



Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 1 of 14
1	Status: Effective	2 nd February 2022	

Table of Contents

1. Purpose	2
2. Scope	2
3. Responsibilities	2
4. Procedure.....	4
4.1 Overview	4
4.1.1 Academic Process	4
4.1.2 Leadership Process	4
4.2 Governance Infrastructure Roles and Responsibilities	5
4.2.1 Academic Process	7
4.2.2 Leadership Process	11
5. Abbreviations and Definitions	13
5.1 Abbreviations.....	13
6. Related Documents.....	13
7. SOP History	14
8. Document Approvals	14

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 2 of 14
1	Status: Effective	2 nd February 2022	

1. PURPOSE

The purpose of this Standard Operating Procedure (SOP) is to describe the Crystal Lean Solutions (CLS) governance structure for education and training programmes developed and provided by CLS. The described structure spans both corporate and academic functions for the development, approval, and monitoring of CLS Programmes.


This document sets out the key functions and decision-making responsibilities of the organisation's governance processes designed to deliver optimal learner experience.

2. SCOPE

This document applies to the development, delivery, continuous improvement and/or administration of CLS education programmes. Some areas are specific to accredited programmes only.

3. RESPONSIBILITIES

Section 4.2.1 outlines the responsibilities of each process team within the Governance structure.

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 3 of 14
1	Status: Effective	2 nd February 2022	

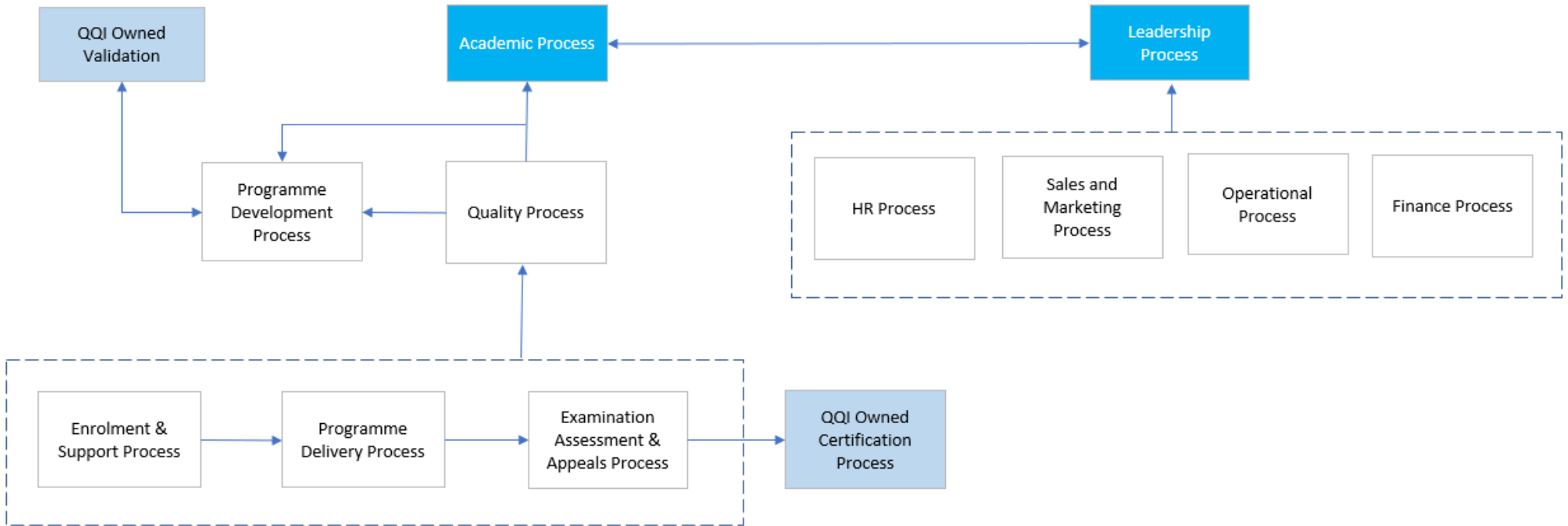



Figure 1 Overview of the Governance Structure and Processes

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 4 of 14
1	Status: Effective	2 nd February 2022	

4. PROCEDURE

4.1 Overview

Crystal Lean Solutions is committed to developing and maintaining a governance structure that is effective, fit for purpose and appropriate to the scale and scope of the organisation. As per **Figure 1**, the Governance Structure for CLS is broken into two primary functional areas: the Academic Process and the Leadership Process. These are termed the primary processes.

The separation of the Academic and Leadership Processes ensures that academic decision-making processes are independent of commercial decisions ensuring that commercial considerations do not impact on the integrity of the academic process.

4.1.1 Academic Process


The role of the Academic Process is to provide direction in planning, coordinating, overseeing, and developing the educational programmes provided by CLS to protect, maintain, and develop academic standards in the interest of the Learner. This responsibility is discharged by means of a series of processes that are inputs into the primary processes and are shown in **Figure 1** and described in section 4.2.

These processes include, but are not limited to, the **programme development** process (which has the responsibility for overseeing existing programmes through the quality process as well as recommending/generating new programmes), the **quality** process (which includes responsibility for oversight of CLS's Quality System, self-assessment, and continuous improvement activities) and processes involved in **programme delivery, learner assessment, programme assessment** and **certification** of learners.

The Academic Process has responsibility for the development and quality assurance of all programmes delivered by CLS and has ultimate oversight of academic activities within the organisation.

4.1.2 Leadership Process

The day-to-day running of the organisation rests with the Leadership Process and associated processes, see **Figure 1**. This primary process has oversight of business and corporate responsibilities and works alongside the Academic Process in determining the strategic development of the business.

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 5 of 14
1	Status: Effective	2 nd February 2022	


The roles and responsibilities of the primary processes, and associated processes, are described in detail below. Given the current size of the CLS organisation it should be noted that, in practice, there may be some overlap in personnel between the different processes.

A company organisational chart is in place, refer to document FOR-16. Written role descriptions are in place for the roles described below. The Quality Leader Role and Responsibilities include:

- Develop and manage the quality management system requirements to ensure that the Learner experience is consistent and aligns with the company vision of “*Delivering Excellence Together*”
- Lead the Management Review of Quality
- Leads Continuous Improvement of the Quality Management System
- Represent the Learner in all aspects of the management of the business.

4.2 Governance Infrastructure Roles and Responsibilities

Both the Academic Process and its processes, the Leadership Process and its processes are described below. Responsibilities described here are not intended to be exhaustive. Each process and/or functional area may assume additional or different responsibilities as required by the business or, for example, under specific circumstances. **Table 1** outlines summary of SOP’s managed by each process team in **figure 1**.

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 6 of 14
1	Status: Effective	2 nd February 2022	

SOP	Academic	Program Development	Quality	Enrolment & Support	Program Delivery	Learner Assessment	HR	Operations
MAN-54								
SOP-1								
SOP-4								
SOP-5								
SOP-6								
SOP-7								
SOP-9								
SOP-26								
SOP-27								
SOP-33								
SOP-34								
SOP-35								
SOP-53								
SOP-60								




 Process Owner
 Team Member


Figure 1: Summary of SOP's Managed by Each Process Team

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 7 of 14
1	Status: Effective	2 nd February 2022	

4.2.1 Table 1 - Academic Process

Academic Process


Process:	Academic Process Team
Input to	N/A – primary process
Composition	Managing Director Quality Leader Independent External Advisor Lean Consultant
Function	<p>The Academic Process Team fulfils the regulatory requirement to establish an appropriate academic governance model. It is the primary decision-making body in the organisation for all academic matters.</p> <p>The academic process team is responsible for both the academic standards and quality assurance.</p>
Key Responsibilities	<ul style="list-style-type: none"> - Establishes the principles underpinning quality in CLS and approves the Quality Assurance Framework per the Quality Manual MAN-54. - Lead the Self-Evaluation, Management Review and Continuous Improvement per SOP-6 - Advises the Leadership Team on strategic academic proposals. - Reviews and makes decisions from outputs from the process teams. - Continuous Improvement of Quality Assurance. - Decision on programme approval submitted from the Programme Management Process per SOP-53. - Decision on recommendations from the Quality Process. - Supports HR process. - Ensure that resources are available to deliver training and education programs - Ensures that CLS academic policies relating to teaching and learning are consistent with the company mission and strategic plan. - Ensures that appropriate academic standards are consistently adopted, applied, and maintained in academic programmes. - Monitors the design, development, and implementation of programmes in accordance with CLS functions. - Approves CLS education programmes coming from the Programme Management Process per SOP-53. - Ensures that the assessment and examination of learners is operated fairly. - Approves External Examiner nominations, where required, to support SOP-26.

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 8 of 14
1	Status: Effective	2 nd February 2022	

Process:	Academic Process Team
Decision-making power	<p>The Academic Process Team is a decision-making team and is responsible for the academic integrity and quality of programmes of education in CLS.</p> <p>It is responsible for overseeing all aspects of academic governance to ensure compliance with external and internal academic regulations, policies, and QA standards.</p>

Programme Development Process

Process:	Programme Development Process Team
Input to	Academic Process
Composition	Lean Consultants Quality Leader
Function	To undertake, for each QQI validated programme (at a minimum), responsibility for programme management, development, delivery, monitoring and evaluation in accordance with regulations stipulated by QQI and in accordance with CLS operating procedures.
Key Responsibilities	<ul style="list-style-type: none"> - Manage the proposal, development of any new programmes and submit to the Academic Process Team for approval per SOP-53. - Review data from the Quality process in terms of feedback from Learners to improve current training programmes. - Submissions and management of programme (re)validation with QQI per SOP-27. - To ensure the maintenance of academic and professional standards for the appropriate programmes, ensuring they conform to benchmarks determined by QQI. - To ensure that all proposed changes to programmes are dealt with as per SOP-53. - To participate in the CLS Quality Review procedure SOP-6 in relation to evaluation of programmes. - To contribute as appropriate to the implementation and ongoing review and continuous improvement of Quality policy and procedures within CLS.
Decision-making power	The Programme Development Process Team is not a decision-making team. Proposed changes emerging from this team are referred to the Academic Process Team for approval.


Title:	Governance Process		 CRYSTAL LEAN SOLUTIONS
Document ID:	SOP-4		
Version	Status	Effective Date	Page 9 of 14
1	Status: Effective	2 nd February 2022	

Support and Enrolment Process

Process:	Support Process Team
Input to	Academic Process
Composition	Administrators Document control
Function	To provide administration and other support to CLS company processes, as required.
Key Responsibilities	<ul style="list-style-type: none"> - Monitors the admissions data to ensure compliance with standards, process and procedures for access, transfer, and progression of learners per SOP-60. - Oversees the implementation of procedures for the accreditation of prior learning per SOP-60. - Management of learner feedback as input into the quality process. - Manage supply of learner assessment results to QQI per SOP-60. - Collection and management of Learner Key Performance Indicators, Learner Feedback KPI's and Qualitative feedback, Learner Appeals process feedback and Program Feedback into the Self-Evaluation, Management Review and Continuous Improvement SOP-6 as described in Learner Enrolment & Support Process SOP-60.
Decision-making power	The Support Process team is not a decision-making team.

Programme Delivery Process


Process:	Programme Delivery Process Team
Input to	Academic Process
Composition	Lean consultants
Function	<p>The main function of the Programme Delivery Process Team is to deliver CLS training programmes per SOP-53 and to assess learners per SOP-26.</p> <p>This team also supports and develops innovative learning and teaching practices linked to programme delivery and assessment. The team recommends, to the Academic Process Team, any strategies, policy, or approaches to teaching, learning, and assessment it considers will be beneficial to CLS programmes.</p>
Key Responsibilities	<ul style="list-style-type: none"> - Delivers the QQI programmes per QMS requirements per SOP-53. - Completes assessment of QQI programmes per SOP-26 and submits to Examination Process.

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 10 of 14
1	Status: Effective	2 nd February 2022	

Process:	Programme Delivery Process Team
	<ul style="list-style-type: none"> - Facilitate best practice in teaching, learning and assessment by recommending changes which may improve CLS processes.
Decision-making power	<p>This Team makes decisions on learner assessments and examinations.</p> <p>For all other activities it refers any suggested strategies or innovations to the Academic Process Team.</p>

Examination Assessment Process

Process:	Examination Assessment Process Team
Input to	Academic Process
Composition	Lean consultant External examiner
Function	Ratification of results of examination/assessment of learners for CLS programmes.
Key Responsibilities	<ul style="list-style-type: none"> - Ratifies the results from the Programme Delivery Process per SOP-26. - Determines the award classification for all learners in the award stage of programmes validated by QQI Per SOP-26. - Communicates results to QQI per SOP-26. - Communicates results to the candidate per SOP-26. - Communicates any appeals as per SOP-26. - Manages external authentications per SOP-26. - Considers the recommendations of all assessors, external examiners, and other members of staff on the programme/s under consideration. - Monitoring and recording student performance in line with the assessment strategies approved for the programme. - Formal records of assessment for each student.
Decision-making power	<p>The Examination Process Team is a decision-making body to determine learner progression on programmes and, where appropriate, the conferment of an award of the relevant validating body.</p> <p>The Team also makes decisions on borderline award classifications and endorses a broadsheet of results, which confirms, and records, total marks awarded to each candidate in each course module, and which indicates each candidate's overall results.</p>

Title:	Governance Process		 CRYSTAL LEAN SOLUTIONS
Document ID:	SOP-4		
Version	Status	Effective Date	Page 11 of 14
1	Status: Effective	2 nd February 2022	


Quality Process

Process:	Quality Process Team
Input to	Academic Process (with shared reporting to Leadership Process).
Composition	Quality Leader Document Control Lean Consultants
Function	To manage the CLS Quality System in accordance with QQI, and any other relevant, guidelines and practices.
Key Responsibilities	<ul style="list-style-type: none"> - To monitor and control feedback from learners and input to Programme Development Process team where appropriate. - Provides feedback from data analysis to the Academic Process Team on any strategies, policy, approaches to teaching, learning and assessment it considers might be of benefit to overall programme delivery for an increased learner experience SOP-6. - Manages the CLS Quality System per the Quality Manual MAN-54 including the customer complaints process. - Manages the academic appeals process per SOP-26.
Decision-making power	The Quality Process Team is a decision-making team and reports to the primary process teams for approval of decisions made.

4.2.2 Leadership Process

Leadership Process

Process:	CLS Leadership Team / Senior Management Team
Input to	N/A – primary process
Composition	Managing Director Technical Director
Function	<p>To provide and manage the strategic direction of Crystal Lean Solutions to deliver the Vision Statement through Crystal Lean Solutions Values.</p> <p>To safeguard the strategic interests of CLS and to ensure that all aspects of the business function effectively and legally, in accordance with the values of the organisation.</p>
Key Responsibilities	<ul style="list-style-type: none"> - Oversee strategic development. - Review and sign off on capital expenditure. - Ensure best practice in corporate and academic governance.

Title:	Governance Process		 CRYSTAL LEAN SOLUTIONS
Document ID:	SOP-4		
Version	Status	Effective Date	Page 12 of 14
1	Status: Effective	2 nd February 2022	


Process:	CLS Leadership Team / Senior Management Team
Decision-making power	The Leadership Team is the overarching governing body for CLS. It is a decision-making body responsible for the commercial and academic wellbeing of the organisation and it seeks to provide a secure and stable context within which CLS can realise its vision.

Operations Process

Process:	Operations – Marketing, Sales & Finance Team(s)
Input to	Leadership process
Composition	Company Directors Customer Services Specialist Marketing Associate Accounts Associate Others as required dependant on the function under consideration.
Function	The function of the Operations Process Team is oversight of CLS's financial activity and consideration of long-term financial plans and operations. It also covers communication and promotion of the business in terms of sales and marketing activities.
Key Responsibilities	<ul style="list-style-type: none"> - Ongoing financial activities related to the business. - Monitor and review budgets and programme financial performance. - Review capital expenditure projects. - Financial monitoring and compliance. - Sales and Marketing activities to support SOP-26. - Selection of sub-contractors per SOP-35. - Input into SOP-6 Self-Evaluation, Management Review and Continuous Improvement
Decision-making power	The Operations Process Team is not a decision-making body. It has oversight of financial activity, but all suggested strategies and innovations linked to finance and other functions within this process are referred to the Leadership Team for decision.

HR Process

Process:	HR Process Team
Input to	Leadership Process
Composition	HR Manager External HR consultant
Function	Management and review of all HR activities.

Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 13 of 14
1	Status: Effective	2 nd February 2022	

Process:	HR Process Team
Key Responsibilities	<ul style="list-style-type: none"> - Manage recruitment and selection of all new employees per SOP-7. - Manage development of employees per SOP-5. - Manage and support respect for Learners and Customers. - Manage any disciplinary or related concerns.
Decision-making power	The HR Process Team is a decision-making team and reports to the Leadership Process Team.


5. ABBREVIATIONS AND DEFINITIONS

5.1 Abbreviations

Abbreviation	Description
CLS	Crystal Lean Solutions
SOP	Standard Operating Procedure
HR	Human Resources
QQI	Quality and Qualifications Ireland

6. RELATED DOCUMENTS

Doc ID	Title
QG1-V2	Statutory Quality Assurance Guidelines developed by QQI for use by all Providers (April 2016/QG1-V2).
QP.10-V3	Policy on Quality Assurance Guidelines (April 2016/QP.10-V3)
QG2-V2	Statutory Quality Assurance Guidelines developed by QQI for Independent/Private Providers coming to QQI on a Voluntary Basis (April 2016/QG2-V2).
SOP-5	Employee Development Procedure
SOP-6	Self-Evaluation, Management Review and Continuous Improvement
SOP-7	Staff Recruitment Procedure
SOP-9	Training Records
SOP-26	Learner Management Procedure


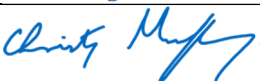
Title:	Governance Process		
Document ID:	SOP-4		
Version	Status	Effective Date	Page 14 of 14
1	Status: Effective	2 nd February 2022	

Doc ID	Title
SOP-27	QI Validation of Programmes
SOP-33	Blended Learning
SOP-34	Risk Management
SOP-53	Programme Development Process
MAN-54	Quality Manual
FOR-16	Organisational Chart

7. SOP HISTORY

Revision #	Reason for Revision
1	Original Version

8. DOCUMENT APPROVALS

Role	Name	Signature	Date
Author	Maria Ryan		2/2/22
Approver	Christy Murphy		2/2/22