

DIRECTOR’S OFFICE
QUALITY IMPROVEMENT PLAN
JUNE 2008

1. The Office of the Director

Recommendation in Peer Review Group Report	Office Action to recommendation	Responsibility	Time-frame / Status (From - to)	Issues for Decision by An Bord (if applicable) / Management Response
<p>1.1. It is clear from the SAR and the PRG interviews that there are several different perspectives on the role of the Director. It is important for the future that there would be greater clarity about the role, so that there are common expectations about how the core functions of internal and external leadership and management are carried out.</p>	<p>To be considered within the context of the Management Review.</p>	<p>The Working Forum / The Director / Human Resources</p>	<p>Implementation of Management Review by the end of 2009</p>	<p>Will be brought to An Bord for decision on full implementation</p>
<p>1.2. It is important that the structure of the office should support the leadership and management role of Director. The PRG recommends reforming the top management structure to include the Director, an Academic Registrar and a Corporate Affairs Registrar (or Secretary/Bursar). This tripartite structure will allow the Director to focus on internal and external leadership and strategic management of the organisation. (This does not necessarily mean creating a new post: the current complement of senior/middle managers may be sufficiently large to enable re-organisation of duties.)</p>	<p>To be considered within the context of the Management Review.</p>	<p>The Working Forum / The Director / Human Resources</p>	<p>Implementation of Management Review by the end of 2009</p>	<p>Will be brought to An Bord for decision on full implementation</p>
<p>1.3. Build a small, effective management group which includes both the operational and academic functions to support the Director in the strategic leadership role.</p>	<p>To be considered within the context of the Management Review.</p>	<p>The Working Forum / The Director / Human Resources</p>	<p>Implementation of Management Review by the end of 2009</p>	<p>Will be brought to An Bord for decision on full implementation</p>

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1.4. Create a strategic framework to enable the development of an institutional strategy for the next 5 -10 years, to include estates planning, academic programmes, student numbers, collaborations and research.	The Consultation Group for the Strategic Plan will become an Implementation Group and will be enhanced accordingly in terms of membership	Director	From January 2009	
1.5. Match the organisational structures to the emerging strategy to ensure effective engagement of the senior staff team in the management of the institution.	This will be advanced via the review of Management posts and related considerations.	Director / Management Team	By mid-2009	Proposal will be submitted to An Bord.
1.6. The issue of communication was one that was raised both in the report and in the PRG's meetings with College staff. An effective approach to internal and external communication, championed by the Director, has been identified in the report as a key requirement for the future. It is the strong view of the PRG that this should be pursued as a priority. The College needs to develop systems of communication that are simple, direct and reciprocal and appropriate to the size and scope of the organisation.	Outside expertise is needed to assist in designing a communication process in this context.	Director / Management Team	January – June 2009	
1.7. The PRG acknowledges the constraints of physical space within the Director's/Secretary's office. However, as has been identified by the SAR the efficient management of documents including archives and filing needs to be effectively addressed in order to maintain these important records of the institution.	Additional cupboards have been provided which have improved the filing system, although it is still not as efficient as it could be and this may improve when the office of the Secretary is moved.	Director / Secretary	Implemented June 2008	

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<p>1.8. Given the importance of the role of the Secretary, the PRG considers that it would be appropriate that the role should be re-graded at a higher level.</p>	<p>The position of PA or Secretary to the Chief Executive is, in the majority of organisations and all HEI's, recognised as a senior administrative grade. In NCAD it is graded at one grade above the current entry level for administrative staff in the College. The Director's Secretary reports directly to the Chief Executive of the College and the Chairman of An Bord and occupies a unique role within the College.</p>	<p>Director</p>	<p>Within the context of the Management Review.</p>	
<p>1.9. The PRG recommends that additional administrative support should be available to the Director's Office at times of particular need.</p>	<p>Agreed in principle and to be acted upon as need arises.</p>	<p>Director</p>	<p>Ongoing</p>	

2. The Buildings Office

Recommendation in Peer Review Group Report	Office Action to recommendation	Director's response to recommendation	Responsibility	Time-frame / Status (From - to)	Issues for Decision by An Bord (if applicable) / Management Response
<p>2.1. The existing informal system of reporting and dealing with maintenance and repairs may appear to some to be less efficient and transparent than it could be. A systematic programme of maintenance and buildings upkeep is desirable through the use of a logging system, together with monitoring of a planned programme of maintenance and enhancement. The use of appropriate information technology should be considered to support this programme.</p>	<p>i. The Buildings Officer intends to introduce a system through email of reporting and dealing with ad hoc repairs. Staff will email the Buildings Officer with repairs needed and the Buildings Officer will forward suitable repairs to the maintenance support staff. The system will be piloted in 2009 after the maintenance support staff have been trained on PC's and the use of email.</p> <p>ii. The Director and Buildings Officer meet annually to plan and schedule major work for the year. The schedule of work is monitored by regular bi-monthly meetings to report and update the schedule. Maintenance of buildings continues to be dependant on resources.</p> <p>iii. Maintenance support staff will be attending training programmes and PC's will be acquired for the staff.</p>	<p>The Director supports the office actions.</p>	<p>i. The Buildings Officer</p> <p>ii. The Buildings Officer</p> <p>iii. The Buildings Officer & Human Resources</p>	<p>i. 2009</p> <p>ii. Implemented 2007 and planning meetings annually</p> <p>iii. Training session on 10th Oct / PC's will be acquired before end of Dec 2008</p>	
<p>2.2. The equipment and facilities in the maintenance workshops should be reviewed to ensure that they are fully compliant with relevant health and safety standards.</p>	<p>Equipment and facilities have been reviewed and an extraction system has been installed to ensure the workshops are compliant with health and safety standards.</p>	<p>The Director supports the recommendation and its implementation.</p>	<p>The Buildings Officer</p>	<p>Implemented 2008</p>	

3. The Human Resources Office

Recommendation in Peer Review Group Report	Office Action to recommendation	Director's response to recommendation	Responsibility	Time-frame / Status (From - to)	Issues for Decision by An Bord (if applicable) / Management Response
<p>3.1. The HR function is a complex role which has the capacity to be further developed to link the HR strategy to the College strategy, for example organisation and staff development; enhanced communications; improved administration and record-keeping systems; performance management; staff induction programmes.</p>	<p>The majority of the HR Manager's role is dealing with industrial relations issues. The HR Manager can see the value of linking the HR strategy to the College strategy and further developing consistent systems and protocols of work as in 3.3. below. The HR Manager therefore welcomes the statement in the NCAD Strategic Plan that:</p> <p>"The Human Resources Office will be supported to redress the balance between dealing primarily with industrial relations issues and working more developmentally with staff in relation to mobility, flexibility, qualification enhancement, innovation, research interests and professional practice."</p>	<p>The Director agrees with this recommendation.</p>	<p>HR Manager within the context of the College Strategic Plan</p>	<p>Medium-term to 2012</p>	
<p>3.2. The HR function is central to the effective working of the College, both in the management of the institution and in serving the needs of the College community. The function needs to be established on a permanent basis and appropriately resourced.</p>	<p>The function needs to be established on a permanent basis and appropriately resourced subject to discussions with the Director and An Bord.</p>	<p>The Director supports this recommendation</p>	<p>HR Manager & the Director</p>	<p>To be pursued within the context of the College Strategic Plan in the medium-term to 2012.</p>	<p>Agreed proposals to be submitted to An Bord</p>

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<p>3.3. It is recommended that there should be a plan for the development of the HR function with a clear list of priorities in terms of management and supporting the College community both in the long and short term.</p>	<ul style="list-style-type: none"> a) The HR Office will work with management and support the NCAD Strategic Plan. b) Review all HR policy and procedures and provide staff access to this information. c) Prepare a programme to modernise all HR administrative systems d) Review existing grievance and disciplinary procedures. e) Focus on staff training and staff development issues. 	<p>The Director supports the office actions</p>	<p>HR Manager with Senior Management within the context of the College Strategic Plan.</p>	<p>A plan for each action will be developed and delivered by 2012.</p>	

4. The Quality Assurance Office

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4.1. While in the initial developmental phase, it was appropriate that the QA/QI Officer should report to the Director, the reporting arrangement in the future should be considered in the context of possible restructuring of College management.	The QA/QI Office agrees with this recommendation and considers it to be of the utmost importance that the QA/QI process is championed by an academic with senior management responsibility.	This will be considered within the ongoing review of Management posts.	To be considered within a possible restructuring of College management.	Implementation by 2010.	Re-structuring proposals will be driven by An Bord and College Management
4.2. The PRG acknowledges the very valuable contribution that the QA function has made and for this reason recommends that the function needs to be established on a permanent basis and appropriately resourced.	<p>a) The QA/QI Officer has had her contract renewed for a further 5 years following the end of the initial 3 year contract. There is now a case for establishing the role on a permanent basis.</p> <p>b) The QA/QI Officer will receive an office in the newly-built Harry Clarke House on campus.</p>	a) This will be considered within the ongoing review of Management posts.	<p>a) Director/HR Manager</p> <p>b) Director/Registrar</p>	<p>a) To September 2012.</p> <p>b) August 2008 - implemented</p>	Re-structuring proposals will be driven by An Bord and College Management
4.3. The PRG supports the change from departmental reviews to larger clusters for the future.	This has been approved by the QA/QI Steering Group and Academic Council and will be instigated for Cycle 2 of the review process. At the end of Cycle 2, there will be a further review to determine the benefits of the larger review clusters and how they have contributed to the overall College strategy.	The Director supports the office actions.	Proposal submitted to the QA/QI Steering Group by the QA/QI Officer	Proposal accepted and implementation will take place from 2010 to 2014 during Cycle 2. Review to take place in 2014.	
4.4. The PRG supports the recommendation that the QA/QI Officer engages in relevant and appropriate continuing professional development.	<p>a) The QA/QI Officer undertook a modular Group Facilitation Skills course in early 2008.</p> <p>b) The QA/QI Officer has commenced a Masters degree - MSc. Management in Education & Training (Leadership strand) in DCU.</p>	The Director supports the office actions.	QA/QI Officer	<p>a) Successfully completed.</p> <p>b) From September 2008 to July 2010.</p>	

5. Research and Postgraduate Development

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5.1. The PRG recommends further development of systems for promoting staff research, to include attention to research ethics.	<p>a) A proposal is being submitted by the Head of Research and Postgraduate Development to the Research Committee to instigate a structure around seed funding to support the development of staff research interests.</p> <p>b) All applications for research funding will be expected to include ethical considerations.</p>	The Director supports the office actions.	The Head of Research and Postgraduate Development	<p>a) November 2008</p> <p>b) 2009</p>	
5.2. The PRG recommends that the College support the development of a research committee to identify and support research priorities across all faculties. This will promote a unifying engagement across the College.	A Research Committee has been in operation since September 2007. It is proposed that this committee become more engaged in developing research strategies. The Head of Research and Postgraduate Development would like to see appropriate executive functions developed for this committee to feed into either Academic Council or the Higher Awards Committee.	The Director supports the office actions.	The Head of Research and Postgraduate Development	In place for January 2009	