



QQI

Quality and Qualifications Ireland
Dearbhú Cáilíochta agus Cáilíochtaí Éireann

Corporate Plan **2018**

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Corporate Plan 2018

Introduction

This, our fifth corporate plan published since our establishment in November 2012, is the final plan which directly contributes to meeting the objectives set out in QQI's Strategy Statement 2016-2018.

We have a broad range of legislative and other functions relating to qualifications and quality assurance and the corporate plan reflects this diversity. However, these functions are interlinked in their focus on the quality assurance and improvement of providers and the qualifications they deliver; in our objective of providing high quality information and communication around our functions; and in QQI's wish to continuously improve the quality of its public offering. Collectively, these are the key approaches that underpin our Strategy Statement 2016-2018 and against which actions are designed each year to deliver on our intended outcomes.

QQI continues to place significant importance on its relationships with government departments and agencies, professional and regulatory bodies, providers and institutions and their representative bodies. We look forward to working collaboratively with our stakeholders towards the successful achievement of the 2018 Corporate Plan and to the development and publication by mid-2018 of our new Statement of Strategy which will cover the period 2019-21.

Our Mission

QQI promotes the enhancement of quality in Ireland's further and higher education and training, and quality assures providers.

QQI supports and promotes a qualifications system that benefits learners and other stakeholders.

Our Vision

Extensive high-quality education and training opportunities with qualifications that are widely valued nationally and internationally.

Our Values

Improvement-Oriented

We are a learning, developing and evolving organisation, committed to continuously evaluating and improving the quality of our work. This underpins our approaches to assuring and promoting improved quality in education and training.

Collaborative

We collaborate with our stakeholders to build confidence and we aspire to the improvement of the quality of education and training opportunities and the recognition of qualifications.

Independent

Although we work within the broad framework of Governmental policy, we are operationally independent in the performance of our functions and in our decision-making. We operate with integrity and in a transparent, fair, equitable, impartial and objective manner.

Professional

We treat all persons with respect, dignity and courtesy. We work to the highest standards of public service with regard to accountability, effectiveness, responsiveness and efficiency.

Learner-Centred

We promote a culture of access, responsiveness, flexibility, trust and quality in education, training and qualifications. We place the learner perspective at the centre of our work and also encourage stakeholders to do so.

Corporate Plan 2018 in context

International Education Mark

We are planning for amendments in legislation on the International Education Mark which we expect to come into effect over the 2018-19 period. These are likely to have significant implications for the nature and scope of our work. We are making arrangements so that we are fully prepared and ready to implement the consequent changes. This will involve consultation with stakeholders and introduction of new processes and we look forward to working with stakeholders in preparation for the amended legislation.

Strategy Development 2019-2021

In 2018, we will take time to review our goals, strategic objectives and organisation's values as we plot an ambitious and engaging strategy for the 2019-2021 period. We will do this inclusively and in the process, seek to redefine what will be different in terms of both our service provision externally and our culture and the way we work together internally. Accordingly, many of the key internal issues emanating from our organisational review and internal workshops will be addressed in a strategic context.

Stakeholder Engagement

We will seek to forge even stronger working relationships with our stakeholders and clients by strengthening our stakeholder engagement capability and systematically obtaining independent feedback of our performance. Enhancing awareness and understanding of our achievements and our position on qualifications and quality assurance matters will also be key.

Events and workshops

Last year the Quality Assurance directorate successfully launched a series of training workshops with those recruited to participate in validation panels for QQI. This will continue in 2018 with the provision of training for new and existing panel members, with workshops scheduled to take place in quarter 1.

Following the success of our English language conferences over the past two years we will be deviating from the format slightly in 2018 to host a series of English Language Regional Seminars - pathway to the International Education Mark (IEM). This complements the preparatory work we are progressing in relation to IEM development and implementation.

We are looking forward to hosting an international conference of Cross Border Quality Assurance Network in Higher Education in Asia and Europe (CBQAN) in Dublin in December of this year. CBQAN is a network of quality assurance bodies from 13 Asian and European countries engaged in transnational education. It aims to improve the quality of cross-border education, to build a communication and cooperation platform and to promote student and academic mobility. The event will be attended by representatives from higher education institutions involved in transnational education in Europe and Asia and will provide an opportunity to discuss trends and showcase good practice in the quality assurance of transnational education provision.

Corporate Plan 2018

QQI's Strategy Statement 2016-2018 sets out the organisation's Goals to 2018; the Approaches it will take to achieving these Goals over a three-year period; and the Outcomes that will be achieved. These are categorised under broad headings of Qualifications, Quality Assurance, Communication and Information and Delivering High Quality Services. QQI's Corporate Plan 2018 identifies the Approaches that are being driven this year under these headings and the Goals to which these will contribute.

QUALIFICATIONS

Goal 1 We, in association with stakeholders, will ensure that the NFQ and its qualifications are used to develop education and training programmes with clear occupational and / or educational purposes and learning outcomes for informed career and other choices.

No.	Strategic Approach	Activity	Timeframe
1.1	Develop NFQ standards and guidelines for employers, learners, awarding bodies and policy makers	Review of three sets of Further Education and Training award standards	Q4 2018
		Review of two sets Higher Education award standards	Q4 2018
		Develop new standards as appropriate	
1.2	Make QQI awards in accordance with our policy and criteria	Provide six certification periods, delivering in excess of 190,000 paper certificates in 2018	Q1-Q4
1.3	Promote NFQ qualifications to stakeholders by maximising the use of QQI's online communication channels	Enhance the recognition advice service (NARIC Ireland) qualifications database by increasing the number of Comparability Statements by 10% to 1,050	Q4

Goal 1.2 We, in association with stakeholders, will ensure that the NFQ and its qualifications are used to develop lifelong learning pathways for personal, social and professional development.

No.	Strategic Approach	Activity	Timeframe
1.2.1		Support national implementation of the 2017 European Qualifications Framework Recommendation as Ireland's designated EQF-NCP	Q4
1.2.2		Produce a comparative guide of framework awards jointly between Ireland and New Zealand	Q4
1.2.3	Complete a review of the application and effects of the NFQ	Engage with stakeholders in responding to the findings of the NFQ Impact Assessment Report	Q1

QUALITY ASSURANCE

Goal 2 We will oversee an improved quality assurance system that is comprehensive and balances accountability and enhancement and promotes local responsibility.

No.	Strategic Approach	Activity	Timeframe
2.1	Ensure our quality assurance procedures are sufficiently able to address innovations in education and training	Re-engage with all ETBs with a view to approving quality assurance procedures	Q2
		Consult with the National University of Ireland on developing guidelines for the performance of reviews	Q4
		Re-engage with TEAGASC to complete approval of its quality assurance procedures	Q3

QUALITY ASSURANCE

No.	Strategic Approach	Activity	Timeframe
2.2	Validate programmes of education and training in accordance with our policy and criteria	Process applications for re-engagement with voluntary providers (50 out of 400 providers for 2018) including publication of report on pilot on re-engagement	Q1-Q4
		Publish Code of Practice for Research degrees	Q1
		Validate programmes of education and training in response to applications. Process applications within 25 weeks.	Q1-Q4
		Complete consultation on the Green Paper on Assessment of Learning and publish outcomes for 2019	Q4
		Process applications to validate apprenticeship programmes (within 25 weeks)	Q1-Q4
		Develop and publish procedures for the review of quality assurance procedures of SOLAS as a provider	Q4
2.3	Implement new risk based approaches to monitoring and review that are systematic and proportionate	Implement phase II of development of the National Student Engagement Programme	Q4
		Publish the outcomes of the two scheduled reviews of Higher Education Institutions under the CINNTE quality review cycle	Q3
		Publish quality profiles for the two Higher Education Institutions that have completed the CINNTE quality review	Q4

QUALITY ASSURANCE

No.	Strategic Approach	Activity	Timeframe
2.4	Consult and work with public authorities and providers to implement the International Education Mark	Develop a programme of work for implementation of the proposed legislation (Qualifications and Quality Assurance (Amendment) Bill)	Q1-Q4

COMMUNICATIONS AND INFORMATION

Goal 3 We will provide clear, authoritative and comprehensive information to our stakeholders and the public regarding our roles, responsibilities and activities.

No.	Strategic Approach	Activity	Timeframe
3.1	Build mutually supportive relationships with all of our stakeholders to better communicate and collaborate with them	Develop the QQI Strategy Statement 2019-2021	Q2
3.2		Plan for QQI's quality assurance review by ENQA in 2019	Q4
3.3		Host international conference of Cross Border Quality Assurance Network in Higher Education in Asia and Europe (CBQAN) in Dublin	Q4
		Develop and implement stakeholder communications plan for 2018-2020	Q1-Q4
		Host FET quality enhancement event on work based learning	Q2
		Host English Language Regional Seminars - pathway to IEM	Q2-Q4
		Host annual event for reference group for EU initiatives in education and skills in Ireland	Q4

COMMUNICATIONS AND INFORMATION

No.	Strategic Approach	Activity	Timeframe
3.4	Develop strong working relationships with key sectors, organisations and bodies through a series of Memorandums of Understanding (MoU)	Review the Memorandum of Understanding with the Higher Education Authority (HEA)	Q1

DELIVERING HIGH QUALITY SERVICE

Goal 4 We will proactively enable and encourage our staff’s ability to develop, thrive, and be fully engaged in their work.

No.	Strategic Approach	Activity	Timeframe
4.1	Ensure that the individual and collective skills and abilities of our staff support the ongoing delivery of a high-quality service to providers and stakeholders	Develop a programme for organisational development and implement phase I	Q1 and Q4

Goal 4.1 We will enhance our self-service systems, processes and technological capabilities to improve the quality and effectiveness of the service we deliver.

No.	Strategic Approach	Activity	Timeframe
4.1.1	Develop and utilise high quality ICT systems that support progressive services to all stakeholders	Extend the programmes and awards database (beyond those of QQI) to include the universities and Institutes of Technology	Q2
4.1.2		Develop a programme of work to create a Management Information System to support QQI’s quality assurance functions	Q4



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