

# ENQA working group on staff development: lessons learned

Douglas Blackstock

Chief Executive, QAA and Chair, ENQA Staff Development Group

# Members of the working group

Initially 16 members – final group of around 12 members:

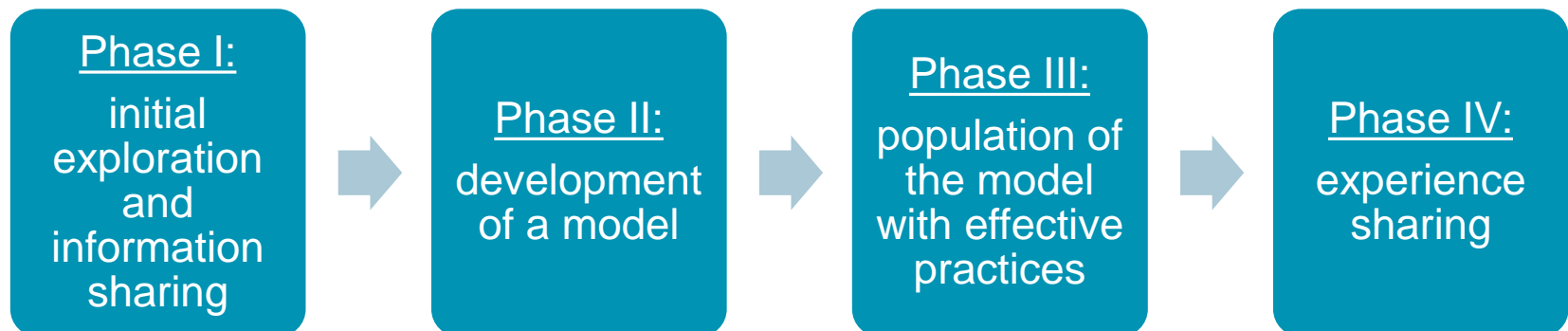
- Chair: Douglas Blackstock (QAA)
- Kate Beachus/ Liz Clegg/ Elise Cook (QAA)
- Mina Dordevic (AZVO)
- Caty Duykaerts (AEQES)
- Maria Kelo (ENQA)
- Genevieve Le Fort (AAQ)
- Marion Moser (ACQUIN)
- Julien Lecocq (HCERES)
- Oana Surbu (ARACIS)
- Aurelija Valeikiene (SKVC)
- Manon Wortel/ Ann Demeulemeester (NVAO)

# About the working group

- Origins: ENQA work plan (2011-12):

*‘A staff development scheme and/or staff development tools that could be used by ENQA member agencies for the training and development of their own staff.’*

- Staff Development Group (SDG) established in June 2012
- Four main phases of work:



# Activities and outputs of the group

- Survey of agencies
- Additional research and analysis
- A series of short papers on effective practice:
  - **Induction** activity, including quality assurance induction for all staff
  - **Recruitment** and selection tools
  - **Staff performance** management, including motivation
  - **Competencies**, training and development for staff who manage reviews, evaluations, procedures and activities

# Survey of agencies: key findings

- Common values across agencies
- Common generic competencies for professional QA staff
- Importance of induction
- One year (minimum) to become fully effective in a professional QA role
- Role of mentoring
- Little evidence of structured QA development (domestic/ European)

# Final outcomes report (April 2014)

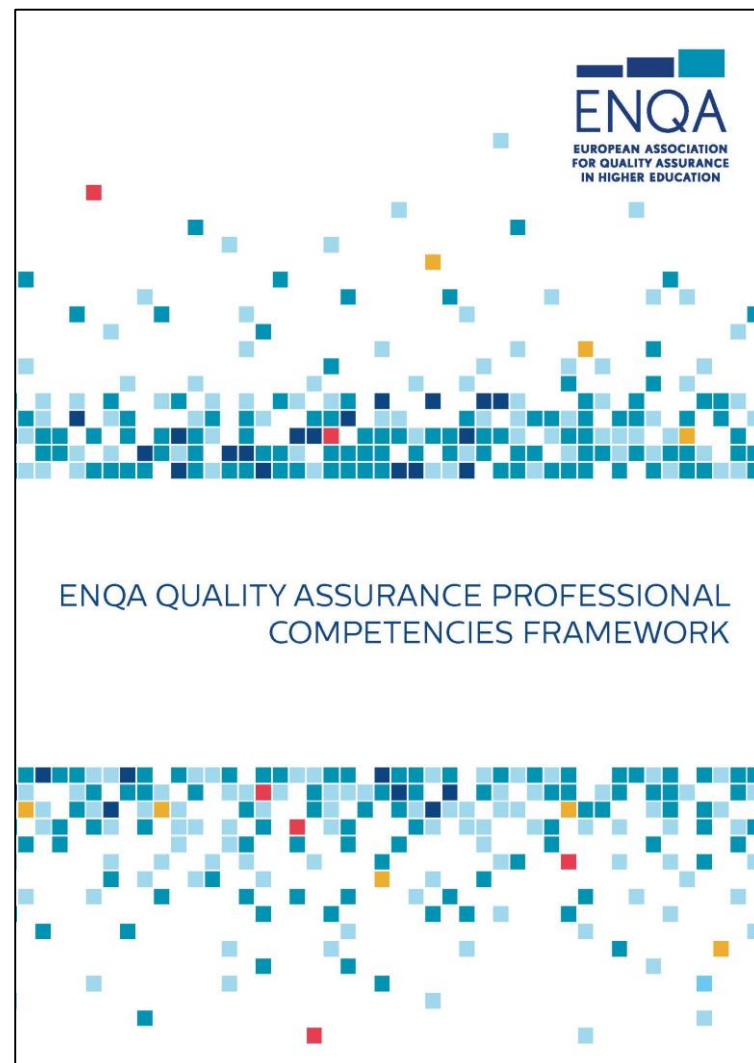
Published April 2014

Contents include:

- Approach of the SDG
- Information sharing, research and analysis
- Framework for staff development
- Values of quality assurance agencies
- Effective practices
- Future activities for ENQA to consider
- Trial of a mentoring scheme

# ENQA Professional Competencies Framework

- Levels for staff:
  - Entry
  - Experienced/senior
- Definition of core competencies:
  - Knowledge
  - Systemic/technical
  - Social skills

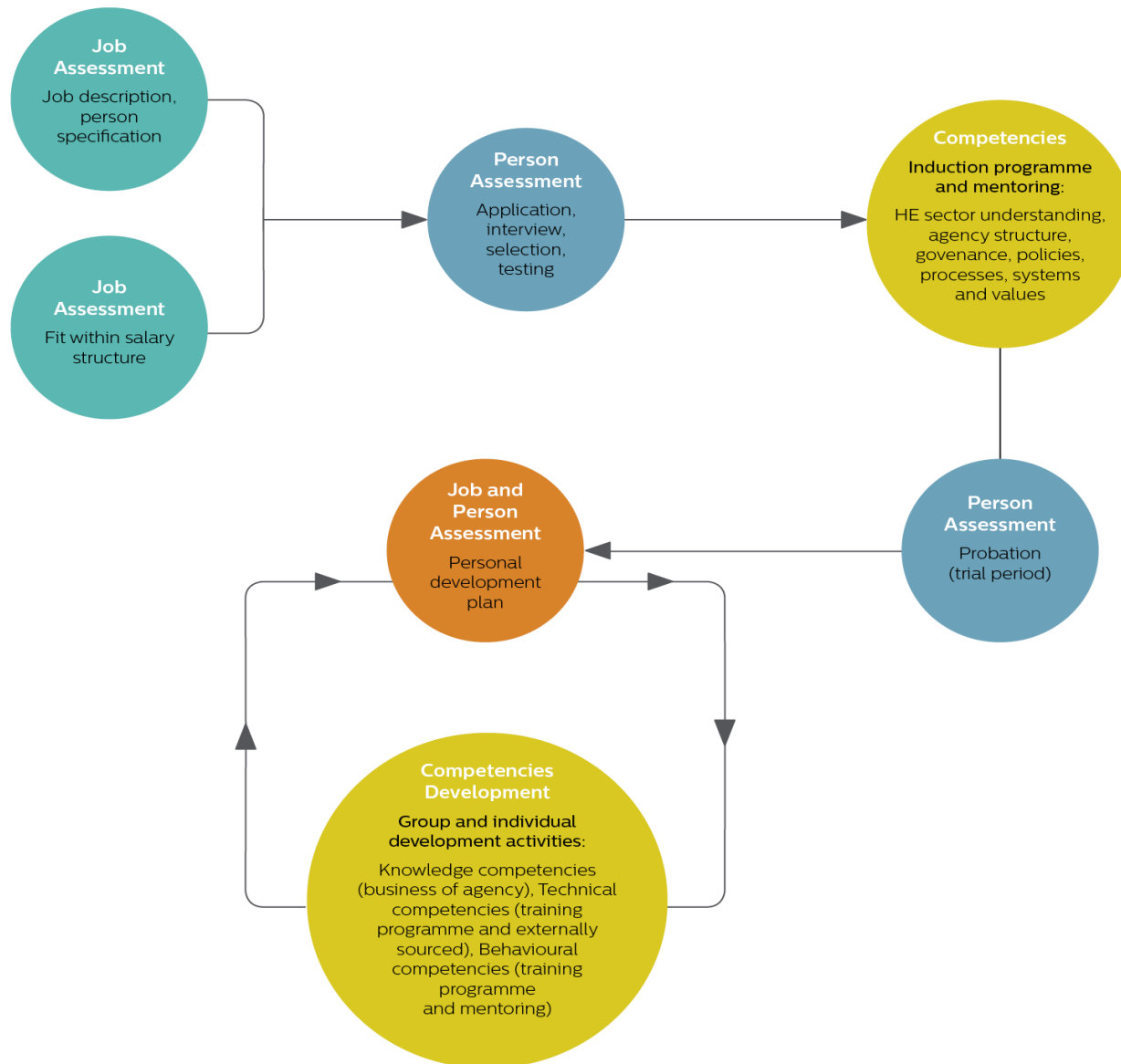


# INTERNATIONAL DIMENSIONS OF QUALITY ASSURANCE & ENHANCEMENT

	Competency level	Demonstrated through:	Development activities
<b>Entry level staff</b>	<ul style="list-style-type: none"> <li>• Familiarity with the concept of the EHEA</li> <li>• Understanding of the existence and role of the ESG in quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Work experience within the HE sector</li> <li>• Knowledge of the ESG and role of ENQA in European quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Desk-based research</li> <li>• Peer coaching</li> <li>• Work shadowing</li> <li>• Involvement in preparation for the agency's ENQA review</li> <li>• Gradual delegation of assignments involving international aspects</li> </ul>
<b>Experienced/senior staff</b>	<ul style="list-style-type: none"> <li>• Comprehensive knowledge of how national quality assurance fits into the ESG and wider international context</li> <li>• Ability to operate confidently in the international arena</li> </ul>	<ul style="list-style-type: none"> <li>• Development of evaluation and assessment procedures in line with the ESG</li> <li>• Co-ordination of the agency's ENQA review</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring/research into international HE developments</li> <li>• Attending international/national seminars</li> <li>• Attending ENQA training</li> <li>• Participation as an expert in an ENQA review</li> </ul>



# Competencies route map



# ENQA SDG seminar (Feb 2016)

QAA's offices, Gloucester, United Kingdom

## Purpose

To disseminate the work of the ENQA SDG

To highlight the *Quality Assurance Professional Competencies Framework*

To discuss, exchange ideas and effective practices for quality assurance agencies in the areas of:

- staff recruitment
- induction
- performance review, training and development







Video:

Julian Ellis,  
Head of Higher Education Review,  
QAA

# Working group: lessons learned

- Ambitious objective set by ENQA
- Limited resources
- Group size and mix
- Time constraints

# Next steps for ENQA

What would you find useful?

Some ideas from the SDG seminar in February:

- Further dissemination of the Competencies Framework
- Seminar: 'The International Quality Assurance Professional'
- Toolkit
- Best practice case studies
- Staff development training and mentoring
- Exchange programmes

Interactive:

What would you find helpful for ENQA to do next?

Discuss with colleagues next to you.

Feedback.



# 2016 ENQA General Assembly

20 - 21 October  
QAA, Gloucester, UK







Thank you

