

Quality Assurance / Quality Improvement
Internal Quality Review Programme
2010-2016



Quality Improvement Plan
(FINAL)

For

Registry

16 May 2013

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1. INTRODUCTION

Registry would like to sincerely thank the members of the Peer Review Panel, all the representatives that met with the Peer Review Panel during the site visit and colleagues in the Quality Promotion Office. All concerned were very generous with the time they gave to this quality review and it was evident that all involved had a genuine interest in the process.

A copy of the Peer Review Group (PRG) Report was circulated to all Registry staff in January 2013. A Registry staff meeting was held on 30th January 2013 to discuss the report and the PRG recommendations. It was agreed at this meeting that a Registry Quality Improvement Committee would be set-up to draft a response to the recommendations contained in the PRG report, prepare a summary one year and three year plan for quality improvement and draft an overview of prioritised resource requirements. A copy of the Quality Improvement Plan was circulated to all Registry colleagues for comment prior to being finalised.

2. RESPONSE TO RECOMMENDATIONS IN THE PEER REVIEW GROUP REPORT

Registry welcomes many of the recommendations contained in the PRG Report. It is committed to the continuous improvement of the quality of the services it provides and will aim to implement the recommendations as set out below. There is broad agreement with the recommendations and many of the common themes outlined in the Registry Self-Assessment Report were endorsed by the PRG and feature in the list of recommendations. These include: prioritising the implementation of University initiatives, Registry staffing structures, information system (IS) requirements and support for information systems, improvements to the Registry office environment and the on-going management of high volume communication from students.

There are fourteen "priority one" recommendations. While it will be feasible to progress some of these within a one-year time frame, it is anticipated that it could take up to eighteen months to progress all of them. The timing of the progress of recommendations which require input from areas outside of Registry are indicative, as the implementation of these recommendations will need to be discussed in detail with the relevant areas. The Registry Quality Improvement Committee noted that some recommendations overlap and are interrelated. For this reason the Committee grouped some recommendations together under the following headings when preparing the Quality Improvement Plans.

Registry Staffing and Structure

Recommendations 2, 3, 5, 14 and 15.

Registry Office Environment

Recommendations 6, 7 and 8.

Registry Information Systems (IS) and Support for IS

Recommendations 9, 9A, 9B, 9C and 9D.

Communication of Registry Services and Staff Details

Recommendations 19, 22, and 23

Delivery of Registry Services to Students

Recommendations 20, 21 and 24.

Recommendations for Improvements

The following notation is used in the recommendations for improvement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important, but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Area.

Additionally, the PRG indicate the level(s) of the University where action is required:

A: Area under review

U: University Senior Management

Recomm'n Number	Addressee	Priority	PRG Recommendation (Provided in PRG Report)	Area Response	University Response
1	A/U	P1	Develop a prioritisation of tasks and changes required of Registry and ensure that sufficient thought, time and resources are given to the implementation of initiatives emanating from the various university committees, programme boards and other sources that can impact on Registry.	Prioritising the tasks arising from University initiatives and developments will prove extremely valuable in assisting with the allocation of the appropriate expertise and resources to implement such initiatives. An itemised list of tasks will be developed and a priority will be assigned to each task. The Director of Registry (DoR) and the Vice-President Academic Affairs (VPAA)/Registrar will review and agree these priorities every six months.	The University supports this work practice development and the VPAA will agree the inventory of tasks with the DoR. The DoR participates in a monthly meeting of the University's Academic Affairs group and meets with VPAA on a weekly basis, to ensure that Registry is fully aware of new university initiatives and can integrate these new initiatives into Registry's work plans.
2	A/U	P2	Develop an outline of the optimal staffing structure for Registry that can be used by the University to inform future staffing decisions.	Registry welcomes this recommendation which will be progressed in conjunction with recommendations 14 and 15. The map of the student life cycle suggested in recommendation 17 will also inform this process. When developing an outline of the optimal staffing structure, it will be important to reference the vision for the future delivery of academic programmes which will be articulated in the teaching and learning strategy. This recommendation is somewhat dependent on the progress of other recommendations and on-going university initiatives.	The University is aware of all the issues involved and will work closely with Registry in the development of an optimal staffing structure.

Recomm'n Number	Addressee	Priority	PRG Recommendation (Provided in PRG Report)	Area Response	University Response
3	A/U	P1	Develop a strategy with HR to best manage the impact of large-scale staff movement on Registry and its service provision. Give adequate consideration to working arrangements and structures that allow expertise to be flexibly accessed during times of peak activity.	Registry staff temporarily transferring to other areas of the University has severely impacted on Registry operations in recent years. The Registry management group will welcome the opportunity to engage in discussions with Human Resources Dept (HR) and contribute, as appropriate, to developing such a strategy.	Meetings between the DoR and HR are underway to explore ways of managing the impact of staff movement on Registry, and to assess the training needs of Registry staff.
4	A	P2	Undertake a review of the time commitment associated with representation by Registry on University committees and consider whether such representation could be managed by receiving minutes/agendas and attending only occasionally; review whether more than one Registry representative needs to attend any meeting; review whether opportunities are available for more junior staff to represent the Registry supported by senior management mentoring.	Registry is represented on many University Committees and Working Groups. Registry representation and attendance at some committee meetings is essential. However, it is recognised that it would be useful to review Registry attendance at all meetings. The Registry management team will review the Registry representatives on current and future working groups to establish if there are working group meetings that could be attended by more junior staff with the support of a senior manager.	
5	A/U	P2	Facilitate, along with HR, a Training Needs Analysis for junior and middle grade staff within the Registry to ensure their continued professional development in the context of the Operational Excellence strand of the University strategy.	Registry staff are offered a performance management and development meeting every 18 months. These will continue with a particular emphasis on development needs, and relevant information arising will assist with informing a Training Needs Analysis in consultation with HR. Current relevant training/development opportunities will continue to be promoted locally and made available to Registry staff. Emerging details from 'Operational Excellence' in the DCU strategy will also be addressed.	See item 3 above. The University is in the process of developing its detailed strategy for Operational Excellence, which is one of the articulated foundations of the DCU strategy 2012-2017: Transforming Lives and Societies

Recomm'n Number	Addressee	Priority	PRG Recommendation (Provided in PRG Report)	Area Response	University Response
6	U	P1	Make appropriate funding available to Registry to carry out an initial investigation of potential improvements to the Registry working environment.		The funding request contained in Appendix 4 referring to "Re-organisation/refurbishment of Registry office space" has been approved by the Quality Promotion Committee.
7	A	P1	Select an individual member of Registry staff to have overall responsibility for progressing negotiation with Estates, external designers, colleagues and others in reviewing, re-organising and refurbishing the workspace, reporting regularly to the Registry Senior Team for advice and support.	Registry very much welcomes this recommendation. A small sub-group was set-up to define the requirements for improvements to the working environment in consultation with Registry colleagues and the University's Estates Office. Some design options have been received from architects and are currently being reviewed with colleagues in the Estates Office. Prices will be obtained for the renovation and a member of Registry staff will be selected to manage progress and be the point of contact for the Estates Office and contractors.	Note: See 6 above
8	A	P2	Conduct a fundamental review of filing, retention, disposal and archiving policies and practices and cost and consider off-site or off-Registry storage of essential documentation.	A review of the retention period for some Registry documents was conducted in 2012. Recommendations that emerged from this review were approved by the University Executive. Further work will now commence on the filing, archiving practices and storage options for all documents. A small group of Registry colleagues will examine these matters and make recommendations to the Registry management team. Any recommendations involving off-site or off-Registry storage will require approval by the University.	Note: The University recognizes the need for secure retention, archival and disposal of its documents, and is actively pursuing solutions.

Recomm'n Number	Addressee	Priority	PRG Recommendation (Provided in PRG Report)	Area Response	University Response
9 Other Rec No's from PRG report below 10 11 12 13	A/U	P1 & P2 P2 P1 P1 P2	<p>Work with Information Systems and Services to review the capability of current IT systems to respond to indicated growth pressures and necessary developments required, in order to assess their suitability/robustness over the next 2-3 years. Address the following within this:</p> <p>9A Where appropriate, consolidate IT systems</p> <p>9B Prioritise institutional risks arising from critical Registry systems failures and develop a plan to address them</p> <p>9C Set up a tendering process, and implement and deploy a suitable student record system, with Registry playing a leading role in the associated dialogue</p> <p>9D Review roles and responsibilities between IT Services and Registry/Support Services in other HEIs, and articulate a DCU version.</p>	<p>9 Registry will work with the University's Information Systems and Services (ISS) Dept on this review. Any necessary developments identified will be referred to the University's recently established IS Governance Group (ISGG) for approval. The Director of Registry is a member of the ISGG.</p> <p>9A This will be progressed in conjunction with any discussions and decisions to acquire and implement an alternative student record system</p> <p>9B Nine high level risks were identified by Registry in 2012. At least two of these relate to IT system failures. A further assessment with an ITS focus will be conducted and submitted to the Registrar.</p> <p>9C Registry welcomes the opportunity to play a leading role in the University wide dialogue associated with the tendering and development process for a student record system.</p> <p>9D Registry agrees that it would be useful to progress this and will fully engage in the process.</p>	<p>The University recognizes the need to upgrade its IT infrastructure. Planning for this work has already commenced. The needs of Registry will form a significant part of this review/upgrade.</p> <p>The University recently completed a risk assessment exercise. Phase 1 of the risk management process has been completed. Following consolidation and prioritisation, ownership of individual risks will be continually reviewed.</p> <p>The replacement of the student record system is included in the University's planned IT / IS upgrades. Registry's needs will be fully recognised in this process and Registry management will be invited to participate in it</p>
14	A	P1	Undertake a review of Registry workgroup structures to consider whether the establishment of a Student Records and Systems team working across all Registry operational areas could add value to process management, to systems support, to staff satisfaction and skills development and to Registry senior management team support.	While the two-team structure has worked very well since it was implemented in 2004, it is accepted that a review of the structures is now timely. Registry management team will undertake such a review in conjunction with the development of the optimal staffing structure for Registry. (Ref Recommendation. 2).	

Recomm'n Number	Addressee	Priority	PRG Recommendation (Provided in PRG Report)	Area Response	University Response
15	A	P2	Consider making the co-ordination and management of graduation processes, as well as the ongoing review of established requirements and managing indicated growth and complexity, the responsibility of a single member of staff.	The management of the University conferring ceremonies received extremely positive feedback from DCU staff and students as part of the feedback received when preparing the Self-Assessment report and during site visit meetings with the Peer Review Panel. The Registry management team will consider if a single co-ordinator could be appointed to manage the event with assistance from other colleagues.	
16	A	P2	Introduce a rolling programme of reviewing the structure and content of Standard Operating Procedures (SOPs) for key processes to ensure that these are consistent across procedures (see evidence provided in SAR) and suitably structured in order that they may be used by temporary or new staff without requiring further clarification in order to carry out functions.	Fully documented Standard Operating Procedures (SOPs) are in place and are currently reviewed annually. In addition there are documented project plans and training plans established for all major events e.g. graduation and online registration. Some documents refer to event management and others are step by step guides on how to use different aspects of the student record system. An annual calendar for the review of SOPs and project plans will be drafted indicating when the content will be reviewed and by whom. The structure of these documents will also be reviewed and SOPs will be simplified where appropriate.	

Recomm'n Number	Addressee	Priority	PRG Recommendation (Provided in PRG Report)	Area Response	University Response
17	A	P1	Undertake an exercise with relevant stakeholders and Registry key staff, preferably with an external-to-registry facilitator, to map the student life-cycle, and Registry processes over an academic year as described in section 5 of the PRG findings.	Registry will identify an appropriate facilitator through the HR Training and Development unit and work with relevant stakeholders to map the student life cycle and annual Registry processes.	Note: Registry and HR will discuss how this can be facilitated. The funding request contained in Appendix 4 has been considered and approved by the Quality Promotion Committee.
18	A	P2	Engage with the institutional process review with a view to streamlining Registry processes and freeing capacity if possible.	Registry will fully engage with the institutional process review when it commences.	Note: The University recognises the need to address an appropriate Registry staffing structure in the context of a wider review of process and IT systems.
19	A	P1	Make more use of information sharing and promotion of self-managed services using the electronic message board outside the Registry main door.	This electronic message board is managed by Student Support and Development (SS&D). Contact has been made with SS&D and they have agreed that Registry related information can be displayed on this electronic message board. This board is now being used to share and promote Registry specific information.	
20	A	P2	Develop further the functionality of existing student self-service points and increase their visibility to the student community.	Although the functionality of these units is limited (currently they are used to generate various student letters) other potential uses/developments will be explored and implemented where possible.	

Recomm'n Number	Addressee	Priority	PRG Recommendation (Provided in PRG Report)	Area Response	University Response
21	A	P1	Manage front-line services more proactively to reduce duplicated [student] effort and paper-movement where electronic submission would be acceptable; provide more study-friendly service delivery options in opening hours and staffing of the counter, queue-management strategies, greater sharing of counter service delivery responsibilities at busy times	<p>There are a number of recommendations within this; namely increasing the use of electronic submission, review of student information services opening hours, managing queues and sharing service delivery. It has been agreed that two small groups will be set-up within the Registry to consider these options and make recommendations for implementation to the Registry management team.</p> <p>Noted that Registry was recently successful in a bid to secure funding through the University's Quality Improvement and Development Fund to purchase a queue-management ticket system. This has now been installed in the student information services area. Further noted that a primary focus of the Registry's operational objectives for the period 2012-2014 is to continue to eliminate paper based processes and many related projects are currently being progressed by Registry</p>	
22	A	P1	Provide up to date information and greater detail in respect of Registry points of contact on the Registry web pages.	Registry points of contact on the website were re-structured as part of the re-design of the Registry web pages. This new display of the contact points will be kept under review.	

Recomm'n Number	Addressee	Priority	PRG Recommendation (Provided in PRG Report)	Area Response	University Response
23	A	P1	Review the location of essential forms and/or policy and procedures documents on the Registry web pages with a view to making their location more intuitive and readily accessible.	Work on the re-design and new layout of the Registry web pages is complete. The new layout includes changes to the location of forms and policy documents to make their location more intuitive and accessible. The new layout and location of this information will be kept under review.	
24	A/U	P1	Investigate the application of a CRM system for the recording and management of student contacts with a view to selecting a system that can and will be supported as a University system.	<p>Registry would welcome a decision to invest in a University CRM system to manage student communication both within Registry and across the University. It is acknowledged that such a solution would be expensive and may take some time to acquire and implement. Should a decision be made to invest in such an application, Registry would welcome the opportunity to contribute to drafting the specification for the product. In the meantime there is an urgent need in Registry to investigate interim solutions to assist with managing the volume of email communication from students.</p> <p>A small sub-group has been formed and it is meeting with colleagues in other units within the University that have acquired CRM systems to establish if the introduction of one of the existing systems might provide a short-term solution for the management of student email queries to Registry.</p>	<p>The Institutional Process Review and the IS Governance group will be examining all such systems in the university.</p> <p>Additional Note: The University is very aware of the deficiencies and lack of connectivity of its IT systems – factors that impact several of the recommendations above – and is actively engaged in solving this issue.</p>

3. Summary One-Year Plan

Number	Recommendation	Time Frame	Lead
1 - A/U	Develop a prioritisation of tasks and changes required of Registry and ensure that sufficient thought, time and resources are given to the implementation of initiatives emanating from the various university committees, programme boards and other sources that can impact on Registry. This will be progressed with the VPAA/Registrar.	November 2013	Phylomena McMorrow / VPAA(Registrar)
17 - A	Undertake an exercise with relevant stakeholders and Registry key staff, preferably with an external-to-registry facilitator, to map the student life-cycle, and Registry processes over an academic year as described in section 5 of the PRG findings.	February 2014	Niamh McMahon/ Georgina Roberts
Registry Staffing and Structure			
14 - A/U	Undertake a review of Registry workgroup structures to consider whether the establishment of a Student Records and Systems team working across all Registry operational areas could add value to process management, to systems support, to staff satisfaction and skills development and to Registry senior management team support.	September 2014	Phylomena McMorrow/Celine Jameson/Gillian Barry /HR
3 - A/U	Develop a strategy with HR to best manage the impact of large-scale staff movement on Registry and its service provision. Give adequate consideration to working arrangements and structures that allow expertise to be flexibly accessed during times of peak activity. The Director of HR and the Director of Registry has met to discuss this and further meetings will be arranged to explore potential developments in this area.	May 2014	Phylomena McMorrow/ Director of HR

Number	Recommendation	Time Frame	Lead
	Registry Office Environment		
7 - A	Select an individual member of Registry staff to have overall responsibility for progressing negotiation with Estates, external designers, colleagues and others in reviewing, re-organising and refurbishing the workspace, reporting regularly to the Registry Senior Team for advice and support. A meeting was arranged with the Estates Office to discuss high level requirements. Design options and costings are now being sought from recommended architects and building contractors.	March 2014	To be determined
	Registry Information Systems and Support		
9 - A/U	Work with Information Systems and Services to review the capability of the IT systems in current use to respond to indicated growth pressures and necessary developments required, in order to assess their suitability/robustness over the next 2-3 years. Registry will initiate these discussions with ISS.	February 2014	Stephen Barry / ISS
9B - A/U	Identify and prioritise the institutional risks from critical Registry IT systems failures within the next 2-3 years. This should be submitted to the Registrar for review. An agreed risk management plan should be submitted to the senior management team. This risk assessment will focus on the student administration system (ITS).	December 2013	Stephen Barry /VPAA (Registrar)
9C - A/U	Commit to the process of calling for tenders for a suitable student record system for implementation and rollout within the next 3 years. Registry to play a leading role in the university-wide dialogue associated with this process.	To be determined	VPAA/COO

Communication of Registry Services and Staff Details			
19 - A	Make more use of information sharing and promotion of self-managed services using the electronic message board outside the Registry main door.	Completed	Carol Grehan
Number	Recommendation	Time Frame	Lead
22 - A	Provide up to date information and greater detail in respect of Registry points of contact on the Registry web pages. This work has commenced.	Completed	Stephen Barry
23 - A	Review the location of essential forms and/or policy and procedures documents on the Registry web pages with a view to making their location more intuitive and readily accessible. This work has commenced.	Completed	Stephen Barry
Delivery of Registry Services to Students			
21 - A	Manage front-line services more proactively to reduce duplicated [student] effort and paper-movement where electronic submission would be acceptable; provide more study-friendly service delivery options in opening hours and staffing of the counter, queue-management strategies, greater sharing of counter service delivery responsibilities at busy times. Two small sub-groups will be set-up to progress these items.	September 2013 for service delivery items May 2014 for electronic submission project	Celine Jameson / Stephen Barry
24 - A/U	Investigate the application of a CRM system for the recording and management of student contacts with a view to selecting a system that can and will be supported as a University system. Interim solutions will be explored for implementation in September 2013.	September 2013 for interim solution	Celine Jameson / Stephen Barry / ISGG

4. Summary Three-Year Plan

Number	Recommendation	Time Frame	Lead
4 - A	Undertake a review of the time commitment associated with representation by Registry on University committees and consider whether such representation could be managed by receiving minutes/agendas and attending only occasionally; review whether more than one Registry representative needs to attend any meeting; review whether opportunities are available for more junior staff to represent the Registry supported by senior management mentoring.	September 2014	Phylomena McMorrow/Gillian Barry/Celine Jameson
16 - A	Introduce a rolling programme of reviewing the structure and content of Standard Operating Procedures for key processes to ensure that these are consistent across procedures (see evidence provided in SAR) and suitably structured in order that they may be used by temporary or new staff without requiring further clarification in order to carry out functions.	July 2015	Olivia McGinn / Marion Tucker
18 - A	Engage with the institutional process review with a view to streamlining Registry processes and freeing capacity if possible.	To be determined	Phylomena McMorrow/SMG
Registry Staffing and Structure			
2 - A/U	Develop an outline of the optimal staffing structure for Registry that can be used by the University to inform future staffing decisions. This will be progressed with reference to recommendation 14, 15 and 17.	December 2014	Phylomena McMorrow/Celine Jameson/Gillian Barry/ HR
5 - A/U	Facilitate, along with HR, a Training Needs Analysis for junior and middle grade staff within the Registry to ensure their continued professional development in the context of the Operational Excellence strand of the University strategy.	March 2015	Celine Jameson / Gillian Barry / HR

Number	Recommendation	Time Frame	Lead
15 - A	Consider making the co-ordination and management of graduation processes, as well as the ongoing review of established requirements and managing indicated growth and complexity, the responsibility of a single member of staff.	September 2014	Gillian Barry/ Phylomena McMorrow
Registry Office Environment			
8 - A	Conduct a fundamental review of filing, retention, disposal and archiving policies and practices and cost and consider off-site or off-Registry storage of essential documentation.	December 2015	Gillian Barry
Registry Information Systems and Support			
9A - A/U	Consolidate the IT systems used, where appropriate, with a view to improving the efficiency and effectiveness of the services delivered by Registry. Linked to recommendation 12.	To be determined	ISGG / SMG / Executive
9D - A/U	Seek guidance and information from contacts within the sector that indicates how roles and responsibilities between IT Services and Registry/Support Services have been articulated and identified at other HEIs. Prepare for consideration a DCU-specific version that can be agreed by both Information Systems and Services and Registry. Registry will initiate discussions about the potential development of this.	May 2016	Stephen Barry/ Phylomena McMorrow /ISS
Delivery of Registry Services to Students			
20 - A	Develop further the functionality of existing student self-service points and increase their visibility to the student community. This will be progressed in a phased manner and new functionality will be added as appropriate over the next few years.	September 2015	Carol Grehan/Stephen Barry

APPENDIX 1

Registry Quality Co-ordinating Committee for Self-Assessment Report:

Name	Position
Gillian Barry	Student Awards Manager
Stephen Barry	Senior Administrative Officer for Systems and Processes
Nuala Clancy	Senior Co-ordinator, Student Enrolment
Celine Jameson	Student Enrolment Manager
Olivia McGinn	Senior Co-ordinator, Student Enrolment
Niamh McMahan	Deputy Awards Officer
Phylomena McMorrow (Chair)	Director of Registry
Caitriona Rowsome	Assistant Awards Officer
Jennifer Yore	Senior Co-ordinator, Student Enrolment

APPENDIX 2

Peer Review Group:

Ms Mary Ryan (Chair)	Director of Academic Administration, NUI Galway
Ms Rosemary Royds	Academic Registrar, Richmond, The American International University in London
Mr Tommy Kavanagh	Records and Benefits Administration Manager, Human Resources, AMNCH Hospital
Ms Pauline Mooney	Faculty Manager, Faculty of Science and Health, Dublin City University
Dr Conor Brennan (Rapporteur)	Lecturer, Faculty of Engineering and Computing, Dublin City University

APPENDIX 3

Registry Quality Committee for Quality Improvement Plan:

Name	Position
Gillian Barry	Student Awards Manager
Stephen Barry	Senior Administrative Officer for Systems and Processes
Anne-Marie Caherty	Student Awards Co-ordinator
Carol Grehan	Senior Co-ordinator, Student Enrolment
Celine Jameson	Student Enrolment Manager
Olivia McGinn	Assistant Awards Officer
Niamh McMahon	Deputy Awards Officer
Phylomena McMorrow (Chair)	Director of Registry
Georgina Roberts	Deputy Enrolment Officer
Marion Tucker	Student Awards Co-ordinator
Jennifer Yore	Senior Co-ordinator, Student Enrolment

APPENDIX 4

Prioritised Resource Requirements:

Project Number	Project overview	Amount requested
Project one	Re-organisation and refurbishment of Registry office space	€55,000
Project two	Facilitator to assist with mapping the student life-cycle with relevant stakeholders	€4,000