

*Quality Assurance / Quality Improvement*  
Programme for Administrative Units  
2002-2003



Unit Quality Improvement Plan

The Registry

27 August 2003

# **Registry, Dublin City University**

## **Quality Improvement Plan**

### **Introduction**

The following is the Quality Improvement Plan for the Registry in Dublin City University. This plan is based on the Self Assessment report produced by the Registry in March 2003 and specifically the recommendations contained in the Peer Review Group Report following the Review visit of the Peer Review Group in April 2003.

On behalf of the Registry, the Quality Committee would like to thank the Peer Review Group for all of their work in reviewing the Self Assessment Report, engaging with the Registry during the visit and also in the preparation of their report. Colleagues in the Registry found the Peer Review Group visit to be very constructive and informative, the group's obvious engagement with the process, incisive questioning and positive approach made the experience a very worthwhile and productive one. We would also like to thank all of our colleagues in DCU who participated in the review through contributing information and opinions for the production of the report and meeting with the Peer Review Group during the visit. In particular we would like to thank staff in the Quality Promotion Unit for overall management of the entire process, including support in preparing the Self Assessment Report and especially for their seamless management of the Peer Review Group's visit.

Finally as current Chair of the Registry Quality Committee I would like to thank my predecessor Dr. Jim Murray for the work he put into managing the process pre-review visit and especially for the writing of the Self Assessment Report. I would also like to thank my colleagues on the Committee who represented their colleagues in the Registry well in the development of the methodology for the production of the self assessment report and in collecting and assessing information for inclusion in the report as well as in developing the Quality Improvement Plan.

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Margaret O'Flanagan  
Chairperson  
On behalf of the Registry Quality Committee

The plan is laid out as follows:

- 1. Introduction to the Registry at Dublin City University**
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## **1. Introduction to the Registry at Dublin City University**

### **1.1 Registry activities and responsibilities**

The Registry is a central administrative unit, which is responsible for Dublin City University's academic management. This manifests itself in four distinct ways.

- The unit manages and maintains on record the academic life cycle of students, whether undergraduate or postgraduate, taught or research, Irish or international, from the moment when prospective students or their advisors first seek information about DCU, through the offer/admission process, registration, examinations and the dissemination of results, to the Graduation day.
- The unit handles the management of Academic Council and Academic Council Standing Committee, which are responsible for all academic decision-making. All new programmes are processed through the Registry through the various stages of Validation and Accreditation. Queries relating to proposed new programmes and amendments to existing programmes are discussed with the Registry, which also maintains records of programme structures and assessment of students.
- The Registry represents the University at national and international levels including such bodies as the Conference of Heads of Irish Universities, Higher Education Authority fora, CAO, IUQB and the Socrates Educational Group in Brussels.
- Within the Registry, the Education and Management Analysis Office supports the surveys of student opinion and the university's quality review process, and provides quantitative and qualitative analyses to inform all the decision-making bodies of the University.

### **1.2 Registry Structures and Operations**

To discharge these diverse responsibilities, the Registry is organised around seven functional sub-units or 'teams'. They are:

- *Admissions and Information Office:* Admissions and Information is responsible for providing the most up-to-date information on DCU programmes of study to the general public; and for the administration of all stages of the entry process to these programmes. The section is the sole point of contact with the Central Applications Office (CAO), which handles the bulk of undergraduate admissions for the universities and other third level colleges in the Republic of Ireland. The section also provides a front of house service for the Registry for current students and is responsible for developing the Registry's website. Prior to January 2003, Admissions and Information existed as two separate entities. The merger and integration of the two teams represents the first step in a more extensive process of re-configuration in the Registry.

- *Education and Management Analysis Office*: EMAO provides centralised analytical support for information relating to students' academic lives at DCU. Its work comprises the design and collection of new data using surveys (quantitative and qualitative), and the analysis of existing data relating to the student population as well as the development of new methodologies for monitoring and benchmarking. The section's core objective is to support decision-making at all levels in DCU through the provision of relevant and accurate information and analyses, focussing specifically on supporting central and School/Unit management teams.
- *Examinations and Academic Awards*: The section is responsible for scheduling and managing all University examinations and co-ordinating all related activities including timetabling, training, facilities management, production and dissemination of papers, publication of information via the web, facilitating students with disabilities and the maintenance and development of examination regulations. The section also manages the University's conferring ceremonies including data provision, event management and production of official documentation.
- *International Office*: The section is the central point of contact for information on EU/international education activities to staff and students of DCU including the dissemination of information on work and study opportunities abroad and grants and funding available. The Office oversees the administration of the University's exchange agreements with overseas universities and is the administrative co-ordinator for incoming international exchange students. The International Office is currently being re-structured and plans to expand the range of its activities, with particular emphasis on international student recruitment and creating a multicultural campus including the provision of training and seminars on 'learning and teaching styles', 'assessing curricula for multicultural education' and 'intercultural competence'.
- *Postgraduate Research/External Examiners Desk*: This section oversees the administration of the postgraduate research function within the Registry. Research student related work covers the process from pre-entry queries through to completion. The section also processes and administers the appointment and payment of external examiners for taught programmes through Standing Committee of Academic Council. The section also works on and maintains relevant academic regulations.
- *Student Records and Information Systems Office*: This team is responsible for a range of functions involving the integrity of DCU programme and student data. It develops policy and procedure relating to student academic record management and is involved in the planning and development of new systems relating to same. The team maintains the modular level data of the academic structure for the University's student database (ITS). The team is also responsible for student registration each academic year, including distance

education registration. The team also updates all changes to students' records during the course of their period of study at DCU.

- *Registrar's Office and Executive Education Function:* The Registrar's post has now been divided into two roles; Director of Registry and Vice President for Learning Innovation and Registrar. At the time of the review the office included the Registrar, the unit's head and a member of the senior management of the University – who was responsible for managing key academic decision making bodies such as Academic Council, Standing Committee of Academic Council, the Validation Committee, and the Accreditation and Appeals Boards. Management of the University's modular system, the HR function within the Registry, and miscellaneous projects also reside there, as does the management of relations with significant external clients, such as the Conference of Heads of Irish Universities, the IUQB, the Higher Education Authority and DCU's linked colleges.

Dublin City University Executive Education Centre is a campus company which is commissioned by individual companies and sectors to design and deliver academic programmes and short courses that are tailored to meet the specific needs of the commissioning organisation. The Centre employs a full-time administrator in the Registry to provide the full range of Registry services for its suite of programmes, who reports to the Assistant Registrar (Academic Management), as well as the Centre itself.

### **1.3 Registry Development**

From a strategic perspective, the Registry's main aim over the three years preceding the review has been to rebuild and reinforce the traditional, functional team structure as outlined above, following a period in the late 1990s when there was a large turnover of staff and a critical loss of skills and expertise, which adversely affected the conduct of the unit's core business. This objective has largely been achieved during the period, and there is now a broad consensus emerging amongst the staff that further improvements in the services delivered will only be secured by significant re-engineering of existing processes and activities. In addition, it is also recognised that such re-engineering will only be possible if the unit is able to deploy its existing staff resources in a more flexible manner than is possible with the existing functional team structure. In response to all of this, the Registry has embarked upon a change process, the outcome of which is likely to be a significant re-configuration of the existing team structures.

The re-engineering process has been stalled temporarily due to reconfiguration at senior management level within the Registry. The recommendations of the Peer Review Group identify a number of issues arising from the existing structure and rebuilding process which will obviously have to be fed into any continuation of the reconfiguration process. How this will be achieved is illustrated in the next section covering how the Registry will address the Peer Review Group's recommendations.

During the Registry's annual strategy development sessions all staff in the Registry worked together to identify how the Registry should best develop. During these sessions core values were identified and agreed to guide the future development of the Registry. The core values identified were

- Professional high-quality service
- Cross-Registry Information Transfer
- Clear Communications
- Caring and nurturing environment for colleagues
- Forward planning with flexibility
- Leaders in technology – but with a personal touch

These values will be observed in the Quality Improvement Plan actions based on the recommendations of the Peer Review Group.

## **2. Recommendations and Actions**

### **2.1 Introduction**

The observations and recommendations of the Peer Review Group are quite broad ranging and include items the Registry can resolve for itself as well as a number that will require the attention and commitment of the University's Senior Management. Reflecting both the SAR's and PRG report's emphasis on looking at the underlying factors affecting Quality and performance in the Registry, the recommendations of the PRG relate primarily to the organisation, operations and practices of the Registry and of DCU, rather than items directly linked to the three meta processes identified (The Student Life Cycle, Service Provision and Academic Management and Participation, with the possible exception of Service Provision).

The recommendations, both those put forward by the Registry and supported by the PRG and those produced by the PRG members themselves, can be grouped into three broad areas which will require the attention of the Registry and DCU's Senior Management to ensure continued Quality Improvement.

The three areas are:

1. Structure and Organisation
2. Staff conditions
3. Communications and Interaction

Underpinning all of the recommended developments in the Registry is the need to formalise a new structure to reflect the Unit's increasing client focus as well as the changing needs of the University with the demands they will make on Registry resources and expertise. Most of the recommendations will have to be acted upon in the first year post review period. Many will continue for some time into the five-year timeframe. Other required developments for continued Quality Improvement not yet identified will ensue from those listed here and be pursued over the five-year period and beyond.



## **2.2 Structure and Organisation: PRG Recommendations**

1. *Continue internal structural review and the re-engineering of the functional teams to a more “meta-process” based structure.*
2. *Change from current Management Team to a smaller operations focussed Executive Management Team.*
3. *Appoint an ‘IT champion’ from within the existing staff to drive the development of web-based services.*
4. *While recognizing that the current vacancies put pressure on staff in the existing structure the PRG note that there are significant number of potential efficiency gains identified which may impact on staffing. We recommend the filling of these vacant posts on a temporary/contract basis with a formal staffing needs analysis to be conducted in six months time.*
5. *The commitment to cross-registry structure needs to be formalized and the model for achieving it to be developed in consultation and with the support of, Registry staff.*
6. *The International Office business plan to be re-examined and strides taken towards a self contained International Student Centre.*

The new Director of Registry has been appointed and will take up office in September 2003. This will allow the Registry to proceed with most of the recommendations related to Registry structure, staffing, resource allocation and organisation, the process having stalled for some time in the absence of a permanent Director. The Vice President for Learning Innovation (Registrar) will not be in post until later in the year. This will mean that outstanding issues can be resolved within the first year following the review as delaying longer could compromise the entire process. Once the new Director takes up office the Registry will undertake a

- Staff needs analysis
- Reactivate the structural review of the organisation of Registry functions, processes and resources
- Consider and activate the process and timeframe for moving to a small Executive Management Team.

Through this, Recommendations 1 to 6 above will be pursued and to a large extent resolved within the first year post-review. The University’s new financial system should greatly improve the Registry’s capacity for accurate financial planning and monitoring, facilitating better planning for change.

Recommendation 1 (*Continue internal structural review and the re-engineering of the functional teams to a more “meta-process” based structure.*) will be taken forward through the Staffing Needs Analysis beginning in October 03 followed by the Structural Review with the necessary restructuring being completed for the most part by July 2004.

Recommendation 2 (*Change from current Management Team to a smaller operations focussed Executive Management Team.*) will be implemented through the same processes, primarily the reactivation of the Structural Review, as well as discussions within the current management team and Registry as a whole. These will start soon after the new Director takes up position and be underway during Autumn 2003.

Recommendation 3 (*Appoint an 'IT champion' from within the existing staff to drive the development of web-based services.*) will be taken forward as part of the Registry's staffing needs analysis and functional reorganisation. The Staffing Needs Analysis will highlight how best IT development can be supported and undertaken in the Registry in future.

Recommendation 4 (*While recognizing that the current vacancies put pressure on staff in the existing structure the PRG note that there are significant number of potential efficiency gains identified which may impact on staffing. We recommend the filling of these vacant posts on a temporary/contract basis with a formal staffing needs analysis to be conducted in six months time.*) will primarily be addressed through the Staffing Needs Analysis due to begin by early-October 2003. Cover for permanent staff on extended leave (e.g. maternity leave) will be filled as quickly as possible as failure to do so could have serious ramifications. Temporary appointments, where necessary, will be made for vacant permanent posts pending the outcomes of the Staffing Needs Analysis.

Recommendation 5 (*The commitment to cross-registry structure needs to be formalized and the model for achieving it to be developed in consultation and with the support of, Registry staff.*) will be taken forward through the Staffing Needs Analysis and the Restructuring process. This should be complete by July 2004. Essential to successful cross-Registry working will be the training programme and activities outlined in the next section 'Staff conditions'. This level of change will require that staff be fully involved from the beginning of the process with the opportunity to feed in throughout all phases of the project. This will be addressed through Registry-wide meetings, full consultation with existing teams and will be supported by the activities of the facilitator engaged to work with the Registry on this project.

Recommendation 6 (*The International Office business plan to be re-examined and strides taken towards a self contained International Student Centre.*) will be addressed on foot of the revised business plan and discussions at Registry and Senior Management levels and will be included in the Registry restructuring debate. Strides have already been taken towards a self contained student centre with the designation of new office space and a student drop in and information space. Foundation programme numbers are doubling in 2004 while international occasional numbers are increasing and agencies and advertisers have been engaged to support a recruitment drive outside the EU. DCU's Junior Year Abroad programme has been given approval and three definite partners have been identified with more at the discussion stage. The internationalisation of the DCU campus is being progressed with workshops for Chairs of Programme Boards, Intercultural competence workshops for staff and a mentoring system beginning in the 2004 academic year. An additional post is currently being recruited for the office with a projected start date of October 2003. The new post is at Grade IV level and will deal primarily with International Admissions. This will bring the number of posts in the office to 5.

### 2.3 **Staff conditions: PRG Recommendations**

7. *The interim period of Management of the Registry should be as short as possible (while acknowledging the need for a careful selection process), in order to avoid the stalling of current development initiatives.*
8. *Changes in the current University career structure, with particular reference to career progression for non-academic staff, to be implemented following audit by external consultants*
9. *A sustainable training programme to be implemented to support the acquisition of cross-Registry skills and to include training of trainers.*
10. *A move, when the University budget allows, to more suitable accommodation with adequate space provision for all necessary functions, including meeting rooms and a reception area, to include maximum natural light and fresh air.*
11. *Registry staff morale to continue to be a priority to new management.*

Recommendation 7 (*The interim period of Management of the Registry should be as short as possible (while acknowledging the need for a careful selection process), in order to avoid the stalling of current development initiatives.*) is in the process of being completed with the recent appointment of the Director who will take up office in September and the process for appointing the Vice President is ongoing. The long period without a complete and permanent management structure has naturally caused developmental activities to be stalled. However, the majority of these will be reactivated following the Director's introduction to the Registry.

Recommendation 8 (*Changes in the current University career structure, with particular reference to career progression for non-academic staff, to be implemented following audit by external consultants*), as evidenced by the SAR and PRG report, is of great importance to the continued successful operation of the Registry and further Quality Improvement therein. This is one of the issues the Registry cannot resolve itself. Information on progress, consultation and an implementation plan are anticipated. Implementation of a policy for career progression for non-academic staff is a very important issue regarding staff conditions.

Recommendation 9 (*A sustainable training programme to be implemented to support the acquisition of cross-Registry skills and to include training of trainers*) is something the Registry continues to work on, often with the support of the University's Training and Development function. An outline plan is in existence already and will be reviewed and reactivated once the level of cross-Registry activity desired has been agreed upon and resultant skill- and knowledge-based requirements have been identified. Existing training requirements identified will also be augmented with a significant dimension focussing on DCU's continued emphasis on becoming a multicultural campus. The training programme will be started in time to prepare for increased cross-Registry activity and to facilitate customer-focussed restructuring.

Recommendation 10 (*A move, when the University budget allows, to more suitable accommodation with adequate space provision for all necessary functions, including meeting rooms and a reception area, to include maximum natural light and fresh air.*) is outside the control of the Registry itself. Staff are in agreement that all that can be done has been done to maximise light and air quality. Further improvements on this issue will require a move. In the probable absence of a move in the near future, this is

likely to be part of a five year plan and certainly not a one year plan, the issue of access to meeting rooms could potentially be resolved. University management should undertake a review of space availability in the locality of the Registry. This review should prioritise the need for making space available within the current structure for a reception area, as well as the provision of meeting rooms.

Recommendation 11 (*Registry staff morale to continue to be a priority to new management.*). While the issue of maintaining and improving morale remains a priority consistently, it will be considered a top priority by the Registry's new managers and within the new executive management structure once developed. The capacity to have energy, initiative and commitment rewarded in professional terms is important to staff member's sense of their work and personal investment in the Registry being recognised and rewarded.

Obviously, professional progression is not the only issue pertinent to staff morale, but it is the one that has been raised most frequently and passionately. Other issues the Registry will address will include:

- Improved mechanisms for the communication of decisions made to all staff,
- Increased staff consultation on registry-wide issues,
- Greater transparency on the reasoning behind decisions made, and
- Improved mechanisms for staff input to decision-making and policy development.

All of these measures will be built into the processes developed to support restructuring following the staffing needs analysis.

#### **2.4 Communications and Interaction: PRG Recommendations**

12. *Improvements required to internal and external communications.*
13. *Tighter monitoring and management of response times to queries. A re-appraisal of the benefits of the Symposium telephone management system to be carried out, following mixed reviews.*
14. *The development of more formal and frequent communications channels with Faculty Offices.*
15. *Duplication of work with Faculty Offices to come to an end.*
16. *A less insular approach to functions is required and a more inclusive attitude to other services and departments.*
17. *A project to implement an 'electronic purse' function to be fast-tracked and the necessary IT links with the Finance Office to be implemented.*
18. *Physical access improvements to be carried out according to the original accommodation plan, subject to necessary security considerations.*
19. *Continue to develop web initiatives and improved interfaces with, and access to, the ITS system, for internal and external stakeholders.*
20. *When time allows – the Registry to inform other areas in the University of the strengths of their team practices and SOPs etc which may be of wider benefit.*
21. *Future reviews of the Registry to include meetings with representatives of Academic Council, Governing Authority, Executive and other relevant University committees.*

Both the SAR and PRG note improvements needed in internal and external communications in the Registry (Recommendations 12 and 16; *Improvements required to internal and external communications, A less insular approach to functions is required and a more inclusive attitude to other services and departments*). The necessary phase of building up staff numbers and structures in the Registry contributed to an impression of insularity and to some extent a genuinely insular culture that needs to be overcome. The Registry's aforementioned review of its own structures and organisation will include the manner and methods by which communication takes place within and with those outside the Registry, taking particular cognisance of changing structures in the University, notably the new Executive Faculties. As part of this process, and with specific references to staffing and resources, opening hours will be reconsidered in light of the Unit's increasingly customer-focussed approach.

In addition to this, and with regard to Recommendations 12 and 13 (*Tighter monitoring and management of response times to queries. A re-appraisal of the benefits of the Symposium telephone management system to be carried out, following mixed reviews*), the currently informally active policy on response times will be reviewed, formalised and published before January 2004. The existing draft policy has proved effective in many ways but has not been universally achieved. Adherence to the revised and formally enacted policy will have to be monitored regularly alongside reviews of information provided by the symposium telephone system and a review of the functioning of that system itself. The response time policy will be reviewed from early October 2003 and will be considered alongside and subsequent to the Staffing Needs Analysis.

In tandem with the review of communications and formalisation of policy, discussions will be started with the Faculty Administrators Peer group in the first instance to identify preferred methods for enhancing communications (Recommendations 14 and 15; *The development of more formal and frequent communications channels with Faculty Offices, Duplication of work with Faculty Offices to come to an end*). This has already begun with agreement to include a Registry representative on this group. However improvements will require a more in depth debate and an exploration of areas where work is duplicated and agreement to adjust work practices to bring this to an end. Specific attention will be paid to changes to Faculty structures with the new Executive Faculty structures driving some changes. Discussions will be opened with the Faculty Administrators in October and will be carried on alongside internal reorganisation and practice development within the Registry.

Recommendation 17 (*A project to implement an 'electronic purse' function to be fast-tracked and the necessary IT links with the Finance Office to be implemented.*) is currently progressing. This function will be key to enhancing the Quality of Student service provision by reducing the need to travel back and forth between the Registry and the Finance office, which are not adjacent. An initial meeting has taken place with the Finance Office to explore how this can best be implemented and further meetings are planned. It is not possible to indicate exactly when this will occur or what the costs will be as the plan involves another Unit.

Recommendation 18, (*Physical access improvements to be carried out according to the original accommodation plan, subject to necessary security considerations.*) will be pursued following discussion on the best way forward. One option is to return to original plans for further development of 'the street'. This area, important because the Information Point opens onto it and because it is the location where visitors queue, or could potentially collect information and forms without having to queue, is not the sole preserve of the Registry. To this end, discussions will cover the possibility of an enclosed Information Point within the broader confines of the Registry (which would improve contact greatly and remove the impact of problems associated with queuing on the street) as well as possible renovation and refurbishment of the street including the provision of additional information resources.

Recommendation 19 (*Continue to develop web initiatives and improved interfaces with, and access to, the ITS system, for internal and external stakeholders.*) is part of a constant drive to improve web based services. A number of projects to increase the level of service provided via the web and to improve such services are currently in the development stage, including online biographical update and online registration. Local data resources will also be greatly enhanced by the recently launched data archiving system, digitally recording and storing data previously unavailable due to problems migrating to the core ITS system, or incompatibility with that system. The entire DCU website is currently being redesigned and Registry information provided via the web enhanced. This first stage of the redesign will be active by September 2003 with refinements continuing through the year. The Registry's site is being reconstructed to provide more customer focussed views with layout and links set up to reflect what different customer groups require. Statistical information and Quality support data and services are also being added to and enhanced as part of this process providing quantitative information about the University for those within the institution and interested parties outside. Increased capacity to use ITS for Registry staff will be

facilitated by the cross-Registry working training programme. External stakeholders (within DCU) will also see enhanced access to ITS based information via enhanced web provision of information and particularly by the Computer Services Department's innovations using Discoverer as a friendly interface via which ITS data can be accessed.

Recommendations 20 and 21 (*When time allows – the Registry to inform other areas in the University of the strengths of their team practices and SOPs etc which may be of wider benefit. Future reviews of the Registry to include meetings with representatives of Academic Council, Governing Authority, Executive and other relevant University committees.*) are part of ongoing developments. Recommendation 21 will be addressed and incorporated into the schedules of future reviews. In the spirit of recommendation 20 in particular, the Registry has agreed to hold a workshop and information exchange for Student's Union class representatives early in the new academic year, in the vein of workshops already developed for Chairs of Programme Boards to apprise them of services available and procedures.

### **3 One year Plan: Items included**

#### **3.1 Items internal to Registry**

1. *Continue internal structural review and the re-engineering of the functional teams to a more “meta-process” based structure.*
2. *Change from current Management Team to a smaller operations focussed Executive Management Team.*
3. *Appoint an ‘IT champion’ from within the existing staff to drive the development of web-based services.*
4. *While recognizing that the current vacancies put pressure on staff in the existing structure the PRG note that there are significant numbers of potential efficiency gains identified which may impact on staffing. We recommend the filling of these vacant posts on a temporary/contract basis with a formal staffing needs analysis to be conducted in six months time.*
5. *The commitment to cross-registry structure needs to be formalized and the model for achieving it to be developed in consultation and with the support of, Registry staff.*
6. *The International Office business plan to be re-examined and strides taken towards a self contained International Student Centre.*
7. *The interim period of Management of the Registry should be as short as possible (while acknowledging the need for a careful selection process), in order to avoid the stalling of current development initiatives.*
9. *A sustainable training programme to be implemented to support the acquisition of cross-Registry skills and to include training of trainers.*
11. *Registry staff morale to continue to be a priority to new management.*
12. *Improvements required to internal and external communications.*
13. *Tighter monitoring and management of response times to queries. A re-appraisal of the benefits of the Symposium telephone management system to be carried out, following mixed reviews.*
14. *The development of more formal and frequent communications channels with Faculty Offices.*
15. *Duplication of work with Faculty Offices to come to an end.*
16. *A less insular approach to functions is required and a more inclusive attitude to other services and departments.*
17. *A project to implement an ‘electronic purse’ function to be fast-tracked and the necessary IT links with the Finance Office to be implemented.*
19. *Continue to develop web initiatives and improved interfaces with, and access to, the ITS system, for internal and external stakeholders.*
20. *When time allows – the Registry to inform other areas in the University of the strengths of their team practices and SOPs etc which may be of wider benefit.*
21. *Future reviews of the Registry to include meetings with representatives of Academic Council, Governing Authority, Executive and other relevant University committees.*



### **3.2 Items external to Registry**

*8. Changes in the current University career structure, with particular reference to career progression for non-academic staff, to be implemented following audit by external consultants*

*17. A project to implement an 'electronic purse' function to be fast-tracked and the necessary IT links with the Finance Office to be implemented.*

*18. Physical access improvements to be carried out according to the original accommodation plan, subject to necessary security considerations.*

## **4. Five year plan: Items included**

### **4.1 Items internal to Registry**

Continuation of all ongoing quality measures and maintenance of improvements achieved.

### **4.2 Items external to Registry**

*10. A move, when the University budget allows, to more suitable accommodation with adequate space provision for all necessary functions, including meeting rooms and a reception area, to include maximum natural light and fresh air.*

## 5. Funding required for core Quality Improvement measures

Items requiring funding to proceed are not outlined by recommendation (as per the Peer Review Group report) but rather by the combined activities the Registry plans to recommendations comprehensively as can be seen in the Recommendations and Actions section and in the following timetable of work.

<i>Improvement Element</i>	<i>Trainer</i>	<i>Accom</i>	<i>Total</i>
1. Registry Restructuring (submitted in QI funding application to the HEA). Complete customer focused reorganisation of operations management within framework of restructure of operations and management in the Registry. Review of operational structure including consideration of position/integration of activities of International Office and Education & Management Analysis. *	14,400	5,200	19,600
2. Staffing Needs Analysis: Facilitated internal staffing needs analysis to permit customer focussed reorganisation of operations and to identify feasibility of development of new roles such as IT champion as suggested in the Peer Review Group report. (submitted in QI funding application to the HEA) *	10,000	1,200	11,200
3. Change implementation and development of Registry-wide skills and knowledge based training programme. (submitted in QI funding application to the HEA) * **	4,000	500	4,500
4. Development of integrated training and activities specific to development of multicultural environment including (development of pilot programmes to be run internally in future, including training of trainers): a. staff training in intercultural communication b. academic staff training on 'working with International student groups' c. new and improved induction period for incoming students d. intercultural training for all in-coming students e. international Days (events on campus)	7,200		7,200
5. Extended contact service provision including: a. provision of materials and information outside information point b. improved waiting area c. improved reception/access function d. equipping contact service area for international students	2,800 7,000 2,500 3,400		2,800 7,000 2,500 3,400
6. Implementation of online registration System Costs Installation V.A.T. @21%	15,4000 1,040 3,452		15,4000 1,040 3,452
<b>Grand Total</b>	<b>71,192</b>	<b>6,900</b>	<b>78,092</b>

\*Training costs are based on advice from the Training and Development Office

## 6. Detailed One Year Timeframe for Implementation of the Quality Improvement Plan

Recommendation	Activity	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1.Continue internal structural review and the re-engineering of the functional teams to a more "meta-process" based structure.	Staffing Needs Analysis (SNA) and Registry Organisational Restructure (RR)		SNA			RR								
2.Change from current Management Team to a smaller operations focussed Executive Management Team.	Management and functional team restructure (& Review)		Management Restructure											
3.Appoint an 'IT champion' from within the existing staff to drive the development of web-based services.	Staffing Needs Analysis and Organisational Restructure		SNA			RR								
4.While recognizing that the current vacancies put pressure on staff in the existing structure the PRG note that there are significant number of potential efficiency gains identified which may impact on staffing. We recommend the filling of these vacant posts on a temporary/contract basis with a formal staffing needs analysis to be conducted in six months time.	This is currently the case and will be discontinued following the staffing needs analysis.													
5.The commitment to cross-registry structure needs to be formalized and the model for achieving it to be developed in consultation and with the support of, Registry staff.	Staffing Needs Analysis and Organisational Restructure		SNA			RR								
6.The International Office business plan to be re-examined and strides taken towards a self contained International Student Centre.	Partially complete, related to structural review and ongoing													
7.The interim period of Management of the Registry should be as short as possible (while acknowledging the need for a careful selection process), in order to avoid the stalling of current development initiatives.	Ongoing with regard to Vice President. Complete with regard to Director.													
8.Changes in the current University career structure, with particular reference to career progression for non-academic staff, to be implemented following audit by external consultants	Pending action by HR and Senior management													
9.A sustainable training programme to be implemented to support the acquisition of cross-Registry skills and to include training of trainers.	Development ongoing, enactment due December 2003, for annual refreshment cor current staff and repeat for new staff.													

Recommendation	Activity	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
10.A move, when the University budget allows, to more suitable accommodation with adequate space provision for all necessary functions, including meeting rooms and a reception area, to include maximum natural light and fresh air.	Long term pending action by Senior University Management													
11.Registry staff morale to continue to be a priority to new management.	Ongoing and partially pending Recommendation 10													
12.Improvements required to internal and external communications.	This will begin in September 2003 with policy reviews on communication practices and will be built into the training programme as well as remaining an ongoing priority													
13.Tighter monitoring and management of response times to queries. A re-appraisal of the benefits of the Symposium telephone management system to be carried out, following mixed reviews.	Policy reviews to begin in September 2003 and continue alongside restructure and needs analysis													
14.The development of more formal and frequent communications channels with Faculty Offices.	Discussions/ consultation process to begin with Faculty Administrators October 2003													
15.Duplication of work with Faculty Offices to come to an end.	Pending increased communication and discussion with Faculty offices, beginning October 2003 and integrated into Staffing Needs Analysis													
16. A less insular approach to functions is required and a more inclusive attitude to other services and departments.	This will be ongoing, however, increased interaction with Faculties and internal restructure will be key elements of the process, this will also be linked to communications (12) and be emphasised in training													
17. A project to implement an 'electronic purse' function to be fast-tracked and the necessary IT links with the Finance Office to be implemented.	Discussions with Finance Office ongoing, costs yet to be identified													
18.Physical access improvements to be carried out according to the original accommodation plan, subject to necessary security considerations.	Pending action from Senior Management													

Recommendation	Activity	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
19.Continue to develop web initiatives and improved interfaces with, and access to, the ITS system, for internal and external stakeholders.	Currently ongoing and pending system developments and appointment of web manager (September 2003)													
20.When time allows – the Registry to inform other areas in the University of the strengths of their team practices and SOPs etc which may be of wider benefit.	Publication of SOPs is ongoing and will be complete for the current task set before further integration of cross-Registry activities, restructuring or related training occur.													
21.Future reviews of the Registry to include meetings with representatives of Academic Council, Governing Authority, Executive and other relevant University committees.	These groups will be included in the schedules for future reviews.													
	Ongoing													
	Active time for time limited activities													
	Requires action outside the Registry													