

# Decision Regarding Institutional Accreditation Estonian Academy of Security Sciences

04/06/2013

The Quality Assessment Council of the Estonian Higher Education Quality Agency decided to consider the secondary condition to be satisfied and retain the decision of 13.06.2012 to accredit the Estonian Academy of Security Sciences (*Sisekaitseakadeemia*) for seven years.

13/06/2012

The Quality Assessment Council of the Estonian Higher Education Quality Agency decided to accredit the Estonian Academy of Security Sciences for seven years, with secondary condition.

The Assessment Committee decided to recognise progress in the Organisational management and performance assessment area with an additional note of 'worthy of recognition', especially identifying the General management and Personnel management sub-areas. Also, the RDC popularisation and the involvement of an institution of higher education in the social development sub-area of the Service to society assessment area was recognised.

## Assessment Committee

David Woodhouse- Chair	Commission for Academic Accreditation (United Arab Emirates)
Tõnu Niilo	Student (Estonia)
Seppo Kolehmainen	National Police Board (Finland)
Luc De Vos	Royal Military Academy (Belgium)

## Component Assessments

Organisational management and performance	Conforms with requirements
Teaching and learning	Conforms with requirements
Research, development and/or other creative activity	Partially conforms with requirements
Service to society	Partially conforms with requirements

## Strengths, Areas for Improvement and Recommendations

### Organisational management and performance

#### Strengths

- *While creating its development plan, the Estonian Academy of Security Sciences (hereinafter referred to as 'Academy') has taken into account national strategies, in cooperation with several councils, agencies, and international organisations, such as CEPOL and FRONTEX. Its cooperating partners include employers and other stakeholders, and the Academy acts based on national needs. The Rector's Office holds extended meetings where everybody is welcome, including representatives of stakeholders. The development plan is reviewed periodically.*
- *An excellent scheme has been developed for staff rotation, which on the one hand keeps the academic staff in touch with a practical side of the profession they teach, and on the other hand gives practitioners an opportunity to systematise their skills, placing them for a specified term in an environment that encourages them to continue their education, e.g., in doctoral studies.*
- *The Academy staff are content and dedicated because they are supported and included. Implementation of mentoring has had a positive influence on new employees.*
- *People selected into the Academy within the framework of staff rotation are provided with opportunities for professional development as members of the teaching staff. A more systematic scheme regarding this field (SIKARO) is under development, which will allow one to deal with staff planning in an even better and more comprehensive way in all organisations engaged in internal security.*
- *Detailed development interviews that include the whole staff of the Academy are conducted annually, and interviewers have received relevant training. The Office of Academic Affairs provides an interviewer with the appropriate information to be taken into account during interviews, and then collects the results of interviews using that information when organising professional trainings for the next year. The agreements concluded during development interviews become binding on employees in the following year.*
- *Budgeting and management of financial resources are carefully planned.*
- *The Academy has coped well with reductions in funding in recent years; also, it reduced its staff's income on a progressive scale, cutting the highest salaries most and leaving the lowest wage levels untouched.*
- *The Academy's Office of Marketing and Communication does an excellent job using only a small number of employees. Internal communications is effective,*

*and useful materials are prepared within its framework. Cost-effective social networks, targeted to appropriate age groups, have been used as means of communication.*

- *The Academy conducts numerous systematic surveys among its employees and students, as well as among employers and alumni; the Office of Academic Affairs gathers the received information and processes it competently.*

Areas for improvement:

- *Effectiveness of trainings for managerial staff should be analysed systematically.*
- *Feedback information regarding staff satisfaction should be used more in planning and improvement activities.*
- *The Academy should attempt to determine possible reasons for decline in student satisfaction as revealed by feedback, and take necessary measures.*

Teaching and learning

Strengths

- *Mentoring has received positive feedback from students. The Academy has an effective system in place that supports students at risk.*
- *The systematic organisation of practical training is commendable; a Practical Training Handbook was recently finished to support it.*
- *The Center for Innovative Applied Learning Technologies (CIALT) of the Estonian Academy of Security Sciences effectively supports the academic staff in the use of electronic learning environment.*

Areas for improvement

- *The Academy should take measures to ensure that the graduates are able to communicate in both Estonian and Russian in work-related situations.*
- *As internationalisation is one of the development objectives of the Academy, it should find ways to promote international mobility among its students and teaching staff.*

Research, development and/or other creative activity (RDC)

Strengths

- *It is recognised that the Academy organises trainings for supervisors who oversee master's theses; one supervisor from outside of the Academy and one supervisor from the Academy supervise master's theses, and a limit has been set for the number of students to be supervised.*
- *The research motivation system is effective.*

Areas for improvement

- *The Academy has not fully achieved its objectives regarding the application of new knowledge and innovative solutions as described in its self-evaluation report.*
- *The Academy should develop a strategy for research and development and a specific action plan for its implementation.*
- *In order to achieve the priorities set for RDC (to promote research capabilities) and planned work results by research groups, the Academy's teaching staff should be more engaged in international research projects.*
- *The Academy should seek alternative funds for its development activity, in case the financing by the European Social Fund is decreased.*

Service to society  
Strengths

- *The Academy organises various conferences that promote its international relations, including international contacts.*
- *The Academy employee participation in outreach activities is extensive, including cooperation in the field of internal security with various European Union institutions. Also, the Academy is represented in several councils and committees that determine requirements for study programmes and deal with the funding of the Academy.*

Areas for improvement

- *In-service training management at the Academy's subordinate institutions needs to be better organised.*
- *As one of its priorities, the Academy needs to determine its intentions and objectives regarding in-service training, lifelong learning, and non-formal education; and then to develop a plan on how to achieve those objectives in the best way.*
- *The self-evaluation report indicated low satisfaction with the Civil Service Development and Training Centre, and that requires leadership's extra attention.*

Assessment Report

Self-Evaluation Report