



Is Capacity Building the Ultimate Solution to Professionalising QA Practitioners?

A Case Study on the Capacity Building Model for Reviewers at the HKCAAVQ

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Content

- Background to the development of the capacity building function in HKCAAVQ
- Capacity Building Strategy
- Training Activity - planning, delivery and feedback
- Challenges and Limitation
- The Way Forward



HK Qualifications Framework

- **Platform for lifelong learning covering**

- Mainstream education
- Vocational education and training
- Continuing education

- **Qualifications**

- Characterised by outcome-based Generic Level Descriptors (GLD)

- **Quality Assurance**

- **Voluntary**

- **Function**

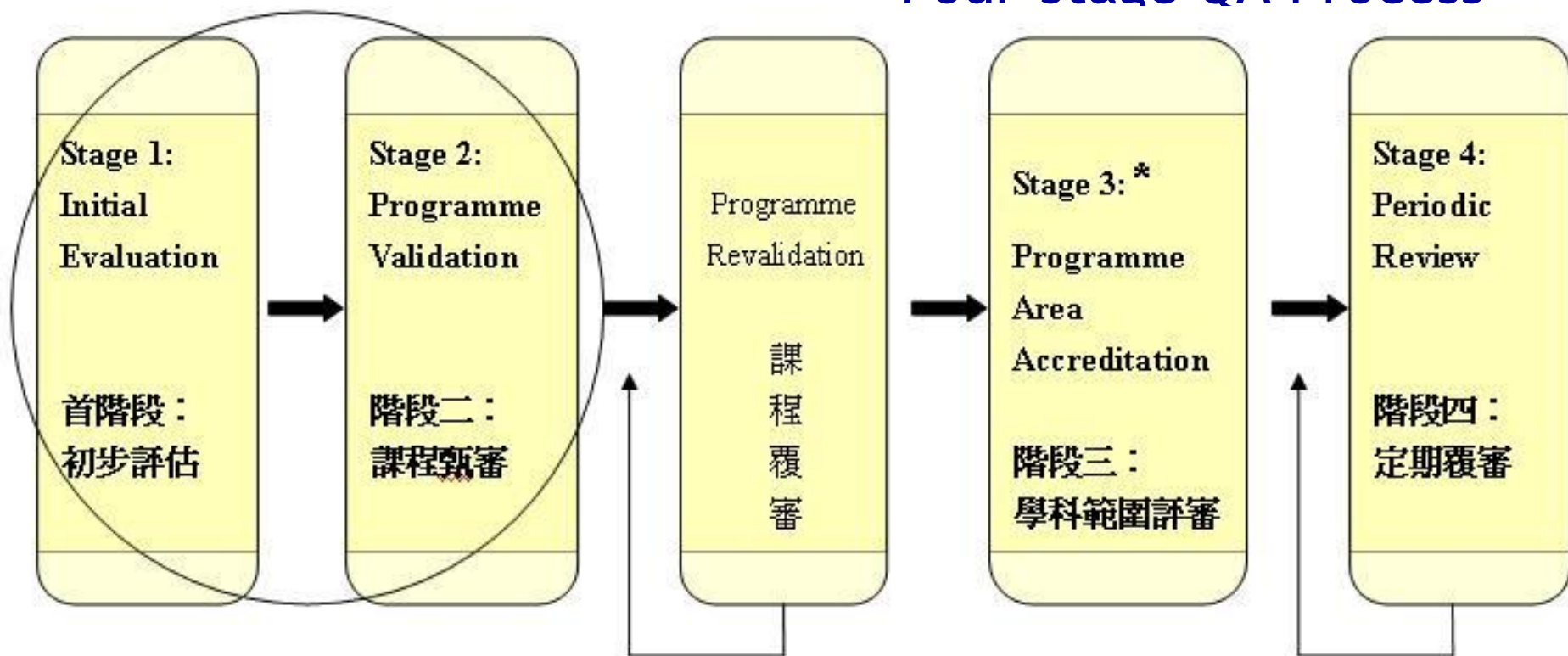
- Rationalisation of qualifications
- Recognition
- Articulation

QF Levels	Academic Qualifications
7	e.g. Ph.D; doctoral ..
6	e.g. Master's degree
5	e.g. Bachelor's degree
4	e.g. AD, HD

The screenshot shows the website for the Qualifications Framework. At the top left is the logo '資歷架構 Qualifications Framework'. At the top right is the Hong Kong Government logo and the text '香港特別行政區政府'. Below the header is a navigation bar with 'Main', 'Login', 'English', and '简体'. The main content area features a large image of students in a classroom. On the left, there is a vertical menu with links: 歡迎詞, 什麼是資歷架構, 什麼是資歷名冊, 資歷名冊對我有何用途, 資歷名冊消息, 常見問題, 使用指引, 詞彙, 免責聲明, 虛假聲稱, 版權, 語言, 有用連線, 表格下載, 聯絡我們. The main content area is titled '資歷名冊' and contains the text: '歡迎瀏覽資歷名冊。公眾人士可以透過此名冊，查詢獲香港資歷架構認可的資歷資料。' Below this is a search section with the heading '請選擇:' and three radio button options: '搜尋現有進修計劃資料' (selected), '核實或查詢資歷', and '搜尋營辦者或評估機構資料'. A '進入' button is located at the bottom right of the search section. On the right side of the main content area, there is a large image of a person climbing a ladder, symbolizing achievement and progress.



Accreditation Model Four-stage QA Process

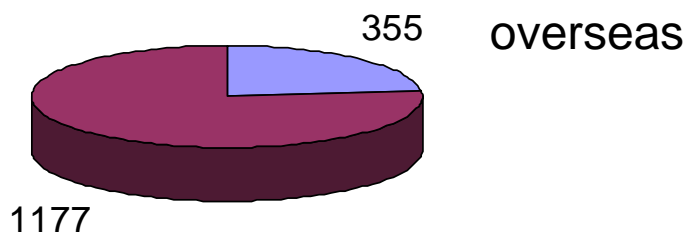


*For mature operators with track record of quality assuring outcome-based learning Programmes. Normally, the operator should have already gone through at least two cycles of successful Programme Re-validation in relevant programme area before it is eligible to apply for PAA.

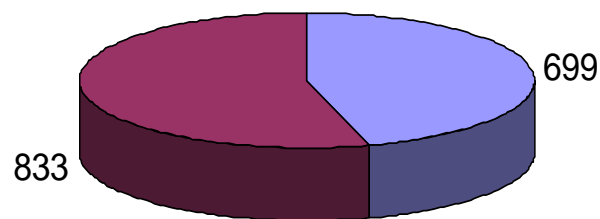


Specialist Distribution

Overseas to local



Industry to academia

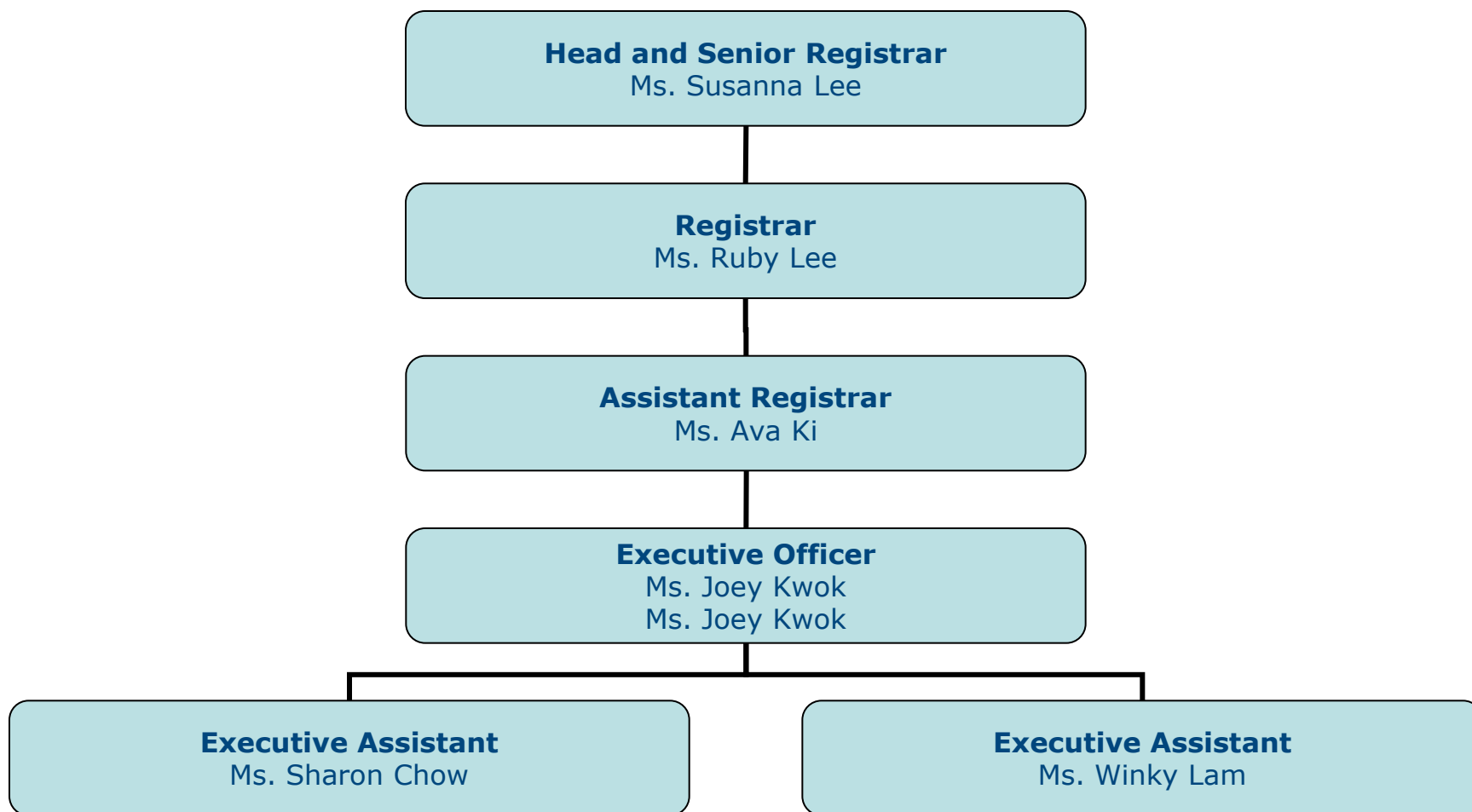


- ❖ 36 Industries / Sectors: 699
- ❖ 12 Disciplines / Subjects* : 833
- ❖ total (As of 22 March 2011): **1,532**

* Migration to 21 Areas of Study and Training is in progress.



Organisational Chart of RDT Unit





Capacity Building Function

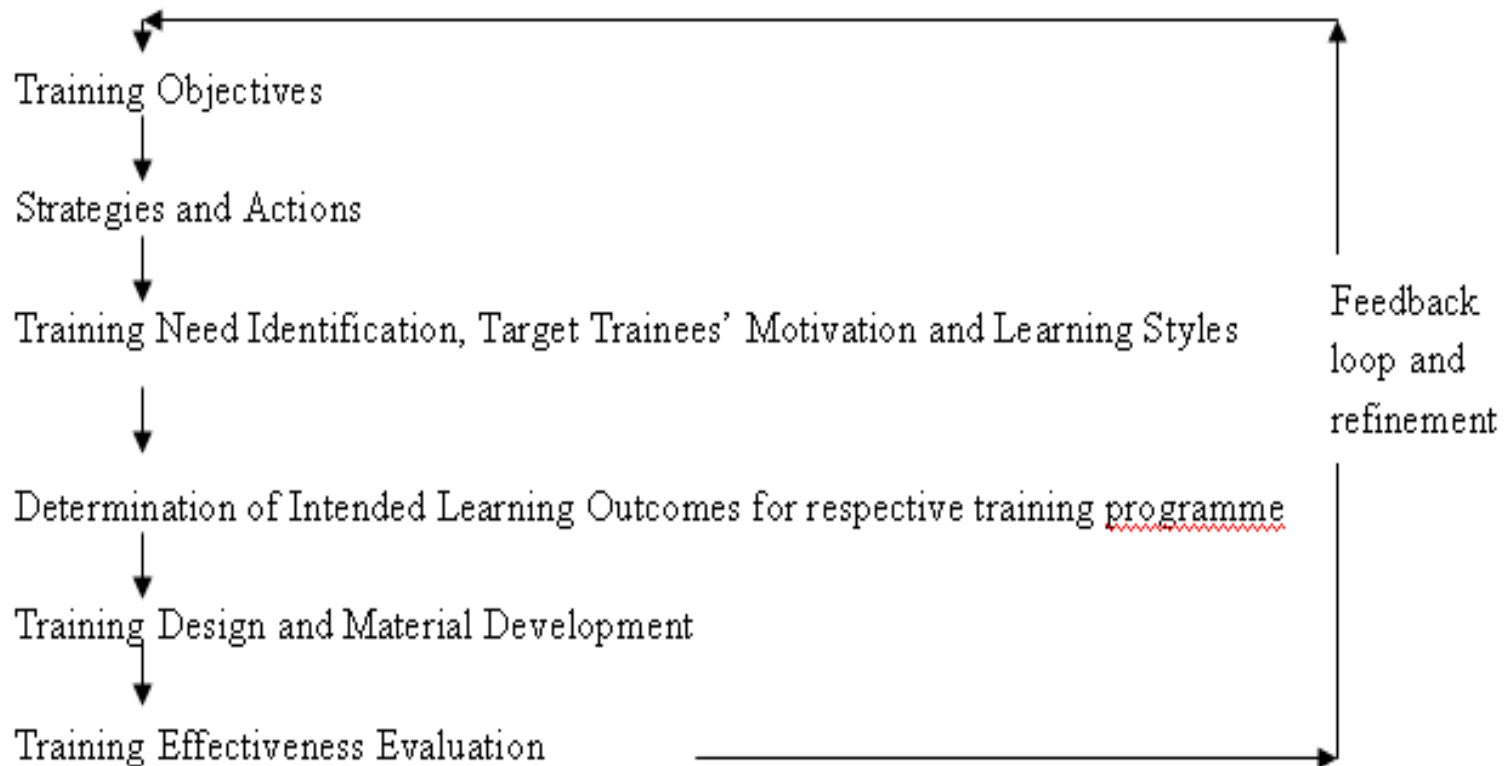
- To meet the HKCAAVQ's mission
- Developmental and evolving
- To strengthen QA capability of its stakeholders including the Specialists

Working Assumption

- Specialists appointed for the expertise in training, education and industry operation.
- Focus of training
 - conceptual understanding of HKQF, accreditation stds (know-why)
 - Operational competency (know-how)



Training design and material development





Training Activities

- Development
 - Profile survey
 - Capacity building needs analysis
- Target trainees
 - Overseas
 - Induction thru paper brief and / or face-to-face briefing before on-site visit
 - HK (specialists from target disciplines / industries with forthcoming exercises)
 - Panelists confirmed to be engaged in accreditation exercises
 - Newly appointed Specialists, esp the VET
 - Experienced panelists identified with training needs by accreditation divisions
 - Specialists with no prior accreditation experience / training
 - Others - self enrolment



Competencies matrix of panel members

Areas of competencies required of Panel Members			
Working in a team environment	Applying the generic skills and values	Applying the principles of quality assurance	Applying the subject / industry expertise
... should be able to: <ul style="list-style-type: none">Comply with roles and code of conduct of panel membersAccept responsibilities	... should be able to: <u>Generic skills</u> <ul style="list-style-type: none">Identify the core essence of the subject matter under investigation<u>Prioritise</u> issuesInterpret data and <u>synthesise</u> massive amount of <u>information</u> for further investigationDifferentiate factual <u>information</u> from opinion,	... should be able to: <ul style="list-style-type: none"><u>Recognise</u> quality cultureIdentify key quality indicatorsArticulate the HKCAAVQ's accreditation model	... should be able to: <u>Operators</u> <ul style="list-style-type: none">Evaluate an operator's values, mission, <u>organisation</u> set-up, system, resources, mechanisms, planning, decision making and implementation to come to <u>informed</u> judgment about its



Competencies for panel chairperson

- Leading discussion
- Focusing on issues of concern
- Directing discussion and evaluation
- Managing team work
- Managing operators' expectations
- Drawing conclusion



Training workshop

- One-day
- Voluntary, certificate of attendance from 2010
- Training materials
 - Simulation on case study (generic)
 - Accreditation document (for panel training)
- Programme rundown
 - HKCAAVQ's Four-stage QA Process (presentation, discussion)
 - Roles of Panel Members in accreditation exercises (presentation, discussion)
 - Panel's Initial Comments and Panel's pre-visit meeting (**simulated exercise**)
 - Do's and don'ts in an accreditation exercise and questioning techniques (video)
 - Simulated on-site visit meeting (**simulated exercise**)
 - Debriefing and discussion
- Capacity per class: max. - 30; min. - 18 - 12



Capacity Building Events held since late 2008

Types of activities	No. of sessions	No. of participating Specialists
Training Workshop	6	118
Panelists Workshop	7	42
Specialists Appointment Ceremony	3	~311
Exchange Meetings	9	77
Total	25	548



Participation rate of the capacity building events

- Over 1,000 local Specialists targeted
- Take-up rate
 - Appointment ceremony: 70%
 - the Panelists Workshop / Briefing: 50% - 100%
 - the Exchange Meetings: 10% - 50%

Training Workshops	No. of Specialists invited	No. of Specialists attended the workshop	Invitation Success Rate
2	136	44	32%
2	441	43	9.8%
2	(524) 61	31	51%
Total	(1,101) 638	118	18.50%



Monitoring of Training Effectiveness

Training related

- Specialists performance in the pre-test and post-test in the training workshops
- Participants' feedback survey
- Adoption of the four levels of Kirkpatrick's evaluation model (Kirkpatrick, 2006) on the effectiveness of the training workshops
- Staff's observation of Specialists' performance in HKCAAVQ organised activities including training and accreditation exercises.

Others

- Specialists' sharing in the Specialists Corner of the e-newsletter
- Panel members' opinion survey after the conduct of the accreditation exercise
- Operators' feedback at meeting with the HKCAAVQ on the release of the accreditation report as well as their feedback in the annual survey on the accreditation services



Participants' Feedback

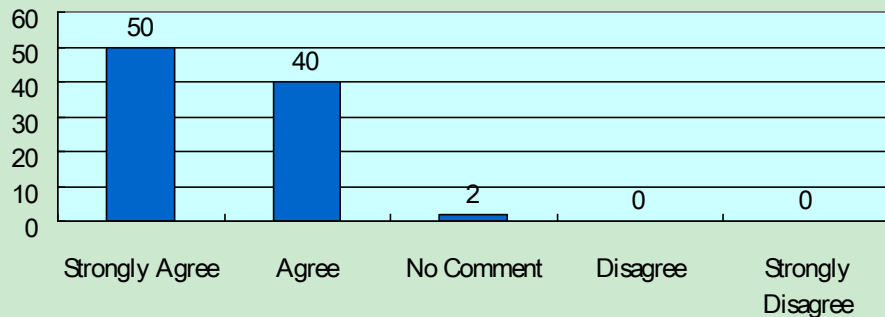
Types of activities	No. of sessions	No. of joining Specialists	Response rate in survey
Training Workshop	6	118	78%
Panelists Workshop/ briefing*	7	42	62.5%*
Specialists Appointment Ceremony	2	311	Not Applicable
Exchange Meeting	9	77	Not Applicable
Total	22	548	---



Quality of Training Workshops

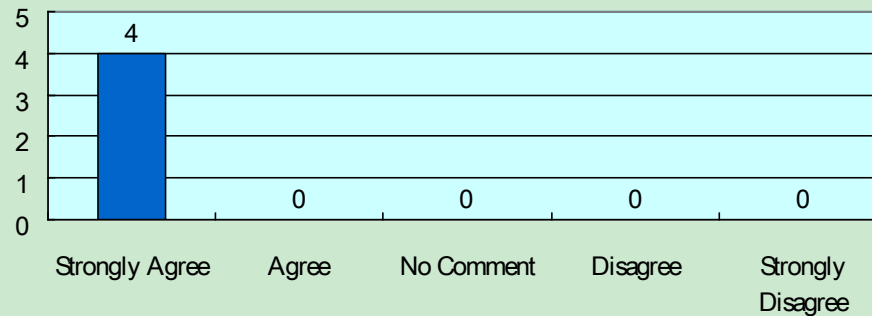
Generic

Participants agreed that the overall quality of the workshops was high.



Panelists

Participants agreed that the overall quality of the workshops was high.





Participants' Feedback

- **Commendations**

- training materials - case study, presentation and exercises, video
- presentation and delivery - professional and effective communication on complex concepts
- training activities - interactive with simulated exercises
- purpose fit
- pre- and post-test to gauge the participants' standards
- debriefing

- **Recommendations for Improvement**

- to run the workshop in two days for in-depth exploration



Panelists' Feedback Survey

Aug 09 - Dec 10

- Untrained panelists need to be trained prior to accreditation exercises
 - Knowledge of HKQF
 - Determining QF standards / levels
 - Communication ability
 - Attitude (more forthright while not confrontational)



Operators' Feedback

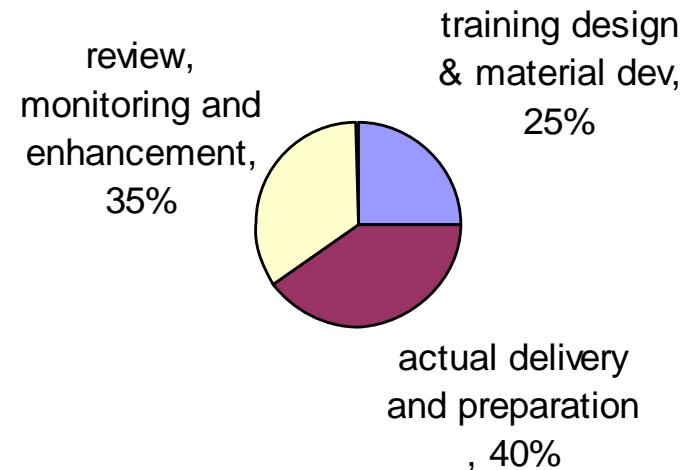
- Compulsory training of panelists
 - Team work
 - Study of accreditation document
 - Preparation for on-site visits
 - Probing technique at a deeper level



Capability Building Resources

- In-house staff
- 1/5 of total manpower of RDT Unit
- Trainers
 - Hands-on accreditation exp
 - Prior exp as operators
 - Training exp
 - Reflective
 - researcher

Staff Time Allocation





Challenges and Limitation

- RDT Unit - small unit
- Specialists heterogeneous (QA experience)
- Generic training approach
 - Effective for new Specialists
- Existing Specialists
 - Different expectations and training needs
 - Paradigm shift to accreditation of outcome-based learning programmes
 - New in HK
- Materials in both English and Chinese



Challenges and Limitation

- Training is voluntary
- Mismatch of Specialists on the Register with the needs of the accreditation divisions
- Pool of active and relevant Specialists much smaller than the list
- Reasons for non-participation in training
 - Already have accreditation experience
 - Busy full-time job
 - Conversant with QA principles and process
 - Don't agree to the new accreditation process involving determining QF level of outcome-based learning programmes



Questions

- Do experienced Specialists have an advantage over the newly appointed ones?
 - Under influence of old and outdated practice
 - Not mastered the skills to evaluate outcome-based learning programmes and determining QF levels



The Way Forward

- Refresher courses
- Chairperson training
- Review of Specialists recruitment strategy
- Further cultivation of sense of belonging as extended family members of HKCAAVQ
- Professionalising Specialists thru various means
 - Forum in e-newsletter
 - Exchange meetings to share views and practices
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