

Quality Assurance / Quality Improvement
Programme for Administrative Units
2005-2006



Quality Improvement Plan

EOLAS – Advisory Network

12 December 2006

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1. INTRODUCTION

This plan represents the outcome of the quality review process that has been ongoing in the EOLAS Advisory Network since October 2004. It was agreed in a meeting between representatives of Senior Management and the EOLAS Advisory Network in the presence of representatives of the Peer Review Group on 12th December 2006. It was chaired by a member of the Quality Promotion Committee.

The Quality Review Process began in October 2004 with the establishment of regular meetings between the members of the (then) EOLAS group in preparation for the Self-Assessment Report, which was finalised in February 2005.

The EOLAS Advisory Network would like to record its gratitude to the members of the Peer Review Group for giving so generously of their time and experience: Ms Mary O’Riordan (Galway, Chair), Mr Ian Brennan (Glasgow), Mr Michael Mulally (Dublin), Prof Bernard Pierce (DCU), Mr Gerry O’Donnell (DCU).

On receipt of the Peer Review Group (PRG) Report in March 2005, the members of the EOLAS Advisory Network held a number of meetings, including meetings with the President and Deputy-President, in preparation of the Quality Improvement Plan. At the same time the Peer Review Group Report was circulated to all EOLAS staff and their responses have informed the draft Quality Improvement Plan.

1.1 Main findings in Peer Review Group Report

The Peer Review Group noted “that there was universal praise for the high quality of each of the component services included in EOLAS” and that the SAR “was clearly written and the format used of describing EOLAS and then each individual unit is to be commended.”

The Peer Review Group noted, furthermore, that “there is a need and desire for this group to move beyond the compliance and regulatory role to one of support and advice to the University community and as a driver for culture change.”

The Quality Review Process was particularly valuable in drawing attention to issues such as how the EOLAS Advisory Network is perceived in the wider University context, the way in which Senior Management relates to the EOLAS Advisory Network and the need to set clear work priorities for the EOLAS Advisory Network.

2. RESPONSE TO RECOMMENDATIONS IN THE PEER REVIEW GROUP REPORT

The following notation is used in the recommendations for improvement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important, but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Unit.

Additionally, the PRG indicate the level(s) of the University where action is required:

A: Administrative Unit

G: Group Action

U: University Executive/Senior Management

S: School

F: Faculty

	Addressee	Priority	PRG Recommendation	Response
1	G	P1	The name EOLAS needs to be further considered as it is somewhat confusing and provides no meaningful identity for the functions within the unit. It is recommended that the name of the unit be reconsidered.	Following the recommendation, and in consultation with Senior Management, the name has been changed to <i>EOLAS Advisory Network</i> , using a direct quotation from the PGR (see Recommendation 3). This proposed change in name has gone to the university Executive and was approved.
2	U	P1	Whilst recognising the critical nature of the compliance role of EOLAS and the need for the group to continue its support	The Group has recently produced an Information Brochure outlining the component offices of EOLAS and

			<p>and advice role there is a need to publicise the group in DCU, since their current visibility is low.</p> <p>There is a need to clarify the role and rationale for the EOLAS unit to ensure clarity of purpose amongst the sub-units involved and the University community.</p>	<p>their respective roles, for distribution to all staff. EOLAS has an ongoing programme of presentation to Faculty and Administrative staff, and will participate in future Presidential Information Sessions.</p> <p>Terms of Reference for EOLAS have been re-drafted for approval by Executive. It has been agreed, with the President, that ALL members of EOLAS may attend Heads meetings.</p>
3	U	P1	<p>Consideration should be given as to where EOLAS is to be in the spectrum of loose to more closely integrated units. It is the PRG's view that the Group and the University might be best served by maintaining a relatively loose connection between the units, in the form of an advisory network rather than a single administrative unit.</p>	<p>The Senior Management Group is in agreement with the continuation of a 'loose alliance' for EOLAS, as the new title of the group indicates, and as underpinned by the new Terms of Reference for the Network.</p>
4	U	P1	<p>The current reporting relationship of the EOLAS group with the President's office has some advantages. However, the President has numerous demands on his time and given the level of direction, coordination and senior management input required by EOLAS, the PRG recommends that the reporting relationship with the President should be reconsidered and recommend that it might be more appropriate that the group and all individual sections report to the Deputy President.</p>	<p>The EOLAS Network will continue to report directly to the President. Meetings with the President have been scheduled at regular intervals. The Deputy President and the Head of Administration and Strategic Planning will also attend these meetings. The Reporting relationships of individual members will remain unchanged.</p>
5	U	P1	<p>Many of the activities of EOLAS involve regulatory and compliance issues and a need for a level of independence. In this context, the PRG feel that the Disability Office is different and recommends that it would be better placed as a unit in Student Affairs. This is further explored in the section on Disability.</p>	<p>The Disability Service will continue as an office within the <i>EOLAS Advisory Network</i>, as its wide remit encompasses duties outside those applicable to solely a <i>student services</i> role. However, in recognition of the important student support aspect of the Disability Service's work strong, formal collaborative links will be developed with Student Affairs and the Access Office.</p>
6	U	P2	<p>Given the relatively small resources available to each of the</p>	<p>Due to the specialised nature of the individual</p>

			EOLAS units, it is important that, in the event that a specific position becomes vacant, clear, smooth transition arrangements are available to be implemented, on a temporary basis until such time as the function is reinstated permanently.	components of EOLAS, much of the role of senior staff could not be covered by other EOLAS members. However, routine queries and referrals could be dealt with by other departments on an interim basis.
7	U	P1	There is an urgent need for the University to set clear work priorities in the light of the magnitude of the demand for the individual services of EOLAS and the limited resources which are available to provide these services.	EOLAS and the Senior Management Group will agree an Annual Work Programme.

2.1 The Disability Service

	Addressee	Priority	PRG Recommendation	Response
8	U	P1	The Disability Service, unlike other functions in EOLAS, is primarily a student service function and the PRG recommend that it should be located in Student Affairs. A "dotted line" relationship with EOLAS should be maintained in respect of compliance and regulatory functions.	The Disability Service will continue as an office within the <i>EOLAS Advisory Network</i> as its wide remit encompasses duties outside those applicable to solely a <i>student service's</i> role. However, in recognition of the important student support aspect of the Disability Service's work strong formal collaborative links will be developed with Student Affairs and the Access Office.
9	U	P1	The PRG recommend that the level of resources required to continue the service at the current level of operation should be secured. The current level of contract staff providing the services is untenable.	Two positions – Disability Officer and Administrative Assistant – within the Disability Service have been made full-time permanent. Arrangements for the mainstreaming of three of the remaining four short-term contract positions will be considered, recognising the constraints of the university budget.
10	A	P2	There is a need to review the admissions procedures for students with disability.	Research, carried out by DCU, has recently been completed into the operation of the national supplementary admissions procedure for students with disabilities. This research will inform a policy and operational review for the academic year 2007/2008. Planned re-launch of national supplementary admissions route for applicants with disabilities for the academic year 2007/2008.
11	A	P1	It is important that links with feeder schools are maintained, strengthened and widened as a matter of urgency.	Higher Level Options event to be held in DCU in late November 2006. This is a targeted event for students with disabilities, guidance counsellors, teachers and

				parents. Disability Service will develop stronger links with University Recruitment and Access Service and ensure that staff making visits to feeder schools are fully briefed on available disability supports and supplementary admission route. The Disability Service with other Dublin based HEIs, as a regional initiative, will explore the possibility of developing links into a number of second level schools with high numbers of students with disabilities.
1 2	U	P2	The implications of the Disability Act need to be examined by a wide range of University personnel, not just the Disability Service staff, in light of the additional obligations it will place on the University in terms of Human Resources, Estates and Teaching and Learning Support.	Working group established, under the auspices of the Disability Steering Group, with membership from across the University, to review implications of requirements of Disability Act (2005) and to make recommendations.
1 3	U	P1	The requirements of the Disability Act to recruit and retain staff with disabilities will fall mainly to the Human Resources Department and the PRG would strongly recommend that DCU strive to be as exemplary in their employment of people with disabilities as it is with their education	Working group established, under the auspices of the Disability Steering Group, with membership from Human Resources and Disability Service to review and make recommendations in relation to the employment requirements of the Disability Act (2005).
1 4	U	P1	The physical accommodation provided for the Disability Service is cramped and inappropriate to the function. The PRG recommend that accommodation for the Disability Service be reviewed immediately.	A review will be carried out of the Disability Service's accommodation requirements with a view to providing improved office and other accommodation
1 5	UA	P2	To maximise the impact of the service and embed awareness of disability issues in the University structures, more use should be made of the Personal Tutor system. There is also a need to ensure that there are Faculty Coordinators in each faculty with responsibility for Disability.	A designated member of staff from within each faculty will be asked to take specific responsibility for disability issues within the faculty. The Disability Service will proactively link into the Personal Tutor system and provide training to personal tutors relevant to their work with students with disabilities.
1 6	UA	P2	A review is needed of what the University can do in terms of assisting the placement of students with disabilities.	A review of the issues impacting on the employment of the University's graduates with disabilities will be

				undertaken.
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2.2 Freedom of information Office

	Addressee	Priority	PRG Recommendation	Response
17	U	P1	It is important to maintain a culture of openness, notwithstanding the reduction in the number of formal FOI requests.	The FOI Office, with support from senior management, will continue to promote a culture of openness through regular briefings to staff on the impact of FOI Legislation.
18	U	P3	There is a need for the University to ensure that record keeping achieves a reasonable level of information and is not seen as meaningless because of a lack of detail in, for example, minutes of meetings.	35 Administrative staff have received training in Records Management via an external consultant. It is intended to offer this training to a further cohort of administrative staff in the coming academic year.
19	U	P1	There is a need to protect the time needed by the FOI officer to work on FOI matters rather than his HR responsibilities.	Discussions will take place between the FOI Officer and the Director of Human resources with a view to allocating a fixed period of time each week for FOI related work. (0.5 day)
20	U	P2	Some clarification is needed from the Finance Office about the budget for FOI and the income from charges.	The Finance Office will provide clarification on budget to FOI Officer. To date FOI inquiries has generated little or no external income.
21	U	P2	Recognition is needed that HR and FOI may be perceived by staff and students to conflict. This can occur where confidentiality requirements of the University " establishment" are at odds with a climate of open access. The PRG understands that this has not been a problem to date.	The FOI officer is not a designated FOI decision maker under the procedures operating at DCU. Thus no conflict on release of records can arise as the FOI officer can only provide <u>advice</u> to Heads on what records may be released or exempted.

2.3 Health & Safety Office

	Addressee	Priority	PRG Recommendation	Response
22	AU	P1	There is no agreed Campus Emergency Plan, despite significant preparatory work having been completed. The PRG recommend that this work be completed and adopted as soon as possible.	The H&S Office will engage a consultant with considerable expertise in this area to work with Senior Management with a view to further developing and delivering a comprehensive, practical plan. It is envisaged that the plan will be tested on a phased basis in early 2007.
23	U	P1	The PRG are of the view that the current staffing level represents the minimum that is consistent with the University meeting its statutory obligations. It is recommended that the retention of the current secretarial post holder is addressed as a matter of urgency.	The original part time, temporary secretarial support post has been up graded to permanent, full time status.
24	AU	P1	Overall responsibility for fire safety management within the University is not clearly defined. There is evidence of a degree of ambivalence in relation to the respective roles and responsibilities of the Health & Safety Officer, the Estates Office and that of the Schools and Units who provide the local Fire Wardens. It is recommended that these responsibilities are clarified.	The Health & Safety Officer will prepare a gap analysis of current Fire Safety management practice in DCU vis a vis legal requirements and best practice. The report will be forwarded to Senior Management for consideration and action.
25	U	P2	It is recommended that meetings of the Health & Safety Committee are formalised within the University calendar and are accorded the same status and significance as meetings of the Audit Committee.	Meeting dates have been agreed for 2006/07 and have been added to the University Meeting Schedule
26	U	P3	There is limited Occupational Health provision available,	The School of Nursing is currently developing the 'Centre

			given the size and nature of the institution. It is recommended that the University benchmarks its provision against comparable institutions and takes a view as to the relative risks of increasing the provision and maintaining the status quo.	for Healthy Living', and it is proposed that a campus based occupational health service led by an 'Advanced Nurse Practitioner' will delivered through the Centre.
27	UA	P1	Regular minuted meetings between the Estates and Health & Safety offices should be resumed to ensure that matters of mutual concern are systematically managed.	The H&S Office attends the twice monthly Estates Office Management Meeting. The proceedings of these meetings will in future be formally minuted and circulated by the H&S Office. In the event that Estates Management meetings are cancelled or deferred for operational reasons the Health and Safety Officer will meet fortnightly with the Director of Estates or the Estates Officer
28	A	P3	Statistics should be produced on a regular basis, say quarterly, to ensure that wherever possible the University is able to learn from experience and take appropriate preventative measures.	The Health and Safety Office will report Injury/Incident Statistics quarterly to the Chair of the Health and Safety Steering Group (sub group of DCU Executive) for reporting to Executive. The Health and Safety Office will devise a standard reporting template.

2.4 Institutional Research & Analysis Office

	Addressee	Priority	PRG Recommendation	Response
29	AU	P1	There are huge expectations relating to this function and there is a need to manage such expectations and to embed into existing systems much of which is currently ad-hoc.	The close links developed with the IRAO, the Presidents Office and Strategic Planning Office has helped define some of the expectations of this office. Development of MIS and KPI systems will supply data to the University community which was previously unavailable and it is envisaged that this will ease the ad-hoc element to the role
30	AU	P2	There is a need to establish a University wide mechanism for resolving data difficulties.	The University in conjunction with the IRAO are developing a set of Key Performance Indicators (KPI's) and a MIS, this will include developing definitions of each KPI along with sourcing and documenting the data used to produce those KPI's. This process along with the development of the MIS should help identify and solve some of the University's data difficulties.
31	A	P3	There is potential for using trend analysis rather than just ad-hoc reports. This function can be provided by IRAO	Trend analysis is part of the remit of the IRAO and will continue to be so.
32	U	P1	The role needs to have an input into the development of Management Information Systems (MIS) on campus as a key data user.	The IRAO is currently involved in the Universities MIS developments
33	U	P1	The PRG believe that it would be unwise to have this function associated with one particular office and as such its role should be protected as an independent function.	The IRAO has close associations with the Strategic Planning Office and had been integrated into the Presidents Office and this has proven to be a successful move. This has allowed a greater flow of information to

				the Senior Management of the University and has helped clarify the key information that the IRAO needs to produce.
34	U	P2	Clarification is needed from the Finance Office about the budget for this independent unit.	The needs of the IRAO are met by the Presidents Office budget.
35	U	P1	It is recommended that clear work priorities be set up in the light of the magnitude of the demand for the services of IRAO and the limited resources, which are available.	This is currently under revision. The developments of the MIS, KPI's means much of the ad-hoc requests will be met automatically. The links with the Presidents Office and the Strategic Planning Office have focused on the management of information role of the IRAO, and the analysis of key information and has helped clarify the needs of University management

2.5 Internal Audit

	Addressee	Priority	PRG Recommendation	Response
36	U	P1	It is recommended that non-members should only attend meetings of the Audit Committee at the explicit invitation of the Chairman.	Senior management is completely supportive of this recommendation.
37	U	P2	It is recommended that the whole question of the membership of the Audit Committee be reviewed. Questions to be considered should include: Whether three members are sufficient for such an important committee. Whether it may be possible to co-opt members with appropriate expertise who are not necessarily members of the Governing Authority. Whether there is a need to appoint a Deputy Chairman. Whether there is a need for succession planning in relation to the position of the Chairman – some institutions use the role of Deputy Chairman as preparation for the role of Chairman.	This will be a function of Governing Authority following a recommendation from the Audit Committee.
38	UA	P1	It is recommended that a Minute Secretary to the Audit Committee be appointed.	The new Audit Committee was confirmed at a meeting of Governing Authority on October 13 th 2006. The Audit Committee will appoint the Minute Secretary.
39	AU	P2	It is recommended that the University put in place a risk management framework as soon as this is practicable. This should then be used to drive the work of internal audit.	The University is currently considering the various RM frameworks models available.

40	UA	P2	It is recommended that consideration is given to the provision of funding to allow the Internal Auditor to buy-in external expertise as required.	A request to Budget Committee would be the appropriate method to move this recommendation forward.
41	A	P1	It is recommended that the Audit Committee devise benchmarks to assess the effectiveness of the Internal Audit function.	The President will pass on this recommendation to the DCU Audit Committee.
42	U	P1	It is recommended that the Audit Committee consider whether the current fixed term contract for the head of internal audit represents the best way to maintain the independence and objectivity of the function.	This is a matter for Governing Authority. The Audit Committee will consider this recommendation.

2.6 Quality Promotion Unit

	Addressee	Priority	PRG Recommendation	Response
43	U	P2	The EUA recommendations in respect of quality improvement and assurance should continue to be implemented.	The EUA recommendations will continue to be implemented and six-monthly reports on the implementation submitted to the HEA.
44	G	P2	The PRG recommend the production of a brochure and the establishment of a student forum on quality issues to help address the general lack of awareness among students of the existence and work of the unit.	The <i>EOLAS Advisory Network</i> has published a brochure, which will be distributed amongst the entire university population. The first student forum on quality is planned with the Students Union and will take place on 13 October 2006
45	U	P2	As the Quality Reviews are about to enter their second cycle it is important to ensure that the process is not negatively influenced by any perceptions of poor response to the first cycle of reviews. It is recommended that Management's response to Quality Reviews is clear and transparent and staff should be left in no doubt as to the outcome of the review process.	The procedures for Management response to Quality Reviews have been changed in such a way that Schools, Units and Centres will be informed about the Management response in a clear, transparent and timely manner.
46	U	P1	The PRG recommend that appropriate follow up mechanisms be put in place to ensure the implementation of the Quality Review reports.	New follow up mechanisms have been implemented (see recommendation above), others are partly in place (common theme reports), others are being discussed.
47	U	P1	The Quality Promotion Unit needs to be empowered to report to management on common issues and themes that arise in the Quality Review Process. Such reports should be made available to senior management and Governing Authority and should assist these bodies in establishing appropriate priorities for resource allocations to ensure	Common Themes reports are prepared by the Quality Promotion Committee. These reports are presented to Heads, Senior Management and Executive. Through these reports the QPU also recommends action points to Senior Management and Executive. Governing Authority is fully involved in quality improvement measures as required

			maximum impact.	under the 1997 Universities Act.
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4. One and Three Year Plans

The summaries of the one-year and three-year plans apply to the EOLAS Advisory Network as a whole. The Offices' and Unit's one-year and three-year plans are included in the following section.

4.1. EOLAS Advisory Network

Most points in the one-year plan have been developed as a direct result from the EOLAS Quality review conducted in March 2006.

EOLAS Advisory Network ONE-YEAR PLAN

- Increase visibility and profile of EOLAS
 - The title *EOLAS Advisory Network* was adopted in May 2006.
 - An *EOLAS Advisory Brochure* was completed in May 2006. Distribution of the brochure has commenced campus wide.
 - Presentations of the *EOLAS Advisory Network* to staff have taken place and will take place at regular intervals.
Performance Indicator: Number of presentations held
- Increase coherence of EOLAS
 - Completion of present projects is envisaged by the end of 2006. They are:
 - Statistical Digest Project (QPU and IRAO)
 - Development of Personal Emergency Evacuation Plans (Disability and Health & Safety)
 - Risk Management Policy document (IA and all others)Performance Indicator: Number of completed projects
 - New projects to be developed with completion dates (see three year plan)
- Increase impact of EOLAS
 - Membership of all EOLAS members in Heads and Deans group was agreed with Senior Management in September 2006.
 - Attendance of EOLAS convenor at Executive meetings is currently under consideration
- Increase portfolio of group
 - A proposal for a Risk Management Project was presented to Senior Management in June 2006.

EOLAS Advisory Network THREE-YEAR PLAN

Over the next three years we will be operating in an environment that poses significant challenges as well as offering opportunities.

A number of the EOLAS Advisory Network offices have in the past received dedicated funding through the HEA Strategic Initiatives Fund. This external funding was discontinued and it is the HEA's expectation that initiatives developed under this scheme will be mainstreamed into the overall DCU budget.

The unique profile of the EOLAS Advisory Network will be enhanced and opportunities will arise DCU-linked colleges and other Higher Education institutions to assist other Third Level institutions with EOLAS expertise and experience.

Based on the outcome of the Quality Review Process we envisage the following developments over the next three years:

- Inter-office co-operation will be further developed by project work reflecting the changing needs of DCU and further emphasising the need to go beyond mere compliance and to develop a proactive good-practice approach
Performance Indicator: Number and quality of projects completed.
- Priority will be given to the development and implementation of the EOLAS-driven cross-university thematic module with the working title "EOLAS issues and the world of work".
Performance Indicator: Module descriptor completed, Module implementation date
- Increase the EOLAS Advisory Network profile outside DCU to the linked colleges and other Higher Education institutions.
Performance Indicators: Number of invitations and presentations to other institutions. Number of conferences, workshops, seminars etc. attended.

4.2.1 Disability Service

One-year plan 2006-2007

Objective	Action	Timeframe
Increase the number of Learners with Disabilities on all of the University's programmes of study	<ul style="list-style-type: none"> Review Supplementary Admission Procedure Maximise Disability Information in Generic Recruitment Information and Strategies Hold a number of on campus events for students, parents, guidance counsellors Link to specific second level schools 	<p>March 2007</p> <p>January 2007</p> <p>December 2006</p> <p>March 2007</p>
Maximise the impact of the Disability Service and embed awareness of disability issues in the University	<ul style="list-style-type: none"> Establish links to Faculty Administrative and Academic staff Provide student needs report to relevant faculty staff Link to personal tutor networks Provide Disability Equality Training to designated faculty staff 	<p>October 2006</p> <p>October 2006</p> <p>December 2006</p> <p>February 2007</p>
Improve the transfer to employment of the University's Graduates with Disabilities	<ul style="list-style-type: none"> Use outputs from WAM project to improve work opportunities for graduates with disabilities Develop links to INTRA and Careers Service to enhance employment opportunities for graduates with disabilities 	<p>March 2007</p> <p>March 2007</p>
Examine in detail the implications of the Disability Act (2005) for the greater inclusion of people with disabilities across the University. Develop strategic initiatives to deliver on the requirements of the Disability Act (2005)	<ul style="list-style-type: none"> Establish Working Group to review and make recommendations Carry out accessibility audit of University's buildings, etc Carry out accessibility audit of all electronic information and review current guidelines Establish participation level of people with disabilities within staff and review employment policy and practice in this area 	<p>January 2007</p> <p>August 2007</p> <p>January 2007</p> <p>April 2007</p>

Three-Year Plan 2006-2009

Objective	Action	Timeframe
Increase the number of learners with disabilities to 6% of the total student population	<ul style="list-style-type: none"> Develop and deliver Dublin based schools initiative 	December 2008
Improve the standard and range of services available to learners with disabilities	<ul style="list-style-type: none"> Benchmark services against best national and international standards Gain NDA Accessibility Standard Award Complete total systems audit of provision of services Develop, pilot and provide training in the use of accessible curriculum audit tool 	December 2007 July 2008 March 2008 March 2007
Introduce electronic information systems to monitor, track and evaluate the student experience	<ul style="list-style-type: none"> Develop integrated student record system linked to ITS Develop electronic needs assessment template 	March 2007 March 2008
Fully meet requirements under the Disability Act 2005	<ul style="list-style-type: none"> Develop, where necessary, remedial building programme Meet 3% employment level of staff with disabilities Ensure all electronic information is accessible to people with disabilities – meeting national standards developed by NDA 	December 2007 August 2008 March 2008

4.2.2. Freedom of Information

One year plan 2006 - 2007

Objective	Actions	Time-frame
Raise staff awareness of the FOI Acts and the values of Accessibility & Openness	<ul style="list-style-type: none"> Continue awareness training sessions for staff 	One lunchtime seminar to be held in each semester.
	<ul style="list-style-type: none"> Work with other members of the EOLAS Group to provide timely training to newly appointed Heads and Managers. 	Ongoing
To ensure that the section 15 manual is brought up to date. This will require us to update the published the role, structure and function of each unit within DCU	<ul style="list-style-type: none"> Work with Faculty administrators and unit Heads to ensure that the information published is up to date. 	Completion by January 2007.
To ensure that the section 16 manual is brought up to date. This will require us to publish the policies, procedures and precedents used in decision making within DCU.	<ul style="list-style-type: none"> Work with Faculty administrators and unit Heads to ensure that the information published is up to date. 	Completion by February 2007
Continue FOI briefings for the incoming Students' Union Executive each year.	<ul style="list-style-type: none"> Provide one briefing session early in Semester 1 each year. 	Completion by 31 st October 2006.
Further develop guidance notes and training in relation to University Records Management.	<ul style="list-style-type: none"> Arrange training in Records Management for Admin Staff via external consultant. 	Completion by December 2007.

Three-year plan 2006-2009

Objective	Actions	Time-frame
<p>Raise staff awareness of the FOI Acts and the values of Accessibililty & Openness through:</p>	<ul style="list-style-type: none"> • • Continue awareness training sessions for staff. • Work with other members of the EOLAS Group to provide timely training to newly appointed Heads and Managers. 	<p>Annually</p>
	<ul style="list-style-type: none"> • Work with the Computer Services Department to ensure close co-operation in respect of clients who may make requests for information though the Data Protection Act. 	<p>Annually and as required on foot of requests received.</p>
	<ul style="list-style-type: none"> • Work with the Public Affairs and Media Relations Office to ensure a co-ordinated response to information requests from journalists. 	<p>Annually and as required on foot of requests received.</p>
	<ul style="list-style-type: none"> • Continue briefings for the incoming Students' Union Executive each year. 	<p>Annually</p>

4.2.3. Health & Safety

One-year plan 2006-2007

Objective	Action	Timeframe
Provide Health & Safety Help line for all campus users	<ul style="list-style-type: none"> • Make H&S Office numbers more widely known. 	Ongoing
Facilitate University in developing comprehensive emergency plan	<ul style="list-style-type: none"> • Engage consultant to review current 'state of preparedness' and define path forward • Develop practical workable plan for operational, tactical and strategic levels • Test and refine high level plan • Test and refine other level plans 	October 2006 – June 2007
Review Fire Safety Management systems on Campus	<ul style="list-style-type: none"> • Gap analysis of current system – Report to Executive 	November – December 2006
Provide quarterly reporting of Injury/Incident statistics	<ul style="list-style-type: none"> • Develop standard template for reporting to include trend analysis 	December 2006
Improve effectiveness of H&S Consultation Group	<ul style="list-style-type: none"> • Draft proposals for rejuvenating Group in consultation with Group members and DCU Safety Representative. • Seek approval from H&S Steering Group and Executive • Brief all Heads on role etc. of Consultation Group Members and seek new members 	September - February 07
Ensure up to date University Framework Safety Statement	<ul style="list-style-type: none"> • Review and make suggestions for change in light of new legislation etc 	December 2006
Ensure all Schools/Units have a Safety Statement	<ul style="list-style-type: none"> • Develop Template to make it more user friendly • Work with non compliant Schools/Units to achieve objective 	April 2007
Update & maintain H&S Website	<ul style="list-style-type: none"> • Meeting Minutes, statistics etc. to be added 	Ongoing
Develop Personal Emergency Egress Plan for Campus users with a disability	<ul style="list-style-type: none"> • Work with the disability service to achieve 	Ongoing

Three-year plan 2006-2009

Objective	Action	Timeframe
Promote H&S Culture in DCU	<ul style="list-style-type: none"> • Develop briefing sessions and training courses with cross campus participation • Work with Faculties, Schools & Units to increase awareness at all levels of management and to establish 'local' Safety Committees 	2007 - 2009
Increase profile of H&S in Universities	<ul style="list-style-type: none"> • Drive the development of the Irish Universities Safety Officers Group (USG) – this has come together periodically in 2004-2006 • Work with USG to develop Safety Management Standard for Irish Universities 	2006 - 2009
Review Local Safety Statements for relevance and legal compliance	<ul style="list-style-type: none"> • Establish agreed 'Audit' schedule & feedback mechanism for local Safety Statements • Commence auditing 	2007 - 2009
Develop University policies to ensure compliance with specific H&S Regulations	<ul style="list-style-type: none"> • Review all new legislation for impact on DCU & develop DCU policies for approval by DCU Executive 	Ongoing
Ensure that corrective action committed to as a result of an injury/incident is completed	<ul style="list-style-type: none"> • Develop a feedback mechanism for all areas which indicated which actions are still open 	2007
Establish International Links with a view to sharing best practice	<ul style="list-style-type: none"> • Work with International Safety Council to gain access to University Groupings in the USA and the Southern Hemisphere 	2007

4.2.4. Institutional Research and Analysis

One-year plan 2006-2007

Objective	Action	Timeframe
Statistical Digest	<ul style="list-style-type: none"> • Complete Statistical digest and make it available to all Schools/Units going through the Quality Review processes 	Sept 2006
Review of Student Feedback	<ul style="list-style-type: none"> • Develop student feedback system to allow feedback from different groups of students. • To create a University-wide survey system that will make available university, programme and module level student satisfaction and feedback to flow back to the appropriate individuals within DCU 	To begin with incoming first year students – Sept 2006.
Update and Maintain the IRAO website	<ul style="list-style-type: none"> • Links from the EOLAS website and the Strategic Planning Site to be included 	2006

Three-year plan 2006-2009

Objective	Action	Timeframe
Promote the function and workings of the IRAO	<ul style="list-style-type: none"> • Develop links with QPU and promote office through the Quality Review process • Promote and develop office with assistance of Arizona State University (one of DCU's strategic partners and leaders in Institutional Research) 	2006 - 2009
Student Retention Project	<ul style="list-style-type: none"> • Support University initiatives including questionnaire design and analysis of data 	2006 - 2009
Programme Review	<ul style="list-style-type: none"> • Develop a set of statistics for use in programme review • Feedback from students will be supplied by the Student Review System developed 	2007
University Dashboard	<ul style="list-style-type: none"> • Consultation with DCU stakeholders as to what information would they find useful • Make student statistics available to DCU stakeholders. • Should reduce need for ad-hoc reporting from the IRAO 	2007
Develop an integrated management information system for key performance indicators on university performance	<ul style="list-style-type: none"> • Working with Strategic Planning & CSD • Initial meetings on development, followed by specification on how to integrate systems and initiate these systems 	2007
Support Development of MIS	<ul style="list-style-type: none"> • Assist in data definitions • Resolve issues of data disconnect between University wide databases 	2009

4.2.5. Internal Audit

One year plan 2006 - 2007

Objective	Actions	Time-frame
Increase visibility and profile. Educate the campus community on University policies, regulations, and rules as well as the importance of effective internal controls.	<ul style="list-style-type: none"> • Arrange informal meetings with Faculty/School Heads. 	Ongoing
	<ul style="list-style-type: none"> • Update Internal Audit Webpage in DCU Website 	Completion by 31 st October 2006.
	<ul style="list-style-type: none"> • Participate in EOLAS Presentations to staff. 	Ongoing
	<ul style="list-style-type: none"> • IA has access to all units, and we will use this as an opportunity to establish our presence throughout the University. We will continue to be involved on committees and attend various meetings that relate to key areas and critical processes of the University. In addition, we will continue to educate the campus during our audits and in meetings with our key contacts. IA will act as a liaison between groups to facilitate a discussion and/or address an issue. 	Ongoing
Improve staffing resources	<ul style="list-style-type: none"> • Obtain approval for 2 internal audit staff members. 	31 st December 2006
Increase financial resources	<ul style="list-style-type: none"> • Obtain funding for the purchase of outsourced expertise as required. • Obtain adequate funding for staff training. 	31 st December 2006
Increase portfolio	<ul style="list-style-type: none"> • Input to development of DCU Risk Register, and ongoing review when complete. 	

Three-year plan 2006-2009

Objective	Actions	Time-frame
Increase portfolio and generate revenue.	<ul style="list-style-type: none"> • Provide Internal Audit service to linked colleges. 	By mid 2009
Continue to contribute to the development and profile of the profession.	<ul style="list-style-type: none"> • Involvement in leadership and service roles in organisations including the Institute of Internal Auditors – UK and Ireland, the Irish Universities Internal Audit Group, and the Council of Higher Education Internal Auditors. • Maintain a strong presence on campus by developing and building new partnerships through involvement with committees, regular meetings, and other projects. 	Ongoing
Develop a risk-based audit approach that focuses on the risks and exposures that could have the greatest impact on the University.	<ul style="list-style-type: none"> • Contingent on successful implementation of Risk Management in the University 	
Embed Governance and Audit issues in University structures.	<ul style="list-style-type: none"> • Supported by implementation of Risk Management Framework in the University. 	
Provide suggestions for ways to improve the University's operations to increase overall efficiency and effectiveness. This may include a specific process in a department or campus-wide.	<ul style="list-style-type: none"> • During the course of our audits and involvement with committees, IA attempts to identify processes and procedures that appear to be inefficient and ineffective. IA is in a good position to see things from a broader perspective from our regular audits and involvement with various committees. 	Ongoing
Develop more specialised skills relating to areas and processes which are critical to the University's operations; for example, contracts and grants, fraud, and human resources.	<ul style="list-style-type: none"> • Identify individuals who have an interest in a particular area and provide them with more specialised training. This may also include involvement in certain campus committees and professional associations. 	Mid 2009

4.2.6. Quality Promotion Unit

One-year plan 2006-2007

Objective	Action	Timeframe
Relate QPU to Strategic Planning	<ul style="list-style-type: none"> Develop policy document 	Completed (June 2006) A policy document was developed and published on the websites of the Strategic Management Office and the QPU
Improve cooperation with Faculties	<ul style="list-style-type: none"> Supply Template for Faculty Strategic Plan in QPU related matters 	Completed (Sept. 2006) The Faculties were supplied with a template for QPU related matters (with EOLAS Advisory Network)
Increase profile of QPU	<ul style="list-style-type: none"> Organise IUQB conference 	Completed. (May 2006) The conference "Advancing Research in Ireland" took place in DCU 5-6 May 2006
Streamline Quality Reviews	<ul style="list-style-type: none"> Combine reviews where possible 	Planning of combined reviews in 2 nd cycle of reviews was completed in September 2006
Improve and adapt documentation for Schools/Units/Centres in light of experience	<ul style="list-style-type: none"> Develop improved templates for School/Unit/Centre reviews 	To be completed by November 2006
Develop documentation for Faculty reviews	<ul style="list-style-type: none"> Develop templates for Faculty reviews 	To be completed by February 2007
Develop documentation for university-wide themed reviews	<ul style="list-style-type: none"> Develop and introduce guidelines and templates for university-wide themed reviews 	To be completed by February 2007
Make work of QPC more visible and improve impact of QPC decisions	<ul style="list-style-type: none"> Devolve Quality Improvement Fund to QPC 	Submission to Budget Committee was made in September 2006.
Overview of Quality Mechanisms in DCU	<ul style="list-style-type: none"> Survey of Quality Mechanisms in DCU 	Start mid-October 2006 to be completed by December 2007
Research Dimension	<ul style="list-style-type: none"> Initiate research project 	The project was started in June 2006. Publication of first paper by December 2008
Student Participation	<ul style="list-style-type: none"> Initiate Student Forum on Quality 	First student Forum on Quality to take place on 13 October 2006

Three-year plan 2006-2009

Objective	Action	Timeframe
Relate QPU to Strategic Planning	<ul style="list-style-type: none"> Regular meetings with Strategic Planning Office 	Ongoing: monthly meetings
Cooperation with Faculties	<ul style="list-style-type: none"> Regular meetings with Faculty quality liaison staff 	Ongoing: one meeting per term
Ensure smooth transition of QPC membership	<ul style="list-style-type: none"> Adapt rota of membership in appropriate way 	Preparations were made in September 2006, present QPC membership in place until spring 2008.
Improve follow-through after reviews	<ul style="list-style-type: none"> Monitor action on existing Common Themes Reports 	Regular consultation with Senior Management and Executive
Improve on and off campus perception of impact of reviews	<ul style="list-style-type: none"> Create and maintain "Impact"-page on QPU web-site 	Design and set-up of web-page: June 2007
Create synergies between various quality mechanisms	<ul style="list-style-type: none"> Analyse results of Survey of Quality mechanisms and integrate into future approaches to quality improvement 	December 2007 to December 2009
Research Dimension	<ul style="list-style-type: none"> Publish articles in relevant journals Present at conferences 	Publication of papers, starting in December 2008; Conference papers from autumn 2008
Student Participation	<ul style="list-style-type: none"> Evaluate outcomes of 1st Student Forum on Quality; investigate merit of continuing Student Fora 	Autumn 2006/Spring 2007
Promoting Good Practice	<ul style="list-style-type: none"> Support and promote IUQB projects within DCU 	Ongoing: Academic Workload and Teaching & Learning Project to be completed within this period
Increase Profile of QPU	<ul style="list-style-type: none"> Internationally through research activities Nationally through consultative activities Re-design QPU web-site in cooperation with CSD 	See above Time-frame uncertain Complete by June 2008

APPENDIX ONE: Members of Quality Committees

Quality Committee for Self-Assessment Report

Mr Pat Hoey
Mr Joe Maxwell
Ms Eileen Tully
Ms Maura McGinn
Ms Pamela McDonald
Dr. Heinz Lechleiter (Chair)

Peer Review Group

Ms Mary O'Riordan (Galway, Chair)
Mr Ian Brennan (Glasgow)
Mr Michael Mulally (Dublin)
Prof Bernard Pierce (DCU)
Mr Gerry O'Donnell (DCU) (Rapporteur)