**Possible resource requirements for implementation of QA - prepared by FESS for the ETBI/QQI Forum**

**Introduction**

This exercise was carried out to complement the work completed on the Comparative document on QA. The aim of this document is to broadly identify the personnel and other resources that may be needed to implement the QQI QA requirements. This is intended as a guide only, to highlight resources that may be needed to address new areas or requirements. Some areas listed may already be implemented by providers, but the new governance layer adds resource requirements to existing practice. There are, in addition to this, all the previous resource issues associated with QA in the FET sector.

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| **Headings** | **Comparison/differences/issues arising/clarification required/suggested actions/comments** | **Possible resources required** |
| **8.Guidelines** | **8.1 Governance** | **What’s new?**Personnel involved in:* establishing governance structures
* establishing reporting procedures
* establishing the terms of reference for the required groups at governance level:
	+ groups to approve policies
	+ groups to approve programmes (may be in place already, if PAC existed)
	+ groups to oversee and approve self-evaluation
	+ groups to plan for and implement improvements
	+ groups to compile annual indicator reports

Costs associated with:* communicating new structures to ETB staff
* ongoing communication with relevant staff on updates
* release of staff
* possible additional post(s)/roles at governance and other level
* facilitating meetings (e.g. venue, refreshments, T&S, facilitator)
* additional administration duties

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| **8.2 Quality Management:** | **What’s new?**Personnel involved in: * establishing governance structures
	+ developing/documenting the quality system including the development of success indicators that reflect the EQAVET framework
	+ monitoring of processes,
	+ conducting and overseeing self-evaluation
	+ planning and implementing improvement
	+ administration of the system
	+ producing hard/soft copy of quality system
	+ ensuring “effective resourcing and implementation”
	+ organising the training of relevant staff on information management system
	+ gathering and managing relevant data
	+ complying with data protection legislative requirements (this is not new, but it appears that larger quantities of data will be gathered, have to be managed and protected)

Costs associated with:* possible additional post(s)
* administration of new processes
* dissemination of copy of quality systems document
* establishing and maintaining an Information Management System
* training of relevant staff
	+ ongoing training if/when system functionality improves/changes
	+ release of staff for training
	+ venue/refreshments and T&S
* gathering the data required from the various stakeholders

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| **8.3 Staff Recruitment and Development** | **What’s new?**Personnel involved in: * establishing a systematic approach to the recruitment of people for programme and service delivery (if not already in place)
* establishing a systematic approach to staff allocation of people for programme and service delivery (if not already in place)
* establishing a systematic approach to the further professional development of the people involved in programme and service delivery (if not already in place)
* identifying CPD needs
* planning and organising CPD
* monitoring CPD needs and provision
* developing mechanism for providing feedback to staff on strengths and areas needing improvement, including a timescale/frequency
* preparing and giving feedback to staff
* providing supports for staff in areas needing improvement

Costs associated with:* establishing new systems or amending systems to meet requirements around recruitment, allocation and CPD
	+ ongoing needs analysis to inform CPD requirements
	+ identifying personnel for delivering CPD
	+ releasing staff for CPD
	+ venue/refreshments and T&S for attendance at CPD
	+ releasing staff for feedback
	+ possible additional post(s) with expertise required to ‘critique’ staff in order to be in a position to give appropriate feedback to staff
	+ other possible additional post(s) relating to CPD
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| **8.4 Teaching and Learning:** **8.4.1 Programme Profile:** **8.4.2 Feedback on Programme Experience** | **What’s new?**Personnel (Governance role) involved in: * developing the ETB Teaching and Learning policy
* determining the teaching and skills expertise required for the programme
* determining the appropriate modes of teaching and learning
* developing a strategy for the monitoring of the learning experience of the learners on an on-going basis
* monitoring the learning experience of the learners on an on-going basis

Costs associated with:* establishing, implementing and monitoring an ETBs teaching and learning policy
	+ possible additional post(s)
	+ facilitating the gathering of feedback from learners
	+ facilitating the gathering of feedback from all main stakeholders
	+ gathering and processing all data related to monitoring of the learning experience on an on-going basis
	+ venue/refreshments and T&S associated with gathering feedback from all main stakeholders
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| **8.5 Access, Transfer and Progression** **8.5.1 Information for Learners:** **8.5.2 Learner Entry Arrangements:** **8.5.3 Recognition of Prior Learning:****8.5.4 Facilitation of Diversity** **8.5.5 Transfer and Progression:** | **What’s new?**Personnel involved in: * establishing mechanism that allows learners make informed choices (if not already in place)
* establishing clear access procedures that facilitate learners in accessing programmes on which they can “successfully participate” (if not already in place). Linked to this is the requirement to have ‘capacity to succeed’ statements in programmes section 8.6.2.
* defining access criteria that ensures that learners enter onto programmes on which they can successfully participate
* possible assessment of learners at entry/access to a programme in order to ensure successful participation
* compiling all appropriate and relevant information for prospective and current learners
* developing promotional materials in accessible formats including meeting the needs of international students whose first language is not English
* ensuring compliance with legislation (if not already in place)
* reviewing and updating of information on an on-going basis

Costs associated with:* making information available in accessible formats including meeting the needs of international students whose first language is not English
* making information available on RPL
* possible additional post(s)
* updating information, possibly seeking external expertise
* ongoing dissemination of information

**What’s new?**Personnel involved in: * establishing entry criteria, if not already in place
* providing information on the level of English required to successfully participate and on the language supports available

Costs associated with:* possible additional post(s)
* making information available including on the level of English required to successfully participate
* identifying and providing English language supports, if appropriate
* expertise required in this area

**What’s new?**Personnel involved in:* developing and implementing RPL arrangements for entry and credits as well as access to an award (independent of a programme)
* assessment and recognition of prior learning
* making determinations, based on expertise, on RPL
* monitoring of RPL process

Costs associated with:* possible additional post(s)/roles, e.g. RPL mentors, RPL assessors, RPL monitors
* determining and disseminating information on RPL arrangements
* administration of RPL process
* quality assuring the RPL process
* possible training required, particularly in relation to RPL for an award

**What’s new?**Personnel involved in:* determining if a learner has the ability to participate successfully in a programme
* ensuring compliance with equality legislation

Costs associated with:* making the determination in relation to a learner having the ability to participate successfully in a programme
* possible additional post(s)
* possible training required

**What’s new?**Personnel involved in:* identifying transfer and progression opportunities
* co-ordinating transfer and progression opportunities

Costs associated with:* making information on transfer and progression opportunities available
* administration
* possible additional post(s)
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| **8.6 Programme Design, Development, Delivery, Approval and Review****8.6.1 Need Identification:** **8.6.2 Programme Design:** **8.6.3 Provision and maintenance of learning facilities / resources:****8.6.4 Programme Approval:** **8.6.5 Programme Delivery:****8.6.6 Learner Records:****8.6.7 Premises:****8.6.8 Programme Review – Revalidation:** | **What’s new?**Personnel involved in:* Managing the quality of programmes (if not already in place)

Costs associated with:* the management and improvement of programmes

**What’s new?**Personnel involved in:* identification of needs in relation to programme design, development, delivery, approval and review, e.g. researching changing needs in the economy and society and developing links with community, industry and employer groups, HEIs, etc., at centre and governance levels
* monitoring on an on-going basis that the ETB has the capacity and expertise required per programme

Costs associated with:* identification of needs – gathering and processing data
* upskilling or recruiting personnel where ETB may no longer have the capacity and expertise
* possible additional post(s)
* researching needs and making appropriate links with stakeholders

**What’s new?**Personnel involved in:* programme development at national or regional level
* programme development at local level (this will be much more labour and resource intensive than programmes developed through national processes)
* training programme developers on an on-going basis as demand requires
* reviewing programmes for local appropriateness prior to submitting for validation
* managing the validation process
* linking with employers in relation to work placements (if not already in place)
* making programmes available to all relevant staff
* developing the capacity to succeed statements for programmes
* assessing the IELTS level of English required by learners

Costs associated with:* programme development
* programme evaluation
* programme review
* delivering training, as required
* release of staff
* validation/re-validation fees
* dissemination of validated programmes
* possible additional post(s)/roles
* assessment of IELTS level of English required by learners

**What’s new?**Personnel involved in:* identifying required, adequate and sustainable resources per programme

Costs associated with:* putting in place required, adequate and sustainable resources for each programme

**What’s new?**Personnel involved in:* managing the evaluation of programmes
* evaluating programmes
* organising training for evaluators
* managing the process of approving programmes pre submission, via the governance structures
* convening of programme approval group meeting (Governance)
* compilation of report on how programme meets validation criteria
* developing collaboration agreement and MoU, if working with other ETBs

Costs associated with:* payment for evaluation
* release of staff for training
* delivery of training – location/refreshments, T&S, experts etc.
* negotiating collaboration agreement or MoU
* possible additional post(s)/roles
* convening programme approval group meeting

**What’s new?**Personnel involved in:* assessing if programme objectives are being achieved
* monitoring programme delivery in an effective manner
* compiling reports on assessment outcomes and learner feedback for presentation to management for review

Costs associated with:* possible additional post(s)/roles
* management review and associated corrective actions necessary

**What’s new?**Personnel involved in:* linking centres with Information Management System to manage the provision of required information to the ETB or QQI
* training of relevant staff

Costs associated with:* training for staff
* release of staff for training

**What’s new?**Personnel involved in:* ensuring compliance with H & S requirements
* ensuring permanent and temporary premises meet programme requirements

Costs associated with:* possible additional post(s)/roles
* accessing external expertise

**What’s new?**Personnel involved in:* developing a schedule for self-evaluation and review for revalidation of programmes at governance level
* managing implementation
* gathering and collating data
* reporting on findings
* training of relevant staff
* reporting to the monitoring process

Costs associated with:* conducting self-evaluation and review for revalidation purposes as per schedule
* possible additional post(s)/roles
* revalidation fees
* training of relevant staff
* release of staff for training
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| **8.7 Fair and Consistent Assessment of Learners** **8.7.1 Information to Learners:****8.7.2 Coordinated Planning of Assessment:****8.7.3 Security of assessment related processes and material:****8.7.4 Reasonable Accommodation:****8.7.5 Consistency of marking between assessors:****8.7.6 Workplace Assessment:****8.7.7 Assessment of Distance / e-learning based programmes:** assessment.**8.7.8 Internal Verification:****8.7.9 External Authentication:****8.7.10 Results Approval:****8.7.11 Feedback to Learners:**Appears to be nothing new here**8.7.12 Learner Appeals:** | **What’s new?**Personnel involved in:* governance layer requirements
	+ establish policy
	+ review results data in line with RAP to ensure consistency across centres and between programmes
	+ establish an learner appeals process
	+ ensure assessment is carried out by trained assessors

Costs associated with:* training of relevant staff including requirement of having trained assessors
* ensuring consistency of assessments across centres
* learner appeals process

Appears to be nothing new here apart from liaising with ETB governance layerAppears to be nothing new here apart from liaising with ETB governance layerAppears to be nothing new here apart from liaising with ETB governance layer**What’s new?**Personnel involved in:* establishing reasonable accommodations that can be put in place for people whose first language is not English
* reviewing current reasonable accommodation procedures and informing relevant stakeholders

Costs associated with:* accessing expertise

**What’s new?**Personnel involved in:* governance requirement to ensure consistency across centres and between programmes (based on review of results data)
* establishing systems for ensuring consistency of marking between assessors, if not already in place

Costs associated with:* implementing consistency of marking
* training of relevant staff
* release of staff for training
* possible additional post(s)/roles
* facilitating training e.g. venue, T & S, experts, etc.

 **What’s new?**Personnel involved in:* developing processes and procedures in relation to workplace assessment
* implementing and monitoring the processes
* training workplace personnel on fair and consistent assessment processes
* developing appropriate assessment materials

Costs associated with:* training of workplace personnel
* developing materials
* quality assuring the process

**What’s new?**Personnel involved in:* developing processes and procedures in relation to assessment of distance/e-Learning programmes
* implementing and monitoring the processes
* training relevant staff on fair and consistent assessment processes for distance/e-Learning programmes
* developing appropriate assessment materials

Costs associated with:* training of relevant staff
* developing appropriate materials
* quality assuring the process, in particular in relation to ensuring reliability of learner evidence

Appears to be nothing new here apart from liaising with ETB governance layer**What’s new?**Personnel involved in:* recruiting and selecting EAs
* training EAs
* maintaining the ETB panel/pool of EAs
* appointing EAs to centres

Costs associated with:* recruitment and appointment processes
* training of EAs
* facilitating the training e.g. venue, refreshments, T&S, fees, etc.

**What’s new?**Personnel involved in:* governance layer requirement to review results data in line with RAP to ensure consistency across centres and between programmes

Costs associated with:* ensuring consistency and taking corrective action
* training/briefing of RAP on their role and how to conduct comparative grade analysis
* possible additional post(s)/roles

 Appears to be nothing new here apart from liaising with ETB governance layer**What’s new?**Personnel involved in:* developing and implementing a learner appeals process and associated procedures
* managing and conducting the appeals process including establishing a panel of appeal assessors
* training of relevant staff

Costs associated with:* conducting the appeals process
* training of relevant staff
* release of staff for training
* facilitating the training e.g. venue, experts, T&S, etc.
* possible additional post(s)/roles
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| **8.8 Protection of Enrolled Learners**  | **What’s new?**Personnel involved in:* establishing policy and procedures in relation to protection for enrolled learners at governance level
* monitoring the implementation of the procedures
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Costs associated with:* implementing procedures
* monitoring
* cessation of programmes
* possible additional post(s)/roles

**Note:** There may be implications for ETBs with self-financing provision and in the future if ETBs seek delegated authority to make awards |
| **8.9 Collaborative Provision** **8.9.1 Collaboration Agreement****8.9.2 Monitoring arrangements:**  | **What’s new?**Personnel involved in:* establishing the policy, processes and procedures for collaborative provision at governance level
* implementing and monitoring
* assuming and allocating responsibilities, as appropriate (first provider, second provider arrangements)
* negotiating contracts
* training of relevant staff

Costs associated with:* possible additional post(s)/roles
* quality assuring the process
* training of relevant staff
* facilitating training e.g. venue, experts, T&S
* release of relevant staff to attend training
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| **8.10 Learner Record System**  | **What’s new?**Personnel involved in:* designing, developing and maintaining a robust, comprehensive and secure database system
* training people to use the database system
* using the database system

Costs associated with:* possible additional post(s)/roles (in particular IT and administrative)
* training for relevant staff
* release of staff to attend training
* facilitating training e.g. expertise, venue, T&S
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| **8.11 Self-Evaluation and Improvement ~~of Programmes and Services~~** | **What’s new?**Personnel involved in:* establishing the self-evaluation processes at governance level (Self- evaluation of programmes for the purpose of re-validation and Self- evaluation of the effectiveness of the QA system)
* implementing and manage the self-evaluation processes
* selecting and appointing external experts, where appropriate
* training of relevant staff
* communicating with staff and other stakeholders

Costs associated with:* training of relevant staff
* facilitation of training e.g., experts, venue, T&S
* release of staff for training
* possible additional post(s)/roles
* conducting the self- evaluation exercises
* gathering feedback from learners including those whose first language is not English and from those with disabilities
* disseminating the findings
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