



STAFF POLICY

This document lays out the ECTE policy for staff. This takes place in the context ESG 3.5 related to ensuring adequate and appropriate staffing resources.

1 - GENERAL DISPOSITIONS

Job Descriptions: any position of responsibility will be described in a detailed job description to include main tasks and reporting structures. Job descriptions are held by the Treasurer.

Remuneration: any remunerated position will be based on a written contract which includes information on scope and limitations of the job, including remuneration details. Staff are remunerated on an agreed schedule. The Treasurer is responsible for employment details and any fiscal issues relating to staff.

Staff reviews are conducted at the end of every calendar year through an online *Annual Staff Review* form¹ that is sent to the Chairman. General outcomes are summarized and addressed by the Chairman during the *Annual Internal Review, Improvement and Monitoring* session of the Council.² The Chairman also discusses staff reviews personally with each staff member and follows up with a written response.

Staff roster. A staff roster is kept updated on the ECTE website³ and in section 5.3 of *Introducing the ECTE*.

2 - STAFF AND ESG

2.1 - STAFF REQUIRED TO SATISFY INTERNAL QA VIS THE ESG

The following table matches the tasks of ECTE staff to the Internal QA objectives listed in section 4 of *Introducing the ECTE*. It does not take into consideration the volunteer time of the ECTE Council, nor the time of VETs that are contracted on a visit-by-visit basis.

GS = General Secretary; AD = Accreditation Director; RS = Review Secretary; RSA = Review Secretary Assistant; T = Treasurer; ERM = External Review Manager; AA = Administrative Assistant

ESG	Tasks	Staff Role	Estimated hours/year
2.1 – Consideration of internal QA	<ul style="list-style-type: none"> - maintenance of key accreditation documents related to internal QA of ECTE institutions - profiling of internal QA in documents and website - ensure VET training focuses on internal QA 	GS	5

¹ <http://ecte.eu/introducing/organisation/governance-and-leadership/annual-staff-review/>

² <http://ecte.eu/introducing/internalqa/monitoring/>

³ <http://ecte.eu/about/organisation/governance-and-leadership/>

	<ul style="list-style-type: none"> - act as 'gatekeeper' of ECTE standards for internal QA of institutions - provide clarifications on standards related to internal QA - lead Accreditation Commission in decision-making related to institution's provisions for internal QA 	AD	50
	<ul style="list-style-type: none"> - coaches VET panels during visitations and in drafting review reports to focus on internal QA 	RS	50
2.2 – Design methodologies	<ul style="list-style-type: none"> - general monitoring of the standard - monitor and implement <i>Stakeholder Involvement and Extension</i> policy - monitor and implement <i>Student Council Member</i> policy - monitor and update methodological guidelines - collect data and analyze stakeholder satisfaction 	GS	20
	<ul style="list-style-type: none"> - collect visitation feedback, and report in annual monitoring and improvement meeting - analyze visitation feedback for improvement in methodologies and submit to Council 	AD	30
2.3 – Implement processes	<ul style="list-style-type: none"> - general monitoring of the standard - manage general correspondence - handle membership applications - provide clarifications on processes - draft revisions of process documents and submit to Council and/or Accreditation Commission - prepare and oversee VET training for consistency in procedures and processes (in conjunction with the <i>VET Development Policy</i>) - publish processes and policies 	GS	20
	<ul style="list-style-type: none"> - handle accreditation applications - provide clarifications on processes - contribute to ongoing VET training and identification of issues for development - remind schools of APR to be submitted every year in June and sends out link to online APR form - collect APRs (Annual Progress Reports) - collect, forward and archive SERs - collect and archive <i>No Conflict of Interest Declarations</i> - archive key review documents - approve site visit requests and authorize SER production - authorize site visits - write formal decision letters and send to institutions - follow up on requirements and recommendations in APRs - analyze Review Reports and SERs bring to Accreditation Commission for decision - analyze APRs and bring to Accreditation Commission for discussion - respond to institutions following APRs - manage Accreditation Commission agenda 	AD	200

	<ul style="list-style-type: none"> - lead Accreditation Commission in approving VET panels - manage visitation feedback and follow up - monitor quality of site visits, feedback and VET panels - collect, archive and forward SERs to RS - keep an updated Visitation Schedule with the RS - verify fee payments of schools applying for reviews with the treasurer 		
	<ul style="list-style-type: none"> - coordinate site visits (average 8 per year) - initial assembling of VET panels for nomination by the Accreditation Commission - managing of VET panels - participate in site visits - forward SERs to VET together with necessary documentation for site visits - keep an updated Visitation Schedule with the AD - produce full Review Reports with VETs - oversee production of Review Reports (duplication or does this refer to the Review Worksheets? If so, move one position up in sequence?) 	RS and RSA	100
	<ul style="list-style-type: none"> - invoice visitations - pay VET honoraria 	T	30
	<ul style="list-style-type: none"> - produce student certificates - hold database of graduating students receiving certificates 	AA	95
2.4 – Peer review experts	<ul style="list-style-type: none"> - general monitoring of the standard - manage and update <i>Guidelines for Site Visits and VET</i> - keep updated VET listing website 	GS	10
	<ul style="list-style-type: none"> - handle and archive VET applications, initial skill assessment and conflict of interest and independence declarations - manage, update and publish VET listing and - oversee breadth of VET perspectives, VET panels and facilitate VET recruitment - oversee implementation of 5 Year strategy in <i>VET Development Policy</i> - manage and tutor online <i>ECTE VET Training</i> course - organize VET training events, workshops and courses - manage standing VET development item on Accreditation Commission agenda - communicate new VET listing to GS for publication on website - evaluate VET performance and address professional development on the basis of feedback 	AD	30
	<ul style="list-style-type: none"> - general coordination of VET work - orient VETs for specific visits and provide documentation 	RS	30
	<ul style="list-style-type: none"> - general monitoring of the standard 	GS	10

2.5 – Criteria for outcomes	- lead Accreditation Commission to consider documentary and visitation evidence to make judgments on the basis of ECTE standards - ensure that VET training includes consistency of interpretation and distinction of requirements and recommendations	AD	40
	- participate in VET panel’s drafting of Review Report Worksheets to monitor consistency	RS and RSA	20
2.6 – Reporting	- general monitoring of the standard - publish Review Reports and decisions on ECTE website - assistance to RS in improving <i>Review Report Template</i> and <i>Review Report Worksheets</i>	GS	10
	- receive Review Reports and submit to Accreditation Commission	AD	10
	- oversight in producing consistent Review Reports - ongoing supervision of VETs in reporting procedures - use and improvement of <i>Review Report Template</i> (with GS) - use and improvement of <i>Review Report Worksheets</i> (with GS) - send Review Reports to institutions to point out factual errors - send final report to AD	RS and RSA	50
2.7 – Complaints and appeals	- general monitoring of the standard - receives and acknowledges appeals and complaints - oversight and management of appeals and complaints procedures - publish outcomes of appeals	GS	5
3.1 – Activities, policy and processes for QA	- general monitoring of the standard - lead achievement monitoring of the ECTE’s goals - monitor and revise activities, scope and daily work - update <i>Introducing the ECTE</i> Fact Sheets - monitor and drive implementation of interaction with relevant stakeholders and HEIs - prepare agenda for General Assemblies to involve stakeholders in strategic plans - consult stakeholders relating to involvement in governance and ECTE’s work and methodologies - lead networking activities - lead development activities - participate in Accreditation Commission as non voting member - monitor conflict of interest and independence issues in all activities - prepare, organize, implement and follow-up Council meetings - organize biennial General Assembly - draft new documents and revisions for policy and procedures	GS	280
3.2- Official status	- general monitoring of the standard - publish official status updates on ECTE website	GS	5

	<ul style="list-style-type: none"> - management of Registration in Germany - management of Statutes 	T	5
3.3 - Independence	<ul style="list-style-type: none"> - general monitoring of the standard - prepare agenda for General Assembly with attention to independence issues - collect and archive <i>No Conflict of Interest and Independence</i> declarations from Council, Staff and VET members 	GS	5
	<ul style="list-style-type: none"> - monitor conflict of interest and independence issues in assigning VETs to institutions 	AD	10
3.4 – Thematic analysis	<ul style="list-style-type: none"> - general monitoring of the standard - oversee implementation of <i>Thematic Analysis Strategic Plan</i> - include TA in annual monitoring meeting - conduct research and write thematic analysis reports - oversee recruitment of researchers for TA and provide guidance - present TA to Council for approval of action points and follow up - revise APRs every year to include data collection points, analyses data and produces reports 	GS	50
3.5 - Resources	<ul style="list-style-type: none"> - general monitoring of the standard - review fitness for purpose of operational resources - review fitness for purpose of human resources - publish updated fees to ECTE website - keep staff roster updated - organize and chair staff meetings and support the work of other staff - maintain and develop website - manage and develop archive and database 	GS	60
	<ul style="list-style-type: none"> - invoice fees and actively follow-up on unpaid invoices - produce budgets and financial reports for the Council (twice a year) and the General Assembly (every two years) - manage and monitor budget and provide spending parameters and ensure support of internal quality commitments and provision for improvement, reflection on practice and public information - arrange audit (every two years) - manages spending for operational resources 	T	60
3.6 – Internal QA	<ul style="list-style-type: none"> - general monitoring of the standard - organize and include annual review of staff in annual monitoring meeting - prepare and lead yearly improvement and monitoring Council meeting item - collect and archive <i>GDPR Commitment</i> forms from personnel and <i>Data Protection Law Consent</i> forms from institutions - manages strategic planning cycle - remain updated on issues of QA in the EHEA 	GS	60

	- investigate particular QA queries from institutions or stakeholders	AD	30
3.7 – Cyclical external review	- general monitoring of the standard - lead in implementation of improvement and monitoring	GS	10
	- lead external review process - write SAR - coordinate external review site visit - supervise implementation of recommendations and requirements from previous review	ERM	300

2.2 - TOTAL ESTIMATED HOURS/FTE PER STAFF:

• General Secretary:	750h/year	0,4 FTE
• Accreditation Director:	900h/year	0,6 FTE
• Review Secretary:	400h/year	0,2 FTE
• Review Secretary Assistant:	TBD	FTE
• Treasurer	100h/year	0,05 FTE
• External Review Manager	300h/year	0,16 FTE
• Administrative Assistant	100h/year	0,05 FTE
Total staff =		1,5 FTE

3 - PROFESSIONAL CODES AND ETHICAL REQUIREMENTS

The following are required of ECTE staff:

1. **Competent.** All staff demonstrate ability and competence in their designated tasks, including the ability to produce desired outcomes within the set timeframes and deadlines. Competences also include the ability to work in teams and take initiatives in problem solving.
2. **Ethical.** All staff are to be 'above reproach' in their communities and demonstrate virtue in the workplace. These include fairness, temperance, honesty, constancy, patience, goodness and civility.
3. **Professional.** All staff act professionally in their role. This includes recognizing authority structures, taking initiative, shouldering responsibility, ongoing reflection on practice and working to improve.
4. **Safety oriented.** All staff behave in ways that does not create risks for their own health or safety or that of co-workers.
5. **Confidential.** All staff recognize confidential information and treat it as such. Staff undersign a GDPR Commitment form.
6. **Independent.** All staff act independently from external influences, and do not concede discriminatory privileges to individuals or institutions.
7. **Non-discriminatory and tolerant.** All staff act respectfully of other persons and give the same opportunities regardless, for example, of race, color, gender, age, disability and theological convictions, political opinion or social origin. Staff also commit to maintain accreditation decisions and judgments unrelated to agreement/disagreement with the theological convictions of the parties involved.

Ongoing severe breach of these codes and requirements will lead to warning measures and the possible discontinuation of employment with the ECTE.

4- STAFF DEVELOPMENT POLICY

To assure the quality of its operations and ongoing improvement, the ECTE has in place the following staff development policy:

1. **Allocated time.** All staff may employ up to 10% of their contracted work for personal development purposes. This may include, for example, professional training courses, independent study, thematic analysis projects, task related research, reflection on practice, technical and practical training, general improvement input.
2. **Conferences and training workshops.** Staff is encouraged to attend conferences and training workshops that bear direct influence on their professional development or network connections. Staff must submit requests to the Chairman. The ECTE will pay all expenses and calculate work hours as within the contract.
3. **Development projects.** Staff may request additional time to develop related to particular projects and tasks. These should be requested to the Chairman through the Annual Staff Review.

Staff should report on all development activities in their Annual Staff Review.⁴

5 - STAFF COMMUNICATION PROCEDURES

5.1 - INTERNAL COMMUNICATIONS

Staff Meetings are normally held once a month with combinations of different participants meeting with General Secretary. Much groundwork is carried out through a robust and well-established culture of email correspondence, shared documents, etc. Participants include, in various combinations as determined by the agenda: Chairman, General Secretary, Review Secretary, Accreditation Director and External Review Manager. The purpose of staff meetings is to allow input and leadership from Chairman to staff through the General Secretary and coordinate the work of staff in various departments. The meetings are minuted with clear action points, responsibilities and timelines for completion of specific tasks.

The General Secretary is responsible to set up a calendar of monthly staff meetings.

Communication tools. The formal instrument for communication between ECTE staff is email. Normally, staff commit to responding to each other’s emails within a week. An informal, emergency WhatsApp group is also in place for instant communication.

5.2 - EXTERNAL COMMUNICATIONS

The following procedures define staff communications with member institutions. This policy is necessary to avoid confusion with institutions and information mismanagement among staff.

Who writes schools	Item	Notes	Who is copied in
GS	Replies and advice on <i>procedural</i> issues		AD and RS

⁴ <http://ecte.eu/introducing/organisation/governance-and-leadership/annual-staff-review/>

AD	Replies to schools clarifying <i>accreditation</i> issues		GS
	Visitation approvals and request of SER		RS and GS
	Accreditation Commission decisions (e.g. accreditation approval, list of requirements or recommendations, etc)		RS and GS
	Request for visitation feedback (institutions and VET)		
	Responses to APRs		
	Reminder for APRs		
	Reminder of expiration of 5 year review Cycle and invitation to submit Cyclical review applications		RS and GS
RS	Introductory email related to review visits		
	Arranging visitation dates		AD
	Detailed visit arrangements (TL taking the lead)		
	Communicate VET composition and ask to sign off		AD
	Send draft Review Report		
Treasurer	Annual invoice and reminders as needed		
	Visitation invoice and reminders as needed		

This policy has been approved by the ECTE Council, 16 March 2022 and is valid until its revision.

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