It’s team work – but it needs leadership
Both Chair and Secretary have key roles in managing the review process
...and rely closely on each other

Well managed review
Panel Dynamics

• Participation of all members
• Chair-Secretary manage the process
• Clearly assigned individual tasks
• Regularly get individual views/questions
• Consensus building based on evidence and informed judgment
• Shared clarity on report outcomes
ENQA’s advice….to Chairs

• “at all times identify possible misunderstandings of concepts with the Review Panel”
  i.e. we may get it wrong and ….  

• *You* as Chair must feel confident that you understand all aspects of the process and of ENQA policy and the ESG
Review Chair’s role – some key aspects

- Overall responsibility for the process, and the report
- Support Secretary’s work, lend authority
- Set the tone with the Agency
- Advise and guide the panel, lead when necessary
- Chair all the visit meetings
- Ensure balance and fairness
- Secure valid outcomes
- Finalise, submit and be accountable for the report
General approach and setting the tone

• Flexible
  “substantial compliance not rigid adherence”

• Considerate of context
  “taking into account the circumstances in which the Agency is required to operate”

• Supportive and developmental
  • the process should not stifle diversity and innovation
Key stages in Chair’s role

1. Preparation, briefing self
2. Initial briefing of team
3. Feedback to Agency
4. Producing the report
Initial stage

• Brief self: Read SER, know all other documentation and website information
• Welcome panel members, liaise with secretary
• Consult with secretary on logistics – programme, analysis of SER, arrangements for pre-visit briefing, arrival times of panel members etc
• Work with secretary to prepare ‘pre-report’, summarizing team views on each standard, identifying areas which are straightforward, and areas which need more discussion - setting priorities
Pre-visit briefing

• Check all panel members are at same point of understanding – use ‘pre-report’
• Allocate individual areas for in-depth reading and leading on questions
• Plan first day of visit meetings: main themes, who asks what in what order (it is much easier to chair the meetings if you have a planned scenario)
• Check with Secretary that all is clear; agree any requests to Agency
• Start getting team to work together, share, respect
Managing review meetings

- Practical aspects – seating, nameplates, eye contact etc
- Focused sessions – be clear what you need, don’t overlap or duplicate
- Full attention from all panel members – involve them (laptops?!)?
- Planned agendas with allocated questions
- Help participants from Agency to understand purpose
- Be sensitive to language issues
- Ensure time after each session for stock-taking
Timing is crucial

• - For the team’s work
• - For the Agency

Keep meetings to time

Keep general chat and unrelated conversation exchanges under control

There is very little time to spare ….
At the end of the visit

Check that:
- All of the ESG standards have been covered
- All members of the panel are agreed on all the outcomes
- There is valid evidence to support each decision
- The Secretary has a record and a clear understanding of all these
End of visit - giving feedback

• Keep it general
• Give encouragement
• Outline key areas for action/development
• Don’t convey firm judgments
• Don’t get drawn into detail or debate
• Remind - report is only a recommendation
• Invite all members of panel to confirm, comment briefly
• Maintain courtesy, thanks etc
After the site visit – the report

- Work with the Secretary on the initial draft
- Agree arrangements for email consultation
- Ensure ALL panel members are involved in completion of the draft report
- Assess and consult with panel on the Agency’s comments on the draft
- Agree any final changes
- Submit the final report to time
- Give ENQA team’s feedback comments
The ideal -- and the real.....?
Interest and commitment is crucial
But with …

• Careful preparation by everyone
• Commitment to the team work
• Good organisation and administration by the Secretary
• Good relations with the Agency
• Systematic work and record-keeping
• Focused meetings
• Collaboration on the report
THANK YOU

?? QUESTIONS ??

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