

# Governance Structures at Mayo Training Institute



Document Reference: Governance at Mayo Training Institute

Date: June 2023

Version 4

Copyright Notice: This document is the property of Mayo Training Institute Ltd. Information provided in this document may not be retransmitted or reproduced in whole or part without the written permission of the CEO at Mayo Training Institute Ltd.

# Governance at Mayo Training Institute

## 1.1 Introduction

Mayo Training Institute (MTI) is committed to maintaining the highest standards of governance and the management of quality systems. MTI has in place a Management Board, an Academic and Quality Committee which maintains our commitment to implementing a governance process that supports the interests of our stakeholders and fulfils our obligations under the Qualifications and Quality Assurance (Education & Training) Act.

We have developed our training quality assurance policies and procedures based on the QQI Core Statutory Guidelines and we have put governance and support structures in place to assist with their implementation.

The relationships and responsibilities of the governance and support entities are detailed in this document.

## 1.2 Company Oversight

### 1.2.1 The Management Board

The MTI Management Board has primary responsibility for the oversight of business operations, strategic management, and operational management, thereby ensuring the sustainability of the organisation as a business. It is tasked with the delivery of products and services to meet learners' needs, whilst meeting all associated stakeholder requirements and legal obligations.

#### **Membership.**

The management board is comprised of the following members:

- a) Oonagh Cox (CEO)
- b) Seamus Reidy (Co Director and Data Officer)
- c) John Mellett (Company Accountant & Financial Advisor)

#### **Specific Responsibilities**

1. The Management Board will set the vision and strategic direction for Mayo Training Institute, considering, as far as possible, learner, tutor and all other relevant stakeholder views.
2. Define the mission and strategic direction of Mayo Training Institute.
3. Appoint the Independent External Academic advisor who will be the chairperson of the Academic and Quality committee (AQC)
4. Working with the authority and guidance from the Academic and Quality Committee, implement a quality assurance model that is aligned to our mission and embedded in our organisation.
5. Monitor and manage achievement of Key Performance Indicators.
6. Provide required financial information to relevant stakeholders / authorities.
7. Organise business planning.
8. Manage risk within the organisation, continually reviewing the company risk assessment document.

9. Ensure regulatory and legislative compliance.
10. Overall responsibility for the adherence to data retention policies.
11. Approve Academic and Quality Committee decisions in relation to programme development proposals. Approve the necessary resources and funding for same.
12. Provide all resources for successful programme delivery.
13. Management of the company training rooms and offices.

### **Meetings**

Meetings of the Management Board takes place 4 times per annum.

### **Quorum**

A minimum of two members of the Management Board will be present for the meeting to be deemed quorate.

The Management Board recognises that independent oversight of teaching and learning activities is critical to the achievement of MTI's goals and therefore has delegated academic authority to the Academic and Quality Committee.

## **1.2.2 Academic and Quality Committee**

The purpose of the Academic and Quality Committee is to oversee and take on board overall responsibility for all academic affairs of MTI. It also has responsibility to plan, coordinate and develop Quality Assurance systems relating to all academic matters. It will oversee all matters relating to training and education, protection of learner interests and maintain the Quality Assurance Manual and all associated policies and procedures. The Independent Chair of the Academic and Quality (AQC) is appointed by the board. The CEO is not a member of the Academic and Quality committee but may attend meetings in an observational capacity and has no voting rights.

### **Membership**

The Academic and Quality Committee is comprised of the following members.

- a) Suzanne Ryan, Independent Academic Advisor (External Member and Chair)
- b) Aileen Martin, Educational Advisor (External Member)
- c) Orla Kelly - The Administration and Quality Officer
- d) Courtney Chase & Maureen Smales - 2 Teaching/Training representatives.
- e) Mary Sheridan - Learner Representative – this may be changed to a current learner or a learner who has completed a course with MTI within the last 24 months.

The term of office for members of the committee is three years except for the student representative whose term is usually one year and up to a maximum of two years.

### **Responsibilities**

1. To establish, oversee and assure the quality standards of academic matters in MTI, particularly where programmes lead to QQI awards.
2. Plan, co-ordinate, develop and supervise the educational work of MTI, maintaining high academic standards and safeguarding the educational ethos of Mayo Training Institute.

3. To oversee assessment and examination procedures and ratify the appointment of external examiners.
4. To maintain an academic risk register and communicate any changes to the Management Board.
5. To promote and recognise excellence in teaching and training.
6. To analyse and approve or otherwise an annual report issued by the Results Approval Panel, which will provide an overview of all academic processes, including distribution of grades, retention rates, feedback from learners, summaries of the EA and IV processes and subsequent reports.
7. To design and implement a quality assurance model that is aligned to our mission and to embed this into the organisation.
8. Ensure the separation of programme development from programme approval.
9. Ensure that there is always separation of academic and commercial decision making.
10. Implement a robust system of monitoring and self-evaluation.
11. Maintain up-to-date QA documentation.
12. To consider new programme proposals and make recommendations to the Management Board.
13. To review outcomes of the IV, EA and RAP proposals and to provide recommendations to management. .
14. To identify and monitor any risks arising in training.
15. To assist in contingency planning for the continued success of training courses.
16. To consider and act on outcomes from Learner feedback.

### **Meetings**

Meetings of the Academic & Quality Committee take place quarterly and are chaired by an external member of the committee usually the Independent Academic and Governance advisor. Minutes are emailed to all members no later than 2 weeks after the meeting takes place.

### **Quorum**

There is a 50% quorum including the chair for the Academic & Quality Committee meetings.

## **1.2.3 The Results Approval Panel**

The purpose of MTI's Results Approval Panel (RAP) is to ensure that learner assessment results are fully quality assured and signed off before submission of results to QQI. Once the results authentication processes (IV and EA) are completed a RAP meeting is convened. It reviews the findings of the internal verification and external authentication processes to identify any assessment-related issues and provide recommendations for corrective actions and improvements for future FET programmes and practice.

### **Membership**

The RAP must be comprised of two or more members of the academic and quality committee excluding the CEO. It must include an appropriately qualified independent chairperson.

The results approval process is centrally managed and co-ordinated by the Academic & Quality Committee. In doing so, the committee must ensure that there is no conflict of interest. Members must carry out their roles without bias and make their determinations based on the

information provided to the Panel.

### **Specific Responsibilities**

1. Plan the Results Approval Process.
  - a. Appoint results approval panel members.
  - b. Agree and amend (if necessary) terms of reference for the results approval panel.
  - c. Agree the methodology for results approval process.
  - d. Brief new results approval panel members on the process.
  - e. Plan time frame for the process.
    - i. Dates for results approval panel meeting(s).
    - ii. Deadline for completion of the process.
    - iii. Date for forwarding results to QQI and learners.
    - iv. Deadline for appeals.
  - f. Ensure that all relevant documents are available including: -
    - i. Internal verification report(s).
    - ii. External authentication report(s).
    - iii. All learner results (original and moderated).
  - g. Draw up and circulate Results Approval Panel agenda and findings.
2. Conduct meeting
  - a. Review internal verification report, discuss any issues arising and recommend action where appropriate.
  - b. Review external authentication report, discuss any issues arising and recommend action where appropriate.
  - c. Results approval.
    - i. Review final moderated results for all Learners.
    - ii. Approve results as appropriate.
    - iii. Document the rationale for decisions made.
    - iv. Sign off on approved final results.
    - v. Ensure all points on the agenda have been covered.
    - vi. Ensure that all relevant documents have been signed-off.
  - d. Record minutes of the meeting & circulate.
3. Post-meeting Administration
  - a. Ensure that any decisions or recommendations requiring follow up are reported as appropriate.
  - b. Ensure that all appropriate records and documentation relating to results approval process are securely stored.
  - c. Ensure all copies of confidential material are destroyed or securely stored as appropriate.
4. Results communication
  - a. Forward results to QQI using the QBS and request certification.
  - b. Issue results statement to learners.
  - c. Notify learners about the appeals process.
5. Report  
To produce a report to be presented to the Academic & Quality Committee on decisions made.

### **Meetings**



Meetings of the Results Approval Panel takes place prior to each round of submission of learner results to QQI. It is chaired by an external member of the committee. The report generated by the meeting is presented to the Academic & Quality Committee within 2 days of the meeting.

### 1.3 Governance Chart

Our Governance chart shows the hierarchy of the boards and committees involved in the QQI process.

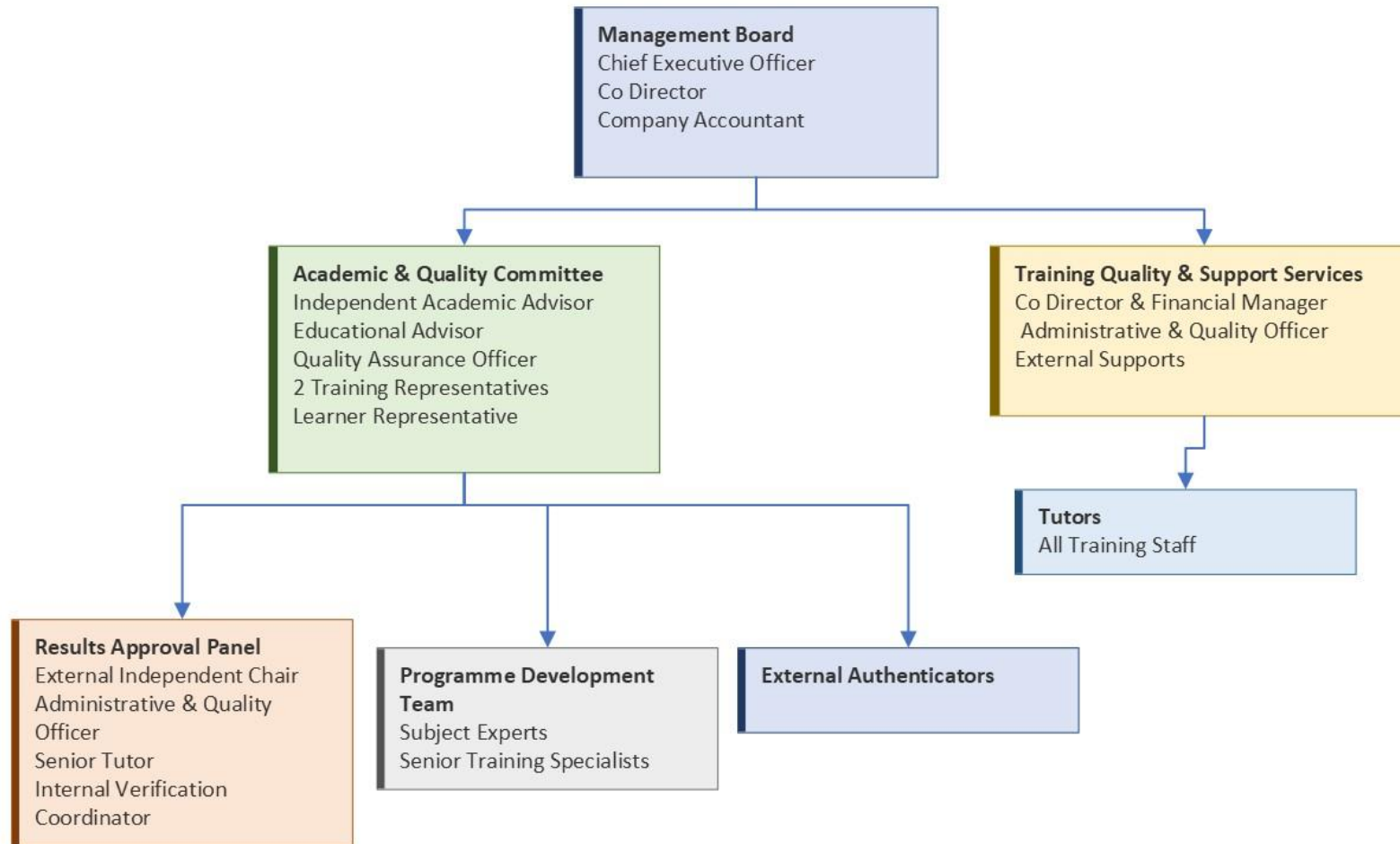


Figure 1: Governance Process at MTI





## 1.4 Terms of Reference – Roles and Responsibilities of Staff Members

### 1.4.1 CEO

Oonagh Cox is the Chief Executive Officer (CEO) and Director of Mayo Training Institute. She has over thirty years' experience working in training and education, healthcare and business management. Oonagh trained as a General Nurse in the early 90's and then went on to study for a Higher Diploma in Occupational Health and Safety (NUI Galway). She holds a Certificate in Training and Continuing Education (NUI Maynooth), a Diploma in HR Management and most recently and she was awarded a Diploma in Corporate Governance by the Corporate Governance Institute and Glasgow Caledonian University. Oonagh spent many years as a part time lecturer in IT Sligo on the Level 7 and 8 courses in Occupational Health and Safety. Oonagh worked extensively in both the public and private sector in Health Care and Occupational Health. She has developed and managed both online and eLearning programmes in several industries. Oonagh established Abaris Training in 2007 and has been Managing Director since that date. Oonagh has also previously co-owned and managed a very successful healthcare franchise. The CEO reports to the Academic and Quality Committee and has responsibility for the day-to-day management of Mayo Training Institute.

#### **Responsibilities**

1. Define the mission and strategic direction of Mayo Training Institute
2. In conjunction with the Administrative and Quality Officer, manage the day-to-day management of the Institute, including guidance and direction of the trainers and other staff of the training institute and the implementation of policies of the Institute.
3. Initiates the policies of the training institute.
4. Periodically arranges to have policy statements revised.
5. Initiates contingency planning and to update and brief staff.
6. Maintains relevant records and documents pertaining to statutory requirements.
7. Responsibility for the reviewing and updating policies and procedures for Quality Assurance.
8. Facilitating the self-evaluation process.
9. Managing the day-to-day operation of existing programmes.
10. Managing the FET academic staff, learning support staff, technical support staff and administrative staff.
11. Managing a staff development programme to ensure all staff have the appropriate skills.
12. Dealing with learner issues.

### 1.4.2 Co-Director of MTI

Seamus Reidy is a co-Director of MTI and a member of the Management Team. Seamus Reidy is a qualified engineer and Project manager with many years' experience working in the private sector, primarily Pharmaceuticals and Healthcare. Seamus holds a Bachelors Degree in Production Engineering (University of Limerick) and has completed numerous courses on Project Management, Lean Management and Quality Compliance. Seamus has successfully project managed many multi-million euro projects which were delivered on time and within budget. Seamus has held many directorship roles in successfully companies where he has chaired the finance and audit committee.

### **Responsibilities**

1. Manages the Institutes finances.
2. Staff planning and performance management.
3. Contingency planning.
4. Meeting and liaising with personnel from other training institutes.
5. All aspects of facility management.
6. Supporting the risk management function of MTI, with special reference to FET.
7. Organising the presentation of FET Data for annual and periodic reports as required.
8. Liaising with SOLAS and other funding providers.
9. Ensure the provision of accurate, timely and comprehensive information to the public.

#### 1.4.3 Administration and Quality Officer – Orla Kelly

This officer is responsible for provision and maintenance of a Quality Assurance System in respect of all Further Education and Training activities carried out in Mayo Training Institute. The role also includes ensuring that all course administration is managed as per the requirements of the Training Quality Assurance manual.

### **Responsibilities**

1. Schedule and organise tutors to deliver training.
2. Provide support for learners on registration and throughout the programme delivery process.
3. Co-ordinate the Internal verification process
  - a. Ensure results sheet has correct award information (title, code, level etc.)
  - b. Verify that all assessment materials are present.
  - c. Verify correct assessment techniques have been applied.
  - d. Ensure authenticity of learner work.
  - e. Check marking tallies.
  - f. Check that marks have been transferred correctly.
  - g. Check for legibility and audio and visual quality of assessment (where relevant).
  - h. Check that grades have been correctly awarded (based on marks achieved).
  - i. Generate IV report.
4. Upload certification results to QBS.
5. Maintain learner records securely under the supervision of the Data Protection Officer.
6. Manage the processing of complaints and appeals.
7. Capture and process management information.
8. Provide advice and guidance to learners about the Complaints and Appeals procedures.
9. In conjunction with the CEO to support the Tutor Team in any required administration tasks.
10. Keep the QA documentation up to date, under the instruction of the academic and Quality committee.
11. As a member of the academic and quality committee, developing and managing an Integrated Quality Assurance system for MTI's Training provision.

12. Developing and implementing appropriate policies and procedures, operational guidelines and ongoing monitoring and reporting structures for quality assurance.
13. In conjunction with the External academic advisor liaising with and reporting to the CEO and Management Board on matters relating to Quality Assurance development, implementation and management.
14. Working with programme teams on new programmes and programme reviews.
15. Implementing and maintaining procedures relating to the approval, monitoring and review of programmes.
16. Submission of documentation to QQI for validation following approval.
17. Working with the CEO and the academic and quality committee in initiating self-evaluation of programmes.
18. Updating staff on new QA requirements.
19. Reviewing learner feedback
20. Administering systems and control the application of assessments and certification processes for all FET Provision.
21. Final submission of results to QQI following RAP approval.
22. Hiring External Authenticators.

#### 1.4.4 Tutor Teams

The Tutor Team is responsible for training delivery and assessment and is involved in programme development or peer-review as the need arises.

##### **Responsibilities**

1. Induct learners at programme commencement.
2. Deliver training and always maintain academic integrity.
3. Ensure that administration documentation is completed by the learners (attendance forms, declarations of authentic work, feedback forms).
4. Plan and prepare lessons.
5. Research and develop new topics, courses and teaching materials.
6. Set assignments and examinations and liaise with the QQI coordinator to ensure quality standards are met.
7. Administer assessments.
8. Protect academic integrity.
9. Ensure compliance with Health and Safety legislation.
10. Assist learners should they wish to make a complaint or appeal.
11. Make learners aware of any transfer or progression opportunities.
12. Mark assessments.
13. Develop Training Materials.
14. Assist with peer reviews of new or updating programmes.
15. Complete tutor feedback forms.
16. Provide all completed documentation to the administrative & quality officer.
17. Engage in Continuous Professional Development.
18. Keep up to date with relevant course requirements.
19. Keep up to date with all relevant policies and procedures.
20. Keep the CEO and Administrative & Quality Officer apprised of any required resources.
21. Alert the Academic and Quality Committee to any issues that could impact quality of training, delivery or assessment.

22. Participate on the academic and quality committee on a rotational basis.
23. Participate in course reviews and contribute to course team meetings to monitor and evaluate relevant courses.
24. Participate in internal verification, results approval, external authentication and external evaluation as required.

#### 1.4.5 Internal Verifier

The role of the Internal Verifier is “to systematically check that MTI’s assessment procedures have been applied consistently across assessment activities and to verify the assessment results” (Quality Assuring Assessment – Guidelines for Providers, Version 2 Revised, QQI 2018, p.24).

##### **Responsibilities**

- Checking that the MTI’s assessment procedures were adhered to.
- To carry out internal verification in accordance with MTI’s IV’s procedures.
- To monitor assessment results using MTI’s sampling strategy.
- To prepare an internal verification report which is given to the IV coordinator and is also made available to the External Authenticator and the RAP.

#### 1.4.6 IV Coordinator

The role of the IV coordinator is to oversee the Internal Verification process. This process is co-ordinated via the Administration and Quality Officer who will ensure the appropriate team members are in place for each certification period.

##### **Responsibilities**

- To assign programme modules to Internal Verifiers to be checked using the IV process.
- To agree and sign off an IV plan with Administration & Quality Officer and Tutors.
- To provide up to date IV documentation to Internal Verifiers to guarantee the reliability and validity of the IV process.
- To compile Internal Verification Reports to be shared with External Authenticators and RAP.

#### 1.4.7 External Authenticator

The role of the EA is to provide independent confirmation of fair and consistent assessment of learners in accordance with QQI requirements and reports on consistency of assessment results with national standards. The EA is provided with a contract of service which details their role, duty and responsibilities.

##### **Responsibilities**

- To confirm the fair and consistent assessment of learners consistent with the MTI’s procedures and with QQI policy on quality assuring assessment.
- To review internal verification report(s) and authenticate the findings/outcomes.
- To apply MTI’s sampling strategy to moderate assessment results consistent with QQI requirements.
- To meet with the Quality Officer.
- To meet with appropriate staff and learners if necessary.

- To participate in the results approval process if required.
- To identify any issues/irregularities in relation to the Assessment Process.
- To recommend results for approval.
- To produce an external authentication report which provides feedback on learner results and identifies good practice, highlights any issues or irregularities identified and provides recommendations for improvement.
- Attend the Results Approval Panel (RAP) meeting, if requested.

#### 1.4.8 Data Officer

The role of the Data Officer is to assist MTI in all issues relating to the protection of personal data.

##### **Responsibilities**

- To inform and advise the Management Board of their obligations under data protection law.
- To monitor compliance of the Institute with all legislation in relation to data protection.
- To act as a contact point for requests from individuals regarding the processing of their personal data and the exercising of their rights.
- To maintain data retention policies.