

# Roles and Responsibilities Matrix in the University's System of Quality Management

S.P. Eremenko

Head of the Department of Higher Mathematics and  
Systems modeling complex processes  
St. Petersburg University of the State Fire Service of  
EMERCOM of Russia  
St. Petersburg, Russia  
esp55@mail.ru

M.S. Kryukova

Head of the Department of Higher Mathematics and  
Systems modeling complex processes  
St. Petersburg University of the State Fire Service of  
EMERCOM of Russia  
St. Petersburg, Russia  
krukova\_ms@mail.ru

E.S. Kalinina

Head of the Department of Higher Mathematics  
and Systems modeling complex processes,  
St. Petersburg University of the State Fire Service of  
EMERCOM of Russia  
St. Petersburg, Russia  
elenakali21@yandex.ru

**Abstract** – Effective quality management implies the distribution of responsibilities and the delegation of powers as a part of an institution's administration. This problem can be solved with the help of the roles and responsibilities matrix which provides a clear definition of the staff's functions. It also shows the possibilities for interaction and the adequate distribution of responsibilities within an organization. Designing the university's quality management system means defining the staff's competences and responsibilities. The roles and responsibilities matrix relies on the inventory of the university's activities and processes. It is also based on a thorough analysis of the university's structure. Unlike the job description which defines the roles and responsibilities of a particular employee and mainly reflects the vertical relationships in a hierarchy, the responsibility matrix shows clearly the relationships between several employees who are active participants included in an integrated system. Furthermore, the matrix enables executives to avoid the duplication of functions; it accelerates decision-making and raises accountability. In fact, the responsibility matrix represents a table of binary relations between a certain amount of business processes and the body of staff and departments within an organization. The horizontal lines of the table connect the university's business processes and the vertical columns contain the representatives of the educational institution. The responsibility matrix allows executives to evaluate the data horizontally and vertically. On the one hand, the executives are able to identify the participants of a certain process, to evaluate the effectiveness of the allocation of assignments and duties. On the other hand, they can estimate the amount and content of a certain work load within a particular business process. The analysis of the responsibility matrix results in the definition of duties, roles and the type of interaction between the representatives of the university's administration staff. This data underlies the job descriptions and department regulations. As a result, the responsibility matrix requires the evaluation of the university's organizational structure and basic processes. The

responsibility matrix represents a table of binary relations between a certain number of business processes and a body of the administration staff within an organization.

**Keywords** – university's business processes, quality assurance in education, quality of education, roles and responsibilities matrix, educational activities, academic council of the university.

## INTRODUCTION

All the organization's employees should be given the responsibilities and roles which would help them achieve certain results. The effective distribution of responsibilities and powers contributes to the involvement of the organization's staff and the overall awareness of quality in the educational process. The notions of responsibility and powers institutionalize the quality management of an educational establishment. The term «powers» means a regulation-based right to give orders and perform certain duties [1, 2, 3].

The distribution of responsibilities and powers depends on the university's organizational structure which is defined by the University Charter, the department regulations and the job descriptions.

As an integral part of the management system (MS), the quality management system of an educational establishment (EE) has to be run and maintained by an adequate organizational structure, Fig. 1 [4, 5, 6].

If we think of management as a process, the responsibilities and powers of the university's staff and executives can be presented as a responsibility distribution matrix in the quality management system. It is also demonstrated in processes information maps, in document procedures, in job descriptions and other documents involved

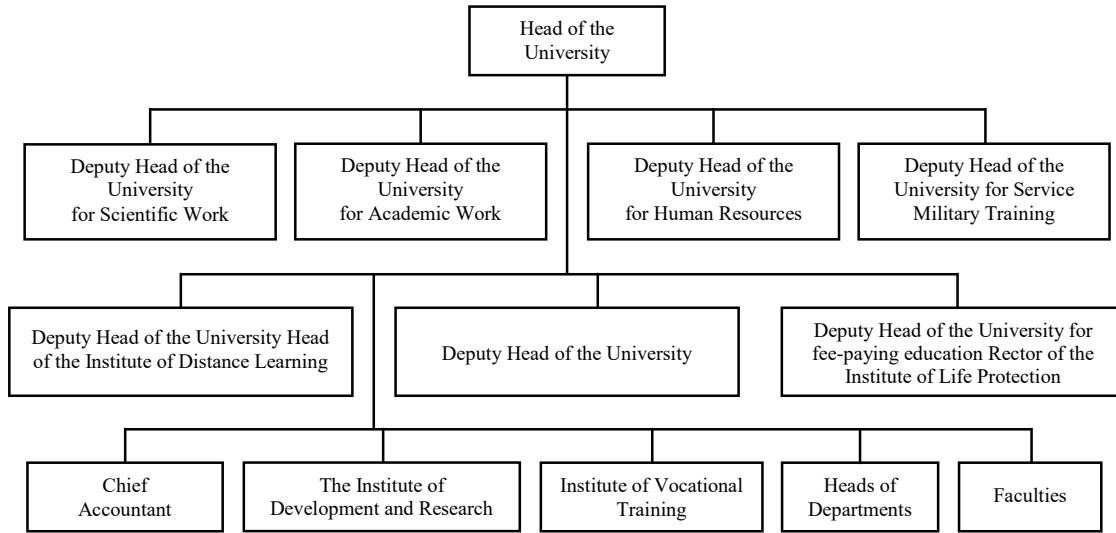


Fig. 1. Heads of the basic processes of the university

in the quality management system of an educational establishment [7, 8, 9].

The definition of the staff’s competences and functions is also an important issue related to the university’s quality management system. For that end the responsibility distribution matrix is used as an effective tool to face the challenges of management in education. The responsibility distribution matrix can take two forms: higher level and lower level [8, 9]. The former is the matrix which defines the responsibilities of the rector and his deputies. The latter defines the responsibilities related to the particular tasks the senior staff is charged with. A more detailed matrix of lower level can be developed, if the situation requires. When developing a responsibility distribution matrix, it is necessary to work out an inventory of the university’s processes and to analyze the university’s organizational structure [10, 11, 12].

charged with those processes. The table is designed in such a manner that the horizontal lines of the table connect the university’s business processes and the vertical columns contain the representatives of the educational institution and its departments [13, 14, 15]. The cell where the lines and columns overlap carries a symbol or a letter indicating the role of the employee in the process. The Russian practice has worked out the following symbols:

- H – Head, senior executive responsible for a certain process, its results;
- M – Manager charged with the organization, realization and supervision of a process;
- TP – Task Performer;
- P – Participant of a process.

TABLE I. BASIC PROCESSES OF THE UNIVERSITY

No p/n	Processes of the life cycle of the educational service
1.	Marketing
2.	Design and development of educational programs
3.	Admission of cadets (students)
4.	Realization of the basic educational programs
5.	Educational and extra curriculum activities with trainees
6.	Designing additional education programs
7.	Implementation of supplementary educational programs
8.	Training of highly qualified personnel
9.	Research and development
10.	Innovative activity
11.	International cooperation

The responsibility distribution matrix is based on the table of binary relations between the amount of the university’s business processes and the body of staff and departments

The head of the process is a senior executive who has at his command personnel, items of infrastructure, computer systems, software and data. He controls the process and is responsible for the effectiveness of the work [16].

The manager who is charged with the organization of the process has to plan effectively the allocation of necessary resources. He also has to carry out the immediate supervision of the process which includes the following tasks: making adjustments to the original allocation of resources, to the plans, deadlines and results according to the current situation [17].

The task performer is an employee (department) who carries out a particular task or is charged with a certain function. His responsibility is limited by the scope of the task.

The participant (co-participant) is an employee (department), who takes part in the process at its different stages: planning, decision-making, performing. He is responsible for a certain part of the task [18, 19, 20].

**TABLE II. MATRIX OF RESPONSIBILITY DISTRIBUTION**

№ p/n	Processes of the life cycle of the educational service	Process Managers												
		1	2	3	4	5	6	7	8	9	10	11	12	13
1.	Marketing	H	TP	M			TP	TP	TP	P	TP	TP	P	
2.	Design and development of educational programs	H	P	M			TP		M		TP	TP	TP	
3.	Admission of cadets (students)	H	P	M	TP	TP		P		P	M		TP	TP
4.	Realization of the basic educational programs		TP	H			M		M		TP	TP	TP	P
5.	Educational and extra curriculum activities with trainees	H	P	TP	M	P	TP	P	M	P	P	P	P	TP
6.	Designing additional education programs				H			TP				M	M	TP
7.	Implementation of supplementary education programs			P	TP			TP				M	M	TP
8.	Training of highly qualified personnel			P	H							M	TP	TP
9.	Research and development	H	M	TP			TP							TP
10.	Innovative activity	H	M	TP			TP							TP
11.	International cooperation	H	M	TP	P							P		P

### CONCLUSION

The main functions of the university's administration charged with quality management cover the distribution of responsibilities and powers of the staff. This problem can be solved with the help of the roles and responsibilities matrix which provides a clear definition of the staff's functions. It also shows the possibilities for interaction and the adequate distribution of responsibilities within an organization [20, 21].

The outcomes of the research:

- Unlike the job description which defines the roles and responsibilities of a particular employee and mainly reflects the vertical relationships in a hierarchy, the responsibility matrix shows clearly the relationships between several employees who are active participants included in an integrated system. Furthermore, the matrix enables executives to avoid the duplication of functions; it accelerates decision-making and raises accountability.
- The responsibility matrix allows the senior staff to evaluate the information horizontally. It gives an opportunity to identify all the participants of a particular process, to evaluate the balance and rationality of the responsibilities and powers distribution. Analyzed vertically, the matrix informs us

about the amount and content of an employee's overall work load.

- The analysis of the responsibility matrix results in the definition of duties, roles and the type of interaction between the representatives of the university's administration staff. This data underlies the job descriptions and department regulations.

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