

ORGANISATIONAL STRUCTURE

2. ORGANISATION STRUCTURE, ROLES AND RESPONSIBILITIES

The Community Training Centre operates through the co-operation, partnership, and commitment of several parties:

ETBs, as outlined in Section 1, ETB Policy, contribute to the joint Department of Education and Skills YOUTHREACH Programme through the provision of funding and support to the national network of Community Training Centres. They also provides a quality assurance framework, and other guidance, to ensure that outcomes for Learners are appropriate, and in line with the objectives of the YOUTHREACH Programme and of the ETB Strategic Plan.

Board of Directors

The Board is responsible for the overall governance of the Community Training Centre, and for the employment of its General Manager and Staff.

IACTO

The Irish Association of Community Training Organisations is the recognised employer body for the Boards of Directors of Community Training Centres. Its role includes the provision of assistance to Boards through advice, guidance and support, and this role is acknowledged by the ETB and SIPTU.

General Manager

Reporting to the Board, a General Manager will be appointed in each Community Training Centre. This person will be responsible for the management of the Community Training Centre, including budgets, development, and delivery of services.

Staff of the Community Training Centre

Staffing levels will be agreed between the ETB and the Community Training Centre in accordance with the attainment of utilisation factors. The training needs of the client group and the resources available will be the primary determining factors. A staff training and development policy will be in operation in each Community Training Centre in accordance with Community Training Centre's Policy for Staff Recruitment and Development.

The Board of Directors

A legally incorporated non-profit making structure is required for the operation of the Community Training Centre. Each Centre will have a Board of Directors that is broadly representative of the community. The names of the Directors responsible for the Centre should be available to the ETB and any subsequent changes should be notified in writing to the ETB. One person, it may be the chairperson, should be nominated as liaison between the Board and the ETB. A structure and procedure should be created for choosing and vetting new board members.

Examples of local involvement include:

Education

Trade Unions

Employers

Local Development

Local Voluntary Groups, such as Community Council, Local Residents as individuals, Rotary, Junior Chamber ICA etc.

The duties of the Board of Directors to include responsibility for:

Strategic and Business Planning
Staffing
Training, Certification & Quality
Placement, Progression of Learners
Administration
Health, Safety & Welfare
Monitoring
Evaluation
Annual Review
Control of Assets
Preparation & presentation of the Annual Report
Financial Control
Compliance with all Relevant Legislation, and insurance requirements

The Board should comprise of approximately eight members plus a Chairperson. A grouping of this size should lead to an effective operating body, although the details of individual Boards will be agreed locally.

It is essential to have an active and effective Chairperson who ensures that the Board does not lose contact with the Centre and the reasons for which it was initiated. All Directors are there for the purpose of providing help and expertise and each will make a substantial input into the successful running of the Centre. Care should be taken in the establishment of the Board to ensure that conflicts of interest do not exist.

Boards of Directors will work in Partnership with their staff and the ETB:

- To provide a level of training and services to learners, which is consistent across the sector, to an agreed standard consistent with the highest national and international practice while allowing for, and addressing local needs.
- To operate their services in a manner which is needs based, quality driven and gives value for money so that available resources are utilised for the maximum benefit of Learners.
- To acknowledge, develop and promote the models of good practice that have developed within Community Training Centres.
- To facilitate staff flexibility in recognition of the need for ongoing change and continuous development at local level.
- To work with their staff, and the ETB to identify and implement performance indicators for evaluating training outcomes.

Functions that under the terms of these Operating Standards are to be performed by the Board of Directors may, with the consent of the ETB be delegated to the General Manager of the Centre or such other.

- As employers each Board of Directors has responsibility for implementing national agreements negotiated on behalf of Community Training Centre staff that may be agreed from time to time in accordance with prescribed procedures, and available funding.
- It is the responsibility of each Community Training Centre's Board of Directors to respond to staff requests in an appropriate and professional manner, within agreed industrial relations protocols and contractual obligations.
- It is the responsibility of individual Community Training Centre Boards of Directors to ensure that they operate within legislative requirements, including obligations in respect of Equality, Organisation of Working Time, Health and Safety and Childcare provisions.

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- It is the responsibility of individual Community Training Centre Boards of Directors to ensure that each staff member has been issued with a Contract of Employment and relevant job description.
- It is the responsibility of individual Community Training Centre Board of Directors to ensure that the written policy and procedures are issued to staff.
- It is the responsibility of individual Community Training Centre Boards of Directors to ensure that personnel records are kept in accordance with legislative requirements.
- Individual Community Training Centre Boards of Directors have a responsibility to communicate with IACTO and the ETB in relation to staffing issues in accordance with agreed procedures.
- As per the Community Training Workshop Operating Standards, individual Community Training Centre Boards of Directors will implement the Recruitment Standards as agreed with the ETB and IACTO, including the public advertising of new vacancies, and appropriate starting salaries.

The General Manager

The Board will employ a General Manager, and:

- In future recruitment, General Managers will hold at least a recognised degree level qualification or equivalent and significant management experience.
- The Community Training Centre General Manager will be provided with written Job Description and Employment Contracts.
- General Managers, under the direction of, and accountable to, the Board of Directors will be responsible for the management of a Community Training Centre, including budgets, development and delivery of services.
- General Managers will work a minimum of 35 hours per week in a flexible manner that may include evenings and other times, in accordance with the service needs.
- General Managers shall advise and prepare regular reports to their Boards of Directors and the ETB as appropriate.
- General Managers will liaise with the ETB at local and national level in accordance with agreed protocols.
- General Managers will work with Boards of Directors and staff to plan, develop, and monitor the total service provision of a Community Training Centre to ensure that it is needs based, quality driven, and provides for the maximum utilisation of resources, including staffing resources.
- In furtherance of this objective under the direction of the Board of Directors and in consultation with staff, the ETB and other service providers, General Managers shall develop a 3-year strategic development plan for the provision of Community Training Centre services.
- General Managers will work with Boards of Directors, Staff and the ETB to identify, develop, plan and evaluate responses to training needs, including the identification and implementation of performance indicators for training outcomes.
- General Managers shall manage and co-ordinate the provision of a variety of training options, both in house and industry based e.g. Linked Work Experience (LWE), including new training programmes and methods of delivery in an integrated manner, based on identified needs in accordance with best international practice.
- General Managers will work with Boards of Directors, staff and the ETB to implement a Quality Assurance Framework for the delivery of Community Training Centre services.

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- General Managers will work with Boards of Directors, staff and the ETB to develop, implement and evaluate appropriate monitoring systems that track Learner progress throughout their time in the Community Training Centre and for at least a 6-month period after their departure.
- General Managers will organise and manage agreed supervision practices for sick/absent colleagues and during lunch breaks in accordance with best Health and Safety Practice.
- General Managers will organise and manage the integration of services for new and emerging client groups that may be determined from time to time.
- General Managers will liaise with other community groups, state agencies and service providers in the planning and provision of integrated services for locally identified training needs.
- General Managers will commit to up-skill and retrain themselves in response to changes in the training environment.
- General Managers will commit to ongoing change and recognise the need for local flexibility in order to respond to new and emerging training needs in the community.
- The General Manager, under the direction of their Board of Directors, will have responsibility for the promotion of and responses to new and emerging national policy initiatives and services, including the Educational Welfare Service, Life Long Learning, Social Inclusion, Equality and others as may be determined from time to time.

Staffing:

- Staffing levels will be agreed between the ETB and each Community Training Centre, in accordance with the attainment of utilisation factors. The training needs of the client group will be the determining factor.
- Subject to demand and the needs of the target groups, individual Community Training Centres will continue to operate at their current staffing levels. The provision for additional sessional/specialist staff will be in accordance with the maximum utilisation of resources and provided for in annual plans and budget submissions.
- Community Training Centres will facilitate staff training and development in accordance with identified training needs of the client group and the maximum utilisation of resources, subject to available funding.
- Community Training Centres will prepare and implement a staff training and development policy.
- Annual staff training and development programmes that include provisions for in-service/additional skills training for individual staff members will be fully costed and form part of annual budget submissions.
- Community Training Centre Instructors in agreement with management may avail of up to 10 working days per annum for team training, programme planning and evaluation, attendance at seminars and other programme related matters. Provision will be made through appropriate staff scheduling, additional learner holiday provisions and will be reflected in annual plans and budget submissions.

Service Delivery:

- Community Training Centres will operate an integrated approach to the delivery of services. They will ensure that training is delivered in a flexible manner and in a format directly related to the needs of the individual.
- Each Community Training Centre will provide a range of services, which complement other services locally, and which address the needs of Early School Leavers, older unemployed and other client groups that may be determined from time to time.
- Community Training Centres will actively engage with other service providers in the planning, development and monitoring of local service provision.
- Individual Community Training Centres will organise services based on the matrix of training needs of their registered learner group, and will operate flexible opening hours to suit client needs.
- Community Training Centres will provide a variety of training options including new training programmes, methods of delivery, modular training options and flexible delivery times, based on locally identified needs and in accordance with the best international practice. Reference Qualifications (Education and Training) Act 1999.
- Each Community Training Centre will be committed to implementing the ETB Quality Assurance Policy to meet the requirements of the Qualifications (Education and Training) Act 1999 and subsequent Awards Council requirements in relation to quality assurance of training provision and validation of programmes.
- Community Training Centres will, through the rostering of core staff, and/or using Advocacy within the confines of that service or an alternative approach and within agreed National Standards, actively track learners for a period of at least 6 months after their completion date. See Appendix 11
- Community Training Centres will participate in the implementation of a Quality Assurance Framework and the implementation of the current Operating Standards for the delivery of all Community Training Centre provision.
- Community Training Centres will participate with the ETB in the review, implementation, and management of performance measures/indicators as a means of setting targets and evaluating training outcomes. The measures will be in accordance with nationally approved Standards and include recognised assessment methods and certification.
- Community Training Centres will work to promote new and emerging national policy initiatives and services including, the concept of Social Inclusion, Life Long Learning, Equality and the Educational Welfare Service.
- Community Training Centres must be committed to full and ongoing co-operation with change and the need for continued adaptation and flexibility to maintain and improve the provision of services.

Objective 1

All Boards of Management/Community Training Centres will implement the ETB Quality Assurance Policies

Key Performance indicators

- 1.1 *FETAC requirements as contained in the Quality Assurance Policy.*
- 1.2 *Other Quality Assurance Systems as agreed in place and requirements met.*

Operational Ratios – Class size.

The training needs of the target group will be the determining factor for class size. Some flexibility is allowed and deviations can be negotiated with the ETB locally on a case-by-case basis. Norms are as follows: Induction, Targeted inputs: 5:1

- Choices: 8:1
- Foundation Level, Progression Level: 10:1
- Bridging, Pre-Apprenticeship: 12-15:1
- Others, by arrangement with the ETB locally.

Instructors:

Community Training Centre Instructors will be provided with written Job Description and Employment Contracts that will include reference to the following:

- In future recruitment, Community Training Centre Instructors will hold at least a recognised diploma/ trade qualification.
- Community Training Centre's full time Instructors will be rostered for 35 hours per week, with a maximum of 32.5 learner contact hours. The remainder to be availed of for related work, which may include administration and/or other managerial duties where appropriate.
- Instructors to work a flexible 35 hour week suited to training needs, which may include evening training, outings out of hours, and other related duties.
- Instructors to deliver flexible training options, in accordance with a learner centred service, which may include assorted ratios, modular training and other programme developments.
- Instructors to work with management and the ETB to implement a Quality Assurance Framework for the delivery of Community Training Centre services.
- Instructors to work with management and the ETB in the planning, delivery and evaluation of appropriate responses to training needs, including the identification and implementation of performance indicators for training outcomes.
- Instructors to provide locally agreed supervision practices for sick/absent colleagues and during lunch break in accordance with best Health and Safety Practice.
- Instructors to work with management, the ETB and other staff members to develop, implement and evaluate appropriate monitoring systems that track learner progress throughout their time in the Community Training Centre and for at least a 6-month period after their departure.

- Instructors to draft reports for Management as may be determined from time to time.
- Instructors to integrate IT based learning, literacy development and other new pedagogical skills and approaches including soft skill development.
- Instructors to commit to up-skill and retrain.
- Instructors to integrate services for new and emerging client groups, which may be determined from time to time.
- Instructors to outreach/liase with other community groups and state agencies in accordance with training needs as appropriate.
- Instructors to commit to ongoing change and recognise the need for local flexibility to respond to new and emerging training needs in the community.
- Community Training Centre staff members will work in an integrated manner, to promote and respond to new and emerging national policy initiatives and services, including the Educational Welfare Service, Life Long Learning, Social Inclusion, Equality and others as may be determined from time to time.

Clerical Staffing:

Community Training Centre Clerical Staff will be provided with written Job Description and Employment Contracts that will include reference to the following:

- Based on a 90% utilisation of registered learners annually, 40 learners will be considered as the qualifying point for the higher clerical grade.
- In future recruitment, Community Training Centre Clerical staff will be required to be computer proficient.
- Clerical staff will work a flexible 35-hour week in accordance with identified needs.
- Clerical staff will provide the administrative support to compliment the planning, delivery and evaluation of appropriate responses to training needs, including the identification and implementation of performance indicators.
- Clerical staff will maintain financial and other records and reports as required.
- Clerical staff will provide the appropriate supports to management at local and national level to implement a Quality Assurance Framework for the integrated delivery of Community Training Centre services.
- Clerical staff will work with management and other staff members and provide the appropriate supports to develop and implement monitoring systems that track Learner's progress throughout their time in Training and during the 6-month period after their departure.
- Clerical staff will draft additional reports for the General Manager and Board of Directors as may be determined from time to time.
- Clerical staff will support the efficient maintenance and operation of management information systems and web sites where appropriate.
- Clerical staff will commit to up-skill and re-train in line with developments in their area of expertise.

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- Clerical staff will provide the necessary supports and cooperate with ongoing change and local flexibility to respond to new and emerging training needs in the community.
- Clerical staff will provide the administrative support necessary for Community Training Centres to respond to new and emerging national policy initiatives and services, including the Educational Welfare Service, Life Long Learning, Social Inclusion, Equality and others that may be determined from time to time.