



UNIVERSITY *of* LIMERICK
OLLSCOIL LUIMNIGH

QUALITY MANUAL

UL SPORT DIVISION

Revision 1, February 2016

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1. INTRODUCTION

1.1 Brief Outline of the Division

The Sports Department was established in 1985 and was originally based in 'Thomond College' (existing Physical Education and Sports Science Department). It has evolved over the years and in 2001 with the opening of the dry side of the 'University Arena', including the National 50m Pool the Sports Department established its new home in this fantastic facility. In 2013 following a restructuring and due to the expansion and addition of new facilities, all environments were brought in under one name 'UL Sport Division'. Over the past decade the services of the Division have grown from its initial beginnings at UL Sport Arena (2001) with the addition of the UL Sport Adventure Centre (Killaloe, Co Clare - purchased 1996), the UL Sport Outdoor Facilities (including the All Weather Pitches- opened July 2011) and the UL Sport Boathouse initially a ULSU project but UL Sport assumed operations and management in September 2015. The Division is governed by a Board of Directors that meets four times per year but the operations and overall management is over under the leadership of the Director, Sport & Recreation.

1.2 Our Commitment to Quality

The Division is committed to maintaining a high level of quality and strong customer, while striving to continually improve the level and quality of service we provide to our customers. The Division embraces Quality as an integral part of its operations. The Quality Manual outlines the Division Quality Management Systems (QMS).

The Division's QMS continues to be a work in progress designed to comply with the recommended guidelines as advocated by the University of Limerick QMS framework. The guidelines, which are expanded in the UL QMS framework handbook, have been adopted by the UL Sport Division as the standards that underpin and drive the development of its QMS. These are:

1. Customer Focus
2. Leadership
3. Engagement of people
4. Process Approach
5. Continual Improvement
6. Evidence-based Decision Making
7. Relationship Management

The division will improve the effectiveness of its QMS through the application of the above guidelines on the implementation of quality management systems, audit results, analysis of data, corrective and preventative actions and the management reviews. Customer feedback and feedback from the quality review panel will be key inputs as we further develop the QMS operations within the Division. The Quality Management Team (QMT) is made up of staff from the various areas within the four environments as outlined in 1.1.

1.3 Quality Policy

The Division's quality statement is as follows:

"The multidisciplinary team in the UL Sport Division of the University of Limerick is committed, through a process of continuous improvement,

- a) to providing a wide range of professional services that aim to create a positive and successful experience for its customer*
- b) to enhancing the quality of the services provided to its customers*
- c) in partnership with all other stakeholders, to maintain and improve, in all of the Division's activities, the processes that address the quality of:*
 - the 'total experiences' of students and staff*
 - the services provided both in the University and to the community"*

The quality statement implicitly recognises the responsibility of all the UL Sport Division Team to promote and enhance quality. Given the diverse range of services and the spread of environments that encompasses the UL Sport Division, arrangements for developing, monitoring and enhancing the quality of our activities is across a broad spectrum and managed within the individual facilities.

2. CUSTOMER FOCUS

2.1 Our Customers

Customers: In the UL Sport Division, our customers are key to our success. The Division needs all its customers in order to be the best we can be. In order for us to create a positive & successful environment we have an ethos that is customer centred. The Sports Division is focused on delivering a service in a professional, effective and welcoming manner.

Customer Charter: The UL Sport Customer Charter was developed in 2015. It is displayed prominently in each facility and is available on the Division website: www.ulsport.ie

2.2 Customer Feedback

The Division values customer feedback as an integral element of the business and the services we provide. Successfully utilising customer feedback is a must for the Division as we seek to provide customers with the products they need. All feedback is used as a means to get an overview, evaluate and assist decision-making with respect to the current and future customer needs. It is used to get an understanding for the customer satisfaction levels and to improve services. Getting a handle on how customers view our service, product, support, and company is invaluable.

Feedback mechanisms:

- Surveys of the customer
- Attendance at meetings
- Customer emails and messages via social media
- Feedback from reception and other individual staff
- Customer suggestion box

2.3 Customer Complaints

Customer feedback received by the Division falls into one of three categories: (i) positive; (ii) suggestions for improvement; and (iii) complaints. The Division uses an MS Excel Customer Feedback Log, which is used by designated members of full-time staff to document specific issues. Pressing items on the log are reviewed at the weekly operations meeting with a view to closing them off. The quality team reviews all open items at its weekly meeting. Other means of dealing with complaints - face to face, through email and telephone and more recently all the full time staff have embedded, in their email signature, a link to a generic email address that the customer can provide feedback to.

Complaints process:

Via email or info@ulsport.ie : it is directed to the relevant area manager to address as he/she deems appropriate – follow up must be logged.

Via Reception / Face to face:

- 1) Reception staff will endeavour to deal with the issue on the spot informally and feedback information to the relevant area.
- 2) If for whatever reason this is not possible to resolve reception staff may call on the Duty Manager (DM) to assist. If the DM is in position to assist then he /she may do so but must log the matter and note as closed.
- 3) If the DM cannot not resolve the matter he/she will document the matter, takes relevant details i.e. name, contact number / email and this is then directed to the relevant area manager.
- 4) The area manager must respond within a reasonable time to the customer.
- 5) If the matter cannot be resolved at this level the area manager can refer the matter to senior management to address.

Via Suggestion Box:

- 1) Duty Manager as part of his/her responsibility at start of his / her shift will check the suggestion box.
- 2) He / she should logs the complaint and ensure to email the relevant area manager for action.

A data base of all information and relevant follow-up process is recorded on the 'customer complaint's log' on the 'M Drive'. Complaints are recorded, follow action taken / to be taken and then up closed.

Complaints are logged as low, medium and high. Medium and high matters are discussed at weekly operations meetings and where possible appropriate action taken to address the matter and put procedures in place to avoid reoccurrences.

3. LEADERSHIP

Our management team consist of Director, Sport Division and line managers for each of the areas within the five facilities. The quality leadership is controlled via the QMT. The Division's quality team is made up of seven staff member representing a number of areas within the five facilities including the quality leader. There are currently 6 trained auditors within the UL Sport Division. All aspects of quality are dealt with via the QT fortnightly meetings and then weekly via reports to the operations meetings. There is a quarterly review by management of the QMS and in additional to this the QMS is also on the meeting agenda of the Board of Directors which meets four times per year.

In maintaining and changing the Quality Management System, the regulatory and statutory requirements, such as [University's Act](#), [Purchasing](#), [Finance](#) and [HR](#) policies, are communicated and accommodated within the system.

3.1 Planning

Planning is done in an appropriate manner for each service provided by the division. In all cases, the management team ensure that the correct resource level and experience are in place to support any of these planning structures.

The Management Group and Line Managers of the Division are collaboratively responsible for producing the Division's budgets and reports to aid planning. Activity is reviewed and monitored on a monthly basis by the Management Accountant through appropriate reporting structures within the Division. Financial planning is reviewed on an annual basis with the Director, UL Sport, and Financial Director together with the Line Managers. Each line Manager determines the correct resources and plans required to achieve overall goals. Weekly meeting take place with senior management and the line managers to discuss objectives for the relevant environments on a day to day operational level. Line mangers then liaise with the reports to ensure all plans are communicated.

3.2 Management Review Process

Management review the Quality Management System at planned intervals to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the QMS, including the quality policy and quality objectives.

Management review of the QMS takes place on an annual basis to ensure processes and procedures are in line with plans and objectives for the business. The review at this level considers opportunities for improvements and change where necessary. Within this management process the Division has an internal auditing schedule with planned internal audits undertaken and this then sets standards and expectations. Audit reports are presented and appropriate action taken with planned improvements. Under continual improvements this reports are reviewed by the QT as required based on schedule of audits and documentation is updated – supported by Papertrail.

4. ENGAGEMENT OF PEOPLE

The division are governed by University policies and procedures for the selection, recruitment, promotion and development of staff. A full list of procedures is available on the Human Resources website: <http://www.ul.ie/hr/hr-policies-procedures-and-forms-z#p>

New staff to the Division are recruited in line with the UL HR recruitment procedures, ensure that successful candidates have the required experience and qualifications for the job. Positions are advertised to ensure that applicants are drawn from the widest possible pool however existing staff are also encouraged to put themselves forward.

All staff are encouraged to be involved in and to promote quality by continually looking for ways to improve services and by considering and acting on customer feedback. The Division's QT gives regular quality updates at the Division's operations meetings and also hold meetings where all staff are encouraged to attend and offer feedback into the QMS.

4.1 Responsibility and Authority

The organisational chart outlines the organisational structure of the Sports Division. The roles and levels of responsibilities vary significantly across the different environments with line managers responsible for their own support services of their respective areas reporting directly to the Director, UL Sport.

There is approximately 40 full time staff and 70 part-time staff in the Division but numbers continue to grow to meet the demand and needs, due to the constant expansion and developments of new environments and products. The Director, UL Sport reports on the operations and management of the business to a Board of Directors which meets four times per year and reviews the strategic objectives and direction of the Division.

4.2 Communication

All staff are encouraged to be involved in and to promote quality by continually looking for ways to improve services and by considering and acting on customer feedback. The Division's QT give regular quality updates at the Division's operations meetings and also holds meetings where all staff are encouraged to attend and offer feedback into the QMS.

Six members of the Divisions QT are qualified auditor which allows the staff the opportunity to participate in quality auditing of other divisions within the university. It fosters enlightenment and good practice across units and divisions. As part of continual professional development staff are encouraged to take up training opportunities relevant to their work and to assist with upskilling thus ensuring a level of competence in undertaking the task of the position.

Regular individual meetings take place between line managers and their respective staff.

An open door ethos prevails in the Division whereby members of staff can meet with Management to discuss issues or ideas which might benefit the Division or that of its staff and/or customers. Such

direct contact between staff and management encourages clear lines of communication and involves staff and management in the day to day operations of the Division.

Stakeholders:

Communication is paramount and is seen as an integral part of the Division’s customer focus with various mechanisms been used on an ongoing basis.

Weekly there is a full page in the local newspaper with a reader reach of 70,000. Regular emails to the Campus Community informing them about events, courses, sport updates and a more specific weekly notice about weekend events on campus has increased our following and readership. The weekend schedule has proved very popular with staff and the wider communities but equally and importantly, with UL International and Erasmus students, who enjoy the social gathering when many of their student friends have returned to their home counties from Limerick.

SMS is another communication tool to reach our public based customers. Used for unscheduled changes to our timetable, upcoming major events etc. While internally most communication is via email.

The Division is also keen on direct communication and given we welcome an average of 14,000 visits per week to the various environments - the face-to-face contact is very important and the Division embraces this i.e. front of house – reception or informally at classes or other areas being visited.

The Division now has a comprehensive website with the five facilities represented. The testimonial section on the website gives welcomed feedback for other users for all to read. The website is all the time expanding and evolving. The entire Division is now using varying methods of social media; with the general population of customer we have it is the fastest, easiest way to communicate. There are different platforms been used within the Division based on customer base and requirements. With Social media exploding currently, we have recently developed a ‘Social Media’ strategic plan to be implemented over the next six months.

Another effective way of communicating is the professional staff is on social media and share stories via their own platforms so extending our base. This is important to use as it shows a great pride in the workplace and the association with same. UL Sport Staff are ambassadors for the UL Sport brand.

4.3 Training and Development

Staff training and continuing development are recognised as an integral aspect for the operations of the UL Sport Division and its success. Staff are encouraged to become members of relevant professional bodies and some staff have had the opportunity to attend national and international conferences and events affording staff the opportunity to interact with peer groups and engage with best practices in their areas.

All new staff are given specialist induction training, which may vary within each unit depending on unit requirements and operations. New staff are also provided with copies of the Division’s documentation and/or directed to the M Dive to view such information.

New staff are asked to confirm by signing that they understand and will comply with the Divisions working guidelines, terms and conditions. Staff are encouraged to undertake professional training and development outside of their day to day work where appropriate and within available resources. Staff are encouraged to relay the findings and knowledge acquired from these courses to other members of the Division.

The University HR Division also offers ongoing courses in a variety of areas, a list of these courses is available on the HR website. <http://www.ul.ie/hr/courses> . HR maintains a record of attendance at programmes it delivers.

The university operates a formal Performance and Development Review System (PDRS), whereby line managers meet individually with their direct reports once a year to review achievements and to set objectives for the coming year.

4.4 Work Environment and Infrastructure

The division is not located in one single dedicated space. There are 5 different work environments owned and managed by the UL Sport Division. These are as follows:

1. UL Sport Arena
2. UL Sport Outdoor Facilities
3. UL Sport Boathouse
4. UL Sport Adventure Centre

All of these are based on the University Campus with the exception of The Adventure Centre based off campus in Killaloe, Co. Clare. Each unit is subject to annual health and safety inspection and audit conducted by the University Health and Safety Officer. Each facility complies with the regulations set out by the University Health and Safety Office. The work environment and infrastructure is discussed at both operations and administration meetings on a regular basis. The provision of work space is bound by the Health and Safety regulations of the university. Most of the fulltime staff have their own office but some operations are shared (e.g. reception / admin, printing, gym office). The Division has access to a Board Room for meetings. The Division complies with the UL's equality and diversity, grievance procedure and workplace dignity and respect policies and the code of conduct for employees.

5. PROCESS APPROACH

5.1 QMS Processes

The mapping of all major Sports Division operational processes and activities is an integral part of the Division's QMS and is of crucial importance to the Division on the delivery of quality services to its customers.

The Division possesses its own internal hard drive on the University of Limerick network. The 'M' drive provides storage for documentation and controls that have been created to date are accessible to UL Sport staff. Primarily the line managers use the M Drive for storage of documents from their respective areas. UL 'Sharepoint' is also a new aspect for the Division, the QT combines all areas within the Division so that a consistency of documents is available on 'Sharepoint'. 'Papertrail' (www.papertrail.ie) is also a new documentation control process in place within the division. The documentation and controls process is on-going within the division, due to the diverse nature of the business and the broad range of services provided and services users.

1. Training and Development
2. Documentation Control
3. Self-Assessment
4. Communications
5. Continual Improvement

5.2 Key Business Processes

The diversity of the Division's services and supports is evident in the Division's 11 documented key business processes (listed below), which are primary operational processes and procedures relating to services for which the Division is responsible. The 11 processes span the five facilities. The processes are:

Arena

1. National 50m Swimming Pool
2. Sports Halls
3. Health & Performance Centre
4. Reception

Adventure Centre

1. Land-based Activities
2. Water-based Activities
3. High Ropes

Outdoor Facilities (including All-weather Pitches)

1. South Campus
2. North Campus

Boathouse

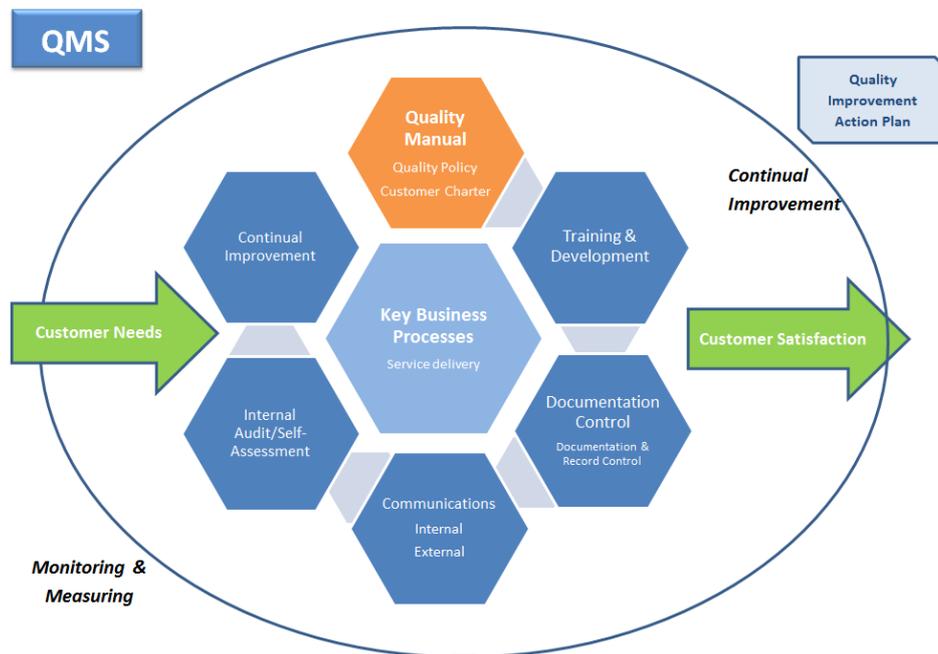
1. Rowing tank
2. Gym

Evaluating the effectiveness of processes is conducted during our internal audits/self-assessments.

5.3 A Systematic Approach to Management

The Division recognises that each of its processes needs to be managed both individually and holistically. The diagram to follow outlines the interaction between the processes of the QMS. The diagram outlines the main QMS processes, or activities, that support the key business processes.

All QMS and business processes are reviewed during internal audits. The purpose of the audits is to evaluate the effectiveness of each process and identify opportunities for improvement. Opportunities to further improve processes are identified on an ongoing basis through customer and staff feedback and on an occasional basis through invited feedback from quality consultants, the UL Quality Support Unit and the quality review group (QRG) following formal quality reviews.



6. CONTINUAL IMPROVEMENT

The Sports Division is strongly committed to providing the best possible service to its customers. The pursuit of quality assurance and quality improvement is a continual one in the Division. Continual improvement is an essential consideration in everything the Division does and this commitment is embodied in the Division's quality policy and QMS

6.1 Quality Improvement Objectives

Areas of improvement are identified via audits, feedback from staff and customers, annual review by senior management with proposed changes.

Six members of the QT completed auditor training in December 2015 and further training of additional staff will take place periodically in order to facilitate the internally auditing of areas by trained in-house auditors and cross-over. Each Auditor will undertake an audit report to include recommendations and action time lines for same.

UL Sport strives to achieve the following **Quality objectives**. As the QMS continues to permeate UL Sport daily business, additional Quality objectives will be added.

No	Objective	Actions	Due Date	Progress
1.	Document operational procedures	Each area documents operational procedures for the key components of their service	February 2016 some areas complete others on-going	
2.	Document Key Business Processes	Key Business Processes to be documented for each facility	February 2016	
3.	Establish Quality Team	Quality team in place.	September 2015	Complete
4.	Schedule regular quality team meetings	Monthly meetings scheduled with QT; section/divisional/ Board of Directors meetings now include Quality as a standing agenda item. Long-term plan: Quarterly Staff meetings	On-going	All fulltime staff of the Division are involved in meetings (every 6 weeks) including Quality matter so as to initially embed QMS. Draft schedule in place for monthly QT meetings and long-term for the (quarterly) Quality Team meetings.
5.	Document required QMS processes	6 QMS processes required by UL Framework	SAR complete	On-going
6.	Document a Quality Manual	8 sections (+ intro) of QM to align with UL Framework.	January 2016	Complete
7.	Create SharePoint site as central repository for QMS	Develop the Site created to include Folders for each area and then relevant Sub folders	On-going	Staff must complete training for use of Sharepoint – 2 staff

	All fulltime staff must complete SP training	for the various elements.		already completed
8.	Compile audit schedule	Compile short and medium term schedule for internal audits; dates for initial audit set.	On-going	Planned audits over number of QT meetings
9.	Define Quality Statement	As part of the quality manual.	December 2015	Complete
10.	Define Customer Charter	Compiled as part of SAR/Manual	December 2015	Complete
11.	Establish a Customer Feedback Log	All Division staff to populate Customer Feedback log as outlined in Customer Feedback process.	On-going	Customer Feedback log created and population underway; on-going population, monitoring and actioning (where relevant) to be led by QT Leader.
12.	Define management review mechanism for QMS	Establish Internal Audit Process. Together with Quality Team meetings, ensure overall findings are fed to management at relevant meetings	On-going	
13.	Embed the QMS system and philosophy within the Division staff	Meetings every 6 weeks initially and quarterly thereafter	November 2015	
14.	Integrate QMS review into Annual Review and Planning Agenda	Initially introduced in January 2016; to remain as standing agenda item going forward	On-going	
15.	Establish a Supplier log	All area /line managers to populate the Supplier Log to document issues and corrections	On-going	Supplier Log created and population will commence; on-going population, monitoring and actioning (where relevant) to be led by QT leader

7. EVIDENCE-BASED DECISION MAKING

The UL Sport Division aims to make effective decisions based on the analysis of data and information. We are conscious of the importance of fact-gathering and record-keeping in the decision making process.

7.1 Analysis of Data

Financial and budgetary data is collected within all areas of the UL Sport division. This data includes income and expenditure for each area of the division. Reports from the 'Gladstone MRM' system provide information on facility usage, bookings and point-of-sale activity. Sales targets are developed for every area and monthly reports indicate if these have been met or not. Membership data is tracked with regards to targets and year on year performance.

7.2 Strategic Review of Data by Management

The ability to make effective and appropriate decisions is essential to ensure customer satisfaction, employee management and overall increased operations within the Division. Decisions are determined by analysis of data and overseen by senior management and presented to the Board of Directors also for discussion.

Area managers monitor and review data produced relative to their own areas and report on same to management at appropriate meeting. Trend data are also analysed at managerial level with respect to business performance and services provided. The data collected are used to inform both operational and strategic planning and to make informed decisions at management and area meetings.

8. RELATIONSHIP MANAGEMENT

Due to the nature of the services and supports it provides, the Division has a strong working relationship with its suppliers, internal and external partners, partners within the campus community, locally, regionally and nationally with whom the Division has a vested interest.

8.1 Suppliers

Suppliers of services are appointed in accordance with UL's procurement policy. The process by which the Division engages with suppliers is dependent upon which entity (i.e. UL Sport Department or PCA Ltd). Information pertaining to the strategy, procedures therein and a comprehensive listing of approved and preferred suppliers can be viewed on the Procurement section of the UL website. Goods and services to be purchased for the UL Sport outside of the UL core budget are detailed through the FocalPoint purchase request system. Approved suppliers are listed and budgets are specified within FocalPoint. Purchase requests can be made by designated personnel, and immediate approval is granted for purchases where set criteria apply. The approval of the Director is required for larger purchases (i.e. over €5,000). Each transaction is recorded in FocalPoint.

8.2 Partners

The Division engages with the following UL departments, both in terms of providing and receiving a wide range of services and supports:

- Buildings and Estates: The Division liaises very closely with Buildings and Estates in relation to the maintenance of grounds and playing fields and the provision of equipment and support for outdoor sports activities, campus security support, traffic management and events.
- HR and Finance: The Division liaises closely with both offices in relation to salaries, increments, pensions and other employee benefits. The Finance office supports the Division's use of the Agresso system.
- Procurement and Supply Chain Office: As described above.
- Plassey Campus Centre Ltd (PCC): The Division works closely with PCC when negotiating for space, accommodation and catering for groups that come on campus outside of the academic year (usually in the summer) for sports-related events and training camps.
- ITD: ITD provides the Division with IT services to carry out its administrative functions.
- Department of Physical Education & Sport Sciences: The Division provides the department with facilities for the delivery of its degree programmes.
- Other academic departments: The Division provides advice, physical resources and support to a number of different departments.

- Students' Union: The Division timetables and provides facilities for student clubs and events.
- UL Beo: the Division is one of a number of UL entities that work with this recently established campus-based initiative to help to make the university a world-leading environment for the practice and research of sport and physical activity.

Other UL sections with whom the Division engages include the Corporate Secretary's Office, Corporate Affairs, the Student Health Centre and the Student Counselling Service.

8.3 Community Relations

The Division engages with a range of external entities, including the higher education sector, the wider community, national, regional and local sports governing bodies, Sport Ireland and other sport agencies. Such is the nature of our core business, the Division continually engages with local and national bodies. Furthermore, we support the university's aspirations in relation to community relations as articulated in its previous (2011-2015) and current (2015-2019) strategic plans. Examples of groups with whom the Division has close working relationships include:

- Schools
- Corporate groups
- Charitable organisations
- Limerick Sports Partnership
- Third level institutions
- European 3rd Level Sport Sector
- An Garda Síochána
- National governing bodies of sport
- Government agencies
- Milford Care Centre

Links with other Irish higher education institutions (HEIs) have been enhanced through membership of Student Sport Ireland (SSI) and internationally through membership of the European Network of Academic Sports Services (ENAS) and European University Sports Association (EUSA). Representation at these fora enables and supports continual improvement across the sector.

8.4 Communication with Stakeholders

The primary methods of communication to the stakeholders of UL Sport include telephone, electronic and standard mail, fax, SMS messaging, radio, leaflets, print (mainly the Limerick Post) and social media including the ULSport.ie website, Facebook and Twitter.

9. APPROVALS AND REVISION HISTORY

Revision No.	Date	Approved by:	Details of Change
1	8 Feb 2016	David Mahedy, Director	Initial release