University College Cork
National University of Ireland, Cork

Quality Improvement/Quality Assurance

Peer Review Group Report

Unit: Buildings & Estates

Academic Year 2001/02

21 August 2002

Contents

1. INTRODUCTION

The Peer Review Group wishes, at the outset, to compliment the staff of each of the areas in Buildings and Estates on their assiduous approach to producing their Self Assessment Reports and on the professionalism with which all aspects of the Quality procedure were conducted. The welcome and positive approach of the Unit contributed significantly to a very worthwhile review which the PRG hopes will prove beneficial to Buildings and Estates and UCC.

Membership of the Peer Review Group

Professor J. Campbell, Department of Civil & Environmental Engineering, UCC (Chair)
Mr. M. Farrell, Administrative Secretary, UCC
Mr. M. Heffernan, Manager of Technical Services and Chief Architect with the Department of
      Education, Tullamore
Ms. S. Robinson, Director of General Services, University of Bradford, UK

Overview of the Self-Assessment Report

The Self-Assessment Reports for the department of Buildings and Estates were contained in five volumes; viz
1.   Overview and Space Allocation
2.   Buildings Office
3.   General Services
4.   Health & Safety
5.   Projects Office

The level of information for such a complex department was thorough and it could be seen that in the main, the units of the department were approaching integration into one department. It appeared to the Peer Review Group that the process had been embraced positively by all staff. It was apparent at the Exit Presentation that this was not perceived to be the case and some Security and Services Operatives made a verbal statement to that effect.

The information presented by staff had been self-critical yet positive. Contained within the various SWOT Analyses and drawn out from meetings from staff groups, were a number of ideas for improvement. Many of these had the advantage of 'bottom up' origin and had been well thought through.

The Peer Review Group received extremely positive feedback from users of many of the functions of the Buildings & Estates Office. Some examples: General Services were praised for exemplary operations of the Examinations process which were seen as 'running like clockwork'. The Projects Office had demonstrated increased professionalism and improvements in documentation in the tender process. Despite obvious poor levels of resources the Buildings Office were noted for good responses and helpful positive attitudes to problems. The space allocations function was viewed in a positive light despite the drawbacks of the current system and lack of space to allocate. The Safety record of UCC compared to other HEI's in Ireland and UK was excellent and there was demonstrable progress by Departments towards the completion of safety statements.

2. METHODOLOGY

Methodology

The process was commenced on Friday 14 June with a conference call in the Audio Visual Services Unit facilitated by Mr. Tony Perrott, Director of Audio Visual Services, involving Mr. John Ring, Safety Officer, Mr. Michael Farrell and Professor John Campbell, UCC, Mr. Martin Heffernan and Ms. Sue Robinson (external PRG members) on the conference line. Dr. N. Ryan was in attendance.

It had been previously agreed that the Chair of the Peer Review Group would be Professor John Campbell, Department of Civil & Environmental Engineering (appointed by the Quality Promotion Committee). At the initial meeting of the PRG on Tuesday 4 June it was agreed that Mr. Michael Farrell would act as rapporteur for the group. The issue of the exit presentation was left until the interviews had been concluded. The Peer Review Group functioned as a team collectively throughout the review process.

The schedule for the 3-day visit of the PRG to the university is attached as Appendix A. Initial meetings were held with the Heads of each of the different offices in the Buildings & Estates area and with Mr. Ger Harrington the Director of Buildings & Estates on the evening of Tuesday 18 June. On Wednesday 19 June interviews continued from 9.00am to 7.00pm involving the staff of the Office of Director of Buildings & Estates, the staff of the Health & Safety Office, representatives of the General Services staff, representatives of the Buildings Office and staff in the maintenance area and the Projects Office staff. In the afternoon a visit was undertaken to the maintenance yard, various Buildings & Estates offices, the boiler house, the Bio-Sciences Institute, a recently completed building on the western side of the campus, the Post Room, General Services Office and the Reception Centre, following which meetings were undertaken with representatives of the various user groups of Buildings & Estates such as the Examinations Office, the Library, Dental School and Hospital and some academic departments and staff members recently involved in construction projects within the University. Interviews were also held with some staff involved in safety and in the development of Safety Statements.
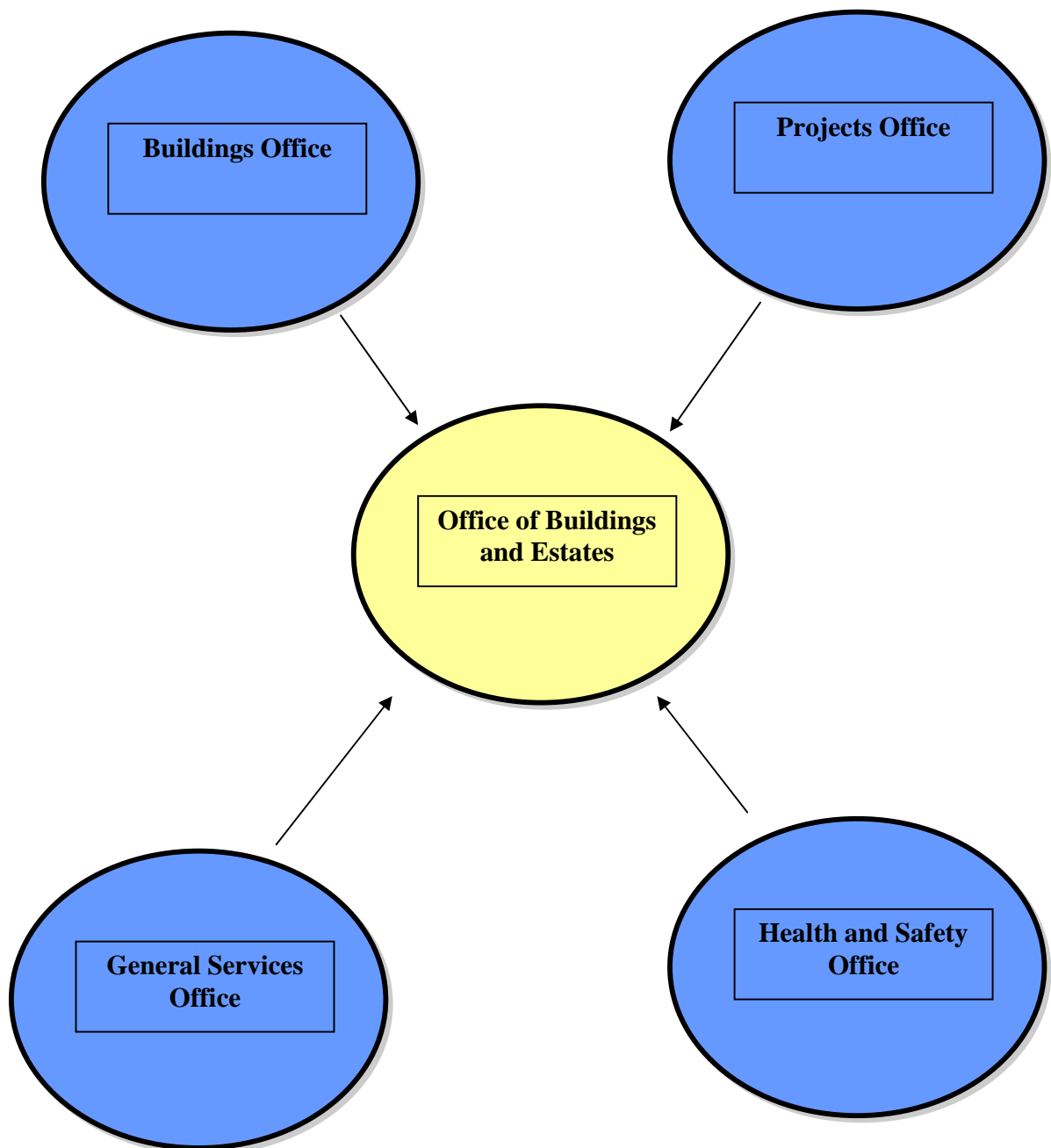
Between 5.00pm and 7.00pm a large representative group of external consultants, among them architects, engineers, contractors, etc., convened in the Staff Common Room, UCC, and an informal get-together was followed by a structured conversation with the external contractors to assess their impressions of and views on working with the Buildings & Estates Office, UCC.

On Thursday 20 June interviews were conducted with senior managers of the University including the Registrar, Secretary & Bursar, Director of Development, Director of the Computer Centre, Chair of the College Safety Committee and the Disability Support Office. Concluding discussions were then held with each head of function in Buildings & Estates and with the Director of Buildings & Estates, Mr. Ger Harrington.

The report of the Peer Review Group was developed based on the recommendations in the individual reports, on the discussions conducted with the staff of the unit and with various users and user groups, both internal and external and also on the basis of the established guidelines provided by the Quality Promotion Unit.

3. DEPARTMENT DETAILS

Structure of the Office

Buildings Office

Projects Office

Office of Buildings and Estates

General Services Office

Health and Safety Office

4. GENERAL / STRATEGIC ANALYSIS & RECOMMENDATIONS

4(a).   STRUCTURE

It is quite clear to the Peer Review Group from both the submissions and interviews that the group of functions which go to make up the Buildings & Estates Office and which were previously quite disparate, have made excellent progress in combining into an effective and efficient service to the University. Equally clear is the view of the Health & Safety Office that its' function should not be considered part of Buildings & Estates and that in fact a perceived conflict of interest exists in the current reporting relationship of the College Safety Officer (CSO).

The Health & Safety Office Report recommends that the College Safety Officer should report to the President of the University. The Peer Review Group considered all aspects of that proposal in both the report and in discussion with the College Safety Officer and does not consider for practical and logistical reasons that a direct reporting relationship with the President is desirable or warranted.

Both the recommendations and discussion raise the issue of where the Health & Safety function should sit. The CSO considers that a conflict interest is created by the reporting relationship in that in his opinion users view that relationship as restrictive of the ability of the Health & Safety function to represent staff or deliver solutions to problems particularly as many are considered buildings issues.

This matter was considered in great detail by the Peer Review Group. The deliberations were focussed on the following issues:

1.   The perceived conflict of interest based on the current reporting relationship.

2.   The fact that the Health & Safety Office has not involved itself to the same extent as the other areas in developing the Buildings & Estates team as evidenced by the report.

3.   The advisory / compliance role of Health & Safety and the fact that the other areas of Buildings & Estates are large consumers of Health & Safety Office advice.

4.   The primary focus of the Health & Safety Office is the safety, health and welfare of **staff**

5.   The importance of staff training in the activities of the Health & Safety Office.

Recommendations
Based on the foregoing it is the view of the Peer Review Group that consideration be given to changing the reporting relationship of the College Safety Officer to where it sat prior to transfer to Buildings & Estates. When first appointed the College Safety Officer reported to the Director of Personnel. It is recommended that the reporting revert to reporting to the Vice-President for Human Resources. Given the focus on staff welfare etc. there are obvious synergies possible with the Human Resources function in terms of Training and Development (e.g. a recommendation of the Health & Safety Office is that it should have a dedicated training room - such a room exists in the Human Resources area and could be used on an agreed basis). Human Resources is considered the area most suitable in terms of the reporting relationship of H&S.

Information available on the Third Level Institutions in Ireland and the U.K. indicates that in many instances the Health & Safety Officer reports to the Head of Personnel / Human Resources.

4(b)   COMMUNICATION

The Peer Review Group in considering the recommendations for each area of Buildings & Estates and in discussions with users of the services, identified the area of communications with users and the College Community as a priority recommendation. Several of those interviewed expressed the view that the work of the office was of the highest quality but that in many instances it was unclear to users where responsibility lay within the office for particular functions, when a job was likely to be completed and so on. Indeed the view was expressed that in many instances making the end user aware that the maintenance job was not high on the priority list and was not expected to be completed for a given period, would greatly improve the response and level of understanding among customers.

Recommendations

1. That the Buildings & Estates Office implement a Computerised Buildings Maintenance System to log all maintenance requests and maintain a prioritised list of such requests which can be viewed by users through a web front end. That system should also allow for submission by University Staff of problems / issues on-line.

2. That the Buildings & Estates web-site be functionally re-developed along with the sub-sites for each area to become a major resource for the University Community along the lines of the computerised room booking system.

3. That the web-site(s) clearly define the areas of responsibility of the staff of the office and who should be contacted regarding particular requirements.

4. That viewing access to the Computerised Building Maintenance System be provided to all staff of the unit and training in the use of the system be provided to all staff in the Buildings Office.

4(c)   INFORMATION TECHNOLOGY

The recommendations in the area of Communications are indicative of how important I.T. will be in the Buildings & Estates area going forward. The key functions of the Unit in terms of administrations, communication, planning, building maintenance etc. will become more I.T. dependent as development proceeds. Areas such as:

- University time-tabling
- Buildings Maintenance System
- Buildings Management Systems
- Buildings Atlas
- Web design and implementation.

The ability of the Unit to select and implement suitable systems in very specific areas will govern development in key areas in the years ahead.

Recommendations

1. The Peer Review Group recommends that a Systems Administrator / I.T. Manager be appointed to the Buildings & Estates Office to drive the selection and implementation of suitable systems, to develop web applications and to support staff in maintaining key College systems (e.g. Syllabus Plus).

2. The important function for an I.T. Manager would be the upskilling of staff as required when new systems are implemented. Some training defects in this area were identified by staff. The success of a Computerised Building Maintenance System, which in the view of the Peer Review Group should remove the necessity for paper dockets will depend on the selection of a suitable system and in particular, in the training and support to staff in the buildings maintenance area.

4(d)   PHYSICAL INFRASTRUCTURAL SUPPORT

The Buildings and Estates Office identified from the outset of this exercise, a pressing objective to highlight the issues relating to inadequate and fragmented accommodation. The Peer Review Group noted reference to this issue during discussions with staff of the Building & Estates Office, College Staff and outside customer groups.

During the Review, an inspection was undertaken of the facilities in question on 19th June 2002, accompanied by various members of the Buildings & Estates Office. The foregoing process of discussion and inspection served to wholly endorse the recommendations outlined in the self-assessment reports. Facilities were found to be fragmented on and off campus, with varying degrees of overcrowding and dilapidation evident. Moreover, and considering the substantial present and projected workload of the Buildings & Estates Office and indeed the high satisfaction rating of end-user and external groups alike, the Peer Review Group were complimentary in that a meaningful service could be provided at all in such conditions.

Recommendation

The Peer Review Group considers that the maintenance function ("the works") urgently needs to relocate to suitable premises on campus, and be provided with adequate workshop, storage, office and ancillary space. It further considers that the Director of Buildings & Estates, together with all appropriate officer and administrative staff be re-housed in a single facility, complete with adequate meeting spaces, conference room and all necessary ancillary accommodation, including archival storage. While options in such a scenario are limited, one suggestion tendered by the Peer Review Group is that the re-located Buildings & Estates Office might sit comfortably in the area vacated by the Maintenance function, subject of course to the necessary refurbishment, demolition, and extension being executed.

It is evident that such relocation will involve an element of capital works. However, this recommendation is viewed as crucial by the Peer Review Group in the delivery of present and future service. In addition, such a move would go some considerable way towards improving morale and retaining valuable staff for the future.

4(e)   REVIEW OF STAFF SUPPORT AND PERSONAL DEVELOPMENT

(i)   Staff Support

The level of support staff in the Buildings & Estates office gives rise to a number of quality issues. This is confirmed by customer feedback through questionnaires and customer user groups interviewed by the Peer Review Group and from feedback from the support staff when interviewed about the quality of services they perceived they provided.

In the Buildings Office there is a bottleneck backlog which is too great for the current staff to deal with effectively. As a consequence queries by letter or phone go unanswered and answers which are provided by supervisors and other technical staff appear unprofessional in their hand-written form. Customer frustration develops as they try to report problems and then track progress on faults and issues previously reported.

This situation is not helped by the turnover of support staff. They are mostly employed on Grade 2. Time is needed to be able to function competently in dealing with the technical aspects of ascertaining the exact nature of problems. This knowledge is lost when staff move to work elsewhere in UCC at a higher grade. Disgruntlement is felt by staff remaining when those who have left compare their new workload at the higher grade with their previous role in the Buildings & Estates Office.

Similarly in the Projects Office, high turnover of support staff leads to inefficiencies and time being wasted as new staff are trained and spend time learning the intricacies of their role. The volume of work creates overload and real failing in the total approach of the office in meeting its objectives. Work left undone includes filing which is an area of huge cross-services interaction and can lead to inefficiencies of effort. Much of the time the support staff "play catch-up".

In summary, support staff are well motivated and work to tight deadlines in difficult physical conditions. However, they appear not to be well rewarded for their skills. Yet their commitment to UCC is evidenced by moves within the University rather than to outside.

Recommendation

In this connection it is recommended that the level of support be reviewed in terms of numbers of staff and their relative grades / reward levels. A physical co-location of the offices might have a bearing on this review.

(ii)   Personal Development of Staff

The Buildings & Estates Office has a varied range of staff working within it. These include staff requiring specific qualifications, general aptitude and those who are trained on the job. Except for the senior professional staff, there would appear to be few opportunities for career progression. Such a situation can lead to poor motivation and thus poorer performance. It also gives rise to succession planning issues, especially where the step up between jobs is considerable and there are few training and development opportunities for staff which would enable them to prepare for advancement.

Much training after joining the department appears to be informal and carried out "on the job". There is no evidence of monitoring the impact of any training that is carried out nor of the gaps created by the lack of it.

The development of more efficient means of managing the workload for the department, in particular General and Building Services, will necessitate a change in working practices. There is likely to be a significant decrease in the reliance upon paper and increase in the use of computers for generating work. In conjunction with this trend there is a need (and a recommendation) to improve communication by electronic means, via intranet and email. Staff will need to feel comfortable about using this new communication medium.

The creation of new roles (if implemented) in General Services (viz Team Leaders and Assistant General Services Officer) can provide immediate steps for career advancement particularly for staff in General Services. However, at present such staff that might be eligible for progression probably lack training in skills and management techniques to make the change from their current role. Motivation and morale can only be increased and staff can use these progression steps for the improvement of their own position but their personal development needs to be supported.

Similarly, support staff in administrative roles have developmental needs to help them progress their roles within Buildings & Estates to support the activities of their colleagues. The opportunities within UCC for this group of staff are more numerous but it would be sensible to consider the specific needs of their role in Buildings & Estates and build up a training profile to support them.

Recommendation

It is recommended that a training needs analysis for all staff be developed. Such an analysis might incorporate consideration also of the professional training required by certain posts especially in the context of progression. The introduction of an informal means of appraising staffs aims and aspirations would be a useful adjunct.

4(f) BUDGETARY CONSIDERATIONS

The Peer Review Group considered the comments in the Self-assessment report in relation to resources and budgetary issues. The funding available to Buildings & Estates Office has been drastically reduced over the past two years raising a number of concerns for the Peer Review Group.

1. The maintenance budget of the University is decreasing in a period of unprecedented development. It is a matter of grave concern that the fabric of the University may be under threat unless this budgetary issue is addressed.

2. Deferring necessary maintenance and eliminating ongoing proactive maintenance is "borrowing from the future" and will have long-term implications for the University unless addressed. There appears to be an acceptance of "backlog maintenance" as the norm. This is not an acceptable approach.

3. Reductions in maintenance / grounds staff again runs counter to the current development. The excellent service provided therefore cannot continue indefinitely as the number of staff decreases and the estate expands.

4. The physical conditions in the Buildings & Estates Office and in particular in the works area are addressed elsewhere in this report. The ability of the Buildings & Estates Office to deliver a quality service in the future will be constrained by its physical resources in terms of administrative / meeting space and the conditions / facilities of the works area. Some suggestions are included in the report for addressing the budgetary implications of this issue.

Recommendations

Analysis, including benchmarking with similar institutions be undertaken by Buildings & Estates in conjunction with external consultants on the minimum requirement in terms of staffing and resources required to adequately maintain the c. 143, 000 sq m2 of UCC property and related sites.

Planned resourcing of the Buildings & Estates area be undertaken to move toward the adequate resourcing of the office over a specified period to provide for the building and maintenance function necessary to the University.

The Peer Review Group proposes the development of a five year maintenance plan to include backlog maintenance, which should be adequately resourced.

(Best practice dictates a minimum outlay of 2% of the annual estate value on maintenance. The advisory norm is 5%. This minimum figure required therefore would represent for UCC an estimated annual shortfall of €1.6 million. Further this figure is net of any inclusion for "backlog maintenance", and it is unclear at present to the Peer Review Group as to the extent of expenditure required here).

5.   SPECIFIC RECOMMENDATIONS

5(a)   BUILDINGS OFFICE

The Peer Review Group was impressed by the quality of the work which went into the Self Assessment Report of the Buildings Office. Despite severe cutbacks in terms of resources in recent years and the physical limitations of the 'works' area and the Buildings Office itself, staff continue to have a positive and constructive approach to delivering a quality services to the University. Some of the policy areas impinging on the ability of the Buildings Office to deliver service have already been discussed in this report. In this section the recommendations generated by the Office in its self assessment report are addressed.

1   It is well recognised within the University that there is inconsistency in the standard of equipment and general facilities of lecture rooms particularly with respect to audio visual equipment. Indeed, during the review by the PRG, this prevailing situation was strongly asserted by some senior academics. Whilst a proportion of the stock of lecture rooms in the common pool have adequate or excellent facilities, it can be argued that some of these rooms have equipment and facilities that fall below a minimum acceptable standard.
In recognising the pivotal function of the lecture room in the teaching function, the PRG group recommends that the Buildings Office, in consultation with the Director of the Audio Visual Unit, should define an agreed minimum standard for equipment and facilities in lecture rooms.

2   In the self-assessment reports, submitted for the QA exercise, reference was made to the devolution of resources to departments and faculties. During the course of meetings between the PRG and senior members of the Buildings and Estates Office a concern was expressed that untrammelled refurbishments would perhaps be undertaken without the appropriate input and approval of a qualified and accredited professional. In such circumstance there is the possibility that such refurbishments could lead to undesirable, unsafe or costly outcomes.

The PRG recommends therefore that the Buildings Office should establish policies on the precise categories of buildings refurbishment and related works that fall within the exclusive remit of the Buildings Office. The approval and endorsement of these policies should be sought from the University management.

A list of recommendations were presented in the *Self Assessment Report for the Buildings Office*.(Volume 2) They are considered in the table below

	Recommendation in Self Assessment Report of Building Office (Volume2)	Origin	Comment	Action
1	Set up staff committee	Buildings Office SAR	Endorsed by PRG. This is important to improve internal communication	Buildings Office
2	Develop and distribute policy statements for the office	Buildings Office SAR	Endorsed by PRG. Essential in areas such as the control of building works on campus.	Buildings Office
3.	Develop quality procedures to include assessment of workflow and determination of service levels and procedures based on industry best practice quality assurance.	Buildings Office SAR	Endorsed by PRG.	Buildings Office
4.	Establish and get University's management to endorse clear policies on what works come under the remit of Buildings & Estates.	Buildings Office SAR	Endorsed by PRG Also see (2) above.	Buildings Office / UCC
5.	Establish Key Performance Indicators (KPIs) Benchmarking internally (within unit) each year	Buildings Office SAR	Endorsed by PRG	Buildings Office
6.	Benchmark KPIs with other Universities inside and outside Ireland	Buildings Office SAR	Endorsed by PRG	Buildings Office
7.	Benchmark KPIs with industry best practice.	Buildings Office SAR	Endorsed by PRG	Buildings Office
8.	Establish core level staff compliment and secure agreement for any new positions required	Buildings Office SAR	Endorsed by PRG (Also dealt with elsewhere in PRG report). Should be established in the context of minimum service level requirements	Buildings Office / UCC

	Recommendation in Self Assessment Report of Building Office (Volume2)	Origin	Comment	Action
9.	Seek management agreement to fill recent vacancies.	Buildings Office SAR	Endorsed by PRG (Also dealt with elsewhere in PRG report).	UCC
10.	Carry out training needs analysis for all the unit and staff in conjunction with HR	Buildings Office SAR	Endorsed by PRG. Also dealt with elsewhere in the report.	Buildings Office / HR
11.	Establish clear agreements with other UCC departments and units, e.g. Computer Centre, Audio Visual etc	Buildings Office SAR	Endorsed by PRG. The PRG recommends that the Buildings Office should have discussions with the Director of the Computer Centre in order to establish clear agreements and protocol on the installation of cabling infrastructure for IT networks	Buildings Office / Computer Centre / Audio Visual Services
12.	Expand workshop facilities to appropriate levels to at least pre-O'Rahilly Building Extension levels	Buildings Office SAR	Endorsed by PRG. (Also dealt with elsewhere in PRG report) The PRG were struck by the very poor working conditions of staff in the works area. It is constricted, of poor quality and unsuitable if staff in that area are to deliver a quality service.	UCC
13.	Seek financial resources of an order commensurate with the service level required	Buildings Office SAR	Endorsed by PRG. (Also dealt with elsewhere in PRG report)	UCC
14.	Relocate the helpdesk to location proximate to maintenance workshop	Buildings Office SAR	Endorsed by PRG. This recommendation may need to be reviewed long term as the use of I.T. may remove the need for close proximity.	Buildings Office
15.	Develop the existing maintenance docket system in line with best practice.	Buildings Office SAR	Paper docket system should be supplanted by an IT solution.	Buildings Office

	Recommendation in Self Assessment Report of Building Office (Volume2)	Origin	Comment	Action
16.	In conjunction with the other constituent elements of the Buildings & Estates Office, develop and implement an MIS system compatible with the need of a large property management organisation. MIS system to be fully compatible with the Buildings Office CMMS/FM system and with any other system to be installed in the overall office.	Buildings Office SAR	Endorsed by PRG.	Buildings Office
17.	Investigate computerised system for tracking maintenance requests.	Buildings Office SAR	Endorsed by PRG.	Buildings Office
18.	Clarify procurement of loose furniture and fixed furniture.	Buildings Office SAR	Endorsed by PRG. This again relates to the development of policy and procedure in the office.	Buildings Office

(b)   PROJECTS OFFICE

Introduction
The Projects Office is tasked with the effective management of Capital Development in accordance with the University's Strategic planning. Its' mission statement adequately captures the essence of its' business objective. Seven staff currently manage a short to medium term development package of some €250 million, a considerable volume by any standards.

The Peer Review Group were impressed with the calibre and commitment of the individual members of the office. Operations are conducted in a most professional manner in difficult and demanding circumstances, and in conditions not conducive to the delivery of quality services. Nonetheless, the Peer Review Group noted a willingness to build on and improve the present level of services irrespective of whatever difficulty presented itself. This was also reflected in the satisfaction ratings from user groups and from our discussions with end users both inside and outside the College.

Current difficulties might be summarised broadly as follows:

1.   Multi-location of inadequate facilities presents management and efficiency difficulties.

2.   With the ever-increasing portfolio of new capital proposals, there is a constant need to review human and support resources in order to keep pace with demands.

3.   Perceived lack of recognition and regard in the administrative cadre has resulted in a high staff turnover. In such a specialised area, this phenomenon militates against efficiency and quality service delivery.

4.   There is minimal I.T. support and related on-going training which would be considered essential in effectively delivering the Capital Program.

5.   There is no structured approach to training in general.

6.   There is a need to make staff aware of Human Resources policy

7.   It is evident that due to pressure of ongoing work, both internal and external communications have suffered.

8.   There is a need to document office procedures in manual form.

The following tables outline, in more detail, a comprehensive list of issues as determined by the Peer Review Group and the Projects Office, as well as corresponding comment and recommendations.

	Recommendations	Origin	Comment	Action
1.	"In the medium term"….to be located together in a purpose built facility. This….efficiencies etc.	Projects Office SAR	Fully in agreement. One suggestion might be as follows. The Maintenance cadre would move from their present location to the area adjacent the old 'gaol' entrance / boiler house. The entire buildings / estates management team, with their administrative component, could then move to the area vacated by the Maintenance cadre. We understand a proposal is already in place with regard to the Maintenance move. The proposal involves an element of capital expenditure. However, in view of the ever-increasing stream of new capital projects (some 170 million euro in design stages), it is felt that the outlay involved in such an integration would be well warranted. It may be possible to secure the funding by way of minimal % charge on the overall capital outlay, in somewhat the same way as fees, charges, etc. are charged against any project. The foregoing is considered urgent and for the short rather than medium term.	UCC
2.	Establish a proper meeting room/library for the Projects Office/Buildings Office staff. Each project has large project teams and multiple regular meetings. No adequate room currently exists which leads to overcrowding, delays and inefficient meetings. The library requires spaces and cataloguing to make key legislative and supplier data readily available.	Projects Office SAR	If the foregoing is implemented in the short-term, it is recommended that the meeting /library form part of the brief for the new location	UCC

	Recommendations	Origin	Comment	Action
3.	Review the filing procedures to minimise copying/ensure key files are maintained.	Projects Office SAR	Agreed	Projects Office
4.	Review facilities in Carrigside to support the Assistant Projects Officer, Project Managers, Clerk of Works and administrative staff	Projects Office SAR	If "1" is implemented, these staff will move to the vacated Maintenance area.	UCC
5.	Provide a home desk for the Clerk of Works (The Clerk of Works inputs into multiple sites).	Projects Office SAR	If "1" is implemented, this can be provided within the relocated Buildings / Estates Office.	UCC
6.	Establish an archiving policy to effectively deal with the vast volume of data received. The existing storage facility at Carrigside is insufficient and disorganised.	Projects Office SAR	Agreed. Reorganised storage facility should be established in conjunction with the formulation of new policy.	UCC / Projects Office
7.	Against the background of the urgent driving out the important in terms of issues, the Projects Office needs to critically review its operation in order to prioritise their key roles	PRG	The Mission Statement of the Projects Office captures the essence of its business objective. It is felt that, by careful interaction at the briefing, early architectural development and cost planning, that the Projects Office should continue to seek efficiencies in continuing to devolve management of projects to DT's allowing as much time as possible for high level strategic issues.	Projects Office

	Recommendations	Origin	Comment	Action
8.	The present systems allow little or no time for 'Post Occupancy Evaluation'. This process would allow for collaboration with user groups in establishing and refining future standards. Buildings Officer, General Services Officer and Health & Safety Officer should also be involved in such process in a systematic way.	PRG	Constant review of present practice to ensure a somewhat more devolved scenario might allow time for such evaluations to take place. Clearly the present system is yielding dividends in projects. The suggestion here should not be seen as an attempt to dilute the present controls, rather an aspiration to allow the allocation of time for more high level policy objectives (e.g. Cork City Planning Dept. were impressed and appreciative of the conservation initiative).	Projects Office
9.	Regular consultant review should be encouraged in order to monitor performance. This could be commenced by establishing a formal register of consultants in all relevant disciplines. The review process should be systematic, open and transparent and would be subject to F.O.I.	PRG	Comment at No. 8 applies	Projects Office
10.	Regular contractor review might be established as at No. 9.	PRG	Comment at No. 8 applies	Projects Office
11.	The Projects Office has a very limited web-page, no central server and has not exploited full the benefits of IT for the management of capital projects (web-based management/documentation control etc.). It is recommended to appoint an IT manager to develop the IT capability of the office. This resource could service other units within the B&E Office	Projects Office SAR	Peer Review Group fully supports the observations and recommendation. The web-page should encompass all aspects of the Buildings & Estates function and be available as a resource and information tool for the entire College via the intranet	UCC

	Recommendations	Origin	Comment	Action
12.	There is no structured approach to training	Projects Office SAR (Also dealt with elsewhere in PRG report)	PRG believes that in the construction area in particular, the importance of C.P.D. cannot be understated. Staff should be actively encouraged to participate in relevant on-going training exercises and funding should be allocated annually to support such endeavour.	UCC
13.	There is a lack of awareness of Human Resource policy	Projects Office SAR	Agreed	HR
14.	There are significant communication weaknesses within the overall Buildings & Estates Office which impacts on the Projects Office	PRG / Projects Office	I.T. Resource strengthening could improve situation coupled with a reorganisation of office methodology to allow time for active communications.	UCC / Projects Office
15.	'Working with the Project Office' document should be prepared	Projects Office SAR	Agreed	Projects Office
16.	Additional support for administration and a review of job descriptions	Projects Office SAR	The PRG recommends an urgent comprehensive review of present job descriptions and an evaluation of the ever-increasing workload be undertaken by the administrative arm.	UCC
17.	The Projects Office needs to be pro-active in involving end users at the inception stage of any project	PRG	The PRG felt that end-user group representatives should be involved at project inception and particularly in the design team selection process. This would ultimately ensure that the end-user takes ownership of the project. The PRG acknowledges that end users have been very involved from the outset in recent projects (where practicable) – this should be standard procedure for the Projects Office for the future.	Projects Office

5(c)   GENERAL SERVICES

The General Services Self-Assessment Report is presented as an honest and open attempt to address the issues it faces in providing a quality service to its customers. The GSO had obviously worked hard with her staff to involve all groups in drawing up the report. The Peer Review Group was disappointed that despite these efforts, some SSO's did not take the opportunity to be involved in its creation and believed that it did not truly represent the views of all General Services Staff (see Appendix B). This group of staff did not take the opportunity to discuss their concerns about the process and report content with the Peer Review Group in a meeting as scheduled. Their views on this issue were not made known to the Peer Review Group until the Exit Presentation.

Throughout the Buildings & Estates Office the issue of communication with staff and customers forms a theme. This is no different in General Services. Other issues affecting this area are a lack of service level agreements and contract specifications (for example in cleaning), low level of resources to provide services where demand is increasing, lack of progression for staff and few opportunities to communicate its activities to customers. Notwithstanding the above, the General Services Office is well thought of and perceived as being helpful and responsive where it can.

The recommendations of the Peer Review Group reflect ideas from staff, recommendations arising out of the area's own SWOT analysis and experiences from other comparative institutions available via the external expert in this area. They are intended to help the General Services office develop a structure to aid further improvements in its' service delivery. The recommendations are given in the table below.

	Recommendations	Origin	Comment	Action
1.	Creation of comprehensive web information of services	General Services SAR / Meeting with Staff	This would provide a communicative channel for information to staff in G.S. and the rest of UCC	G.S.
2.	Provision of computer (& training to use them) to staff	General Services SAR	No point in having a web page as a communicative channel if the staff can't see it	G.S. / H.R.
3.	Roster system review. Consider creating teams (that might rotate) which are geographically based.	General Services SAR / Meeting with Staff	Teams provide continuity of service. Smaller teams work better & can take ownership	G.S. / H.R
3a.	Review work practices and job design	General Services SAR	Agreed	G.S.

	Recommendations	Origin	Comment	Action
4.	Create team leaders (see no.3)	General Services SAR / Meeting with Staff	Helps create a career development structure which can overcome the huge step between SSO and Supervisor. Provide support to supervisor	G.S.
5a.	Review operation of reception point and its staffing levels	PRG/General Services SAR	This is important given the increase in the colleges estate	
5b	Develop CCTV monitoring room / upgrade CCTV to digital	General Services SAR / Meeting with Staff	Agreed	
6.	Review the operations of Post Room	PRG / Post Room Staff	Customer feedback indicates delivery of post does not meet their needs. Training should be provided to staff in the post room.	G.S.
7.	Review transport needs	PRG	The van is stretched and some services are impossible. As the campus gets larger there is a need to review the flow of goods / materials	G.S.
8.	Clarify the responsibilities for servicing AV equipment in teaching rooms and introduce fault reporting procedure.	General Services SAR / Meeting with Staff / PRG	There is a possibility here to introduce personal development opportunities for staff	G.S.
9.	Review arrangements for storage	PRG		G.S.
10.	Develop better communication with delivery couriers etc.	Meeting with Staff	Advise departments on correct addresses for delivery. Speak to couriers about layout of campus, access routes and locations of buildings. Information on web for departments.	G.S.

	Recommendations	Origin	Comment	Action
11.	Review procurement arrangements for post and courier services	PRG	This should be undertaken as a priority.	G.S. / Procurement Office
12.	Appoint an Assist General Services Officer	General Services SAR	Role could include support for G.S.O., training evaluation and delivery, monitoring of cleaning services	G.S. / H.R. / UCC
13.	Improve cleaning services through clear SLA and effective monitoring of contract	General Services SAR / PRG	Customer results indicate a low level of satisfaction. With clearly defined limits expectations can be contained & performance controlled.	G.S. / UCC
14.	Conduct a review of communications procedures and channels to staff	General Services SAR / PRG	Lack of effective methods of communicating. Review these for effectiveness.	G.S.
15.	Training & development	General Services SAR	Conduct a training needs analysis. This might be enhanced by an appraisal scheme. Plan a programme on an annual basis. Monitor effectiveness.	G.S. / H.R.
16.	Introduce new systems / procedures including an incident recording system	General Services SAR	To ensure integration of the section into Buildings & Estates it would be sensible to use the same system as might be used for maintenance repairs (both being fault rectifying procedures). In the long run this might reduce the demand for clerical support	G.S. / Computer Centre / UCC
17.	Develop a 5 year strategic plan - link to whole Buildings & Estates department	General Services SAR	Agreed	
18.	Review lone working procedures	General Services SAR / PRG	This would include review of security communications via radio	

5(d)   HEALTH & SAFETY

Introduction
The Peer Review Group (PRG) was very impressed with the self-assessment report and documentation provided by the Health & Safety (H & S) Office. The documentation provided a comprehensive overview of the Health & Safety Office - the material was reflective of the comprehensive documentation provided by the office to University Departments. The Staff of the office are to be complimented on their approach to the QA exercise.

A very productive and informative conference call was undertaken with the College Safety Officer in advance of the QA process as he was on annual leave during the week of the review. The PRG wishes to express its gratitude to the Safety Officer, Mr. Tony Perrott (A.V. Services) and the Director of Quality Promotion for facilitating this call.

An interview was also held with the Administrative Staff of the unit during the Quality Review.

The PRG noted the very positive feedback in the QA questionnaire and the response from staff to Training Courses provided by the Safety Office.

The excellent accident record of the University was also noted, which reflects well on the University's approach to health and safety and risk management.

	Recommendation	Origin	Comment	Action
1.	That the H & S office be resourced to the equivalent standard of U.K Universities.	H & S Office	The report proposes the establishment of five posts in the Health and Safety area. The PRG considers that the availability of specialist advice to the H& S office may be essential in specific cases and proposes that budgetary provision be made available for the contracting in of such specialist services when required. This specialist advice should be subject to public procurement procedures. It is also recommended that the relevant professional competence available within the University be utilised where possible.	U.C.C
2.	That the H & S Office be provided with support from the Computer Centre to develop its website and to put its work manuals etc on-line.	H & S Office	The committee agrees with the overall thrust of this proposal.	UCC / Computer Centre

	Recommendation	Origin	Comment	Action
3.	That the H& S office budget requires expansion to include provision for engagement of multi-disciplinary consultancy support, purchase of promotional material, IT training/intranet multimedia self learning material and the engagement of IT specialists to produce site-specific packages	H & S Office	The PRG considers that much of the IT support required to deliver this recommendation, with which the group is broadly in agreement, could be delivered through the IT support mentioned above.	UCC
4.	The provision of a more realistic budget for H& S training of c. €100,000 p.a 2002/03 or redirect a substantial proportion of HR's budget to the H & S Office.	H & S Office	The PRG considers the provision of resources to H & S for training of staff to be essential. That budget should be increased when resources allow. Discussion and consideration should take place with the Training & Development Unit of Human Resources with a view to maximising resources and impact.	UCC
5.	The H&S office requires dedicated annual budgets for physical improvements and equipment purchases College-wide and parity of esteem in the distribution /allocation of B & E budgets	H & S Office	The PRG is in agreement that a specified amount be made available to the Buildings Office each year to tackle the prioritised list of Safety Works, as approved by the Safety Committee. It does not consider that the allocation of the budget is a matter of "parity of esteem" nor that the budget should be divided on a pre-established basis given that the requirements of the University and the priorities of the Buildings Office in terms of maintenance and H & S may vary from year to year. Indeed there is a significant crossover in that many maintenance works have a considerable H & S element.	UCC

	Recommendation	Origin	Comment	Action
6.	That the H & S Office be allocated a dedicated training room for H & S training	H & S Office	The PRG feels that the current restraints on the University in terms of teaching space would not be conducive to setting aside such a space. The diverse requirements of such a space do not sit readily with the provision of a room to cover all the activities described. It is recommended that the H & S Office develop its term schedule for the year and continue to book suitable teaching/meeting space well in advance. Alternatively, depending on action on the reporting structure perhaps a sharing arrangement with the Training and Development Unit could be established.	UCC
7.	That the status and importance of the H & S Office/ College Safety Officer would be raised in the University.	H & S Office	The PRG considers it essential that all possible support be provided to the College Safety Officer/ H & S Office by College Officers and Committees in fulfilling a very important and onerous remit	UCC
8.	That support be provided to the Projects Office and Buildings Office by a Safety manager on a contract basis	PRG	The PRG, in examining the scope of activity to be undertaken by the H & S Office and the demands of the current, unprecedented programme of construction, proposes that a Safety Manager in the B& E Office, dealing with H&S documentation, safety statements, site safety, the use of PPE, etc and acting on the advice of the Safety Officer, could assist in the improvement of site safety and allow the Safety Officer to devote more time to the not inconsiderable task of implementing his brief collegewide.	UCC
9.	That the staff of the H & S Office be brought together in one location.	PRG	The effective functioning of the H & S Office requires that support staff work in close proximity. Consideration should be given to relocating staff so that the H & S Office is combined in one location	UCC

	Recommendation	Origin	Comment	Action
10.	That the College Safety Committee report to Governing Body at least once a year	PRG	The PRG was advised that even though the Safety Committee is a committee of GB, it does not forward an annual report at present. It is important that the GB, which has overall responsibility for University governance, be updated regularly on improvements and issues in the area of Health and Safety	UCC Safety Committee
11.	That the Health and Safety Officer be provided with a budget to attend conferences/training along the lines of the academic travel grant	PRG	Given the ever-developing nature of legislation in this area, consideration should be given to providing a budget to allow the College Safety Officer to occasionally attend H&S conferences.	UCC
12.	That the staff of the Department be offered development opportunities to allow them make a greater contribution to Training and Development	PRG	Some Health and Safety checks are currently undertaken by the administrative staff of the H & S Office. Consideration should be given to the assessing the areas in which staff can further support the training function of the office.	H & S Office

5(e)   SPACE ALLOCATION

Introduction
Although the UCC campus is experiencing an extremely rapid development of its physical space estimated at 30% since 1998, there is still a real shortage of space which can be re-allocated for new purposes. The process of re-allocation appears to be little understood by the academic community and is a source of frustration to the staff into whose area of responsibility this falls. The space allocation committee concerns itself with minor allocation matters but there appears to be a lack of objective data to help its deliberation.

The College is assessing its space requirements for the next 5 years and beyond but determining the size of the estate footprint to meet needs is difficult to do without some measurement criteria. Likewise there appears to be little trust in the procedure mainly borne out of its lack of transparency.

Another area of the Buildings and Estates Department , that of timetabling, has previously suffered from similar perceptions of lack of trust and difficulties. A move to a computerised system which allowed greater transparency of the process and the ability to monitor room use has totally transformed the room booking system. A similar change for space allocation could be achieved through adoption of an accepted methodology for calculating space entitlement and a thorough audit of space with data maintained on a space database.

The main thrust of the Peer Review Groups' recommendations are intended to help the Buildings & Estates Office improve it's management of the space allocation process.

	Recommendations	Origin	Comment	Action
1.	Development of a methodology for calculating space entitlement. See no.11	Buildings & Estates SAR	There is a recognition of 'serious space deficiencies' but no obvious method of quantifying this. Issues about space ownership exist. This can help reduce these.	B & E
2.	Development of a space database which is regularly updated	Buildings & Estates SAR	At present there is much reliance upon departments 'owning up' to using space. An up to date database of space & occupants provides a monitoring tool for managing this along with the methodology for calculating entitlement	B & E
3.	Development of a formal system of feedback on status of individual space allocation	Buildings & Estates SAR	This follows naturally from the previous 2 recommendations	B & E

	Recommendations	Origin	Comment	Action
4.	Introduction of computerised system	Buildings & Estates SAR	See no.2 above and cross reference to other IT 'initiatives'. It is important that computer systems which are introduced are compatible with each other and help to integrate sections of the department	B&E to specify UCC to fund
5a.	Improved communication between departments requesting space and Buildings & Estates	Buildings & Estates SAR	All relate to no.2 and no.4 above. Web systems can help communications and a consistently maintained database can help annual audit	B&E
5b.	Departments / Units reporting annually on space….	Buildings & Estates SAR	Agreed	B&E
5c.	Regular audits of space	Buildings & Estates SAR	Agreed	
6.	Identify space requirements required by Units over next 5-10 years	Projects Office Appendix A Physical Development Plan	This can only be achieved if there is a consistent method to analyse space entitlement (see no.1 above)	B&E
7.	Role of Buildings & Estates in allocation of space to be communicated on B&E web.	Buildings & Estates SAR	Essential if trust is to be won for no.1 above. The benefit will be increased transparency of process	B&E
8.	Department staff to identify / report under-utilised space	Buildings & Estates SAR	Might not be necessary if no.1 and no.5(c) work	B&E
9.	Applications for space routed through Dean	Buildings & Estates SAR	Can be supported by quantifiable data through applications of no.1.	B&E
10.	Policy on allocation communicated to staff	Buildings & Estates SAR	In same vein as no.2, 3, 5a, 7.	B&E
11.	Consideration of mechanism of objectively prioritising demands etc.	Buildings & Estates SAR	See no.1. Essential pre-requisite to open, transparent mechanism	B&E

Conclusion

The PRG was very impressed with the diligence and professionalism displayed by each of the areas in the Buildings & Estates Office in tackling the Self-Assessment process. This approach was reflective of the professionalism displayed by the office in carrying out its functions in general. Our contact with customers of the office, both internal and external, was very complimentary in that regard.

Many of the recommendations in this report arising from the Self-Assessment or from the PRG can be tackled in the short term with minimal or limited resource implications. Some of the general recommendations, however, require **urgent attention in terms of commitment of resources by the University**, in particular, the issues of **cutbacks in the maintenance budget**, **adequate accommodation for the works function and consideration of support staffing within the office**. It was noted that, despite severe cutbacks in terms of resources in recent years and the physical limitations of the 'works' area and the Buildings Office itself, staff continue to have a positive and constructive approach to delivering a quality service to the University.

We are in no doubt following our visit that an excellent job is being done by the different sections of Buildings & Estates at a time of unprecedented development on the campus. The recommendations in this report, the majority of which stem from the work of the staff themselves, are aimed at a further enhancement of this service. The staff of the office will need to be **supported fully** in the implementation of these recommendations.

The PRG would like to thank everyone who participated in the review process. In particular we wish to thank the staff of Buildings & Estates for their co-operative, accommodating and friendly approach to the process.

A final word of thanks to Dr. Norma Ryan and Aoife Ní Néill who provided excellent support to the PRG throughout the process.

Timetable for conduct of Peer Review Group Visit

Office of Buildings & Estates
Buildings Office
General Services
Health & Safety Office
Projects Office

Friday 14 June 2002

09.30 – 10.30   Conference call to discuss Health & Safety Section of Self-Assessment Report with Mr. John Ring, Safety Officer.
Venue: Mr. A. Perrott's Office, Audio Visual Services Unit, UCC

Tuesday 18 June 2002

14.00 – 16.00   Meeting of members of the Peer Review Group
Briefing by Director of Quality Promotion Unit, Dr. N. Ryan.
Group agrees final work schedule and assignment of tasks for the following 2 days.
Views are exchanged and areas to be clarified or explored are identified.
Venue: Room 255 O'Rahilly Building

16.00 – 18.00   Consideration of Self-Assessment Report and other inputs

    16.00   Meeting with Mr. Ger Harrington, Director, Buildings & Estates
    16.30   Ms. Evelyn Conway, Administrative Assistant, Office of Director of Buildings & Estates
    16.40   Mr. Niall McAuliffe, Buildings Officer
    17.10   Ms. Sheila Maguire, General Services Officer
    (Note added after review: Due to unforeseen circumstances Ms. Maguire was unable to meet with the PRG at this time)

    17.30   Mr. Mark Poland, Projects Officer

19.30   Dinner for members of the Peer Review Group, Director of Buildings & Estates and Unit Co-ordinating Committee (Evelyn Conway, Ger Harrington, Niall McAuliffe, Sheila Maguire, Mark Poland).

Wednesday 19 June 2002

08.30 – 09.00   Convening of Peer Review Group
Venue: Room 255 O'Rahilly Building

09.00 – 12.30   Continuation of consideration of Self-Assessment Report and other inputs along with all unit staff, including administrative and technical staff, as appropriate.

    09.00   Staff of Office of Director of Buildings & Estates, including consideration of space allocation:

Ms. Evelyn Conway, Administrative Assistant
Ms. Carol Shanahan, Acting Senior Executive Assistant

09.15   Staff of Health & Safety Office:
Ms. Joan Lenihan, Administrative Assistant
Ms. Melissa Walsh, Executive Assistant

09.30   Representatives of staff of General Services:
Mr. Brian Corcoran, Services & Security Operative, Lee Maltings
Mr. Brendan Dunne, Departmental Operative, Reception Centre
Mr. Michael Dunne, Services Supervisor, Lee Maltings
Ms. Ivy Jestin, Services & Security Operative, O'Rahilly Building
Mr. Eric Kennedy, Services & Security Operative, 28 person roster
Mr. Padraig Lynch, Senior Executive Assistant
Mr. Anthony O'Byrne, Departmental Operative, Reception Centre
Mr. Pat O'Mahony, Services Supervisor, Main Campus
(Note added after review: the 3 members of staff in the SSO category did not meet the PRG during the visit)

10.45   Representatives of staff of Buildings Office:
Mr. Maurice Ahern, Administrative Assistant – Technical Services
Ms. Geraldine Brannigan, Executive Assistant
Mr. Brendan Buckley, Services Co-ordinator
Ms. Evelyn Conway, Administrative Assistant
Mr. Henry Jeffries, Supervisor of Engineering Services
Mr. Noel Keogh, Acting Electrical Foreman
Mr. John Kenneally, Painter
Mr. Michael McCormack, Estates Administrator
Mr. Frank McGrath, General Operative
Mr. Finbarr Moloney, Superintendent of Buildings
Mr. Kieran Murphy, Plumber
Mt. Noel O'Mahony, Supervisor of Grounds
Mr. Kevin O'Regan, Superintendent of Engineering Services
Mr. Paul Prendergast, Maintenance Co-ordinator
Mr. Pat Ryan, Supervisor of Buildings
Ms. Carol Shanahan, Executive Assistant
Mr. Pat Twohig, Carpenter
Mr. Paul Williams, Architectural Draughtsperson

11.45   Staff of Projects Office:
Ms. Yvonne Brennan, Executive Assistant
Mr. Pat Burke, Projects Manager
Ms. Gina Morrissey, Executive Assistant
Mr. Joe Murphy, Clerk of Works
Mr. Chris O'Brien, Assistant Projects Manager
Mr. Tim O'Riordan, Projects Manager

12.30 – 13.30   Working lunch for members of Peer Review Group

13.30 – 15.00   Visit to core facilities of Unit
To include: Maintenance Yard, 54 College Road, Centre Boiler house, G19, B15 and walk-in-duct in Kane Building, Biosciences Building; Post Room, General Services Office, Reception Centre, O'Rahilly Building,
Group escorted by Ms. Evelyn Conway

15.00 – 18.30 Meeting with representative selections of staff and users of the services provided by the Office of Buildings & Estates:

15.00 Staff of UCC in relation to General Services activities:
Ms. Margot Hill, Records & Examinations Office
Mr. Paul Kearney, President, Students' Union
Ms. Orlaith O'Callaghan, Office of Public Affairs
(Note added after review: neither Ms. O'Callaghan nor Mr. Kearney met with the PRG during the review)

15.30 Staff of UCC in relation to Buildings Office activities:
Mr. Seamus McMahon, Library
Ms. Kathryn Neville, Dental School & Hospital
Mr. Denis Ring, Department of Process Engineering

16.00 Staff of UCC in relation to Projects Office activities
Professor John Fraher, Director, Biosciences Institute
Mr. Donncadh Ó hAodha, General Manager, Áras na MacLéinn
Ms. Virginia Teehan, College Archivist

16.30 Staff of UCC in relation to Safety Office, including College Staff Safety representatives:
Mr. Donncadh Ó hAodha, General Manager, Áras na MacLéinn
Ms. Liz Carroll, Áras na MacLéinn
Ms. Kathryn Neville, Dental School & Hospital
Safety Representatives
The College Safety Representatives did not attend the meeting with the PRG during the review

17.00 Representatives of groups/individuals principally from outside UCC who deal with the different sections of the B&E Office.
Venue: Staff Common Room

Dr. Grace Neville, Department of French, member of Governing Body of UCC,
member of Buildings Committee and of Space Allocations subcommittee
Sgt. John Deasy, Barrack St. Garda Station
Mr. Charlie Dwan, Securicor
Mr. Sean Gill, Consultant/Project Manager, LG-BeMRA
Mr. Eddie Barrett, Electrical Contractor
Mr. John O'Callaghan, Fire Consultant to UCC
Mr. Gerard McCarthy, Director, McCarthy Architects
Mr. Seamus Mulhern, Director, Arup Engineering Consultants
Mr. Michael O'Mahony, Managing Partner, Bruce Shaw
Mr. Jim O'Donovan, Director of Services, Planning, Cork City Council

19.30 Working dinner for members for the Peer Review Group

Thursday 20 June 2002

08.30 – 09.00 Convening of Peer Review Group
Venue: Room 255 O'Rahilly Building

09.00 – 09.30	Professor Aidan Moran, Registrar & Vice-President for Academic Affairs, member of Executive Management Group of university
09.30 – 10.00	Mr M. Kelleher, Secretary & Bursar/Vice-President for Finance & Administration
10.00 – 10.30	Dr. Jean Law, Director, Development Office
10.30 – 10.45	Professor Kevin Collins, Chair, College Safety Committee
10.45 – 11.00	Mr. Martin Hayes, Director of Computer Centre
11.00 – 11.15	Ms. Avril O'Donnell, Disability Office
11.15 – 11.35	Ms. Sheila Maguire, General Services Officer
11.35 – 11.55	Mr. Niall McAuliffe, Buildings Officer
11.55 – 1215	Mr. Mark Poland, Projects Officer
12.30 – 13.30	Mr. Ger Harrington, Director of Buildings & Estates Working Lunch for members of Peer Review Group
13.30 – 14.00	Completion of tour of facilities, including the facilities in Carrigside.
14.00 – 17.00	Preparation of first draft of final report
17.00 – 17.30	Exit presentation, made to all staff of the Unit by the Chair of the Peer Review Group and all members of the PRG, summarising the principal findings of the Peer Review Group. Venue: G1, Kane Building
19.00	Working dinner for members of the Peer Review Group to complete drafting of report and finalisation of arrangements for speedy completion and submission of final report.

Friday 21 June 2002

Externs depart