



Governance and Management of Quality Policy

Policies and Procedures for the Governance and Management of
Quality in Further Education and Training

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kcetb

Bord Oideachais agus Oiliúna
Chill Chainnigh agus Cheatharlach
*Kilkenny and Carlow
Education and Training Board*

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Glossary of Terms

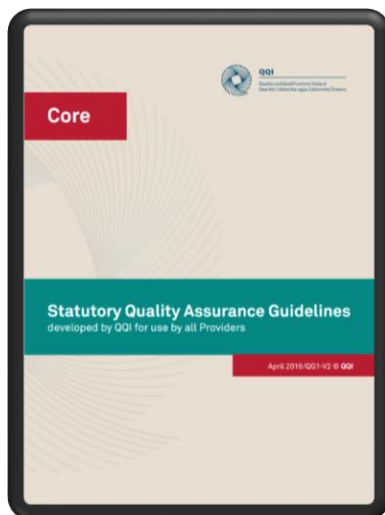
Term	Definition
AEGIS	Adult Education Guidance and Information Service
CE	Chief Executive
CPD	Continuous Professional Development
FARR	Funding Allocation Request and Reporting
FET	Further Education and Training
FETCH	Further Education & Training Course Hub
GDPR	General Data Protection Regulation
KCETB	Kilkenny and Carlow Education and Training Board
MIS	Management Information System
NCC	National Course Calendar
NPD	National Programme Database
PAC	Programme and Awards Committee
PAEC	Programme and Awards Executive Committee (QQI)
PD	Professional Development
PLSS	Programme Learner Support System
QA	Quality Assurance
QAOC	Quality Assurance Oversight Committee
QQI	Quality and Qualifications Ireland
RAP	Results Approval Panel
RPL	Recognition of Prior Learning
SMT	Senior Management Team
SOLAS	The National Further Education and Training Authority - An tSeirbhís Oideachais Leanúnaigh Agus Scileanna
SPA	Strategic Performance Agreement
TEL	Technology Enhanced Learning

1. Introduction

This policy document sets out the Governance and Management of Quality policy for Kilkenny and Carlow Education and Training Board (KCETB). It has been developed in line with the KCETB mission along with the vision and values of KCETB which are published in the Kilkenny and Carlow Education and Training Board Statement of Strategy 2022 – 2026.

This policy has been developed with reference to the following documents:

- [QQI Core Statutory Quality Assurance Guidelines developed by QQI for use by all Providers](#) Publication date: April 2016 / QG1-V2
- [Interpretation and Practical Application of the QQI Core Statutory Quality Assurance Guidelines Section 2.1: Governance and Management of Quality](#) Publication date: September 2021 Version 1



Although QQI guidelines are referenced above, this policy outlines the KCETB approach to the Governance and Management of Quality functions and will apply to all awarding bodies. In addition to the State Examinations Commission (SEC), the awarding bodies that KCETB work with include those detailed in Figure 1:



Figure 1 Awarding bodies other than QQI

1.1. Policy Statement

This policy outlines the role of the Chief Executive, the Executive Management Team (EMT) and the Senior Management Team (SMT) in all aspects of the strategy, governance and management of quality assurance throughout the corporate entity. The policy indicates how the oversight of the quality assurance system is maintained, the roles and responsibilities for quality assurance and decision-making and how coordinating quality assurance activities are conducted. The collaborative quality assurance activities and cooperative developments within KCETB are also referenced.

2. Related Policies / Documents

This Policy document is a part of the overarching KCETB QA Handbook. Other key Policy Documents include:

Table 1 KCETB Policy Documents

Reference	Title	Issued
AP	Assessment Policy	Yes
BL	Blended Learning Policy	Yes
TL	Teaching and Learning Policy	Yes
PAAR	Programme Approval and Awards Policy	Yes
WPP	Work Placement Policy	Yes
SMR	Self-evaluation Monitoring and Review Policy	Yes
RPL	Recognition of Prior learning Policy	Yes
AIP	Academic Integrity Policy	Yes
DMP	Data management Policy	Yes
PLSS	PLSS Learner Management Information System Policy	Yes
RI	Research integrity Policy	Yes
CPP	Collaborative Provision Policy	Yes

3. KCETB’s Mission and Strategy

KCETB’s mission and strategy are published in the Kilkenny and Carlow Education and Training Board Statement of Strategy 2022 – 2026.

3.1. KCETB Governance Structure

The Chief Executive (CE) of KCETB is ultimately responsible for the oversight and management of KCETB in line with section 15 of the Education and Training Boards Act 2013.

The Chief Executive is accountable to the Board, which consists of 21 members, for the performance of the ETB’s executive functions. KCETB has a corporate structure which is made up of a democratically appointed board and an executive management team. The membership of the board is set out in Figure 2.

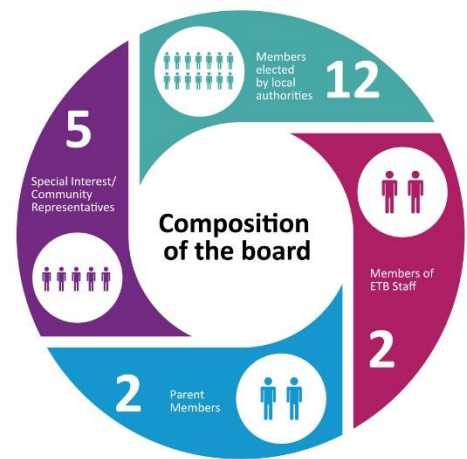


Figure 2 Composition of KCETB Board

The functions of the Board are outlined in the Education and Training Boards Act 2013, and all local boards of management and sub committees report to the KCETB Board. The role of the board is published on the KCETB website. The following committees are in place to support the Board in its functions:

- Audit and Risk Committee
- Finance Committee
- School Boards of Management

- Youth Work Committee

The executive functions of KCETB relate to service provision in education and training and to corporate and operational matters. The work of KCETB is structured across three pillars as detailed in Figure 3.

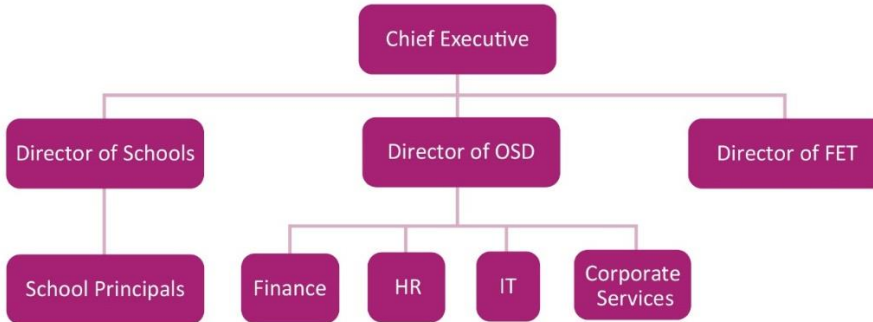


Figure 3 Executive Governance and Oversight Structure of KCETB

The Further Education and Training (FET) pillar is responsible for the management and operation of the FET Service. The FET service promotes:

- the value of learning
- an ambition for excellence
- a commitment to continuous improvement
- the adoption of high standards of quality

The Director of FET has responsibility for nine funding streams and a number of associated services across Kilkenny and Carlow. The FET Senior Management Team (SMT) comprises of the three AEOs, the Training Services Manager and Assistant Manager and two FET Principals. Each of these managers has responsibility for a number of programmes within FET and in some instances, specific overarching areas as detailed in Figure 4.

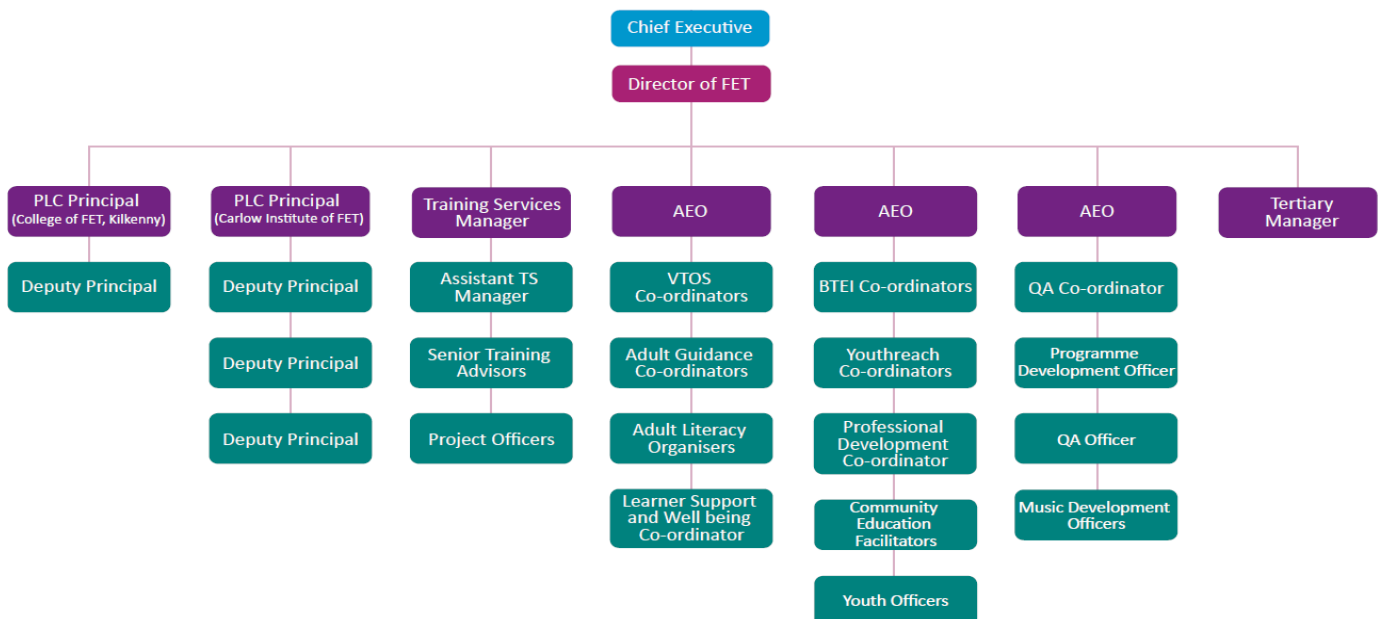


Figure 4 FET Management Structure

4. Governance and Management of Quality Assurance

The function of Quality Assurance (QA) in FET is delegated by the Chief Executive to the Director of FET, who leads the associated structure for QA as detailed in Figure 5:

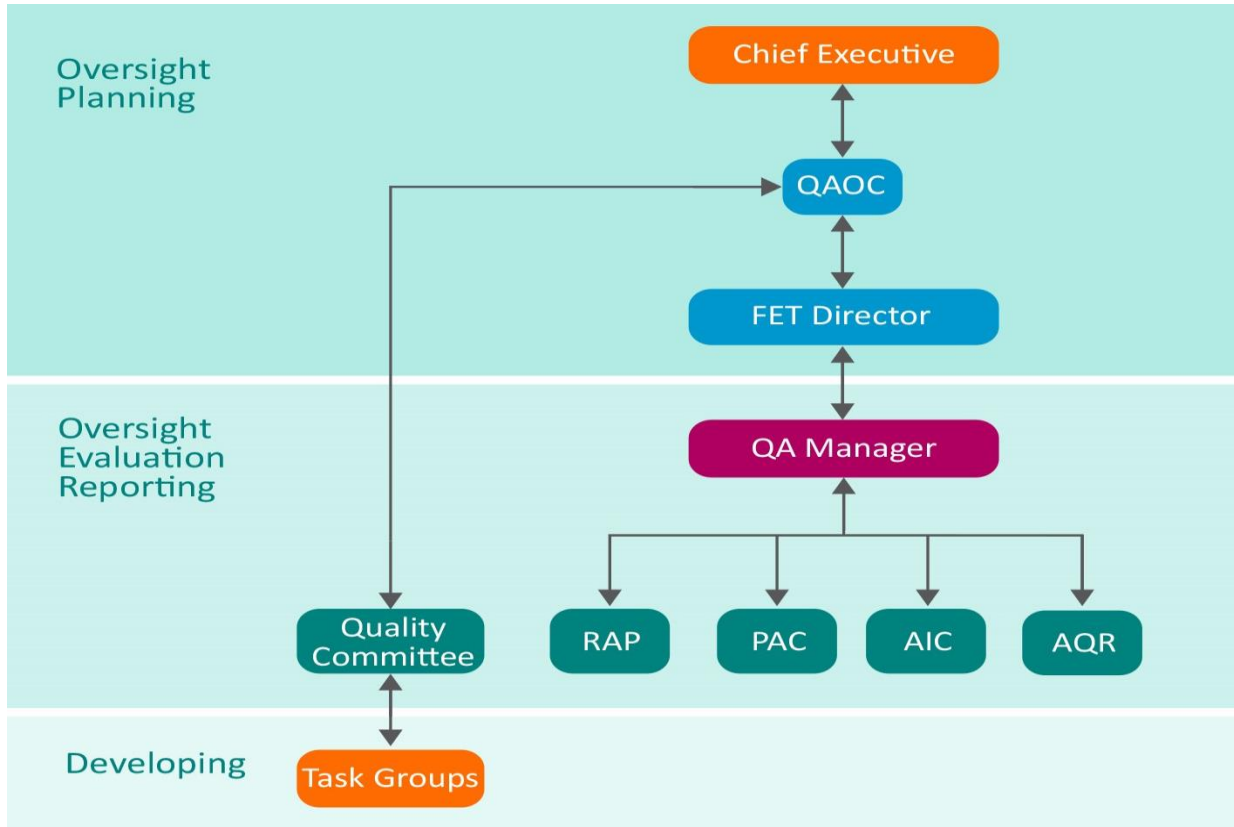


Figure 5 Governance Structure for QA and Associated Subgroups

This structure ensures there is a collaborative approach to quality ensuring a clarity and a consistency of message around the governance of QA throughout KCETB provision.

As the function of QA is delegated to the Director of FET, certain QA approvals can be completed by the FET director (in consultation with specific groups) as detailed in Table 2:

Table 2 QA Approvals

QA Approval	Chief Executive Approval ¹	Responsibility for Approval
Policies	Not required	QAOC (First issue and major updates)
Programme Approval Process	Not required	PAC / QAOC
New programme development	Not required	PAC / QAOC
Results Approval Process	Not required	RAP panel
KCETB strategy documents including Self-evaluation Reports	✓	QAOC

Any amendments to the above should be formally noted in documents, meeting minutes or reports. For example, when an alternative approver is given delegated responsibility.

4.1. QA Oversight Committee (QAOC)

A Quality Assurance Oversight Committee (QAOC) was established in September 2018. The QAOC supports and approves the quality assurance framework of the ETB and to seek to oversee its effective implementation across the ETB. The Committee is chaired by the Director of FET and its composition is set out in Figure 6.

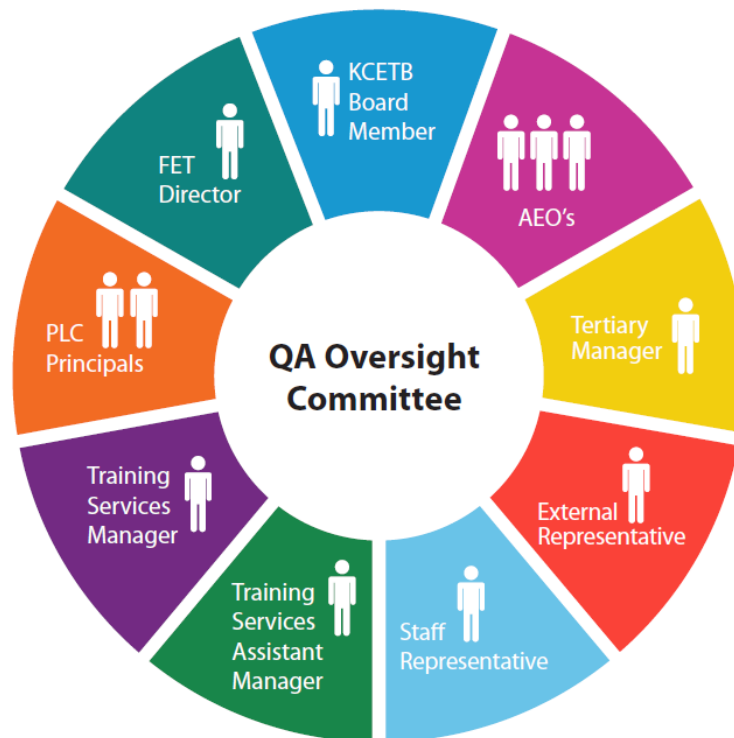


Figure 6 QA Oversight Committee Composition

¹ The Chief Executive represents the KCETB board

4.1.1. Role of QAOC

The role of the QAOC, is to oversee all aspects of QA related to the design, development, approval, implementation and review of the FET provision offered by KCETB. The QAOC monitors the work and progress of all quality committees and groups, recommends programmes for approval or validation and drives the strategic direction of QA in KCETB (see [QAOC terms of reference](#)).

The QAOC provides direction by:

- identifying priorities for the year and submitting these to the CE for information / comment; this should be informed by the ETB's FET strategy, its response to inaugural review and / or Quality Annual Reports (QAR) etc.
- agreeing annual workplans with its committees and giving some direction on what it wants each deliverable to achieve i.e., the scope and priority outcomes associated with an area of work. This provides the QAOC with a basis for reviewing any outputs it is being asked to approve)
- ensuring task groups that are established have (via the Quality committee) information on the scope of its activities and priority outcomes (as was agreed with the QAOC).

4.1.2. QAOC reporting

To provide documented updates on progress, the QAOC

- Provides an annual report to the CE from the QAOC on progress made against its agreed workplan and any issues that may need to be addressed within the management system (as per GMQ 01 Annual Report Template from the QAOC to the CE)
- Facilitates the committees to provide regular updates to the QAOC

4.2. Quality Committee

The Quality committee is assigned specific actions for completion. Where possible, these will be timebound actions. The quality committee will endeavour to ensure appropriate representation from the various sectors in FET are included where relevant.

The quality committee implements the annual workplans agreed with the QAOC. Where a committee's workplan includes development tasks, it is agreed whether they can be undertaken by the QA team, which then reports to the committee. Alternatively, for more substantial work, a task group is established to undertake that task and to report into the committee on progress. The QA team should bring together and manage task groups required by committees. Task groups will be given clear, documented objectives. The task group is time-bound and disbanded when the work is complete.

4.2.1. Quality Committee reporting

The quality committee reports at every meeting to the QAOC on any barriers to progressing their agreed workplans. In addition, a brief annual report is submitted to the QAOC that reports

on progress made and issues that the QAOC should be alerted to (including those that require the CE to be informed).

4.2.2. Task Groups

Task groups will be formed on the direction of the QAOC via the Quality committee. They will be assigned specific actions as directed by the Quality Committee. Each task group will have:

- A nominated chair: This role will include
 - the scheduling of meetings
 - organising the recording of minutes
 - communicating with team members
 - progressing and tracking of assigned actions
 - reporting to the Quality committee
- Agreed Terms of Reference (TOR)

Task groups have a central role in terms of the development of QA policies, processes and procedures which are in turn approved by the QAOC. They can also be assigned specific quality focussed tasks.

4.3. Quality Groups

The quality groups have a central role in terms of the core QA activities and have their individual terms of reference approved by the QAOC. These are published on the [KCETB QA website](#). The quality groups in place at KCETB are listed in Table 3.

Table 3 KCETB Quality Groups

Quality group	Focus Area	Meetings
Results Approval Panel (RAP)	<ul style="list-style-type: none"> • Approval of Learner Results 	<ul style="list-style-type: none"> • 6 per year as per the QA Calendar
Programme and Awards Committee (PAC)	<ul style="list-style-type: none"> • Ongoing management of Programme Awards 	<ul style="list-style-type: none"> • 6 per year as per the QA Calendar with additional meetings scheduled as required
Academic Integrity Committee (AIC)	<ul style="list-style-type: none"> • Review of Assessment Malpractice • Ongoing implementation of Academic integrity initiatives 	<ul style="list-style-type: none"> • 2 per year as per QA Calendar
AQR	<ul style="list-style-type: none"> • Annual Reporting to QQI as per template 	<ul style="list-style-type: none"> • Scheduled as required by QA

The Results Approval Panel (RAP) and the Programme and Awards Committee (PAC) are convened in line with key certification periods and QQI Programmes and Awards Executive Committee (PAEC) dates and are chaired by the QA Manager, supported by the QA Team. Other members are invited to attend the RAP / PAC as appropriate. The Academic Integrity Committee (AIC) is chaired by the QA Manager and membership will be agreed in advance of each meeting

depending on issues arising. The QA team will co-ordinate the completion of the Annual Quality report (AQR) for QQI by providing information as per the template provided. A task group may be convened to support with same as required.

5. The Documentation of Quality Assurance Policy and Procedures

5.1. KCETB QA Policies and Procedures

KCETB has a number of policies in place. These are listed in Table 1 KCETB Policy Documents. The KCETB process for policy development has five key stages as detailed in Figure 7:

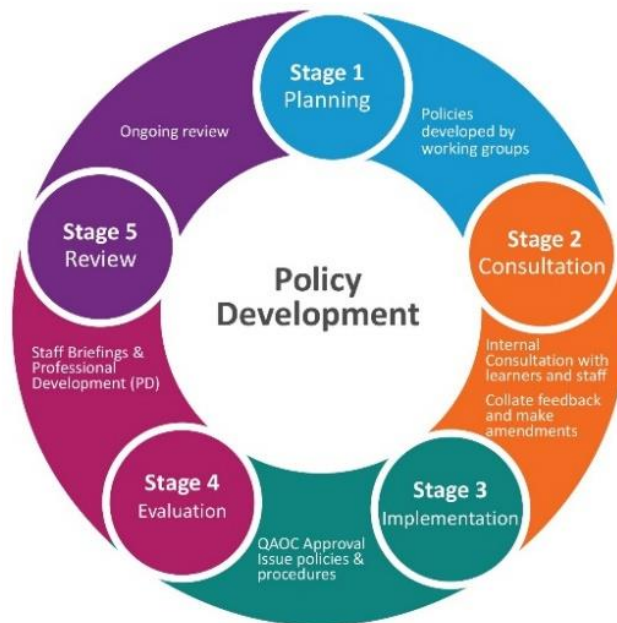


Figure 7 Policy Development Process

KCETB has issued a guidance document [Document Management Control and Style Guide](#) (only available internally in KCETB via the QA Portal) which provides guidance on the structure, format and style of documents and outlines how document changes and version control are managed. All documents are reviewed and approved as outlined in the Document Management Control and Style Guide. The following are documents that are reviewed and approved by the QA team or appropriate working group:

- Minor updates to any QA Policy
- Updates to any QA Form
- Procedures aligned to policies
- Guidance documents
- Administrative reports
- Newsletters
- Leaflets

The following are documents that are approved by the QAOC:

- QA Policy documents *
- Key quality reports

* First issue and major updates

5.2. KCETB QA Handbook

To provide an overarching portfolio of Quality documents, KCETB has developed a QA handbook that includes:

- Governance and Management of Quality
- Staff Recruitment, Management and Development
- Programme and Awards Approval and Review
- Access, Transfer and Progression
- Information and Data Management
- Public Information and Communication
- Teaching and Learning
- Assessment of Learners
- Self Evaluation, Monitoring and Review
- Blended Learning
- Collaborative Provision
- Academic Integrity

6. Staff Recruitment, Management, and Development

KCETB is committed to recruiting and managing staff according to published policies and procedures and promoting and encouraging the personal and professional development of all its employees. Additional information on Staff Recruitment, Management, and Development is published in the KCETB QA Handbook

7. Programme Development, Approval, and Submission for Validation

The QAOC is responsible for the oversight of the design, development, approval, monitoring and review of all programmes, including programmes leading to QQI awards. Additional information on Programme Development, Approval, and Submission for Validation is published in the KCETB QA Handbook

8. Access, Transfer, and Progression

KCETB is committed to inclusivity and equality and to being proactive in widening participation and access to programmes of further education and training, particularly by learners experiencing barriers to access. KCETB also recognises the importance of facilitating learner mobility to permit learners to pursue educational pathways commensurate with their

aspirations. Additional information on Access, Transfer, and Progression is published in the KCETB QA Handbook.

9. Integrity and Approval of Learner Results

The management of learner assessment and results is outlined in the KCETB [Assessment Policy](#) which provides for the fair and consistent of assessment of learners across all provision. The storage of learner records is stored in line with the KCETB [Records Management policy](#). The core areas covered in the Assessment Policy that pertain to the integrity and approval of results are:

- IV (Internal Verification) – a verification of learner assessment evidence designed to check the validity of the assessment process.
- EA (External authentication) – the independent (external) authentication of a sample of learner assessments
- Certification audits – these are conducted by Training Services. The certification audit is a final review of the systems and processes that are in place and occurs prior to submission of results to QQI or other awarding bodies.
- RAP (Results Approval Panel) - RAP panel meetings are held to confirm, or otherwise, that assessment of learner evidence and authentication of assessment results (including IV and EA) has been carried out in line with KCETB’s quality assurance process. It reviews fairness and consistency in the assessment process and reviews the validity of the results produced. All results are provisional until they have been formally approved at a RAP meeting.
- Assessment Appeals - learners have the right to appeal an assessment process, within a specific timeframe, where they contend that irregularities or circumstances have impacted negatively on their performance. Learners also have the right to appeal an approved result, within a specific timeframe, where they contend that the result/mark awarded is not reflective of the quality of the work submitted for assessment.

10. Information and Data Management

High quality data, as the source of reliable information, is important for facilitating decision making and planning. KCETB is committed to retaining secure and robust systems and processes, in line with statutory and legislative requirements. Additional information on Information and Data Management is published in the KCETB QA Handbook.

11. Public Information and Communications

KCETB publishes key information with reference to programme delivery and QA policies, procedures, and governance. The [KCETB website](#) and the [KCETB QA website](#) are the main repositories for this public information and all QA policies, procedures, and governance requirements as well as publications such as annual reports and KCETB board minutes are published. Additional information on Public Information and Communications is published in the KCETB QA Handbook.

12. Monitoring and Review

This policy will be reviewed for currency and validity two years from the date of issue.

13. Supplementary Documents

This policy should be read in conjunction with [KCETB issued policy documents](#).



APPENDIX 1 (GMQ 01):

Annual Report Template from the QAOC to the CE



DOCUMENT:	ANNUAL REPORT OF THE QAOC TO THE CHIEF EXECUTIVE
DATE:	
FROM:	Chair of QAOC
TO:	Chief Executive

The following report provides a high-level overview to the Chief Executive of the activities of the QAOC in [x year / period]. It has been compiled through a collaborative discussion with the members of the QAOC at its meeting on [x date] and informed by the work of its committees.

Progress against agreed Work Plan adopted:

[This should confirm that progress is being made as intended, without giving detail, and indicate where issues are arising in making progress, if relevant. If there is an area that is not being progressed and represents a risk to the ETB, that should be highlighted].

Any recommendations to the CE regarding identified improvement initiatives to be considered for implementation:

Are the Terms of Reference of the QAOC still valid? Yes No