Training Reviewers for External Quality Assurance of HEIs and their Programmes

Prof. Bastian Baumann
EQAA Managing Director

Manama, 27 February 2017
What would you like to take away from today?
Mission (ImPossible)

- Training workshop
- Applicable to everyone
- Participatory
- Capacity Building
- Group size, infrastructure and background unknown
- Limited timeframe

- Main pitfalls
  - Centred around major challenges
What are the challenges you face regarding reviewers’ trainings?
What are the assumptions you have regarding reviewers training?

<table>
<thead>
<tr>
<th>Statement</th>
<th>T/F</th>
</tr>
</thead>
<tbody>
<tr>
<td>All reviewers should undergo require the <strong>same type of training</strong></td>
<td></td>
</tr>
<tr>
<td>Every reviewer needs to undergo <strong>regular training</strong></td>
<td></td>
</tr>
<tr>
<td>Conducting external QA of Programmes requires a <strong>different set of skills and competences</strong> than external QA of institutions</td>
<td></td>
</tr>
<tr>
<td><strong>International reviewers</strong> are by definition trained</td>
<td></td>
</tr>
</tbody>
</table>
Outline

Challenges faced in training external QA reviewers

Challenges 1
Identifying the training needs
- Knowledge
- Skills
- Attitudes

Challenges 2
Identifying the right methodology
- learning outcomes
- training approach

Challenges 3
Assessing the impact of the training
- Assessment of reviewers
- QA of training program
Challenges faced in training external QA reviewers

**Challenges 1**
Identifying the training needs
- Knowledge
- Skills
- Attitudes

**Challenges 2**
Identifying the right methodology
- learning outcomes
- training approach

**Challenges 3**
Assessing the impact of the training
- Assessment of reviewers
- QA of training program
What aspects are you trying to address through training reviewers?
Reviewers require the right set of knowledge, skills and attitudes.
Attitudes

How to ensure reviewers represent the Agency?
What type of education system you need depends on what type of society you want (Eugenio Tironi)
What type of Reviewer do you want?

- The Friendly Grandparent
- The Academic Peer
- The Consultant
- The Auditor
- The Coach
- The Police

- How do they conduct reviews?
- How will you be perceived?

Review culture of the agency
Trainings help determine the review culture
Knowledge

What do reviewers need to know?
Do all reviewers require the same type of training?

- **Level of experience**
  - Beginner
  - Intermediate
  - Advanced

- **Background**
  - Student
  - Academic
  - Employer
  - QA Expert
  - National
  - International

- **Role in the review process**
  - Chair
  - Member
  - Secretary
Skills

What do reviewers need to do and how?
Skills

What are the key skills needed for:

- Preparation
- Review
- Reaching Conclusions
Common Problems - Reviewers

- Not understanding adhering to their task
- Lack of preparation
- Explaining
- “In my institution / country…“
- Being judgemental
- Guiding / leading / suggestive questions

- Commenting on answers
- Non-verbal communication
- Hijacking questions
- Time management
- Losing focus – getting into too much detail
Common Problems - Institutions

- Off-the-topic answers
- Monologues
- Dominant individual in interviewee group
- Other people showing up to interview
- Lack of evidences
- Imprecise answers
- Covering up
Challenges faced in training external QA reviewers

Challenges 1
Identifying the training needs
- Knowledge
- Skills
- Attitudes

Challenges 2
Identifying the right methodology
- learning outcomes
- training approach

Challenges 3
Assessing the impact of the training
- Assessment of reviewers
- QA of training program
How to translate knowledge, skills and attitudes into learning outcomes?
What are the challenges in establishing the training methodology?
Training formats

**Tools**
- Content Input
- Roleplay
- Case Studies

**Scope**
- Full review cycle
- Preparatory work
- Homework

**Delivery Options**
- Workshops
- “On-the-job” Training
- Observation

*Combine knowledge, skills and attitudes*
Learning outcomes determine methodology
How will the methodology differ by level of experience?

Knowledge Transfer Methods and the Learning Curve

Beginners

Intermediate

Advanced
Challenges faced in training external QA reviewers

Challenges 1
Identifying the training needs
- Knowledge
- Skills
- Attitudes

Challenges 2
Identifying the right methodology
- learning outcomes
- training approach

Challenges 3
Assessing the impact of the training
- Assessment of reviewers
- QA of training program
Should Reviewers be assessed?  
What are the pros and cons?
How do you evaluate the effectiveness of a training?
Typical QA Elements

- Evaluation / feedback from training
- Performance evaluation during reviews
  - Agency Staff
  - Chair
  - Panel Member
  - Institutions
- Comparative analysis of review outcomes
What are the assumptions you have regarding reviewers training now?

<table>
<thead>
<tr>
<th>T/F</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All reviewers should undergo require the <strong>same type of training</strong></td>
</tr>
<tr>
<td></td>
<td>Every reviewer needs to undergo <strong>regular training</strong></td>
</tr>
<tr>
<td></td>
<td>Conducting external QA of Programmes requires a <strong>different set of skills and competences</strong> than external QA of institutions</td>
</tr>
<tr>
<td></td>
<td><strong>International reviewers</strong> are by definition trained</td>
</tr>
</tbody>
</table>
What obstacles might you be facing in implementing?
More questions
What were the key take aways for you?
Let us stay in touch!

eqaa.eu