

# National Qualifications Authority of Ireland

## BUSINESS PLAN

### Key Deliverables 2009/10

Items in *bold italics* are priority actions

	<b>Key Deliverables 2009/10</b>	<b>Key Performance Indicators and actions achieved</b>	<b>Target Date</b>	<b>Target met Y/N</b>	<b>If target is not met, actions taken to address this and/or issues affecting this</b>
<b>SG1</b>	<b>NFQ is widely known, understood, used and valued in society</b>				
SG1/02	Joint communications plan	Communication Strategy developed	2009		
		Implementation of communication strategy	2009/10		
SG1/04	Develop and implement approach to ensure all E&T information sources correctly reference the NFQ	See SG2/12			
SG1/05	Promote awareness and use of NFQ in awarding bodies/providers	See SG2/12			
SG1/07	Develop approach to promote awareness and use of the NFQ and Recognition amongst learners/employer bodies/recruiters/Foreign nationals/E&T	See SG2/12			

	Providers (incl. Community & Voluntary sector) and User Guides				
SG1/11	Implement agreed approach to promote awareness and use of the NFQ within the public service through PAS	Guidelines for mainstreaming public sector recruitment agreed by Finance	Concluding 2009	On target	
		PAS referencing and using NFQ in campaigns.	Concluding 2009	On target	
SG1/12	Assess the existing data/stats sets and work with Gov Depts to ensure data can effectively provide info on NFQ utility	Support CSO QNHS survey using revised education and training question in Q2 2009	2009	On target	
		Support CSO Census 2011 question on Education and Training to be piloted in 2009			
SG1/16	<b><i>Analysis of NFQ implementation and implications for policy and funding mechanisms including outcomes of Framework Implementation and Impact Study</i></b>	Advise DES and other agencies of appropriate use of NFQ in funding policy	2009/10 & ongoing		

		Funding mechanisms scoped	2009		
		NFQ associated actions identified and commenced	2010		

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<b>SG2</b>	<b>NFQ is more deeply implemented in a way that is open and responsive to the needs of the learner, society and the economy</b>					
<b>SG2/1</b>	<i>Commence and complete Framework Implementation and Impact Study and develop strategic response</i>	Synthesis report, recommendations completed and consideration of follow up actions by Authority	June 2009	On target		
<b>SG2/2</b>	<i>Include remainder of universities' awards including affiliated and NUI colleges.</i>	Implement follow-up actions  Inclusion re: 7 Universities Affiliated colleges NUI	2009/10  2009/10 2009/10 2009/10	On target	Impact of amalgamation  Effective engagement and cooperation from universities, recognised colleges, and NUI	
<b>SG2/3</b>	Support and coordinate the development of FIN	Continuing to act as joint secretary with IUA  Coordination of activities, where	2009/10 & ongoing	Ongoing	Continued engagement of FIN members to carry out projects identified	

		possible, with those of IHEQN.			
SG2/4	Support and contribute to projects from FIN	Development of three projects around: <ul style="list-style-type: none"> <li>○ Learning Outcomes</li> <li>○ Assessment</li> <li>○ Technical aspects of design of programmes for inclusion in the NFQ</li> </ul>	2009/10 & ongoing	Ongoing	Continued engagement of FIN members to carry out projects identified
SG2/4a	Organise joint FIN/Bologna experts conference with HEA	Conference completed	2009	Y	
SG2/4b	Organise joint Bologna experts conference with HEA on employability, mobility and the Bologna Framework	Conference completed	2009	On target	
SG2/6	Agree general approach for a process and schedule for inclusion of legacy awards with each university	Agreement with universities on implementation of supplementary policy approach	June 2009	On target	Effective engagement and cooperation with universities and NUI
		Implement agreed approach with each university	2009/10		
SG2/7	<i>Encourage and support development of coordinated initiatives in the context of tripartite structures through the Framework</i>	Establish group	2009		

	<b>Executive Group (FEG)</b>	Implement actions arising	2009/10		
SG2/11	Process applications professional and international awarding bodies for inclusion and alignment	Other international and professional body applications dealt with on an ongoing basis.	2009/10 & ongoing		Effective cooperation between NQAI & Councils
SG2/12	<b>Develop and publish user guides for specific audiences</b>	Publish HE - Marketing Officer user Guide	2009	Ready for publishing	
		Develop ATP Guide	2009/10	On target	
		Develop FE Guide	2009/10		
SG2/13	Through Framework implementation projects promote use of learning outcomes throughout system	See SG2/4 See SG2/12			
SG2/14	Continue international engagement on learning outcomes, in particular through European Commission's Cluster Group on recognition of learning outcomes	Participation in cluster group meetings and contribute to outputs  Cluster group is supporting implementation of EQF and Ireland has advised a significant number of member states on framework	2009/10 & ongoing		

SG2/15	<i>In the context of deepening implementation of the Framework, promote cross sectoral consistency in its use. Focus on titles, additional award types etc. Prepare paper for the establishment of a forum</i>	development processes.  Consistency in higher education naming conventions	2009 & ongoing		Cooperation from a range of stakeholders across further and higher education and training	Drafting an issues paper on a range of Framework areas relevant across higher education and training.  Convening a technical advisory group on credit and naming conventions in 2009
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	<b>Key Deliverables 2009-10</b>	<b>Key Performance Indicators and actions achieved</b>	<b>Target Date</b>	<b>Target met Y/N</b>	<b>Critical Success factors</b>	<b>If target is not met, actions taken to address this and/or issues affecting this</b>
<b>SG3</b>	<b>Effective and integrated pathways between qualifications operate throughout the NFQ</b>					
<b>SG3/1</b>	<i>Creating more options for progression for holders of different forms of major awards at levels 4,5 and 6</i>	<p>Actions undertaken on inconsistencies discovered in craft progression brochure through FEG</p> <p>Implement study on comparison of FETAC and School awards at levels 4 &amp; 5 in NFQ in accordance with agreed terms of reference</p>	<p>2009/10</p> <p>2009/10</p>		Dependent on standards setting	
<b>SG3/3</b>	<i>Prepare strategic options paper on RPL for consideration by both Departments</i>	Options paper submitted to Departments	2009	On target		
<b>SG3/4</b>	<i>Promote use of credit as transfer and accumulation tool – national forum</i>	<p>See SG2/4 See SG2/12</p> <p>Briefings for</p>	2009/10 & ongoing			

		higher education institutions			
		Convene technical advisory group on credit and naming conventions			
	<b><i>Under ATP policy and in line with ECVET and EQF developments, convene technical advisory group on (Track 2) Credit for FE</i></b>	Technical advisory group convened	2009/10		Full national engagement with main stakeholders
SG3/7	Participate in and contribute to HEA's advisory group on Access	Participation in and contributing to HEA access advisory group and national approach to access	2009/10 & ongoing		
SG3/8	Develop and publish user guide for ATP	ATP User Guide completed	See SG2/12 2009		

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<b>SG4</b>	<b>All Framework qualifications are quality assured to the highest standards</b>					
<b>SG4/2</b>	<p><b><i>Monitor follow through on FETAC review outcomes</i></b></p> <p><i>Priority areas include:</i></p> <ul style="list-style-type: none"> <li>○ <i>Internal review of organisational and staffing arrangements</i></li> <li>○ <i>Testing of a range of standard setting approaches – setting new standards and bringing together existing standards – implementing agree approaches</i></li> <li>○ <i>Establishment of Industry Forum</i></li> </ul>	Initiate discussions with Council and report back to Authority as per agreed approach	2009/10 & ongoing			
<b>SG4/3</b>	<p><b><i>Monitor follow through on HETAC review outcomes</i></b></p> <p><i>Priority areas include:</i></p> <ul style="list-style-type: none"> <li>○ <i>Development of a policy and approach to improved training for reviewers</i></li> <li>○ <i>Development of a strategic approach to selection and deployment of reviewers</i></li> <li>○ <i>Review of system of support for providers</i></li> <li>○ <i>Review of operational processes for programme accreditation and</i></li> </ul>	Initiate discussions with Council and report back to Authority as per agreed approach	2009/10 & ongoing			

	<p><i>development of a policy on periodic review of programmes</i></p> <ul style="list-style-type: none"> <li>○ <i>Implementation of actions agreed with regard to the publication of reports</i></li> </ul>				
SG4/4	<b><i>Perform statutory functions in relation to the delegation by Councils to providers of authority to make awards</i></b>	Performing these functions in a timely manner as and when required.	2009/10 & ongoing		
SG4/7	<b><i>Monitor follow through on DIT review outcomes</i></b>	Assessing and responding to DIT annual reporting mechanisms to Authority which include monitoring of follow-through on review outcomes and consideration of findings arising from QA procedures	Annual		
SG4/8	<b><i>Consider annually the findings arising from the application by DIT of its quality assurance procedures</i></b>	See SG4/7	Annual		DIT resourcing this process
	<b><i>Review categorisation of DIT non-major awards</i></b>	Categorisation reviewed	2009		
	<b><i>Review documentation on quality processes applied to overseas provision</i></b>	Documentation reviewed	2009		
SG4/9	Engage internationally in QA developments	Ongoing	2009/10		

	through ENQA and INQAAHE	appropriate engagement	& ongoing			
SG4/9a	Engage with ENQA VET on QA in VET and relationship with EQF	Ongoing appropriate engagement	2009/10 & ongoing			
SG4/11	Monitor integration of Framework in QA arrangements of awarding bodies and providers	See SG4/4  Promotion of integration of Framework in QA arrangements with QA agencies in context of IHEQN discussions on amalgamation & EQF implementation	2009/10 & ongoing			

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<b>SG5</b>	<b>Framework qualifications are fully recognised abroad and qualifications gained outside Ireland are appropriately recognised in Ireland</b>					
<b>SG5/1</b>	<b>Participate on</b> <ul style="list-style-type: none"> <li>○ <i>EQF Advisory Group</i></li> <li>○ <i>Web platform Group</i></li> <li>○ <i>NCP (National Coordination Point) Group</i></li> </ul>	Participation in EQF Advisory Group and sub-group on criteria and procedures for referencing and on steering committee for EQF platform	2009/10 & ongoing			
<b>SG5/2</b>	<b><i>National Consultation Seminar</i></b>	Seminar completed	2009			
<b>SG5/2a</b>	<b><i>Complete referencing of the Irish NFQ to EQF</i></b>	Publication of National Referencing Report	2009	On target	Agreement with national stakeholders	
<b>SG5/2a</b>	<b><i>Develop and implement EQF Communications campaign</i></b>	EQF communication plan developed  EQF communication plan implemented	2009  2009/10 and ongoing	On target		

SG5/5	Engagement in ENIC-NARIC network	Engagement with Network on ongoing basis.	2009/10 & ongoing		
SG5/6	Proactively seek to agree qualification recognition agreements with other countries or unilateral understandings	Completion of work with NZQA on alignment of qualification frameworks in 2009	2009		
		Sign MoU with UAE Qualifications Framework Project	2009 Follow-up 2009/10		
SG5/7	Engage with national stakeholders on policy developments relating to implementation of Bologna process including participation in National Steering Group	Effective participation in national steering group	2009/10 & ongoing		
SG5/13	<b><i>Introduce new work practice to enhance in-house expertise on qualifications recognition matters and improve info to public</i></b>	Programme for Development of country profiles through 09/10 [list countries when agreed]	Continuing		Staff time allocation being protected

SG5/14	Maintain NSEW engagement	Host and attend 5 countries meetings	2009/10 & ongoing	Y	Impact of EQF referencing on existing understandings of qualifications on the two islands
		Agree new version of qualifications can cross boundaries	2009	On target	
		Participate on SCQF, EQF referencing	2009	On target	
SG5/21	Monitoring demand through website analysis and management reports to establish current and future demand for recognition service	Regular reporting in place	2009/10 & ongoing		
SG5/22	Promote a consistent approach to recognition of qualifications in higher education providers	Action points arising out of seminar to be implemented in 2009	2009/10 & ongoing	On target	Effective engagement with admissions/ International officers
		Forming stronger relations with admissions officers in he institutions			
SG5/24	Project management of ongoing facilitation of international visits	International visits accommodated and effectively managed	Continuing	Y and ongoing	

SG5/26	Coordinate diploma and certificate supplements	Ongoing implementation of DS.	Continuing	On target	Continued implementation of DS by higher education institutions
		Ongoing implementation of CS	Continuing		Continued implementation of CS by FETAC
		Revised National Guidelines for completion of Diploma supplement in place	2008	Y and implementation continuing	
		National approach developed to referencing EQF in DS and CS	2009/10		
SG5/27	Gather statistical information on use of Europass, review awareness and development plan	See SG2/4b Systems in place to record mobility documents and statistical information	2009	On target	

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<b>SG6</b>	<b>The Authority, in tandem with FETAC and HETAC, are high-quality, effective and efficient State agencies.</b>					
<b>SG6/1</b>	<i>Through tripartite structures ensure effective use of grants and VFM</i>	<p>Tripartite with Councils working effectively in achieving effective use of grants and VFM</p> <p>Budgets reductions have been implemented and expenditure has been achieved in line with agreed allocations.</p> <p>Budget/expenditure reporting is timely, transparent and consistent in content across the 3 bodies</p>	<p>Annual and ongoing</p> <p>2009</p> <p>2009</p>		Impact of amalgamation	
<b>SG6/2</b>	<i>Tripartite – continue to consider ongoing</i>	Tripartite with	Annual and		Budget	

	<i>resourcing needs for 3 bodies</i>	Councils continuing to consider resourcing needs	ongoing		constraints and amalgamation plans
SG6/4	<i>Tripartite- common organisational objectives</i>	Tripartite with Councils effectively developed common organisational objectives through a joint strategic planning approach	2009		Effectiveness of Joint communications group & FEG
SG6/4a	<i>Tripartite approach to effective development and implementation of amalgamation of the 3 bodies and quality assurance functions</i>	Tripartite with Councils effectively implements organisational change in qualifications and quality assurance	2009/10		
		Participation in IAG	2009		
		Tripartite responded to DES proposals	2009		
		Collaboration with universities encouraged on amalgamation issues	2009/10		

SG6/5	<i>Ensure internal audit function continues effectively</i>	Internal audit function managed effectively	Annual			
		Internal audit performance and assessment of internal audit effectiveness undertaken	2009			
		Annual regulatory compliance statement approved	2009			
		Annual Financial Statements approved	2009			
SG6/6	<i>Ensure compliance with data protection</i>	Full compliance with data protection legislation	2009/10 & ongoing	Y		
SG6/7	<i>Continue PMDS against strategic plans</i>	Effective implementation of PMDS	Annual	Y		
SG6/9	<i>Policy approach for QualifaX</i>	Consultation on policy approach for QualifaX completed	Concluding 2009	Y –policy development continuing		
SG6/10a	<i>Enhance QualifaX user experience, encouraging them to investigate</i>	New web interface	Concluding 2009			

	<i>independently</i>					
SG6/10b	<b><i>Promote accurate referencing of the NFQ on QualifaX to inform learner choice</i></b>	Data on QualifaX is accurate, NFQ compliant and complete	Concluding 2009 and continuing			
SG6/10c	<b><i>QualifaX to support access, transfer and progression</i></b>	QualifaX makes specific contribution to ATP	Approach developed in 2009 and Continuing	2009/10		
SG6/10d	<b><i>Enhance information contained in Qualifax relating to employment, to inform individual choice</i></b>	Links established with career and labour market information sources	Concluding 2009	2009		
SG6/10e	<b><i>QualifaX to address national socio-economic priorities</i></b>	Links established and resources developed to raise awareness among users	Continuing	2009/10		
SG6/10f	<b><i>QualifaX to provide increased learner access to high quality information</i></b>	Qualifax is positioned as a leading information source	Continuing	2009/10		
SG6/10g	<b><i>QualifaX operations are efficiently maintained</i></b>	Management and operations of QualifaX reviewed	Concluding 2009	2009		
SG6/13	Continue to monitor internal structures to ensure knowledge exchange and communications	Internal structures in place to ensure knowledge	ongoing	Y and continuing		

		exchange and communications				
SG6/15	Develop strategies for utilisation of IT to enhance performance	Systems are maintained and enhanced to support the organisations objectives	Concluding 2009 and ongoing	On target		
SG6/15b	Tripartite Framework Executive Group	Terms of Reference agreed and work ongoing	See SG2/7 Ongoing			
SG6/15c	Engagement with HETAC Quality Assurance Project proposal	QA paper prepared for consideration	2009			
SG6/15d	Establish project team to identify cross-business use of FETAC Business System	Collaboration established and underway	2009/10 & ongoing			