



Title:	Self-Evaluation Management Review and Continuous Improvement		
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1. PURPOSE

The aim of this SOP is to review, evaluate and report on the education, training, research, and related services provided by Crystal Lean Solutions and the quality assurance system and procedures which manage the supply of this service to Learners. The outcome from this process is that existing effective practices are identified and maintained, while areas needing improvement are addressed.

2. SCOPE

This applies to self-monitoring, self-evaluation and continuous improvement of all processes and the performance measures within the CLS Quality Management System.

3. RESPONSIBILITIES

It is the responsibility of CLS Management and each CLS Process Owner to ensure all processes are handled in accordance with this procedure. Table 1 in Section 4.5 describes the specific owners for each of the inputs into this process review. A high-level overview is described here.

Academic Process: Development of Quality objectives and manage the review of quality


Programme Development Process: Supply of Programme validation status

Support Process: To provide inputs including KPIs, Learners Performance, Learner Feedback, trainer feedback, Internal and External authentication reports and appeals process details

Quality Process: Provides input into review including QMS and benchmarking status

Process: Provides input into review of external benchmarking and market trends/requirements

HR, Finance and Operations Process: Provide inputs on development, resourcing, ICT and finance

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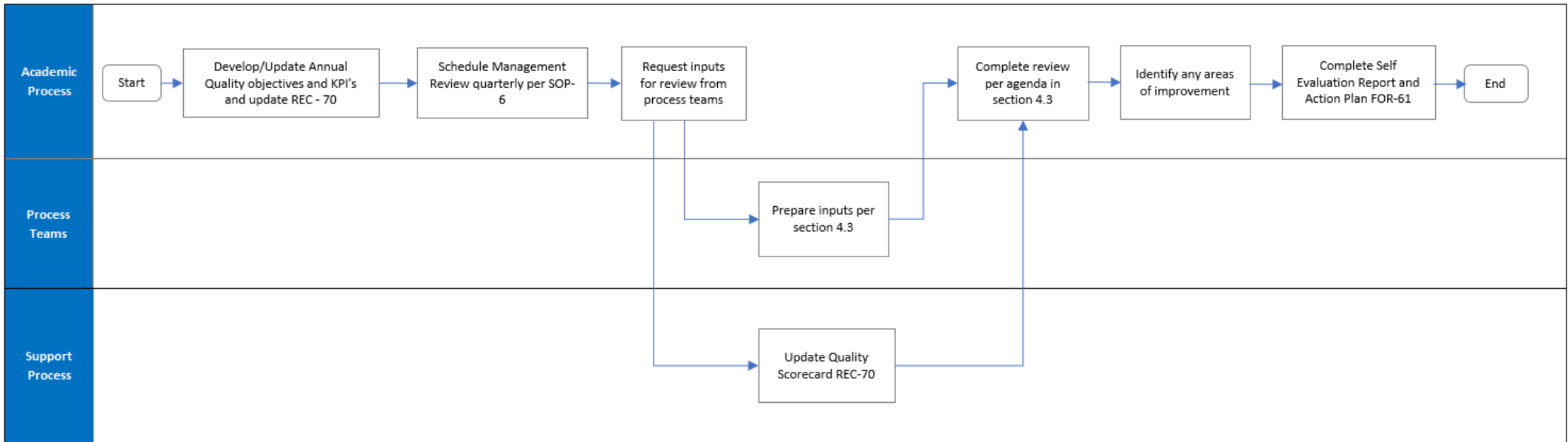



Figure 1 Management Review Process

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4. PROCEDURE

4.1 Overview


The purpose of this self-evaluation SOP is to review, evaluate and report on the education, training, research, and related services provided by Crystal Lean Solutions and the quality assurance system and procedures which manage the supply of this service to Learners. The outcome from this process is that existing effective practices are identified and maintained, while areas needing improvement are addressed.

4.2 Management Review Qualitative and Quantitative Data

The objective of Management Review meetings is to assess performance of the organization against Key Performance Indicators through self-evaluation information sources. This will determine if the company is performing well, or if actions need to be taken to improve performance in identified areas.

Management Review is also a source of information for potential areas for continuous improvement (CI) activities, with section 4.4 outlining the CI approach where applicable.

- 4.2.1** Management Review meetings are held on a quarterly basis.
- 4.2.2** KPIs are generated from looking at key business quality systems and processes – including QQI QA requirements – and determining which process indicators may, by their measurement, add value to the business and allow for continuous improvements to be made to the company's Quality Management System (QMS).
- 4.2.3** All quantitative KPI's are monitored by the appropriate process team per SOP-4 Governance Process.
- 4.2.4** Key agenda items covered in the Management review are outlined in section 4.3.
- 4.2.5** The resulting on monitoring the quality of programmes, service and process performance is then used to identify trends or areas of improvement, which are documented per section 4.3.12. Continuous improvement (CI) utilizes the Deming model in section 4.4 as a CI framework.

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5. MANAGEMENT REVIEW KPI'S


KPI's, including teaching and learning, monitored, and evaluated are outlined with the following key focus areas:

1. Learner Key Performance Indicators
2. Learner Feedback KPI's and Qualitative feedback
3. Learner Appeals process feedback
4. Programme Feedback
5. Resource Requirements
6. Programme Validation status and feedback
7. Development Requirements
8. QMS Audit Results
9. Risk Management outputs
10. Benchmarking Programme indicators
11. Recognition of Prior Learning trends
12. Identify any actions to publish quality assurance evaluation reports which the provider has carried out

The following sections outline further details of the KPI's under review and other agenda items covered in the review meeting

5.1.1 Learner Performance Key Performance Indicators include:

- Learner Enrolment
- Retention
- Completion rate
- Learner Results
- Certification Rate

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5.1.2 Learner Feedback KPI's and Qualitative feedback include:

- The Duration of the training programme was appropriate
- The room/facilities were appropriate
- I would recommend this training to others
- Participation/interaction was encouraged
- The training was delivered to a high standard
- The training met my objectives
- I can apply the skills/knowledge that I learned
- The duration of the training was appropriate
- Qualitative data from programme

5.1.3 Learner Appeals process feedback

5.1.4 Programme Feedback


- Programme Trainers feedback and suggestions for improvement
- Internal Authenticators feedback and suggestions for improvement
- External Authenticators feedback and suggestions for improvement

5.1.5 Resource Requirements

The following resource considerations are included in the management review, including, but not limited to

- Trainers and Staff
- Finance
- ICT
- Physical
- Quality Management System

5.1.6 Programme Validation status and feedback

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5.1.7 Development Requirements per SOP-5


5.1.8 QMS Audits

- Internal Self-Assessment
- External Independent Assessment

5.1.9 Benchmarking Programme per POL-69 outcome

5.1.10 Any other business


- Review of any decisions that will affect conduct of programmes (either current or proposed) and services and action to communicate to relevant personnel.
- Review requirement to publish quality assurance evaluation reports.
- Previous corrective actions status.
- Review of new or revised regulatory requirements.
- Review of authenticator list as fit for purpose annually
- Corporate, academic, or other risks identified are managed via the Risk Management SOP-34
- Review current status of compliance of:
 -
 - Qualifications and Quality Assurance (Education and Training) Act 2012
 - Employment Equality Acts 1998 – 2015
 - Disability Act 2005
 - Data Protection Act 2018

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5.1.11 Each review assesses those resources required for governance and Quality Assurance per SOP-4 are proportionate to requirements set out in terms reference

5.1.12 Complete Self Evaluation Report and Action Plan FOR-61 to document the outcomes from the monitoring, self-evaluation and continuous improvement of the quality management system on a quarterly basis. This includes which includes

- Meeting attendees
- KPIs reviewed
- Status of each indicator and any necessary actions
- Any CI activities identified
- Review of actions arising from previous meetings
- Review of completion and success of CI activities taken
- Programme update requirements
- Communication of any decisions that will affect conduct of programmes and services and action to relevant personnel
- Annually, a full self-evaluation report of the annual self-evaluation of the full QMS is completed and final report is made available to external assessor for review
- The annual quality evaluation report will be published on the website to meet the requirements of POL-68 Public Information and Communication

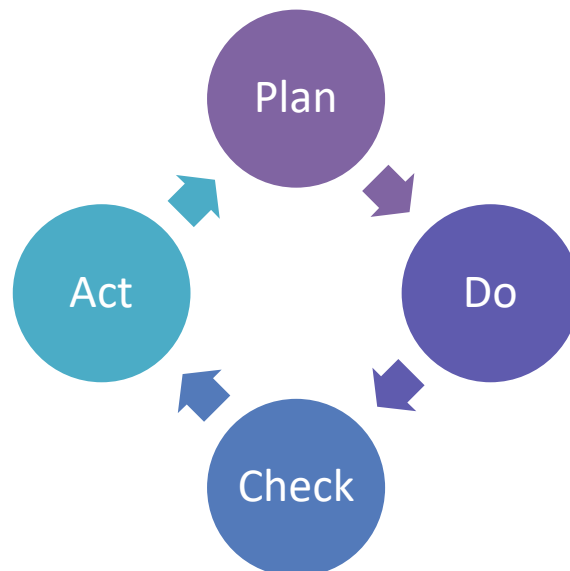
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6. CONTINUOUS IMPROVEMENT


6.1.1 Opportunities for improvement identified via Management Review, or any other source are implemented using the Deming Cycle (**figure 2**), for example.

- **Plan:** identify the improvement to be made and plan how to implement the required enhancements.
- **Do:** test different solutions that could be used to implement the improvement.
- **Check:** analyse the results to assess which is the correct change to make.
- **Act:** implement the solution and determine where adjustments may be needed (which will return to the Plan phase).

Figure 2: Deming Cycle




6.1.2 Other CI methodologies may be used, and actions taken, and results achieved, should be documented for presentation at management review.

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6.2 Input Owners for the Process

Input to Self-Evaluation Management Review & CI Process	Frequency	Process Owner
KPI Scorecard Input	Quarterly	
Learner Key Performance Indicators		Support
Learner Feedback KPI's and Qualitative feedback		Support
Learner Appeals process feedback		Support
Programme Feedback		Support
Resource Requirements		HR
Programme Validation status and feedback		Support
Development Requirements		HR
QMS Audit Results		Quality
Risk Management outputs		Academic
Benchmarking Programme indicators		Quality
Learner Performance Key Performance Indicators	Quarterly	
Learner Enrolment		Support
Retention		Support
Completion rate		Support
Learner Results		Support
Certification Rate		Support
Learner Feedback KPI's and Qualitative feedback include:	Quarterly	
The Duration of the training programme was appropriate		Support
The room/facilities were appropriate		Support
I would recommend this training to others		Support
Participation/interaction was encouraged		Support
The training was delivered to a high standard		Support
The training met my objectives		Support
I can apply the skills/knowledge that I learned		Support
The duration of the training was appropriate		Support
Qualitative data from programme		Support
Learner Appeals process feedback	Quarterly	Support
Programme Feedback	Quarterly	
Programme Trainers feedback and suggestions for improvement		Support
Internal Authenticators feedback and suggestions for improvement		Support

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Input to Self-Evaluation Management Review & CI Process	Frequency	Process Owner
External Authenticators feedback and suggestions for improvement		Support
Resource Requirements	Quarterly	
Trainers and Staff		HR
Finance		Finance
ICT		Operations
Physical		Operations
Quality Management System		Quality
Programme Validation status and feedback	Annually	Program Development
Development Requirements per SOP-5	Annually	HR
QMS Audits	Annually	
Internal Self-Assessment		Quality Process
External Independent Assessment		Quality Process
Benchmarking Programme per POL-69 outcome	Annually	Quality Process
Expert and Authenticator Panel Review	Annually	Quality Process

Table 1: Process Owners for each input into the Quality Review


7. ABBREVIATIONS AND DEFINITIONS

8. ABBREVIATIONS

Abbreviation	Description
QQI	Quality and Qualifications Ireland
QMS	Quality Management System
CI	Continuous Improvement
KPI	Key performance indicator

9. DEFINITIONS

Term	Definition
Deming Cycle	The Deming Cycle (or Plan-Do-Check-Act (PDCA)) is a four-step iterative technique used to solve problems and to improve organizational processes

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10. RELATED DOCUMENTS

Doc ID	Title
QQI guidance: QG1-V2	Statutory Quality Assurance Guidelines developed by QQI for use by all Providers

11. SOP HISTORY

Revision #	Reason for Revision
1	Original Version

12. DOCUMENT APPROVALS

Role	Name	Signature and Date
Author	Maria Ryan	 13/12/2021
Approver	Christy Murphy	 13/12/2021