

Document Title	SQT Governance
Policy Area	Area 1: Governance and Management of Quality Assurance
Document Code (version #)	QAP1-2 (V3.1)
Applies to	<input checked="" type="checkbox"/> All <input type="checkbox"/> Specific (<i>outline organisational unit, etc.</i>)
	<input checked="" type="checkbox"/> Staff only <input type="checkbox"/> Learners only <input type="checkbox"/> Staff and Learners

Document Owner	Director of Quality & Academic Affairs
Approved by	Board of Directors

Approval date	22/10/20
Effective date	23/10/20

Related legislation, policies, procedures, guidelines and local protocols	<ul style="list-style-type: none"> - Core Statutory Quality Assurance Guidelines (2016), QQI - Sector Specific Independent/Private Statutory Quality Assurance Guidelines (2016), QQI - Qualifications and Quality Assurance (Education and Training) Act 2012 - European Association for Quality Assurance in Higher Education (ENQA), et. al (2015), Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)
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1. PURPOSE

SQT's governance structure spans both corporate and academic domains. This document sets out the following:

- key functions and decision-making processes of all governance units
- roles and responsibilities of individuals within the governance structure
- documentation requirements for both corporate and academic domains

2. SCOPE/APPLICATION

This document applies to all staff both administrative and teaching. Some areas are specific to accredited programmes only.

3. DEFINITIONS

- **Training Partner:** Since its inception, SQT has employed the services of leading subject matter experts in specific areas to develop, deliver and support SQT's course offerings. This is achieved through a legally binding partnership approach with Training Partners.
- **Teaching Staff:** Refers to staff involved in the teaching and assessment of programmes. This includes Programme Directors and Tutors.
- **Subject Matter Expert:** Also referred to as SME, is a person who has special skills or knowledge on a particular job or topic. All teaching staff are regarded as subject matter experts.

4. GOVERNANCE – OVERVIEW

SQT is committed to developing and maintaining a governance structure that is effective, fit for purpose and appropriate to the scale and scope of the organisations provision. The organisation is controlled by a Board of Directors, whose principal function is the control and management of strategic direction and corporate governance. An Academic Council is appointed by the Board of Directors, it has ultimate responsibility for quality assurance.

The role of the Academic Council is to assist the Board of Directors in planning, co-ordinating, overseeing and developing the educational work of SQT in order to protect, maintain and develop academic standards. This responsibility is discharged by means of a series of sub committees such as examination board, programme board etc. Each of these governance units has clearly defined terms of reference and each committee reports to, and is directly answerable, to the Academic Council (refer to Figure 1 and Section 4 for details). Therefore, Academic Council has an explicit function in the development and quality assurance of all programmes delivered by SQT. There is clear delineation of responsibility and decision making between the Board of Directors and the Academic Council. The Academic Council has ultimate oversight of Academic Affairs within SQT. The Board of Directors and the Academic Council is chaired by an independent academic Non-Executive Director. This

independent oversight ensures that academic decision-making processes are independent of commercial decisions and, therefore, do not impact on the integrity of the academic process.

The executive management of SQT rests with the Managing Director, who reports to the Board of Directors. The day-to-day running of the organisation rests with the Operations Management Team under the direction of the Senior Management Team. Quality Assurance and enhancement is the responsibility of the Director of Quality and Academic Affairs. Programme Directors have responsibilities for the management of programme content and delivery, whilst the academic management of programmes is the responsibility of the Programme Board.

This structure ensures that the organisations academic activity is managed effectively with clear and appropriate lines of responsibilities and accountability. The governance structure is diagrammatically represented in Figure 1 below whilst the organisation chart is presented in Figure 2 (Section 6).

Since its establishment in 1989, SQT has employed the services of leading subject matter experts in specific areas to ensure that exceptional expertise is available to develop, deliver and support SQT's course offerings. It has achieved this through a partnership approach with Training Partners. This approach has worked successfully with huge benefit to learners, for almost 30 years. The policies and procedures relating to teaching staff are set out below:

- QAP4-1: Recruitment and Induction of Teaching Staff
- QAP4-2: Peer Review of Teaching Staff
- QAP4-3: Monitoring the Effectiveness of Teaching Staff
- QAP4-4: Professional Development of Teaching Staff

In summary the Training Partner's key functions are as follows:

- Development of programme material and all other relevant course and assessment material (if applicable) as per agreed programme documentation.
- Providing ongoing mentoring and support to all staff involved in the delivery of the specified programme(s).
- Providing ancillary services to SQT in connection with the provision of the programmes.
- Recruitment and supply of appropriately qualified personnel for the delivery of programmes.
- Annual performance review and identification of opportunities for personal and professional development.

A comprehensive legal agreement is in place with all Training Partners. The agreement binds them to implementing SQT's quality assurance policies and procedures, including the specific roles and responsibilities set out within this document.

SQT Governance Structure

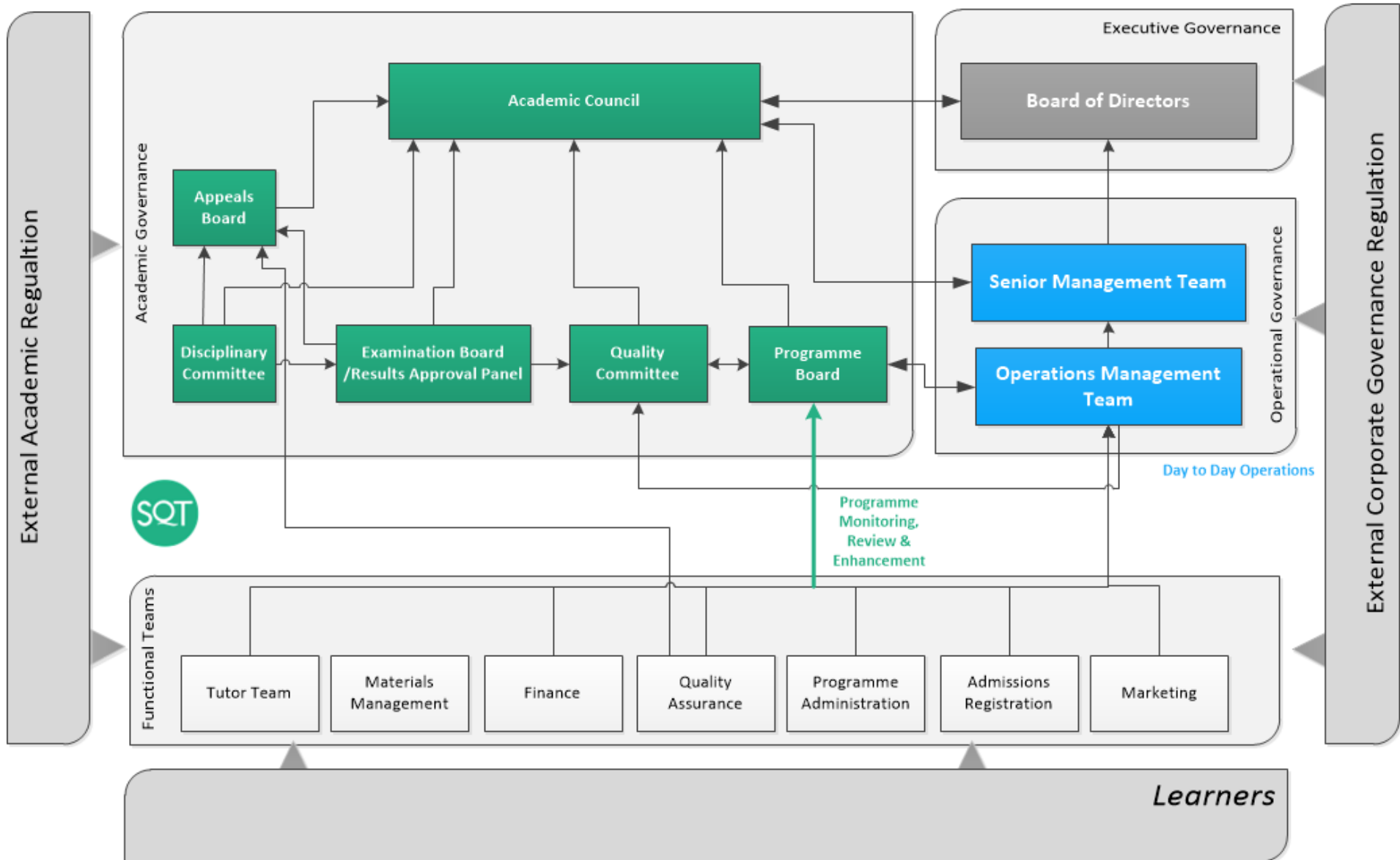


Figure 1: SQT Governance

5. GOVERNANCE BOARD & COMMITTEES

This section presents the roles and responsibilities of each governance unit represented within the governance structure set out in Figure 1.

5.1 Board of Directors

The Board of Directors key function is to manage the overall strategic direction of the organisation, consistent with its corporate and academic responsibilities and objectives.

Membership

- Independent Non-Executive Director (Chair)
- Managing Director (ex-officio)
- Executive Director (ex-officio)
- Non-Executive Director (ex-officio)

Roles and Responsibilities

Vision, Mission, Values and Strategy

- Determines the company's vision, mission and overall strategy.
- Reviews and approves strategic plans proposed by the Senior Management Team.
- Establishes the culture, values and ethics of the company.

Risk Identification and Monitoring

- Identifies the nature and extent of the risks facing the organisation in achieving its strategic aims and the risks to its long-term viability. In doing so the board is responsible for monitoring the organisations risk management and internal control system.

Compliance

- Ultimate responsibility for compliance with relevant quality assurance procedures & legal and statutory obligations.
- Provides guardianship of corporate and academic governance best practice.
- Responsibility for budgetary / financial governance of the organisation.

Tenure

The Managing Director, Executive Director and Non-Executive Director are standing members of the Board. The appointment of the Independent Non-Executive Director is reviewed and renewed annually.

Meeting Frequency

3 times per year

Quorum

Minimum of three to include Independent Non-Executive Director and/or Non-Executive Director.

5.2 Academic Council

The Academic Council has ultimate responsibility for both academic standards and quality assurance and has delegated authority from the Board of Directors to carry out its function.

Membership

- Independent Non-Executive Director (Chair)
- Director of Quality and Academic Affairs
- Accreditation and Systems Manager
- Minimum of 4 Programme Directors
- Managing Director (invited)
- Learner representation through class representation system

Roles and Responsibilities

Academic Oversight

- Advises the Board of Directors on strategic academic planning proposals.
- Reviews outcomes and proposals received from its sub-committees and makes recommendations based on same.
- Manages activities of sub-committees and forms ad-hoc sub-committees, where considered beneficial and appropriate.
- Reviews cases of academic misconduct and plagiarism, when appropriate (when escalated from disciplinary or Appeals Board).

Quality Assurance and Enhancement

- Approves academic policies and procedures, subject to the requirements of QQI or any other educational authority with which SQT has agreements.
- Reviews and approves updates and amendments to any academic aspect of the quality assurance system, based on proposals received from the QA committee.
- Reviews reports from awarding bodies such as programmatic and institutional review documentation and approves proposed action / improvement plans developed in response of same. Where relevant, operational issues are referred to the Board of Directors.
- Monitors the implementation of the quality improvement activities.

Teaching, Learning and Assessment

- Approves the Teaching and Learning Strategy and monitors the implementation of same.
- Reviews examination performance and External Examiner reports.
- Notes QQI examination results.
- Reviews and approves the appointment of External Examiners.

Programme Monitoring and Academic Development

- Reviews updates from programme boards together with relevant feedback from awarding bodies (if applicable) and makes recommendations based on same.
- Reviews and approves proposals for programme development.
- Monitors new programme development and programme revalidation through the relevant sub-committee(s) (in accordance with budgets agreed by the Board of Directors).

- Considers reports of external review panels for activities such as new programme validation or revalidation. Approves resulting action plans and associated timeframes as appropriate.

Tenure

Given the nature of the organisation and the individual responsibilities, the composition of the Academic Council is largely stable. However, it has set in place a process to review its composition every three years and amend, as necessary.

Meeting Frequency

2 times per year

Quorum

Majority of members to include Independent Non-Executive Director and Director of Quality and Academic Affairs.

5.3 Senior Management Team

The Senior Management Team is responsible for monitoring the implementation of the strategic plan and has overall responsibility for administrative, operational activity and the QA process of the organisation.

Membership

- Managing Director (Chair)
- Director of Quality and Academic Affairs
- Projects Manager
- Marketing Manager

Roles and Responsibilities

- Recommends strategic plans and associated activities to the Board of Directors for approval.
- Drives SQT's strategy forward within a framework of effective accountability and transparency to all stakeholders.
- Monitors implementation of the strategic plan and progress against strategic goals.
- Manages the administrative, operational and academic activities of the organisation on a day-to-day basis.
- Ensures adequate resources are available across all aspects of the organisation in order to safeguard the continued provision of high-quality education and training programmes.
- Manages issues which are escalated by members of the programme delivery team or course administration team.
- Reviews the appointment of new Training Partners in line with SQT's strategic plan and makes proposals to the Academic Council and Board of Directors.
- Monitors KPI's on an ongoing basis.
- Regularly reviews and updates SQT's Risk Register.

Meeting Frequency

The team meets monthly. In addition to formal meetings, the team meets informally on an ongoing basis for general progress monitoring.

5.4 Operations Management Team

The Operations Management Team brings together all senior management and administrative staff who are responsible for the day-to-day running of the organisation. Monthly meetings provide an open forum to review performance, discuss ideas and communicate plans and activities within each of the functional units.

Membership

- Managing Director (Chair)
- Director of Quality and Academic Affairs
- Course Administration Managers
- Accreditation and Systems Manager
- Finance Manager
- Materials Manager
- Marketing Manager
- Projects Manager
- Office Administrator

Roles and Responsibilities

- Plans, reviews and monitors day-to-day operations in line with the organisations strategic plan.
- Makes recommendations to the Senior Management Team, QA Committee, Programme Boards and Academic Council.
- Reviews KPI's across all departments.
- Reviews sales and marketing activities.
- Reviews quality and accreditation activities.

Meeting Frequency

The team meet formally once per month. In addition to formal monthly meetings, the team convenes informal meetings on a regular basis, as necessary.

Quorum

Six team members including at least one of the Senior Management Team.

5.5 Programme Board

A Programme Board is appointed for each category of programme provision. Currently there are seven programme boards.

- Lean Six Sigma
- Food Safety
- Leadership and Personal Development
- Continual Process Improvement
- Life Sciences x 2
- Quality, Environment, Energy Health & Safety

The key function of the Programme Board is to review and seek to continuously enhance current programmes and, in addition, to consider the development of new programmes based on learner demand and market requirements.

Membership

- Programme Director (Chair)
- Director of Quality and Academic Affairs
- Managing Director
- Course Administration Manager(s)
- Programme Tutor(s)
- Learner representative (for QQI accredited courses with a duration of more than 5 days)

Roles and Responsibilities

- Ensures that programme content is kept up to date and adheres to agreed syllabus and learning outcomes.
- Monitors the effectiveness of teaching, learning and assessment methods and adjusts, as appropriate.
- Maintains and monitors the programme improvement plan.
- Monitors learner registrations, completion and success rates and makes recommendations to Academic Council, as necessary.
- Reviews feedback received from various stakeholders and determines appropriate actions, if necessary.
- Considers benchmarking data from similar programmes.
- Reviews reports of External Examiners and implements proposed recommendations, as appropriate.
- Reviews the findings of external programme evaluations and develops appropriate responses and improvement plans, as appropriate, for approval by the Academic Council.
- Makes recommendations to the Academic Council on the proposal of new programmes. If approved by the Academic Council, the Programme Director and Tutors will develop the programme and assist in all aspects of the validation process under the direction of the Director of Quality and Academic Affairs.

- Relevant members of the board are also responsible for reviewing and approving / rejecting such items as APEL application, request for assessments etc. These processes are managed by the Director of Quality and Academic Affairs, in line with agreed policies and procedures.

Meeting Frequency

At least twice per year for QQI (HET programmes) / at least once per year for all other.

Quorum

Majority of members including Programme Director and Director of Quality and Academic Affairs.

5.6 Quality Committee

The primary function of the Quality Committee is to ensure that SQT's quality assurance policies, procedures, guidelines and internal work instructions are effective, fit for purpose and operating correctly.

Membership

- Director of Quality and Academic Affairs (Chair)
- Independent Non-Executive Director
- Accreditation and Systems Manager
- One Course Administration Manager

Roles and Responsibilities

- Develops a quality audit schedule and monitors the execution of same.
- Reviews the output of each internal quality audit and ensures issues are documented in the organisation's quality improvement plan. Where appropriate, issues are raised with the Senior Management Team.
- Approves and carries out general updating to quality assurance documentation, such as changes in naming or role titles etc.
- Submits proposed changes to quality assurance documentation to Academic Council based on the recommendations of the quality audits and ongoing feedback from relevant stakeholders.
- Maintains and monitor SQT's quality improvement plan.

Meeting Frequency

4 times per year

Quorum

Majority of members including Director of Quality and Academic Affairs and Independent Non-Executive Director.

5.7 Examination Board

Examination Boards are convened for QQI (HET) programmes. The Board meetings are held after internal and external moderation has taken place.

Membership

- Director of Quality and Academic Affairs (Chair)
- Accreditation and Systems Manager
- Programme Director
- Programme Tutors
- External Examiner

Note: Only Internal Assessors (Tutors) involved in the programmes under consideration are required to attend the Examination Board.

Roles and Responsibilities

- Reviews preceding External Examiner report and report actions completed.
- Reviews outcomes of External Examiner moderation of programme(s) under consideration.
- Considers borderline cases.
- Determines eligibility for progression (if appropriate).
- Ratifies assessment results for all learners of programme(s) under consideration.
- Reviews penalties applied to assessment activities of programme(s) under consideration.
- Reviews statistics/trends regarding assessment results of programme(s) under consideration.

Frequency

Examination Board meetings are convened for all QQI (HET) programmes three times per year.

Quorum

Majority of members including the Director of Quality and Academic Affairs, at least one Programme Director and the External Examiner.

5.8 Results Approval Panel

Results approval panel meetings are convened for QQI (FET) programmes. These meetings are held after internal and external moderation has taken place.

Membership

- Director of Quality and Academic Affairs (Chair)
- Accreditation and Systems Manager
- Course Administration Manager nominated by the Chair

The Chair of the Results Approval Panel may invite other members for all or a particular section of the meeting as appropriate e.g.:

- Assessor
- Programme Director / Tutor
- External Examiner

Roles and Responsibilities

The role of the Results Approval Panel is to ensure that:

- Results are fully quality assured and signed off by authorised personnel prior to the submission to QQI.
- Appropriate decisions are taken regarding the outcome of the assessment, verification and authentication processes.
- SQT assessment policies and procedures are observed.
- Appropriate evidence and records are available.
- Suspected irregularities are investigated.
- Confirmed assessment irregularities are addressed appropriately.
- Review any recheck outcomes which are unsatisfactory to the learner.

Frequency

Results Approval meetings are convened for all QQI (FET) programmes three times per year.

Quorum

Majority of members including the Director of Quality and Accreditation and Systems Manager.

5.9 Disciplinary Committee

The Disciplinary committee is convened to deal with cases of academic malpractice such as plagiarism or cheating.

Membership

Membership is based on the nature and significance of the malpractice and is determined by the Chair.

- Director of Quality and Academic Affairs (Chair).
Minimum of 2 additional persons nominated by the Chair, who may be drawn from across the organisation according to relevance to disciplinary issue under consideration.

Roles and Responsibilities

The Committee is responsible for recommending a programme of action, based on the information provided to them in line with procedures for dealing with academic malpractice set out in Section QAP6-1: Assessment of Learners (QQI Programmes).

Frequency

Ad Hoc Basis

Quorum

At least two members including the Director of Quality and Academic Affairs

5.10 Appeals Board

The Appeals Board is convened in the event of an appeal of an academic judgement, which is deemed to have grounds for appeal. Grounds for appeal are included in QAP7-6: Academic Appeals.

Membership

Membership is based on the significance of the appeal (level, module etc.) and is determined by the nature of the appeal.

- Independent Non-Executive Director (Chair).
- Minimum of 2 additional persons, nominated by the Chair, who may be drawn from across the organisation according to relevance to nature of the appeal under consideration.

Roles and Responsibilities

- Considers cases where a learner has provided legitimate grounds to appeal the decision of any of the following:
 - Decisions on summative assessment outcomes ratified by a Board of Examiners or Results Approval Panel.
 - Outcomes from a review process.
 - Decision of a Disciplinary Committee.
 - Decision regarding entry to a programme.
- Where an appeal is accepted, the committee is responsible for determining the appropriate actions to be taken.
- Reports results of the appeal and recommended action to the Academic Council.
- The committee will be responsible for recommending a programme of action, based on the information provided to them in line with procedures for dealing with academic misconduct.

Frequency

Ad Hoc Basis

Quorum

At least two members, including the Independent Non-Executive Director.

6. INDIVIDUAL ROLES & RESPONSIBILITIES

SQT's organisation chart is presented in Figure 2 below. This is preceded by a description of the roles and responsibilities of individual personnel. All individuals are responsible for contributing to the continuous improvement of the organisation by implementing the policies and procedures documented within the QA system.

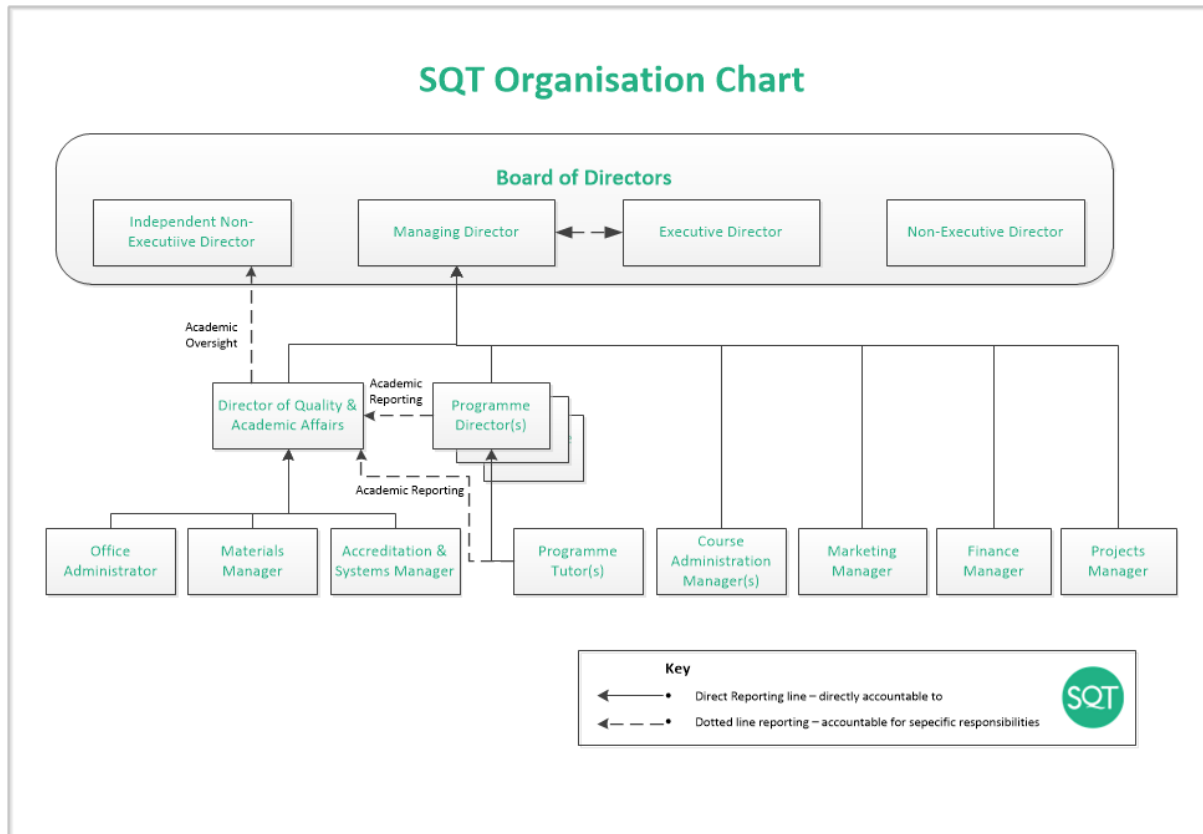


Figure 2: Organisation Chart

6.1 Management / Administrative Staff

This section sets out the roles and responsibilities of all individual personnel. Table 1 below summarises the membership of all individuals in each governance unit.

Governance Unit	Frequency	Managing Director	Executive Director	Independent Non-Executive Director	Director of Quality and Academic Affairs	Systems and Accreditation Mgr	Course Administration Manager(s)	Finance Manager	Marketing Manager	Materials Manager	Programme Director(s)	Tutor(s)
Board of Directors	3 per year	X	X	X								
Academic Council	Bi-Annual	X		X	X	X					X	
Senior Management Team	Monthly	X			X							
Operations Management Team	Monthly	X			X	X	X	X	X	X		
Programme Board	1 (FET) or 2 (HET) per year	X			X	X	X			X	X	X
Examination Board	3 x 2 (FET & HET) per year				X	X					X	X
Quality Committee	Quarterly			X	X	X	X					
Teaching and Learning Working Group	Ad Hoc				X						X	X
Direct Reports		BOD			MD	DQAA	MD	MD	MD	DQAA	MD	PD

KEY
Chair
Not all are members
Rotating Role
Invited Member

Table 1: Membership of Governance Units

6.1.1 Managing Director

The Managing Director is responsible for controlling and directing the organisation and has overall responsibility for the executive management of SQT.

Responsibilities include:

- Providing strategic leadership to the organisation.
- Ensuring the effective implementation of corporate policies and procedures such as data protection, risk management and complying with statutory and legal requirements.
- Implementing financial planning and financial management of the organisation, in order to ensure it operates effectively.
- Managing administrative staff and providing oversight of teaching personnel in close collaboration with the Director of Quality and Academic Affairs and the Programme Directors.
- Managing external relations and establishing and maintaining strategic alliances, in order to support the implementation of the organisation's strategic goals and objectives.
- Providing oversight of the sales, marketing and public relations functions.
- Providing oversight of the company's Information Technology framework and associated IT support systems.

- Ensuring Health & Safety systems are in place, in order to support all SQT learners and staff and are operating effectively.
- Keeping under review the academic management of the organisation by working closely with the Director of Quality and Academic Affairs and the Academic Council.

6.1.2 Executive Director

The Executive Director (previously the Managing Director) is a member of the Board of Directors and is responsible for managing the transition of functions to the Managing Director, in order to ensure a smooth and controlled transfer of responsibility. The Executive Director acts in an advisory capacity to the Managing Director.

6.1.3 Independent Non-Executive Director

The Independent Non-Executive Director is responsible for bringing to the board the ability to be independent, impartial, experienced and knowledgeable.

Responsibilities include:

- Upholding the highest ethical standards of integrity, probity and corporate governance.
- Constructively challenging and assisting in developing corporate strategy.
- Monitoring management performance in meeting agreed targets and objectives.
- Ensuring the integrity of financial information.
- Ensuring controls and risk management systems are robust and defensible.
- Determining appropriate levels of remuneration for Directors, key staff appointments and succession planning.

In carrying out their responsibilities he/she supports executives in their leadership of the business whilst monitoring their conduct. This means questioning intelligently, debating constructively, challenging rigorously, and deciding impassionately.

The Independent Non-Executive Director presides over Board of Director meetings and ensures that it conducts its business in a professional and orderly manner. He / she promotes a culture of openness and debate and is responsible for reflective communication.

6.1.4 Director of Quality and Academic Affairs

The Director of Quality and Academic Affairs has ultimate responsibility for academic affairs and quality assurance / enhancement and is part of the senior management team. She/he acts as the primary point of contact for communications between SQT and external awarding bodies.

Responsibilities include:

- Managing and monitoring the implementation of SQT's academic development strategy.
- Ensuring that there are current and appropriate QA policies and procedures in place and implemented.

- Managing effective communications about quality assurance activities to all staff including Tutors.
- Managing external reviews such as audits carried out by awarding bodies including programmatic and institutional review and ongoing monitoring activities, as appropriate.
- Managing all subcommittees of the Academic Council and ensuring that appropriate actions are implemented.
- Managing the programme validation, monitoring and review process.
- Working with Programme Directors to develop and implement quality improvement plans and monitor their implementation.
- Oversight of all assessment processes.
- Keeping abreast of all communication and relevant activities of awarding bodies.
- Oversight of SQT's Teaching and Learning Strategy.

6.1.5 Accreditation and Systems Manager

The Accreditation and Systems Manager performs the key administration function relating to the assessment of learners.

Responsibilities include:

- Developing programme timetables and scheduling of examinations.
- Provision of assessment information to Programme Directors, Tutors and Learners.
- Acting as a point of contact for all learners and programme staff for the administration of assessment.
- Acting as a point of contact for all awarding bodies for the administration of assessment.
- Ensuring that assessment material is securely stored and distributed (where applicable).
- Coordinating assessment venues and associated invigilation.
- Managing the collection and secure recording and storage of learner assessment.
- Maintaining relevant learner records and documents.
- Managing the secure transfer of learner assessment to assessors.
- Making arrangements for learners requiring special accommodation in close collaboration with the Director of Quality and Academic Affairs.
- Providing administrative support for all External Examiners.
- Providing administrative support for all sub-committees of the Academic Council.
- Updating of all systems and public information for programmes following approval by the Director of Quality and Academic Affairs.
- Maintaining and managing data and information in accordance with SQT's data protection policies and procedures.
- Member of QA Committee and participation in quality audits.

6.1.6 Course Administration Manager

The Course Administration Manager is the primary point of contact for learners and is responsible for the administration, scheduling and logistical delivery of courses.

Responsibilities include:

- Managing all learner admissions.
- Managing pre-course communication between programme staff and learners or client companies.
- Providing administrative support to programme staff in all aspects of planning and programme delivery.
- Acting as a primary point of contact for current and prospective learners.
- Providing learner support as appropriate.
- Coordinating and approving venues in accordance with training specifications.
- Managing Moodle administration and providing support for learners and programme staff.
- Member of QA Committee (rolling membership) and participation in quality audits.

6.1.7 Marketing Manager

The Marketing Manager works closely with Programme Directors and the Operations Management Team.

Responsibilities include:

- Develop marketing strategy and plan to build and develop the SQT brand which will drive learner registrations.
- Drive the implementation of marketing strategy.
- Management and updating of content for both web and mobile sites to ensure brand consistency.
- Management of content, design and audience interaction through all social media channels.
- Develop social media and marketing plans and messaging so as to build and develop the SQT brand.
- Keeping up to date with trends in the learning and training industry, inputting into blog posts and social media posts.
- Working with both tutors and academic team to develop marketing and launch plans for new course offerings.
- Develop KPIs to measure and monitor performance of marketing activity.
- Leverage the use of learner feedback to promote the SQT brand.
- Participation in quality audits.

6.1.8 Projects Manager

The Projects Manager works closely with both operational and tutor teams to deliver key projects within SQT.

Responsibilities include:

- Manage the public tender process across all subject areas.
- Ensure adherence to public procurement requirements.

- Working with the operations team to plan and manage the delivery of key strategic projects within SQT.
- Manage day to day project delivery, ensuring projects comply with internal procedures and regulatory requirements.
- Review internal processes to drive efficiency and effectiveness with a focus on maximising the utilisation of our IT systems to track and manage internal processes.
- Participation in quality audits.

6.1.9 Finance Manager

The Finance Manager is responsible for day to day management of the finance function, monthly financial reporting and preparing the supporting documentation for the preparation of the annual accounts.

Responsibilities include

- Management of learner and client company invoicing and collections.
- Management of all suppliers, identifying new suppliers, requesting appropriate quotes and ensuring SQT achieve good value through it's procurement process.
- Manage the monthly payment cycle of all tutors and suppliers in a timely manner.
- Monthly financial reporting to the Managing Director and the Operations Management Team on financial performance and highlighting issues.
- Reporting for the PEL scheme, ensuring effective reports to determine regular contributions to the scheme.
- Working with SQTs external accountants to support the preparation of annual accounts.
- Participation in quality audits.

6.1.10 Materials Manager

The Materials Manager has overall responsibility for the management of Tutors materials and ensuring all content is produced and shipped to the course location and is available to the Tutor on time.

Responsibilities include:

- Coordinate the provision of course content with the tutor including Course Notes, Handouts, Assessment materials, administrative paperwork etc.
- Manage the internal production process for materials where they are produced within SQT
- Coordinate the external printing of materials, where required.
- Manage the logistical distribution of materials to the venues, ensuring on time delivery.
- Participation in quality audits.

6.2 Teaching Staff

This section sets out the roles and responsibilities for subject matter experts involved in the delivery of programmes at SQT.

6.2.1 Programme Director

All SQT programmes are assigned a Programme Director whose key responsibility is the academic oversight and development of the programme. The Programme Director is also responsible for the recruitment, management and development activities associated with Programme Tutors. In all instances, the Programme Director also acts as a Tutor, therefore performing a dual role.

Responsibilities include:

- General academic planning, management and on-going development of the programme.
- Maintaining agreed records, as required by SQT. These may include records to monitor learner progress, achievement and attendance.
- On-going review of assessment instruments, in order to ensure that the assessment is fit-for-purpose and is compliant with relevant policies, procedures and standards, (where applicable).
- Ensuring adherence to SQT's quality assurance policies and procedures.
- Facilitating programme team meetings with other programme staff as necessary and feedback of actions to SQT through the Director of Quality and Academic Affairs.
- Managing the assessment process within the specified timeframe.
- Ongoing communication with both prospective and registered learners, when necessary, to ensure they are fully informed of programme requirements, as well as resources and services available.
- Providing general assistance, support, and guidance to learners.
- Leading the review and evaluation of programmes in close collaboration with the Director of Quality and Academic Affairs.
- Developing and continuously reviewing learning materials.
- Producing programme review documentation, as required, under the guidance of the Director of Quality and Academic Affairs.
- Identifying new programmes based on learner and industry feedback and demand.
- Participating in programme board, examination board (where applicable) and other relevant boards and committees, as assigned by the organisation.

6.2.2 Programme Tutor

Tutors are responsible for the delivery and assessment (if applicable) of programmes.

Responsibilities include:

- Delivering teaching with a key focus on a learner - centred approach. Tutors are encouraged to adapt innovative teaching methods and implement new technologies within their delivery, as appropriate.
- Assessing learners (where applicable) and providing support with respect to assessment.

- Integrating relevant research and practical industry examples into course delivery and the assessment processes (where applicable).
- Contributing to the development, planning and implementation of a high-quality curriculum.
- Grading of assessments, where relevant, as well as providing feedback and mentoring to learners within the agreed timescale of the assessment activity (where applicable).
- Providing support to learners when appropriate.
- Liaising with administration, management and other staff involved in the programme, as necessary, on an on-going basis.
- Participating in programme board meetings and/or other meetings and committees as assigned by the organisation.

7. APPROVAL OF DOCUMENTATION

All formal documentation is subject to approval by the Board of Directors or Academic Council, as appropriate. In general terms, corporate policies are subject to approval by the Board of Directors whilst academic quality assurance policies and procedures are subject to approval by the Academic Council.

Board of Directors Approvals

The Board of Directors reviews and approves:

- Corporate policies and procedures
- Policy and procedure for risk management and the risk register
- SQT strategic plan, business planning process and outcomes
- Viability of new programme initiatives and projects
- Appointments of new administrative staff on the recommendation of the Managing Director

Academic Council Approvals

The Academic Council reviews and approves:

- Academic quality assurance policies and procedures
- Appointment of External Examiners
- Programme documentation for submission to QQI
- Summary reports of programme boards
- SQT's Teaching and Learning Strategy
- New Training Partners on the recommendation of the Senior Management Team

8. POLICY MONITORING

Responsibility	Frequency	Methods
Director of Quality and Academic Affairs – Document Update	Per QA audit schedule	- Review of documentation as set out in QAP2-1: Ongoing Review and Update of QA Documents.
Director of Quality and Academic Affairs	Ongoing	<ul style="list-style-type: none"> - Review of effectiveness of board and committee meetings. - Output of QA Monitoring (Quality Improvement Plan). - Output of external reviews such as Reengagement, Institutional Review, and desk based monitoring activities.

9. DOCUMENT CONTROL

Version No	Approval Date	Description of Revision	Originator	Approved By
2.0	12/3/18	Complete revision and new document format.	Senior Management Team	Board of Directors
3.0	22/10/20	Update of Senior Management Team membership to include Marketing Manager and Projects Manager	Senior Management Team	Board of Directors
3.1	NA	Change of title from Accreditation and Systems Manager to Accreditation and Analytics Manager	Director of Quality and Academic Affairs	NA

