Corporate Plan
2023

Contents

Introduction

This, the tenth corporate plan published since our establishment in November 2012, is the second plan that directly contributes to the priorities, enablers and objectives set out in our Statement of Strategy 2022-24.

We have a broad range of legislative and other functions relating to qualifications and quality assurance and the Corporate Plan reflects this diversity. Following the enactment of the Qualifications and Quality Assurance (Education and Training) (Amendment) Act 2019 additional functions were conferred on QQI, some of which were commenced in 2019 and others that are expected to be commenced in 2023 and 2024. QQI is intent on delivering our priorities of: providing better information and opportunities for learners, implementing strengthened regulation to protect learners, driving and stimulating provider development, and publishing authoritative analysis and insight using the key enablers of strengthening strategic partnerships to effect system change and building organisational excellence. We look forward to working collaboratively with our stakeholders towards the successful delivery of the activities contained within the 2023 Corporate Plan and how they deliver on the priorities and objectives contained in our Statement of Strategy 2022-24.

Vision, Mission and Values

OUR VISION

We are committed to a vision of Ireland that offers diverse high-quality further and higher education opportunities, enabling learners to reach their full potential through achieving qualifications that are widely valued nationally and internationally.

OUR MISSION

We are committed to a vision of Ireland that offers diverse high-quality further and higher education opportunities, enabling learners to reach their full potential through achieving qualifications that are widely valued nationally and internationally. We sustain public confidence in the quality, integrity and reputation of Ireland's further and higher education providers and provide authoritative information on the diverse range of qualifications included in the National Framework of Qualifications.

OUR VALUES

Our approach to our own work and how we work with our partners is governed by clear values.

We believe we have a shared responsibility with others to ensure confidence in and continuous improvement of the quality of education and training. We believe that the attainment of our priorities and objectives is best pursued in a consultative, collaborative and inclusive manner with our diverse set of partners and providers.

We value and respect partnership for mutual benefit. We are committed to working with objectivity, transparency and sustainability. This underpins our decision-making and our policies, procedures and activities. These are evidence-based, informed by national and international good practice, authoritative and conducted with integrity in a manner which is openly transparent and engenders trust. We are committed to making a difference to our partners, providers and our people.

We value information, insight and impact – the successful pursuit of goals and objectives which culminate in impacting positively, confidently and substantively on our operating environment. We are a learning organisation. We are committed to innovation and excellence.

Corporate Plan 2023

QQI's Strategy Statement 2022-24, sets out the organisation's key priorities and objectives necessary to enhance confidence in the quality of Irish education and training, both nationally and internationally, and the indicators against which we will measure our impact. These priorities focus on #information; #protection, #development and #impact achieved through the key enablers of #partnerships and #excellence. Our Corporate Plan for 2023 identifies the activities to be undertaken this year which will help us realise our strategic priorities.

Strategic Priority 1

Strategic Priority 1
#information - better information and opportunities for learners
We will provide high quality information to school-leavers and all those seeking learning opportunities on progression pathways across and between different institutions in further and higher education by upgrading QQI's qualifications information platforms and services
Launch and promote the new Qualifax website.
Scope and commence the next phase of IRQ development, including publication of IEM information, micro-credentials and links to the European databases.
Mark the 20th anniversary of the NFQ by hosting a sector-wide event and publishing an insight on the NFQ.
We will play our part in ensuring that learners can achieve their potential within the further and higher education system by evaluating provider adherence to a national approach to access, transfer and progression and the appropriate recognition of prior learning
Building on our engagements with FET and HE stakeholders, and international engagements, scope and publish a document setting out a national approach to RPL in tertiary education.
Adopt and publish L1-4 broad standards and associated guidelines for implementation, monitoring and review.
Publish a high-level review of national and international trends in ATP, and existing QQI provisions & context with recommendations for the future.
We will improve learner choice and opportunity by including an increased range of flexible qualifications including micro-credentials in the National Framework of Qualifications
Consult with stakeholders on draft policies, processes, and procedures regarding the inclusion of Listed Awarding Bodies (LABs) on the National Framework of Qualifications.
Open Listed Awarding Bodies (LABs) scheme, including plan for roll out to prospective LABs & commence at least one application.
We will play our part in ensuring that all learners are enabled to access accredited qualifications in learning environments suitable to their needs including in the workplace
Continue to implement EU Council recommendations related to the EQF and micro-credentials. Monitor the impact on the NFQ.
Publish guidelines on RPL for exemptions towards QQI awards.

Strategic Priority 1

#information - better information and opportunities for learners

We will exercise a key role in ensuring learners have access to a wide range of new high-quality apprenticeship programmes spanning further and higher education

Support SOLAS, the National Apprenticeship Office and other relevant stakeholders on the migration of craft programmes.

Strategic Priority 2

Strategic Priority 2
#protection – implementing strengthened regulation to protect learners
We will protect learners by promoting and maintaining awareness of academic integrity and the monitoring of those seeking to undermine it
Publish a regulatory policy for academic integrity.
Develop an engagement programme for academic integrity for QQI award providers.
Commence regulatory engagement on academic integrity with FET providers; establish FET advisory group to inform QQI regulatory direction.
Expand and continue, alongside TEQSA, to manage the Global Academic Integrity Network (GAIN). Commence the development and publication of collective GAIN statements.
Expand reporting relationships and activity with global advertising and publishing platforms.
We will robustly assess and monitor private providers for their fitness to offer QQI awards and provide security to their learners through our stewardship of the statutory learner protection fund.
Implement, deliver and monitor the Due Diligence process.
Implement and manage the approved national Protection of Enrolled Learners (PEL) scheme in line with legislative requirements and timeframes.
We will contribute to ensuring a high-quality learning experience for international learners through our issuing of the International Education Mark for higher education and English language education providers
Publish the International Education Mark (IEM) codes of practice, policies and relevant guidance for ELE and HE.
Open the IEM scheme for applications.
Launch the IEM brand and develop the promotional campaign.

Strategic Priority 3

Strategic Priority 3
#development - driving and stimulating provider development
We will engage with community education providers to ensure access for their learners to education and training qualifications in the National Framework of Qualifications including by working in partnership with Education and Training Boards where appropriate
Develop a stakeholder engagement strategy to increase engagement with the Community and Voluntary Sector.
We will support capacity for flexible and innovative programme development and robust quality assurance in Education and Training Boards
Develop procedures and criteria for the devolution of responsibility for validation sub-processes to ETBs.
Validate new ETB shared programmes for CAS major awards.
Commence review of existing CAS standards.
Monitor progress in implementation of review report findings within the ETBs.
Publish a sectoral report on the inaugural review process of the 16 ETBs.
Commence development of broad standards in at least 2 fields of learning at NFQ levels 5 & 6.
Review policies for making awards and determining standards.
Commence post reengagement Annual Quality Reporting in the FET sector.
Agree a project plan for the development of school-aged childcare standards with the Department of Children, Equality, Disability, Integration and Youth.
Review the Validation Policy and Criteria.

Strategic Priority 3

#development - driving and stimulating provider development

We will assess the effectiveness and embedding of quality assurance within the new and evolving technological universities through our institutional quality reviews

Approve QA procedures of new Technological Universities (TUs) following their establishment in 2021/22: Technological University of the Shannon (TUS), Atlantic Technological University (ATU), South East Technological University (SETU).

Review of effectiveness of QA of established TUs through CINNTE Review.

We will facilitate increased autonomy and flexibility for mature providers by enabling them to pursue delegated authority to make their own awards

Continue progression of the delegated authority policy for private providers including the development of terms of reference and a handbook for private HE reviews cycle.

Conclude public consultation and finalise the terms of reference, procedures and criteria.

Establish the review schedule.

We will stimulate autonomous universities to demonstrate how effectively they are monitoring and improving the quality of the learner experience, research and community engagement

Complete the project on the refresh of the National Framework for Doctoral Education with the HEA and the advisory forum.

Develop a new quality monitoring policy for all providers in tertiary education.

Commence development of the successor to CINNTE and the process of review for the next strategic period and cycle of reviews in HE and FET.

Complete the accreditation of joint programmes as required

Submit the Europass EQF-NCP project for 2024-27 to the European Commission.

Strategic Priority 4

Strategic Priority 4
#insight – publishing authoritative analysis and insight
We will analyse the further and higher education system to inform closer alignment and integration, to provide evidence of how it can provide a wider choice at transition points and enable progression pathways across and between different institutions
We will analyse and provide insights on QQI awards data and trends to inform providers, policy makers, funding agencies and government strategies
Develop and publish a three-year QQI research and innovation programme of work.
We will evaluate the experience of remote and blended learning and provide guidance on authentic assessment for an improved learner experience and outcome
Publish statutory QA guidelines for blended and online programmes.
We will draw on our significant international networks of peer agencies to continue to contribute to and influence national policy consultations
Engage with international agencies, networks and committees to review expiring MOUs and renew as appropriate.
We will publish system-level analyses and host enhancement events including an annual summit event with key stakeholders on a key strategic theme embracing quality and qualifications
Host annual events: • Quality & Qualifications Conference (NFQ/EQF) • Thematic events (TUs and Assessment) • PSRB events and PSRB/HE joint events • ENQA General Assembly (25-27 October 2023)
Rethinking Assessment: assess grant-aid scheme & oversee completion of projects by grant awardees.
Hold symposium on Rethinking Assessment
Rethinking Assessment: Review degree classification practices in collaboration with DABs.

Strategic Priority 4
#insight – publishing authoritative analysis and insight
We will publish system-level analyses and host enhancement events including an annual summit event with key stakeholders on a key strategic theme embracing quality and qualifications.   **Continued**
Rethinking Assessment: Initiate a process for the updating of QQI assessment infrastructure.
Conduct a thematic analysis of AQR reports.
Develop QA Guidelines on practice placement.
We will conduct system-level analyses of the outcomes of further and higher education quality reviews to inform new and innovative approaches to institutional quality assurance

Strategic Priority 5

Strategic Priority 5 - Key Enabler
#partnership - strengthening strategic partnerships to effect system change
We will inform and influence education and training policy through our relationships with government, public funders, providers and other stakeholders
Support strategic discussions and engagements through the Irish Quality and Qualifications Forum (IQQF).
Launch R&D project on connectivity and collaboration between enterprise, employers, industry, other labour market actors and the education and training community, including QQI.
Publish a new HEA/QQI statutory agreement (MOU).
We will assist in the development of mechanisms for effective learner engagement in the quality of their education and training through our work with learner representative and advocacy bodies
National Student Engagement Programme (NStEP)   Continue to support and develop the new postgraduate stream through the NFDE (National Framework for Doctoral Education) Advisory Forum working group and establish new Postgraduate Network. Develop academic integrity module (NStEP) and studentsurvey.ie.
Support the Aontas National FET Learner Forum.
Publish review of learner engagement across QQI activities.
We will drive capacity-building in the Education and Training Boards in strategic partnership with funding authorities, provider representative bodies and other stakeholders
Participate in Transforming Learning (FET strategy) steering groups and supporting working groups.
We will contribute to reducing overlap in programme evaluation practices by working with professional and statutory regulatory bodies and higher education institutions
Expand PSRB engagement   Continue to promote endorsement of the Professional Accreditation Principles.   Continue Finding Common Ground engagement with PSRBs via webinars, face-to-face events and the communications hub.

Strategic Priority 5 - Key Enabler

#partnership - strengthening strategic partnerships to effect system change

We will continue to influence and contribute to good practice in quality assurance and qualifications through deepening our strategic relationships with partner agencies in Europe and worldwide

Engage with key stakeholders involved in recognition on current thinking, practice and implementation to:

- support DFHERIS in relation to developments on the Global Recognition Convention.
- heighten the visibility of credential evaluators nationally.
- meet the needs of people with international qualifications and learning experience, including displaced people through publications of Rough Guides to Afghani Qualifications and 4 education profiles.
- build awareness of the European Qualifications Passport for Refugees and other tools through the continuously enhanced provision of information supporting recognition.

Complete the Self-Assessment Report for the ENQA review of QQI in 2024.

Complete the agreed actions as a member state participant in the EU pilot project linking qualifications to ESCO skill profiles.

Strategic Priority 6

Strategic Priority 6 - Key Enabler
#excellence - building organisational excellence
We will develop and provide opportunities for our people by continuing to build an agile, engaged, responsive, and motivated workforce
Further develop and enhance the staff wellbeing programme to maintain the KeepWell Mark and our standing as a top 100 company for wellbeing.
Update the induction programme for new staff, in particular, the blended (online) components to enhance the experience.
Develop and implement succession planning, talent development and organisation resilience action plans
Implement the new HR strategy to support delivery of the QQI Statement of Strategy 2022-24.
Publish the QQI Corporate Equality Diversity and Inclusion Policy and develop an implementation plan.
We will reimagine the QQI workplace through utilising ICT for remote and blended working and embedding sustainability in our work processes
Implement the ICT strategy to support delivery of the QQI Statement of Strategy 2022-2024
Redevelop the staff intranet.
Further enhance and strengthen cyber security through an external security review and the accompanying staff awareness programme.
Monitor and enhance the blended working experience and ensure operation in line with Public Sector Climate Action Mandate.
Develop a climate action roadmap setting out how QQI will deliver on its energy efficiency and greenhouse gas emissions reduction targets (informed by guidance from the SEAI and EPA).
We will work with the Department to ensure that QQI has stable, predictable and sustainable income streams
Introduce cost recovery for ALP functions and continue to engage with the Department of Further and Higher Education, Research, Innovation & Science on a hybrid funding model (service-led and relationship type funding).
We will improve our services to providers through better self-service technology and enhanced transparency of our fees and charges
Refine, enhance and develop ICT technologies to support the implementation of the new statutory functions

Strategic Priority 6 - Key Enabler

#excellence - building organisational excellence

We will reimagine the QQI workplace through utilising ICT for remote and blended working and embedding sustainability in our work processes

Commence project towards the digitalisation of certification services.

We will optimise our value to our stakeholders through the strategic use of purposeful and impactful communications

Publish QQI stakeholder survey feedback.

Commence project on review of QQI as an awarding body.

We will demonstrate best practice in line with the Code of Practice for the Governance of State Bodies and adherence to relevant legislative and regulatory obligations

Publish QQI Records Management Policy.

Design the QQI information & records classification system; a tool that allows for classifying, titling, accessing and retrieving of information, records and documents.

Review and optimise QQI's Business Process Management System.

Design and implement the QQI open data policy and process.

Implement the Annex to the Code of Practice on Gender Balance, Diversity, and Inclusion.

Support the induction and orientation of the new QQI Board, including the establishment of a governance framework for new statutory functions.

Review and update our internal audit function to support the delivery of the approved internal audit cycle

Scope a project on self-evaluation ISSCOP certification for QQI awards-related data.

Acronyms used in Corporate Plan

AQR	Annual Quality Report
ATP	Access, Transfer and Progression
ATU	Atlantic Technological University
CAS	Common Awards System
DABs	Designated Awarding Bodies
ELE	English Language Education
ENQA	European Network for Quality Assurance
EPA	Environmental Protection Agency
ETBs	Education and Training Boards
EQF	European Qualifications Framework
EQF-NCP	European Qualifications Framework - National Coordination Points
FET	Further Education and Training
GAIN	Global Academic Integrity Network
HE	Higher Education
HEA	Higher Education Authority
HR	Human Resources
ICT	Information and Communications Technology
IEM	International Education Mark
IQQF	Irish Quality and Qualifications Forum
IRQ	Irish Register of Qualifications
ISSCOP	Irish Statistical System Code of Practice
LABs	Listed Awarding Bodies
MOU	Memorandum of Understanding
NFQ	National Framework of Qualifications
NFDE	National Framework for Doctoral Education
NStEP	National Student Engagement Programme
PEL	Protection of Enrolled Learners
PSRB	Professional Statutory and Regulatory Bodies
QA	Quality Assurance
QQI	Quality and Qualifications Ireland
R&D	Research & Development
RPL	Recognition of Prior Learning
SEAI	Sustainable Energy Authority of Ireland
SETU	South East Technological University
TEQSA	Tertiary Education Quality and Standards Agency (Australia)
TU	Technological University
TUS	Technological University of the Shannon

26/27 Denzille Lane
Dublin 2
D02 P266
Ireland

t +353 1 905 8100
@QQI_connect
www.QQI.ie