Quality Guidelines

Copyright © 2014 UIN Jakarta
Reproduction of part or all of the contents of the document is prohibited without written permission from Syarif Hidayatullah State Islamic University in Jakarta
REVISION HISTORY

<table>
<thead>
<tr>
<th>No.</th>
<th>Page</th>
<th>Section</th>
<th>Revision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>8 - 10</td>
<td>2.1</td>
<td>Quality Guidelines Objective</td>
</tr>
<tr>
<td>2.</td>
<td>10 - 11</td>
<td>2.2</td>
<td>Scope of Quality Management System</td>
</tr>
<tr>
<td>3.</td>
<td>11</td>
<td>2.4</td>
<td>Quality Guidelines Control and Distribution</td>
</tr>
<tr>
<td>4.</td>
<td>12 - 15</td>
<td>3.1</td>
<td>Syarif Hidayatullah State Islamic University Profile</td>
</tr>
<tr>
<td>5.</td>
<td>16</td>
<td>3.2</td>
<td>Quality Policy</td>
</tr>
<tr>
<td>6.</td>
<td>17</td>
<td>3.3</td>
<td>Educational Service Process Mapping</td>
</tr>
<tr>
<td>7.</td>
<td>18</td>
<td>4.1</td>
<td>General Overview</td>
</tr>
<tr>
<td>8.</td>
<td>18-23</td>
<td>4.2</td>
<td>Documentation Requirements</td>
</tr>
<tr>
<td>9.</td>
<td>24</td>
<td>5.1</td>
<td>Management Commitment</td>
</tr>
<tr>
<td>10.</td>
<td>24</td>
<td>5.2</td>
<td>Stakeholder-Centered</td>
</tr>
<tr>
<td>11.</td>
<td>24-25</td>
<td>5.3</td>
<td>Quality Policy</td>
</tr>
<tr>
<td>12.</td>
<td>25</td>
<td>5.4</td>
<td>Planning</td>
</tr>
<tr>
<td>13.</td>
<td>25-26</td>
<td>5.5</td>
<td>Responsibilities, Authorities and Communication</td>
</tr>
<tr>
<td>14.</td>
<td>28-30</td>
<td>6.0</td>
<td>Resource Management</td>
</tr>
<tr>
<td>15.</td>
<td>31-38</td>
<td>7.0</td>
<td>Service Realization on Stakeholders</td>
</tr>
<tr>
<td>16.</td>
<td>36-37</td>
<td>7.5</td>
<td>Provisions for the Three Pillars of Higher Education Service Process</td>
</tr>
<tr>
<td>17.</td>
<td>39-44</td>
<td>8.0</td>
<td>Measurement, Analysis and Improvement</td>
</tr>
<tr>
<td>18.</td>
<td>39-40</td>
<td>8.2</td>
<td>Monitoring and Measurement</td>
</tr>
<tr>
<td>19.</td>
<td>41-42</td>
<td>8.4</td>
<td>Data Analysis</td>
</tr>
<tr>
<td>20.</td>
<td>45</td>
<td>5.4</td>
<td>Organizational Structure</td>
</tr>
<tr>
<td>21.</td>
<td>25</td>
<td>5.4</td>
<td>Quality Objectives (Key Performance Indicators)</td>
</tr>
<tr>
<td>1.0</td>
<td>CONTROL SHEET</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Validity Sheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Revision History</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Table of Contents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.0</td>
<td>QUALITY GUIDELINES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Scope of Management Systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Exceptional Requirement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Quality Guidelines Control and Distribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.0</td>
<td>ORGANIZATIONAL PROFILE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Syarif Hidayatullah State Islamic University Profile</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Quality Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Educational Service Process Mapping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.0</td>
<td>QUALITY MANAGEMENT SYSTEM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>General Requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Documentation Requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.1 General Requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.2 Quality Guidelines</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.3 Document Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.4 Quality Record Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.0</td>
<td>MANAGEMENT RESPONSIBILITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1</td>
<td>Management Commitments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td>Stakeholder-Centered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td>Quality Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.1 Quality objectives (Key Performance Indicators)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.2 Quality Management System Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.5</td>
<td>Responsibilities, Authorities and Communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5.1 Responsibilities and Authorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5.2 Management Representative</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5.3 Internal Communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.6</td>
<td>Management Review Meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.6.1 General Overview</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.6.2 Management Review Meeting Agenda</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.6.3 Management Review Meeting Decision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.0</td>
<td>RESOURCE MANAGEMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2</td>
<td>Human Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.2.1 General Overview</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.2.2 Competence, Awareness and Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.3</td>
<td>Facilities/Infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.4</td>
<td>Work Environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.0</td>
<td>SERVICE REALIZATION ON STAKEHOLDERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1</td>
<td>Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2</td>
<td>Process</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.2.1 Service Implementation Process for Stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.2.2 Service Requirement Review on Stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.2.3 Communication with stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3 Design and Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.4 Purchases</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.4.1 Purchasing Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.4.2 Purchase Information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.4.3 Verification of Purchased Products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.5 Provisions for the Three Pillars of Higher Education Service Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.5.1 Control on the Three Pillars of Higher Education Service Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.5.2 Process Validation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.5.3 Identification and Traceability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.5.4 Student Ownership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.5.5 Protection to the Three Pillars of Higher Education services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.6 Control on Monitoring and Measurement Tools</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.1 General Overview</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.2 Monitoring and Measurement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.2.1 Student Satisfaction/Lecturer Performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.2.2 Internal Audit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.2.3 Monitoring and Measurement Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.2.4 Monitoring and measurement on the Three Pillars of Higher Education Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.3 Control on the Incompatible Service Process concerning the Three Pillars of Higher Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.4 Data Analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.5 Improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.5.1 Continuous Improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.5.2 Corrective Actions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.5.3 Precautionary Measures</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.0 QUALITY GUIDELINES

2.1 Objectives

The developmental history of Syarif Hidayatullah State Islamic University plays an important role in considering the process of making strategic policies at the University. In addition, the President Decree of the Republic of Indonesia Number 31/2002 about the Institutional Change of Syarif Hidayatullah State Islamic Institute to Syarif Hidayatullah State Islamic University is also significant, in which the change aims at meeting the demands of the development of science and the process of integration between religious and other sciences.

The State, through the Minister of Religion Affairs, has given provisions to the University management by issuing the Regulation by the Minister of Religious Affairs Number 6/2013 on the Organization and Work Procedure of Syarif Hidayatullah State Islamic University and the Regulation No. 17/2014 on the Statute of Syarif Hidayatullah State Islamic University Jakarta. In order to (1) meet or exceed the national education standards; (2) focus on customer satisfaction and orientation; (3) improve its institutional performance; (4) develop towards the world-class university, the University adopts a management system that applies in the international world.

The formulation of this Quality Guidelines addresses the followings:
1. Vision and Missions of the Prospective Rector of Syarif Hidayatullah State Islamic University, Prof. Dr. Dede Rosyada
4. ISO/IEC 17021: Conformity assessment - Requirements for bodies providing audit and certification of management systems;
5. The Regulation by the Minister of Finance Number 249/PMK.02/2011 about Measurement and Evaluation on the Implementation of Ministerial/Institutional Work Plans and Budgets;

6. National Policy for Higher Education Quality Assurance System: Based on the Law Number 12/2012 about Higher Education and the Regulation by the Minister of Education and Culture Number 50/2014 on the Quality Assurance System for Higher Education, where universities such as Syarif Hidayatullah State Islamic University must meet and even exceed the National Standards for Higher Education;

This Quality Guidelines, therefore, plays as a frame of thinking and a framework on quality management system for all units at the University. It attempts to meet and even exceed all clauses/criteria/standards including the National Education Standards for Higher Education. As the result, all documents and data produced are multi-purposes, for the benefit of all stakeholders.

In addition, the Guidelines also makes policies concerning the quality management system, management responsibility, management principles, resource management, and information systems to meet and even exceed all clauses/criteria/standards. Such policies help implements the Three Pillars of Higher Education (Tri Dharma Perguruan Tinggi) in all levels ranging from the Faculties, Graduate School, Institutions, Internal Audit Unit, Bureaus, Centers, Laboratories, and Departments/Study Programs to all units at Syarif Hidayatullah State Islamic University.

To ensure that all parties understand the Quality Guidelines and all units and organizational functions at the University refers to it, socialization is made by uploading it to the University official website. Basically, this Guidelines is one of efforts to achieve the University’s 2026 Strategic and Master Plans.

The expected Quality Management System in this Quality Guidelines focuses on the followings:
1. All parties in all units evenly understand and accordingly attempts to complete the requirements to meet clauses/criteria/standards;
2. Achieving quality to produce added value;
3. Improving effectiveness and outcome-oriented;
4. Conducting progressive process measurement with objective indicators/requirements/items, and continuous checks;

The Quality Management Systems control model adopts a methodology known as Plan – Do – Check – Act (PDCA). This model prepares and checks the readiness of all function units to be audited by assessors or external auditors. Therefore, the basis of the PDCA management model for study programs in universities or university institutions is to prepare for accreditation process or external quality assurance by BAN-PT/Badan Akreditasi Nasional Perguruan Tinggi (National Accreditation Board for Higher Education) or credible international accreditation institutions, such as AUN, THES, QS, etc.
This Quality Guidelines also outlines the quality management system documentation at Syarif Hidayatullah State Islamic University to fulfill the requirements to meet and exceed the clauses/criteria/standards in the National Standards for Higher Education. To further guarantee its relevance, the Quality Guidelines must be described in standard, operating procedure, quality manuals, evaluation instruments, standard operating procedures (SOPs), and work instructions and forms (templates, worksheets, checklists, etc.).

2.2. Scope of Management Systems

To improve service quality standards and to meet and exceed the clauses/criteria/standards in the National Standards for Higher Education which can lead to achieving stakeholder satisfaction, Syarif Hidayatullah State Islamic University implements the ISO 9001: 2008 Quality Management System with the following scopes:

1. Bureau of Academic Administration, Student Affairs and Cooperation, along with its Divisions, Subdivisions and all staff under it;
2. General Administration and Personnel Bureau, along with its Divisions, Subdivisions and all staff under it;
3. Planning and Finance Bureau, along with its Divisions, Subdivisions and all staff under it;
4. Quality Assurance Agency, along with its Centers, Subdivisions, Coordinators and all staff under it;
5. Institute for Research and Community Service, along with its Centers, Subdivisions, Coordinators and all staff under it;
6. Internal Audit Unit, along with its professional staff and all staff under it;
7. Center for Information Technology and Database, along with its professional staff and all staff under it;
8. Center for Language Development, along with its professional staff and all staff under it;

9. Library, along with its professional staff and all staff under it.

2.3. Exceptional Requirement

In accordance with the scope of the quality management system that has currently been implemented, no requirements clause in the ISO 9001: 2008 standard is not implemented.

2.4. Quality Guidelines Control and Distribution

The Quality Guidelines divides all documents into two categories; control and external documents. All documents that are DIRECTLY LINKED or VERBALLY REFERRED TO in this Quality Guidelines are called control documents with “CONTROL DOCUMENT” stamp on it. In the meantime, the documents that are INDIRECTLY LINKED or NOT VERBALLY REFERRED TO are named External documents with “EXTERNAL DOCUMENT” stamp on it, except a special request is made. These Quality Guidelines documents are included in control documents, and their numbers and recipients are recorded.

The management is responsible for revising and controlling all control documents according to the control document procedures. Here, revisions made to the Quality Guidelines are carried out each section by providing a sequence number of the revisions.

The Quality Guidelines are reviewed in the Management Review Meeting once a year at the least. In this case, the Document Controllers are responsible for controlling and distributing the Quality Guidelines.
### Quality Guidelines

<table>
<thead>
<tr>
<th>Section</th>
<th>: 3.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revision Number</td>
<td>: 04</td>
</tr>
<tr>
<td>Date of Issuance</td>
<td>: 28/07/2016</td>
</tr>
</tbody>
</table>

## 3.0 ORGANIZATIONAL PROFILE

### 3.1 Syarif Hidayatullah State Islamic University Profile

Syarif Hidayatullah State Islamic University is a State Islamic Higher Education unit under the Ministry of Religious Affairs which is located at Jalan Ir. H. Juanda 95 Ciputat, South Tangerang.

Phone: (+ 62-21) 7401925  
Facsimile: (+ 62-21) 7402982  
Email: info@uinjkt.ac.id  
Website: [www.uinjkt.ac.id](http://www.uinjkt.ac.id)

### Vision

Syarif Hidayatullah State Islamic University becomes a world-class university by integrating scientific, Islamic and Indonesian values.

### Mission

1. Organizing quality and relevant higher education for scientific development, social transformation, and national competitiveness.

2. Organizing higher education under an autonomous, religious, integrated, and accountable organizational structure and culture.

### Objectives

1. Improving the education and teaching performance that has an impact on improving the quality and competency of graduates;

2. Improving research, scientific publications, and community service performance to improve quality, relevance and educational competitiveness;
3. Maintaining coordination and building synergies between units to strengthen organizational structure and culture;

<table>
<thead>
<tr>
<th>Section</th>
<th>: 3.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revision Number</td>
<td>: 04</td>
</tr>
<tr>
<td>Date of Issuance</td>
<td>: 28/07/2016</td>
</tr>
</tbody>
</table>

4. Enforcing the application of good university governance principles in all managerial areas.

**Motto**
Since 2007, Syarif Hidayatullah State Islamic University has established *Knowledge, Piety, and Integrity* as its motto. This motto was first delivered by the University Rector, Prof. Dr. Komaruddin Hidayat, in his speech during the 67th Graduation for the 2006/2007 academic year.

*Knowledge* means that Syarif Hidayatullah State Islamic University is committed to creating intelligent, creative, innovative and competitive human resources. Here, the University is eager to play an active role in learning, discoveries, and engagement activities for the community. This commitment is institutional mandate and a form of its responsibility for building human resources with Muslim majority. In addition, it aims at becoming the source of Islamic value formulation that is in line with modernity and Indonesianness.

*Piety* suggests that Syarif Hidayatullah State Islamic University is committed to developing an inner quality in the form of piety among academicians. Individual piety (reflected in the relationship with Allah/*habl min Allah*) and social piety (manifested in the relationship with others/*habl min al-nas*) are both the basis for the academicians at the University in building a wider social relations.

*Integrity* represents that the academicians in Syarif Hidayatullah State Islamic University are adherent to personal ethical values as a basis for decision-making and day-to-day behavior. In addition, *integrity* also implies that they are confident and respect other groups at the same time.

The *Knowledge, Piety, and Integrity* motto embodies a spirit to create a civilized campus and produce graduates with knowledge mastery, sincerity, and solid personality.
Development Direction

As a strategy to achieve the vision, the University’s Strategic Plan is formulated under three phases (milestones) as follow:

1. **Capacity Strengthening Phase (2012-2016)**
   
   This phase focuses on internal improvement and institutional character building, both in terms of academic substance by developing research culture and strengthening the framework of scientific integration, and institutional and financial governance. The success of this phase is proven by the fulfillment of various institutional conditions, both in terms of academic system, institutional governance which includes finance, organization and human resources, and facility and infrastructure availability.

2. **Progressing towards Excellence Phase (2017-2021)**
   
   This phase is targeted to improve teaching, research, and community service (Three Pillars of Higher Education) performance in synergistic unity. In this phase, the development is oriented to improving the implementation of educational quality assurance, both in terms of academic and non-academic aspects. The success of this stage is seen from the increasing number of collaborations made between the University and various institutions, both in the home country and overseas. More importantly, the University is expected to be one of the 100 best universities in Asia.

3. **Global Recognition Phase (2022-2026)**
   
   The policy in this phase focuses on enforcing the University’s existence and competitiveness at international level. The success of this phase is marked by the fulfillment of all World Class University indicators and its rank as the world’s top 300 universities by a credible university rating agency.
Institutional Structure

The Syarif Hidayatullah State Islamic University’s institutional structure is set under the Regulation by the Minister of Religious Affairs Number 6/2013 on the Organization and Work Procedure of Syarif Hidayatullah State Islamic University and the Regulation No. 17/2014 on the Statute of Syarif Hidayatullah State Islamic University Jakarta. Here, the institutional structure consists of the followings:

1. The University Management including the Rector and 4 Deputy Rectors.
2. The University Senate;
3. Academic Executing Elements:
   (1) 11 Faculties (Deans and 3 Deputy Deans)
   (2) Faculty Senate
   (3) Departments
   (4) Secretary to the Department
   (5) Laboratory
   (6) Divisions and Subdivisions in 11 Faculties
   (7) Graduate School (Director)
   (8) Institute for Research and Community Service
      a. Secretary
      b. 5 Centers
   (9) Quality Assurance Agency
      a. Secretary
      b. 2 Centers
   (10) Administration Subdivision at the Institute for Research and Community Service and Quality Assurance Agency
   (11) 5 Technical Implementation Units
      a. Library Center
b. Center for Information Technology and Data Base  
c. Center for Language Development Center

| SYARIF HIDAYATULLAH STATE ISLAMIC UNIVERSITY | Section : 3.0 |
| Knowledge, Piety, Integrity | Revision Number : 04 |
| Quality Guidelines | Date of Issuance : 28/07/2016 |

d. Center for Ma’had Al-Jamiah  
e. Center for Business Development

(12) Administrative Elements:  
a. General Administration and Personnel Bureau;  
b. Planning and Finance Bureau;  
c. Academic and Student Administration Bureau;  
(13) Board of Trustees;  
(14) Internal Audit Unit.

The University’s Personnel  
The list of personnel within the University is available in each unit.

External Quality Assurance System: Accreditation and Certification  
All function units that carry out this quality management system according to the existent clauses/criteria/standards are expected to gain reputation and recognition both nationally and internationally.

The accreditation and certification status including trophies achieved by all function units or individuals in the function units becomes one of the proofs of reputation and recognition. Here, accreditation and certification documents, including certificates, are controlled and published.
3.2 Quality Policy

QUALITY POLICY
SYARIF HIDAYATULLAH STATE ISLAMIC UNIVERSITY 2015 - 2019

The Rector of the University has made the following policies:

<table>
<thead>
<tr>
<th>Development Priority</th>
<th>Leadership Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reinforcing the Islamic Study Program</td>
<td>Reinforcing the position of the Graduate School as an International Islamic Studies destination</td>
</tr>
<tr>
<td></td>
<td>Reinforcing genuine religious study program to gain regional recognition</td>
</tr>
<tr>
<td></td>
<td>Providing professional education services</td>
</tr>
<tr>
<td></td>
<td>Enhancing the capacity of applied religious study program</td>
</tr>
<tr>
<td>2. Reinforcing the Integration of Religion and Science</td>
<td>Facilitating the integration of religion and science through research and discourse development</td>
</tr>
<tr>
<td></td>
<td>Redesigning the curriculum and learning in general study programs according to the international standards</td>
</tr>
<tr>
<td></td>
<td>Facilitating Lecturers to conduct research and teaching collaborations with various reputable universities in the world</td>
</tr>
<tr>
<td>3. Redirecting academic policy towards World Class University (WCU)</td>
<td>Improving infrastructure for teaching-learning facilities</td>
</tr>
<tr>
<td></td>
<td>Organizing a beautiful, neat and clean campus environment</td>
</tr>
</tbody>
</table>

Jakarta, April 1, 2015
Rector,

Prof. Dr. H. Dede Rosyada, MA
NIP. 19571005 198703 1 003
3.3 Educational Service Process Mapping

EDUCATIONAL SERVICE PROCESS MAPPING AT SYARIF HIDAYATULLAH STATE ISLAMIC UNIVERSITY
4.1 QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

Syarif Hidayatullah State Islamic University records, implements and maintains the quality management system and has continuously improved its effectiveness according to the clause/criterion/standard requirements.

It has also controlled the process of Three Pillars of Higher Education service to ensure that the service is effectively implemented. In addition, the University ensures the resource and information availability to carry out, monitor, measure and analyze the process to achieve the planned results.

The University will continuously improve the effectiveness of the process and also ensure its quality control and improvement.

4.2. Documentation Requirements

4.2.1. General Requirements

Quality Management System Documents at the University includes:

a. Quality Policies and Goals (Key Performance Indicators);

b. Quality Guidelines;

c. Procedures (manuals, Standard Operating Procedures, and Work Instructions);

d. Supporting documents (forms, templates, worksheets, checklists, etc.); and

e. Records/Archives;

Quality Management System Documents available at Syarif Hidayatullah State Islamic University are stored in hard and soft copies. The soft copy document, for example, is uploaded in the University website.

The Quality Guidelines, for example, is formulated and compiled in one document, along with its attachments, such as the Quality Policy which becomes the reference for all function units at the University. Although the function units apply the ISO 9001:2008 in stages, this Quality Policy binds them all.
In the meantime, the Standard Operating Procedure (SOP) is made and recorded for each type of activity related to the implementation of services, which is deemed necessary to write its SOP.

Further, the Work Instructions are made and recorded for each activity related to the SOP if it is deemed necessary to make, while supporting documents in terms of forms, templates, worksheets, checklists, etc. are also the same.

### LIST OF QUALITY MANAGEMENT SYSTEM DOCUMENTS

<table>
<thead>
<tr>
<th>Level</th>
<th>Document Requirements</th>
<th>Types of Document</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality Policies and Goals (Key Performance Indicators) Quality Guidelines</td>
<td>Organization and Work Procedure Statute (Structure, Vision, Missions and Objectives) Strategic Plan Quality policy Quality Objectives (Key Performance Indicators) Quality Guidelines National and International Standards (Accreditation Standards for Study Programs and Institutional Accreditation);</td>
</tr>
<tr>
<td>2</td>
<td>Standard Operating Procedures</td>
<td>SOP</td>
</tr>
<tr>
<td>3</td>
<td>Manuals and Work Instructions</td>
<td>Quality manual with a work-chart, Rector’s Instructions; Recommendations; Technical Guidelines; Technical specifications; Classroom Rules;</td>
</tr>
</tbody>
</table>
Dress code (Attire Guide); Guidelines for translation, regulation and related legislations, etc.

4 Records/Archives

Correspondence Records; Decree on accreditation status; Certificates; Trophies; Academic Certificates; Transcripts; Work Plan and Budget for Ministries and Institutions; Final Year Project, Thesis, Dissertation; Accountability Reports, etc.

4.2.2. Quality Guidelines

The Management Representative formulates and maintains the Quality Guidelines which consists of:

a. the scope of quality management system, including presenting backgrounds for each clause requirements;
b. documented procedures in the quality management system;
c. illustration and interaction between processes in the quality management system.

More specifically, this Quality Guidelines covers the followings:

a. An illustration on the scope of the Quality Management System application including all ISO 9001: 2008 clauses (without any exceptions) and taking ISO 17021: 2013 into account, for the following services:
1) Academic Administration, Student Affairs and Cooperation managed by the Head of Bureau of Academic Administration, Student Affairs and Cooperation;
2) Planning and Finance Administration managed by the Head of Planning and Finance Bureau;
3) General Administration and Personnel managed by the Head of General Administration and Personnel Bureau;

4) Services at the Institute for Research and Community Service in all Centers and Subdivisions managed by the Head of Institute for Research and Community Service;

5) Services at the Quality Assurance Agency in all Centers and Subdivisions managed by the Head of Quality Assurance Agency;

6) Services at the Internal Supervisory Unit managed by the Head of Internal Supervisory Unit;

7) Services at the Center for Information Technology and Database in all organizational units and functions available at the University which is managed by the Head of Center for Information Technology and Database;

8) Services at the Library Center managed by the Head of Library Center;

9) Services at the Center for Language Development managed by the Head of Center for Language Development;

10) The Tri Dharma Perguruan Tinggi (the Three Pillars of Higher Education) Administration and services at the Faculty of Tarbiyah and Teachers Training Sciences managed by the Dean;

11) The Tri Dharma Perguruan Tinggi (the Three Pillars of Higher Education) Administration and services at the Faculty of Economics and Business managed by the Dean;

12) The Tri Dharma Perguruan Tinggi (the Three Pillars of Higher Education) Administration and services at the Faculty of Science and Technology managed by the Dean;

13) The Tri Dharma Perguruan Tinggi (the Three Pillars of Higher Education) Administration and services at the Faculty of Islamic Studies managed by the Dean;
14) The *Tri Dharma Perguruan Tinggi* (the Three Pillars of Higher Education) Administration and services Faculty of Medicine and Health Sciences managed by Dean; (this faculty has not been approved)

In the meantime, other organizational units and functions which are not mentioned have not implemented the Quality Management System.

b. The documented SOPs that have been formulated are continuously developed if necessary to run the Quality Management System and all service processes and activities that have an impact on quality, service user satisfaction and fulfillment of regulatory requirements and legislation related to education services;

c. description on the interactions between the processes required in the Quality Management System which have generally been described in the Educational Service Process Mapping of Syarif Hidayatullah State Islamic University.

The procedures to control the established Quality Guidelines include:

a. Changes to the Quality Guidelines are only made by the Quality Management Representative (QMR)/Representative of Quality Management under the recommendations of internal parties including employees (Educators and Educational Personnel) and other involved parties (stakeholders);

b. The Quality Guidelines distribution and control is carried out by the Quality Management Representative (QMR)/Representative of Quality Management that is assisted by the Document and Data Control Coordinator to ensure the distribution to all relevant functions according to the organization level happens;

c. The Quality Management Representative (QMR)/Representative of Quality Management, assisted by the Head of the ISO Team and the Document and Data Control Coordinator are entitled to withdraw part or all of the Quality Guidelines.
4.2.3. Document Control

The Management Representative establishes the Document Control Procedures to control documents and to ensure:

a. Documents are approved before being issued;
b. Documents are reviewed and revised if necessary and reapproved;
c. changes and the final revision status of the documents are identified;
d. documents with the latest version are accessible at the place of use;
e. documents used have identification and are valid;
f. external documents with the latest version are used as a reference for the implementation of process;
g. documents that are not valid or not used are withdrawn from the place of use.

Records that must be maintained include:

a. Master List of Documents;
b. Receipt Notes.

This control mechanism is regulated under the SOP on Document Control No. Dock.UIN-SOP-QMR-001 and is communicated to all University staff to consistently, responsibly and actively carry it out.

Related Procedures:
SOP on Document Control
Master List of Documents
Quality Record List

4.2.4 Quality Record Control

Each unit maintains records as proof of conformity to all requirements needed to implement process. The records must be stored properly and easy to find.

The Management Representative establishes the Record Control Procedures to regulate the control, identification, storage, protection, retrieval, retention period and destruction of quality records.

Each unit makes a list of records stored and maintained in accordance with the Record Control Procedures.

The Record Control is specifically carried out according to the following provisions:

a. The records are both in hard and soft copies to make them easy to read, to use and to retrieve any time needed;
b. The procedures to identify, store, protect and retrieve the records are set;
c. The rules of retention period and procedures of destruction are also made;
d. The parties who are responsible for each type of records are specified.

Records that must be maintained are:
a. List of types of records and their validity period;
b. List of master records

The record control mechanism is regulated under the SOP on Record Control No.Dock.UIN-SOP-QMR-002.

**SOP/Related Procedures:**
- SOP on Quality Record Control
- SOP on Expedited Delivery Process
- SOP on Archiving/Recordings
- SOP on Incoming Letters Issuance
- SOP on Outgoing Letters Issuance
- SOP on Incoming Letters
- SOP on Outgoing Letters
5.0 MANAGEMENT RESPONSIBILITIES

5.1 Management Commitments
Syarif Hidayatullah State Islamic University is committed to developing and implementing the Quality Management System and continuously improving its effectiveness by:

a. communicating the significances of fulfilling the requirements to implement the Tri Dharma Perguruan Tinggi (The Three Pillars of Higher Education) in order to give student service satisfaction and meet applicable regulations;
b. making a quality policy;
c. ensuring that the quality objectives (Key Performance Indicators) are set;
d. performing management review;
e. ensuring resource availability;
f. ensuring facility and infrastructure availability.

Syarif Hidayatullah State Islamic University has governance principles as follow:

a. generalness: serving all stakeholders without exception.
b. impartiality: serving all stakeholders regardless of religion, gender, age, ethnicity, nationality backgrounds.
c. competence: providing competent resources.
d. responsibility: being responsible for completing the main tasks, functions and output of its services.
e. openness: socializing and communicating the types and forms of services to the public.
f. confidentiality: safeguarding information and documents which by their nature are classified as state privacy.
g. responsive to stakeholder complaints.
5.2. Stakeholder-Centered
Syarif Hidayatullah State Islamic University ensures that the requirements to implement the *Tri Dharma Perguruan Tinggi* (The Three Pillars of Higher Education) are identified and fulfilled in order to increase stakeholder satisfaction.

5.3. Quality Policy
The Rector of Syarif Hidayatullah State Islamic University establishes a Quality Policy which is in line with the University’s Vision, Mission and Objectives. This Quality Policy presents a commitment to implementing the Quality Management System in accordance with clauses/criteria/standards and continuously improving its effectiveness and providing a framework to set and review the quality objectives (Key Performance Indicators).

The University communicates the Quality Policy to all organizational units so that all employees in the organizational units fully understand it. Periodically, the University also reviews the adequacy, suitability, effectiveness and efficiency of the Quality Policy.

**Related documents:**
Section 3.2 of the Quality Guidelines: Quality Policy of Syarif Hidayatullah State Islamic University

5.4. Planning
5.4.1 Quality objectives (Key Performance Indicators)
Syarif Hidayatullah State Islamic University sets the quality objectives (Key Performance Indicators) in each unit to help achieve the Quality Policy.
Related Documents/Procedures:
Sub Section 3.3 of the Quality Guidelines: Quality Objectives (Key Performance Indicators) of Syarif Hidayatullah State Islamic University

5.4.2. Quality Management System Planning
The Management Representative ensures that the quality management system planning is carried out in order to meet the clause/criterion/standard requirements and quality objectives (Key Performance Indicators).
In addition, the Representative also settles the integrity of the quality management system is maintained when changes to the system are planned, made and implemented.

5.5. Responsibilities, Authorities and Communication

5.5.1. Responsibilities and Authorities
The Rector, Deputy Rectors, Head of Institutes, Head of Bureaus, Head of Internal Audit Unit, Head of Centers, and Deans and other units at Syarif Hidayatullah State Islamic University make sure that the Main Tasks and Functions of each position are set and communicated within the University.
Here, the Rector also guarantees that the organizational structure, responsibilities and authorities which are established based on the Regulation by the Minister of Religious Affairs Number 6/2013 on the Organization and Work Procedure of Syarif Hidayatullah State Islamic University and the Regulation No. 17/2014 on the Statute of Syarif Hidayatullah State Islamic University Jakarta, have been socialized to all employees.

Supporting documents:
Organization and Work Procedure
Statute
Position Analysis
Job Description

5.5.2 Management Representative

The Rector, Deputy Rectors, Head of Institutes, Head of Bureaus, Head of Internal Audit Unit, Head of Centers, and Deans and other units at Syarif Hidayatullah State Islamic University appoint a Quality Management Representative (QMR). Technically, the position of this Representative can be directly taken by the Rector or an official promoted by the Rector. Here, the Management Representative is assigned to:

a. ensure the processes needed for the quality management system are established, implemented and maintained;
b. report the quality management system performance and the need for improvement to the top management;
c. promoting the quality awareness in the organization.

At the University level, the Quality Management Representative (QMR) is assisted by other Quality Management Representatives from related institutions whose main task and function is conducting internal quality assurance. The Quality Assurance Agency has an institutional task and function as an internal quality assurance agency. Therefore, the implementation of quality assurance is coordinated under this agency.

All internal quality assurance auditors, under the Quality Assurance Agency, functionally become the quality assurance representatives at the faculty level (Gugus Jaminan Mutu/Quality Assurance Group) and study programs (Unit Jaminan Mutu/Quality Assurance Unit).
Organizational Structure for Quality Assurance Agency

Supporting documents:
Organizational Structure and Work Procedure of Syarif Hidayatullah State Islamic University.

The Decree by the Rector of Syarif Hidayatullah State Islamic University regarding the Promotion of Management Representative.

5.5.3. Internal Communication
The Rector, Deputy Rectors, Head of Institutes, Head of Bureaus, Head of Internal Audit Unit, Head of Centers, and Deans and other units at Syarif Hidayatullah State Islamic University utilize meeting media, memos, bulletin boards and intranets to ensure that the internal communication process between units, educators and education staff at internal units, or between function units at the University works effectively.
5.6 Management Review Meetings

5.6.1 General Overview

Syarif Hidayatullah State Islamic University reviews its quality management system to ensure its suitability and effectiveness at least once in a year.

The Rector, Deputy Rectors, Head of Institutes, Head of Bureaus, Head of Internal Audit Unit, Head of Centers, Deans, Head of Divisions, and Head of Subdivisions included in the scope of the quality management system must attend the Management Review Meeting.

The review aims at examining the possible improvement and needs for changes to the system, including the quality policy and quality objectives (Key Performance Indicators).

The Management Representative distributes minutes of management review meetings to all participants and records them according to the Record Control Procedure.

5.6.2. Management Review Meeting Agenda

The agenda of the management review meeting discuss the followings:

a. audit outcomes;

b. stakeholder feedback according to the survey results and customer complaints;

c. service process and the Three Pillars of Higher Education service performance which is seen from performance analysis on the Quality Objectives (Key Performance Indicators);

d. prevention and corrective actions that have an impact on the quality management system;

e. a follow-up to the previous management review meeting results;

f. recommendations for quality improvement.
5.6.3 Management Review Meeting Decision

The management review meeting decisions include:

a. improvement on the quality management system effectiveness and processes;
b. improvement on service and customer satisfaction;
c. service improvement on teaching and learning processes; and
d. resource need.

Related Procedure:
SOP on Management Review Meeting Number Un.01-QMR-PDD-SOP-004
6.0 RESOURCE MANAGEMENT

Syarif Hidayatullah State Islamic University identifies and provides the resources needed to:

a. implement and maintain the quality management system and continuously improve its effectiveness;

b. Maintaining stakeholder satisfaction by meeting the stakeholder requirements.

Related Procedures:
SOP on Prospective Civil Servant Selection
SOP on Lecturer Recruitment and Selection
SOP on the Issuance of Decree regarding the Lecturer Promotion
SOP on the Issuance of Decree regarding age limit extension for Professors
SOP on the Issuance of Decree regarding Pension
SOP on the Issuance of Decree regarding Emeritus Professor
SOP on the Issuance of Decree regarding SK Mutations between Agencies

6.2. Human Resources

6.2.1 General Overview
Syarif Hidayatullah State Islamic University specifies educator and educational personnel competencies based on education, training, potency and experience.

6.2.2. Competence, Awareness and Training
Syarif Hidayatullah State Islamic University conducts training to improve the competencies of its teaching and educational staff to achieve the quality objectives (Key Performance Indicators) which affect the Quality Policy.
In addition, it regularly assesses their performance and competencies. If, for example, they are unable to achieve them, they will attend other particular training.

**Related Procedures:**
SOP on Lecturer Recruitment and Selection
SOP on Lecturer and Staff Promotion Procedure
SOP on Training Procedure
SOP on Education and Training
SOP on the Issuance of Assignment Letter
SOP on the Issuance of Permit Letter
SOP on the Issuance of Assignment Letter for Employees and Lecturers to Study
SOP on the Issuance of Permit Letter for Employees and Lecturers to Study
SOP on the Issuance of the Decree regarding Scholarship
SOP on Health Insurance Application
SOP on Bapertarum Disbursement
SOP on Education and Training for Prospective Civil Servant
SOP on Education and Training for Civil Servants (Leadership Training)
SOP on Education and Training for Civil Servants (Functional Training)
SOP on Education and Training for Civil Servants (Technical Training)
SOP on Service Exam Recommendation
SOP on Promotion
SOP on Hajj Officer Recommendation
SOP Satyalancana Recommendation
SOP on the Issuance of the Rector’s Decree
SOP on Employee Competency Improvement
6.3. Facilities/Infrastructure

Syarif Hidayatullah State Islamic University provides and maintains supporting facilities and infrastructure to implement the *Tri Dharma Perguruan Tinggi* (the Three Pillars of Higher Education) services.

The University also takes cleanliness, comfort and campus security into account. In addition, it ensures that funds are available to meet the Quality Policy through the Quality Objectives (Key Performance Indicators).

It sets maintenance and repair program to take care of the supporting facilities and infrastructure such as:

a. Rectorate Building and Integrated Administrative Services;
b. All Faculties within the University;
c. Lecture Rooms;
d. Library Building and rooms;
e. Information System (IT).
f. Transportation and Communication Tools;
g. Laboratory;
h. Green, beautiful and clean campus environment;
i. Other supporting facilities.

**Related Procedures:**
SOP on Changes to the Building Interior Design
SOP on Diorama Auditorium Building Repair and Maintenance
SOP on Building and Electrical Repair
SOP on Building Security
SOP on Damage Report
SOP on Maintenance of Building Cleanliness
SOP on Evacuation route signs for building safety, comfort and health;
6.4. Work Environment

Syarif Hidayatullah State Islamic University creates and maintains a safe and healthy environment to support the *Tri Dharma Perguruan Tinggi* (the Three Pillars of Higher Education) services.

**Related Procedures:**
Student Code of Conducts
Lecturer Code of Conducts
Class rules
SOP on Diorama Auditorium Building Repair and Maintenance
SOP on Building and Electrical Repair
SOP on Building Security
SOP on Damage Report
SOP on Maintenance of Building Cleanliness
SOP on Using and Renting the University’s official vehicles
SOP on 5R Inspection
SOP on Park and Evacuation Route Maintenance
7.0 SERVICE REALIZATION ON STAKEHOLDERS

7.1 Planning

Syarif Hidayatullah State Islamic University has planned the Three Pillars of Higher Education services to meet national and international clauses/criteria/standards. As a follow-up, the Quality Policy is translated into the Quality Objectives (Key Performance Indicators) in all function units according to their main tasks and functions. The day-to-day implementation to achieve the objectives requires work procedures in terms of quality manuals, SOPs, and work instructions. As the result, the specified performance measurement is under control and coordination of the quality management system.

The University and the function units under it must (1) PLAN the Quality Objectives (Key Performance Indicators) as a translation of the Quality Policy; (2) carry out the DO process according to the Objectives in order to realize the Three Pillars of Higher Education services which are stakeholder-oriented; (3) CHECK the implementation of what has been planned. Here, the data/evidence generated from the evaluation (check) is used as a basis by the Management Representative to control the implementation of services. If, for example, it is not in accordance with the planning, the Management Representative will take action (ACT). On the contrary, if it fits, the Representative will perform benchmarking to improve continuous quality.

Related Procedures:

SOP on Non-Tax State Revenue Target and Realization
SOP on Indicative Budget Planning
SOP on Temporary Budget Planning
SOP on Definitive Budget Planning
SOP on Business Budget Planning
SOP on Indicative Work Plan and Budget for Ministries and Institutions
SOP on Temporary Work Plan and Budget for Ministries and Institutions
SOP on Definitive Work Plan and Budget for Ministries and Institutions
SOP on Budget Implementation Listing
SOP on Budgeting Revision

7.2. **Service Implementation Process for Stakeholders**

To provide services regarding the Three Pillars of Higher Education, Syarif Hidayatullah State Islamic University sets requirements according to the clauses/criteria/standards. Such approach is taken to make sure that all units in the University can provide satisfactory services for stakeholders. Here, all clauses/criteria/standards that apply to support the quality management system are translated into guidelines.

**Related Procedures:**

SOP on Student Admission through PMDK
SOP on Student Admission through UMB
SOP on Student Admission through SPMB
SOP on Student Admission through SMPTN
SOP on Student Admission through PTAIN
SOP on Comprehensive Exams Preparation & Implementation
SOP on Final Year Project Proposal Submission and Seminar
SOP on the Implementation of Final Year Project Writing Guidance
SOP on Final Year Project Examination (*muaqasah*)
SOP on Exam (*muaqasah*) Implementation
SOP on Research
SOP on Community Service
SOP on Seminar Implementation
SOP on MoU Formulation
7.2.2. Service Requirement Review on Stakeholders

Syarif Hidayatullah State Islamic University reviews all clause/criterion/standard requirements in implementing the Three Pillars of Higher Education for stakeholder satisfaction. This review adopts the Plan-Do-Check-Act cycle or also known as PDCA which is carried out by the quality management system systematically and sequentially.

Related Procedures:
- SOP on MoU Formulation
- SOP on MoA Formulation
- SOP on Cooperation
- SOP on the Implementation of Lecturer Evaluation
- SOP on Lecturer Certification Application
- SOP on Workload Contract and Monitoring and Evaluation (M&E)

7.2.3. Communication with Stakeholders

Syarif Hidayatullah State Islamic University establishes information systems to bridge effective communication with stakeholders as follow:

a. information about the Three Pillars of Higher Education such as brochures and websites;

b. process Outcomes from the implementation the Three Pillars of Higher Education;

c. stakeholder feedback.
This University’s Information System provides the followings:

a. information that can be widely accessed by the public or stakeholders, including information about national and international cooperation which help all units and study programs continuously improve quality. In turn, this quality supports to meet all standards in the National Standards for Higher Education and in turn lead to World Class University;

b. type and example of academic certificate including its uses and benefits issued by the University;

c. a comprehensive directory of study programs, both types and levels;

d. juridical reference and quality certificates issued by the University;

e. confidentiality;

f. FAQ (frequently asked questions);

Related Procedures:
SOP on the Implementation of Lecturer Evaluation
SOP on Customer Complaints
SOP on Identification of Information and Data Needs
SOP on Data Service
SOP on Information Input on the Center for Computer Website
SOP on Customer Satisfaction Evaluation
SOP on English and Arabic Remedial Service for Graduate School Students
SOP on Indonesian Language Course for Foreign Speakers (Public)
SOP on Indonesian Language Course for Foreign Speakers (Foreign Students)
SOP on Printed Document-Translating Service
SOP on Non-Printed Document-Translating Service
SOP on French Language Course
7.3. Design and Development

Syarif Hidayatullah State Islamic University and all function units under it must plan and control the design and development of the Three Pillars of Higher Education services with high quality.

Practically, the Quality design and development activities must be planned before the Quality Management on the Three Pillars of Higher Education services takes place. Here, the process of planning the quality design and development must include the followings:

a. the stages of the process in formulating the service quality design and development;
b. appropriate review, verification and validation at each stage of the design and development;
c. responsible personnel who are authorized at every stage of the design and development activities.

Related Procedures:

SOP on Offering a Study Program
SOP on Closing a Study Program
SOP on Study Program Accreditation
SOP on Accreditation for Higher Education Institution
SOP on Honoris Causa Doctorate Award
SOP on Competency-based Recruitment for Lecturer
SOP on Workload Contract and Monitoring and Evaluation (M&E)
SOP on Article Submission in International Journal
SOP on Research Proposal to the University
SOP on Research
7.4. Purchases

7.4.1. Purchasing Process
Syarif Hidayatullah State Islamic University evaluates and selects suppliers based on the legislation criteria. Such selection and evaluation criteria are determined by maintaining the List of Selected Suppliers proven to show good performance.

7.4.2. Purchase Information
Syarif Hidayatullah State Islamic University ensures the adequacy of purchase requirements before communicating with the suppliers.

The procurement or purchase documents must explain the products to purchase including:
   a. product requirements;
   b. requirements for personnel qualifications, and
   c. quality management system requirements.

7.4.3. Verification of Purchased Products
Syarif Hidayatullah State Islamic University performs verification or other activities needed to ensure the purchased products are in line with the requirements.

Related Procedures:
   SOP on Verification
   SOP on Verification on Money Supply Proposal (DIPA BLU)
   SOP on Verification on Money Supply Returns Proposal (DIPA BLU)
   SOP on Verification on Additional Money Supply (AMS) Proposal (DIPA BLU)
   SOP on Verification on AMS Accountability Report (DIPA BLU)
   SOP on Verification on Direct Payment and Disbursement of Goods and Services Procurement (BLU)
   SOP on Verification on Money Supply Returns Proposal (DIPA RM)
SOP on Verification on Additional Money Supply (AMS) Proposal (DIPA RM)
SOP on Verification on AMS Accountability Report (DIPA RM)
SOP on Verification on Direct Payment and Disbursement of Salary (DIPA RM)
SOP on Verification on Money Supply Returns Proposal (DIPA BOPTN)
SOP on Verification on Additional Money Supply (AMS) Proposal (DIPA BOPTN)
SOP on Verification on AMS Accountability Report (DIPA BOPTN)
SOP on Verification on Direct Payment and Disbursement of Salary (DIPA BOPTN)
SOP on Verification on Direct Payment and Disbursement of Goods and Services Procurement (APBN)
SOP on the Implementation of Budget Business Plan Review
SOP on Financial Statement Review
SOP on the Implementation of SKP Submission (Planning)
SOP on the Implementation of SKP Submission (Realization)
SOP on Performance Audit

7.5. **Provisions for the Three Pillars of Higher Education Service Process**

7.5.1. **Control on the Three Pillars of Higher Education Service Process**

Syarif Hidayatullah State Islamic University carries out the Three Pillars of Higher Education service process under controlled conditions. Such condition means:

a. information that explains about the Three Pillars of Higher Education services is available;

b. guidelines, manuals, SOPs, work instructions or technical instructions needed are already made;

c. equipment availability is adequate;

d. evaluation instrument used as monitoring and measurement tools is available;

e. monitoring and measurement is applied.
Related Procedures:
Templates, checklists, worksheets etc. for audits, surveys, and checking.
SOP on Score Conversion Completion
SOP on Course Plan Revision and Completion
SOP on Score Submission
SOP on Study Results Improvement
SOP on Transcript Collection
SOP on Audit

7.5.2. Process Validation
Syarif Hidayatullah State Islamic University and all function units under it carry out data validation to ensure the Three Pillars of Higher Education services are accurate and accountable.

Related Procedures:
SOP on Audit
SOP on Survey
SOP on Course Plan Revision and Completion
SOP on Study Results Improvement

7.5.3. Identification and Traceability
Syarif Hidayatullah State Islamic University and all function units under it identify all teaching and learning process outcomes based on student name and ID.

Related Procedures:
Tracer Study Instrument
SOP on Tracer Study
Work Instructions for Tracer Study
7.5.4. Student Ownership

Syarif Hidayatullah State Islamic University and all function units under it ensure access to and use of the Three Pillars of Higher Education services is only entitled to the concerned parties.

Related Procedures:
SOP on Transcript Collection
SOP on Academic Certificate Collection
SOP on Course Plan Revision and Completion
SOP on Study Results Improvement

7.5.5 Protection to the Three Pillars of Higher Education services

Syarif Hidayatullah State Islamic University and all function units under it protect and safeguard all of the Three Pillars of Higher Education data. This means the student study results, academic certificate and transcripts, and all data are protected until they are handed over to students upon their completion of study.

Further, the University maintains and provides services by issuing a statement letter regarding the Three Pillars for stakeholders. In addition, students may request for their study data if they need it in the future.

Related Procedures:
SOP on Academic Certificate Collection
SOP on Course Plan Revision and Completion
SOP on Study Results Improvement
SOP on Transcript Collection
SOP on TOEFL and TOAFL Certificates Distribution
SOP on Letter of Statement for Joining TOEFL and TOAFL Tests for New Students
7.6 Control on Monitoring and Measurement Tools

Syarif Hidayatullah State Islamic University and all function units under it ensure that the monitoring and measurement tools are in good condition and meet the criteria to assess the Three Pillars of Higher Education services.

Here, the measurement tools must be:

a. calibrated or specified for a certain period of time or before used towards international or national measurement standards, if the standards do not exist, the basis used to calibrate must be recorded,

b. adjusted or re-adjusted if needed,

c. its calibration status is identified,

d. protected from any adjustments which cause the measurement to be inaccurate,

e. protected from damage and deterioration during handling, maintenance and storage.

If, for example, the tools are found in accurate or do not meet the requirements, further action is needed to resolve it. On the contrary, if they are proven working, the calibration and verification results must be maintained.

Related Procedures:
8.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General Overview

Syarif Hidayatullah State Islamic University reviews and analyzes process performance to:

a. show that the Three Pillars of Higher Education service implementation meets the established quality standards;

b. ensure the quality management system has effectively been implemented and has achieved quality objectives (Key Performance Indicators), and

c. continuously improve the quality management system effectiveness.

8.2. Monitoring and Measurement

8.2.1 Student Satisfaction/Lecturer Performance

Syarif Hidayatullah State Islamic University monitors information related to stakeholders’ perceptions on the Three Pillars of Higher Education services and administration.

Similarly, the University also analyzes the measurement results of the service and administration performance and reports them to the Quality Management Representative (QMR) as inputs to improve the service and administration quality.

Related Procedures:

Work Instructions for Filling Lecturer Workload Form by Lecturers
Work Instructions for Assessing Lecturer Workload by Assessors
SOP on Lecturer Workload
SOP on the Implementation of Lecturer Assessment
SOP on Customer Satisfaction
8.2.2. Internal Audit

Syarif Hidayatullah State Islamic University performs an internal audit at least once in a year in accordance with the internal audit program set by the Quality Management Representative.

The internal audit aims at determining if the quality management system is:

a. in accordance with the clause/criterion/standard requirements required by the quality management system;

b. effectively implemented and maintained.

The Quality Management Representatives, supported by the Quality Management Assistant, plans an internal audit program by considering the status, process significance level, scope of the audited area and follow-up to the previous audit outcomes.

The auditor selection and audit implementation is independent, which means internal auditors may not audit their own work areas, to ensure the objectivity and neutrality of the audit process.

In turn, the audited function units must ensure that corrective actions are carried out immediately, not postponed, to eliminate any discrepancies and root causes.

The Management Representative assisted by the internal auditors review the corrective actions implemented to confirm their effectiveness.

The results of the internal audit report are controlled and stored by the Quality Management Assistant.

Related Procedures:

SOP on Workload Contract and Monitoring and Evaluation (M&E)

SOP on Internal Quality Audit
8.2.3. Monitoring and Measurement Process
Syarif Hidayatullah State Islamic University applies a process performance measurement to monitor and measure the Three Pillars of Higher Education services and administration in the context of the quality management system. This performance measurement shows how the service process in the function units can achieve the expected results in the Quality Objectives (Key Performance Indicators). If the objectives are not achieved, corrective actions must then be taken to ensure the achievement with an effective service process.

8.2.4. Monitoring and measurement on the Three Pillars of Higher Education Services
Syarif Hidayatullah State Islamic University makes sure the monitoring and measurement on the Three Pillars of Higher Education services and administration in all function units are implemented.

Related Procedures:
SOP on Internal Quality Audit
SOP on Survey Implementation
SOP on Lecturer Evaluation

8.3. Control on the Incompatible Service Process concerning the Three Pillars of Higher Education
Syarif Hidayatullah State Islamic University identifies the Three Pillars of Higher Education services and administration which do not comply with the clauses/criteria/standards, such as exam failure or dropping-out. Such issues are handled in accordance with the applicable laws and regulations.
8.4. Data Analysis

Syarif Hidayatullah State Islamic University collects and analyzes data to ensure the service process is suitable, compatible, and effective to improve the quality management system effectiveness.

In addition, it also applies the conformity and compliance audit method on the followings:
- service output;
- service process;
- system.

Measuring an organizational performance in quality management system is quantitatively based on the evidence collected from internal audit. Here, the indicators in the Audit Instrument are developed from the Quality clauses/criteria/quality standards.

The internal audit outcomes are divided into three (3) categories; Major, Minor, and Observation. All unconformities or incompliance found through the Audit are controlled. The unconformities include: (a) practices that are documented, but not implemented; and (b) practices that are implemented, but not documented. Basically, the conformities and compliance with the clauses/criteria/standards are used for the quality improvement of the clauses/criteria/standards themselves.

The objectives of internal audit are classified into four (4) categories:
a. responsibility,
b. process,
c. records, and
d. improvement.

Each category is given different score or weighing values. Basically, a process can be easily identified in term of the person in charge of the management (responsible), the implementation in the process itself (process), evidence of implementation (records), and the possibility of corrections or quality improvement (improvement) if the requirements standards are already met.

The following table outlines the four categories and weighing values.

<table>
<thead>
<tr>
<th>Category</th>
<th>Code</th>
<th>Weighing Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibility</td>
<td>Rp</td>
<td>20</td>
</tr>
<tr>
<td>Process</td>
<td>Ps</td>
<td>50</td>
</tr>
<tr>
<td>Records</td>
<td>Rd</td>
<td>10</td>
</tr>
<tr>
<td>Improvement</td>
<td>Im</td>
<td>20*</td>
</tr>
</tbody>
</table>

Note:

*) If the internal audit outcomes do not find any evidence of Improvement, then the value is 0.

In addition to the audit outcomes, data analysis on the followings is also conducted:

a. stakeholder feedback generated from the survey results;
b. the process performance of the Three Pillars of Higher Education services according to the Quality Objectives (Key Performance Indicators) the performance analysis;

SYARIF HIDAYATULLAH STATE ISLAMIC UNIVERSITY
Knowledge, Piety, Integrity
c. prevention status and corrective actions that can have an impact on the quality management system;
d. follow-up on the results of previous management review meetings;
e. recommendations for quality improvement.

**Related Procedures:**
- Audit instrument
- SOP on survey instrument
- SOP on Audit
- SOP on Survey

### 8.5. Improvement

#### 8.5.1. Continuous Improvement
Syarif Hidayatullah State Islamic University has continuously improved the quality management system effectiveness through quality policy, quality objectives (Key Performance Indicators), audits, data analysis, corrective and preventive actions and management reviews.

The Management Representative creates a quality improvement program that outlines the action plan, implementation schedule, person-in-charge and quality improvement outputs and reviews its effectiveness.

Related Procedures:

#### 8.5.2. Corrective Actions
If a discrepancy happens in the process, the involved units must immediately take corrective actions. In carrying out such actions, each unit must:

| SYARIF HIDAYATULLAH STATE ISLAMIC UNIVERSITY | Section | 8.0 |
| Knowledge, Piety, Integrity | Revision Number | 04 |
| Quality Guidelines | Date of Issuance | 28/07/2016 |
a. review unconformities;
b. determine the root of the unconformities;
c. evaluate the need for actions to ensure the unconformities do not occur again;
d. take and apply the actions needed;
e. compile the records and results of the corrective actions taken;
f. review the corrective actions taken.

Corrective actions are undertaken in accordance with the resulting impact on quality.

Related Procedures:
SOP on Corrective Actions
SOP on Unconformity Control

8.5.3. Precautionary Measures
If the quality services tend to drop or operational issues tend to occur, the Management Representative settles preventive measures to eliminate causes and prevent unconformities.

In taking the precautionary measures, the Management Representative must:
a. determine the unconformity potential and sources;
b. evaluate the need for measures to prevent incompliance;
c. take and apply the actions needed;
d. compile the records and results of the corrective actions taken;
e. review precautions.

Syarif Hidayatullah State Islamic University prevents the loss of electronic data by backing up important data once in a month.

Related Procedure:
SOP on Precautionary Measures
DESCRIPTION OF TASKS, AUTHORITIES, AND COMPETENCIES

1. Position: The Management Representative

Tasks:

a. Ensuring that the processes needed for the quality management system are established, implemented and maintained
b. Reporting the quality management system performance and the need for performance improvement to the top management
c. Building awareness on student requirements
d. Reviewing the suitability of the Quality Policy with the University’s Vision, Missions and Objectives with the Rector
e. Reviewing and specifying the Quality Objectives (Key Performance Indicators) in the coming year with the Rector
f. Maintaining document control and approving proposed new documents
g. Maintaining record control and approving list of records from each unit
h. Ensuring the monitoring on the Quality Objectives (Key Performance Indicators) at Syarif Hidayatullah Hidayatullah Islamic University and related units within the scope of ISO 9001: 2008
i. Planning and implementing Management Review Meetings
j. Planning and carrying out Student Satisfaction Measurement survey
k. Planning and implementing Internal Audit program
l. Undergoing data analysis as information for the management
m. Controlling the implementation of teaching-learning process

Authorities:

a. Issuing a Request for Maintenance and Prevention of quality issues that occur in the unit
Quality Guidelines

2. Position : The Management Representative Assistant

Tasks : Assisting the Quality Management Representative

Authority : Assisting the Quality Management Representative

Competencies

a. Educational Qualification : Minimum of Doctorate Degree
b. Experience : Minimum of 10 years
   ISO 17021
   Quality Assurance System
   Internal Quality Audit
d. Expertise : Mastering ISO 9001: 2008 Standards
   Mastering quality audit methods and techniques
   Mastering continuous quality improvement
Quality Guidelines

d. Expertise : Mastering ISO 9001: 2008 Standards
   Mastering ISO 17021 Requirements
   Mastering Quality Assurance System
   Mastering Quality Audit methods and techniques
   Mastering continuous quality improvement

3. Position: Document Controller
   Tasks:
   a. Maintaining quality management system documentation in hardcopy or softcopy
   b. Withdrawing expired documents and destructing them
   c. Administering changes to a proposed document and issuing a new document that has
      been approved by the Management Representative
   d. Distributing control documents to the person in charge
   e. Assisting the person in charge who will propose a new document by providing a
      predetermined document format

Authorities:
   a. Withdrawing expired documents found in the work area
   b. Refusing a proposed documents that does not use the specified document format

Competencies
   a. Education Qualification : Minimum of Bachelor Degree
   b. Experience : Minimum of 2 years
      ISO 17021 Requirements
      Quality Assurance System
      Internal Quality Audit
Quality Guidelines

d. Expertise : Mastering ISO 9001: 2008 Standards
   Mastering ISO 17021 Requirements
   Mastering Document and Record Control

4. Position: Internal Auditor
   Tasks:
   a. Understand the quality management system documents in the audited work unit
   b. Preparing a list of questions
   c. Performing meeting opening and closing
   d. Carrying out audit stages
   e. Performing an audit to discover objective evidence
   f. Making a decision on audit findings
   g. Making reports of unconformities/audit reports.

Authority:
Discontinuing the audit process if the auditors are not ready or cooperative.

Competencies
a. Education : Minimum of Bachelor
b. Experience : Minimum of 2 years
   ISO 17021 Requirements
   Quality Assurance System
   Internal Quality Audit
d. Expertise : Mastering ISO 9001: 2008 Standards
   Mastering ISO 17021 Requirements
   Mastering Quality Assurance System
   Mastering Quality Audit methods and techniques
   Mastering continuous quality improvement
Quality Guidelines

Section: Attachment C
Revision Number: 04
Date of Issuance: 28/07/2016
Quality Guidelines

Section: Attachment C
Revision Number: 04
Date of Issuance: 28/07/2016