

Communications Process

PURPOSE

The purpose of this process is to ensure that there is effective communication within the Division, between the Director, Management and all staff in relation to all Division activities and with both internal and external stakeholders outside the Division.

RESPONSIBILITY

Responsibility for this process lies with the Director of the Division. All unit heads / line managers within the Division are responsible for implementing the procedure.

PROCEDURE

Management Group Meetings

The Director and unit heads hold a monthly Management Group meeting to review the strategy of the Division. This Management Group meeting provides a mechanism to discuss issues arising across the Division that give rise to an action escalation process. Management Group meetings also serve in briefing the Division on University and related external matters.

1. Monthly Management Group meetings take place from September to June inclusive. The schedule of meetings for the forthcoming academic year is set out and circulated by the Divisional Administrator in June each year.
2. The agenda for each meeting is prepared in advance and is available on the [Student Affairs SharePoint Portal](#). The agenda is set as follows:
 - a. Minutes and matters arising
 - b. Standing items: Quality and Team Briefing
 - c. Other relevant items pertaining to Student Affairs Division business
 - d. Any other business

Attendance is expected by all unit heads except when the person is on leave or is ill. Guest speakers may occasionally be invited (and agreed by the group) to present other UL department activities of interest.

3. Minutes are recorded and circulated within one week of the upcoming meeting. Actions are recorded against a person's name and should be completed by the next meeting or by the agreed schedule date. Minutes are kept in the Director's office and are available on the [Student Affairs SharePoint Portal](#).

One-to-one management meetings

Structured, work-in-progress, one-to-one meetings between the Director of Student Affairs and Unit Heads and the Access Manager (representing relevant Units) complement the monthly Management Group meetings. The focus is on operational issues affecting the Units ensuring effective management of each unit, and enabling progress on achieving each unit's objectives, within the overall context of the Division's strategic objectives.

1. These meetings take place on a regular basis (from weekly to monthly, as appropriate for the Unit) between each Unit Head / Access Manager and the Divisional Director.
2. Unit Heads / Access Manager submit a written report detailing progress on the main areas of activity ~~prior to these meetings, to form the basis for meeting discussion. The Director may also have items~~

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to add for discussion. The written report forms an update on activities in the event of the meeting not taking place for some reason.

Unit staff meetings

1. Meetings are held amongst staff within each Unit (where there is more than one person working in a Unit) on a regular basis (from weekly to monthly, as appropriate for the Unit), to discuss operational issues, unit specific priorities, support requirements and information exchange.
2. Minutes of these meetings are recorded and held internally within each unit.

Quality Team meetings

1. The Quality Team meets once a month, or as required, to review progress on rolling out and monitoring the Division's QMS.
2. The team leader sets the agenda based on the team's discussions from the previous meeting. Minutes and actions agreed are recorded by the recording secretary and actions are reviewed subsequently at each meeting. Minutes of each meeting are available to all staff in the Division on the Student Affairs SharePoint Portal ([link](#)).
3. Topics discussed include the Quality Manual, Quality Policy, QMS Processes, Key Business Processes, Quality Objectives etc. as well as preparation for any forthcoming quality reviews.

Quarterly Quality Management Group Meetings

1. Once a quarter, a monthly Management Group meeting is devoted to reviewing the functioning of the overall QMS, progress of objectives and trend development. Where this is not possible, a separate quarterly quality management meeting is arranged.
2. Aspects of the Division's QMS which are reviewed at this quarterly meeting can be seen in the Division's Quality Manual ([link](#)).

Internal and External Stakeholders

The Student Affairs Division engages with academic and other support departments within UL, and with external stakeholders, through meetings, representation on working groups, committees etc in relation to any work which is relevant to the Division.

Outside of face-to-face interaction, the Division communicates with both internal and external stakeholders through its website, email, telephone, sms messaging, printed publications and formal advertising.

Stakeholder requirements and feedback are identified at Divisional level, via the Division's bi-annual customer survey, as well as via University of Limerick surveys (e.g. exit surveys) and external national surveys. Stakeholder requirements and feedback are also identified at unit level via formal evaluations of unit services and both formal and informal unit feedback mechanisms (e.g. feedback cards, focus groups, informal consultation).

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DOCUMENTATION

N/A

RECORDS

Minutes of Management meetings are kept in the Director's office and are available to all Divisional staff on the [Student Affairs SharePoint Portal](#).

PROCESS VERIFICATION

Evaluation of the Communications Process effectiveness is carried out using Internal and QMS audits. Changes to the process are put in place as required and as appropriate.

REVISION HISTORY

Revision No.	Date Revised	Approved by:	Approval Date and Meeting	Details of Change	Process Owner
1	Sept '13	Quality Team		<i>Initial Release</i>	Director, Student Affairs
2	Jan '14	Quality Team	<i>11 March 2014, QQR Meeting</i>	<i>Inclusion of Quality meetings & information on identifying stakeholder requirements</i>	
3	April '16	Quality Team	<i>10 May 2016 QQR</i>	<i>Minor edits to text and inclusion of link to Quality Manual in SharePoint</i>	

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