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THE ESSENTIAL COMPETENCIES

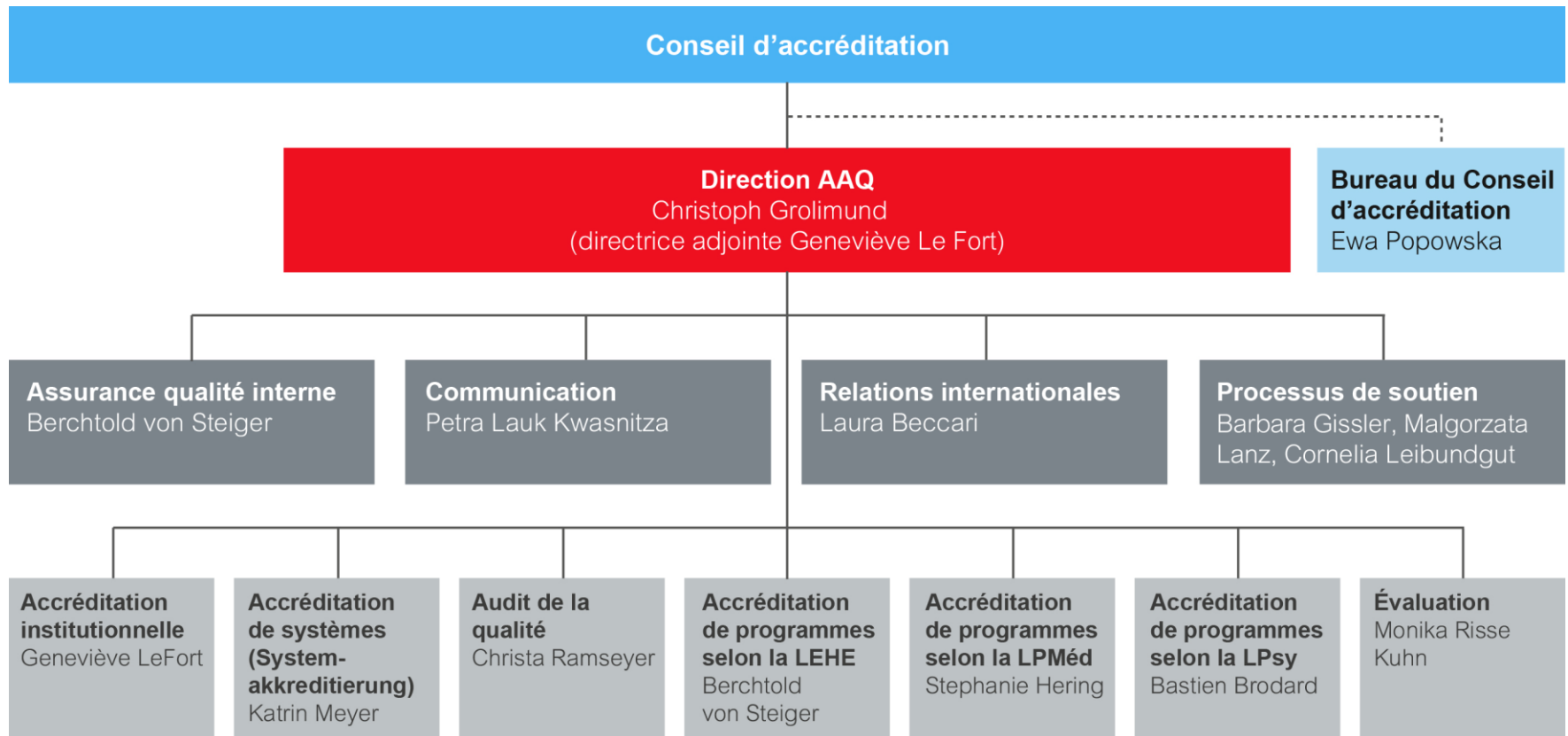
Part II: Performance Review and Development Activities

ENQA SDG Seminar, Gloucester 11-12 February 2016

AAQ STAFF

11 FTE:

1 Director (1 FTE), 11 project managers (8.1 FTE), 3 Secretaries (1.9 FTE)



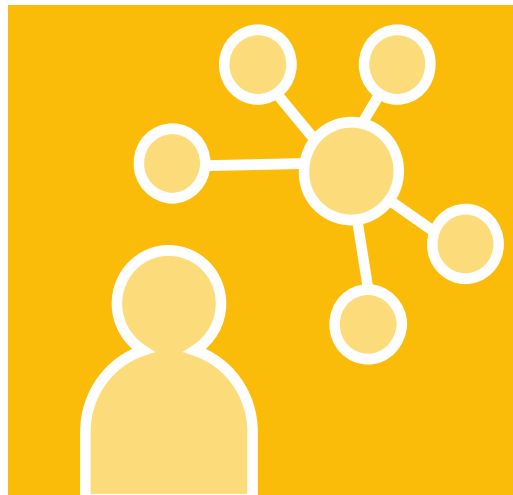
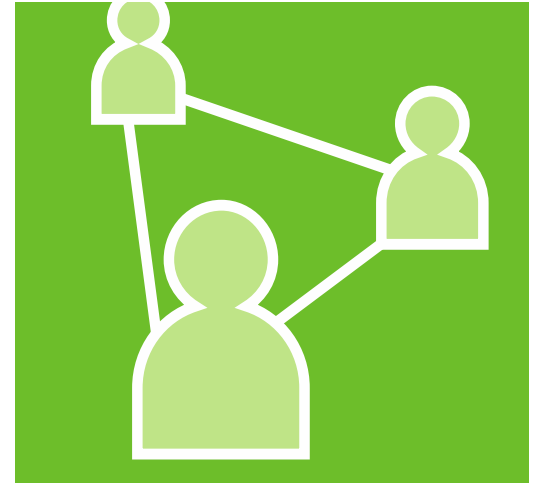
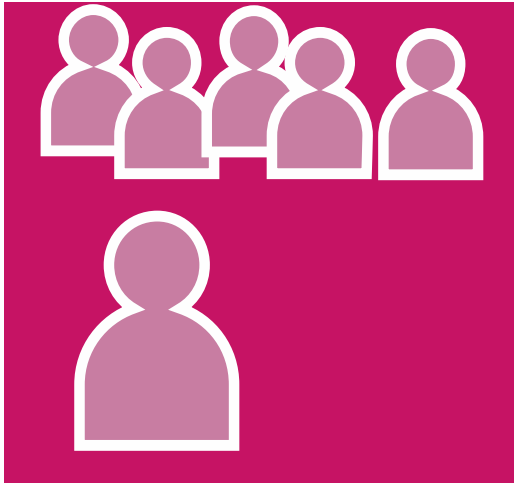
SESSION CONTENT

- **The SDG Competencies Table: how to use it?**
- **Why review individual competencies and how? The AZVO case**
- **Team Development activities: The AAQ case**
- **Group discussion (leading questions)**
 - What possible additions to the SDG Competencies Table?
 - Why and how do you review the competencies at individual level?
Best practices / challenges.
 - How do you develop the competencies at the agency level?
Best practices / challenges.

THE SDG COMPETENCIES TABLE

Competency Area	ENTRY LEVEL STAFF			EXPERIENCED/SENIOR STAFF		
	Competency Level	Demonstrated by / assessed through	Development Activities	Competency Level	Demonstrated by / assessed through	Development Activities
KNOWLEDGE						
Higher Education Sector Knowledge	<ul style="list-style-type: none"> General knowledge of national higher education system Understanding of how universities and colleges and other HE provider types work Understanding of higher education in other countries is beneficial Awareness of the different stakeholders in the domestic HE sector 	<ul style="list-style-type: none"> Application form, interview, presentation <p><u>Evidence of</u></p> <ul style="list-style-type: none"> Work experience within the higher education sector Willingness and ability to gradually take responsibility for more complex assignments 	<ul style="list-style-type: none"> Desk-based research including relevant legislation and Agency documentation Peer coaching Informal discussion Shadowing review coordinators Shadowing team meetings Attendance at relevant seminars, workshops, courses and forums 	<ul style="list-style-type: none"> In-depth understanding of the national higher education system Appreciation of challenges presented across the sector and internationally Awareness and appreciation of the policy drivers of the domestic HE context Understanding of the global nature of higher education including cross-border education 	<ul style="list-style-type: none"> Application form, interview, presentations, references, colleague feedback <p><u>Evidence of</u></p> <ul style="list-style-type: none"> Discussion of complex issues with Board members Delivery of presentations and workshops to HEIs on e.g. writing a self-evaluation report, setting up internal QA teams, development of procedures and development of learning outcomes Delivery of training for national and international reviewers 	<ul style="list-style-type: none"> Attendance at national and international seminars, conferences and workshops and dissemination of the information gathered to colleagues Participation in and collaboration with international projects Participation in national higher education sector, including liaison visits and field research Undertaking further study Mentoring of junior colleagues Being mentored by senior colleagues
National Quality Assurance	<ul style="list-style-type: none"> Understanding of the basic concept of the national system for quality assurance and enhancement and of the internal quality practices of institutions. Knowledge of QA tools and methodology 	<ul style="list-style-type: none"> Application form, interview, presentation <p><u>Evidence of</u></p> <ul style="list-style-type: none"> Work experience within the higher education sector Work experience in a similar regulatory environment Willingness and ability to gradually take responsibility for more complex assignments 	<ul style="list-style-type: none"> Desk-based research including relevant legislation and Agency documentation Peer coaching Informal discussion Shadowing review coordinators Shadowing team meetings Attendance at relevant seminars, workshops, courses and forums Gradual delegation of more complex assignments by line manager Observation of re/evaluation/audit procedure Shadowing of a colleague leading to participation as a review secretary in an institutional audit/review 	<ul style="list-style-type: none"> In-depth understanding of the national quality assurance system Understanding of implementation of quality assurance techniques in a broad range of types of higher education providers Ability to act as 'expert' in one or more quality assurance areas 	<ul style="list-style-type: none"> Application form, interview, presentations, references, colleague feedback <p><u>Evidence of</u></p> <ul style="list-style-type: none"> Discussion of complex issues with Board members Evidence of presentations and workshops to HEIs on writing a self-evaluation report, setting up internal QA teams, development of procedures and development of learning outcomes Delivery of training for national and international reviewers and for audit secretaries/coordinators Development of quality assurance instruments and contribution to discussion, development and improvement of QA, internally or at a national level Quality of thematic analysis Contribution to / presentation at national QA 	<ul style="list-style-type: none"> Attendance at national and international seminars, conferences and workshops and dissemination of the information gathered to colleagues Participation in national higher education sector, including liaison visits and field research Completion of INQAAHE Quality Assurance Professional Development Programme (DAP) Mentoring Reading specialised publications

YOUR COMPETENCIES TABLE: EX. AAQ



THE AAQ COMPETENCIES TABLE

Knowledge Competencies (Specialized Competencies)

Competency	For entry level staff	Demonstrated by/assessed through?	Staff development activities to develop such competencies	For experienced staff	Demonstrated by/assessed through?	Staff development activities to develop such competencies
Higher Education sector	Shows basic knowledge of the higher education system in Switzerland and how HEI operate.	-job interview / previous work experience in HEI sector	-reading relevant legislation, peer coaching, informal discussion, etc. -participation in weekly team meetings -participation in national seminars, workshops,	Shows in depth understanding of the higher education system in Switzerland and the challenges faced by HEI, including internationally.	-training of national and international reviewers	-attending national and international seminars, workshop, etc. -participation in national or international projects

STAFF DEVELOPMENT ACTIVITIES: THE AAQ EXAMPLE

- HR Strategy

- Link with the AAQ strategy and general principles
- Link with the action plan and strategic objectives
- Link with the AAQ Competencies Table

- Legal basis and instruments available
- HR Principles
- HR Objectives
- Implementation

- Table with specific needs and possible activities at team level
- Priorities and modalities
- 6 months planning
- Follow up

AAQ TEAM DEVELOPMENT ACTIVITY TABLE

Date	Besoins	Activités	Responsables	Suivi
	Meilleure connaissance du modèle EFQM	Formation interne	EP	Présentation le 29.09.15 par EP
06.10.15	Formation ProKon	Formation interne	CL	Partie 1 prévue en février 2016
06.10.15	Meilleure connaissance des HE privées	Visite d'une HE privée	GLF	A prévoir pour automne 2016
06.10.15	Technique de rédaction (des rapports)	Formation avec journaliste scientifique ?	SH	Etudie les différentes pistes possibles d'intervenants
06.10.15	Gestion des conflits	Formation	??	
06.10.15	Informatique	Mini Schulungen par Conny	CL	ongoing
06.10.15	Consolider l'accès de l'AAQ aux données scientifiques	Inventaire de la bibliothèque et suivi des acquisitions, partage des lectures	BB	Discussion prévue le 16.2.16
13.10.15	Meilleure connaissance du contexte des formations postgrade en médecine	Inviter O. Glardon	SH	Invitation pour la séance thématique du 10.5.16 (confirmé)
15.12.15	Meilleure connaissance des HEP	Inviter S. Rosenberg (responsable de la chambre HEP chez swissuniversities)	GLF	Prend contact avec S. Rosenberg pour discuter du format et de la date de la rencontre
15.12.15	Meilleure connaissance des conditions de reconnaissance des diplômes étrangers en CH, de la Convention de Lisbonne, d'ENIC/NARIC	Inviter Ch. Gehrig ?	LB	A prévoir pour automne 2016