QQI
Quality and Qualifications Ireland
Dearbhú Cáilíochta agus Cáilíochtaí Éireann

DRAFT

QQI Strategy Statement

2014 – 2016

FOR CONSULTATION

QQI welcomes your views.

INSTRUCTIONS FOR COMPLETING THIS CONSULTATION DOCUMENT

1. Download this PDF document to your PC from the QQI website.

2. Complete the comments boxes throughout and at the end of the document.

3. Submit the completed PDF document by clicking the *Submit* button on the last page.*

   * If you experience any problems, please ensure that you have downloaded the PDF to your computer as opposed to viewing it in your Browser window. The PDF should be opened in Adobe Reader. Please ensure you have a recent version of Adobe Reader (www.adobe.com).

PLEASE NOTE:

FRIDAY, 19 JULY 2013

CLOSING DATE FOR SUBMISSONS

Introduction

The Qualifications and Quality Assurance (Education and Training) Act 2012 requires QQI to prepare a strategy statement which sets out the objectives of QQI and strategies for achieving them, and the uses to which QQI proposes to apply its resources. This statement sets out the mission, vision, values, goals and priorities which will guide QQI and focus its work in the three year period 2014-2016. It will be supported by and implemented through more detailed objectives and actions in QQI's business plans for the period.

THE PURPOSE OF THIS FIRST STRATEGY STATEMENT IS TO:

» Capture the purpose of QQI and its functions under the 2012 Act

» Adequately describe the difference we want to make and see happen

» Capture the core values that underpin our work and are critical to our success

» Identify the major goals we must achieve from 2014-2016 to carry out our mission and reach our vision

» Address the challenges and opportunities facing QQI from 2014-2016.

THE FOLLOWING CONSIDERATIONS INFORMED THE STATEMENT:

» The diverse range of functions that QQI is legislated to undertake including facilitating key stakeholders in meeting their responsibilities under the 2012 Act

» What we believe can realistically be achieved in the three year period

» The early stage of development of QQI – in 2013, QQI is a) developing its governance structures including mechanisms to engage effectively with stakeholders; b) developing a comprehensive suite of policies; c) integrating business processes; d) integrating human resource policies and e) continuing to offer services to its providers and the public

» The factors which will enable QQI to achieve its goals in the period 2014-2016

» The external and internal challenges and opportunities facing QQI.

Mission

'safeguard quality and the recognition of education and training programmes and qualifications for the benefit of learners'

Vision

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

Our Values

~ *Learner Centredness* – we promote access, responsiveness, flexibility, trust and quality in education and training programmes and qualifications. Our focus is on meeting learners' needs in relation to quality and qualifications.

~ *Independence* – we are independent in the performance of our functions.

~ *Professionalism and Improvement* – we treat all persons with respect, dignity and courtesy. We work to the highest standards of public service with particular regard for accountability, effectiveness, responsiveness and efficiency. We are a learning, developing and evolving organisation, committed to continuously improving the quality of our services.

~ *Collaboration* – we work with providers, awarding bodies, professional bodies, agencies, government departments and international partners to build confidence and improve quality.

~ *Integrity* – where we regulate, we do so in an open, fair, impartial and objective manner.

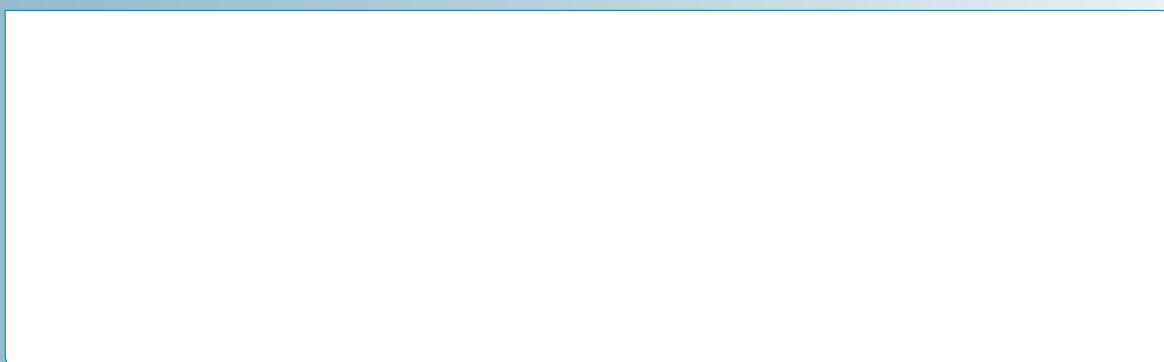**COMMENTS/OBSERVATIONS ON**

QQI's Mission, Vision and Values

Goals

THE FOLLOWING GOALS ARE DESIGNED TO BE MUTUALLY SUPPORTING AND INTEGRATED, IN ORDER TO DELIVER ON QQI'S MISSION, VISION AND VALUES

We will:

1. Establish a comprehensive, coherent set of QQI policies and processes with the National Framework of Qualifications as the central organising feature

2. Prioritise the needs of learners in our policies and actions and in our relations with stakeholders

3. Base our relations with providers on their capacity to meet robust standards to maintain and improve quality

4. Promote coherence of the education and training system in collaboration with stakeholders, based on clearly defined roles and responsibilities for QQI

5. Provide authoritative information on programmes and qualifications to the public

COMMENTS/OBSERVATIONS ON
QQI's Goals

Enablers

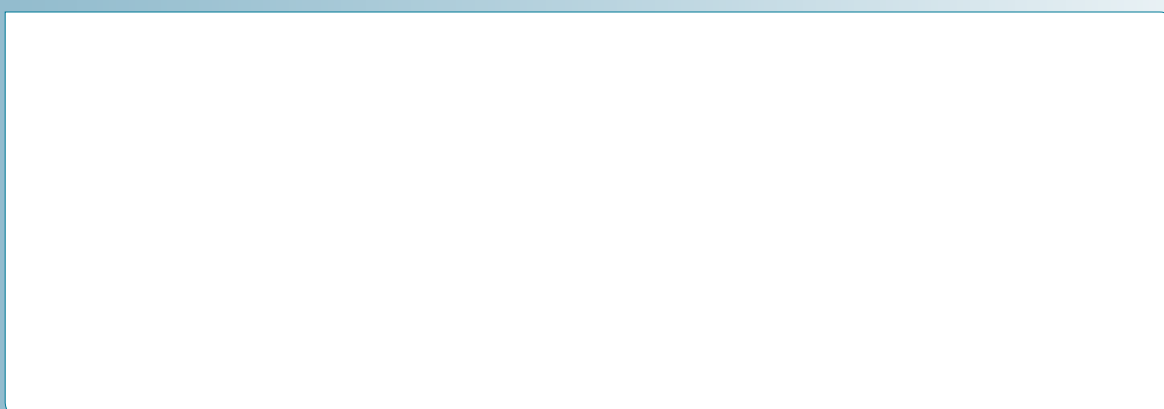WE WILL ACHIEVE OUR GOALS THROUGH THE FOLLOWING ACTIONS –

PEOPLE AND STRUCTURES	TECHNOLOGY AND PROCESSES	GOVERNANCE
Continuing adaptation to reduced resources	Integrating our business processes	Adhering to best practice in corporate governance
Developing new ways of working	Developing and integrating our ICT systems	Operating committee structures for QQI which enable effective engagement with stakeholders
Investing in staff to strengthen skills, capabilities and manage change	Introducing an accounting methodology to underpin the fees regime	Using appropriate measures, indicators and reporting mechanisms for QQI
Supporting staff and enhancing performance through a Performance Management Development System		Implementing a well-functioning internal quality assurance system
Effective communication		Accessing national and international experts to support our quality assurance work
Reviewing our organisational structure to align with priorities and strategy		Benchmarking against relevant European and international standards and guidelines

COMMENTS/OBSERVATIONS ON
QQI's Enablers

Challenges and Opportunities Facing QQI

» Establishing QQI as an integrated agency for quality and qualifications

» Supporting the reform of higher education and training – the landscape emerging from the implementing of the higher education strategy

» Supporting the reform of further education and training – new types of provider, the changing structure of providers, the new further education and training funding agency

» Implementing public service reform

» Maintaining confidence and trust in the quality of education and training institutions, programmes and qualifications

» Addressing the internationalisation of education and training provision, collaborative provision and changing forms of delivery of education and training

» Supporting the national recovery programme

» Reduced staff and budget for QQI

COMMENTS/OBSERVATIONS ON

the Challenges and Opportunities Facing QQI

Priorities in Relation to the Goals

THE PRIORITIES BELOW, WHILE LINKED TO INDIVIDUAL GOALS,
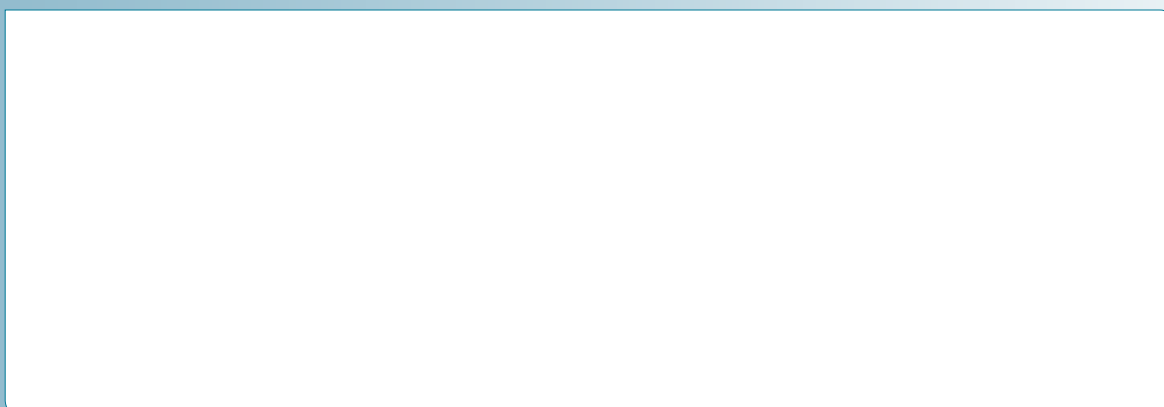ALSO SUPPORT THE ACHIEVEMENT OF THE SET OF GOALS AS A WHOLE

1. *Establish a comprehensive, coherent set of QQI policies and processes with the National Framework of Qualifications as the central organising feature*

PRIORITIES

» Integrate the functions of QQI through adopting and implementing a comprehensive policy development programme

» Promote, update and implement the National Framework of Qualifications

» Determine new standards for QQI awards to meet learner and labour market demands

» Regulate access by national and international awarding bodies to the National Framework of Qualifications

» Charge appropriate ministerially-approved fees for QQI services

» Provide external quality assurance and access to programme accreditation for new further and higher education and training providers

» Establish and operate the International Education Mark

» Liaise with professional recognition bodies in relation to the National Framework of Qualifications

COMMENTS/OBSERVATIONS ON
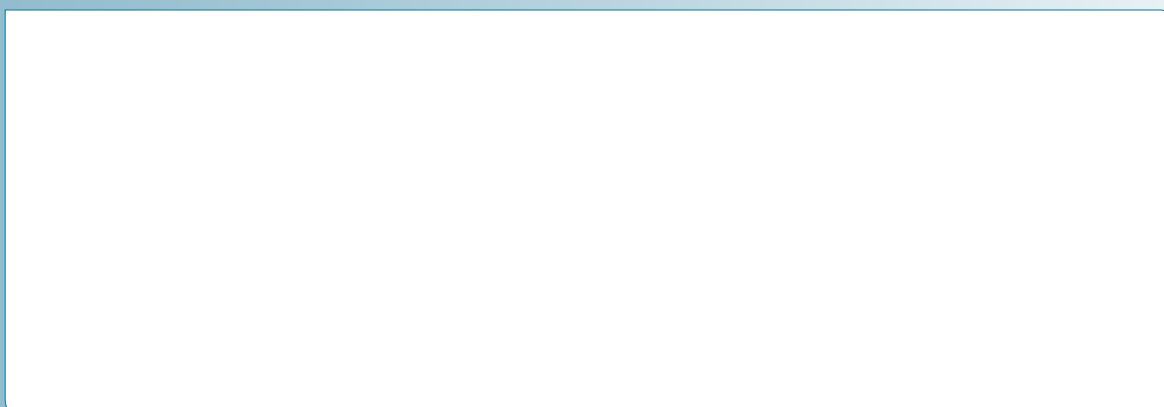## QQI's Priorities Associated with Goal 1

2. Prioritise the needs of learners in our policies and actions and in our relations with stakeholders

PRIORITIES

» Engage learners in QQI's quality assurance processes and encourage others to do likewise

» Implement statutory provisions for the protection of enrolled learners

» Develop quality standards and guidelines to address the internationalisation of education, collaborative provision and changing forms of programme delivery

» Certify learners who complete programmes validated by QQI

» Provide new statutory guidelines for access, transfer and progression for learners to facilitate providers in meeting their statutory responsibilities

» Provide qualification recognition advice to learners

» Promote the international recognition of Irish qualifications

» Respond to emergent concerns about standards and quality which relate to providers that are quality assured by QQI

COMMENTS/OBSERVATIONS ON

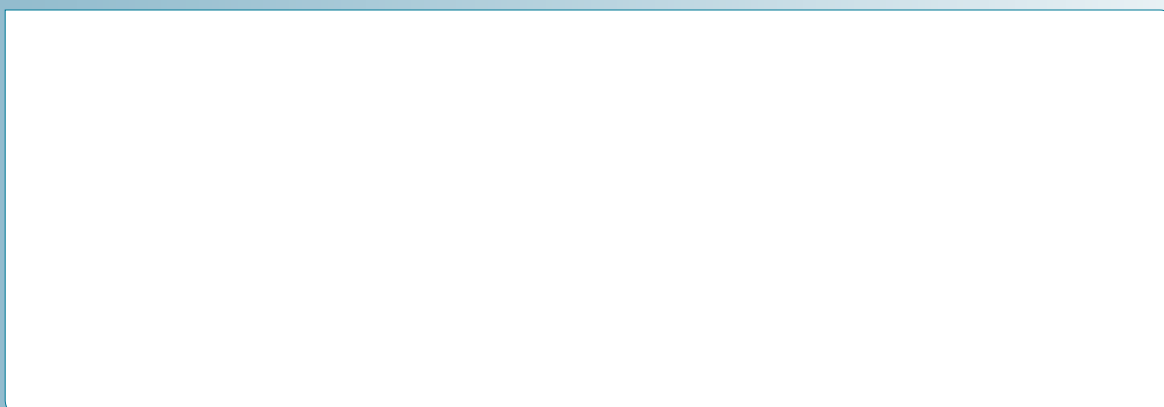## QQI's Priorities Associated with Goal 2

3. Base our relations with providers on their capacity to meet robust standards to maintain and improve quality

PRIORITIES

» Relate with providers based on autonomy, capacity and respective responsibilities

» Test models for how QQI regulates, including risk and proportionality based approaches

» Provide access to programme accreditation to providers who meet robust standards and can continue to fulfil the associated quality assurance requirements

» Re-engage with providers that had relationships with the legacy bodies (Further Education and Training Awards Council, Higher Education and Training Awards Council, National Qualifications Authority of Ireland and the Irish Universities Quality Board) on the basis of the 2012 Act

» Manage and evolve comprehensive, effective quality assurance relations with the Education and Training Boards and SOLAS

» Manage QQI's engagement with higher education providers in the context of the implementation of the National Strategy for Higher Education

» Seek opportunities to facilitate collaboration among providers on matters of common interest

» Monitor and review the quality assurance arrangements of relevant providers

COMMENTS/OBSERVATIONS ON
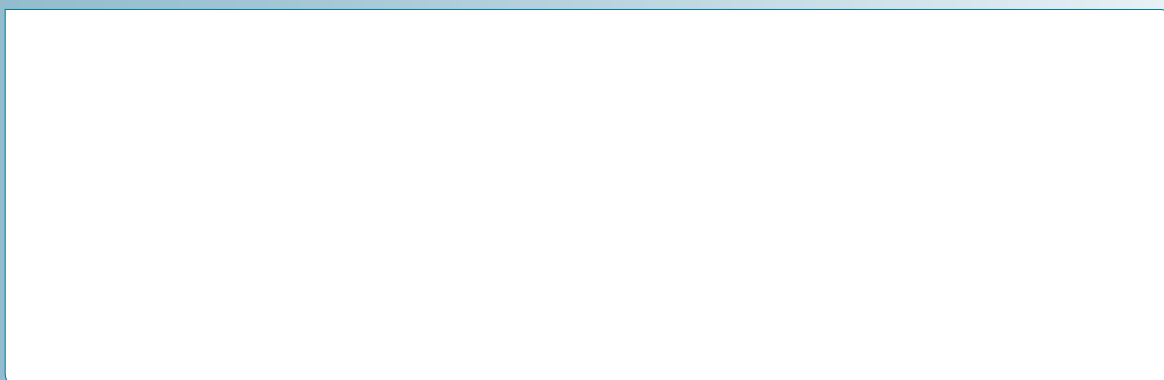## QQI's Priorities Associated with Goal 3

4. Promote coherence of the education and training system in collaboration with stakeholders, based on clearly defined roles and responsibilities for QQI

PRIORITIES

» Respond to funding agencies and government departments by clarifying mutual roles and responsibilities in order to achieve joined-up approaches to quality and qualifications and to related policy initiatives

» Engage with regulatory bodies to establish QQI's role in setting standards for qualifications and quality and to maintain confidence in education and training qualifications

» Develop relations with designated awarding bodies with regard to their quality assurance responsibilities for linked providers

» Encourage and facilitate innovation and responsiveness in qualifications and programmes to meet societal and cultural needs

» Work with employers and trade unions to promote the relevance of the education and training system and its qualifications to the labour market

» Develop and maintain effective relationships with professional recognition bodies and awarding bodies

» Facilitate the sharing of good practice among stakeholders on quality and qualifications

» Maintain and extend relationships with international peer agencies

» Consistently implement the agreed *QQI Framework for Consultation* with stakeholders on policy and organisational developments

» Identify and establish a range of effective communications tools and mechanisms for different stakeholder groups

COMMENTS/OBSERVATIONS ON
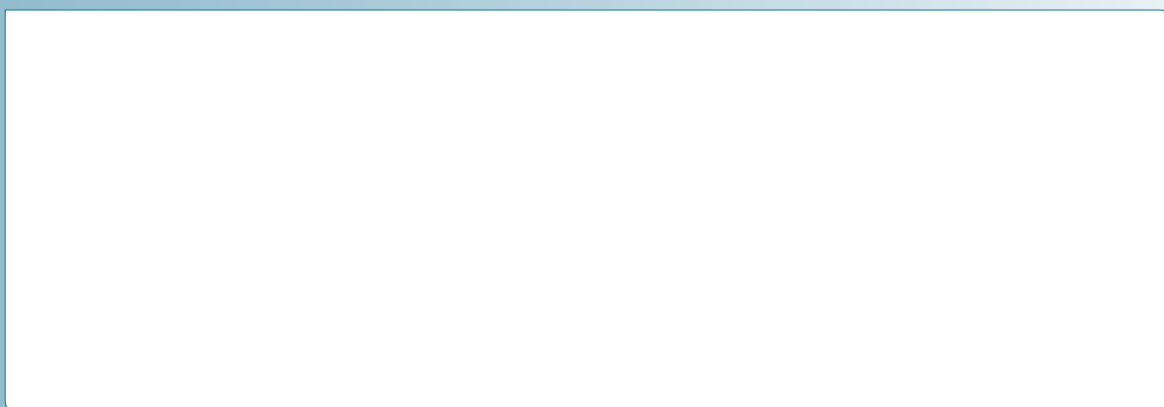## QQI's Priorities Associated with Goal 4

5. Provide authoritative information on programmes and qualifications to the public

PRIORITIES

» Continue to provide information on programmes and qualifications directly to learners

» Develop and publish a comprehensive national database of quality assured programmes and qualifications

» Clearly articulate the QQI standards which are associated with programmes, qualifications and the International Education Mark

» Require providers to make available relevant, accessible, accurate and timely information on quality, programmes and qualifications to learners and the public

» Publish the outcomes of QQI's quality assurance and regulatory activities

» Analyse the outputs of QQI's quality assurance and regulatory activities in order to inform national policies and initiatives in education and training

COMMENTS/OBSERVATIONS ON

QQI's Priorities Associated with Goal 5

Additional Consultation Questions

Name

Address

Email address

Phone number

Are you submitting in a personal capacity
or on behalf of an institution/organisation?

Personal ⃝   Institution/Organisation ⃝

If institution/organisation, which institution/organisation?

» You can choose to save this document and return to add further comments.

Do have any general or specific feedback on the draft strategy statement?
In your response, where applicable, specify the section to which you refer.

Do you think the key elements of the draft strategy statement (Mission, Vision, Values, Goals, Enablers and Priorities) are appropriate and clear?

Are there areas that you think are important that are not covered by the draft strategy statement?

Are there key areas relating to our impact on stakeholders that should be considered in our draft strategy statement?

» You can choose to save this document and return to add further comments.

» When you have finished commenting please submit your comments by going to the last page and clicking the *Submit* button. Thank you.

Are you finished commenting?

If you are satisfied with your comments please send them to us now by clicking the *Submit* button below.

QQI intends to publish the responses to this form. Please indicate your consent below.

I give my consent to have my feedback published.

I do not give my consent to have my feedback published.

Thank you very much for taking the time to consider and provide us with feedback on our draft strategy statement.