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# MANUAL SPMI

## INTERNAL QUALITY ASSURANCE SYSTEM

## UIN SALATIGA

Implementation of ISO 21001:2018 in Educational Organizations-  
Management Systems for Educational Organizations  
at Universitas Islam Negeri Salatiga

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## VALIDATION PAGE

### SPMI MANUAL (INTERNAL QUALITY ASSURANCE SYSTEM) OF THE IMPLEMENTATION OF ISO 21001:2018

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## FOREWORD

Alhamdulillahirobbil'alamiin, we are grateful to Allah SWT for His grace and gifts, allowing the Internal Quality Assurance System (SPMI) Manual of UIN Salatiga to be completed. The SPMI Manual of UIN Salatiga is prepared to adjust to the SPMI Policy and Standards in SPMI which were revised in 2022. The Quality Assurance Institute of UIN Salatiga continues to try to improve the quality of SPMI to improve the quality assurance system in UIN Salatiga. SPMI documents must be revised to keep up with the changes of the regulations in effect, including the Statutes of UIN Salatiga, Governance Organization of UIN Salatiga, university accreditation instrument 3.0 and study program accreditation instrument 4.0. The SPMI document of UIN Salatiga is also prepared by considering the implementation of Law No.12 Year 2012 regarding Higher Education; the Regulation of the Minister of Research, Technology and Higher Education No. 44 Year 2015 regarding the National Standard of Higher Education; the Regulation of the Minister of Research, Technology and Higher Education No. 62 Year 2016 regarding the Quality Assurance System of Higher Education (SPMPT), the Regulation of the Minister of Research, Technology and Higher Education No. 32 Year 2016 regarding Study Program and University Accreditation; and the 2019 SPMI Guideline.

This SPMI Manual contains a guideline for every stage of Establishment, Implementation, Evaluation, Control, and Improvement (PPEPP) in the SPMI cycle and is implemented by every party responsible in organizing the university in UIN Salatiga to create a culture of quality.

We are aware that this SPMI Manual still requires revision to follow the demands of the laws and the needs of the stakeholders. We look forward to constructive suggestion and feedback from the readers.

Salatiga, January 2023

Quality Assurance Institute  
UIN Salatiga

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## **1. INTRODUCTION**

### **1.1. Scope**

The educational organization management system implemented in UIN Salatiga refers to ISO 21001:2018. The scope of the ISO 21001:2018 educational organization management system of UIN Salatiga covers the education, research, and community service processes. The management of these processes in one ISO 21001:2018 educational organization management system involves the functions/departments in the organization, i.e.: Academic and Organizational Department; General Administration, Planning, and Financial Department; Student, Alumni, and Cooperation Affair Department; Public Bureau; Institute; the Head of the Technical Implementation Unit; Head of Faculties; and Head of Graduate Programs.

The Rector of UIN Salatiga is assisted by the Deputy Rector for Academic and Organizational Affairs; the Deputy Rector for General Administration, Planning, and Finances; the Deputy Rector for Student, Alumni, and Cooperation Affairs; Chairman of the Institute; Head of the Technical Implementation Unit; Faculty Leaders; and Graduate Program Leaders. This can be found in the organizational structure of UIN Salatiga attached below.

The implementation of the educational organization management system is an effective and strategic effort to increase the performance indicators gradually and continuously toward the vision, missions, and goals of UIN Salatiga.

The benefits of implementing the ISO 21001:2018 educational organization management system for UIN Salatiga are:

- a) Being able to consistently produce graduates that meet the customers' demands.
- b) Having the opportunity to facilitate customers in increasing customer satisfaction.
- c) Being able to show consistency with the requirements of the current internal quality assurance system.
- d) Being able to address risks and opportunities

Some particulars of the ISO 21001:2018 educational organization management system are:

- a) The implementation of 7 management system principles (Customer focus, leadership, people involvement, process approach, improvement, evidence-based decision making, and relationship management)
- b) The implementation of plan do check action (PDCA) cycle
- c) The implementation of risk management with risk-based thinking

d) Compatibility with other international standards

## **1.2. Organization**

### **1.2.1. Background of UIN Salatiga**

UIN Salatiga is a Public Islamic University under the Ministry of Religious Affairs.

### **1.2.2. Vision and Mission of UIN Salatiga**

Vision :

Being the leading center of Islamic moderation and science and technology and arts pioneering for the noble dignity of humanity in 2045.

### **1.2.3. Organizational Goals**

1. Strengthening the quality of religious moderation in UIN Salatiga by developing the students' potentials to become people of faith and piety to God Almighty.
2. Improving students in obtaining quality university services through the implementation university Tridharma by implementing Islamic values for the advancement of the nation.
3. Improving the graduates of Islamic Studies, who are productive and have comparative competitiveness; who master Knowledge and/or Technology based on Islamic values.
4. Improving the clean, helpful and responsive culture of government bureaucracy and governance in UIN Salatiga.

### **1.2.4. Organizational Structure**

In managing the organization, UIN Salatiga refers to several regulations in effect. The regulations can be found in the Guideline for Civil Service and Governance, as well as the organizational structure document of UIN Salatiga.

In implementing organization and governance, UIN Salatiga has a rather complete organizational elements, including a leader as a decision maker for academic affairs, and administrative elements, from leadership level to implementer level. These elements are included in the organizational structure of the campus, which performs its functions by implementing the principles of good governance.

To guarantee the implementation of the principles of good governance, the institution is managed by upholding the principles of democracy. Decision making is performed bottom up through the mechanisms of senate meeting, work meeting, and other coordination meetings. In many cases, proportional decentralization of



authority to department/study program, particularly in academic affairs. Within UIN Salatiga, this is supported by a good information and quality assurance system, so that it's more effective and efficient.

The decision making mechanism supports good governance. Strategic aspects are carried out through senate meeting, leadership meeting, and work meeting. Tactical and operational aspects are carried out through work meeting, academic and non-academic meeting, study program meeting, etc..

#### **1.2.4.1. Campus Leadership**

The leadership of UIN Salatiga consists of Rector, Deputy Rector for Academic and Organizational Affairs, Deputy Rector for General Administration, Planning, and Financial Affairs, Deputy Rector for Student, Alumni, and Cooperation Affairs. Their respective tasks are detailed in the Guideline for Civil Servant and Governance in the organizational structure document of UIN Salatiga.

#### **1.2.4.2. Senate**

Senate is an organ which performs the implementation and consideration of academic policies.

#### **1.2.4.3. Study Program**

Study Program supports the organizational of academic activities in (1) one or more branch of science and technology within academic education.

#### **1.2.4.4. Quality Assurance Institute**

Quality Assurance Institute (LPM) is one of the work units in UIN Salatiga whose main task is assuring the quality of the process and result of the academic activities in UIN Salatiga. LPM performs its main tasks as an organizer, person in charge and/or partner of related unit within UIN Salatiga. Quality Assurance Institute regularly performs monitoring and evaluation through Internal Quality Audit to then follow up the result in the Management Review Meeting (RTM).

The chairman of Quality Assurance Institute implements Rector's policies by coordinating with the Deputy Rector for Academic and Organizational Development Affairs with regards to monitoring, audit, supervision, assessment and development of the quality of the organization of academic activity by:

1. Preparing guideline for academic organization
2. Preparing standardization of academic management
3. Development academic quality audit



4. Coordinating and guiding the implementation of quality control audit, Lecturer Evaluation by Students and Lecturer Performance Report (LKD).
5. Preparing policy, program target and work plan of the Education quality assurance center
6. Ensuring the implementation of quality assurance system
7. Organizing LPM's work
8. Evaluating the quality assurance process for continuous improvement
9. Controlling the quality assurance process within UIN Salatiga and the performance of the quality assurance members.
10. Holding Management Review Meeting (RTM)

The Civil Servants and governance of UIN Salatiga can realize the vision, missions, goals and targets by implementing the following five principles: 1) credibility, 2) accountability, 3) transparency, 4) justice, and 5) responsibility. UIN Salatiga performs an effective leadership from the behaviors of all elements in the organization by following the mutually agreed upon organizational values, norms, ethics, and culture to make the right decision. An effective leadership can formulate and implement a realistic vision, is credible, and communicate future vision continuously to realize the vision of UIN Salatiga. The leadership style of UIN Salatiga is an operational, organizational, and public leadership.

### **1.3. Quality Policy**

#### **1.3.1. Policy Statement**

To achieve the vision, mission, and goals effectively, efficiently, and accountably, every unit within UIN Salatiga design and implement their tasks, functions, and services based on an improving quality standard; follow any manual or procedure established in the Internal Quality Assurance System (SPMI); and periodically perform self-evaluation and internal quality audit (AMI). The result of AMI is then followed up through the Management Review Meeting (RTM).

#### **1.3.2. Policy Objectives**

1. Accelerating the achievement of vision, mission, and goals;
2. Ensuring the quality of the implementation of University Tridharma;
3. Improving quality in a planned and continuous manner;
4. Developing quality awareness, quality commitment and quality culture;
5. Helping to fulfill the demands of the internal and external stakeholders;
6. Being the benchmark for quality improvement.

### 1.3.3. Principles of Policy Implementation

1. Principle of accountability
2. Principle of transparency
3. Principle of quality
4. Principle of togetherness
5. Principle of law
6. Principle of benefit
7. Principle of equality
8. Principle of independence

### 1.3.4. SPMI Management

SPMI's work mechanism combines SPMI approach based on the Regulation of the Minister of Education and Culture No. 50 Year 2014, Regulation of the Minister of Research, Technology, and Higher Education No. 62 Year 2016, and the Regulation of the Minister of Education and Culture No.3 Year 2020 by using the cycle of Establishment, Implementation, Evaluation, Control, Improvement (PPEPP) continuously (continuous improvement). The PPEPP cycle can also be translated as the Plan, Do, Check, Action (PDCA) cycle. PPEPP is based on the Regulation of the Minister of Research, Technology, and Higher Education No. 62 Year 2016 regarding Higher Education SPM Dikti which is summarized in Figure 1 below:



Standar dikti: Higher Education standard

Perencanaan SPMI: SPMI planning

Dokumen kebijakan SPMI: SPMI policy document

Dokumen manual SPMI: SPMI manual document

Dokumen standar SPMI: SPMI standard document

Dokumen formulir SPMI: SPMI form document

Pelaksanaan SPMI: SPMI implementation

Evaluasi dan pengendalian SPMI: SPMI evaluation and control  
Pengembangan SPMI: SPMI development

Figure 1. PPEPP Cycle Regarding Higher Education SPM Dikti

Source: (Regulation of the Minister of Research, Technology, and Higher Education No. 62 Year 2016)

## 1. PPEPP Cycle

### a) Establishment of SPMI Standard

The establishment stage contains SPMI planning, which is established in 4 SPMI documents, i.e. SPMI Policy, SPMI Standard, SPMI Manual and SPMI Form. The SPMI policy of UIN Salatiga becomes the guidelines for the management of UIN Salatiga to create a culture of quality with the SPMI Manual. SPMI policy is described in the SPMI Standard which contains academic and non-academic in effect in UIN Salatiga. SPMI Form also contains the Standard Operating Procedure (SOP) to provide more detailed steps in implementing the standard.

### b) Implementation of SPMI Standard

At this stage, every established standard is implemented by every party who must implement the standard, namely:

- 1) The entire management in relation with the main tasks and functions of the organizational structure in effect in UIN Salatiga, including: Rector, Senate, Internal Supervisory Unit (SPI), Technical Implementation Unit (UPT), Institute, Study Program Management Unit (UPPS), and Study Programs;
- 2) The entire academic community: Lecturers, Education Personnel, Student Activity Unit/Community, and Students.

### c) Evaluation of SPMI Standard

The evaluation in the SPMI cycle of UIN Salatiga consists of 2 types, i.e.:

- 1) Diagnostic and formative evaluation by regular monitoring and self-evaluation, and is performed by structural officials/superiors. The reporting and discussion of the evaluation result are performed through Study Program, faculty, and/or university regular meeting. The evaluation result is documented using the information system developed by UIN Salatiga.
- 2) Summative evaluation through Internal Quality Audit (AMI). Quality audit is performed on every standard implementation unit by matching the set standard with the implementation result. This

audit is coordinated by the Internal Quality Audit Center of LPM, and is performed once a year. The audit result must be followed up in the Management Review Meeting (RTM).

**d) SPMI Standard Control**

Control is a follow up of the evaluation, whether self-evaluation, internal quality audit, or accreditation result. There are four possible conclusions of the evaluation result by the Chairman of UIN Salatiga, i.e.:

- 1) Reaching SPMI standard
- 2) Surpassing SPMI standard
- 3) Not reaching SPMI standard
- 4) Deviating from SPMI standard

**e) Improvement of SPMI Standard**

The final stage of the SPMI cycle is standard improvement, i.e. the stage that must be performed by UIN Salatiga to improve the content or scope of a standard in SPMI based on the evaluation result.

The five PPEPP stages are cyclical, systematic, and continuous activities which must be supervised with the commitment of the leaders of UIN Salatiga and supported by a reliable information system.

**1.3.5. Institution**

At institute level, the stakeholders of the internal quality assurance system of UIN SALATIGA consist of: Senate, Rector, and Quality Assurance Center.

**1.4. Quality Target**

The quality targets of UIN SALATIGA are stated in a separate document, including the quality targets of departments/study programs in the scope of ISO 21001:2018.

**1.5. Process Approach**

**1.5.1. General**

The quality standard of UIN Salatiga applies process approach when developing, implementing and improving the effectiveness of the educational organization management system, to increase customer satisfaction by meeting the customers' requirements. UIN Salatiga understands and manages an interrelated process as a contribution system for the effectiveness and efficiency in achieving the desired result as stated in the vision of UIN Salatiga. This approach enabled controlling the mutual and interdependent relation in the process of the system used in UIN Salatiga, thus improving the overall performance.

The process approach involves a systematic definition and process management, and interaction to achieve the desired result consistent with the expectations of the quality policy and quality targets of UIN Salatiga. Overall process and system managements can be achieved using PPEPP cycle with an overall focus on risk-based thinking in order to benefit from opportunities and prevent the undesirables.

The implementation of process approach in the quality management system enables:

- a) Understanding and consistency in meeting requirements
- b) Process consideration in terms of value added
- c) Effective performance achievement
- d) Process improvement based on data evaluation and information

Figure 2 is the general scheme of the summarized business process for single process (Figure 3 which shows the business process can be found in clause 4.4) the monitoring and assessment of evaluation posts, which are necessary for control, for every process varies depending on related risks.

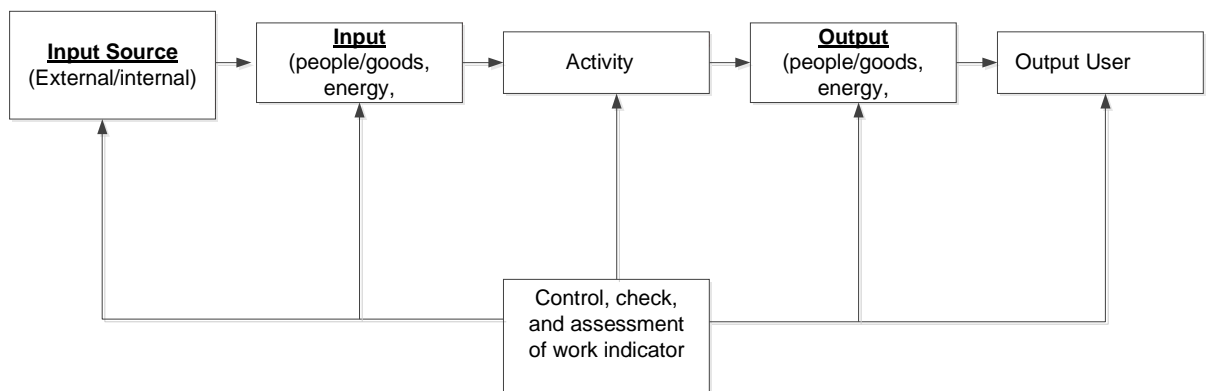
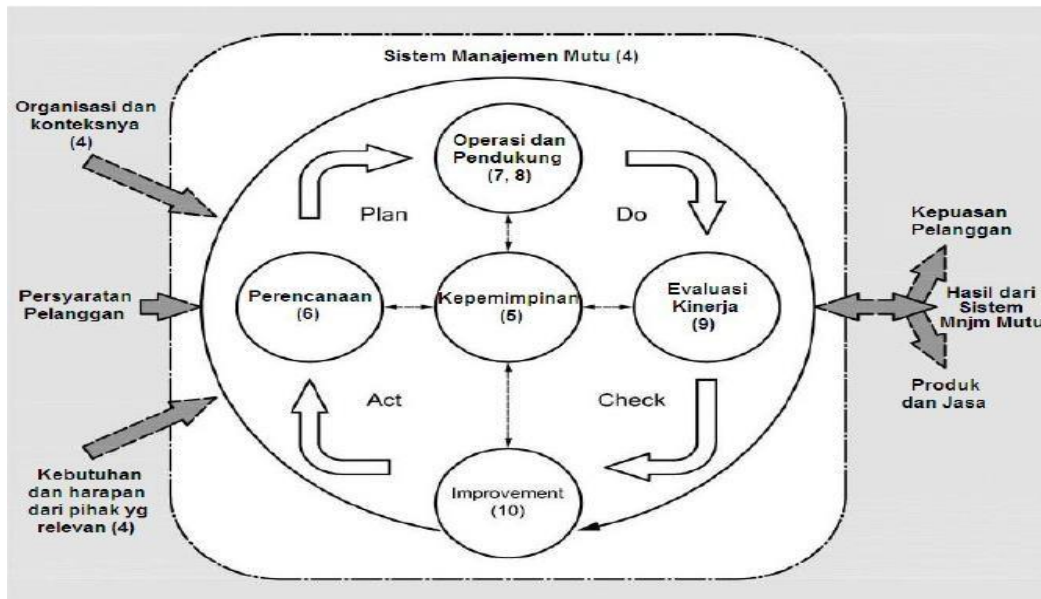


Figure 2. Schematic process for single process

### 1.5.2. Plan Do Check Act (PDCA) Cycle

PDCA cycle has been applied through the internal quality assurance system of UIN SALATIGA. In this ISO 21001:2018 document, PDCA cycle starts from clause 4 to clause 10 as shown in Figure 3.



Sistem manajemen mutu: quality management system  
 Operasi dan pendukung: operation and support  
 Evaluasi kinerja: performance evaluation  
 Kepemimpinan: leadership  
 Perencanaan: planning  
 Kepuasan pelanggan: customer satisfaction  
 Hasil dari sistem mnjnm mutu: result of quality management system  
 Produk dan jasa: product and service  
 Organisasi dan konteksnya: organization and its context  
 Persyaratan pelanggan: customers' requirements  
 Kebutuhan dan harapan dari pihak yang relevan: needs and expectations of relevant parties

Figure 3. Standard structure in PDCA cycle

The PDCA cycle can be briefly described below:

- a) Planning: implementing the goals of the system and business process of UIN SALATIGA and the resources required to provide results consistent with the customers' requirements and policies of UIN SALATIGA
- b) Doing: implementing the plan
- c) Checking: monitoring and measuring the resulting products and services against quality policy, quality targets, and requirements and reporting the result.
- d) Acting: taking action to obtain the necessary performance

### **1.5.3. Risk-Based Thinking**

Risk-based thinking is very important to achieve an effective quality management system. The concept of risk-based thinking is already implied in the standard, i.e. performing preventative measures to remove incompatibility and taking actions to prevent the incompatibility from happening again.

To that end, UIN Salatiga plans and performs actions to address risks and opportunities. Handling opportunities and risks create a basis for improving the effectiveness of the educational organization management system, achieving good result and preventing negative effect.

Opportunity emerges as a result of a profitable situation in reaching result. Actions to produce opportunity include consideration of related risk. Risk is an uncertainty that has positive and negative effects. Positive deviation from risk can produce opportunity, but not all positive effects of risk produce opportunity.

The management of UIN Salatiga in Risk Management is based on the commitment, attitude, and action of a leader on a risk that can affect the process of deterring risk management policy in the organization (producing a new habit called organizational risk-aware culture). The role of a risk leader prioritizes accountability and consistency, directing organizational change using innovative approaches. In the long term, risk-aware culture created by leadership will affect perspective, behavior, and norms of every individual. Therefore, a risk leader is responsible for determining the dynamics of social process in developing a risk-aware culture in the organization to strengthen the implementation of risk management in the organization.

### **1.5.4. Relationship with other management system standards**

This quality management standard is developed by ISO to improve the compatibility among international standards for management system. This standard enables UIN Salatiga to use process approach, PDCA cycle, risk-based thinking to combine the system's educational organization management with the requirements of educational organization management system standard:

This standard is related to ISO 9000 and ISO 9004 as follows:

- a) Educational organization management system ISO 9000:2005 in the forms of foundation and vocabulary to provide the main background for the correct understanding of the implementation of this standard
- b) Educational organization management system ISO 9004:2009 Managing for the continuous success of an organization. Quality management approach provides a guideline for organization that chooses to continue



## 2. NORMATIVE REFERENCES

- a) Law of the Republic of Indonesia number 12 year 2012 regarding Higher Education System.
- b) Law of the Republic of Indonesia number 14 year 2005 regarding Teacher and Lecturer
- c) Government Regulation of the Republic of Indonesia number 19 year 2005 regarding National Education Standard
- d) Regulation of the Minister of Education and Culture regarding National Standard of Higher Education.
- e) Development Team of SPMI-PT, "Internal quality assurance system of University", Training Material, Directorate General for Higher Education, 2014
- f) Decree of the Minister of National Education Number 232/U/2000 regarding Guideline for Preparing Higher Education Curriculum and Student Learning Result Assessment
- g) Decree of the Minister of National Education Number 045/U/2002 regarding Core Curriculum of Higher Education.
- h) Government Regulation Number 19 year 2005 regarding National Education Standard
- i) University Quality Assurance System (SPM-PT), Directorate General of Higher Education, Department of National Education, 2008
- j) Law of the Republic of Indonesia number 20 year 2003 regarding National Education System
- k) Regulation of the Minister of Education and Culture of the Republic of Indonesia No. 49 Year 2014 regarding National Standard for Higher Education
- l) Government Regulation of the Republic of Indonesia Number 13 year 2015 regarding the Second Amendment of the Government Regulation of the Republic of Indonesia Number 19 year 2005 regarding National Education System
- m) Regulation of the Minister of Research and Technology, and Higher Education of the Republic of Indonesia Number 44 Year 2015 regarding National Standard for Higher Education
- n) Regulation of the Minister of National Education No. 232-U-2000 regarding Curriculum Preparation
- o) Presidential Decree of ten Republic of Indonesia No. 8 Year 2012 regarding Framework for Indonesian National Qualification
- p) Regulation of the Minister of Education and Culture of the Republic of

- Indonesia No. 73 Year 2013 Regarding the Implementation of the Framework for the Indonesian National Qualification in Higher Education
- q) Government Regulation of the Republic of Indonesia Number 17 year 2010 regarding Management and Organization of Education
  - r) ISO 9001:2015 Quality Management System-Requirement
  - s) ISO 21001:2018 Educational Organization Management System-Requirement

### 3. TERMS AND DEFINITIONS

The following is a list of the terms and definitions used in UIN Salatiga

1. **Internal quality assurance system (SPMI)** is an autonomous or independent systemic quality assurance activity by University to control and improve organization in a planned and continuous manner;
2. **External quality assurance system (SPME)** hereafter abbreviated as SPME, is an assessment activity through accreditation to determine the fitness and level of quality achievement of study program and university
3. **SPMI Policy** is a written statement explaining the thinking, attitude, view on the SPMI in effect in UIN Salatiga;
4. **SPMI Manual** is a document containing practical guides on how to carry out or implement SPMI in UIN Salatiga;
5. **SPMI Standard** is a document containing various criteria, assessments, or specifications on something to be achieved;
6. **SPMI Form** is a written document which serves to note, record, certain thing or information or activity as an inseparable part of quality standard, quality manual or quality procedure;
7. **Quality Procedure** is a written document in the form of standard operating procedure (SOP) which serves as a guideline to implement a standard;
8. **Self-Evaluation** is a periodic activity of every unit in UIN Salatiga to examine, analyze, and asses their own performance in a certain period, to determine their weakness and flaw;
9. **AMI Audit** is a regular activity at the end of every academic year, which is performed by Internal Auditor to examine the implementation of SPMI in UIN Salatiga and evaluate whether the entire SPMI Standard of UIN Salatiga has been achieved by every unit within UIN Salatiga;
10. **Study program Management Unit (UPPS)** is a unit that plans the entire study program development efforts based on comprehensive, structures, and systematic self-evaluation. UPPS is in undergraduate program, vocational program, faculty and graduate program;

**11. Faculty and Graduate Program Quality Assurance Group** is an element which plans, implements and develops SPMI in faculty/graduate/vocational program, which contains study program.

#### **4. ORGANIZATIONAL CONTEXT**

##### **4.1 Understanding Organization and Its Context**

UIN Salatiga implements an educational organization quality standard system that refers to ISO 21001:2018 by continuing to perform improvements, covering the existing business processes coherently through criteria and method, as well as human resources, finances and infrastructures, so that the operational effectiveness and process control can perform well. UIN Salatiga performs assessment and analysis, as well as improvement, sustainably on all processes, implements necessary actions to achieve the planned results and sustainable improvement of the processes.

UIN Salatiga is required to prioritize quality, quantity and productivity in developing education, research, and community service. This is related to the quality targets set in clause 1.4. In performing its tasks, the Rector of UIN Salatiga is assisted by the Deputy Rector for Academic and Organizational Affairs; Deputy Rector for General Administration, Planning, and Financial Affairs; Deputy Rector for Student, Alumni, and Cooperation Affairs; Head of the Bureau of General, Academic, Planning, and Financial Affairs; Chairman of Institution; Head of Technical Implementation Unit; Head of Faculties; and Head of Graduate Programs. This can be found in the attached organizational structure of UIN Salatiga.

UIN Salatiga determines the external and internal issues relevant with its goals and strategic direction and which affect the ability to achieve the desired results of the educational organization management system. The organization monitors and reviews information on these internal and external issues. The mission of UIN Salatiga must be defined in the targets and programs to be implemented. Therefore, there should be a situation analysis on the current internal and external conditions. Internal analysis is aimed to recognize the strength and weakness of UIN Salatiga, while external analysis identifies any opportunity and threat which potentially affect UIN Salatiga in realizing its vision and carrying out its mission. Internal and external analyses are also used as a basis for preparing strategy, program, and activity. The results of internal and external analyses of UIN Salatiga are prepared in a separate document.

## **4.2 Understanding the Needs and Expectations of Stakeholders**

Considering the effect and potential effect on the ability to consistently provide products and services that met the customers' requirements and laws, the organization establishes:

- a) Stakeholders who are relevant with the educational organization management system;
- b) Requirements of these stakeholders which are relevant with the educational organization management system.

Further description on parties relevant with the demands and expectations can be found in the strategic plan of Renstra UIN Salatiga. UIN Salatiga monitors and reviews information on these stakeholders and their relevant requirements.

## **4.3 Establishing the Scope of Educational Organization Management System**

The scope of the certification of the educational organization management system of UIN Salatiga is the academic process that includes education, research, and community service, as well as their supporting administration management. The units involved in the scope of the educational organization management system are attached in a separate document.

UIN Salatiga determines the limits and establishment of the educational organization management system to determine the scope. When determining the scope, the organization considers:

- a. The internal and external issues in reference to 4.1;
- b. The requirements of relevant stakeholders in reference to 4.2;
- c. The organization's products and services.

UIN Salatiga establishes all requirements of this international standard if they apply in the set scope of the educational organization management system. The scope of the organization's educational organization management system is available and maintained as documented information. The scope states the covered product and service types, and provides justification for the requirements of this international standard, which is determined by the organization to not be applied in the scope of the educational organization management system. Fitness to this international standard may only be approved if the requirements that are not applied don't affect the ability or responsibility of the organization to ensure the fitness of its products and services and improvement of customer satisfaction.

The scope of the implementation of educational organization management system covers all the main processes in UIN Salatiga which are defined in every business process in the academic and student, financial, resources and asset, communication and business, and research, innovation, and cooperation affairs.

#### **4.4 Management System of Educational Organization**

UIN Salatiga establishes, implements, maintains and continues to improve the educational organization management system, including the necessary processes and its interaction, consistent with the requirements of this international standard. UIN Salatiga establishes the necessary processes for the educational organization management system and their implementation across the organization, and:

- a. Determines the necessary input and expected output of the processes;
- b. Determines the order and interaction of the processes;
- c. Determines and establishes the criteria and methods (including monitoring, measuring, and indicators of the related performance) to ensure an effective processing and control of the processes;
- d. Determines the necessary resources for the processes and ensures their availability;
- e. Appoints the responsibility and authority for the processes;
- f. Addresses the risks and opportunities as determined in accordance with the requirements in 6.1;
- g. Evaluates the processes and establishes the necessary changes to ensure that the processes achieve the desired results;
- h. Improves the quality management processes and system.

UIN Salatiga establishes, documents, implements the educational organization management system in accordance with the requirements in ISO 21001: 2018, and gradually increases its effectiveness.

The development and implementation of the educational organization management system in UIN Salatiga are done by:

- a. Recognizing the managed processes, their orders and interactions, which are described in the business process diagram.
- b. Determining the necessary criteria and methods to ensure the organization and control of the processes so that they're carried out effectively, as stated in the procedure, quality plan and other documents.
- c. Ensuring the availability of the necessary resources and information to support the implementation and monitoring of the processes.
- d. Monitoring, measuring and analyzing the processes, which are performed by evaluating quality targets, internal auditor, etc..
- e. Performing necessary actions to reach the desired results and continue to

- improve the processes.
- f. The managed processes meet the requirements in ISO 21001:2018, including the processes handed over to other parties (subcon).

As necessary, the organization:

- a. Maintains documented information to support the implementation of the processes;
- b. Stores the documented information to ensure that the processes are performed according to plan.

The business process performed during the academic process of UIN Salatiga is described in the Business Process Document of UIN Salatiga.

## **5. LEADERSHIP:**

### **5.1 Leadership and Commitment**

#### **5.1.1. General**

The top management displays their leadership and commitment related to the educational organization management system.

1. The management of UIN Salatiga shows its commitment to the implementation of the educational organization management system.
2. Quality Assurance Institute (LPM)
  - a. Performs monitoring on the implementation of educational organization management system consistent with quality policy
  - b. Reviews the educational organization management system periodically consistent with the changes on the laws in effect and University policies
3. Other management work units communicate quality policy and the educational organization management system which become the reference in performing tasks consistent with their main tasks and functions.

#### **5.1.2. Focus on Students and Other Benefit Recipients**

The management pays attention to meeting the customers' requirements to have customer satisfaction.

## **5.2 Quality Policy**

### **5.2.1. Establishing Quality Policy**

The top management of UIN Salatiga establishes quality policy. The

established quality policy of UIN Salatiga is communicated to the existing personnel within UIN SALATIGA to be understood and implemented.

### **5.2.2. Communicating Quality Policy**

Quality policy:

- a. Is available and maintained as documented information;
- c. Is communicated, understood and applied in the organization;
- d. Is available for the stakeholders as necessary.

### **5.3 Organizational Rule, Responsibility, and Authority**

The top management ensures that the responsibility and authority for the relevant roles are established, communicate and understood in the organization. The management of UIN Salatiga establishes the organizational structure in implementing the educational organization management system, including descriptions of responsibility and authority. The responsibility and authority are also established in other procedures and documents.

## **6. PLANNING**

### **6.1 Actions to address risk and opportunity**

6.1.1 When planning the educational organization management system, the organization considers the issues in reference to 4.1 and requirements in reference to 4.2, and determines the necessary risks and opportunities to:

- a. Guarantee that the quality management system can achieve the desired result;
- b. Improve the expected effect;
- c. Prevent, or reduce the unexpected effect;
- d. Achieve improvement.

6.1.2 The organization plans:

- a. Actions to address these risks and opportunities;
- b. How to:
  1. Integrate and implement actions on the processes of the educational organization management system (see 4.4);
  2. Evaluate the effectiveness of the actions
  3. Actions taken to address the risks and opportunities are proportional with the potential effects of the fitness of products and services.



## **6.2 Quality Target, and plan to reach it**

6.2.1 The organization establishes the necessary quality targets on the related functions, levels and processes for the educational organization management system.

Quality target is :

- a. Consistent with the quality policy,
- b. Assessed;
- c. Calculates the requirements in effect;
- d. Relevant for the fitness of products and services, and increases customer satisfaction;
- e. Monitored;
- f. Communicated;
- g. Updated as necessary.

The quality target of UIN Salatiga is established at every level and function in UIN Salatiga to support the quality policy of UIN Salatiga. The quality targets of UIN Salatiga are established specifically and in an assessed manner to reflect the expected result within a certain period.

The progress of the targets of UIN Salatiga is monitored within a set period. For the unachieved targets of UIN Salatiga, issue identification and necessary corrective action are taken, including actions to remove the cause of the identified issue. The quality target document is a separate document.

6.2.2 When planning to reach the quality target, the organization determines:

- a. What to do;
- b. What resources are necessary;
- c. Who is responsible;
- d. When it will be completed;
- e. How the result will be evaluated

The management plans the educational organization management system, the chairman of UIN Salatiga consistent with the requirements in ISO 21001:2018 and may be established to manage the processes to meet the customers' requirements, the requirements of the laws in effect.

The educational organization management system is always maintained, so that if there is any change in the future on the existing system or any integration with other adopted management systems, the educational organization management system can still be applied by adjusting with the activities in the field.

Planning in the educational organization management system also covers planning to reach the set quality targets.

### **6.3 Plan for Change**

When the organization establishes the demands for the change of the educational organization management system, the change is performed in a planned manner (see 4.4). The organization considers:

- a. The goals of the change and the potential effect;
- b. The integrity of the educational organization management system;
- c. The availability of resources;
- d. The allocation or reallocation of responsibilities and authorities.

## **7. SUPPORT**

### **7.1 Resources**

#### **7.1.1. General**

The organization determines and provides the necessary resources to establish, implement, maintain and improve the educational organization management system. The organization considers:

- a. The ability and the obstacle of the existing internal resources;
- b. What should be obtained from external providers

The management of UIN Salatiga determines and provides the necessary resources to implement and maintain the educational organization management system and to increase customer satisfaction. The provided resources include human resources (SDM), infrastructure, and work environment to manage the processes. The provided resources may belong to UIN Salatiga or other parties, which are used consistent with the business interests of UIN Salatiga.

#### **7.1.2. Human**

7.1.2.1. UIN Salatiga determines and provides:

1. Staff employed by the organization;
2. Volunteers and interns working or contributing to the organization;
3. External provider staff working with or contributing to the organization.

7.1.2.2. UIN Salatiga:

1. Determines and provides the necessary human resources to implement the effective educational organization management system and to operate and control the processes;
2. determines, establishes and publishes recruitment or selection criteria which must be available for the related stakeholders;
3. maintains documented information on the process for recruitment or

selection, and stores the documented information on recruitment result.

### **7.1.3. Infrastructure**

The organization determines, provides and maintains the necessary infrastructure to carry out the processes and to achieve fitness of products and services. UIN Salatiga has an area of 282.581 m<sup>2</sup> consisting of 3 campuses. The utilization of every room in the university is managed by the Head of the Administration, Equipment and Household Subdivision.

### **7.1.4. Environment for Learning Process**

The organization must determines, provides, and maintains a suitable environment to promote the overall welfare of the relevant stakeholders for operating educational process by considering:

- a. Psychosocial factors which may cover job demand, workplace influence, possibility for growth, meaning of work, commitment to workplace, predictability, reward, clarity of role, leadership quality, social support from supervisor, satisfaction with work, family work conflict/balance, workplace values, stress, fatigue, offensive behavior (e.g. intimidation)
- b. Physical factors (e.g. temperature, heat, humidity, lighting, airflow, cleanliness, noise). These factors may be different depending on the available products and services.

The management of UIN Salatiga manages the necessary work environment to fulfill the requirements of the resulting products, including by maintaining cleanliness, order and security. The Administration, Equipment, and Household Subdivision is responsible for ensuring that the work environment in UIN Salatiga is safe, orderly and clean.

### **7.1.5. Resources Monitoring and Assessment**

#### **7.1.5.1. General**

The organization establishes and provides the necessary resources to ensure a reliable result when monitoring or assessment is used to verify the fitness of products and services with the requirements.

#### **7.1.5.2. Search assessment**

When the traceability of assessment is a requirement or consideration of the organization as an important part that provides a reliable assessment result.

### **7.1.6. Organizational Knowledge**

The organization establishes the necessary knowledge to perform its

processes and to reach the fitness of products and services. The knowledge is maintained and made available as necessary. When addressing change and demand, the organization considers the current knowledge and establishes how to obtain or access important additional knowledge and necessary update.

## 7.1 Competency

The organization :

- a. Establishes the necessary competency of every person performing work under control that affects the effectiveness of the quality management system;
- b. Ensures that these people are competent based on the suitable education, training or experience;
- c. If necessary, takes action to obtain the necessary competency and evaluate the effectiveness of the action;
- d. Stores the suitable documented information as proof of competency.

The rector of UIN Salatiga establishes the competency or ability of personnel whose work affects quality, based on the suitable education, training, skill, and experience. The utilization of information technology for administrative services really help in improving employee performance and can help minimizing the shortage of educational staff. Regarding this matter, UIN Salatiga has formed and developed the following Information Systems.

### 1. Academic Information System (SIKAD)

Academic Information System (SIKAD) is the information system used by the academic division to manage academic data.

### 2. Academic System (SISKA)

Academic System (SISKA) is the system assisting the feature limitations of SIKAD. SISKA is managed by the Information technology and Database UPT of UIN Salatiga at the following address <http://siska.uinsalatiga.ac.id>

### 3. Attendance Monitoring System (SIMONA)

Monitoring and Attendance System (SIMONA) is used to monitor the attendance of lecturers and students in classroom learning.

### 4. Reregistration System for New Students

Re-registration of new undergraduate students can be performed online on <http://registrasi.iainsalatiga.ac.id/>

### 5. New Student Acceptance System (PMB)

The process of accepting new undergraduate students can also be done through online independent selection on <https://pmb.mandiri.iainsalatiga.ac.id/>. Graduate and postgraduate students can do it online on <http://pmb.pasca.iainsalatiga.ac.id/>

6. **Final Assignment Submission**  
<http://sinta.iainsalatiga.ac.id>
7. **Online mailing**  
The mailing information system is used to manage inbox and outbox, helping all divisions in archiving and distributing information on mailing. The online mailing system can be accessed on <https://siska.iainsalatiga.ac.id/>.
8. **Community Service Program Registration**  
<http://regkkn.iainsalatiga.ac.id>
9. **Graduation Registration**  
<http://wisuda.iainsalatiga.ac.id>
10. **PPL Management Information System**  
<http://simpple.iainsalatiga.ac.id>
11. **Personnel Information System (SIMPEG)**  
The Employee Management Information System of UIN Salatiga (SIMPIS) facilitates the documentation of lecturers and educational staff digitally on <http://simpis.uinsalatiga.ac.id/>
12. **Planning Information System (SIRENCA)**  
The Planning Information System (SIRENCA) of UIN Salatiga is used to the propose budget and revised budget of UIN Salatiga on <http://sirenca.uinsalatiga.ac.id/>
13. **Financial Information System (SIKEU)**  
Address: <http://sikeu.iainsalatiga.ac.id>
14. **Budget E-Verification**  
Address: <http://sikeu.iainsalatiga.ac.id>
15. **BKD-LKD System**  
Address: <http://bkd.iainsalatiga.ac.id>
16. **Library Information System**  
Address: <http://siprus.iainsalatiga.ac.id>
17. **Clinic System**  
Address: <http://klinik.iainsalatiga.ac.id>
18. **Mailing Management System**  
Address: <http://e-surat.iainsalatiga.ac.id>  
**TOR Suggestion Management System**  
Address: <http://simentor.iainsalatiga.ac.id>
19. **Employee Registration System**  
PPNPN employee acceptance is on <http://sapp.iainsalatiga.ac.id>, while employee acceptance is on <http://sitara.iainsalatiga.ac.id>
20. **Library digital application**

The Digital Library of UIN Salatiga is used to facilitate all activities and processes in the library of UIN Salatiga, as well as to manage the book collection data.

**21. Academic Personal System**

Address: <http://siperaga.uinsalatiga.ac.id>

**22. Internal Quality Audit Information System**

Address: <http://siami.iainsalatiga.ac.id>

**23. Online Learning**

Web-based *E-Learning* can be performed in all faculties in UIN Salatiga on <http://e-class.uinsalatiga.ac.id/>

**24. Online test**

The application is design to perform online entrance exam for student candidates who have applied to UIN Salatiga, helping student candidates who live outside the city in the entry process.

## **7.2 Care**

The organization ensures that the people working under the control of the organization are aware of:

- a. The quality policy;
- b. Relevant quality targets;
- c. Their contribution to the effectiveness of the educational organization management system, including the benefits of improved performance;
- d. The effect of inconsistency with the requirements of the educational organization management system.

## **7.4 Communication**

### **7.4.1. General**

The organization establishes internal and external communications that are relevant with the educational organization management system.

### **7.4.2. Goal of Communication**

Internal and external communications aim to:

- a. Get the opinion or approval of relevant stakeholders;
- b. Deliver to the stakeholders information which is relevant, accurate and timely, consistent with the organization's mission, vision, strategy and policies,
- c. Collaborate and coordinate activity and process with the relevant stakeholders in the organization

### **7.4.3. Communication Setting**

7.4.3.1. The organization must determine and establish an effective setting to communicate with the students and other stakeholders.

7.4.3.2. At planned intervals, the organization must:

- a. Monitor the implementation of its communication effort;
- b. Analyze and improve communication plan based on the monitoring result.

The organization must store documented information from the communication process.

## **7.5 Documented information**

### **7.5.1. General**

The educational organization management system of the organization includes:

- a. Documented information required by this international standard;
- b. Documented information established to be necessary by the organization for the effectiveness of the educational organization management system.

### **7.5.2. Preparation and Update**

Making and updating documented information and its accuracy.

### **7.5.3. Documented information control**

1. The documented information required by the educational organization management system and by this international standard is controlled to ensure:
  - a. Its availability and suitability for use wherever and whenever necessary;
  - b. It's properly protected (e.g. from loss of confidentiality, inappropriate usage, or loss of integrity);
2. To control the documented information, the organization handles the following activities, as necessary:
  - a. Distribution, access, collection and usage;
  - b. Storage and maintenance, including keeping it readable;
  - c. Change control (e.g. version control);
  - d. Storage and disposition.

Any external documented information established to be necessary by the organization for planning and implementing the educational organization management system is identified appropriately and controlled. The documented information stored as proof of suitability is protected from any unwanted change.



The management of UIN SALATIGA has documented the educational organization management system as required by ISO 21001 : 2018 standard, to:

- a. Become a communication tool for the educational organization management system policy, process flow among work units and among personnel.
- b. Provide a basic framework for quality planning, control, unsuitability prevention, and continuous improvement of any activity that affects the educational organization management system
- c. Guarantee the availability of resources and information for every activity process which is carried out.
- d. Provide objective evidence to the relevant external parties that there is a educational organization management system, established.

The management of UIN SALATIGA establishes and maintains a Quality Manual that covers :

- a. The scope of the implementation of the educational organization management system, including the details.
- b. The documented procedure for the implementation of quality management system, or its references.
- c. The descriptions of the interactions of the educational organization management system processes

The established quality manual will be reviewed or revised as necessary for improvement.

The Document control appointed by the management is responsible for document control, including:

- a. Document validation before publication.
- b. Review and revision (if necessary) and revalidation
- c. Identification of change and status of document revision.
- d. Distribution of document to any party in need
- e. Identification and distribution of external document.
- f. Withdrawal and storage of expired (unused) document.

## **8. OPERATION**

### **8.1 Operational Planning and Control**

#### **8.1.1. General**

UIN Salatiga plans, implements and control the processes (see 4.4) required to meet the requirements to provide products and services, and to perform the actions determined in Clause 6, including:

1. Determining requirements of educational product and service.

2. Establishing criteria for process.
3. Determining necessary resources to achieve fitness of educational product with the required product and service.
4. Establishing process control consistent with the criteria.
5. Determining and protecting documented information as necessary.
6. Having the faith that the process has been performed as planned
7. Showing the fitness of product and service for their needs

UIN Salatiga controls planned changes and review the consequences of any unwanted change, takes action to reduce any side effect as necessary.

### **8.1.2. Special Operational Planning and Control for Educational Product and Service**

UIN Salatiga must plan the design, development and result expected from educational product and service, including:

1. Learning result;
2. Ensuring the teaching method is suitable and accessible and learning environment;
3. Determining criteria for learning assessment;
4. Performing learning assessment
5. Defining and performing improvement method;
6. Providing support service

## **8.2 Requirements for Educational Products and Services**

### **8.2.1. Determining the Requirements for Educational Products and Services**

When determining the requirements for the educational products and services offered to students and other benefit recipients, UIN Salatiga must ensure that the requirements for the educational products and services are defined, including:

- a. Those considered necessary by the organization due to its policies and strategic plan;
- b. Those produced from the needs analysis performed to determine the requirements (current and future students) and other benefit recipients, especially those with special needs;
- c. Those produced by international demands and development;
- d. Those produced by labor market;
- e. Those produced by research;
- f. The health and safety requirements in effect.

### **8.2.2. Communication of Requirements for Educational Products and Services**

Since or before presenting educational product and service, the organization must inform the students or other stakeholders, and if necessary, examine their understanding on:

1. The goals, format and contents of the available educational products and service, including the instrument and criteria to be used for evaluation;
2. The commitment, responsibility and expectation for students and other benefit recipients;
3. The facilities used to achieve and assess learning will be recognized and maintained as documented information;
4. The method used in case of dissatisfaction or disapproval of stakeholders among any method;
5. The parties interested in the management of educational organization;
6. Who supports learning and evaluation, and how they're supported;
7. All costs involved, e.g. school tuition, exam fee, and purchase of learning material;
8. All requirements, e.g. necessary skill (including ICT skill), qualification and professional experience.

### **8.2.3. Change of Requirements for Educational Products and Services**

UIN Salatiga ensures that the relevant documented information is changed, and that the relevant people are made aware of the changed requirements for products and services.

## **8.3 Product and Service Design and Development**

### **8.3.1. General**

UIN Salatiga establishes and implements the appropriate design maintenance and process development setting to ensure the availability of future products and services.

### **8.3.2. Design planning and development**

In establishing and controlling design control and development, UIN Salatiga considers:

1. The requirements defined in clause 8.2;
2. The nature, duration and complexity of design and development;
3. The necessary process stage, including the reviewed design and development;
4. The necessary development design and verification and activity validation
5. The responsibility and authority involved in the design and development

- process;
6. The required internal and external resources for educational product and service design and development;
  7. The demand for interface control among the people involved in the design and development process;
  8. The needs to involve students and other benefit recipients in the design and development process;
  9. The requirements for the next provision of educational products and services;
  10. The expected control level for the design and development process by students and other relevant benefit recipients;
  11. The necessary documented information to show that the required design and development have been met.
  12. Evidence-based approach;
  13. How far students require individual learning path, based on their skills, interests and talents;
  14. The demand for reusability, accessibility, exchange and durability in preparing learning, creation and presentation media

### **8.3.3. Design and development input**

UIN Salatiga establishes the main requirements for certain types of products and services to be designed and development. UIN Salatiga considers:

- a. Functional requirements and performance;
- b. Any information obtained from previous similar design and development activity;
- c. Standard or code of practice that UIN Salatiga is committed to implement;
- d. Potential consequence of failure due to the properties of the educational product and service.

Input is sufficient, complete and clear for design and development. Conflicting design and development input must be resolved. UIN Salatiga must store documented information on design and development input.

### **8.3.4. Design and development control**

#### **8.3.4.1. General**

UIN Salatiga establishes control for the design and development process to ensure that:

- a. The result to be achieved is defined;
- b. The review performed to evaluate the ability of the design and development result to meet the requirement;

- c. The verification performed to ensure the design and development output meets the input requirement;
- d. The validation performed to ensure the resulting educational product and service meets the requirements for certain application or intended use;
- e. Every necessary action taken from any issue is determined during review, or verification and validation;  
The organization must store documented information, as applicable, on:
  - a. the result of every review, verification and validation;
  - b. every new requirement for educational product and service

#### **8.3.4.2. Educational Service Design and Development Control**

The control applied on the design and development process must ensure that:

- a. The goal and scope of course or program is defined for students' requirement for further study or work;
- b. The requirement (if any) is defined;
- c. Student characteristic is defined;
- d. The requirement of further study or work is known;
- e. The educational service can meet the required goal and scope, by considering student characteristics;
- f. The characteristic of graduate profile is defined.

#### **8.3.4.3. Curriculum Design and Development Control**

The control applied on the design and development process must ensure that:

- a) the learning result:
  1. is consistent with the scope of the course or program;
  2. is explained in terms of competency to be obtained by student by completing the curriculum;
  3. includes competency achievement level indication;
  4. is specific, measured, achievable, relevant and time-bound;
- b) the learning activity:
  1. fits the education delivery method;
  2. is suitable to ensure the achievement of the learning result;
  3. is specific, measured, achievable, relevant and time-bound;
- c) all resources necessary to successfully complete learning activity are defined;
- d) adequate opportunity is included in the learning design:
  1. for student to take an active role in creating a learning process;
  2. for formative assessment and feedback.

#### **8.3.4.4. Summative Assessment Design and Development Control**

The control applied on the summative assessment design and development process must ensure that:

- a. Clear relation can be shown between the assessment design and the intended learning result to assess, and if necessary, the underlying learning activity;
- b. The activity is performed by considering the principles of transparency, accessibility, reward for student, and justice, especially in terms of assessment;
- c. The assessment system is defined and validated

#### **8.3.5. Design and development result**

UIN Salatiga ensures that design and development result

1. Meets the input requirements
2. Is adequate for the next process to provide product and service
3. Covers monitoring or references and requirement assessment, suitability, and acceptance criteria;
4. Determines the characteristics of product and service necessary for their intended objective, and safe and appropriate provision.

UIN Salatiga stores documented information on design and development output.

#### **8.3.6. Change on design and development**

UIN Salatiga identifies, reviews, and control any change made during, or after, the design and development of product and service, as far as necessary to ensure that there is no negative effect on the suitability with the requirements. UIN Salatiga stores documented information on:

1. Design and development change;
2. Review result;
3. Change authorization;
4. Action taken to prevent harmful impact

### **8.4 Control of Product and Service Provided by External Party**

#### **8.4.1. General**

UIN Salatiga ensures that external process provides product and service as required. UIN Salatiga determines control to be applied on externally-provided product and service when:

1. The product and service from external provider are intended to be included in

- the organization's own product and service;
2. The product and service directly provided for students or other benefit recipients by external provider on the behalf of UIN Salatiga;
  3. Process or part of process is provided by external provider as a result of a decision by UIN Salatiga

UIN Salatiga establishes and implements criteria for evaluation, selection, performance monitoring, and reevaluation of external provider based on their ability to provide process or product and service as required. UIN Salatiga stores documented information and this activity and every necessary action emerging from evaluation.

#### **8.4.2. Type and scope of control**

UIN Salatiga ensures that the provided external progress, product and service don't affect the organization's ability to consistently provide suitable products and services for the customers. UIN Salatiga is able to:

1. Ensure that the provided external process is still within the control of the quality management system
2. Define both controls that they intend to be implemented on external provider and they intend to implement confidential output;
3. Consider
  - a. The potential impact of the provided external, product and service on the organization's ability to consistently meet customers' demands and the legal requirements and regulations in effect;
  - b. The effectiveness of the control implemented by external provider;
4. Determine the verification, or any other activity, required to ensure that the provided external process, product and service meet the requirements.

#### **8.4.3. Information for external provider**

UIN Salatiga ensures the adequacy of the requirements before communicating with external provider. UIN Salatiga communicates with external provider of the requirements for:

- a. The process, product and service to be provided;
- b. Approval:
  - Product and service;
  - Method, process and equipment;
  - Release of product and service;
- c. Competency, including the qualifications required by people;
- d. External provider's interaction with the organization;



- e. Control and monitoring of the external provider's performance to be implemented by the organization
- f. Activity verification or validation that the organization, or customers, intends to perform at the external provider's location.

## **8.5 Provision of Educational Products and Services**

### **8.5.1. Control of Provision of Educational Products and Services**

#### **8.5.1.1. General**

UIN SALATIGA will perform production of service provision in a controlled condition. Controlled condition must cover, as applicable:

- a. Availability of documented information that defines
  - 1) Characteristic of the product to be produced, the educational service to be provided or activity to be performed
  - 2) Result to be achieved
- b. Availability and use of suitable monitoring and assessing resources;
- c. Implementation of monitoring and assessment at applicable stage to verify that the criteria of process control or output, and criteria of product and service recipient, are met;
- d. Use of suitable infrastructure and environment for process operation;
- e. Appointment of competent people, including required qualification;
- f. Periodic validation and revalidation of the ability to achieve the planned result of the production process and service provision, in which the produced output can't be verified by monitoring or assessment;
- g. Implementation of action to prevent human error;
- h. Implementation or release, delivery and post-delivery activity

#### **8.5.1.2. New Student Acceptance**

##### **8.5.1.2.1. Pre-acceptance Information**

UIN Salatiga must ensure that before students are accepted, they are given:

- a. Adequate information that considers the organization requirements and professional requirements, as well as the organization's commitment to social responsibility;
- b. Adequate and clear information on:
  - 1) the intended learning result, career perspective, educational approach;
  - 2) the participation of students, and other suitable benefit recipients, in their educational process;
  - 3) the acceptance criteria and cost of educational product or service.

#### 8.5.1.2.2. Acceptance Condition

UIN Salatiga must establish a student acceptance process. Aside from the requirements in 4.4.1, the process must:

- a. establish acceptance criteria consistent with:
  - 1) the organization's requirements;
  - 2) professional requirements;
  - 3) requirements due to program content / or pedagogical approach;
- b. ensure that the acceptance criteria and process are applied uniformly for all students;
- c. be stored as documented information;
- d. be available for the public;
- e. ensure the traceability of every acceptance decision;
- f. store documented information as proof of acceptance decision.

#### 8.5.1.3. Presentation of educational product and service

UIN Salatiga must establish processes for:

- a. teaching;
- b. learning facility;
- c. learning administration support.

#### 8.5.1.4. Summative Assessment

UIN Salatiga must:

- a. ensure that methods to detect plagiarism and other malpractices are available and communicated to students;
- b. ensure traceability of score, so that objective relation can be identified between student's work/learning result and the given score;
- c. store documented information of assessment as proof of given score;
- d. make documented information storage period available for the public

#### 8.5.1.5. Recognition of assessed learning

UIN Salatiga must ensure that after summative assessment:

- a. students are informed on the result of the assessment activity and score;
- b. students are given opportunity to appeal or ask for correction for activity result and assessment level;
- c. student has full access to their works and detailed assessment, as well as opportunity for feedback;
- d. proof of assessment result is issues for students as documented information;

- e. reason for assessment decision and final assessment are maintained as documented information;
- f. documented information is stored for a set storage period;
- g. the documented information storage period is available for the public.

#### **8.5.2. Identification and traceability**

UIN Salatiga must ensure identification and traceability in terms of:

- a) student's progress through the organization;
- b) study paths and jobs for those who graduate from or complete courses or learning programs, if any;
- c) outputs of staff's work in terms of:
  - 1) what to do;
  - 2) when;
  - 3) by whom.

#### **8.5.3. Property of stakeholder**

UIN Salatiga takes care of stakeholder's property while it's under the control of UIN Salatiga or used by UIN Salatiga. UIN Salatiga identifies, verifies, protects and protects the customers or external provider of the property which is provided to be used or combined with educational products and services.

When the property of customers or external provider is missing, damaged or found to be unsuitable for use, UIN Salatiga must report it to the stakeholders and take suitable corrective actions (see clauses 8.5.5 and 10.2) and store documented information on what occurs.

#### **8.5.4. Maintenance**

UIN Salatiga maintains output during production and service provision as necessary to ensure fitness with requirements.

#### **8.5.5. Protection and transparency of student data**

UIN Salatiga establishes method to handle protection and transparency of student data and maintains it as documented information. The method must establish:

- a) which student data is collected, and how and where the data is processed and stored;
- b) who has access to the data;
- c) in what condition can student data be shared with third party;
- d) how long the data is stored.



UIN Salatiga will only collect and share student data with their explicit consent. UIN Salatiga must inform the students and other stakeholders the access to their own data, and the ability to correct or update their own data UIN Salatiga must take all the appropriate steps to ensure that student data is only accessible for the authorized. Steps of technology protection must be validated.

#### **8.5.6. Control of change in educational product and service**

UIN Salatiga reviews and controls change for service production or provision, as necessary, to ensure continuous fitness with the requirements. UIN Salatiga stores the documented information which explains the result of the review of change, person permitting the change, and any necessary action emerging from the review.

### **8.6 Release of educational product and service**

Release of products and services to students and other benefit recipients won't proceed until the planned setting is completed satisfactorily, unless approved by the relevant authority and, as applicable, by the students and other benefit recipients.

UIN Salatiga stores documented information on the release of products and services. The documented information covers:

- a) proof of fitness with the acceptance criteria;
- b) traceability to person approving the release.

### **8.7 Control of output discrepancy**

8.7.1. UIN Salatiga ensures that any output unsuitable for their needs is identified and controlled to prevent accidental use or release.

UIN Salatiga takes appropriate actions based on the nature of the discrepancy and its effect on the fitness of the product and service. It also applies to any unsuitable educational product and service detected after product delivery, during or after service provision.

8.7.2. UIN Salatiga handles unsuitable output using one or more method below:

1. Correction;
2. Segregation, re-detention or postponement of product and service provision;
3. Informing customers;
4. Obtainment of authorization for acceptance under concession

Fitness with requirements must be verified when not suitable with the corrected output.

8.7.3. The organization must store documented information because:

- a. It describes program release

- b. It describes discrepancy
- c. It describes any action taken
- d. It describes any concession obtained
- e. It identifies the authority that determines the action related to the discrepancy.

## **9. PERFORMANCE EVALUATION**

### **9.1. Monitoring, Assessment, Analysis and Evaluation**

#### **9.1.1 General**

UIN Salatiga establishes:

- a. What must be monitored and assessed
  - b. Methods for the required monitoring, assessment, analysis and evaluation to ensure valid result
  - c. When monitoring and assessment must be performed
  - d. When the monitoring and assessment result must be analyzed and evaluated.
- UIN Salatiga stores the appropriate documented information as proof of the result.

#### **9.1.2 Satisfaction of students, other stakeholders, and staff**

##### **9.1.2.1. Satisfaction Monitoring**

UIN Salatiga monitors the satisfaction of the students, stakeholders and staff as necessary and their fulfilled expectations. UIN Salatiga determines the methods to obtain, monitor and review this information.

##### **9.1.2.2. Complaint and Appeal Handling**

UIN Salatiga establishes and maintains documented information as a method to handle complaint and appeal, and must inform this to the stakeholders (see 10.2).

The method must cover specification for:

- a) Communicating the method to all related stakeholders;
- b) Accepting complaint and appeal;
- c) Tracing complaint and appeal;
- d) Recognizing complaint and appeal;
- e) Performing initial assessment on complaint and appeal;
- f) Investigating complaint and appeal;
- g) Responding to complaint and appeal;
- h) Communicating decision;
- i) Closing complaint and appeal.

The method must ensure the confidentiality of complainant and appellant, as well as the objectivity of the investigators. UIN Salatiga stores documented

information as proof of the received complaint or appeal, and its solution.

### **9.1.3 Monitoring and Assessment of Other Special Needs**

UIN Salatiga ensures that the following feedback is requested from and provided as it should be for the relevant stakeholders:

- a) feedback on educational product and service;
- b) feedback on effectiveness in achieving the agreed learning result;
- c) feedback on the effect of the organization on the community.

UIN Salatiga monitors the level of feedback obtained and takes actions to improve it if not enough.

### **9.1.4 Methods for Monitoring, Assessment, Analysis, and Evaluation**

#### **9.1.4.1. The organization must determine:**

- a) the methods to obtain, monitor and review information on performance;
- b) target to assess the performance.

#### **9.1.4.2. UIN Salatiga ensures that:**

- a) the stakeholders involved in or affected by the evaluation are identified;
- b) people performing the evaluation are competent and objective;
- c) the evaluation report is transparent and clearly describes the educational product and service and their goal, finding, as well as perspective, method and reason to interpret the finding;
- d) context (e.g. learning environment) where educational service is provided is examined in detail to enable effect on the educational service to be identified.

### **9.1.5 Analysis and Evaluation**

UIN Salatiga establishes, analyzes and evaluates any data and information emerging from the appropriate monitoring and assessment.

The analysis result will be used to evaluate.

- a. The fitness of product and service;
- b. The level of satisfaction of benefit recipients;
- c. The level of satisfaction of staff
- d. Performance and effectiveness of the educational organization management system;
- e. Whether planning has been performed effectively;
- f. The effectiveness of any action taken to address risk and opportunity;
- g. The performance of external provider;
- h. The demand for improving the educational organization management system.

## **9.2. Internal Audit**

9.2.1. UIN Salatiga performs internal audit at a planned interval to provide information whether the educational organization management system

a. fits:

1. the requirements of UIN Salatiga for educational organization management system;
2. the requirements of this international standard

b. is effectively implemented and maintained

9.2.2. UIN SALATIGA:

- a Plans, establishes, implements and maintains an audit program, including method frequency, responsibility, requirements for planning and reporting, which will consider the importance of the related processes, changes that affect UIN Salatiga, and result prior to audit;
- b Determines audit criteria and the scope for every audit;
- c Selects auditors and audit implementation to ensure the objectivity and impartiality of the audit process;
- d Ensures that the audit result is reported to the relevant management;
- e Identifies opportunity and improvement
- f Makes appropriate correction and corrective action without delay;
- g Stores documented information as proof of implementation of audit program and audit result.

Auditor may not audit their own division

**NOTE:** See ISO 19011 for guideline.

## **9.3. Management Review**

### **9.3.1. General**

The Chairman of UIN Salatiga will review the educational organization management system continuously and establishes that internal audit is performed at least once every 1 year, to ensure the fitness, adequacy, effectiveness and harmony with the strategic direction of UIN Salatiga.

### **9.3.2. Management Review Input**

Management review must be planned and performed by considering:

- a. The status of the action from the previous management review;
- b. Any change in external and internal issues relevant with the educational organization management system;
- c. Information on performance and effectiveness of the educational organization management system, including trends in:
  - 1. Satisfaction of students and other stakeholders and feedback related to the needs/demands of students and other stakeholders
  - 2. How far quality target has been met;
  - 3. Process performance and fitness of product and service;
  - 4. Unsuitability and corrective action;
  - 5. Result monitoring and assessment;
  - 6. Audit result
  - 7. Performance of external provider;
  - 8. Results of formative and summative assessments
- d. Adequacy of resources;
- e. Effectiveness of action taken to address and opportunity (see 6.1)
- f. Opportunity for improvement.
- g. Feedback from staff related to activity to improve their competency.

### **9.3.3. Result of Management Review**

The output of management review must cover decision and action related with:

- h. Opportunity for improvement;
- i. Demand for change on the educational organization management system;
- j. Resource requirement.

UIN Salatiga stores documented information as proof of result of management review.

## **10. IMPROVEMENT**

### **10.1. Discrepancy and Corrective action**

10.1.1. In case of discrepancy, UIN Salatiga

- a. Reacts to the discrepancy and, as required:
  - 1. Takes action to control and fix it;
  - 2. Handle the consequence;
- b. Evaluates action requirement to remove the cause of the discrepancy, so that it's not repeated or doesn't happen elsewhere; by:
  - 1. Reviewing and analyzing discrepancy;
  - 2. Determining the cause of the discrepancy;
  - 3. Determining whether any similar discrepancy exists, or potentially occurs



- c. Performs any necessary action;
- d. Reviews the effectiveness of the corrective action performed.
- e. Makes change on the educational organization management system, if necessary.

10.1.2. UIN Salatiga stores documented information as proof of:

- a. The nature of the discrepancy and the following action;
- b. The result of every corrective action.

## **10.2. Continuous Improvement**

UIN Salatiga continues to improve the fitness, adequacy and effectiveness of the educational organization management system, by considering relevant researches and best practice. UIN Salatiga considers the analysis and evaluation results and output of management review, to determine whether there is any demand or opportunity to be addressed as a part of continuous improvement.

## **10.3. Opportunity for Improvement**

UIN Salatiga determines and selects opportunity for improvement and implements necessary action for the demands of the students, other benefit recipients, staff and other related stakeholders, including external providers.

This includes:

- a) Improving product and service to fulfill requirements/demands and to fulfill future demands and expectations;
- b) Correcting, preventing or reducing unwanted effect;
- c) Improving the performance and effectiveness of the educational organization management system.

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