
 • staff  
 • stakeholders  
 Internal reviews  
 Self-evaluations  
 External evaluations

## PLANNING STAGE

**Xamk's activities** and quality management are directed by the strategy which enlists the strategic choices and targets. The strategy is made under the supervision of the Xamk Board in interaction with the management, staff, student union and stakeholders. The strategy is updated when changes in the operational environment, foresight information, assessment of development activities and the instructions of the Ministry of Education and Culture (MEC) call for it. Strategic policy definitions are included annually in the actions plans and budgets of Xamk and its departments and units. In addition to Xamk strategy, operative planning bases on operation plans that further specify the strategy.

## IMPLEMENTATION STAGE

**The implementation of activities** is guided by the processes identified and described, the decisions by the Management Team and teams as well as different guidelines, such as regulations and instructions.

## ASSESSMENT AND FEEDBACK

**Activities and results** are assessed and monitored and feedback on them is collected. Feedback from customers, students and stakeholders has a key role in defining future development steps. The methods and tools for assessment and feedback collection include scorecards, development discussions, regular feedback from students, staff and stakeholders, internal reviews, self-evaluations, peer-evaluations and external evaluations. The data produced by the assessment and feedback system is used in the management and development of activities at all levels of the organization.

## DEVELOPMENT ACTIVITIES AND LEARNING

**Activities are developed** systematically. Development bases on the collected internal and external assessment and feedback data and on the targets set in the strategy and in other plans that steer operations. Methods and tools include, for example, proceedings of different bodies, staff meetings of departments and units, management reviews and development forums with students. The development of all Xamk community members' own work and spontaneous experiments are also important development tools. In addition, the cycle of continuous development involves learning, competence improvement and innovation.

**Xamk level development** can take place as RDI projects carried out through external funding, development projects funded by Xamk or as part of continuous development of activities. Development projects supporting the strategy base on Xamk's CAF self-evaluation and their implementation is monitored through management reviews. Management reviews address department and unit specific development targets that assessment and feedback data have brought up. The development steps taken are, in turn, followed annually in the next management reviews. The aim is that departments and units account for these development targets also in drawing up their budgets and action plans for the following year.

**Meetings of departments and units** serve as venues for dealing with feedback and assessment data produced by the quality system. The feedback provides basis for planning and implementing the necessary development activities whose

implementation is followed and assessed.

The staff and students of degree programmes discuss the feedback results together in development forums to agree on new ways of working and to analyse the impacts of previous development activities. The feedback results are processed in a responsible way.

**Development belongs to** all Xamk community members' own work. It is about small everyday improvements and spontaneous experiments that do not require thorough planning or specific resources.

**The impact of the development activities** is monitored and assessed in project reports and self-evaluations and in the self-evaluations of development projects and targets set in the management reviews. Also the assessment of experiments is required, as well as filtering their relevant and well-functioning elements for bringing them into practice.

The results of the development activities are used in Xamk's operations or strategic choices. The development activities are documented and reported to the Xamk community.

## **QUALITY MANAGEMENT OF EDUCATION AND RDI ACTIVITIES**

The following figures introduce the methods and tools of quality management from the viewpoint of education and RDI activities:



**Process name** Education process

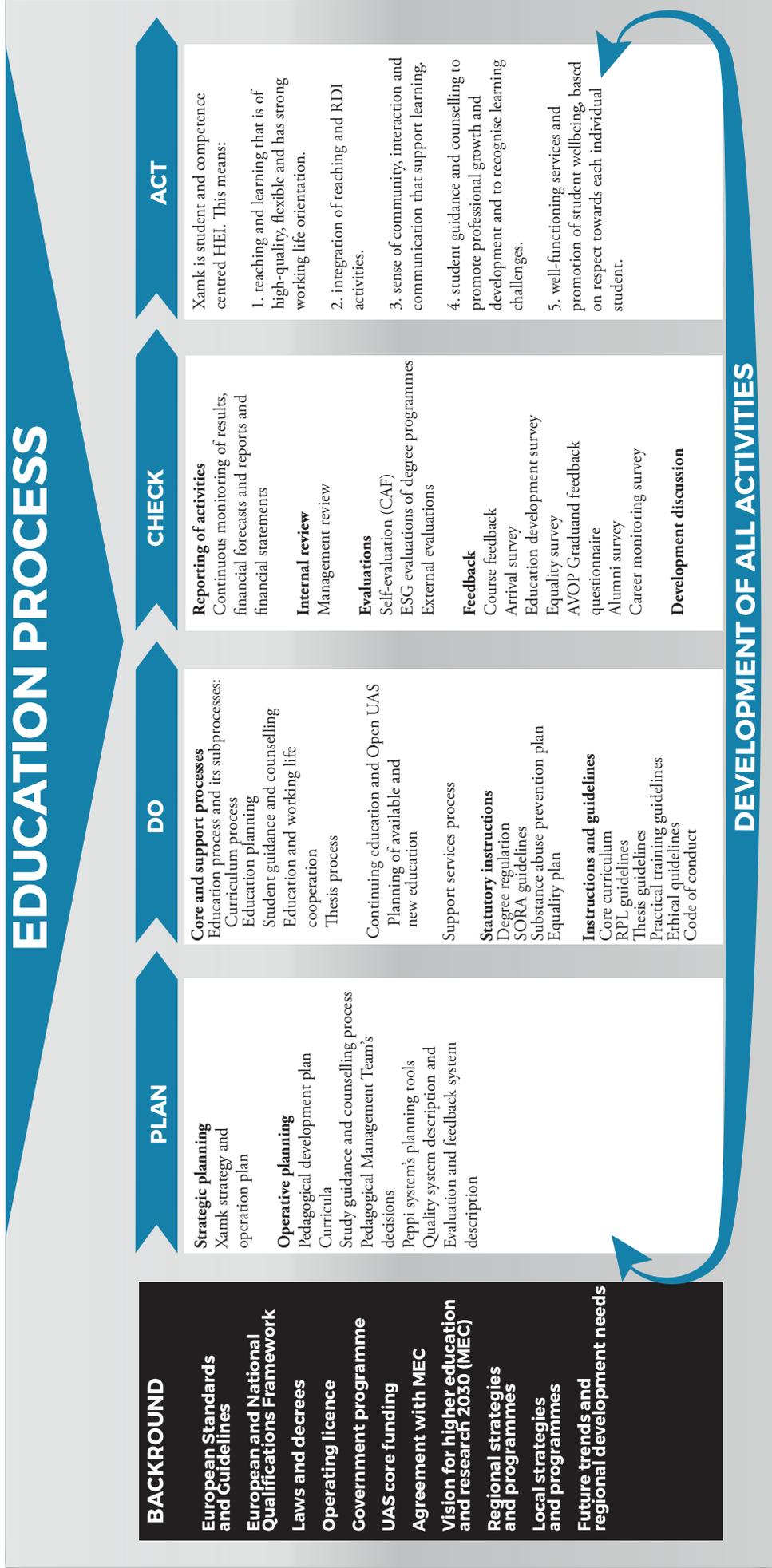
**Process owner** Senior Executive Vice President

**Process target** The objective is to provide engaging and up-to-date education of high-quality and to support well-functioning student-centred study processes.

**Key success factors** These include relevant indicators, clearly defined processes and instructions, impactful quality system and systematic monitoring of results.

**Measurement** The results are monitored in terms of the UAS core funding indicators and indicators from Xamk's operational steering and quality system.

**Process improvement** The results are systematically monitored by the Xamk Board, the Management Team, in the annual management reviews and on different levels of the organisation.





**Process owner** RDI Director, Senior Executive Vice President  
**Process target** The objective is to provide RDI activities with high-quality to support the region. This is achieved in cooperation with local and regional industry, associations, other project operators and Xamk's education and business services.  
**Key success factors** These include relevant indicators, clearly defined processes and instructions, impactful quality system and systematic monitoring of results.  
**Measurement** The results are monitored in terms of the UAS core funding indicators and indicators from Xamk's operational steering and quality system.  
**Process improvement** The results are systematically monitored by the Xamk Board and the Management Team and evaluated in the annual management reviews and on different levels of the organisation.



## 4. How does Xamk develop activities?

**The maintenance and assessment of quality** and its development involve common methods and tools that belong to Xamk quality system.

### PROCESSES

**Xamk's core processes** include education and RDI processes that are complemented by support services. Support processes, operational steering process and support services involve internal services that support our organisation's operations and create a solid ground for successful core processes. Xamk's support process description also involves the business operations of our Restaurant and Catering Services. Both the core and support service processes include subprocesses. Processes are described to establish a common understanding of the operations which enables better development and attention to activities that are relevant in terms of the process targets.

Our processes are described in the IMS management solutions software according to Xamk's common process instructions.

**Xamk processes:**



### INSTRUCTIONS AND GUIDELINES

**Xamk operations involve processes** that call for instructions and guidelines. Some of them are statutory regulations and some Xamk's own instructions and guidelines to guarantee quality

and fluency in operations. Examples of statutory instructions are the degree regulation and SORA guidelines.

Regulations and instructions are obliging to all Xamk staff and actors. Instruction refers here to guidelines for procedures, common to entire Xamk, that are more comprehensive than a specific job description or a user guide.

**Instructions and regulations** are stored in the Dynasty electronic records management system and made available through the intranet where the documents are arranged under the specific topic or operation type, such as teaching and RDI. Instructions and regulations concerning students are available through students' intranet.

**Guidelines are drawn** up following common instructions and using common templates. Guidelines for specific job descriptions and system user guides can have other formats.

### ASSESSMENT AND FEEDBACK

**The information produced** by the assessment and feedback systems is used in the management and the development of operations at all levels of the organisation.

**The table of the next page** introduces the assessment and feedback tools of the quality system. In addition, degree programmes and other operational units can collect feedback and assess activities through further methods to complement the tools listed in the table.

**Systematic and periodic** collection of feedback and assessment aim at reliable assessment

## Evaluation and feedback system

Management/ department	Staff	Students	Stakeholders
Scorecards Internal reviews Self-evaluations External evaluations Development discussions	Work community development survey Equality survey Customer service surveys of support services Customer service surveys of business services	Course feedback Arrival survey Education development survey Equality survey AVOP Graduand feedback questionnaire Customer service surveys of support services Customer service surveys of business services Feedback survey of continuing education Stakeholder feedback Alumni feedback Project evaluations and feedback Career monitoring survey Customer service surveys of business services	Stakeholder feedback Alumni feedback Project evaluations and feedback Career monitoring survey Customer service surveys of business services

and feedback data that would account for different stakeholder groups' views. The results are processed according to the practices agreed on for each feedback and assessment type. Communication on the results is carried out openly.

### SCORECARDS

**Scorecards are made** when preparing the action plan and budget. Scorecards include indicators that are essential for the follow-up and strategy implementation. The results are addressed monthly by the Management Team. The implementation of the action plan and the budget is monitored and reported to the Xamk Board on a regular basis. The indicators in the scorecards are reviewed and updated once a year.

### DEVELOPMENT DISCUSSIONS

**Superiors and their staff** carry out development discussions at least once a year. These discussions aim at

- assessing the results and competence,
- clarifying the job description and role,
- giving two-way feedback,
- defining the targets of work,
- identifying development needs and agreeing on the actions,

- promoting cooperation and good work atmosphere.

Development discussions follow common instructions that are reviewed annually.

### DEVELOPMENT FORUMS

**Development forums** are common occasions for students, student union and staff to

- deal with student feedback and students' development proposals,
- agree on development activities,
- discuss the impacts of previous development activities.
- These degree programme specific development forums are arranged at least once in a semester.

### FEEDBACK SYSTEM

**A significant part of the feedback data** is collected by surveys targeted at the students, staff and stakeholder groups. An evaluation and feedback system description is followed in collecting the feedback data. The plan defines the target group, mode of data collection, time, responsibility for data collection and analysis, and the persons responsible for making changes and launching development activities. Xamk's Evaluation and feedback systems description is int-

roduced in Appendix 1.

**The feedback results are published.** Students also receive feedback-on- feedback, in other words, information on the feedback received, possible development activities and their results on courses and through development forums. The results are processed openly by accounting for confidentiality and data protection.

## INTERNAL REVIEWS

**Xamk's top management** carries out management reviews of the departments and units every year. These reviews aim at

- assessing operations and
- supporting and promoting spontaneous development work.

The reviews address the operations, results and finances of the departments and units and the operational entities they form (such as field of study). In addition, the development operations agreed in the previous year are discussed, and new development targets are agreed on based on the data received from the feedback system and the management review.

The reviews are attended by directors/managers of departments and units, staff members and student representatives. The development activities agreed on in the reviews are recorded in memos, and the following year's reviews start by reporting the development achieved. Memos are available to all staff members through Xamk's intranet.

**Further possible reviews** include reviews that deal with specific themes, such as quality management or RDI activities.

## SELF-EVALUATIONS

**The overall evaluation** of the organisation is carried out according to the CAF model approximately every third year. This evaluation results in strategic development projects, for which separate funding is reserved. The implementation is followed in the management reviews.

**RDI projects carry out** self-evaluation throughout their lifecycle. The main tool used in this evaluation is the Hansa system.

**Continuous assessment** is an integral part of degree programme planning, implementation and development, for example, in terms of the curriculum planning process and pedagogical development. Changes in the education provided are made and new degree programmes established according to a common procedure, and they are discussed and assessed by the Pedagogical Management Team, Management Team and the Xamk Board. The curricula renewal and update process involves degree programmes's self-evaluation and possibly peer-evaluation. This evaluation relies on the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

Quality system self-evaluation is carried out approximately every third year. For example, external audits always involve self-evaluation.

## EXTERNAL EVALUATIONS

**Xamk quality system** is audited regularly (FINNEEC audit). Xamk also participates in national evaluations specific to certain fields of education, certain themes, or that are necessary in specific fields or degree programmes (such as marine technology). In addition, the accreditations of laboratory services are part of external evaluation.

## 5. Where is Xamk heading?

**Xamk develops its quality system**, for example, through self-evaluations, management reviews and student, staff and stakeholder feedback as well as audits and benchmarking. Xamk has a Quality Team and Quality Services in charge of the quality system development. The aim of this development work is to maintain a system that 1) is dynamic, 2) supports Xamk strategy and development of operations, 3) includes efficient and clearly defined processes and guidelines, and 4) promotes Xamk's open and interactive quality culture.

### TABLE OF CHANGES:

Date	Pages with changes	Description of the changes
Quality Team 14 December 2016	p. 15	Changed: Stakeholder and alumni feedback is collected every 3-5 years. Added: The feedback can be focused on either education, RDI or service activities.
Quality Team 12 December 2017	Entire material	Changed: eg. based on FINEEC's audit manual 2018–2024, and on Xamk strategy 2018–2030 and course feedback changes.
Quality Manager 5 July 2019 Quality Team 25 September 2019	Entire material	
Quality Manager 22. October 2021	p. 14	Core processes: Education and RDI. Subprocesses subservice and operational steering process
	Appendix	Chanced name Feedback and evaluation description (measurement plan). Equality survey every second year.

FEEDBACK AND EVALUATION SYSTEM OF XAMK						
FEEDBACK / SURVEY/EVALUATION	TARGET GROUP	MODE OF DATA COLLECTION	TIME	RESPONSIBILITY FOR DATA COLLECTION	RESPONSIBILITY FOR ANALYSIS	RESPONSIBILITY FOR LAUNCHING DEVELOPMENT ACTIVITIES
Course feedback, mid-course feedback	All students	Electronic form, face-to-face or paper	In the middle stage of every course	Teacher	Teacher	Teacher
Course feedback, final course feedback	All students	Electronic form	In the final stage of every course	Teacher in charge of the course	Teachers of the course	Teacher and Director of Education
Arrival survey	1st year students	Webropol	November and March	Director of Education, Degree Programme Coordinator	Director of Education at department and Quality Specialist at Xamk level	Director of Education at department and Pedagogical Management Team at Xamk level
Education development survey	All degree students in the middle of their studies	Webropol	May–October	Director of Education, Degree Programme Coordinator	Director of Education at department and Quality Specialist at Xamk level	Director of Education at department and Pedagogical Management Team at Xamk level
AVOP-Graduand feedback questionnaire	Graduates	National questionnaire avop.fi	When applying for a degree	CSC – IT Center for Science	Director of Education at department and Quality Specialist at Xamk level	Director of Education at department and Pedagogical Management Team at Xamk level
Career monitoring survey	Graduates (graduation 5 years ago)	National survey	October–November	CSC – IT Center for Science	Director of Education in charge of alumni activities, Quality Specialist at Xamk level	Director of Education in charge of alumni activities, Pedagogical Management Team
Customer service surveys of support services	Staff and /or students	Webropol	Each support service every three years	Manager / Head of each support service	Manager / Head of each support service	Manager / Head of each support service
Work community development survey	Staff	Webropol	January–February	Director / Manager / Head of each department or unit	Director / Manager / Head of each department or unit, Quality Specialist at Xamk level	Director / Manager / Head of each department or unit, Board of Directors at Xamk level
Equality survey	Staff and students	Webropol	Every second year in connection with Work community development survey and Education development survey.	HR manager, Director of Education Services	HR manager, Director of Education Services	Work Community Advisory Board, Health and Safety Committee, Pedagogical Management Team
Reviews of degree programmes (ESG)	Teaching and education staff	Flexible methods	According to separate schedule	Development Manager of Education	Director of Education, Development Manager of Education	Director of Education, Development Manager of Education at Xamk level, Pedagogical Management Team
Self-evaluation (CAF)	Directors and Managers	Webropol	Every three years	Quality Manager	Quality Manager	President/CEO, Management Team
Self-evaluation of the quality system	Quality Team or separate evaluation team	Flexible methods	According to separate schedule	Quality Manager	Quality Manager	Quality Team
Project stakeholder feedback / External evaluation	Project steering group / project workers / project partners / project target group	Hansa or flexible methods	According to project schedule	Project Manager	Project Manager	Project Manager, Research Director, RDI Board
Project preparation, intermediate and closing self-evaluation	Project Manager, project workers etc.	Hansa	According to project schedule	Project Manager	Project Manager	Project Manager, Research Director, RDI Board
Stakeholder feedback	Stakeholder groups of RDI or Education	Webropol or flexible methods	Every two years	Quality Manager	RDI Director or Director of Education Administration	RDI Board, Pedagogical Management Team, Management Team
Alumni feedback	Alumni members	Webropol	Every three years	Person in charge of alumni activities, Alumni Team	Directors of Education, Director of Education Administration, Development Manager of Education	Directors of Education, Director of Education Administration, Development Manager of Education, Management Team
Customer service surveys of Open UAS and continuing education	Students of Open UAS and continuing education	Webropol	Every two years	Head of Continuing Education	Head of Continuing Education	Head of Continuing Education
Final course feedback of continuing education	Students of continuing education	Webropol or paper form	at final stage of courses / programmes	Teacher / person in charge of continuing education	Teacher / person in charge of continuing education	Teacher / person in charge of continuing education