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Table of Contents

1. Purpose 3
2. Scope/Application 3
3. Definitions 3
4. Governance – Overview 3
5. Governance Board & Committees 6

5.1 Board of Directors 6
5.2 Academic Council 7
5.3 Senior Management Team 8
5.4 Operations Management Team 9
5.5 Programme Board 10
5.6 Quality Committee 11
5.7 Examination Board 12
5.8 Results Approval Panel 13
5.9 Disciplinary Committee 14
5.10 Appeals Board 15
5.11 Teaching and Learning Committee 15

6. Individual Roles & Responsibilities 16

6.1 Management / Administrative Staff 18

6.1.1 Managing Director 18
6.1.2 Non-Executive Director 18
6.1.3 Director of Quality and Academic Affairs 19
6.1.4 Accreditation Manager 20
6.1.5 Course Administration Manager 20
6.1.6 Operations Project Manager 21
6.1.7 Finance Manager 21
6.1.8 Multimedia Content Developer 22

6.2 Teaching Staff 23

6.2.1 Programme Director 23
6.2.2 Programme Tutor 24

7. Approval of Documentation 25
8. Policy Monitoring 26
9. Document Control 27
Appendix 1: Best Practice Guidelines for Online Meetings 28

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 5 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 a 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.

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 35 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

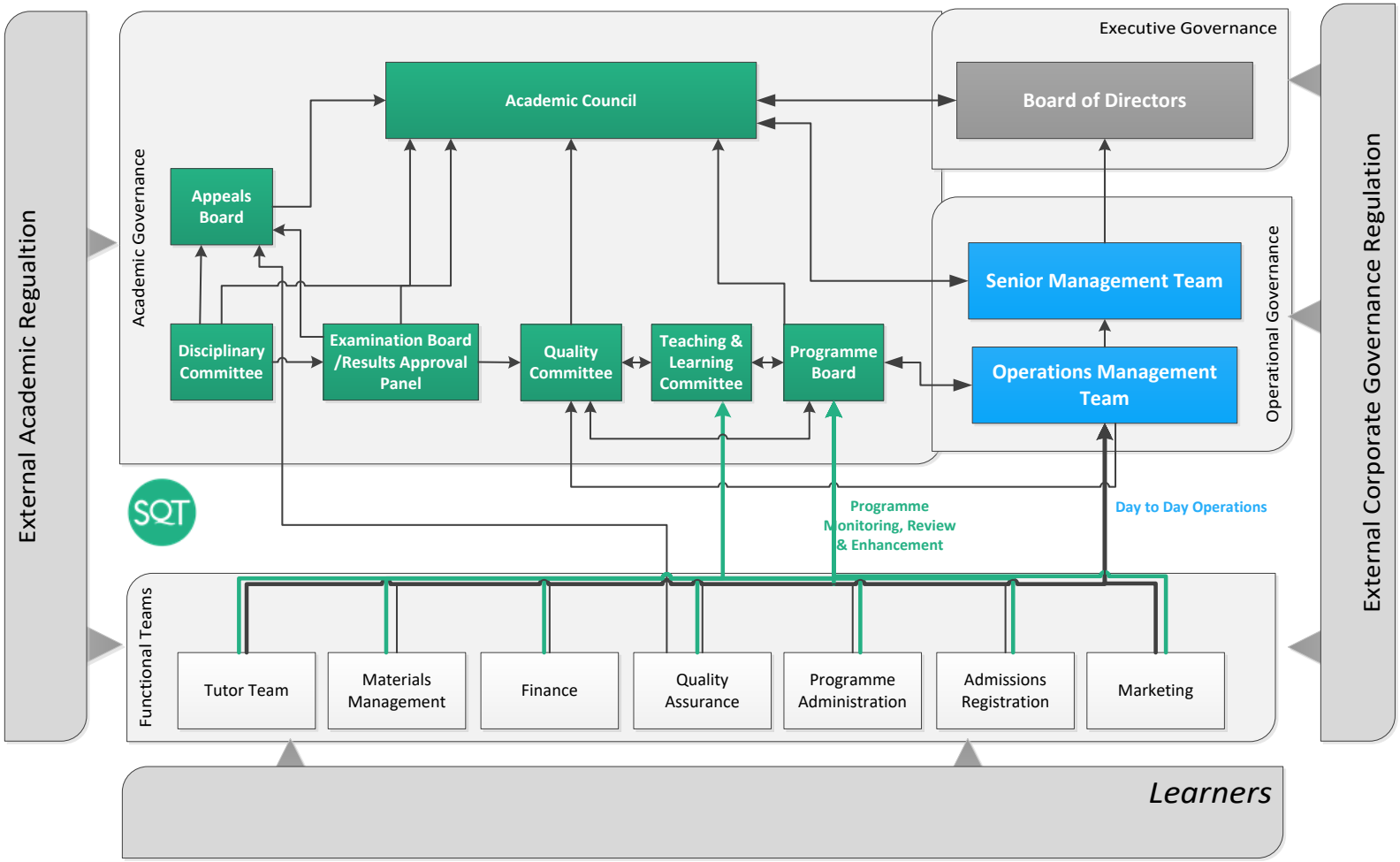

Figure 1: SQT Governance

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 above.

Operation of Governance Meetings: With the shift from on-site to online governance meetings since 2020, it has become essential to adapt our practices to ensure continued efficiency and effectiveness. A set of best practice guidelines have been developed **(see Appendix 1)** to ensure online governance meetings are conducted efficiently and effectively, maintaining the same level of professionalism and productivity as on-site meetings.

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

- Non-Executive Director (Chair)
- Managing 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. This includes risks associated with blended and fully online programme delivery, including cybersecurity, data privacy, and technological failures.
- 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 and Non-Executive Directors are standing members of the Board. The appointment of the Non-Executive Directors is reviewed and renewed annually.

Meeting Frequency

3 times per year

Quorum

All three members.

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

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

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.

- Monitors high-level stakeholder feedback from all programmes (regardless of delivery mode) to evaluate overall effectiveness and learner satisfaction, and makes recommendations, as necessary.

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 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
- Operations Project 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. This includes appropriate technological infrastructure is available to support the delivery and assessment of blended and fully online learning programmes (refer to **QAP8-1: Information Management and IT Infrastructure Policy**).
- Manages the implementation of strategic goals specifically related to the growth of blended and fully online learning, including staff training and learner support systems.
- 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 Manager
- Finance Manager
- Operations Project Manager
- Marketing Manager
- Multimedia Content Developer

Roles and Responsibilities

- Reviews day-to-day operations of blended and fully online learning programmes, ensuring that learners and staff have adequate support and resources.

- Monitors digital tools and platforms used in programme delivery, providing feedback to the Senior Management Team on operational challenges specific to online learning.
- 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, Teaching & Learning Committee 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

Five 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) and / or Operations Project Manager
- Programme Tutor(s)
- Learner representative (where applicable 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(s).
- Monitors the effectiveness of all programmes ensuring that technology, teaching methods, and learner engagement meet quality standards.
- Considers specific feedback from learners enrolled on blended or fully online programmes and adjusts course materials, resources, and support accordingly.
- Ensures that assessments for blended and fully online programmes maintain the same academic rigor as in-person assessments, while accounting for the different modalities.
- 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 remain up-to-date, fit for purpose, and aligned with industry standards. The committee is responsible for the ongoing monitoring, updating, and

improvement of quality documentation, ensuring compliance with regulatory requirements and responsiveness to feedback from stakeholders.

Membership

- Director of Quality and Academic Affairs (Chair)
- Non-Executive Director
- Accreditation Manager
- Operations Project Manager

Roles and Responsibilities

- Regularly reviews and updates quality assurance policies, procedures, and guidelines to ensure they remain effective and aligned with current practices and regulatory standards.
- Approves general updates to QA documentation, such as changes in naming conventions, role titles, or minor process adjustments based on operational needs or stakeholder feedback.
- Monitors the organisation's quality improvement plan and ensures that feedback from stakeholders is integrated into ongoing updates and improvements.
- Carries out targeted internal audits or reviews based on identified needs or feedback.
- Submits proposed changes to QA documentation to the Academic Council for approval and communicates any critical quality issues to the Senior Management Team.

Meeting Frequency

2 times per year

Quorum

Majority of members including Director of Quality and Academic Affairs and 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 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).
- Ensures that examinations and assessments in blended and fully online programmes meet the standards for academic integrity, particularly for remote assessments.
- Monitors any specific challenges related to the external moderation of online assessments and ensures these are addressed in collaboration with the Programme Board and External Examiners.
- 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 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.

- Investigates any technical issues or irregularities during online assessments, ensuring they are factored into the approval process.
- Appropriate decisions are taken regarding the outcome of the assessment, verification and external 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 to six times per year.

Quorum

Majority of members including the Director of Quality or Accreditation 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 as set out in **QAP 6-2: Academic Integrity and Good Practice.**

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.

- 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 Non-Executive Director.

5.11 Teaching and Learning Committee

The Teaching and Learning Committee is a standing committee of the Academic Council which is responsible for bringing forward strategy and policy in support of SQT's teaching and learning agenda and for advising on best practice in these matters. The Committee seeks to provide a collegial and supportive forum for teaching staff.

Membership

- Programme Director (Chair)

- Independent Academic Advisor
- Director of Quality & Academic Affairs
- Multimedia Content Developer
- Lean Six Sigma Course Administration Manager
- Managing Director (invited)
- Minimum of 4 Programme Directors

Roles and Responsibilities

- Promote excellence in teaching and learning by identifying and disseminating best practice in the field.
- Consider all matters relating to the policy and practice of teaching, learning and assessment, including those specific to online programmes.
- Evaluate ongoing feedback from learners and teaching staff in both on-site and online environments and recommend actions as necessary through operational or quality enhancement initiatives.
- Oversee the implementation of SQT's Teaching and Learning strategy, ensuring it encompasses the needs and best practices of online programme delivery.
- Promotes excellence in both on-site and online teaching, ensuring that staff are trained in best practices for online programme delivery.
- Reviews and proposes technological tools or platforms to enhance the online learning experience and increase engagement in online environments.

Frequency

At least three times per year

Quorum

At least five members, including three Programme Directors and the Independent Academic Advisor or Director of Quality & Academic Affairs.

6. INDIVIDUAL ROLES & RESPONSIBILITIES

SQT's organisation chart is presented in Figure 2 below. This is proceeded 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.

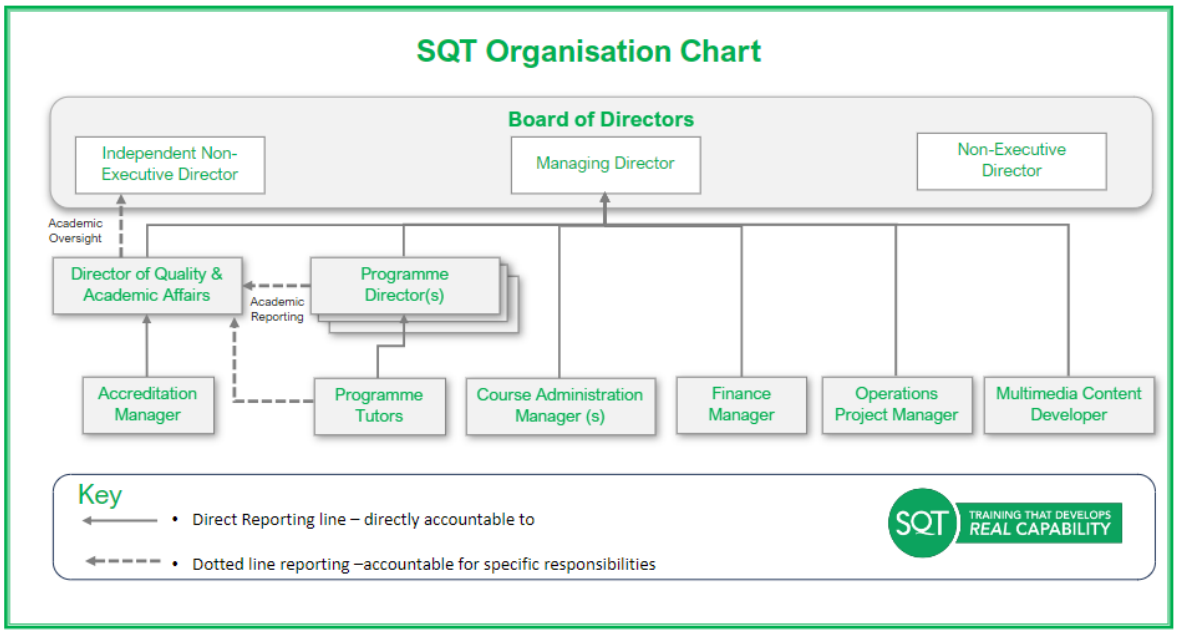

Figure 2: Organisation Chart

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.

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, including data protection, GDPR compliance, risk management and cybersecurity, while complying with statutory and legal requirements.
- Implementing financial planning and financial management of the organisation to ensure it operates effectively, including budgeting for the IT infrastructure and the associated technologies.
- 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 to support the implementation of the organisation's strategic goals and objectives.
- Providing oversight of the sales, marketing, and public relations functions, ensuring alignment with the organisation's online and on-site programme offerings.
- Providing oversight of the company's Information Technology framework and associated IT support systems, ensuring robust infrastructure for online delivery and cybersecurity measures.
- Ensuring Health & Safety systems are in place to support all SQT learners and staff, including considerations for online learning environments.
- Keeping under review the academic management of the organisation by working closely with the Director of Quality and Academic Affairs and the Academic Council, ensuring quality and compliance in both on-site and online programmes.

6.1.2 Non-Executive Director

The 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.

- Acting in an oversight role in upholding the academic standards, policies and procedures, as approved by the Academic Council, Board of Directors and the related sub-committees.
- 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.

A 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.

6.1.3 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 a member 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 for both on-site and online programmes.
- Ensuring that there are current and appropriate QA policies and procedures in place and implemented, applicable to both on-site and virtual learning environments.
- Managing effective communications about quality assurance activities to all staff, including Tutors, with a focus on both on-site and online delivery methods.
- Managing external reviews such as audits carried out by awarding bodies, including programmatic and institutional reviews and ongoing monitoring activities.
- Managing all subcommittees of the Academic Council and ensuring that appropriate actions are implemented, considering both on-site and online programme requirements.
- Managing the programme validation, monitoring, and review process for all programmes.
- Working with Programme Directors to develop and implement programme and quality improvement plans and monitor their implementation.
- Oversight of all assessment processes, ensuring they meet the standards for both on-site and online assessments.
- Keeping abreast of all communication and relevant activities of awarding bodies, ensuring alignment and compliance.
- Oversight of SQT's Teaching and Learning Strategy and other relevant strategies.

6.1.4 Accreditation Manager

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

Responsibilities include:

- Developing programme timetables and scheduling of examinations.
- Provision of assessment information to Programme Directors, Tutors, and Learners for both on-site, blended and online programmes.
- Acting as a point of contact for all learners and programme staff for the administration of assessment in both settings.
- 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), including digital formats for online assessments.
- Coordinating assessment venues and associated invigilation for both on-site and online examinations.
- Managing the collection, secure recording, and storage of learner assessment, including digital submissions.
- Maintaining relevant learner records.
- Making arrangements for learners requiring special accommodation in close collaboration with the Director of Quality and Academic Affairs, applicable to both on-site and online settings.
- Providing administrative support for all External Examiners.
- Providing administrative support for all sub-committees of the Academic Council, ensuring virtual participation where necessary.
- Maintaining and managing data and information in accordance with SQT's data protection policies and procedures, ensuring compliance for both physical and digital information.
- Member of QA Committee and participation in quality audits, including those specific to online programme delivery.

6.1.5 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, including support for online programmes.

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, including online course setup.
- Acting as a primary point of contact for current and prospective learners, including those enrolled in online programmes.
- Providing learner support as appropriate for both on-site and online learning environments.
- Coordinating and approving venues in accordance with training specifications
- Managing Moodle administration and providing support for learners and programme staff, including troubleshooting issues.
- Member of QA Committee (as requested) and participation in quality audits, including audits specific to online programme delivery.
- Maintaining and managing data and information in accordance with SQT's data protection policies and procedures, ensuring compliance for both physical and digital information.

6.1.6 Operations Project Manager

The Operations Project 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.
- Member of QA Committee and participation in quality audits, including audits specific to online programme delivery.

6.1.7 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.

6.1.8 Multimedia Content Developer

The Multimedia Content Developer collaborates with Tutors to enhance programme content and support materials through innovative ideas and advanced technologies. This involves utilising the IT infrastructure including the Learning Management (LMS) and other relevant tools and technologies. He/she mentors and coaches Tutors across all aspects of the learning material development process, including video creation, content design, and the application of AI tools.

Responsibilities include:

Supporting Tutors:

- Work in collaboration with Tutors and subject matter experts, gaining insights into course content and objectives.
- Elevate training and educational experiences using best practice guidelines such as Universal Design for Learning (UDL) practices and Open Educational Resources (OER).
- Act as a mentor and coach to Tutors across all aspects of the learning material development process, including video creation, content design, and the application of AI tools. Guide them in producing high-quality content and foster a collaborative environment for exchanging ideas and best practices.

Content Development:

- Engage in the creative process of designing, developing, and enhancing training materials.
- Keep abreast of latest educational technologies, integrating them into SQT's content development workflow.
- Leverage cutting-edge AI tools to bring a new dimension to the creation and refinement of educational content.

Video Editing:

- Oversee the video production lifecycle, engaging in scripting, shooting, editing, and the final production stages, gaining comprehensive experience in multimedia content creation.

6.2 Teaching Staff

This section sets out the roles and responsibilities for subject matter experts involved in the delivery of programmes at SQT, including both on-site and online courses.

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 programme development activities associated with Programme Tutors. In all instances, the Programme Director acts as a Tutor, therefore performing a dual role.

Responsibilities include:

- General academic planning, management, and ongoing development of programmes for both on-site and online delivery.
- Maintaining agreed records, as required by SQT. These includes records to monitor learner progress, achievement, and attendance in both on-site and online settings.
- Ongoing review of assessment instruments to ensure that the assessment is fit-for-purpose and compliant with relevant policies, procedures, and standards, for both on-site and online delivery.
- Ensuring adherence to SQT's quality assurance policies and procedures, applicable to both on-site and online programmes.
- Facilitating programme team meetings with other programme staff as necessary and providing 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, ensuring they are fully informed of programme requirements, resources, and services available, through both physical and digital channels.
- Providing general assistance, support, and guidance to learners in both on-site and online environments.
- Leading the review and evaluation of programmes in close collaboration with the Director of Quality and Academic Affairs, incorporating feedback from both on-site and online delivery.
- Developing and continuously reviewing learning materials suitable for both on-site and online teaching.
- 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, considering both on-site and online delivery methods.
- Participating in programme board, examination board (where applicable), and other relevant boards and committees, as assigned by the organisation, in both on-site and online settings.

6.2.2 Programme Tutor

Tutors are responsible for the delivery and assessment (if applicable) of programmes in both on-site and online environments.

Responsibilities include:

- Delivering teaching with a key focus on a learner-centred approach in line with **QAP: 5-1 Teaching and Learning Policy.**
- Using innovative teaching methods and new technologies within their delivery, appropriate for both on-site and online programmes.
- Assessing learners (where applicable) and providing support with respect to assessment in both on-site and online settings.
- Integrating relevant research and practical industry examples into course delivery and the assessment processes (where applicable) in all delivery formats.
- Contributing to the development, planning, and implementation of a high-quality curriculum adaptable to both on-site and online teaching.
- Grading assessments, where relevant, and providing feedback and mentoring to learners within the agreed timescale of the assessment activity, for both on-site and online submissions.
- Providing support to learners when appropriate, through on-site meetings or online office hours.
- Liaising with administration, management, and other staff involved in the programme, as necessary, on an ongoing 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.

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

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
- 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 QAP:2-1: Ongoing Review and Update of QA Documents.
Director of Quality and Academic Affairs	Ongoing	- 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	Update of title from Accreditation and Systems Manager to Accreditation and Analytics Manager	Director of Quality and Academic Affairs	NA
3.2	NA	Update of title from Accreditation and Analytics Manager to Accreditation Manager	Director of Quality and Academic Affairs	NA
4.0	15/7/21	Update of Teaching & Learning Working Group to Teaching and Learning Committee. Function included.	Academic Council	Board of Directors
5.0	10/11/22	Updates to Board of Directors. Update of roles, responsibilities and titles with the Operations Management Team.	Board of Directors	Board of Directors
6.0	24/10/24	Roles and responsibilities of individuals and Terms of Reference for all governance units have been updated to take account of management, delivery and support of blended and fully online programmes. Multimedia Content Developer has been included following appointment. Appendix 1: Best Practice Guidelines for Online Meetings have been included.	Senior Management Team	Board of Directors

APPENDIX 1: BEST PRACTICE GUIDELINES FOR ONLINE MEETINGS

With the shift from on-site to online governance meetings, it has become essential to adapt our practices to ensure continued efficiency and effectiveness. Online governance meetings present unique challenges, such as ensuring active participation, maintaining secure communications and managing technological issues. However, they also offer significant benefits, including increased flexibility, cost savings, and enhanced accessibility for participants regardless of location.

To address these challenges and leverage the benefits, a set of best practice guidelines have been developed. By following these guidelines, online governance meetings can be conducted efficiently and effectively, maintaining the same level of professionalism and productivity as on-site meetings.

Benefits of Online Governance Meetings

1. **Increased Flexibility:** Participants can join from any location, reducing the need for travel and allowing for better attendance.
2. **Cost Savings:** Eliminates travel and accommodation expenses.
3. **Enhanced Participation:** Allows for easier inclusion of members who may be geographically dispersed.
4. **Improved Record-Keeping:** Digital platforms often have features that support recording meetings, automatic minute-taking, and document sharing.
5. **Environmental Impact:** Reduces the carbon footprint associated with travel.

Best Practice Guidelines

1. Preparation and Agenda Setting

- **Clear Agenda:** Distribute a detailed agenda well in advance, specifying topics to be covered, time allocations, and the meeting's objectives.
- **Pre-Meeting Materials:** Send all necessary documents and materials to participants ahead of time to ensure they are well-prepared.
- **Technical Setup:** Ensure all participants have the necessary technology and access to the meeting platform (e.g., Zoom, MS Teams).

2. Technical Considerations

- **Platform Familiarity:** Choose a user-friendly platform and ensure all participants are familiar with its features.
- **Technical Support:** Provide technical support or a troubleshooting guide to assist with any issues that may arise during the meeting.

- Stable Connection: Encourage participants to use a stable internet connection and a quiet environment to minimise disruptions.

3. Meeting Management:

- **Role Assignments:** Assign clear roles, such as a chairperson to lead the meeting, a timekeeper to monitor the schedule, and a secretary to take minutes.
- **Punctuality:** Start and end meetings on time to respect participants' schedules.
- **Engagement:** Use features like polls, breakout rooms, and chat functions to maintain engagement and facilitate discussion.
- **Participation:** Encourage all members to contribute, ensuring that everyone's voice is heard. Use round-robin techniques or direct questions to quieter participants.
- **Distraction-Free Environment:** Remind participants to mute their microphones when not speaking and to minimise background noise and use of hands up functionality within the platform prior to speaking.

4. Security and Privacy:

- **Secure Access:** Use password-protected meetings and waiting rooms to control who enters the meeting.
- **Data Protection:** Ensure that any shared documents and discussions comply with data protection and GDPR requirements.
- **Recording Consent:** If the meeting is to be recorded, obtain consent from all participants and inform them of how the recording will be used and stored.

5. Follow-Up and Documentation:

- **Minutes and Action Items:** Distribute minutes and action items promptly after the meeting. Ensure that these documents are clear and accessible.
- **Accountability:** Assign clear responsibilities and deadlines for any action items and follow up regularly on their progress.