



IBEC MANAGEMENT TRAINING & DEVELOPMENT SERVICE

HETAC QUALITY MANAGEMENT SYSTEM

Quality Management System - IBEC Training Unit

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SECTION A INTRODUCTION & BACKGROUND

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Development of a Quality Management System for IBEC

In reviewing the requirements of Quality Standards for HETAC. We need to ensure that the documentation we put in place adds value to our organisation and provides a framework for continuous improvement and learner satisfaction.

HETAC are aware as per section 2.3 of their Mission Statement that there is no single correct model for quality assurance and the pressure to write and comply with procedures which do not focus their attention on the pursuit of excellence must be avoided.

We define Quality as the design development and deliver of academic courses which meet and exceed the expectations of the learner.

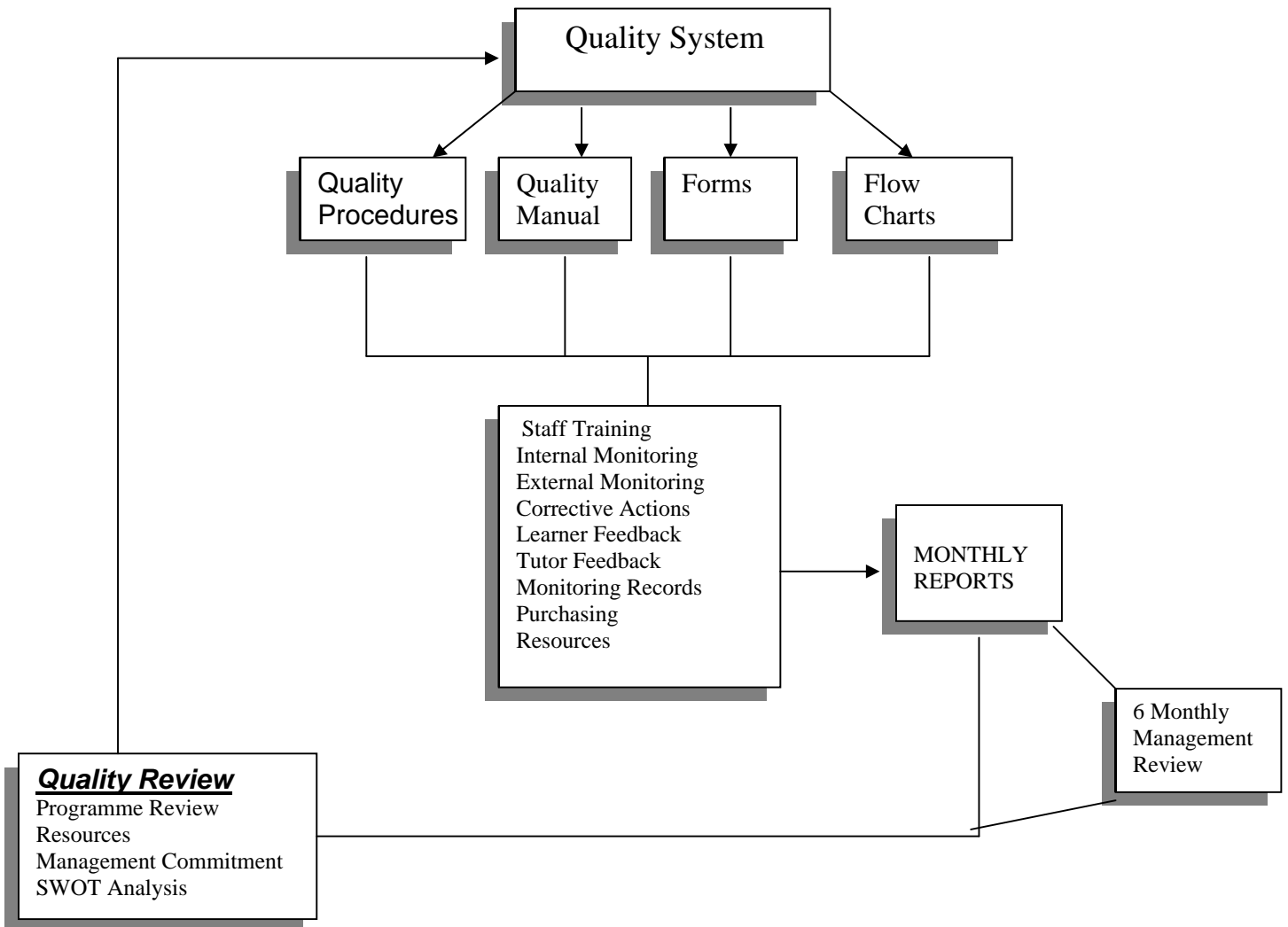
We have therefore developed a Quality Assurance System which addresses the HETAC criteria for Quality Assurance in Higher Education and focuses its attention on the pursuit of excellence and continuous improvement in high academic achievement

System Configuration

The System comprises of:

1. A Quality Manual which addresses or references all clauses of the Standard
2. Quality Procedures, which define in detail how specific requirements are addressed
3. Continuous improvement process flowchart
4. Policies

Quality Management System - IBEC Training Unit



INTRODUCTION

ORGANISATION PROFILE & MISSION STATEMENT

IBEC will vigorously promote the interests of Irish business and employers by working to create and sustain a competitive business environment that encourages enterprise and growth.

As the recognised independent voice of business, IBEC is dedicated to meeting members needs by providing leadership and excellent services through its team of committed and professional staff.

The Irish Business and Employers Confederation (IBEC) is an independent organisation representing companies from all sectors of economic and commercial activity. IBEC is funded entirely by subscriptions and fees from members.

IBEC's expertise, member involvement and network of access to Irish and EU policy makers, allows the Confederation to represent business at all levels. IBEC provides vital 'hands-on' services, mobilises sectoral associations and other groupings to pursue common goals: responds effectively to current issues and protects members' interests. A vital function of the Confederation is to influence the agenda and the policies that affect Irish business and employers.

This service is provided by highly qualified staff through a regional network that includes the headquarters in Dublin and offices in Cork, Waterford, Galway, Limerick, Donegal, along with an EU office in Brussels.

IBEC provides:

- Effective representation in relations with the Government, trade unions and EU Institutions on all commercial, economic, industrial and employee relations issues;
- Professional advice, information and immediate hands on assistance on human resource issues;
- Essential information and advice on other areas affecting the organisation, such as taxation, environmental affairs, transport, energy and trade;
- An opportunity to influence policymaking at national and European levels;
- Constant monitoring of political, economic and social developments;
- A forum to generate ideas, contacts and business opportunities
- Membership of the appropriate sectoral body with direct links to corresponding European associations;
- Conferences, seminars, specialist publications, statistics, business sector profiles and customised research
- A comprehensive range of specialist and technical consultancy services such as human resource management, health, safety and environment training and development.

THE TRAINING AND DEVELOPMENT UNIT

Mission

IBEC aims to deliver high quality, relevant, practical and accredited training programmes to members with the aim of raising the standard of management education among those organisations that are part of our network. Our goal is to become the supplier of choice in the delivery of executive education programmes of both short and long duration.

Training Background and Philosophy

The Training Unit within IBEC was established in 1986 as a result of the demand from member organisations for IBEC's assistance in the area of management development. The objective was to encourage member companies to be more proactive in the development of their people management expertise. Traditionally IBEC had a reactive role, which involved advising companies when industrial relations issues arose. By providing training for managers and supervisors in the area of human resource management, IBEC's vision was that member organisations would then become more proactive in the way in which they managed their people.

The services provided by the Training Unit have expanded over the past twenty years. Initially the focus was solely in areas of core competence which encompassed training in industrial relations and employment legislation. This training was delivered solely by IBEC staff whose expertise and practical involvement in these areas gave our brand its' reputation for quality and relevance. Although IBEC has built a reputation for quality and excellence in these two key areas, our programmes have now expanded to include many other areas of management development and interpersonal skills training. This growth in our service was prompted by the demand from members for training to include these elements of development along with our core areas of expertise. Traditionally, IBEC aimed the majority of their training programmes at front line managers as the hands-on experience of IR executives was most suited to this level of management. Increasingly there has been an expansion in the levels of programmes offered, with a range of courses now available to middle and senior management. Also, this broader range of programmes was introduced as part of IBEC's strategy of enhancing our reputation in the HR field as well as providing another tangible value-added service to IBEC members and potential members in both unionised and non-unionised organisations.

The purpose therefore of the training service is to add value to our members by providing a range of practical and relevant management development programmes at competitive rates, whilst generating an agreed contribution towards overall income. This is the philosophy guiding all decision making in the training function in the past and going forward.

Quality Management System - IBEC Training Unit

Quality Policy

The goal of IBEC's Management Training unit is to identify the current and future training requirements of its members, to initiate and develop training programmes to satisfy these needs and to market these programmes accordingly.

Quality is defined by our members as well as a range of internal standards and procedures which operate within the training unit. There is a clear need, therefore, to accurately establish member's requirements, and to respond rapidly and effectively to meet them.

The quality of our management development programmes is achieved through detailed planning, monitoring of legislative changes, analysis of member feedback and a continuous improvement ethos.

The unit focuses its attention on the development of a number of quality related issues and ensures that measurable quality objectives are established each year at function level in order to maintain our focus on continuous improvement
The objectives for 2006/2007 are as follows

- To have all accredited programmes on the National Framework
- To develop and maintain a Quality Management System which meets the requirements of HETAC certification.
- To ensure that all IBEC staff, involved in FAS funded programmes are registered on the National Register of Trainers.
- To monitor and evaluate the feedback from training to ensure the learning outcomes are achieved.
- To provide continuous monitoring of trainers skills in the delivery of programmes to ensure that materials/content are up to date.

The policies, organisation and procedures detailed in the Quality Manual are designed to achieve our quality goals in the most efficient manner.

Our quality objectives are established on a bi-annual basis and are continuously monitored by senior management throughout the year to ensure their achievement.

Quality Management System - IBEC Training Unit

A management review meeting is held every six months to review the entire workings of the quality management system. During these reviews the quality objectives will be scrutinised and assessed against targets.

Where objectives have been achieved new ones are established for the following year as part of our drive towards continuous improvement

The results of the review will be made available to external evaluators in order to ensure objectivity. The evaluators will also independently assess our systems and programmes and produce a report for management.

All external parties will be required to give an undertaking that in reviewing any documentation and records that they are totally independent and are not placing themselves in a position where a conflict of interest may arise.

A quality manager has been appointed to ensure that all processes required for the quality management system are established, implemented and maintained. She reports directly to the head of training on the performance of the quality management system and any need for improvement.

The academic staff, chosen by IBEC to deliver its programmes are recognised experts in their fields and fall into two categories:

1. Internal Tutors who are members of IBEC staff
2. External Tutors are appointed on the basis of qualifications, business expertise and the ability to impart their knowledge to a receptive student body

All tutors must be qualified to a level above the programme they are delivering.

On completion of programme each tutor is rated on performance by analysis of student feedback reports.

All learning material required for the successful completion of courses such as course handouts, copies of legislation and prescribed reading matter are supplied by IBEC

In order to facilitate our members we will endeavour to deliver our courses at a regional level in venues, which have previously been rated and approved by us on the basis of:

- Facilities
- Location
- Cuisine
- Staff support

Quality Management System - IBEC Training Unit

The Training and Development Service consider the quality aspects of all training delivery and design to be of paramount importance, as only service which provides on-going customer satisfaction will guarantee the continuing success and growth of this service within IBEC.

Jenny Hayes

Date: 17 August 2006

Carol Kenna

Date: 17 August 2006

Self Evaluation Policy

At the beginning of each year the Training Unit will draw up an internal audit schedule, indicating when Programmes and areas of the Quality System will be assessed.

The schedule will be posted on the computer network in order that all staff are made aware in advance as to when the evaluation of their section is taking place.

The focus of the evaluation will be, to gather objective evidence to confirm that:

- a) The processes are working as documented
- b) The courses fulfil the requirements of the learners and Evaluation Bodies
- c) Feedback from learners and tutors is analysed and acted upon
- d) That all staff are aware of their roles and responsibilities within the Unit

In order to insure objectivity, personnel independent of the area being examined will conduct the evaluation.

Learners will be interviewed and their progress assessed to ensure that the programme is meeting their expectations.

The resulting report will focus on the effectiveness of the programme, highlighting the strengths and weaknesses and recommendations for improvement.

An improvement plan will be drawn up on foot of the evaluation report and submitted to senior management for approval.

Jenny Hayes

Date: 17 August 2006

Carol Kenna

Date: 17 August 2006

Communications Policy

It is the policy of IBEC to communicate effectively with our Staff, Learners and Stakeholders. We believe that in order to be effective, communications must be a two way process and with this in mind we ensure that staff, learners and stakeholders are kept fully informed of all activities and courses which may be of interest to them.

We will communicate with our staff through: regular staff meetings, emails, memos and internal Intranet

We communicate with our learners and stakeholders through our Website, which is updated weekly

At the beginning of each year the unit will draw up a course prospectus outlining:

- Programme Titles
- Programme Objectives
- Dates and Venues
- Duration
- Cost

The prospectus is posted to all members and made available on the IBEC Website.

Mailshots are posted on a regional basis to all IBEC members informing them of upcoming events in their regions.

Feedback is also seen as a vital source of information, which enables us to monitor our services. Course evaluation forms are analysed on completion of our programmes in order to identify areas for improvement.

Signed: _____

Date: _____

Jenny Hayes (Head of Management Training)

Recruitment and Selection Policy

Policy Objective:

To provide clarity relating to conditions and rules regarding appointments. To ensure appropriate procedures are in place to facilitate effective recruitment and selection in the Confederation that is in keeping with best practice

Appointments and Promotion

It is IBEC policy to encourage all employees to compete for vacancies/promotions within the Confederation for which they have the necessary experience, qualifications, ability and potential and from which they are not precluded from applying by reason of their employment contract

Ordinarily vacancies for long term positions (Permanent or Fixed Term of 12 months or more) that arise within the Confederation will be advertised internally on the IBEC Intranet.

In the case of organisational restructuring, IBEC may make internal appointments without recourse to competition.

IBEC reserves the right to advertise or source candidates externally for all positions.

It is IBEC's policy that all staff and potential staff have equality of opportunity regardless of gender, age, ethnic origin, race, family status, marital status, religious or political beliefs, sexual orientation, membership of the traveller community or disability.

Internal candidates should inform their IBEC Director prior to formally applying for a vacancy.

An up to date Curriculum Vitae should accompany formal applications which should be sent to the Assistant Director, Internal HR. Except in exceptional circumstances, secondment from permanent positions to fixed term positions cannot be accommodated

In the case of internal appointments/promotions, unless otherwise agreed in writing, the option of returning to a previous position or indeed to an alternative position will not be available. Where the person's performance in their new role does not meet expectations, all reasonable assistance and support will be provided by the Confederation.

A position description and person specification will be available for all positions advertised. The person specification will form the basis for the selection criteria.

Quality Management System - IBEC Training Unit

IBEC is an equal opportunities employer and candidates for recruitment/promotion will be assessed solely on the basis of their ability, qualifications and suitability for the position applied for.

Advertisements, liaising with agencies, interviews and assessments relating to recruitment are co-ordinated and managed by the Assistant Director, Internal HR in consultation with relevant Directors

Decisions relating to selection will be made by the relevant IBEC Director and the Finance Director; final decisions for all appointments rest with the Director General. Final decisions and offers of employment will only be made following reference checks and medical assessment co-ordinated by the Assistant Director, Internal HR.

Unsuccessful internal candidates will receive personal feedback regarding their application from the Assistant Director, Internal HR or the relevant IBEC Director.

Jenny Hayes

Date: 17 August 2006

Carol Kenna

Date: 17 August 2006

SECTION B

IBEC's Management Structure / Systems

Introduction

IBEC's management will play a key role in the development and maintenance of a quality assurance culture by ensuring effective implementation of the procedures in this Handbook. By proactively fostering a quality assurance ethos, management will guarantee that the culture takes root and becomes part and parcel of all IBEC's activities.

The Training team meets once per month. Procedures and protocols for the preparation, running, and follow-up to the meetings have been agreed and include; formal minute-taking; all proposed additional items for agenda to be supported by advance documentation; formal communication of decisions taken and actions proposed, including responsibilities and review of actions taken. The training team is led by the Head of Mgt Training, and is comprised of Management Training Executive, Training Project Officer and two Executive Support Staff. The role of this group is to oversee the progress, evaluation and design of new and existing programmes, ensuring all comply with the quality standards outlined earlier.

We are committed to the development and improvement of the quality management system.

Weekly Review meetings are held, focusing on the service we provide to our members. Meetings cover topics such as:

- Review upcoming events and assign responsibilities
- Update Training diary (in soft copy on Lotus Notes)
- Feedback from courses
- Performance and related issues

The output of the meeting results in an action plan for the coming week.

The quality policy, which has been established, is reviewed every six months to address continuing quality objectives.

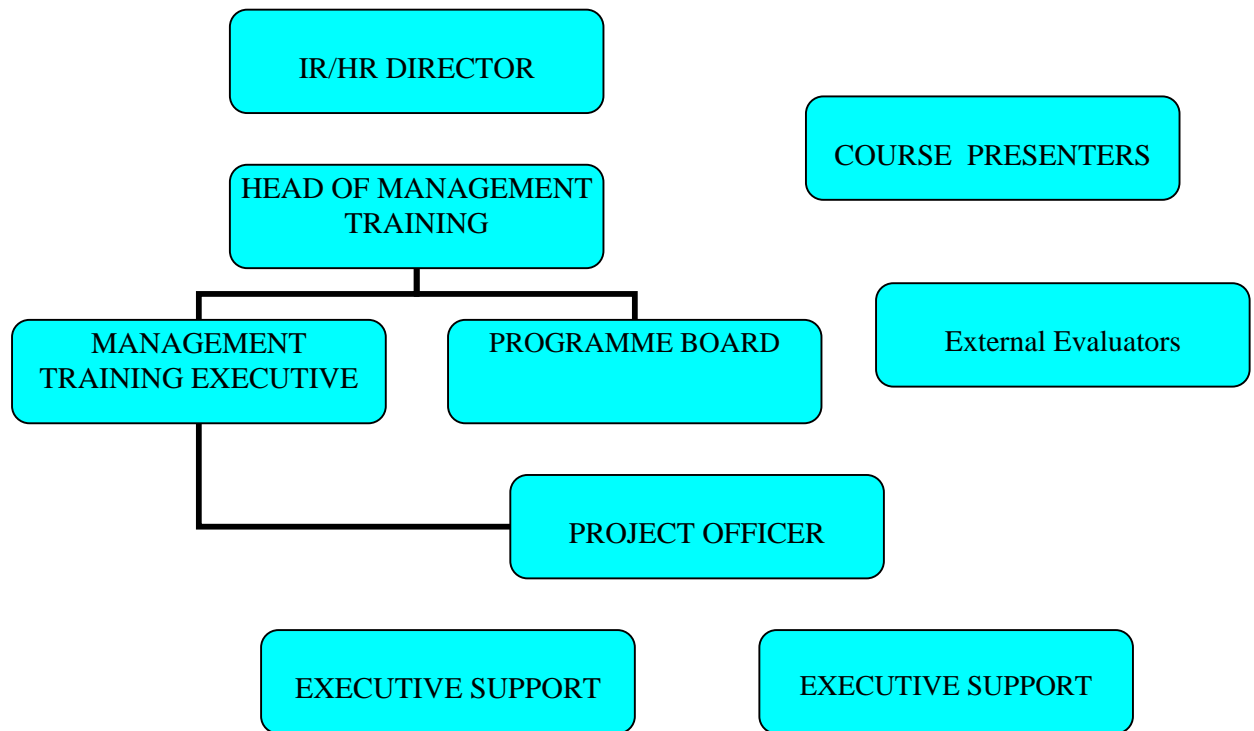
To ensure the highest level of service, all necessary resources are made available, including highly qualified and dedicated presenters and support services. Such management commitment ensures a high quality service and subsequent member satisfaction.

Each Training team meeting is provided with a progress report on actions from the previous meeting.

Quality Management System - IBEC Training Unit

Organisational Chart & Responsibilities

(HETAC 2.1)



Head of Management Training

The Head of Training is a member of the middle management team and is responsible for the overall management of training programmes, ensuring they meet member needs. She has a key role in the design of IBEC's Training Policy Document which aims at ensuring that training is a key focus in all IBEC's training activity going forward.

The Head of Management Training oversees arrangements with other institutions for the purpose of offering joint courses of study. She makes arrangements to develop any consultancy or training development work undertaken by IBEC, either separately or jointly including participation in training with third level institutions. She represents IBEC on a range of external committees and Boards, ensuring the Training agenda is one that maintains a key position across the business community. She heads up the internal training committee responsible for programme design, quality, evaluation and development.

Quality Management System - IBEC Training Unit

Training Executive

The Training Executive is responsible for Managing the running of public and in company training programmes. Managing the weekly meetings and workload of the training unit, responsibilities include the setting up of in company training, monitoring customer service, provision of monthly accounts for Management Training and Quality manager for the quality system. The Training Executive also represents IBEC on the FAS/EI National Register of Trainers Committee

Training Project Officer

Training Project Officer is responsible include administration of management training programmes for National Centre of Excellence including liaising with training providers, venues, event booking, customer service, Internal Auditor for quality system. Systems used include Purchase order system, Event Management System, Evaluation/Ratings.

Executive Support

Administration for management training programmes. Event booking, customer service.

Systems used include: Purchase order system, Event Management System, Evaluation/Ratings.

Programme Board

The Programme Board is made up of Training Unit Representatives, Academic Staff, Learner and Stakeholder Representatives

The Board meet at the end of each term to review the courses delivered under the following headings:

- Achievement of objectives
- Learner outcomes
- Course content and changes in legislation
- Analysis of learner feedback
- Quality of handouts and training material
- Quality of support systems
- Suitability of venues
- Administration facilities
- Analysis of stakeholder feedback
- Tutor rating
- Corrective/Preventive Actions

On completion of their review the board will produce a report of the findings and recommendations and present it to the senior management in IBEC.

External Evaluators

The external evaluators ensure that internal evaluations are working effectively and independently appraise the system to ensure that it complies with best practice within Higher Education.

They will independently audit the systems and programmes and compile a report for senior management.

Quality Management System - IBEC Training Unit

Course Presenters

The course presenters, in conjunction with the Training Unit are responsible for designing the courses and determining the Syllabus, Inputs, Outcomes, Learning and Assessment methodologies

They are also responsible for delivering the course to the learners.

Quality Management System - IBEC Training Unit

Quality Objectives

(HETAC 2.2)

IBEC set measurable quality objectives at our Unit Review Meetings, which are held every six months. The quality objectives are consistent and supplement those set on our Quality Policy. The Programmes objectives are established and documented during the course design process. These objectives are continuously monitored throughout the year at our monthly meetings to ensure that they remain realistic and that they are being achieved.

Ref: [QP011 Management review](#)

Supporting Documents: ([Monthly Meeting of Training Team](#))

([Management Review](#))

Internal Audit

(HETAC 2.3 & 2.4)

We conduct regular internal system and process audits in order to objectively monitor our processes and identify areas for improvement:

([Internal Audit Number 1](#))

The auditor responsible for the monitoring process is always independent of the area being monitored.

A procedure has been documented describing how we control the process for conducting periodic audits of the quality system and programmes.

Ref: [QP003 \(Internal Audit\)](#)

[QP005 \(Corrective Actions\)](#)

Monitoring and Measurement of Processes

We ensure that the QMS system has been developed around our operations and not just around HETAC Standards, in this way we can assure that the QMS is a practical working, beneficial tool and not "Stand Alone".

IBEC continually monitor political, economic and social developments and through our partnership in government we are in the position to influence the agenda and the policies that affect Irish business and employers

This information allows us to continually monitor and develop our programmes in light of changing legislation at national and European level, which will affect Irish industry.

It can be seen from the above list that some of the items listed are tangible whereas others are subjective. It is a combination of both aspects, which allow us to measure & monitor our processes.

The quality of our service delivered to our Learners is as stated, constantly monitored through the results of attention to: Learners feedback, internal & external audits, Corrective Actions, etc.

Quality Management System - IBEC Training Unit

Monitoring and Measurement of Service

(HETAC 2.5)

IBEC is an independent organisation representing companies from all sectors of economic and commercial activity. We are funded entirely by subscriptions and fees from members.

We operate a manned help desk during business hours five days a week and unmanned service covering the remainder of time.

We monitor our service performance by examining and analysing feedback from Course Presenter & Member/Learners. The rating of Venues and ancillary services is also assessed to ensure that they complement and are conducive to the learning experience

In the absence of direct feedback, we monitor

- Renewal of membership
- New members and referrals
- Non renewal of membership
- Booking history on programmes i.e which courses are of interest to particular companies
- Course progression i.e Certificate to Diploma

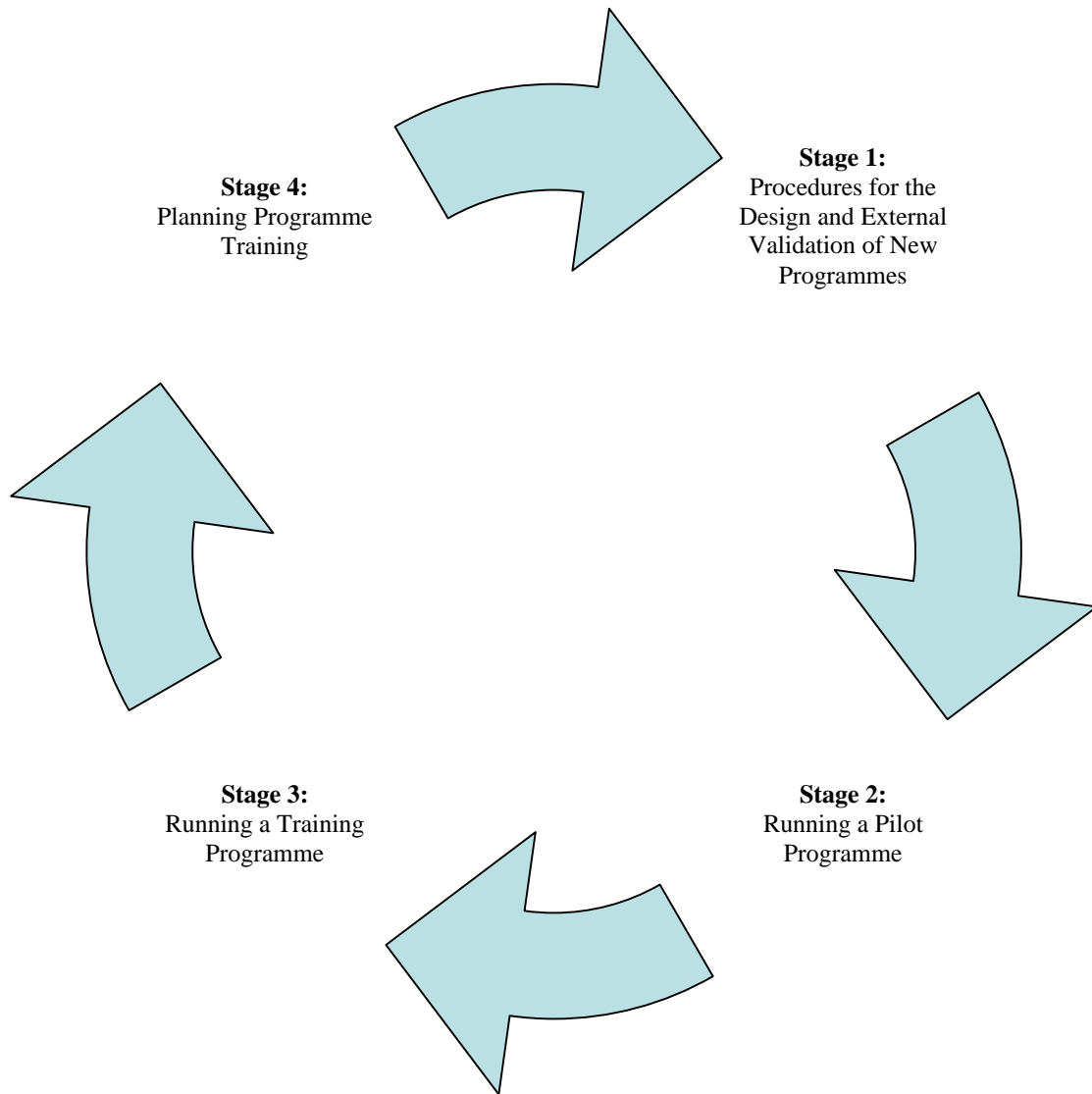
The results of such monitoring are recorded in our monthly review minutes.

QP008 (Programme Monitoring)

[QP005](#) (*Corrective Actions*)

Quality Management System - IBEC Training Unit

Design, Approval and Delivery of New Programmes



Quality Management System - IBEC Training Unit

Design, Approval and Delivery of New Programmes

(HETAC 3.1)

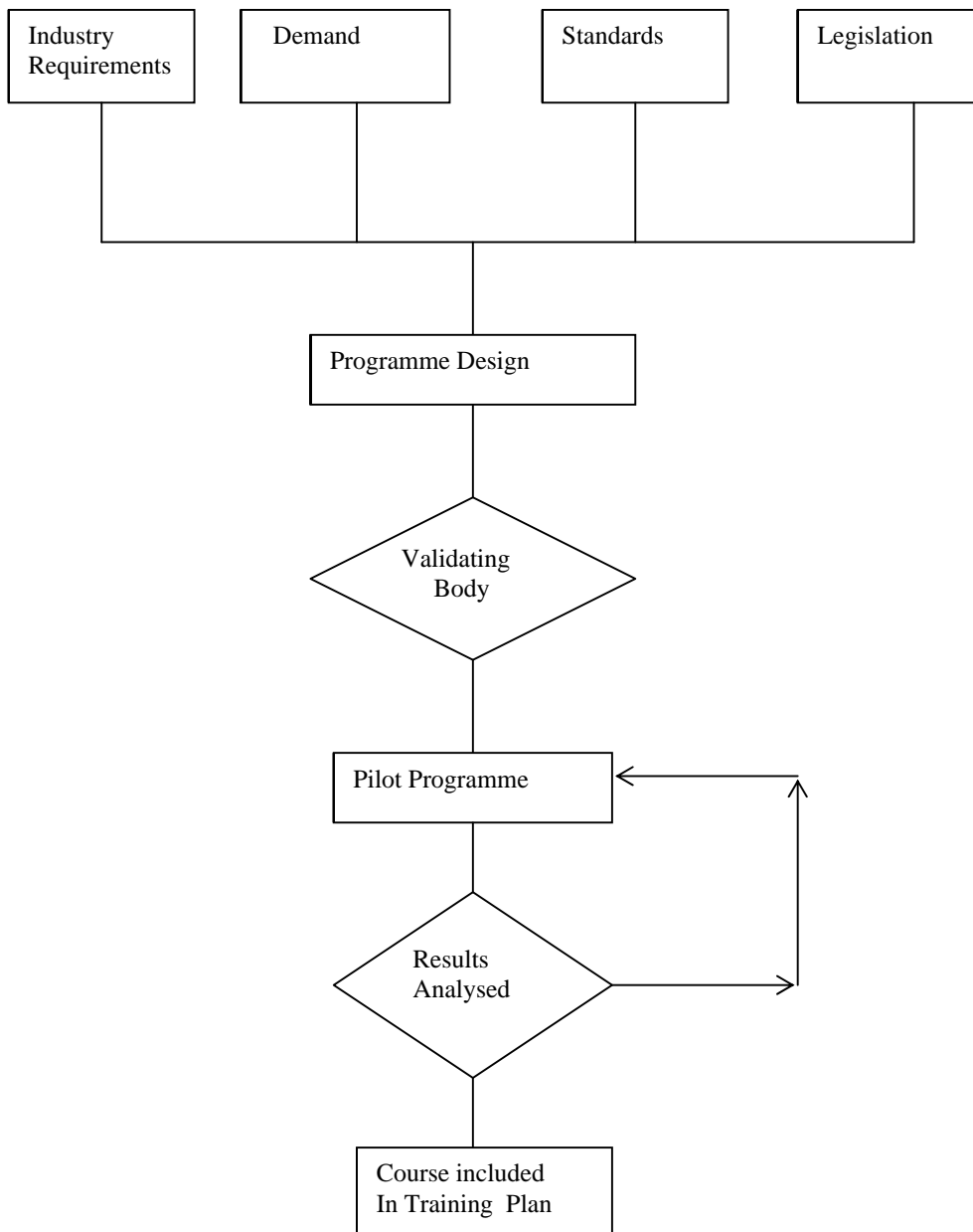
Courses are planned, designed and developed in accordance with the following procedures

QP007 Programme Design and Approval

QP007A Running a Pilot Programme

QP007B Running a Training Programme

QP007C Planning Training Programmes



Quality Management System - IBEC Training Unit

QMS PROCEDURE

Subject: Programme Design

Number QP007

Issued By: Carol Kenna_

Approved By: Jenny Hayes

Effective Date 1st August 2006

Rev: 001

Procedures for the Design and External Validation of New Programmes

The procedures outlined below guide the Management Training Unit in the approval and validation of new programmes. These procedures and guidelines also apply to any significant changes to existing programmes.

1. PURPOSE

1.1 The purpose of these procedures and guidelines is to ensure the proposed programme :

- Is consistent with IBEC's Strategic Plan and contributes to achieving IBEC's aims and objectives
- Offers a valuable educational experience to learners
- Meets the needs of members in the area of training and development
- Takes cognisance of the National Qualifications Framework and implements the procedures of collaborating institutions in relation to access, transfer and progression
- Complies with all requirements of the relevant approved external validating bodies where applicable in joint venture courses.

2. SCOPE

2.1 The document refers to all courses offered by IBEC where there is responsibility for curriculum development and the assessment of learners.

3. PROPOSALS ON NEW PROGRAMMES SUGGESTED INTERNALLY

Upon receiving an idea for a new programme from an IR/HR Executive, the Management Training Unit will meet to discuss the viability of the programme. We will look to previous feedback forms on related programmes to gauge the demand for such a programme.

We will meet with the Executive to discuss the proposed programme in more detail (i.e. content, who the programme is pitched at, the need for such a programme etc).

Quality Management System - IBEC Training Unit

We will liaise with other IBEC departments to ensure that there is no overlapping in such a programme. Plans for a pilot programme will be put in place and the programme will be reviewed and maintained regularly from then.

4.1 The proposal for any new programme design takes into account the following:

- Demand from industry
- Demand from prospective members
- Institute and School/Department Strategy
- Course design – Modules, subjects, learning outcomes, teaching methodologies and assessment methodologies
- Aims and learning outcomes - general details
- Course schedule - examination subjects, component subjects, contact hours, credit rating and level, marks per subject
- Suggested reading material
- Resources - accommodation implications, staffing implications.

When the Head of Training and the Management Training Unit are satisfied that the proposal document adheres to both IBEC's standards and the appropriate validating body's standards, she will review the programme with the IBEC training team.

The IBEC training team will examine any new training proposal in terms of any National standards requirements or other appropriate validating body, and also the national qualifications framework.

The following measures are adhered to when designing a new training programme...

- Need is assessed
- Where the programme fits into the national framework
- Credit entitlements against other programmes
- Learning objectives stated behaviourally
- Draft programme outline drawn up
- Views of colleagues sought on content and design
- Programme design includes following
 - Hook
 - Understand the gap
 - Objectives of programme outlined clearly
 - Learning identified
 - Exercises designed
 - Learning outcomes

Quality Management System - IBEC Training Unit

- Guide participants in the process of learning
 - Recap key learning regularly
 - Action identified as to what participants need to do
-
- Handouts and papers drafted
 - Case studies and role plays designed
 - Timings agreed
 - Brochure designed and printed
 - Pilot programme organised and run
 - Feedback monitored and reviewed
 - Programme modified to include feedback

The Head of training will submit to the validating body the submission as approved internally by the IBEC team and the Director of HR/IR. Therefore, the procedure for approving all new programmes is :

- Demand from industry or members
- IBEC Training Team's strategy
- Course Design outlining: Evidence of demand for the course, Course syllabus, Aims, Inputs, Outputs, Location within the national framework, Resources
- Method of monitoring and assessment
- Course approval by Head of Training and then Director of HR/IR
- Approval of the programme to be run on a pilot basis subject to approval by an accrediting body where Certificate or Diploma programmes are being run
- The rules of the validating body will govern the process from application to final determination
- Market and promote the course to members
- Run the pilot
- Make amendments/changes based on feedback from the pilot
- Finalise the programme and agree schedule for the year ahead

The Training Executive will maintain a file on each proposal for course approval. Following the approval by the validating body and funding approval by FAS, the Training Executive, in conjunction with the Head of Training will begin marketing the programme.

Quality Management System - IBEC Training Unit

5. NEW PROGRAMMES LINKED TO BUSINESS PLAN

Every year, the goals for the Management Training Unit are clarified. These include growing the business in terms of income generation, HR services, and Industrial Relations.

As feedback from clients is a central part of our business, suggestions for new programmes are reviewed at the end of each year. Where these ideas fit in with the business plan, the programmes are considered for inclusion in our suite of course for the year ahead.

In order to test the market, a sample number of companies are contacted, either on a one to one basis or in focus groups. The new programme idea together with suggested outline and content are discussed with this core group.

If the programme looks viable and is one that may have a potential market, a pilot is organised whereby brochures are designed and the course content and goals agreed.

Once the pilot has been run, the evaluations are collated to assess feedback and how the course helps to achieve the business plan.

Plans for a pilot programme will be put in place and Steps 1-8 in SOP001

- Running a Pilot Programme

6. PROGRAMMES AND BUDGETS

6.1 Before November each year, the Head of Training, in conjunction with the training committee will prepare draft programmes and budgets for circulation to the IBEC membership. The programme proposals may include continuation of existing courses, introduction of new courses, significant amendments to existing courses or discontinuation of existing courses.

6.2 Copies of the drafts will be circulated to members of the Senior Management Team and they will be invited to make any recommendations for change by end December.

6.3 Draft programmes and budget will be discussed with the Financial Controller for approval in December. The Senior Management Team will verify and approve budgetary targets.

Quality Management System - IBEC Training Unit

7. PROSPECTUS

Preparation of IBEC's prospectus is a matter for the training department. Management will ensure that the prospectus:

- Does not include a course which has not been properly researched, developed and fully approved
- Gives an accurate description of each course on offer taking into account that it represents the offer part of a potential contract
- Reflects the demands described by members when their views have been invited in the annual training needs analysis.

8 FUNDING BODY REQUIREMENTS:

As FAS is the only funding body for a range of IBEC programmes, a number of criteria must be met to ensure funding takes place. Currently funding approval will not be given by FAS without a certificate of attendance from an academic body ie Institute of Leadership and Management, The Dublin Institute of Technology and the National College of Ireland.

Quality Management System - IBEC Training Unit

QMS PROCEDURE	
Subject: Running a Pilot Programme	Number QP007A
Issued By: Carol Kenna_	Approved By: Jenny Hayes
Effective Date_4 th . January 2007	Rev: 002

1. Following feedback from presenters, participants, requests from members and brainstorming sessions, a new programme will be agreed

2. Once we have identified a need requirement we must then assess the potential income from the programme and the associated costs. The, maximum cost ratio is 40%. This means that the expenditure must not exceed 40% of the income in order to ensure the programme is profitable. During this period, we must look at the price we will charge participants, any discounts we would offer members for multiple participants, hotel costs, presenter costs and material costs.

3. Once the viability of running a programme has been ensured, we will run a pilot programme to gauge the level of interest.

4. Presenters will be chosen on basis of experience and knowledge in the area of the training and their availability.

5. A programme outline and content will be agreed and dates set. Venues will be chosen on basis of location and their rating on the approved suppliers list.

6. IBEC members will be selected and invited to attend the pilot based on previous training undertaken and their level of interest in the topic

7. The main reason for the pilot is to gather feedback in order to identify strengths and weaknesses marking criteria and the time allocations for assignments and modules.

8. The feedback from learners and presenters is analysed and evaluated by the staff of the training unit and programme changes are implemented where areas for improvement are identified.

9. The course will then be included in our programme schedule.

Quality Management System - IBEC Training Unit

QMS PROCEDURE	
Subject: Running a Training Programme	Number QP007B
Issued By: Carol Kenna_	Approved By: Jenny Hayes
Effective Date <u>1st August 2006</u>	Rev: 001

1. In deciding to run a training programme, we must first assess the potential income from the programme and the associated costs. The maximum cost ratio is 40%. This means that the expenditure must not exceed 40% of the income in order to ensure the programme is profitable, During this period, we must look at the price we will charge participants and any discounts we would offer members for multiple participants, hotel costs, presenter costs, material costs.
2. Once the viability of running a programme has been ensured, we must organise the potential dates liaising with presenters and hotel availability.
3. Presenters will be chosen on basis of experience and knowledge in the area of the training and their availability.
4. Venues will be chosen on basis of location and their rating on the approved suppliers list.
5. Once the presenters and venues are confirmed, we would draft a copy of a brochure with our printers to advertise the programme. This would be given to several people to proof (Head of Management Training, the presenters involved and IBEC's Press Office).
- 6, Once the brochure has been passed and printed, we will then send it out to IBEC members. The type of recipient can be chosen by title (i.e. CEO, HR Manager, Training Manager), by Location (i.e. Cork, Dublin, South East) or by Size (i.e. small - medium enterprises, large multinationals, over 100 employees).
7. The brochure is then sent out to the mail list with a cover letter from the Training Unit.
8. An event is set up on our Events Management System (EMS), which will manage bookings, invoices, lists of participants etc.
9. Bookings sent to the Training Unit will be entered into the EMS. The number of bookings will be monitored closely to ensure that a minimum is achieved. Maximum numbers are in place on all programmes to ensure that the dynamics of the programmes will be maintained.
10. The programme may also be advertised on the IBEC website, IBEC publications (IR Databank, IBEC News, Elink), by fax list and email list.

Quality Management System - IBEC Training Unit

11. Confirmation letter will be sent to all registered participants confirming their place on the programme and venue, start/finish times etc. Participants are also asked if they have any special requirements to notify the training unit, so that we may accommodate them. If the particular programme is in conjunction with the NCI or funded, additional forms must be completed by the participant).
12. We will liaise with presenters to confirm the materials needed for the workbook to be handed out to all participants. This includes papers, PowerPoint presentations, case studies and exercises.
13. All workbooks are printed at least one week in advance of the programme and given to the presenter along with a checklist to ensure they have all the materials they need (e.g. equipment, floppy disks, pens, name cards, evaluation forms, list of participants)
14. After the programme, all feedback forms are evaluated by the Training Unit and the programme is discussed with the presenter for their feedback.
15. The participants are invoiced with a letter thanking them for choosing IBEC as their training provider and offering assistance in the future.

Quality Management System - IBEC Training Unit

QMS PROCEDURE	
Subject: Planning Programme Training	Number QP007C
Issued By: Carol Kenna_	Approved By: Jenny Hayes
Effective Date 1 st August 2006	Rev: 001

A Training plan is drawn up each year in May to schedule courses for the forthcoming year. The criteria used to formulate the plan are as follows:

- Which programmes will continue
- What new programmes will be added
- Set dates for all programmes
- Agree dates with presenters and regions
- Book venues
- Look at design for brochure – if new design is needed

- Follow up with regions - July/August
- Send text of brochure to printer – late August
- Check text on all 4 page brochures
- Proof and finalise annual brochure – early September
- Proof and finalise 4 page brochures
- Brochure printed by end of September
- Have majority of 4 page brochures printed – end October
- Arrange mailout to members (with IBEC News/other) – October

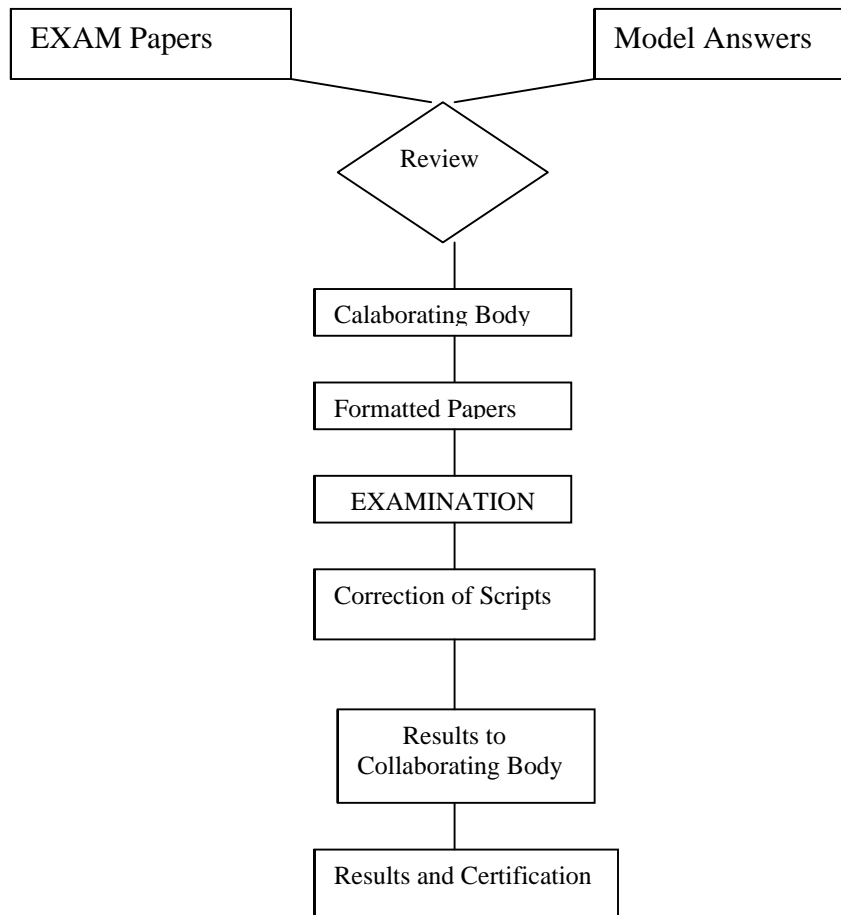
Quality Management System - IBEC Training Unit

Assessment of Learners

(HETAC 3.2)

Learners are assessed in accordance with the following procedures

QP010 Assessment of Learners
NCI Exam Regulations



Quality Management System - IBEC Training Unit

QMS PROCEDURE

Subject: Assessment of Learners

Number QP010

Issued By: Carol Kenna_

Approved By: Jenny Hayes

Effective Date 4th. January 2007

Rev: 002

1.0 Reference Documents:

Attendance Sheet, Learner Questionnaires, Evaluation Sheet, Examination Questions, Model Answers, Assessment Records, Tutors Profile, Application Form, Rules and Regulations, Learner Certification Records, Reports from External Verifier.

Project work undertaken during the course, Work-based assignments

2.0 Responsibility:

Head of Training, Course Presenters, Examination Body.

3.0 Purpose:

To describe the methods used to assess learners.

4.0 Glossary of terms

Internal Examiners are the class tutors and are appointed by IBEC.

Examination Body of Collaborating Institution

5.0 Assessment

5.1 Planning

The planning, organising, setting of examination papers, monitoring and conducting the examinations are the responsibility of IBEC.

Planning meetings are held to ensure that all necessary requirements for the assessment have been addressed. During the meeting it is confirmed that

- a. The examination papers are set, giving due regard to the topics covered on the course.
- b. Model answers are prepared and compared against the examination questions to ensure no ambiguity.
- c. The head of training will review the examinations questions and the model answers to ensure that the examination relate to the course in accordance with the approved syllabus.
- d. The examination questions are then sent to the collaborating body for appropriate formatting and verification of standards

Quality Management System - IBEC Training Unit

- e. Examination papers shall provide clear instructions to all learners specifying the number of questions to be attempted and the marks allocated for each question or part thereof.
- f. Where applicable special needs of students have been addressed.
- g. All examination paperwork is in place.
- h. The availability of assessors and invigilators.

5.2 Information to Learners

Information in relation to the assessment will be conveyed to learners through the following.

- A Course handbook
- B Course tutor
- C Assessment schedules
- D Rules and regulations
- E Tutors profile
- F Appeals process

Information will be given to participants in advance of attending our programmes. This information is then given to participants again on the first day of the course.

All learners will be required to keep a learning journal, which will be checked by the course tutor on a regular basis to ensure that outcomes are being achieved. A Quiz will be held each morning focusing on the previous day's lectures to ensure that all topics covered were clearly understood.

The assessments and assignments are marked by the course tutors. The results are sent to the collaborating body with the exam scripts and overall marks. Sample scripts, course work and tutor's grading are examined by collaborating body's examinations board to ensure consistency of marking between assessors. The collaborating body contacts the individual students to advise them of their results and gradings.

5.4 Security

The examination documentation is received from the collaborating body in sealed envelopes and dispatched by courier to the examination centre or the invigilator's home.

The examination questions are not opened until the exam is about to commence. On completion of the exam, the scripts are placed in a sealed envelope and returned to the training unit in IBEC for assessment by the course tutor.

When the assessment is completed the marks are recorded and the documentation together with the marking results are sent to the collaborating body for conformation.

5.4.1 Appeals

If a learner feels that the results achieved are not consistent with the work submitted, they may appeal and request a recheck.

The appeals process shall be governed by the collaborating body's appeals procedure

5.5 Consistency between Assessors

In general, the course tutor is the appointed assessor but if different assessors are required the following guidelines are in place to ensure consistency.

- a. Model answers are prepared for each question at the planning stage
- b. Designated marks are allocated to question
- c. The answers and the allocation of marks are agreed at the planning stage with all staff involved in assessments

The assessments and assignments are marked by the course tutors. These then go to the collaborating body with the exam scripts and overall marks, where they are randomly checked by the exam boards for each course.

5.6 Consistency with National Standards

The scripts are held by the collaborating body for further examination by HETAC if required.

Learner certification will be kept on file.

Records of staff training relating to assessments will be held in their personnel files.

5.7 Learner Feedback

Upon completion of the assessment the learner will receive direct feedback from the course tutor and their results from the collaborating body.

Examination Regulations

- 1.0 These regulations apply to all examinations.
- 1.1.1 The term “examination” in these Regulations should be construed to include reference, as appropriate, to written and oral examinations, assessment of programme work, project-work, etc., examination of theses, dissertations and similar work, and such other forms of assessment of candidates’ performance as may have been approved or prescribed by the College in relation to any programme of study or instruction, and cognate expressions should be construed accordingly.
- 1.1.2 A breach of examination and assessment regulations should be deemed to have occurred when any actual or attempted form of:
- Cheating
 - Plagiarism, as defined in section 4.4 of this document
 - Misrepresentation
 - Bribery
 - Falsification
 - Impersonating or other such form of deception
 - Possession of copies of examination question or examination paper, in advance of the examination being held
 - Untrue claims to have carried out experiments / research
- is perpetrated by a candidate whether acting alone or with any other person or persons.
- 1.1.3 Candidates should assemble 10 minutes before the advertised time of an examination but should not enter the examination room until requested to do so.
- 1.1.4 Smoking in the examination room is not permitted.
- 1.1.5 Except with prior approval, no eating or drinking is permitted in an examination room.
- 1.1.6 No candidate shall bring into the examination room or have in his/her possession while in the room, any materials other than those expressly permitted for that examination. Pencil cases are not permitted on desks.

Quality Management System - IBEC Training Unit

- 1.1.7 Candidates should seat themselves at the desk indicated by their designated desk number as displayed on the notice board at the examination room entrance. They should not move any of the papers on the desk or commence writing until requested to do so.
- 1.1.8 Candidates are asked to leave their student identity cards visible on their desks for the purpose of checking.
- 1.1.9 The Invigilator will advise all candidates on how to complete the cover sheet of the answer booklet and will indicate that their registration numbers and/or any other number should be used. Candidates are requested to read the instructions at the top of the examination paper before starting work.
- 1.1.10 Candidates must comply with an Invigilator's directions at all times.
- 1.1.11 Candidates may use slide rules, drawing instruments, dictionaries and other reference books/documents if expressly permitted. Mathematical tables, if required, will be supplied. Candidates may not bring their own mathematical tables or statistical tables into the examination room. If a candidate wishes to use anything other than that is expressly permitted for that examination, this must have been previously agreed with the Academic Affairs Office.
- 1.1.12
- 4.2.12 Silent non-programmable calculators may be used provided that the rules of any relevant external examining body do not specifically exclude them, module to any regulations that may be imposed. It is the responsibility of each student to ensure that his or her calculator is in working order. It is advisable to bring a spare battery. Candidates will not normally be permitted to borrow materials from another candidate.
- 4.2.13 Candidates shall not bring into the Examination room, nor have in their possession while in such examination room, any computing equipment, including electronic organisers and programmable calculators, mobile phones, recording equipment, radio, books, notes, paper or any source of information pertinent to the examination or which might influence examination performance. Retention of any unauthorised material shall be construed as a serious breach of Exam Regulations. You are reminded that severe sanctions are attached to any such breach of regulations under the Code of Discipline.
- 4.2.14 No candidate will be admitted to the examination room more than thirty minutes after the start of the examination; in exceptional circumstances, however (and provided that no other candidate has left the examination

Quality Management System - IBEC Training Unit

- room) a candidate may be admitted later, at the discretion of the Invigilator. Extra time is not normally allowed.
- 4.2.15 If, after reading the examination paper, a candidate wishes to leave the examination room, he or she may not be allowed to do so until after thirty minutes from the start of the examination.
- 4.2.16 Candidates wishing to temporarily leave the examination room may not do so unless accompanied by a nominated attendant. In any event, no person may leave the examination room without the Invigilator's permission and no candidate may leave within the last thirty minutes of the examination period.
- 4.2.17 At the end of the examination candidates must remain in their place until an Invigilator has collected their script(s). It is a candidate's responsibility to ensure that his/her script(s), answer sheets and unused answer books are handed to the Invigilator before leaving the examination hall.
- 4.2.18 If a candidate is absent from the examination for medical or other unavoidable reasons, a Medical Certification Personal Circumstances Form, Appendix 4 (AR3) must be submitted to your Programme Co-ordinator without delay, together with a medical certificate if the absence was due to illness. Details of submission of this form are listed on the form. This form is an Appendix to this manual.
- 4.2.19 A candidate must not, on any pretext whatsoever, speak to or have any communication with any other candidate; such communications will be regarded as a breach of the examination regulations. If candidates need to ask questions they should raise their hands and one of the invigilators will attend to them. Spare paper, etc. is to be obtained only from the Invigilator.
- 4.2.20 A candidate who is found to have unauthorised materials in her or his possession in the examination room shall be deemed to be in breach of the examination regulations. Books, notes, bags and coats must be left in the designated area.
- 4.2.21 Any written or printed materials not written on the official answer booklets or examination paper(s) shall be considered to be unauthorised materials. The unauthorised materials shall be removed and retained by the Invigilator. The same procedure will be followed where a candidate or candidates is or are considered by the Invigilator to have copied or attempted to copy another candidates answer(s) to an examination question(s).

Quality Management System - IBEC Training Unit

- 4.2.22 In cases of impersonation, the impersonator and the personated shall be deemed to be in breach of the examination regulations.
- 4.2.23 If any candidate shall be adjudged to have violated any of the examination regulations, or in any other way acted improperly, the Academic Council will refer such matters to the Disciplinary Committee, as set out under the Code of Discipline (www.ncirl.ie).
- 4.2.24 An invigilator shall be empowered to inspect any material in the possession of a candidate during an examination.
- 4.2.25 Rough work should be included in the answer book and identified as such.
- 4.2.26 The candidate may NOT remove from the examination hall any items provided by the College other than the examination paper.
- 4.2.27 Examination Results: The official result of your examinations will be sent to you at the Address shown on our college records. You should ensure that the record is correct. Do not telephone the college as results will not be given over the telephone.

Pass By Compensation

Pass by compensation means that a student who has failed to attain the pass mark (40%) in a module, may, at the discretion of the Examination Board, pass the examined module by compensation.

Pass by Compensation rule

- The pass by compensation range is 35% - 39%.
- The rule can only be applied if it is your first sitting. Therefore it cannot be applied in a sitting of repeat attempts at passing a module.
- The rule will NOT apply if **ANY** of your individual module results is a mark below 35%. In this case all module results below 40% must be repeated.
- The rule can only be applied if you will PASS overall.
- The rule can only be applied to a certain number of modules:

If you are examined in five modules or more in a semester, you may compensate in up to two modules in that semester. If you are examined in less than five modules in a semester, you may compensate in up to one module in that semester.

- The total number of marks, above the pass mark (40%), gained in the modules passed must at least equal double the difference of the marks being considered for compensation.
e.g One mark of 36% and one mark of 37% would mean you have a deficiency of 7 marks. Therefore, in order to be considered for compensation you would need a total of 14 marks above the pass mark in the aggregate of the other passed modules.
- If you have any queries, please consult your Programme Director or the Academic Affairs Office.

Examination Recheck Procedure

- The process of rechecking the recording and addition of marks(Note this process does **NOT** entail a remarking or re-evaluation of an examined assessment).
- Within **5 working days** of receipt of your official result transcript you can apply using the Recheck application form available on the website. The fee involved in €32 per module. This fee will be refunded if the recheck is deemed successful.

Examination Review Procedure

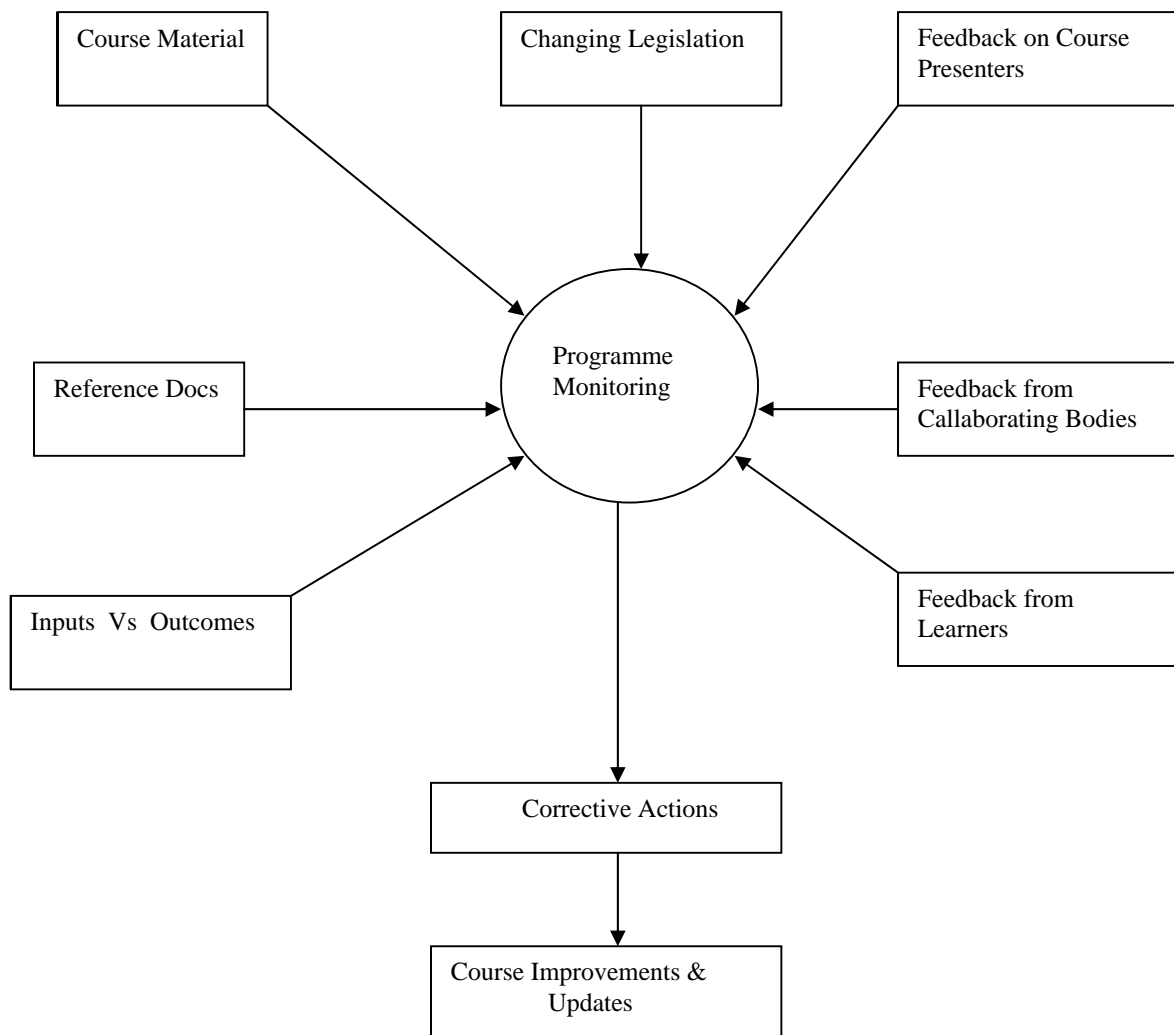
- The re-consideration in detail of all or part of the existing examination material where feasible by internal and external examiners
- Within **5 working days** of receipt of your official result transcript you can apply using the Review application form available on the website. The fee involved in €120 per module. This fee will be refunded if the review is deemed successful.
- An application for a review will **only** be considered if it is based on one of the following grounds:
- The examination regulations of the college have not been properly implemented
- Compassionate circumstances related to the candidates examination situation were not made known to the college for a justifiable reason
- An error in the recording and addition of marks on the particular paper

Ongoing Monitoring of Programmes

(HETAC 3.3)

We monitor our programmes on an ongoing basis in accordance with the following procedure:

QP008 Programme Monitoring



Quality Management System - IBEC Training Unit

Programme Monitoring

Issued By: Carol Kenna_

Effective Date 4th. January 2007

Number QP008

Approved By: Jenny Hayes

Rev: 002

1.0 Reference Documents:

Training literature, Course documentation, Web site, Monitoring Report, Feedback reports Course schedule and learner outcomes

2.0 Responsibility:

Programme Board, Head of Management Training, IBEC Information Unit and Training Unit

3.0 Purpose:

To ensure that our high standards are being maintained and that course content remains current.

4.0 Procedure

All courses will be monitored on an on-going basis to ensure that the syllabus and reference documentation remains current in light of changing legislation. In order to achieve this, the course contents are reviewed by IBEC's legal and information units.

5.0 Course Updates

When legislation changes, the legal information units within IBEC notify the training unit to inform us of the relevant changes.

They then send undated slides together with case studies and scenarios.

Once received, the course material is updated to reflect the changes and the presenters are briefed on the impacts

6.0 Course Monitoring

We monitor our courses on an on-going basis by:

- Reviewing the course materials in light of changing legislation and best practice
- Comparing the inputs with the expected learning outcomes.
- Changes in legislation
- Performance of course presenters
- Learner feedback
- Facilities
- Administration
- Feedback from collaborating bodies
- Feedback from members

Quality Management System - IBEC Training Unit

6.1 Monitoring by Programme Board

The Programme Board meet at the end of each semester to review the planning delivery outcomes and internal analysis of all courses delivered over the previous six months.

6.1.2. The training unit will ensure that all information in relation to the programmes and all internal analysis reports are made available in a timely manner to the programme board in order for them to reach objective conclusions as to the running of courses.

6.1.3. The Programme board will use as an aid, the monitoring checklist Form :**PBCK 001** in their deliberations

6.1.4 On conclusion of the review the board will produce a report of their findings and where appropriate recommendations for improvement. The report will be presented to the head of the training unit

7.0 Corrective Actions

Where problems or areas for improvement are identified, these will be documented in our corrective actions file. The head of the training unit will be requested to address such issues and inform the board in writing when they have been resolved.

The corrective actions will also incorporate documented objective evidence that the actions taken have been effective.

A review of the corrective action file will be the first point on the agenda of any sitting of the programme board.

Quality Management System - IBEC Training Unit

Evaluation of Programmes

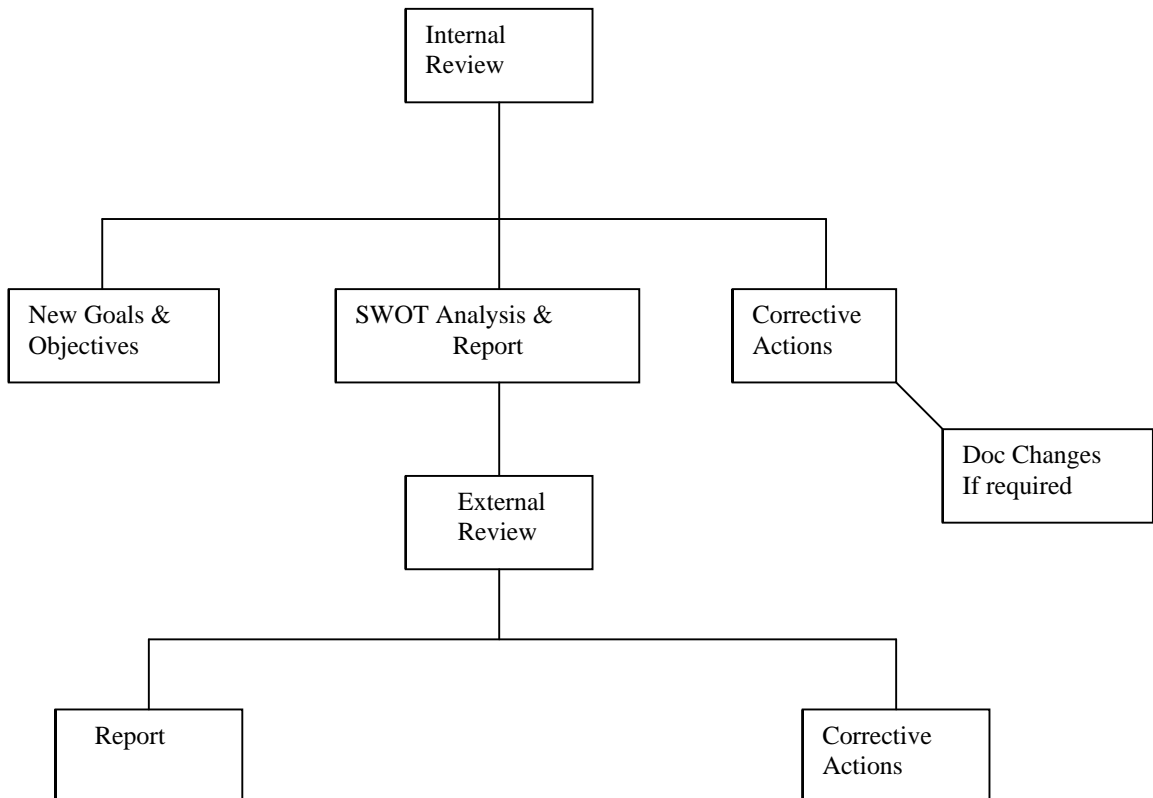
(HETAC 3.4)

Programmes are evaluated in accordance with the following Procedures and Flow Charts

QP011 Internal Evaluation

QP012 External Evaluation

SOP004 Presenters Checklist



Quality Management System - IBEC Training Unit

QMS PROCEDURE

Subject: Internal Evaluation & Management Review

Number QP011

Issued By: Carol Kenna_

Approved By: Jenny Hayes

Effective Date 1st August 2006

Rev: 001

Internal Evaluation and Management Review

1.0 Reference Documents:

Presenter's checklists, Presenter's feedback, Learner feedback, Training unit feedback, Analysis reports, Supplier rating, Results of Internal monitoring and Corrective Action requests

2.0 Responsibility:

Training Unit

3.0 Purpose:

To ensure that all areas of the quality management system are effective and working as documented.

4.0 Planning

Ensure all documentation referenced above is available for analysis

5.0 General

The quality management system is reviewed bi-annually so as to ensure its continuing suitability, adequacy and effectiveness. The review, which is recorded, evaluates the complete workings of the unit, the need for changes to the Quality Management System, including quality policy and quality objectives coupled with the need for any improvements / changes etc. that may be required.

Detailed minutes are maintained of all management reviews and records of each item on the agenda are maintained by the Quality Manager/Training Executive

5.1 Review Input

The bi-annual management review meeting includes the following information:

- a) Results of Internal and External audits
- b) Course feedback both positive and negative
- c) Process performance and any non-conformances
- d) Status of preventive and corrective actions
- e) Follow-up actions from earlier management reviews
- f) Staff Training Requirements / Analysis / Competency
- g) Changes that could affect the quality management system
- h) Areas for improvement
- l) Legal and regulatory requirements
- j) Supplier performance (Presenters, Services Venues)

Quality Management System - IBEC Training Unit

- k) Resource Management such as premises and equipment
- l) Document and Data Changes
- m) Quality Policy and Objectives
- n) Communications (Internal / External)
- o) Work Environment

The list is not definitive and will change depending on the problems / issues that are current at the time of the review.

5.2 Review output:

The outcome of the quality review is that

- (A) New goals and objectives are set.
- (B) Corrective actions are implemented if required.
- (C) Resources are identified and budgeted for.
- (D) Changes are made to quality documentation and processes if required

On conclusion of the review a detailed analysis will be drawn up showing our

- Strengths
- Weaknesses
- Opportunities
- Threats

The Minutes of the review are recorded and signed by the head of the training unit.

Quality Management System - IBEC Training Unit

QMS PROCEDURE	
Subject: External Evaluation	Number QP012
Issued By: Carol Kenna_	Approved By: Jenny Hayes
Effective Date <u>1st August 2006</u>	Rev: 001

1.0 Reference Documents:

Management Review Minutes Audit Reports External Evaluation

2.0 Responsibility:

Head of Training

3.0 Purpose:

To ensure that internal evaluations are working effectively and to independently appraise the system to ensure that it complies with best practice within Higher Education.

4.0 Planning

IBEC have set-up an external evaluation team to independently assess our internal evaluation report and conduct their own assessment of our systems and programmes.

5.0 Composition of the Review Team

The external evaluation team will comprise of experts in the fields of Higher Education training and in the subject matter of the programmes being delivered.

The size of the team will be commensurate with the volume work under review.

6.0 Brief

On completion of our internal evaluation, the external review team will assess the report.

They will then conduct their own audit on our systems, procedures and programmes and compile a report of their findings.

The report will focus on:

- Results of Internal Evaluation
- Quality policy and Achievements of objectives
- Results of Internal Audits
- Feedback from Learners and Tutors
- Course content and achievement of results
- Staff competency and development
- Ongoing course updates in respect of changing legislation
- Document changes
- Work environment and resource management
- Status of Corrective and Preventive actions
- Communications both internal and external
- Areas for improvement
- SWOT analysis

Quality Management System - IBEC Training Unit

Where problems are encountered, a corrective action request will be raised detailing the nature of the problem and a member of the training unit will be requested to suggest a corrective action.

Upon completion of the corrective action, the area will be re-audited to ensure that the resolution put in place has been effective. A final report will then be produced.

The report will then be submitted to the head of the training unit for approval and in turn to the Council for consideration.

Quality Management System - IBEC Training Unit

Operating PROCEDURE

Subject: Presenters Preparation and Evaluation

Number:SOP004

Issued By: Carol Kenna

Approved By: Jenny Hayes

Effective Date: 1st.April

Rev: 001

CONTROL OF SERVICE PROVISION:

Presenters Checklist - this form must be completed and given to all presenters with handout material and returned to us with completed evaluation forms and list of participants who attended the programme, on completion of the training.

This checklist is used to:

- Ensure that all handout materials, videos, equipment etc required are correct

Evaluation Forms – we use two evaluation forms – a two page with the majority of the training programmes and a one page for Employment Law seminars.

The information from these forms is reviewed following each training programme.

We also review the information in detail twice yearly to:

- Review the content of the programmes
- Quality of material
- Quality of presenter
- Marketing strategy
- Quality of venue/location used

Email to presenters one week prior to training – a standard email is sent to all presenters involved in each training programme one week prior to training giving details of:

- Company contact
- Company address
- Venue address
- List of presenters
- Equipment needed
- When the material will be delivered to them

Quality Management System - IBEC Training Unit

Selection, Appointment, Appraisal and Development of Staff (HETAC 3.5)

General

All staff in the unit are fully competent in all the core aspects of the work involved.

New staff with previous experience are hired on the basis of:

- (A) Qualifications already achieved with another employer or training body.
- (B) Previous work experience in a similar company / industry.
- (D) Willingness to be flexible and attend further internal or external training courses.

New recruits without previous experience are recruited as per Procedure QP006

Ref: QP006 Staff Recruitment and Development

Competence, Awareness and Training

All IBEC staff undergo an annual internal assessment and review with their immediate superior. The basis for the assessment is to review performance over the previous year, identify the level of competency required to be an effective member of the team and identify a career path .

On completion of the review, competency charts are updated showing current levels of competency verses levels required. Training plans are then formulated in order to achieve the competency levels required.

Evidence of "Personal Development" is recorded on Specific Training

Employee files and consist of:

Competency Chart/Training Plans
Training Courses completed
Qualifications achieved

Quality Management System - IBEC Training Unit

QMS PROCEDURE	
Subject: Staff Recruitment & Development	Number QP006
Issued By: Carol Kenna_	Approved By: Jenny Hayes
Effective Date 4 th . January 2007	Rev: 002

Graduate Recruitment Programme

To select 8 graduates per year, all of whom work in the HR Division, the following process is applied:

Stage I

Approx 400 Candidates complete an online scorable application form
Candidates down to 40

The main difference with this phase is that the application form will be updated to assess the competences of the role. We are using validated and normed questions, which will yield a numerical score for key competency areas, thus providing a scientifically valid way of short-listing candidates.

This is a leading edge method; Denise Mullan an associate of KGA will be working on this stage. She has completed this process previously with Ulster Bank, AIB Capital Markets in Ireland and Johnson and Johnson in India, among others.

Stage ii

40 down to 12 candidates (as opposed to 24) we will have enough information about candidates to be able to shortlist to 12

Process

Group Assessment centre

Exercises to be completed:

- Numerical reasoning questionnaire (30 mins)
- Verbal reasoning questionnaire (30 mins)
- Personality profile (1 hour)
- Group discussion (1 hour)

The psychometrics will allow us to deselect candidates in terms of capacity to handle information in IBEC (intellectual capability is the strong predictor of being able to get up to speed on things and the ability to assess situations correctly) and the group discussion will allow us to select in terms of interpersonal fit with IBEC.

Logistics

Candidates will be invited along to a ½ day group assessment. They will be divided into groups of 10 for the purpose of the group discussion. The maximum number of candidates we can assess will be determined by the number of rooms available (we will need one room for each group of 10). For example if four rooms are available and 8 assessors a total of 40 candidates could be assessed in one ½ day centre.

Stage iii

12 down to 6

Process

Individual and group assessment

Indicative exercises to be completed:

One-to-one Roleplay (on a relevant topic) or a appropriate group exercise which measures the ability to influence in groups which is important for dealing with client interactions

Logistics

Individuals will be assessed simultaneously using a carousel method. For example while one person is doing their presentation another will be doing an interview and another person will be doing an interview (Please see example in appendix 1)

Quality Management System - IBEC Training Unit

¹Fact-find exercise which candidates write a report on and make a presentation on

Competency based interview

Please note: this is only a guide, the contents of the day will be guided by the competency behaviours we are looking to identify

Stage iv

Process

Final interview (it is also possible to incorporate this into stage three)

Logistics

KGA would recommend that this is a competency based interview

¹ Fact Find exercise involves candidates ascertaining information by asking an assessor questions about a given topic. This exercise demands effective behaviour in seeking pertinent data, identifying possible causes of problems, reaching a decision and committing oneself.

Quality Management System - IBEC Training Unit

Staff Training and Development

The agreed route to acquiring training expertise in the delivery of a particular session is outlined below.

- ◆ Staff first complete a presentations skills programme to develop their personal skills in this core area.
- ◆ In some instances, training needs are now being assessed using the Thomas International System of personality profiling which can help in the specific identification of the development needs of staff in both the training area as well as the core elements of the job. This area of competency profiling could be further developed in the future with staff's skills as trainers being measured and developed against the trainer competency profile. The agreed developmental goals stemming from this process then need to be included in the individual's personal development plan going forward.
- ◆ Staff then identify a module or input they would like to learn. They are responsible for ensuring they watch the delivery of this session a number of times until they feel comfortable themselves about delivering the input.
- ◆ A mock session is then organised using CCTV which gives the executive an opportunity to deliver the session whilst getting feedback on their style and delivery from the training practitioner. Also, a presenter's guide is available for each input which gives an outline of how the session should be managed and delivered.
- ◆ Feedback is then given to the presenter when they present a session "live" so that they can build on their strengths going forward. This system works effectively however, due to time constraints and work pressures, sometimes the presenter may deliver a session without going through all of the stages outlined above.

Selecting External Course Presenters

Course presenters are selected on the basis of being recognised experts in a particular field and must be on the FAS register list of trainers

Their qualifications must be one step up from those they are teaching.

Development

It is the responsibility of each presenter to regularly update their skills and knowledge throughout the year. Evidence of this ongoing training shall be recorded in a continuous professional development log and shall include seminars and training courses attended.

This log is submitted to the head of training on a yearly basis in order for their files to be updated.

Quality Management System - IBEC Training Unit

Each has their own equipment for delivering any training programmes – laptop and projector.

Monitoring

A contract is set out outlining IBEC's expectations of them while they work as external presenters for the organisation.

A trial presentation is then held with the Head of Training assessing their skills and competence as a trainer. CCTV is used to monitor and record their inputs.

If the person is successful, a short input is offered to them on a public programme with a 'live' group. Based on this input and the assessment of the group, further work may be offered to the person.

The quality of the presentations and content is assessed on an on-going basis by the learners using feedback forms which concentrate on the following key points

- Trainers knowledge of the subject matter
- Ability to impart his/her knowledge to the learners
- Presentation skills.

Presenters are also assessed by the Head of Training throughout the year as she monitors the delivery of a programme periodically as it progresses.

Quality Management System - IBEC Training Unit

Evaluation of Premises, Equipment and Facilities (HETAC 3.6)

The training unit operates with the full support of IBEC's facilities, which includes offices and administration support, computer systems and communications.

All prescribed reading material considered necessary to complete our courses are provided in the course handouts and manuals.

Our courses are delivered in Head Office and in approved venues throughout the country.

IBEC's membership database has up to date details on all of its members, which enables us to target specific clients within regions areas for our mailshots

Confirmation letters are sent to participants prior to the training date.

On-line booking are confirmed automatically.

Checklists are given to all presenters with the relevant training material.

[\(Presenter Checklist\)](#)

**Ref: QP009 Service Evaluation
SOP005 Confederation House**

Quality Management System - IBEC Training Unit

QMS PROCEDURE

Subject: Service Evaluation

Number QP009

Issued By: Carol Kenna_

Approved By: Jenny Hayes

Effective Date 1st August 2006

Rev: 001

1.0 Reference Documents:

Presenter's checklists, Presenter's feedback, Learner feedback, Training unit feedback, Analysis reports, Supplier rating and Corrective Action requests

2.0 Responsibility:

Presenters and Training Unit

3.0 Purpose:

To ensure that the services we offer to our clients are of the highest calibre.

4.0 Planning

All products and services used by IBEC to deliver our courses are purchased from suppliers on our approved suppliers list.

Hotels and Conference Centres are rated on the basis of :

- Facilities
- Quality of Service and Support
- Location
- Hygiene
- Cuisine
- Accessibility

Lighting and Sound Systems are rated on the basis of how much they either added or detracted from the presentation

All equipment such as Laptops, Projectors, Flipcharts, Markers, Course literature and Workbooks will be thoroughly checked prior to the commencement of the programme.

5.0 Evaluation

Services will be evaluated throughout the duration of the programme by the Course Presenter, The Learners and Members of the Training Unit
A feedback form will be used to record the findings.

A full analysis will be conducted on all feedback records and the results will be used to update the supplier's rating on the approved suppliers list.
The service suppliers will be informed as to their rating outlining strengths, weaknesses and areas for improvement.

Quality Management System - IBEC Training Unit

If major problems arise during the course of a programme, they will be rectified immediately and a post mortem conducted at a later stage.

Where unfavourable results emerge from the analysis, a corrective action request will be raised as per Quality Procedure QP005.

All services used in delivery of our programmes will be audited twice yearly as per our Internal monitoring and Audit schedule

Quality Management System - IBEC Training Unit

Operating PROCEDURE

Subject: Confederation House Procedures

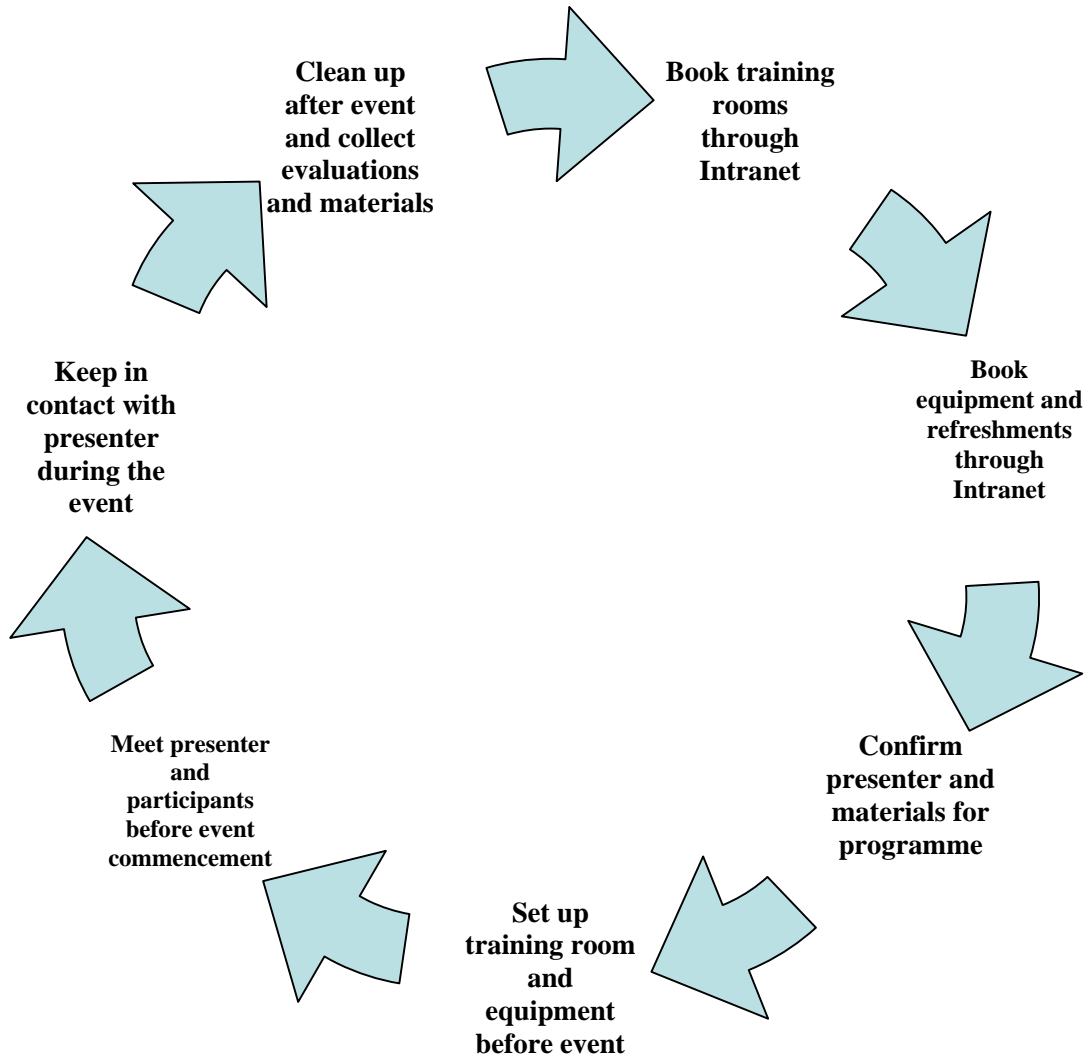
Number: SOP005

Issued By: Carol Kenna

Approved By: Jenny Hayes

Effective Date: 1st.April 2005

Rev: 000



Evaluating services related to programmes

(HETAC 3.7)

Marketing process

Training programmes are advertised in

- IBEC News
- Elink (monthly e-mag sent to members)
- Annual brochure on stand in reception of Confederation House
- Annual brochure distributed at Employment Law Conferences
- Brochures regularly sent out in mailshots.

All courses and programmes delivered by the unit are carefully planned and special consideration is given to the following:

- (a) Market need
- (b) Course objectives
- (c) Selection of Lecturers/Presenters
- (d) Venues
- (e) Course material
- (f) Target audience
- (g) Ancillary services

The course-ware we supply to our learners contains sufficient information and reference material to successfully complete any of the courses we deliver.

IBEC operate a help desk manned by experienced staff with in-depth practical and academic knowledge of employment law.

This service is available to all learners who attend our courses

Course presenters make their E-mails addresses and mobile numbers available to learners should they need clarification of issues or advice outside of the classroom environment.

Evaluating the effectiveness of Procedures

(HETAC 3.8)

In order to ensure the effectiveness of our quality procedures we ensure they are audited on a **six monthly cycle**.

QP003 Internal Audit

QP004 Corrective Actions

An **annual review** of all programmes accredited by HETAC will take place to review all material and requirements are up to date.

The process for this review will be:

- Meeting of Head of Management Training, Training Executive and programme leaders to review feedback from participants and discuss changes/amendments, where necessary.

A full review of all programmes accredited by HETAC will be carried out **every 3 – 5 years**.

The process for this review is:

- Expert panel will meet with independent chairperson, head of management training, training executive, representative from industry and an academic expert
- Representatives from past programmes and present learners will be asked to evaluate the programmes and feedback to the committee
- Changes/amendments will be made to each programme, where necessary following this review.

Quality Management System - IBEC Training Unit

QMS PROCEDURE

Subject: Internal Audit

Number QP003

Issued By: Carol Kenna

Approved By: Jenny Hayes

Effective Date 4th January 2007

Rev: 002

PURPOSE & SCOPE:

The purpose of the Internal Audit is to provide objective evidence that the system and procedures are:

- A. Documented accurately and understood by staff
- B. Working effectively
- C. Continuously improving in light of recommendations and changing policies

Firstly, to provide evidence to management that the system is working effectively and is understood and continues to meet all requirements

Secondly, measurement of procedures – outcome of processes, and that each procedure has measurable objectives.

Responsibilities:

It is the responsibility of the Q.M. and the internal auditor to ensure this procedure is carried out in accordance with the agreed schedule.

Planning:

An audit schedule will be drawn up each year covering all programmes, procedures and systems run by the training unit.

The audit schedule will define the various processes within the QMS to be audited.

The timing of programme audits will be determined by the start and finish dates of the individual programmes.

This audit schedule will be subject to change to reflect the perceived needs of the business, particularly where evidence of system deficiency indicates a need for additional audits, which may not have been planned at the start of the cycle.

To be effective it is essential that audits are planned, executed and reported in a systematic manner.

Audit planning requires a review of all the related documentation pertaining to the operation of the area being audited, including a review of previous audit results and corrective actions implemented.

Audit Execution:

For a QMS to be effective it must reflect the requirements of the standard and be understood and followed by staff.

The auditor should gather objective evidence, of conformance to the requirement. During the audit, staff must demonstrate to the auditor an understanding of the QMS and the processes they are involved in.

Quality Management System - IBEC Training Unit

Personal awareness of the process provides evidence that procedures are currently being applied. Certified records of completed work and results achieved provide evidence that procedures have been applied in the past.

5. Audit Reporting:

The output of the audit will be a report which will contain, as a minimum:

- a) A statement of the audit investigation performed, the activity audited, standards, procedures, individuals and processes
- b) The evidence gathered
- c) Any deficiencies or areas for improvement identified. This will be recorded in sufficient detail to permit subsequent independent re-audit.

6. Corrective Action:

Where problems are discovered during the audit, a corrective action request will be raised and brought to the attention of the Head of Management Training.

It is the responsibility of the Head of Management Training to investigate the problem and implement a suitable corrective action within a given timescale

It is the responsibility of the auditor to follow up and re-audit the corrective actions and record formally when the action has been satisfactorily completed and the audit closed.



Quality Management System - IBEC Training Unit

QMS PROCEDURE

Subject: Corrective & Preventive Actions

Number: **QP005**

Issued By: Carol Kenna_

Approved By: Jenny Hayes

Effective Date 1st August 2006

Rev: 001

QP005 Corrective Action Procedure

Reference Documents:

QM008 Ref 8.5.2

Problem / Corrective & Preventive Action Report (Form 007)

Responsibility:

Quality Manager, Programme Monitors, Internal Auditors and Course Tutors

Purpose:

This procedure has been put in place to eliminate the causes of actual or potential problems identified through programme monitoring, Internal Auditing and by analyses of our logs and reports.

The Corrective/Preventive action taken will be appropriate and robust enough to resolve the problems encountered and prevent re-occurrence.

Ref.: QP004 Control of Problems Procedure

General:

Corrective actions are instigated to eliminate the causes of actual or potential non conformances by analysis of our logs, systems, processes and reports.

Corrective Actions are processed resulting from:

1. System or process problems.
2. Results of programme monitoring
3. Results of internal and external evaluation
4. Internal audits
5. Learner feedback
6. Changes to the quality system
7. Management reviews

Corrective Actions requests may be initiated by any staff member and may be product, system or process related.

1. Once a problem has been identified, it will be documented on Problem Report Form 007
2. The type of problem will be identified ie Supplier, Member, Learner, Presenter System or Programme

Quality Management System - IBEC Training Unit

QMS PROCEDURE

Subject: Corrective & Preventive Actions

Number: **QP005**

Issued By: Carol Kenna_

Approved By: Jenny Hayes

Effective Date 1st August 2006

Rev: 001

3. The nature of the problem will be clearly documented
4. In order to reach a resolution, a thorough investigation will be initiated.
5. The resolution of the problem will be documented in the corrective action section of Form 007
6. When the resolution has been completed, the Head of the Training Unit will review it for effectiveness. If she is satisfied with the response, she will close off the request.

Problems and Corrective Action reports will be analysed each month in order to identify possible trends and implement preventive actions where necessary
Our continuous monitoring ethos also allows us to implement preventive actions prior to problems occurring

SECTION C

Quality Management System - IBEC Training Unit

GENERAL AGREEMENT

between

IBEC and Collaborating Bodies

THE PARTIES

IBEC Training Unit

Address: Head of Training
IBEC
Confederation House
Baggot St.
Dublin 2

Collaborating Body

Address: Chief Executive's Office
etc

Both Organisations agree to pursue co-operation under the terms in this Agreement. It is based on the principles of equality and reciprocal benefit. This General Agreement sets out broad co-operative arrangements and specific areas of academic co-operation.

1. CONTENT OF THE AGREEMENT

1.1 This Agreement sets out the relationship between the Collaborating Body and IBEC, by which IBEC and COLLABORATING BODY will validate programmes delivered by IBEC, as provided for in course documentation approved by the Academic Council of COLLABORATING BODY.

2. RESPONSIBILITIES

COLLABORATING BODY and IBEC shall be jointly responsible for the maintenance of academic standards, in accordance with policy laid down by the Academic Council of COLLABORATING BODY.

Where appropriate, COLLABORATING BODY shall approve and appoint External Examiner(s) to the programmes/courses provided for under this Agreement following nomination through the relevant Faculty in accordance with policy laid down by the Academic Council.

Quality Management System - IBEC Training Unit

A representative of the relevant School of COLLABORATING BODY shall liaise with IBEC and shall provide advice with respect to quality assurance and to the integration and implementation of COLLABORATING BODY quality assurance procedures, and for the oversight and monitoring of academic standards

The head of the relevant department within IBEC where the programme is to be conducted and co-ordinated, shall have responsibility for delivery and management, subject to general oversight by the Head of the relevant COLLABORATING BODY School.

Graduates of the programme will be conferred with their awards at a conferring ceremony either held at IBEC or the premises of the COLLABORATING BODY,

3. QUALITY ASSURANCE

All procedures in relation to programme validation, review, monitoring, evaluation and modification shall comply with the Quality Assurance procedures of COLLABORATING BODY.

The Assessment Regulations to be applied on the course shall be those approved from time to time by the Academic Council of COLLABORATING BODY.

4. FINANCIAL AND ADMINISTRATIVE ARRANGEMENTS

IBEC shall pay an initial fee and then a fee per student registered with the COLLABORATING BODY.

5. PUBLICITY

- 5.1 All publicity material bearing the name or logo of IBEC or COLLABORATING BODY must first be approved by IBEC or COLLABORATING BODY respectively.

6. INTELLECTUAL PROPERTY RIGHTS

Intellectual Property Rights in relation to modules developed exclusively by IBEC within a programme are retained by IBEC. Intellectual Property Rights in relation to modules developed exclusively by COLLABORATING BODY within a programme are retained by COLLABORATING BODY.

Any Intellectual Property Rights in the logos or names remains the property of the respective Party.