



Agency for
Quality Assurance
and Accreditation
Austria

Internal Quality Management

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1. AQ Austria

The Agency for Quality Assurance and Accreditation Austria was founded in 2011 as part of the restructuring of the system of external quality assurance in Austria. According to its legal mandate, AQ Austria is responsible for all higher educational institutions (public universities, universities of applied sciences, private higher education institutions, university colleges of teacher education, with the exception of the IST Austria, and Philosophical-Theological higher education institutions) in Austria and has a legally regulated wide range of tasks in the field of external quality assurance:

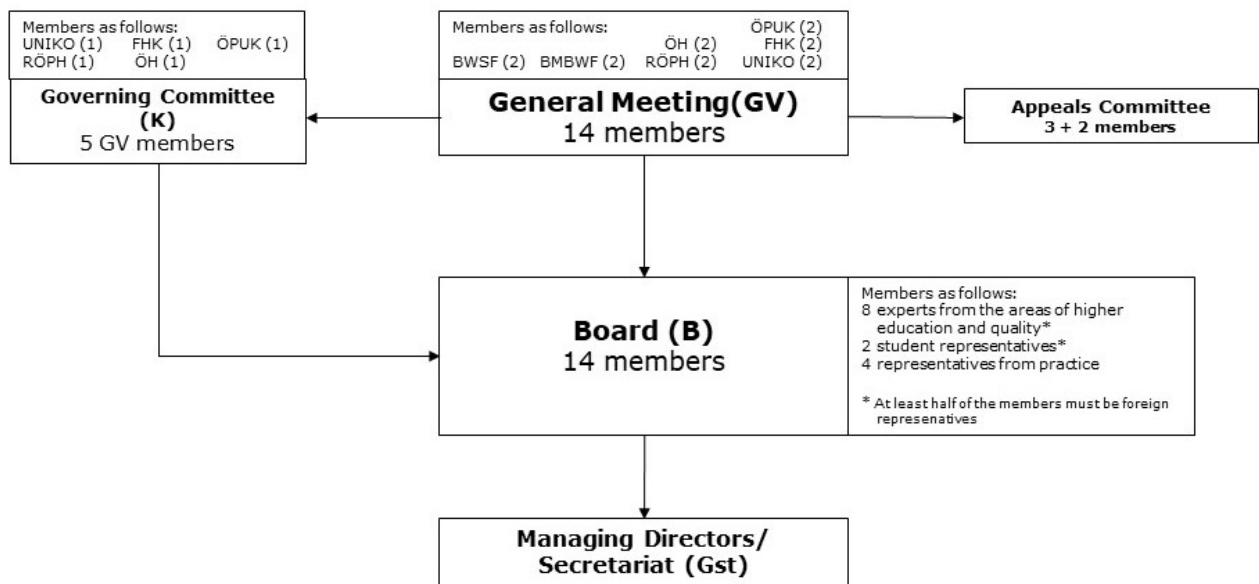
1. Developing and carrying out external quality assurance procedures, as a minimum, audit and accreditation procedures, according to national and international standards;
2. Accrediting higher education institutions and degree programmes;
3. Reporting to the National Council by way of the competent Federal Minister;
4. Publishing reports on the outcome of the quality assurance procedures;
5. Continuously supervising accredited higher education institutions and degree programmes regarding accreditation requirements;
6. Fulfilling the tasks according to the provisions of the FHG and the PrivHG;
7. Issuing certificates for educational institutions upon an audit;
8. Conducting studies and system analyses, performing evaluations, and carrying out projects;
9. Providing information and advice in matters related to quality assurance and quality enhancement;
10. International cooperation in the area of quality assurance;
11. Implementation of the notification procedures for degree programmes of foreign educational institutions;
12. Providing information and advice in matters related to the recognition of formal, non-formal and informal competences;
13. Developing and carrying out the review procedures for programmes for continuing education.

AQ Austria is free from governmental influence. Its organisational model unites independent, expert-guided decision-making structures with the involvement of relevant stakeholders.

1.1 Organisational Structure

AQ Austria's organisational structure is legally determined by the HS-QSG and consists of the Board, the General Meeting, the Governing Committee, and the Appeals Committee. The bodies are supported by a secretariat.

Organisational Structure of AQ Austria



BWSF – Advisory Council for Economic and Social affairs (2 members)
BMBWF – Federal Ministry of Education, Science and Research (2 members)
ÖH – Austrian National Union of Students (2 members)
RÖPH – Rectors’ Conference of the Austrian University Colleges of Teacher Education (2 members)

UNIKO – Universities Austria (2 members)
FHK – Association of Austrian Universities of Applied Sciences (2 members)
ÖPUK – Austrian Private Universities’ Conference (2 members)

Source: AQ Austria

Board

The Board is the main decision-making body of AQ Austria. It is in particular responsible for designing the agency’s methodologies, for taking all formal decisions in accreditation and audit procedures, and for executing the supervision of accredited institutions. Furthermore the Board decides upon the strategy, the annual budget, the annual report and the organisational structure of the secretariat (§ 9 (1) HS-QSG).

As per § 6 of the HS-QSG, the Board is made up of fourteen members, of which:

- Eight members are experts from academia, who must have experience in the field of quality assurance. The members must represent different sectors of higher education. At least half of them must be foreign members.
- Two members from among the students; one has to be from abroad.
- Four members from the field of professional practice with expertise in national and international higher education, experience in university-related occupational areas and the ability to judge matters of quality assurance.

Members of the Board act in their personal capacity and must operate without instruction by any stakeholder groups.

The term of office is five years with the possibility of one reappointment. From among its members the Board elects a President and a Vice-President for terms of five years (§ 7 HS-QSG). The President chairs the Board and the agency and also represents the agency in public.

The Board has to meet non-publically at least two times a year, and in reality meets about seven times a year. For decision-making it is required that at least ten members are present, whereby at least eight members have to vote in favour of a proposal in order for it to be approved (§ 8 HS-QSG). The voting weight for all members is equal.

General Meeting

The General Meeting assembles the relevant stakeholder groups including (§ 11 (1) HS-QSG):

- The Advisory Council for Economic and Social Affairs (two representatives),
- The Austrian National Union of Students (two representatives),
- The Universities Austria (two representatives),
- The Association of Austrian Universities of Applied Sciences (two representatives),
- The Austrian Private Universities Conference (two representatives),
- The Rectors' Conference of the Austrian University Colleges of Teacher Education (two representatives)
- The Federal Ministry of Education, Science and Research (two representatives)

The representatives are appointed by the federal minister at the nomination of the respective organisations for a period of five years and reappointments are allowed. The General Meeting elects a chairperson from the group. Duties of the General Meeting are, in particular, the election of the Governing Committee, the nomination and appointment of the Appeals Committee, and the nomination of ten members of the Board (§ 12 (1) HS-QSG) who need to be accepted by way of a two-thirds majority vote (§ 7 (2) HS-QSG). All other decisions are made by a simple majority vote, assuming that at least fifteen members are present (§ 12 (2) HS-QSG). Different from the Board, the members act as representatives of the respective organisations from which they are sent.

Governing Committee

The Governing Committee is the strategic advisory body. It consists of five members who are elected by and from among the General Meeting (§ 5 (1) HS-QSG). There is one member respectively representing the public university sector, the private higher education sector and the sector of the universities of applied sciences (§ 12 (2) HS-QSG), furthermore students and the professional field are also represented. The members serve a five-year term and reappointments are allowed. The Committee exercises its advisory function through communicating informed views (§ 5 (2) HS-QSG), especially with regard to the methodologies and standards of the agency as well as regarding the annual budget, the annual report, job applications and the rules of operation. The Governing Committee meets at least two times a year.

Appeals Committee

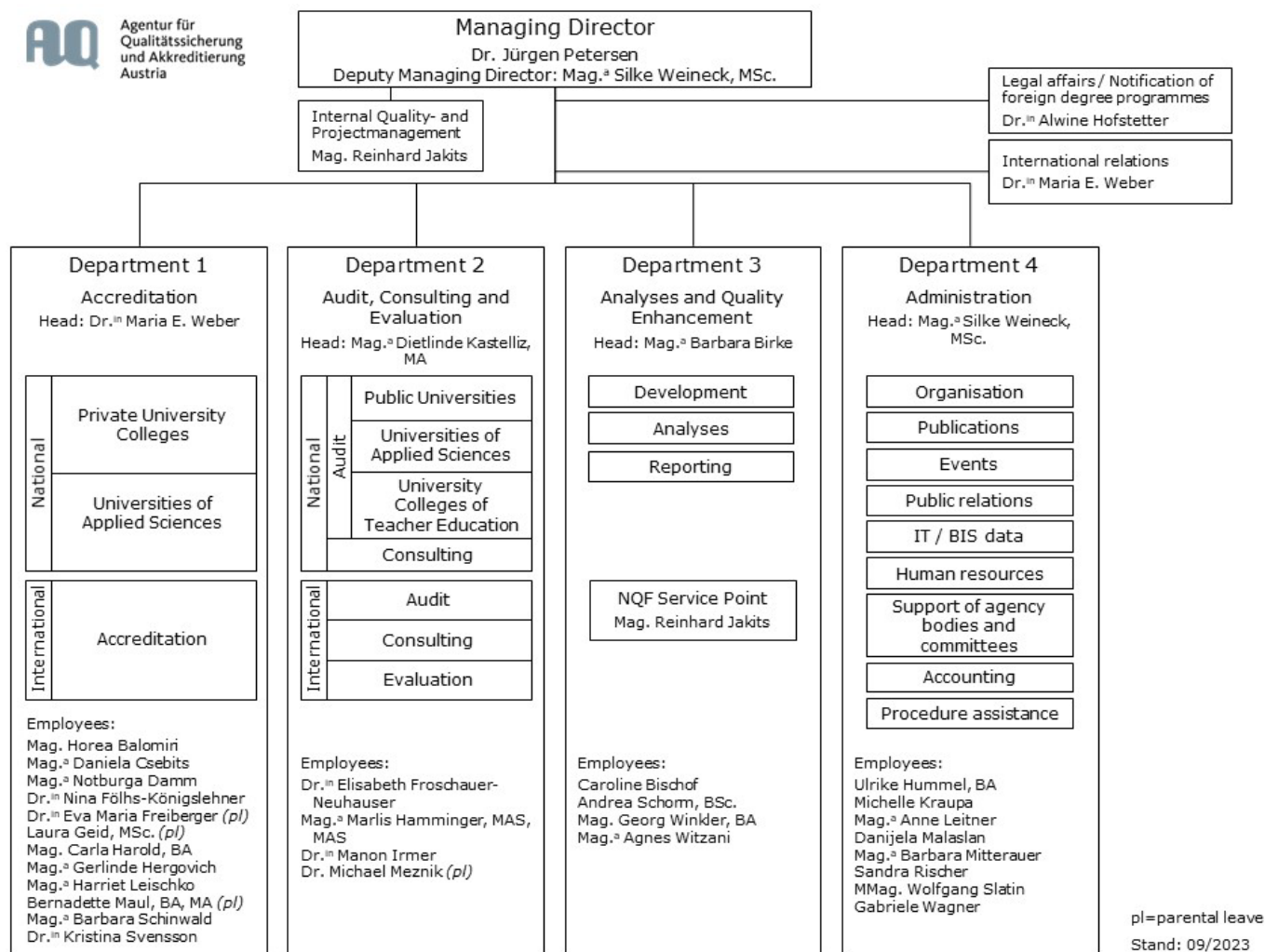
The Appeals Committee is responsible for dealing with appeals and complaints from higher education institutions. The Appeals Committee consists of two Austrian and one foreign member coming from higher education institutions with expertise in the field of quality assurance and with legal qualifications, as well as, in the case of a conflict of interest, one Austrian and one foreign substitute member (§ 13 (2) HS-QSG). They are appointed for a period of three years by the General Meeting with the possibility of reappointment (§ 13 HS-QSG). The members are not allowed to belong to any other body of the agency, and they must operate without instruction (§ 13 (4) HS-QSG). The Committee makes decisions based on a simple majority vote.

Regard shall be given to a balanced representation of the sexes in the composition of all bodies of AQ Austria (§ 4 (2) HS-QSG).

Secretariat

The secretariat of AQ Austria is led by the managing director, who handles the day-to-day operations of the agency. The secretariat, based on the broad legal mandate of the agency is subdivided into four departments, each of which is led by a department manager. Currently 33 staff (approx. 29 FTE) are employed. The employees have qualifications and professional experience in teaching, research, higher education management, and quality assurance.

Secretariat of AQ Austria (as of September 2023)



Source: AQ Austria

1.2 Processes

According to the tasks and organisation of AQ Austria, processes are divided corresponding to their contribution to the provision of services.

Types of Processes:

- Management processes (goal-oriented management of the Agency)
 - Strategy/mission statement
 - Management of external quality assurance processes
 - Human resource management
 - Finances/financial management/budgeting
- Core processes (primary processes of the Agency)
 - External Quality assurance processes (accreditation /audits/Evaluations according § 27 HS-QSG, other external quality assurance procedures)
 - Consultancy to HEIs
 - Analyses and quality enhancement
- Support processes (supporting processes for core processes)
 - Accounting

- Support of committees
- Infrastructure/IT
- External and internal communication

1.3 AQ Austria's Quality Management

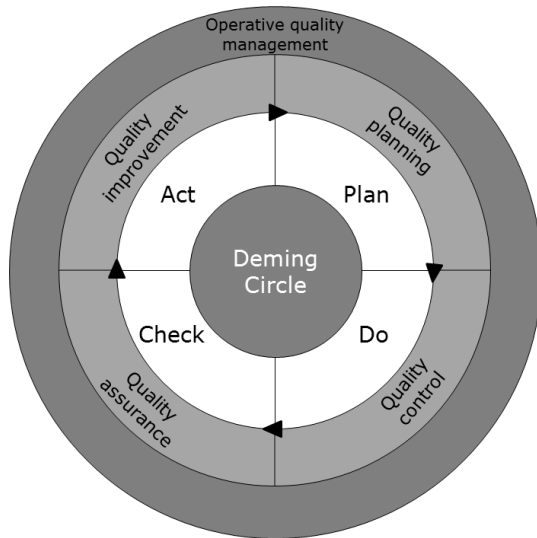
The internal quality management is based on principles determined in the agency's mission statement:

"AQ Austria is a quality assurance agency that is recognized in Austria and internationally and operates in several countries. It is based on the values public responsibility for quality in higher education, Securing academic freedom, autonomy of higher education institutions and scientific integrity. It supports the higher education institutions in continuous quality enhancement and, thanks to their expertise, provides impulses for the further development of the higher education system. It also contributes to providing transparent information about the quality of higher education institutions in their service areas. The following principles apply to the activities of AQ Austria:

- AQ Austria is independent in its activities and free of instructions. Decisions in quality assurance procedures are made solely on quality grounds.
- The quality assurance procedures are based on international standards of good practice, in particular the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).
- The quality standards of AQ Austria are suitable for covering different university profiles.
- Universities bear the primary responsibility for quality in all their areas of work, quality assurance and development.
- AQ Austria understands its quality assurance procedures as a supplement to internal quality assurance and development.
- The work of the Agency in general, the procedural rules and standards or criteria in particular, will be further developed in an experiential, continuous internal learning process in collaboration with universities and other stakeholders."

In order to support enhancement, quality management must – in addition to its application to core processes – also include management and support processes, since these processes impact on core processes. The operational quality management of AQ Austria is based on a continuous improvement process that is guided by the Deming circle.

Figure: Breakdown of operational tasks according to the Deming circle¹



The first phase (quality planning – plan) revolves around the discerning of potential for improvement, the definition of a target state, and the selection of an approach. In phase two (quality steering – do), the collectively developed steps are executed. Phase three (quality assurance – check) serves for reflection. The results are carefully examined. If the approach was successful, it will be defined as the standard for implementation on a broad basis. If not, an alternative solution is sought. In phase four (quality improvement – act), the new standard is applied. Regular trainings help assure the implementation. The results of internal quality assurance are presented in the biennial 'Quality Report' and discussed by the Board and the Secretariat in order to agree follow-up activities.

2. Management Processes

2.1 Strategic Management of the Agency

Quality Standard

AQ Austria has a mission statement that earmarks the agency as a nationally and inter nationally recognized and active quality assurance agency and that is suitable to give guidance for the orientation and the daily business.

AQ Austria has a medium-term strategy that is based on the mission statement and is suitable for controlling the activities of the agency.

Measure: The Board agrees every four year on the mission statement and the medium-term strategy

Instruments: Strategy working group at management level
 Strategy-workshop of Presidency and Secretariat
 Strategy-Workshop of the Board
 Report by the Secretariat on the outcomes of the workshops including recommendations for the revision of the strategy.

Responsible: Management

¹ Seghezzi, H., Fahrni, F., Friedli, T.: Integriertes Qualitätsmanagement – Der St. Galler Ansatz, München: Hanser Verlag 2013, S. 122 f. (adapted)

2.2 Management of Core Processes

Quality Standard

AQ Austria plans with foresight the implementation of external quality assurance procedures, analyses and consultancy projects and other services in order to enable an efficient use of resources.

Measure:	Every six months, in May and November, the schedule of activities is updated for an eighteen-month period
Instruments:	Half-yearly surveys on planned quality assurance procedures. Lists of ongoing and planned quality assurance procedures and other activities.
Responsible:	Heads of departments
Instrument:	Half-yearly planning-meetings of management and heads of departments
Responsible:	Management

2.3 Human Resource Management

Quality Standard

AQ Austria, based on forecasts of compulsory quality assurance procedures and other quality assurance procedures and other projects plans the annual quantitative and qualitative personnel requirement and adds it to the financial planning.

Measures:	Half-yearly, in May and November the plan of activities is updated Half-yearly surveys on planned quality assurance procedures. Lists of ongoing and planned quality assurance procedures and other activities.
Responsible:	Heads of departments
Instrument:	Half-yearly planning-meetings of management and heads of departments
Responsible:	Management

Recruitment

Quality Standard

AQ Austria fills vacancies with qualified staff by using a transparent and professional recruitment process within 13 weeks (from public announcement of vacancy to approval of the decision by the Presidency)

Measures:	The management defines together with the relevant head of department the requested skills and qualifications and drafts on this basis a job advertisement. In a three-stage selection process with two guided interviews, a staff proposal will be prepared
Instruments:	Job advertisement Communication with applicants (confirmation of receipt incl schedule etc) Guidelines for interviews Report on recruitment process; report on recruitment process to governing committee

Staff Development

Quality Standard

Employees take opportunities to further develop the skills required for their job.

Measure:	New staff participate in a standardised induction programme that includes knowledge transfer, mentoring and shadowing
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Instruments: Information package, interviews with departments and management, information visits to the main stakeholders, shadowing of quality assurance procedures, monitoring of the first own quality assurance process by an experienced colleague, feedback discussions with mentor, head of department and management.

Measure: Education and Training: Based on the annual staff appraisal, further education and training measures are agreed as needed, which can be supplemented during the year. In addition, staff use opportunities to develop specialist expertise by participating in relevant events or working groups. Once a month, a jour fixe takes place, during which staff or external experts offer introductions on topics relevant to AQ Austria.

Instruments: Individually tailored measures based on staff appraisals, informal Jour-fixe
Responsible: Deputy Managing Director

Remuneration

Quality Standard

AQ Austria provides for a remuneration that is in line with the expected performance and is transparent and comprehensible.

Personnel remuneration comprises both the monetary field (remuneration scheme and its transparency, and company social contributions) and the non-monetary field (work time regulations, opportunities for advancement, training, etc.). It involves the managing director and deputy managing director, the department managers, and the President.

Personnel Management

Quality Standard

Intensive communication with staff. Personnel management comprises the following tasks: target agreement, delegation, information, problem solving, and feedback. The tasks are carried out by the managing director and deputy managing director, the department managers, and the President/Vice President.

Staff administration

Quality Standard

AQ Austria carries out all personnel management processes including compliance with the contractual agreements in a standardized procedure. Personnel administration comprises all administrative tasks, such as registering for and unregistering from social insurance, administration of personnel files, recording work hours, vacation management, payroll, labour law, etc. It involves the managing director and deputy managing director and the department managers.

Instruments: Staff meetings every second week
Department meetings
Templates for time compensation, holidays etc.; Overviews of summer / Christmas holidays;
Guidelines for private law contracts and company benefits; Templates for labor-contracts;
Comprehensive documentation on annual staff interview;
monthly recording of working time records;
Quarterly discussion with works council;
Process of (change) reports on labor-contracts for payroll.

2.4 Financial Management

According to the HS-QSG, "the President of the Board (...) has to submit the financial plan for the following year and the preview of the two subsequent years for approval to the responsible federal minister by 30 June of each year." AQ Austria is financed on the one hand by federal funds and on the other hand by its own revenue.

Quality Standard

AQ Austria draws up and adopts the financial plan in due time in compliance with the process steps (request for an informed opinion, comparison with the previous annual financial statements, explanations on income / expenses, etc.).

Financial Management

Quality Standard

AQ Austria uses professional procedures for financial management, which includes the planning, management and ongoing control of the use of financial resources. The management uses a data-driven insight into the most important income and expenses as well as the liquidity.

Measures: Financial accounting is conducted in collaboration with an accounting and tax consultancy firm.
The managing director and deputy managing director draft quarterly reports on the financial situation of AQ Austria – these comprise a planned/actual comparison (revenue – expenditure) as well as an outlook for the full year. This quarterly report, including explanation, is submitted to the Board for purposes of consultation.

Instruments: Quarterly Reports
Regular analysis of relevant items of the budget plan (Target-Performance-Comparison)
Electronic Banking
Monitoring of incoming payments incl. dunning system; Etc.

3. Core Processes

3.1 Quality Assurance Processes

General Quality Standard

Rules of procedure and criteria are fit for purpose, comply with the law, appropriately implement the ESG (Standards and Guidelines for Quality Assurance in the European Higher Education Area), and are easily comprehensible and applicable for all involved parties.

The rules of procedure are applied correctly, Board decisions to be made (if necessary) are correct and comprehensible.

The duration of the procedures as stipulated in HS-QSG or in contracts with the reviewed HEI are observed.

All involved parties are informed about schedules, procedural bases, and tasks.

3.1.1 Individuals

Committee Members

Quality Standard

Board members are comprehensively informed about AQ Austria's conception of itself, the purpose of the procedures and the rules of procedure. They apply these rules appropriately, correctly, and consistently when making their decisions.

Measures: Upon their assumption of office, Board members are comprehensively informed about the legal bases, AQ Austria's conception of itself, the purpose of the procedures and the rules of procedure. This is done in individual cases as warranted.

Instruments: Information package with all relevant information

Introductory seminar/discussion

Responsible: Managing director

Measure: Board members are informed about relevant new developments.

Instrument: Written/oral reports in Board meetings

Responsible: Managing director

Measure: The Secretariat prepares decisions with respective templates, which contain a short overview about the case, the conduct of the procedure, a summary of the experts' report and an assessment of the report as regards correctness, completeness, and comprehensibility, and which include recommendations for decision.

Instrument: Template for draft resolutions

Responsible: review coordinator in charge, in co-operation with department manager

Measure: Agenda items on decisions to be taken are marked as regards relevance and specific issues.

Instrument: Standardized classification of agenda items

Responsible: Managing Director

Measure: A Board member is assigned the role of rapporteur for each decision in a quality assurance procedure to be taken. He/She gives an introduction to the case in addition to the Procedural supervisor in charge.

Instrument: Oral report

Responsible: Managing Director

Measure: Principle Decisions: The Board takes principle decisions on interpretation of critical procedural regulations and criteria/standards which are published

Responsible: Head of departments

Measure: The Secretariat maintains a list with precedent rulings and decisions of fundamental importance regarding the reading of rules of procedure and evaluation criteria. The list is accessible to Board members on the internal section of the website.

Instrument: List of precedents

Responsible: Head of Departments

Measure: The Board reflects its work when discussing the annual feedback-analysis and the Quality Report.

Staff

Quality Standards

The staff of the Secretariat disposes of the knowledge and skills necessary for their function. They conduct procedures professionally and apply all rules correctly.

Measure: The staff regularly exchanges views about all relevant questions concerning rules and implementation of quality assurance processes.

Instrument: Department meetings, staff meetings

Responsible: Heads of Department, managing director

Measure: The secretariat organizes on a case-by-case basis internal workshops in order to foster common interpretation of critical points as regards the daily work.

Responsible: Heads of Department

Experts

Quality Standards

Experts have the necessary specialised expertise for the process, are not biased, are informed about all relevant stipulations, know the procedural documents, and execute the process correctly.

Measures: Potential experts are given the opportunity to partake in a seminar, during which the function of the expert is the focus.

Instrument: Training Seminar for experts

Responsible: Heads of Departments

Measure: Appointed peers are prepared for the concrete evaluation process. This comprises information about the basics and the concrete process and the exchange about the application at hand in two steps.

Instrument: Information package for experts

Measures: Information on the Austrian higher education system and the sectors of higher education.

Procedural documents for experts incl. Declaration of Conflict of Interest and Code of Conduct

1. Briefing for experts (virtual)

2. Briefing for experts (prior to the site visit)

Responsible: Procedural supervisor in charge

3.1.2 Rules of Procedure

Quality Standard

Rules of procedure are fit for purpose, correspond to the law, appropriately implement the ESG (Standards and Guidelines for Quality Assurance in the European Higher Education Area), and are easily comprehensible and applicable for all involved parties.

Measure: After completing a procedure, a link to an anonymised online feedback questionnaire on the SurveyMonkey platform is sent to the evaluators and HEIs. The questionnaires are evaluated at regular intervals (quarterly or semi-annually - depending on the type of procedure) and the results are made available to the staff or departments. The feedback is analysed, evaluated and, if necessary, implemented in the departments. In addition, once a year an analytical evaluation of the feedback of all procedures is prepared in report form and made available to the board and the staff of the agency.

Instrument: Standardised feedback questionnaires
Responsible: Procedural assistant, Officer for internal QM, Head of department

Measure: As a rule, rules of procedure are changed only every other year. To this end, the feedback questionnaires (from experts, higher education institutions, reports of the procedural supervisors) are analysed and actual developments are taken into account. The results are discussed in department meetings. As appropriate, suggested changes are developed in the departments. These are discussed with representatives of HEIs at workshops that are held every other year, and are suggested to the Board for decision-making as the case may be. Legislative changes are immediately considered.

Instrument: Workshops with HEIs
Responsible: Management, Heads of departments

Measure: The secretariat organizes seminars for HEIs for the preparation of procedures, in order to familiarize HEIs with the expectations as regards the documents to be provided, the course of the procedures and the interpretation of the rules of procedure.

Instrument: Seminar
Responsible: Heads of departments

3.1.3 Implementation of quality assurance processes

Quality Standard

Quality assurance processes follow the envisaged plan and are concluded within the designated time frame. All involved parties are sufficiently informed about schedules, procedural foundations, and tasks.

Measures: In order to ensure a correct and consistent conduct, all procedural steps including the responsibilities and templates to be used are described in a document, which is also used for evaluation procedures according to § 27 HS-QSG with appropriate adaptations.

At the end of each process, feedback is requested from experts and the HEIs evaluated. (see above)

Instruments: Description of procedure
Standardised feedback questionnaires

Responsible: Procedural assistant, Officer for internal QM, Head of department

Measure: Feedback is analysed annually.

3.2 Consultancy

Consulting projects are different in nature, scope and procedure, e.g. in terms of instruments used and are designed on a case-by-case basis. Due to the different objectives and methods, there are no procedural steps that apply to all projects and the projects are not subject to any legal regulations or ordinances

Quality Standard

The consultancy projects follow the planned project plan and are completed within the timeframe envisaged. All participants are sufficiently informed about schedules, project goals and tasks.

Measures: Upon completion of each project, feedback will be obtained from the client and, if applicable, from external experts.

The project coordinator analyses the feedback and, if necessary, reports directly to the department head

Instrument: Individualized questionnaire

3.3 Analyses and Quality Enhancement

The preparation of analyses and reports is usually organized in project form. They are designed on a case-by-case basis in terms of nature and scope / procedure and the instruments used. Due to the different objectives and methods, there are no standardized procedural steps that apply to all projects and the projects are not subject to any legal regulations or ordinances.

For all projects, however, the principles of the connection to the procedures of the AQ Austria, connection to international developments and relevance of the results for the universities, which are ensured by the following measures, apply.

Measure: Before the project starts, the project objectives and the project plan are defined. In order to ensure that the results are relevant for stakeholders, these are involved in drafting and implementing the project as appropriate. In externally commissioned projects, regular contact with the client is maintained during the conception phase, during implementation and after completion of the project.

4. Support Processes

4.1 Accounting

Quality Standard

The accounting is conducted according the principles of lawfulness, economy, appropriateness. The accounting system is transparent and comprehensible. Invoices (incoming/outgoing invoices) are settled timely. Clearance of accounts incl auditors' report are submitted timely.

Measures: All incoming invoices are given a receipt stamp, recorded in the incoming invoices book (serial number, date, invoice amount, contractor, purpose, date of payment), forwarded to the responsible employee for review (factual and mathematical) and clearance (by signature), entered into the telebanking system, and forwarded to the executive management for payment release (by signature). Thereby, AQ Austria abides by the 4-eye principle when settling invoices.
Account distribution is conducted by the accountant (attribution to budget item, accounting area, sector, cost centre, account number) and is counter-signed by the executive management.

Three types of outgoing invoices are issued:

1. Payment requests in the form of notifications
2. Payment requests in the form of invoices for voluntary, non-regulatory procedures
3. Reimbursement of fees and travel expenses for the participation in events, other reimbursements, and user agreements

Accounting areas foresee a division according to the tasks listed under section 3 para. 3 Z 1 through 6 HS-QSG (accounting area^o1; outgoing invoices 1) and tasks listed under section 3 para. 3 Z 7 through 10 HS-QSG (accounting area 2; outgoing invoices 2) and other reimbursements (accounting area 3; outgoing invoices 3).

Upon the proposal of the Governing Committee before the end of the fiscal year, the responsible federal ministry requests the statutory audit.

External accounting:

External accounting comprises financial accounting (bookkeeping and annual accounts).

Internal accounting:

In addition to capital budgeting and financial accounts, the internal accounting comprises cost accounting and controlling in particular.

Bookkeeping and payroll accounting, the drafting of the annual accounts, and cost accounting are supported by and annually commissioned to an accounting and tax consultancy firm.

Instruments: Quarterly reports to the Board
Quarterly reporting to federal ministries
Coordination with accounting and tax consultancy firm
Statement of account and statutory audit
Responsible: Management on behalf of the Board.

4.2 Support of Committees

Quality Standard

Committee members are fully informed about the self-image of AQ Austria and its tasks.

The committees can perform their tasks on the basis of the relevant information. The meetings are prepared professionally

Measures: Committee members, on assumption of office receive information about legal bases, the self-conception of AQ Austria, and the rules of procedure. This is done on a case-by-case basis.

Material for the meetings are sent out two weeks in advance.

Instruments: Information package with all relevant information

Introductory seminar/discussion

Written and oral reports in meetings

Responsible: For administrative preparation, implementation and debriefing of Board meetings responsible staff together with management

Measure: Additional for members of General Meeting: The members are informed about relevant developments

Instruments: halfyearly newsletter

Responsible: Management

4.3 Infrastructure/IT

Quality Standards:

The secretariat is equipped with professional and up to date work environment and IT-infrastructure. Staff are provided with up to date work places

Instruments: Defined workplace equipment; Defined Acquisition cycles and annual target / actual comparison; Collection of additional equipment in the context of staff appraisal interviews; regular inspections with occupational physicians, safety expert of the AUVA

Responsible: Deputy Managing Director

4.4 External and Internal Communication

Quality Standard:

Internal and external communication is defined and oriented towards efficiency and effectiveness. Appropriate instruments are used, assessed and revised

Within the framework of the external communication, such instruments as the homepage, specific events such as workshops and the annual meeting, press conferences, a newsletter, documents such as the accreditation regulation, the annual report regulation, etc., the annual report AQ Austria, publications, briefings, and presentations are utilised.

Within the framework of the internal communication, instruments such as strategy meetings, management meetings, department meetings, staff meetings, jour fixe, individual meetings with staff, and an electronic bulletin board are utilised.

In cooperation with the Board and the staff, the managing director and deputy managing director bear the responsibility for the communication.