

Quality Management Policy and Procedure

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Version History

VERSION	DESCRIPTION	AUTHOR	APPROVAL	EFFECTIVE DATE
5	Quality Management Policy and procedure	IQA Unit	June 2026	June 2025

Related Policies

The ITS Law Cap 566, the ITS legal notices and all ITS Policies and Procedures.

External Refences

ESG 2015 (European Standards and Guidelines). EQF and MQF referencing documents.

Definitions

QA	Quality Assurance (QA) Definition
	Quality Assurance (QA) is a systematic process of ensuring that products, services, or processes meet predefined quality standards. It focuses on preventing defects and detecting any in the operations, ensuring continuous improvement in production, service delivery, or business operations. QA is a proactive approach that involves systematic planning, process standardization, and adherence to regulatory and industry standards.
PDCA	The Institute of Tourism methodology for implementing QA is the PDCA (Plan-Do-Check-Act) cycle , also known as the Deming Cycle . It provides a structured approach to continuous improvement in quality assurance.

Abbreviations

QA	Quality Assurance
PDCA	Plan, Do, Check, Act
ITS	Institute of Tourism studies
ESG	European Standards and Guidelines
SAR	Self-assessment report
MQF	Malta Qualification Framework
BOS	Board of studies
PQVB	Programme Quality Validation Board

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A. Policy and Procedure

POLICY

The policy of the Institute of Tourism studies defines the ITS approach to QA and continuous enhancement with the ITS mission, vision and values. ITS is committed to maintain and enhance the quality of all institutional functions through continuous improvement, inclusive governance, strategic alignment, and evidence-informed decision-making.

The proposed Mission Statement of the Institute for Tourism Studies is: “To **Shape Excellence and Innovation in Tourism, through teaching, learning, quality research, expert advice, and the** realisation of innovative business concepts”

Vision

The proposed vision of the Institute for Tourism Studies is as follows: “**To be a leading institution that provides excellence and innovation in tourism education, driving transformation in the sector through high-quality teaching, research, and industry collaboration**” by:

PROCEDURE

Commitment to Quality

The Institute of Tourism Studies is firmly committed to providing learning programmes aimed at guaranteeing exceptional standards of service within the Hospitality Industry.

Students' progress is continuously monitored by their respective lecturers and tutors.

The lecturers' feedback is submitted to the curriculum office in a formal way. The

student's questionnaire feedback carried out each semester in a formal way is also submitted to the curriculum office. Both feedback areas analysed by the curriculum office and reports and infographics are disseminated to internal stakeholders. The purpose of quality assurance at ITS is to ensure continuous development and accountability to stakeholders.

ITS is committed to the principle of continuous enhancement. The aim of the Institute's **Academic Quality Assurance (AQA)** system is to ensure that a level of excellence in all aspects of the Institute's operations is consistently attained, with the objective of assuring the quality of the students and their contribution to society.

The Approach

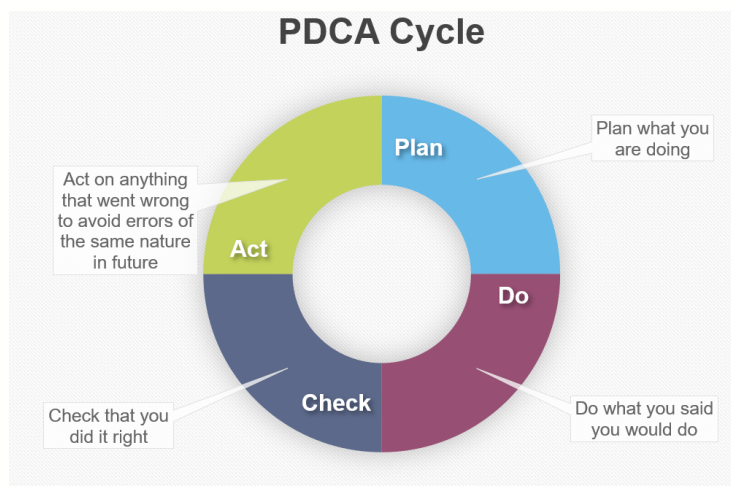
The approach is a **PDCA cycle (see Figure below)** to assure the Quality of its inputs, processes and outcomes and to identify improvements. The plan is created through Inputs, the Do are the processes, the Check are the outputs and outcomes, and Act is the improvement.

The **Planning stage** is what ITS aims to achieve according to the Mission, Vision and Values on which our strategy is built. The **Do** is the stage where the ITS plans are carried out in accordance with plans, policies and procedures. Examples are when classes are held, lecturers carry out their work, students learn and achieve the learning outcomes, finances are managed properly, committees meet and other tasks are done.

The **Checking** is the stage when ITS monitors and reviews the progress in achieving the targets and evaluate the effectiveness of the planning and doing. ITS identifies

weaknesses or risks by realizing what should happen (plan) and what does happen in practice (do). The checking comes from the tools of Monitoring as described in the QA

Manual. Example student feedback and yearly Self-assessment report. **Act** is the stage when ITS uses the results from checking and enhances the system by improving them whether they are plans, policies and procedures. Improvements also refer to how ITS evaluates its own activities to improve operations and policies. The underneath Figure explains the QA Framework based on the PDCA cycle:



Citation ISO Certification (2019)

Under this QA Management Policy as explained above the ITS requires the following QA processes at a minimum to be in place:

1. Clear Mission and Vision by Top Management

2. Strategy and its monitoring by two specific roles as per organigram
3. Student admission and enrolment against defined admission criteria by Registrar
Appointment of Qualified staff as per calls and job descriptions by Human Resources

Clear

governance and management responsibilities by Top Management and Board of Governors.

4. Annual Financial Audits (external if required)
5. Academic and Administrative policies and procedures as much as collective agreements by COO Academia and Deputy CEO
6. Robust processes for approval of academic programs by curriculum office, Board of studies, Programme quality validation board and Board of Governors
7. Student questionnaires for evaluation each semester by Curriculum office.
8. Various Stakeholder feedback (example from LITP and IITP) by Internships office.
9. Research Management policies and procedures by ARPB, including requirements for ethics clearance
10. Reviews of professional areas, ex: ICT
11. External Independent audit by MFHEA and the final annual SAR by IQAC.
12. Responsibility for QA Management Policy

The strategy is one that involves everybody in the organisation. The success of a Quality Culture depends entirely on the responsibility of every ITS staff member. The collective effort of all ensures the Quality Culture ITS is aspiring to achieve. Ultimately the responsibility for establishing the Quality Culture rests with the Management Team, namely the CEO, COO-Academia and Deputy CEO. Every member of staff has a

role in monitoring the quality of their work. As a result, quality assurance is shared responsibility. In support of this, Management will devolve as much authority for decision making as possible, to the point where the action directly imports upon users of our services. In such a case Quality is everyone's responsibility and cannot be delegated.

The responsibility for quality and standards is shared by all those who support students' learning. The administration and other support services have an essential part to play in the

assurance of quality, as the work of administration bears directly on quality and standards, in providing learning environments and support services. In fact, there is inclusive governance and stakeholder involvement. There are student representatives on Board of studies (BOS) and Programme Quality validation Board (PQVB) and internal Quality assurance committee (IQAC). The surveys also contribute to stakeholder involvement through alumni and employer surveys. Periodic consultation forums with industry partners, professional bodies and international offices.

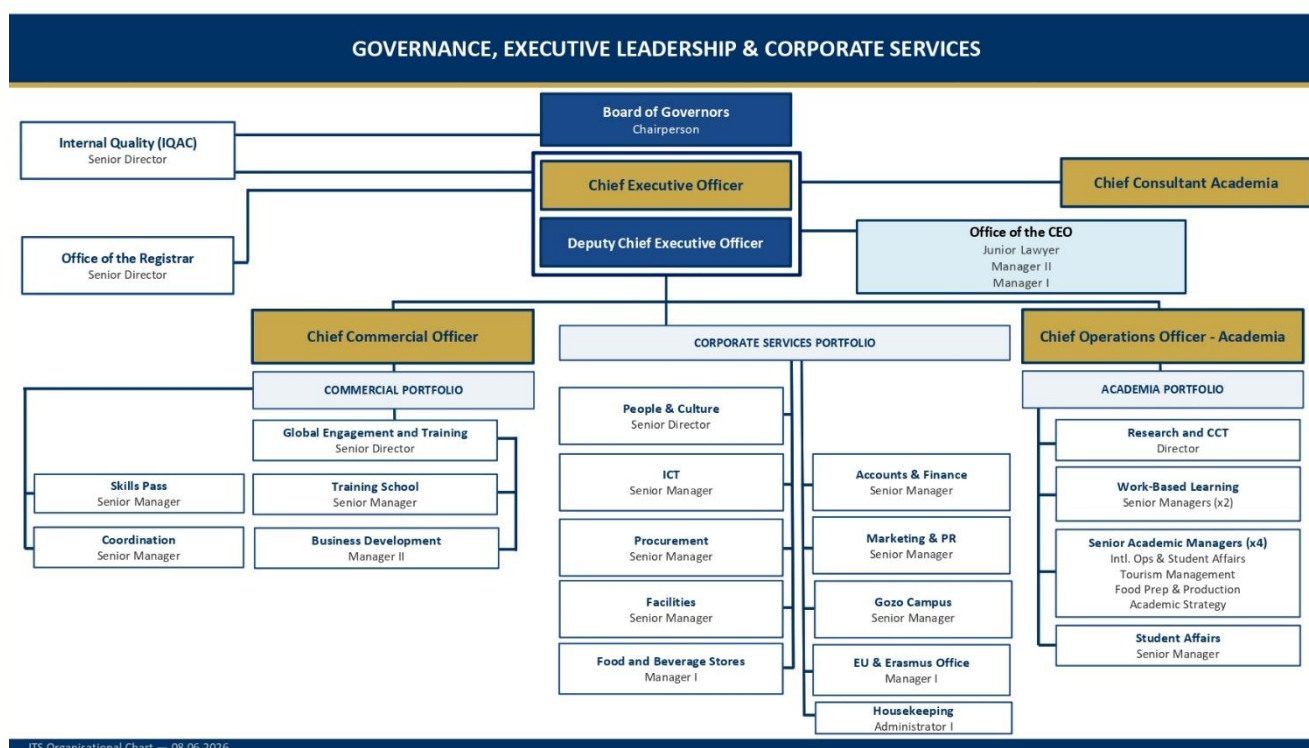
Quality Assurance at ITS is a shared responsibility of all staff both academic and administration and support staff. The Quality Assurance Manual is the guideline for all processes at ITS. Students receive both theoretical and practical exposure throughout the course thus enabling them to be operational as soon as they step into the world of work.

The Institute offers programmes of study from MQF Level 2 up to MQF Level 7), for careers as found

in the ITS prospectus found on the website. Most programmes at ITS involve a compulsory

internship program: Work-Based Learning, (Foundation, certificates and Degrees and HND
Tour
Guiding). International Internship Programmes (Diplomas and Degrees)

Management Structure



ITS Organisational Chart — 08.06.2026

Organisational Chart (Institute of Tourism Studies)

ITS has a Chief Executive Officer, a COO-Academia and a Deputy CEO as Top management, directed by a Board of Governors. They are responsible for the quality assurance on a day-to-day basis while the Internal Quality Assurance Committee oversees that the quality is safeguarded through processes, procedures and decisions taken on a daily basis.

Managers

Senior Managers are responsible for departmental management with their respective teams and report to their respective Heads.

Academic Co-ordinators

Coordination and monitoring of the implementation of the quality assurance system at the respective department; managing quality assurance procedures in the department and organization

The Board of Governors (BOG)

As per legislation:

- a. Establishes internal quality assurance schemes that ensure there is full transparency and a structure of clear operational accountability, Establishment of the composition of the ITS internal quality assurance committee.
- b. Approves all curricula and syllabi submitted by the BoS and approved by PQVB. c. Defining the strategic plan. **The Board of Studies (BOS)**

As per Legislation:

- a. Proposes new study programmes and courses for validation by the PQVB.

- b. Discusses changes in the current curricula and is the first monitoring point for new programmes.
- c. Makes comments and recommendations on programmes to the PQVB.

Programme Quality Validation Board (PQVB)

As per legal notice:

- a. Responsible for the internal approval and accreditation of programmes, ensures that programmes and courses are in line with binding documents and regulations thus making the accreditation decision.
- b. Validating the conditions/implementation of internal and external activities. Students are represented on the Board of Studies and the Programme Quality Validation Board.

Internal Quality Assurance Unit and Committee (IQAC)

As per legal notice is responsible for the:

- a. Developing and monitoring the implementation of ITS's internal QA system according to ITS mission and vision and strategic planning,
- b. promoting quality culture within ITS, supporting departments in establishing their department-based quality standards and monitoring these standards.
- c. monitoring of signed annual reports and evaluation of departmental quality assurance procedures,
- d. monitoring of the implementation of recommendations out of the signed annual reports.

IQAC issues monthly reports as part of ongoing monitoring and an annual self-assessment report (SAR).

All Boards and Committees do annual reports presented to their respective line of management. These reports are then reflected in the annual reports which are overseen by IQAC.

Admission and Progression of Students

The Institute of Tourism Studies (ITS) is open to all those who have the qualifications and/ or requirements as indicated in the yearly prospectus and rules and regulations. ITS is also open to Erasmus students as per the Erasmus Charter. Progression of students is also according to the yearly prospectus.

Assessment

Process Assessment methods are described in the module templates indicating the learning outcomes to be assessed. The Examination Committee ensures that exam assessment is inclusive and equitable so as to be challenging yet fair with all students.

External examiners and external verifiers are validated by the PQVB in order to participate in various programmes assessment.

Students Feedback

The students are invited by an e-mail to participate twice yearly in an online anonymous questionnaire about the modules, programmes and other areas. The results are communicated to the staff and students.

Module Review

Module Review Evaluation is first carried out by the Lecturer. The evaluation report will be passed on to the Academic Co-ordinators, who compile module review to issue an evaluation report on a programme to their line manager which is finally passed on to the COO-Academia for any required discussion at Board of studies.

Collective Agreement

ITS has a collective agreement for Academics while the administration and support staff have a separate collective agreement.

Student Support

Several support services exist for the student. A student can always refer to these support services including student wellbeing, library, IT Dept, website, student council,

accounts department, registrar dept, Erasmus, International office, Internship dept, and student relations services to ensure optimum outcome from their studies at the Institute.

Public Information

All Programmes of study with their respective entry requirements are found on the ITS Prospectus which is also available on the ITS website. ITS also participates in fairs and other public activities to disseminate information and market the Institute's programmes and activities as well as to promote careers with the tourism and hospitality sector.

Internal Quality Assurance Committee

The establishment of the composition of the ITS Internal Quality Assurance Committee is the responsibility of the Board of Governors as per Legal Notice Cap. 566 Under Functions and Power of Board of Governors as stated in article 10 (1S) "to establish internal quality assurance schemes as required by this Act or by any regulation made thereunder and required auditing procedures for the operations of the Institute".

The Design and Development of the **Quality Management Policy and Procedures** is based on the strategic plan. The strategic plan is formulated by the Board of Governors after having consulted with the internal audits, program reviews and external inputs.

The Strategic

Plan is communicated to the Chief Executive Officer (CEO) who in turn formulates a Communication Plan of how to disseminate the Strategy. This is done by informing the COO-Academia and COO- Corporate Services. Both COOs will make quality plans of operations to consolidate the annual plans. The COOs will communicate with the different departments to create objectives to reach their goals.

The Board of Governors are entrusted with designing a Strategic Plan for the Institute of Tourism Studies This strategic plan is disseminated by the Chief Executive Officer, who makes a communications plan. The communication must first reach the COOs after planning and assessing the situation at ITS. The action on strategic plan must formulate an annual operational plan and state the department objectives. The department objective plans must be communicated through Academic Coordinators to have the department plans implemented (in diagram A below).

The Internal Quality Assurance Committee is responsible for a yearly Institutional Audit (SAR) based on 11 standards to attain the mission and vision of the institution, the system capacity and the ITS programmes. Regular meetings are held across all sectors as shown below: (All these meetings are minuted).

Complaints and Appeals

For complaints and appeals please refer to complaints policy and procedure **P004** and training restaurants complaint policy and procedure **P044**.

Monitoring Tools of the Internal Quality Assurance

IQAC plans, guides and monitors Quality Assurance and Quality Enhancement activities of the institution. It channels and systematises the efforts and measures of an institution towards academic excellence. IQAC recommends to BOG and CEO intervention strategies to remove deficiencies and

enhance quality. The procedures/tools adopted by the IQA to monitor the programmes and activities of the institution are as underneath.

Tools for Monitoring:

1. Yearly self-assessment reports (SARs)
2. Yearly Programme Audits
3. Executive Management meetings
4. External stakeholders feedback
5. Departmental Annual reports
6. Complaints, Appeals and Grievances
7. Self-Reviews of Modules/Programme reports
8. Student Questionnaire result reports
9. Performance Appraisals
10. Board and Committees Meeting minutes
11. Calendar

Internal Quality Audit

To ensure consistency and objectivity across the Institute, the internal quality assurance committee (nominated by the board of governors) will inspect areas and procedures and check that systems are in place and adequately implemented. The internal quality assurance committee will produce reports as a result of their observations on a monthly basis (when required) to the Board of Governors and Chief Executive Officer.

Features of the Quality Assurance Committee

ITS has a Quality Assurance Committee serving both the purpose of internal auditing and to ensure that ITS meets the recommendations and stipulations as required through an external audit.

The Institute Review is purposely done to:

1. Satisfy itself that its policies, especially their relation to the implementation of quality management are being implemented.
2. Evaluate the cumulative effect on the quality and standard of provision of progressive changes to programmes.
3. Evaluate the Institute's strategic plan and balance of Programme.
4. Evaluate the links with the industry.
5. Provide a mechanism to identify and disseminate good practices in quality assurance and programme delivery.

The terms of Reference for (ToR) the Review are embedded in the Quality Assurance legal notice to be carried out by IQAC. It will specifically look into how ITS addresses its

Strategic Plan including policies of Quality Assurance, admission, learning, teaching, research and assessment strategy, as well as current and proposed committee reporting Structures, compliance with Health and Safety Policies, Institute's level of engagement with Industry and resource allocation.

Data-Informed decision making:

The QA Data framework outlines the Data sources (e.g.: student success rates, employment outcomes

and course evaluations), Analysis methods (quantitative and qualitative) and the results from data

analysis is used for enhancement decisions.

Digital quality:

ITS has an IT department and also an e Learning co-ordinator. Through the students' questionnaire and Lecturers self-review modules digital quality is evaluated and enhanced both in academia and also in systems levels.

Inclusivity:

Student support mechanisms are reviewed annually and reported in the annual SAR.

Internationalisation:

Quality oversight is carried out by COO-Academia, academic managers and coordinators for Accademia while the Erasmus department has the oversight of Erasmus and other projects falling under this department. Other internationalisation is taken care by the

ITS Chief Executive officer (CEO) as the legal representative. On the other hand, the Curriculum office takes care of international standards in programme design.

B. Document Retention

Category	Retention Period
N/A	N/A

C. Review

The terms of this policy will be reviewed after five years of operation unless there are internal or external factors that affect the requirement to be made beforehand.

D. Document Control

Version	Purpose of Review/ Changes	Date Published	Date of Next Review
5	Change required from external regulator MFHEA as part of new standards in January 2025		2030