



AVEPRO

STAFF POLICY



TOWARD A STAFFING POLICY

1. AVEPRO in an embryonic organisation, still in the process of defining the precise scope, state and nature of its operations, and still formalising the nature of its connections with and responsibilities towards a complex group of HEIs within its jurisdiction... However, it is becoming necessary to envisage what staff it will need to deliver its business. The factors would seem to be

- the Strategic Plan which hopefully will be legitimised by its two committees in September 2010
- the financial context presented by the Congregation
- the manner in which the regional role of AVEPRO will be delivered in particular countries (see Prof McQuillan's paper).
- the outcomes of the pilot projects
- experience/good practices derived from similar organisations elsewhere.
- In the light of the above, the following possibilities are advanced

Core Staff

2. Dr Teresa Lee, of the Irish University's Quality Board, prepared insightful recommendations that the core staff should be

- Chief Executive Officer
- Director of Development and Planning
- Reviews Manager
- Administrative Secretary

and job descriptions were provided (attached)

3. It is recommended that

the Congregation's agreement to the above is obtained, including the Holy See's agreement of contracts, salaries and conditions of service

experienced people are needed to ensure credibility with HEI and ENQA

the precise timings for the appointments be agreed in the light of the work plan emerging from the Strategic Plan

Additional needed expertise

4. A small core office needs associate/adjunct staff to undertake continuing roles, which do not justify full-time appointments, but do required continuity. These include

- supervisors (on behalf of AVEPRO) of the AVEPRO branches, to achieve liaison and ensure they keep within the framework. Nationals with QA expertise are needed.
- PRG team co-ordinators who manage visits and produce AVEPRO reports.
- expert advisers who will produce, in consultation with HEI, brief quality guidelines for HEI on eg research degrees, student questionnaires, exploitation of credit systems, strategic planning, etc.

These are likely to be ad hoc. on going strategic advisers for the President and Chief Executive, to help steer the direction of AVEPRO and its committees. This role has been provided to date by



Professors Davies and McQuillan, and whilst they will be members of the Scientific Committee, their role might usefully continue when external support funding ceases in September 2010.

5. It is strongly recommended that

- AVEPRO defines more precisely what assistance is needed in the above
- appropriate provision is made in the budget for professional fees, travel and accommodation for the next financial year, since the above would not be on the payroll.
- protocols for each of the above be evolved without delay

Assistance from the Vatican / outsourcing

6. It is assumed that AVEPRO may rely on various offices in the Holy See, especially the Congregation, for publishing, PR, legal and financial services, but

- AVEPRO's operational independence should be respected
- if there are any financial strings, they should be known in advance
- outsourcing may be another option

Conclusion

It is hoped that progress on the above can be made as soon as possible



Annex

Organizational Structure – Job Description

1. Chief Executive Officer
2. Director of Development and Planning
3. Reviews Manager
4. Administrative Secretary

1. Chief Executive Officer

Knowledge and attributes

- Extensive knowledge and experience of the higher education sector and of the quality assurance/quality improvement process in the EHEA
- A proven academic track record and excellent research, reporting and project management skills, with experience of working at a senior level in a university environment
- Proven leadership ability and skills and experience in strategic planning and implementation
- Experience in initiating and developing collaborations with a range of stakeholders and relevant agencies
- Familiarity with and experience of the Bologna Process at the highest level

Experience

- Post Graduate degree (preferable at the level of PhD)
- At least 10 years working experience in the context of tertiary education, in particular on QA, including administration/management of higher education institution or programs
- A minimum of 5 years experience in a senior organisational role
- Demonstrated knowledge on main issues, and priorities faced by tertiary education institutions
- Highly skilled in communications, writing and evaluating proposals, project management
- Demonstrated knowledge on main issues related to QA, both nationally and internationally, and priorities faced tertiary education institutions
- Highly skilled in communications with people from different backgrounds
- Demonstrated leadership within the tertiary education community for his/her capacity to improve quality of education

Post Responsibilities

- Develop, direct, plan and deliver on AVEPRO's quality strategy and processes
- Report to AVEPRO Board and Scientific Committee assemblies
- Promote and advance AVEPRO's external quality review processes
- Cultivate and promote the development of internal quality reviews systems and culture within Ecclesiastical Faculties/Universities



- Develop protocols and frameworks for the establishment, operation and relationship of AVEPRO and its branches and agents
- Review the effective implementation and achievement of targets of the quality review programme
- Advice on how AVEPRO responds to changes in national and international quality frameworks and assists national faculties/universities in meeting and exceeding national and international norms
- Continuously review the appropriateness and suitability of quality procedures and initiatives through critical reflection and in the light of international good practice
- Promote enhancement led quality initiatives at national and/or international level
- Provide advice and assistance in the implementation of best practice and benchmarking initiatives
- Support and monitor the implementation of quality improvement initiatives
- Participate in national and international networks of higher education quality professionals and maintain an awareness of international trends in higher education quality and management
- Establish links and develop relationship with related local, regional and international quality assurance and accreditation bodies and councils

2. Director of development and planning

Knowledge and attributes

- Extensive knowledge and experience of the higher education sector
- Extensive knowledge of practices, regulations and developments in higher education and quality assurance on the international stage
- Ability to initiate and foster collaborative links and working relationship with a range of stakeholders experts and relevant agencies nationally and internationally
- A proven ability to develop policies, procedures and supporting documentation
- Excellent report writing skills
- Ability to develop and implement strategic plans
- Ability to work autonomously, or as part of a team, in professional context
- Capacity to manage projects to completion
- Highly developed written, oral, communication and interpersonal skills
- High degree of creative thinking, analytical and problem solving skills
- Ability to manage and develop an administrative unit, foster effective teamwork, mentor staff, delegate and supervise tasks
- Experience of organising meetings, recording and implementing decisions
- Experience of organising seminars, conferences and general assemblies
- Financial management skills, including budgeting and maintaining records pertaining to finance and administration
- Excellent IT skills

Experience

- A post-graduate qualification (preferably at PhD level).



- A minimum of 10 years experience in a senior organisational role.
- Five or more years of experience in a higher education or research environment.
- Demonstrated knowledge on main issues, and priorities faced by tertiary education institutions and in particular relating to quality assurance matters.
- Highly skilled in communications, writing and project management.

Post responsibilities

- Assist in the development of internal and external Quality Assurance Systems.
- Assist in the development of key policy documents, frameworks and supporting documentation for AVEPRO quality processes.
- Review the effective implementation and achievement of targets of: the external quality review programme; development of internal quality review culture and processes; and the progression of quality enhancement led activities undertaken by AVEPRO.
- Monitor institutional evaluation and follow-up processes.
- Establish links and develop a working relationship with all related local, regional and international quality assurance and accreditation bodies and councils.
- Organise and report on evaluations of the activities of AVEPRO branches.
- Manage and direct the operations of AVEPRO offices and its Executive.
- Develop AVEPRO's systems, protocols and information resources to ensure its effective operation.
- Assist in preparing documentation to be presented to AVEPRO board and Scientific Committee meetings.
- Promote and report on the achievement of AVEPRO's strategic objectives.
- Provide organizational support for AVEPRO conferences seminars, meetings and training programmes.
- Develop AVEPRO's communication resources including its website; the publication of quality review reports and AVEPRO's strategic plans.
- Represent AVEPRO at Quality Assurance events.

3. Review Manager

Knowledge, attributes

- A proven ability to develop policies and procedures.
- A proven ability in managing projects to completion.
- An excellent knowledge of developments in higher education both nationally and internationally.
- An excellent knowledge of trends in national and international quality assurance.
- Highly developed communication, negotiation, organisational and liaison skills evidenced by the ability to build productive professional relationships in national and international higher education.
- Possess strong analytical and report-writing skills.
- Highly motivated and can work effectively within a multi-functional team.
- Have the initiative and ability to work autonomously to challenging deadlines and targets



Experience

- A post graduate qualification (preferably at PhD level) from a third-level institution
- A minimum of 5 years experience in a senior organisational role
- Have three or more years of experience in a higher education or research environment

Post responsibilities

- Maintain and develop a series of policies, procedures and documentation for the programme of external and internal reviews including follow-up and monitoring processes
- Implement a scheduled programme of external reviews of Ecclesiastical Faculties
- Establish and maintain panels of national and international evaluators for the programme of external reviews
- Establish and maintain panels of national and international evaluators for the programme of external reviews
- Develop appropriate briefing and training procedures for institutions and evaluators undertaking quality reviews
- Provide support for the establishment and continued development of quality function in institutions and Faculties
- Receive and report and annual reports from institutions on quality assurance activities
- Appraise the operation of the Quality review systems in place and develop systems as necessary
- Represent AVEPRO in working groups/committees with responsibility for quality assurance in higher education
- Prepare papers and deliver presentations on behalf of AVEPRO at national and international meetings, seminar, workshops and conference on quality assurance in higher education

4. Administrative Secretary

Knowledge, attributes

- Strong interpersonal and communication and skills
- An ability to work on one's own initiative
- Ability to organise complex tasks and prioritise work
- Attention paid to detail and accuracy
- Capacity for confidentiality and discretion
- Professional approach to all work aspects
- Ability to foster collaborative working relationships with stakeholders
- Excellent office IT skills, especially word-processing, e-mail, electronic diary and presentation packages (Word, Outlook and PowerPoint)

Experience

- A minimum of three years administrative/secretarial experience
- Previous experience working in a busy office environment
- Knowledge of a basic financial and accounting processes



Post responsibility

- Maintain AVEPRO databases and information resources
- Assist in the maintenance of the AVEPRO website
- Liaise with other offices of the Congregation in matters pertaining to finance, legal affairs, technical supports and publications
- Provide administrative support to a busy executive office
- Prepare meeting documentation and process correspondence
- Assist with diary management and meeting arrangements
- Manage the office e-mail account and liaise with the AVEPRO team for advice on handling replies and distribution
- Manage the filing and records system, process invoices and maintain office supplies
- Manage AVEPRO's financial and accounting records in conjunction with the Director of development and planning
- Act as Personal Assistant to the CEO where required
- Plan national and international travel
- Distribute post, book couriers and taxis
- Organise and setting up meeting rooms
- Other relevant duties as required