

Waterford and Wexford Education and Training Board



Programme Development, Delivery and Validation Policy

For QQI Accredited Programmes

Policy Area:	Quality Assurance
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Monitored:	Annually
Responsibility:	Programme Approval Committee
Approval:	QA Steering Group and WWETB

WWETB Programme Delivery Request, Development & Validation Policy¹

Waterford and Wexford Education and Training Board (WWETB) is committed to providing quality assured programmes for learners in its various FET Centres. This policy has been devised to ensure that WWETB has a robust process in place to deal with programme development, delivery and validation requests leading to QQI awards at NFQ Levels 1 – 6.

This policy relates primarily to requests from former Waterford and Wexford VEC providers and Training Centres, including Community Training and Contracted Training, who previously held Programme Approval Agreements with QQI.

Training Centres, for the purpose of complying with internal QA processes, will also provide notification to the Programme Approval Committee if new but already validated programmes/programme modules are being offered.

1.1 Quality Assurance

1.2 WWETB is responsible for ensuring that an effective and efficient quality assurance management process exists, governing requests from its centres for programme development, delivery and validation.

1.3 This process addresses engagement with the following awarding body:

- QQI, Levels 1-6.

2.1 New Programme Delivery Request²

2.2 A WWETB Centre must submit a '*Programme / Module(s) Delivery Request Form*' for approval to the WWETB Programme Approval Committee where it plans to:

- access and deliver existing validated major awards for the first time
- access and deliver existing validated programmes where that programme has not been delivered in-centre for the past five years

2.3 New Programme/Module Development Request³

2.4 A WWETB Centre must submit a '*Programme / module(s) Development Request Form*' for approval to the WWETB Programme Approval Committee where it plans to:

- develop new programmes/modules for validation with a view to their delivery
- request to develop a shared programme
- request to participate in the development of a joint programme/module

2.5 Both proposals must contain a '*Needs Identification*' which outlines a rationale for the programme such as:

- 2.5.1** how it might be meeting learner needs, national and/or local skills needs, an educational need in community etc.
- 2.5.2** evidence of how the programme fulfils national policy recommendations e.g. in terms of activation, active inclusion etc.
- 2.5.3** evidence of stakeholder engagement e.g. employer engagement in identifying local skills

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needs, engagement in programme development, review etc.

2.5.4 identification of the award that best meets the needs of the programme

2.5.5 staffing requirements

2.5.6 funding requirements

2.5.7 development requirements

¹. This Policy should be read in conjunction with WWETB's 'Quality Assurance Agreement' with QQI.

². Please refer to Appendix 2

³. Please refer to Appendix 4

⁴. Please refer to Appendix 6

- 2.6** Proposals can be submitted to the relevant QA Officer or TSO. The *Programme Approval Committee* will meet up to six times annually or at shorter notice where an immediate need arises.
- 2.7** In advance of an application being prepared the *Programme Approval Committee* will confirm whether or not the programme/module is available and validated or whether development is required.
- 2.8** Initially, the Programme Approval Committee will screen proposals and assess whether it contains all the required information.
- 2.9** The Programme Approval Committee will notify all FET Centres of the proposal(s) and provide a duration of two weeks by which any Centre can submit comment.
- 2.10** The Programme Approval Committee will call a meeting of the *Programme Approval Committee*⁵ who, using the criteria set down in the Terms of Reference, will determine whether or not the Centre is approved to deliver and/or develop the proposed programme/component⁶.
- 2.11** The Programme Approval Committee will circulate a draft agenda and related documentation to members of the *Programme Approval Committee* at least a week in advance of the meeting. In certain circumstances, the *Programme Approval Committee* may ask the Centre(s)⁷ to provide an oral submission to support its request.
- 2.12** Where the programme/module is available and validated and the *Programme Approval Committee* approves the delivery request, the Programme Approval Committee will communicate the decision to the Centre(s) using the Programme Delivery Approval Notification Template (appendix 8)
- 2.13** In turn, the Programme Approval Committee will communicate the decision to the 'Quality Assurance Officer' who will arrange for the programme/module to be made available to the Centre(s) and register the Centre(s) for delivery of that programme/module via the QBS.
- 2.14** Where the *Programme Approval Committee* does not approve the delivery or development of a programme/module, the Programme Approval Committee will communicate the decision to the Centre outlining the rationale for same.
- 2.15** Where a Centre does not agree with the decision of the *Programme Approval Committee*, the Centre can appeal same to the Chief Executive Officer (CEO).
- 2.16** The EO will review all relevant materials and will either uphold or amend the decision of the *Programme Approval Committee*. The EO's decision will be communicated to the Centre.
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3.1 Programme Development, Evaluation and Approval

3.2 Where approval is received and the related programme/module is not available or has not previously been validated, a Programme Development intervention is required. The Programme Approval Committee, in liaison with the QA Officer and the proposing Centre Manager will devise a programme development and evaluation plan for each approved development request.

⁵ Programme Approval Committee comprises EO, AEOs, PLC Representative, Training Centre TSOs and QA Officer

⁶ The Programme Approval Committee will work to a set of criteria.

⁷ Centre here refers to both the Centre proposing and the Centre(s) commenting on the proposal.

- 3.3** The new programme/module will be developed in line with QQI 'Guidelines for Preparing Programme Descriptors' and in line with WWETB's quality assurance policy 'Programme Development, Delivery and Review'.
- 3.4** The Process Co-ordinator or another nominated person will arrange the evaluation of the programme and related programme modules.
- 3.5** The criteria for the selection of programme evaluators and an outline of their role and duties are contained in WWETB's '*Programme Evaluators' Handbook*'.
- 3.6** When the evaluation process is complete, the Process Co-ordinator presents the programme information to the Programme Approval Committee for discussion and decision.
- 3.7** Additional information as follows will also be available if required for examination by the Programme Approval Committee
- Programme Specification
 - Evaluation Forms
 - Requests for Further Information, if relevant
- 3.8** The *Programme Approval Committee* may select and examine any of these documents to ensure that the evaluation process has been carried out in accordance with procedure and that the recommendation of the Programme Evaluators is consistent with the evidence.
- 3.9** Having examined the evidence, the *Programme Approval Committee* may:
- Concur with the recommendation of the Programme Evaluators, approve the programme and make a recommendation to QQI to validate the programme.
 - Find that the recommendation of the Programme Evaluators is inconsistent with the evidence and refuse to approve the Programme
 - Find that the process has not been carried out in accordance with the agreed procedures and refuse to approve the Programme
 - Find that the recommendation of the Evaluators is not consistent with the evidence or process and request the carrying out of a new evaluation
- 3.10** The Programme Approval Committee will record the findings of the *Programme Approval Committee* in respect of each programme reviewed using the Programme Approval Decision Form (Appendix 7). The Programme Approval Committee-QA Officer will arrange for this form to be signed by the chair of the *Programme Approval Committee (E. O.)* as a declaration of approval.
- 3.11** The minutes of the meeting will record the *Programme Approval Committee* decision in respect of each of the programmes.
- 3.12** A recommendation for approval by the evaluators will normally result in the Programme Approval Committee making a request to QQI to validate the programme. Otherwise, the Programme Approval Committee will communicate the outcome to the relevant Centre(s).
- 3.13** Once validation is received from QQI, the Programme Approval Committee will communicate this decision to the local Centre. It is noted that a programme developed, as described, may be validated for the sole use of the Centre or for use by a group of named Centres.
- 3.14** It is also noted that a programme developed, as described, may be validated for the sole use of the registered provider and approved for sharing with a group of named providers or provider types. In this instance, these providers or provider types must apply to QQI for validation in

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their own right.

3.15 In turn, the QA Officer will communicate such decision and will arrange for the programme/module to be made available to the Centre(s) and register the Centre(s) for delivery of that programme/module via the QBS.

4.1 Access to Programmes/Modules

4.2 Where QQI provides validation for a programme/module, the QA Officer will insert the WWETB logo on the programme/module. Only programme/modules with the official WWETB logo are deemed validated and ready for delivery.

4.3 The QA Officer/Programme Approval Committee will utilise a single version control system (version, date, etc.) to ensure that only the latest version of the programme/module documentation is available to a relevant Centre(s).

4.4 The QA Officer/Programme Approval Committee member will upload the approved programme/module titled '*Validated FET Programmes*' on SharePoint/WWETB website/PLSS (to be decided).

4.5 The QA Officer will advise relevant Centre QA Coordinators⁶ of this.

4.6 It is the responsibility of Centre Management to ensure that only the latest version of all programmes/modules are currently available to and delivered by teaching staff.

4.7 It is the responsibility of Centre Management to ensure that only programmes that have prior approval for delivery at that Centre are actually delivered.

5.1 Programme/Module Review

5.2 As all programmes/modules are subject to review, each Centre must complete a programme/module review as scheduled in the programme descriptor and in line with quality assurance procedure '*Programme Review*'.

5.3 Recommendations from the review will be two-fold:

- recommendations that are the responsibility of the Centre e.g. extra resources required for delivery
- recommendations that are the responsibility of the WWETB FET Division e.g. making amendments to descriptors

6.1 Request to Participate in the Development of a Joint Programme/Module

6.2 Joint validation describes a programme jointly developed by a group of providers and successfully submitted to QQI for validation for use by all the providers listed in the validation application.

6.3 A Centre, on behalf of WWETB as provider, planning to enter into an arrangement with a group of external Centres to develop and submit a programme/module for joint validation to QQI must complete and forward a '*Programme / Module(s) Delivery Request Form*' to the Programme Approval Committee, as per the steps outlined at Section 2 above. If the proposal is not approved, the Programme Approval Committee will provide a rationale for this decision.

6.4 In the case of a joint application to QQI for validation, one Provider within the group will take a lead in coordinating the development of the programme, its evaluation, approval and

submission to QQI for joint validation, on behalf of the group. This provider will also liaise with the group at each stage to keep them informed of developments.

6.5 Once notice of validation is received from QQI, the local Programme Approval Committee will liaise with the local Centre(s) to finalise the programme/module approval process.

6.6 In turn, the Programme Approval Committee will communicate such decision to the QA Officer who will arrange for the programme/module to be made available to the Centre(s) and register the Centre(s) for delivery of that programme/module via the QBS.

7.1 **Request to Deliver a Shared Programme**

7.2 Shared Validation describes a programme developed by a provider, validated by QQI for use by that provider and approved for sharing with other listed providers/provider types.

7.3 In this instance, these providers or provider types must then apply to QQI for validation in their own right, having had an opportunity to review/amend the programme to meet their specific needs as required.

7.4 A WWETB Centre planning to deliver a programme/module approved for sharing with WWETB must complete and forward a '*Programme / Module(s) Delivery Request Form*' to the Programme Approval Committee. The proposal will be considered at the next '*Programme Approval Committee*' meeting. If the proposal is approved, the Programme Approval Committee will put in place the necessary arrangements for evaluation and validation.

⁶ Only those Centres who have approval to deliver a programme/module will be contacted.

Appendix 1: Process Flowchart

Removed for review. Process Flowchart will be re-entered in a later update of the policy.

Appendix 2. Programme/Module Delivery Request Form



Programme / Module(s) Delivery Request Form

Note: This form is only to be used where validated programmes/module(s) already exist within WWETB and no programme writing/development is required.

1. Programme/Centre Details			
Programme /Centre Name:			
Programme/ Centre Manager, Principal:			
Email:			
Contact Person:			
Email:			
Registered Centre QBS Code			
2. Request to access and deliver validated Programme/ Modules(s) OR add additional programme Module(s)			
This is a request to access and deliver (please tick✓)	An already validated Programme leading to a Full Major Award	<input type="checkbox"/>	Additional Module(s) to be added to already validated programme (within 20% limit)
3. Details of Validated Programme :			
Programme Title:			
Award Title:			
Award Code:			
Programme Profile:			
Learner Profile:			
Programme Objectives:			

Entry Criteria:	
Programme Commencement Date:	
Programme Duration:	

Indicate the overall duration of the programme e.g.					
Full or Part-time	<i>Full-time</i>		<i>Part-time</i>		
Hours per week	<i>Full</i>		<i>Part-time</i>		
Overall duration	<i>Years</i>		<i>Months</i>		

4. Details of Programme Module(s):

Please ensure that the mix of components offered meets the requirements of the certificate as set out in the Award Specification. Include only those components which will be fully achieved (all learning outcomes achieved) as part of the programme.
Please ensure that the purpose of the module/s (as per Component Specifications) you wish to have included corresponds with the purpose of the validated programme (as per Award Specifications)

4. a) Copy and paste the purpose of the **programme** here.

4 b) Copy and paste the purpose of the **module** here.

QQI Component Title	QQI Component Code

5. Resources Required for Delivery:

*Please confirm whether the proposed programme/Module(s) can be delivered within existing resources. If not, identify additional resources required, including estimated costs. In particular, reference should be made as to whether there are **Specific Validation Requirements** which must be fulfilled.*

6. Staffing Requirements

Please confirm whether the proposed programme and/or module can be delivered within existing allocation.

Indicate with a ✓

Yes No

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Appendix 3: Fast-track Programme Approval Request Form

Removed as form no longer appropriate

Appendix 4: Interim Programme Development Procedure

1.0 Programme Development Process

Programmes will be developed in accordance with the Programme Development, Delivery and Review Policy as detailed in WWETB's QA Agreements. The policies and associated procedures are part of WWETB's Quality Assurance Agreements with QQI

The programme development process has as a first step the development and approval of a Programme Request Proposal. The proposal establishes the educational/business case or rationale for the programme and enables WWETB to co-ordinate programme development across its provision.

Programme Proposals are submitted to the Programme Approval Committee within WWETB for approval, (Appendix 2). Once a proposal is approved, programme development work can commence.

The Programme Approval Committee and/or other delegated persons will take a lead in the programme development process in collaboration with the QA Officer, centre managers and principals, tutors/teachers, process co-ordinators and other stakeholders in the process.

This role may include completing the following tasks which support the programme development process; devising development and evaluation timelines, preparing development resources and guidelines, recruiting subject specialists for the Programme Development Team, organising and delivering training, supporting writers from first to final draft, working with process co-ordinators etc.

Programme Development may also be delegated to other bodies as appropriate such as the Further Education Support Service.

The *Programme Approval Committee* will oversee the programme evaluation and approval process.

Programme Descriptor (Specification)

The WWETB Programme Development Team will use the WWETB Programme Specification to present programme information. (To be developed). The specification includes information on a range of programme elements relevant to the national standards for the awards and in line with the criteria set by QQI. The Programme Specification will be presented to the Programme Approval Committee/Programme Approval Committee Process Co-ordinator for evaluation.

2.1 Programme Evaluation Process

Once a programme is submitted for evaluation it is screened by the Programme Approval Committee/Programme Approval Committee Process Coordinator in accordance with the criteria in WWETB QA. WWETB will also ensure that all programme details are measured against published criteria to ensure that the programme offers the learner the opportunity to achieve the standards for the awards to which they are designed to lead.

Appendix 5: Request to develop new programme/module(s)



Programme/Module(s) Development Request Form

Note: This form is only to be used where no validated programmes/module/s exists within WWETB and programme writing/development is required.

1. Programme/Centre Details			
Programme /Centre Name:			
Programme/ Centre Manager, Principal:			
Email:			
Contact Person:			
Email:			
2. Request to develop a Programme/ Programme Module(s)			
This is a request to develop	<i>A Programme leading to a Major Award</i>		<i>New module(s) (to be added to a n already validated programme within 20% limit)</i>
3. Details of Programme :<i>(refer to QQI Guidelines for Preparing Programme Descriptors)</i>			
Programme Title:			
Award Title:			
Award Code:			
Programme Profile:			
Learner Profile:			

Programme Objectives:	
Entry Criteria:	
Programme Commencement Date:	
Programme Duration:	

Indicate the overall duration of the programme e.g.

Full or Part-time	<i>Full-time</i>		<i>Part-time</i>		
Hours per week	<i>Full</i>		<i>Part-time</i>		
Overall duration	<i>Years</i>		<i>Months</i>		

4. Details of Programme Module(s):

Component Title	
Component Level and Code	
Module Title	
Credit Value	
Mandatory /Optional	
Aims and Objectives	
Title and Code of Major Award to which module leads	

5. Resources Required for Delivery:

*Please confirm whether the proposed programme module can be delivered within existing resources. If not, identify additional resources required, including estimated costs. In particular, reference should be made as to whether there are **Specific Validation Requirements** which must be fulfilled.*

6. Staffing Requirements

Please confirm whether the proposed programme module(s) can be delivered within existing allocation.

Indicate with a ✓

Yes

No

7. Rationale

Please provide a rationale for the proposed development of the programme module(s).

SIGNED
Programme/Centre Manager,
Principal

Date

Appendix 6: Evaluator Request for Further Information



Programme Evaluators' Request for Further Information (FRI)

The Programme Evaluators carrying out the evaluation of your programme require some further information/clarification in order to continue processing your application. It may be that the programme evaluators have insufficient information to enable them to reach the evaluative decision. In some cases it may be that some amendments to the information submitted are required to ensure that the programme meets the validation criteria.

Programme Developer Team Leader:	
Programme Title:	
Note to Programme Evaluators: List any clarifications / further information / amendments required. Be as clear as possible in your request, referencing specific sub-questions from the application form as appropriate.	
Programme Title	
Programme Profile	
Needs Identification	
Rationale	
Learner Profile	
Programme Objectives	
Entry Criteria	
Programme Duration	
Delivery Mode	
Delivery Methodologies	
Programme Structure	
Assessment Plan	
Programme Review Schedule	

Transfer and Progression	
Learner Support	
Validation Requirements and Resources	
<p>Note to Programme Evaluators: Where further information is required in relation to the programme module, please ensure that you indicate the particular programme module title in each case.</p>	
<p>Copy and paste this section as many times as required to request further information for as many programme modules as appropriate.</p>	
Programme Module Title:	
QQI Component Award	
Duration	
Objectives	
Indicative Content	
Assessment	
Any other comment	

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Appendix 7: Programme Approval Committee Terms of Reference

Committee Name

Waterford and Wexford Education and Training Board Further Education and Training (WWETB FET) Programme Approval Committee

Purpose

This committee was set up to provide management oversight and Quality Assurance of WWETB FET centre submissions for programme development, delivery, evaluation and submissions for validation.

Scope

The committee will review the following application types submitted from Centres via *'Programme / Module(s) Delivery Request Form'* and screened by the Programme Approval Committee.

- access and deliver existing validated programmes for the first time
- access and deliver existing validated programmes where that programme has not been delivered in-centre for the past three years
- develop new programmes/modules for validation with a view to their delivery
- request to develop a shared programme
- request to participate in the development of a joint programme/module

Authority

In respect of applications made to the WWETB FET Programme Approval Committee, the committee may

- Approve application
- Refuse application
- Request oral submission from applicant centre

In order to provide a fair and unbiased decision, the criteria for programme approval must be clearly defined and agreed. The Programme Approval Committee is tasked with devising these criteria on the occasion of the first meeting.

Membership

The membership of the group will comprise of a representation from the following groups. Actual membership to be decided at WWETB FET meeting. Committee will appoint a chair at initial meeting. Chair to be rotated on an annual basis.

- Education Officer
- Adult Education Officer(s),
- PLC Representative
- Training Standards Officers
- QA Officer
- Programme Approval Committee acting as Secretary

Meeting arrangements

- Committee will meet 6 times annually or as required.
- Meetings will take place in an agreed WWETB centre location.
- A quorum of 4 members must be available for meeting to take place.
- Programme Approval Committee, acting as secretary to Programme Approval Committee will schedule meetings, communicate agendas and meeting minutes.

Reporting

- Programme Approval Committee will report meeting summaries to WWETB FET

Resources and budget

- WWETB FET boardroom will be available for the committee meetings.
- Administrative support will be available to take minutes of meetings

Deliverables

Output of Programme Approval Committee will be one of a set of notifications in response to applications. Centres will be notified directly by Programme Approval Committee, with copies retained on SharePoint (to be decided).

- Programme Delivery Request
 - Notification of Approval to Deliver
 - Notification of refusal to Deliver
- Programme Development
 - Notification of Approval to Develop
 - Notification of refusal to Develop
- Programme Approval for QQI Validation
 - Find that the recommendation of the Programme Evaluators is inconsistent with the evidence and refuse to approve the Programme
 - Find that the process has not been carried out in accordance with the agreed procedures and refuse to approve the Programme
 - Find that the recommendation of the Evaluators is not consistent with the evidence or process and request the carrying out of a new evaluation
 - Concur with the recommendation of the Programme Evaluators, approve the programme and make a recommendation to QQI to validate the programme.

Appendix 8: Declaration of Programme Approval



Declaration of Programme / Module Approval

The programmes listed below have been submitted to the WWETB Programme Approval Committee. Each programme has been evaluated in accordance with the processes and criteria detailed in WWETB Programme Development, Delivery Request, & Validation Policy.

As per its Terms of Reference, the WWETB Programme Approval Committee has reviewed the evaluation process as applied to these programmes so as to ensure its validity.

For each programme listed, the Committee’s decision to recommend this programme to QQI for validation is indicated.

Programme/Module Title	Awards and Codes	Decision
		Recommended for Validation
		Recommended for Validation
		Recommended for Validation
		Recommended for Validation
		Recommended for Validation

Signed: Date

Chair of WWETB Programme Approval Committee

Appendix 9: Declaration of Programme Refusal



Declaration of Programme / Module Refusal

The programmes listed below have been submitted to the WWETB Programme Approval Committee. Each programme has been evaluated in accordance with the processes and criteria detailed in WWETB Programme, Development, Delivery Request & Validation Policy.

As per its Terms of Reference, the WWETB Programme Approval Committee has reviewed the evaluation process as applied to these programmes so as to ensure its validity.

For each programme listed, the Committee’s decision to refuse to recommend this programme to QQI for validation is indicated.

Programme Title	Awards	Decision
		Not recommended for Validation
		Not recommended for Validation
		Not recommended for Validation
		Not recommended for Validation
		Not recommended for Validation

Signed: Date

Chair of WWETB Programme Approval Committee

Appendix 10: Notification of Programme Delivery



Programme / Module Delivery Approval Notification

The WWETB Programme Approval Committee meeting of **XXth XX XXX** considered and approved the **XXXXX** request to deliver the following Major Award/s, as outlined in documentation submitted to the Programme Approval Committee:

Programme Code and Title _____
Programme Code and Title _____
Programme Code and Title _____
Programme Code and Title _____

Programme delivery is approved subject to:

1. Each programme and its modules being delivered as processed through the Programme Approval Committee and as validated by QQI and within the context of the prevailing Quality Assurance Agreement with QQI.
2. Observance of all Certificate Requirements and Specific Validation Requirements, as published in the related Certificate Specification and Component Specifications on the QQI website.
3. Each programme and its modules being reviewed, in line with B5.9 Programme Review of the prevailing QA agreement with QQI. A module that is subject to substantial revision must be re-evaluated through the Programme Approval Committee before delivery. Up to 20% of programme content can be changed through the Programme Approval Committee, including the addition of further programme modules, before the entire programme has to be revalidated by QQI.
4. Teaching staff having access only to current versions of all programme/module related documentation.

Signed: Date

Chair of WWETB Programme Approval Committee

Appendix 11: Notification of Programme Development Approval.



Programme / Module Development Approval Notification

To: _____
From: _____
Date: _____
Subject: _____

The WWETB Programme Approval Committee meeting of **XXth XX XXX** considered and approved the **XXXXX** requests to develop the following Major/Minor Awards as outlined in documentation submitted to the Programme Approval Committee.

Programme Code and Title _____
Programme Code and Title _____
Programme Code and Title _____
Programme Code and Title _____

Programme Approval Committee approval subject to:

1.All Programmes and modules developed by **XXX** being evaluated through the Programme Approval Committee and presented for approval to the Programme Approval Committee pre submission to QQI for validation.

Signed: Date

Chair of WWETB Programme Approval Committee

Appendix 12: Courses approved for delivery in previous years

Post Leaving Certificate Programme 2016/2017

Proposed No. of Places:		All PLC guidelines have been adhered to and this application is correct.	
School Name:		Signed:	
			Principal
School Roll Number:		Date:	



Courses Approved in 2015/2016

All existing courses which have no change from the approved list for 2015/2016 are to be detailed here.

					<u>QQI</u>			<u>Other Awarding Body</u>		
Course Title as in School Brochure	QQI Award Title	Did this course run last year? Y/N	Duration in Years	Annual Hours	QQI Award Code	Number of QQI Modules	QQI Award Level	Awarding Body	Number of Modules	National Qualifications Framework Level

Where a provider received approval for a course in the past 3 years but did not deliver it, and is now seeking approval for delivery of that course in 2015/2016, please complete the section below.

Identify reasons why the course was not delivered upon initial approval.

Outline the reasons why you are now applying for approval to deliver the course in 2016/2017.

Note: No course can commence in the PLC Programme without prior approval from the Waterford and Wexford ETB Chief Executive.