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**Component 3: Quality Assurance and Qualifications**

**Amman, Jordan**

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**Staff and Capacity Development Plan**

**Assist in the development of an operationalisation plan of the established Jordanian National Qualification Framework in relation to TVET qualifications and in relationship with the Social Partners, as well as conduct a diagnostic analysis to review the Education sector pathways to improve the attractiveness of the E-TVET sector**

**Component 3: Quality Assurance and Qualifications**

**By**

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**Introduction**

This Staff and Capacity Development Plan provides an initial overview of the envisaged needs and requirements to start the implementation of the National Qualifications Framework for Jordan (NQFJ).

However, this Staff and Capacity Development Plan can only provide the starting base and needs to be further developed once agreement is reached on fundamental questions relating to the implementation and operationalisation of the NQFJ. There are a range of questions that are not yet clarified and which will have a significant bearing on staff and capacity building needs.

In particular, the following points need to be clarified and decided upon in accordance with the Strategic Plan:

**Agreement on timeframe for the initial review of all entities and qualifications**

Based on this agreement, the staffing needs can be predicted over the time period of the implementation. The NQF will require an increasing number of staff, commensurate with the number of institutions and qualifications that are going to be registered and listed. If the roll-out is done over a period of 5 years, staffing will need to be adapted accordingly and also capacity building activities will need to be undertaken to ensure all new staff are adequately prepared.

**Agreement on the nature of the NQF governance system**

Based on this agreement, it can be planned in detail which staff will be required at what level. If there is going to be only one central authority in charge of all NQFJ operations, this authority will require staff for all the functions of the NQFJ. If, however, there is going to be a decentralised structure for the NQFJ, each sectorial authority that will be in charge of specific operations of the NQFJ will require staff to undertake these functions. This will also impact on whether capacity building is organised in a centralised or in a decentralised manner. Most national qualifications frameworks are governed in a centralised manner. For example, consult the governance of the Irish or New Zealand national qualifications frameworks. For examples of the governance system that is more decentralised, please consult the Omani or the South African national qualifications frameworks.

**Alignment of NQF with the quality assurance and accreditation activities**

The decision on what is going to be the relation between NQFJ registration and listing activities and general quality assurance and accreditation activities will impact the level of scrutiny with which any institution and any qualification will be assessed for registration and listing purposes. At this stage, for the sake of providing initial staffing requirement outlooks, it is assumed that for each sector, there is going to remain / be a specific quality assurance and accreditation system in place, the results of which can be used for the processes or registration and listing.

Therefore, this initial Staff and Capacity Development Plan will need to be adapted based on the outcomes of the following activities:

* Decision on the institutions and qualifications that will be subject to the NQFJ (in particular in general education and pre-primary education)
* Compile a comprehensive list of provider institutions and qualifications that will seek to be listed and registered on the NQFJ
* Decide on the period during which all institutions and qualifications will have to undergo registration and listing
* Decide on the governance model for the NQFJ, in particular whether it will be a centralised model with one organisation in charge of implementation of the NQFJ or a decentralised model, in which each sector will play a role. In case of a decentralised model, decide what will be the division of responsibilities and establish terms of reference for the different sectorial bodies
* Clarify and decide on the relationship between quality assurance, and in particular accreditation, and the process of registration and listing.
* Develop instructions to distinguish the roles, purposes, competences and the relationship between the various competent entities responsible for the quality assurance and assurance and accreditation of education and training.

**Staffing**

Only once there is clarity of how many institutions and qualifications will become subject to registration and listing, a realistic calculation of the number of staff required can be made. However, to provide a general guideline, it can be assumed that staff in charge of assessing applications for registration and listing will be required as follows:

* 1 technical FTE per 100 Qualifications/year that need to be reviewed;
* 1 technical FTE per 50 Institutions/year that need to be reviewed;
* 1 administrative FTE per 80 Qualifications/year that need to be reviewed;
* 1 administrative FTE per 40 Institutions/year that need to be reviewed.

***FTE***= full-time employee, i.e. a person who is available full-time to undertake/administer reviews. If a person has to undertake other functions, only the share of time allocated to review / review administration tasks is calculated.

Furthermore, it can be assessed that staff will be required for the following functions:

* Leadership of the main NQFJ authority – 2 FTE
* Leadership for sectorial departments or within sectorial organisations – 3 FTE
* Secretarial staff – 4 FTE
* Technical staff – see above calculations
* Administrative staff – see above calculations
* Research and studies staff – 2 FTE
* Consultancy and Training staff – 4 FTE
* IT – 3 FTE
* Public Relations – 3 FTE
* Internal Quality Assurance – 1 FTE
* Finance (depending on existing Finance staff in central NQFJ body)
* Legal (depending on existing Legal staff in central NQFJ body)
* Human Resources (depending on existing HR staff in central NQFJ body)
* Other support – as required

It might be required to hire experts with specific expertise in subject areas / disciplines to support the review process. This might be the case for highly specialised areas that do not warrant to have fulltime staff due to the low number of qualifications in this area.

**Job profiles**

Once the precise model for the operations of the NQFJ are decided and exact staffing needs are determined, job descriptions need to be developed. However, in the following section, an overview of the functions is already compiled.

*Leadership of the main NQFJ authority*

The leadership of the NQFJ authority is a managerial level position that is supposed to:

* Ensures the strategic and organizational management of the NQFJ.
* Manage the implementation, roll-out and general operations of the NQFJ
* Manage relations with sectorial bodies and national authorities
* Manage visibility and stakeholder relations
* Manage PR, IT, internal QA, Finance, Legal, HR and the consultancy and training departments/units
* Oversee the operations or the review departments/units through effective interaction with and guidance to the respective department/unit managers
* Coordinates all NQFJ related activities
* Undertakes business development activities
* Financially manages the NQFJ budget and activities
* Represents the NQFJ externally
* Manages and oversees the NQFJ related international affairs activities.
* Initiates further development and periodical reviews of the NQFJ
* Manages relations with any NQFJ governing bodies
* Ensures the adequacy of the NQFJ human resources.
* Ensures that conflicts of interest between the work of the units is prevented.

*Leadership for sectorial departments or within sectorial organisations*

It is advisable to have specific managers for the main education sectors (pre-primary and general education; TVET; Higher Education) in order to manage the review and registration of institutions and qualifications. Their functions are to:

* Manage the administration of registration and listing applications through management of the administrative staff
* Manage the review of registration and listing applications through management of the technical staff
* Manage the develop and review of standards, criteria and procedures for institutions and qualifications
* Manage the pilot phase
* Lead the initial training of stakeholders for the pilot phase
* Oversee the management of databases
* Ensure that applications are adequately and timely processed.
* Coordinates the cooperation between the administrative staff and the review teams.
* Manage the relation between the review department/unit and any governing body
* Oversees policy development and coordinates the revision of NQFJ materials and documents

*Secretarial staff*

There should be sufficient secretarial support for the leadership of the NQFJ authority and the leadership of the sectorial departments. The functions are to:

* Manage the office work and daily operations
* Maintain calendar and arrange meetings
* Ensure protocol and stakeholder relations
* Maintain office functionality and inventory
* Prepare and edit documents

*Technical staff*

Technical staff are in charge of the review of applications for institutions and qualifications to become registered and listed on the NQFJ. The functions are to:

* Assess and review applications for registration
* Assess and review applications for listing
* Write compliance reports with standards for registration and listing
* Makes recommendations related to registration and listing to the appropriate governing body
* Serves as main point of contact for education providers

*Administrative staff*

Administrative staff are in charge of processing applications of institutions and for qualifications for registration and listing Their functions are to:

* Undertake initial formal eligibility assessment of applications
* Advise education providers on procedural matters relating to applications
* Ensure that applications are appropriately filed
* Manage database entries for processed applications
* Assist in review and assessment organisation

*Research and studies staff*

Staff in charge of research and studies are expected to provide added value to the further development of the national education system through research based on the information the NQFJ authority has access to. Their functions are to:

* Analyse materials and documents available to the NQFJ
* Identifies suitable areas for analyses, policies and studies.
* Support policy development
* Undertakes studies
* Conducts system-wide analyses
* Ensures dissemination and impact of the studies conducted
* Conducts benchmarking activities
* Undertakes market needs assessment

*Consultancy and Training*

Staff in charge of consultancy and training are expected to provide advice to interested education providers and assist in questions related to the application for registration and listing as well as to ensure capacity building of stakeholders. Their functions are to:

* Initiate business development opportunities
* Ensure that consultancy offers are adequate and based on the needs and requirements of interested parties
* Provide information to interested parties about the consultancy options offered
* Plan and coordinate workshops and trainings
* Coordinate the cooperation between the administrative staff and the consultancy team
* Develop portfolios and drafts individual offers for consultancies
* Conduct consultancy activities
* Liaise with (potential) clients
* Conduct workshops and trainings
* Manage all capacity building activities for stakeholders

*IT*

IT staff are in charge of ensuring full technical support for all operations of the NQFJ. Their functions are to:

* Develop appropriate IT infrastructure concept for the operations of the NQFJ
* Develop database for NQFJ
* Develop interfaces for education providers
* Develop website for NQFJ

*Public Relations*

Public relations staff are in charge of ensuring that stakeholders and the general public are informed about all stages of the development as well as the ensuing operations of the NQFJ. Their functions are to:

* Develop communication and visibility strategy
* Manage stakeholder relations and correspondence with them
* Prepare NQFJ information materials
* Manage the content of the NQFJ website
* Manage the branding of the NQFJ
* Organise internal and external events

*Internal Quality Assurance*

Internal quality assurance staff are in charge of ensuring that the NQFJ is managed and functions in a high quality manner and to suggest areas for improvement of the NQFJ. Their functions are to:

* Monitor and review all NQFJ related activities
* Suggest changes for improvement
* Undertake regular self-evaluation
* Coordinate external evaluation of the NQFJ
* Gather and analyse feedback about the NQFJ from stakeholders and internal structures

*Finance*

Finance staff are in charge of all financial management related to the NQFJ. Their functions are to:

* Administer financial matters
* Ensure adequate auditing and financial reporting
* Assist in budget development

*Legal*

Legal staff are in charge of all legal affairs related to the NQFJ. Their functions are to:

* Manage legal procedures internally and externally
* Develop proposals for revisions and amendments to legal documents relating to the NQFJ
* Represent the NQFJ in any legal matters
* Develop and manage appeals system
* Provide legal advice to leadership of the NQFJ
* Draft contracts and other legal documents

*Human Resources*

Human resources staff are in charge of all personnel matters related to the NQFJ. Their functions are to:

* Ensure that NQFJ has adequate human resources
* Develop internal professional development
* Manage performance management
* Interview applicants about their experience, education and skills
* Contact references and perform background checks
* Inform applicants about job details such as benefits and conditions
* Conduct new employee orientations
* Process paperwork
* Plan and coordinate the workforce to best use employees' talents
* Resolve issues between management and employees
* Advise managers on policies related to HR
* Oversee recruitment and hiring process
* Direct disciplinary procedures

**Capacity Building**

The Capacity Building needs can be clustered into three components and phases:

* Capacity Building activities for current staff;
* Capacity Building activities for new staff;
* Capacity Building activities for stakeholders.

Capacity Building for current staff needs to be designed on the basis of a needs assessment once decisions are made about which staff from which entity will be directly working on the NQFJ. The Capacity Building activities will focus on organisational and NQF related technical requirements and should be contain components of direct trainings that are undertaken in Jordan, potentially with the help and support of donor organisations and current and future technical assistance projects. In addition, a study visit, combined with training, to another authority in charge of implementing an NQF should be undertaken.

The main topics for the Capacity Building activities should be (depending on the needs assessment):

* Registration and listing processes, procedures and standards
* Governance procedures
* Organisational management
* Human resource management
* Change management
* Project management
* Performance management
* Stakeholder management
* Partnership management
* Advocacy and mobilisation

Capacity Building for new staff should be designed in the form of a structured onboarding programme, conducted by current staff in cooperation with donor organisations and current and future technical assistance projects. In addition, a study visit, combined with training, to another authority in charge of implementing an NQF should be undertaken.

The main topics for the Capacity Building activities should be (based on needs assessment and individual tasks and responsibilities):

* Registration and listing processes, procedures and standards
* Quality assurance
* Evaluation
* Outcome-based education
* Curriculum review
* Results monitoring and reporting
* IT requirements for NQFs
* Change management
* Project management
* Stakeholder engagement

Capacity Building for Stakeholders will be undertaken on a continuous basis in accordance with the activities outlined in the Strategic and Operational Plan for the implementation of the NQFJ.

The Capacity Building activities will be conducted by current staff in cooperation with donor organisations and current and future technical assistance projects.

The main topics for the Capacity Building activities should be (based on needs assessment):

* Introduction to NQFs
* Standards and procedures for registration
* Standards and procedures for listing
* Quality Assurance and NQFJ registration and listing
* Levels, level descriptors and learning outcomes
* Curriculum design and review
* Learning outcomes and assessment
* Preparation for NQFJ registration and listing applications

All Capacity Building activities should be driven by clearly defined objectives that state what the initiative is intended to achieve and how it will accomplish its objectives in the context of the Strategic and Operational Plan for the implementation of the NQFJ.