

## **REGULATION OF COLLECTION AND CONSIDERATION OF FEEDBACK**

1. The Regulation of Collection and Consideration of Feedback at the Estonian Academy of Security Sciences (hereinafter Academy) regulates the process of collecting, analysing, publishing and considering feedback.
2. The Academy organises regular feedback surveys brought in section 6, and if necessary, single feedback surveys, and may initiate or participate in external questionnaires or studies targeted at learners or employees of the Academy. Single feedback surveys are organised according to the principles brought in sections 3, 4, 8, 9 and 10.
3. The continuous development and implementation of the procedure is the responsibility of the development manager of the Department of Academic Affairs. The process of conducting feedback surveys and the analysing of the results thereof are the responsibility of the Department of Academic Affairs, the Centre for Continuing Education, or the General Department in cooperation with the development manager of the Department of Academic Affairs and other structural units.
4. The aim of collecting feedback is to monitor the interest groups' satisfaction with the conditions and organisation of the learning, research and working environment, and to support the planning of implementing the improvement and development activities based on the results of the feedback analysis, in order to support:
  - 4.1. the development of degree and continuing education studies at the Academy, and to increase the quality thereof;
  - 4.2. the employees' development upon achieving the strategic aims of the Academy;
  - 4.3. the involvement of different stakeholders and the consideration of their needs upon organising and conducting the main and support processes of the Academy.
5. The more exact aim of collecting feedback, the process of conducting the survey, its content, the publishing and considering of the results, the responsibility for conducting the survey, and the process of analysing and publishing the results are brought in the Annex of this document.
6. The regular feedback surveys organised at the Academy are:
  - 6.1. Feedback surveys targeted at learners:
    - 6.1.1. admission process and obtaining information on it (first year students);
    - 6.1.2. adapting to the Academy and the development activities supporting the learner (first year students);
    - 6.1.3. subjects and the conducting of studies;
    - 6.1.4. internship organisation and supervision;
    - 6.1.5. graduation thesis writing process (final year students);
    - 6.1.6. overall evaluation of the curriculum (final year students);
    - 6.1.7. the system supporting learners' development and coping;
    - 6.1.8. continuing education.
  - 6.2. Feedback surveys targeted at employees:
    - 6.2.1. employee satisfaction and dedication;
    - 6.2.2. continuing education;
    - 6.2.3. interview at the end of the probation period;
    - 6.2.4. P&D discussion;

6.2.5. exit interview.

6.3. Feedback surveys targeted at other interest groups:

6.3.1. alumni satisfaction;

6.3.2. employer satisfaction.

7. Upon conducting feedback surveys and analysing the results, it is kept in mind that the surveys and results must be comparable with the previous surveys and results, and therefore the questions in the surveys are repeated every time the survey is conducted. In addition, the feedback questionnaires may include questions that deal with topical issues.
8. Filling in feedback questionnaires is anonymous and the results are made public in a generalised format, meaning the responses cannot be connected with any specific respondent. The Academy guarantees the confidentiality of the basic information.
9. Aggregate results and analyses of all the feedback surveys conducted by the Academy are made available on the Academy's intranet. The areas of interest of the students and the public are also published on the Academy's website.
10. The feedback analyses provide input for concrete improvement activities that shall be entered to the implementation plan of the three-year development plan and to the annual activity plans of structural units. Overview of the implementation of the improvement activities is given at the learners' feedback seminar and at the Academy's discussion panels organised for this purpose.

## Regular feedback surveys

List of abbreviations:

DD	Department of Development
CD	Communication Department
CCE	Centre for Continuing Education
DAA	Department of Academic Affairs
GD	General Department

### 1. Feedback surveys targeted at learners

1.1 Admission process and obtaining information on it (first year students)	
<b>Aim</b>	The aim is to gather information on the reasons why the learner had decided to start learning at the Academy and also on the admission process, incl. information on preliminary tests and the conducting thereof.
<b>Time and place</b>	The survey is conducted within one month from the beginning of one's studies. The survey is conducted in the LimeSurvey environment.
<b>People responsible for the process:</b>	Development manager of the DAA and the CD (compiling of the survey); academic assistants (informing of the groups, sending of reminders); development manager of the DAA (summarising, analysing in cooperation with the CD).
<b>Content and specific areas</b>	<b>The survey focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- admission;</li> <li>- reasons for starting studies at the EASS;</li> <li>- information and media channels used for obtaining information on the Academy;</li> <li>- information on the Academy's website;</li> <li>- information about applying for study places at other institutions;</li> <li>- admission procedure.</li> </ul>
<b>Public disclosure of the results</b>	The results are introduced to the rectorate and the admission committee and made available on the intranet.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- developing the recruiting process;</li> <li>- developing the admission process;</li> <li>- planning the marketing campaigns;</li> <li>- conducting internal-security related education;</li> <li>- cooperation with schools for general education.</li> </ul>
<b>Units responsible for the improvement activities:</b>	DAA, CD

1.2. Adapting to the Academy and the development activities supporting the learner (first year students)	
<b>Aim</b>	The aim is to collect feedback concerning the activities supporting the learner (receiving and exchanging of information, individual and group counselling, incl. academic counselling, supporting, development) during the orientation days and the first months at the Academy.
<b>Time and place</b>	The survey is conducted during the first semester. The interviews are conducted in the respective college, participation in the interviews is voluntary.
<b>People responsible for the process:</b>	Academic assistants of the colleges (agreeing on times); curriculum coordinator (discussion on the results and implementation), development manager of the DAA (conducting of the interviews, summarising, forwarding the summaries to the

	curriculum coordinators, compiling of a comprehensive summary, forwarding of the recommendations to the heads of the respective domains).
<b>Content and specific areas</b>	<b>The survey focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- orientation days;</li> <li>- first months at the Academy.</li> </ul>
<b>Public disclosure of the results</b>	The results are introduced to the rectorate and the admission committee and made available on the intranet.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- the organisation of orientation days for the first year students;</li> <li>- developing the system supporting learners' development and coping, planning the development activities supporting the learners;</li> <li>- developing study group leaders, tutors.</li> </ul>
<b>Units responsible for the improvement activities:</b>	DAA

1.3 Subjects/modules and the conducting of studies	
<b>Aim</b>	The aim is to find out the extent the learning outcomes of the subject/module were achieved, how the learners are satisfied with the subjects/modules and lecturers.
<b>Time and place</b>	The survey is conducted at the end of every subject/module and it concerns all lecturers who have conducted at least 4 contact-learning lessons during the respective subject. The survey is conducted in the study information system (SIS).
<b>People responsible for the process:</b>	The specialist of the DAA opens the questionnaire upon the request of the college's academic assistant two weeks prior the exam or credit test. The academic assistant informs the study group via email and monitors participation, explains why it is important to provide feedback, and if necessary, sends out a reminder to the students. The development manager of the DAA compiles a comprehensive analysis for every academic year.
<b>Content and specific areas</b>	<b>The survey focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- the learner's self-evaluation;</li> <li>- evaluation of the lecturer's expertise;</li> <li>- evaluation of the achieving of the learning outcomes.</li> </ul>
<b>Public disclosure of the results</b>	The results are introduced to the rectorate, during the students' feedback seminar and made available on the intranet. The college forwards the results to the non-staff lecturers.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- developing the learning outcomes, content and methods of the subject;</li> <li>- planning the work of the department or unit, and conducting the P&amp;D discussion with lecturers;</li> <li>- the accreditation committee upon the lecturer's accreditation;</li> <li>- compiling a training plan for lecturers and support staff;</li> <li>- organising the learners' feedback seminar.</li> </ul>
<b>People and units responsible for the improvement activities:</b>	Curriculum coordinator, head of the study unit, DAA

#### 1.4 Internship organisation and supervision;

<b>Aim</b>	The aim is to find out the extent the learning outcomes of the internship were achieved, the learners' satisfaction with the internship and their supervisors.
<b>Time and place</b>	The survey is conducted after the end of the internship. The survey is conducted on Moodle.
<b>People responsible for the process:</b>	The college's internship coordinator opens the survey after the internship has ended, monitors participation, and if necessary, sends out a reminder to the students. The college's internship coordinator forwards the consolidated data to the DAA, the development manager compiles a comprehensive cross-academy overview.
<b>Content and specific areas</b>	<b>The survey focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- learner's internship-related self-assessment;</li> <li>- college's activity upon organising the internship;</li> <li>- the activity of the internship institution upon the internship organisation;</li> <li>- evaluation of the achieving of the learning outcomes;</li> <li>- evaluation of the internship supervisor.</li> </ul>
<b>Public disclosure of the results</b>	The results are introduced to the rectorate, during the students' feedback seminar and made available on the intranet. The college introduces the results to the agencies and provides feedback for the internship supervisors. The results are analysed and improvement activities are planned at the regular meetings of internship coordinators.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- developing the learning outcomes, content and methods of the internship module;</li> <li>- amending the internship guidelines;</li> <li>- training the internship supervisors;</li> <li>- acknowledging the internship supervisors;</li> <li>- cooperation with the internship institutions upon organising internships;</li> <li>- compiling a training plan for lecturers and support staff;</li> <li>- organising the learners' feedback seminar.</li> </ul>
<b>People responsible for the improvement activities:</b>	Curriculum coordinator, internship coordinator

1.5 Graduation thesis writing process (final year students)	
<b>Aim</b>	The aim is to find out about the graduates' self-evaluation and their satisfaction with the graduation paper's writing and supervision process.
<b>Time and place</b>	The survey is conducted after the graduation thesis has been defended. The survey is conducted either electronically or on paper.
<b>People responsible for the process:</b>	The College's academic assistant forwards the questionnaire to the students and collects the filled in questionnaires, the development manager of the Department of Academic Affairs compiles a cross-academy summary of the results.
<b>Content and specific areas</b>	<b>The survey focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- the learner's self-evaluation;</li> <li>- the learner's evaluation of the supervision process;</li> <li>- the learner's evaluation of the writing process.</li> </ul>
<b>Public disclosure of the results</b>	The results are introduced to the rectorate and made available on the intranet. The college forwards the feedback to the supervisor.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- amending the procedures for graduation and Master's theses;</li> <li>- developing the process of writing and supervising graduation theses;</li> </ul>

	<ul style="list-style-type: none"> <li>- developing the “The Instructions for the Preparation and Formulation of Student Papers”;</li> <li>- choosing and training supervisors;</li> <li>- the work of the defending committee;</li> <li>- compiling a training plan for lecturers and support staff;</li> <li>- organising the learners’ feedback seminar.</li> </ul>
<b>People and units responsible for the improvement activities:</b>	Curriculum coordinator, DAA

<b>1.6 Overall evaluation of the curriculum (final year students)</b>	
<b>Aim</b>	The aim is to collect the graduates’ feedback on the curriculum as a whole.
<b>Time and place</b>	The survey is conducted at the end of the study period among the graduates who studied either according to a new or significantly amended curricula. The interviews are conducted in the respective college, participation in the interviews is voluntary.
<b>People responsible for the process:</b>	Academic assistants of the colleges (agreeing on times); curriculum coordinator (discussion on the results and implementation), development manager of the DAA (conducting of the interviews, summarising, forwarding the summaries to the curriculum coordinators, planning of cross-academy changes).
<b>Content and specific areas</b>	<p><b>The survey focuses on the following topics:</b></p> <ul style="list-style-type: none"> <li>- learning outcomes;</li> <li>- the volume and sequence of subjects/modules;</li> <li>- internship and opportunities for mobility;</li> <li>- resources supporting the curriculum, learning environment;</li> <li>- elective subjects;</li> <li>- support for students;</li> <li>- other observations, for example: would you recommend this curriculum to an acquaintance? Why? What is the best learning experience you had at the Academy? If you were the director of the college/curriculum coordinator, which changes would you evoke?</li> </ul>
<b>Public disclosure of the results</b>	The development manager of the DDA makes a thorough summary of the feedback given by each group, the summary is then reviewed by the study group leader and their peers. After the study group has graduated from the Academy, the development manager sends the summary/summaries to the respective curriculum coordinator. Comprehensive summary shall be compiled by the development manager of the DAA. The results are introduced to the rectorate, during the students’ feedback seminar and made available on the intranet.
<b>Considering of the results</b>	<p><b>The results form an input for:</b></p> <ul style="list-style-type: none"> <li>- developing the curricula and the implementation documents thereof;</li> <li>- amending the organisation of studies;</li> <li>- developing the system supporting learners’ development and coping;</li> <li>- compiling a training plan for lecturers and support staff;</li> <li>- organising the learners’ feedback seminar.</li> </ul>
<b>People and units responsible for the improvement activities:</b>	Curriculum coordinator, DAA

1.7 The system supporting learners' development and coping	
<b>Aim</b>	To collect learners' feedback on the system supporting their development and coping.
<b>Time and place</b>	The survey is conducted biannually amongst all learners in the LimeSurvey environment.
<b>People responsible for the process:</b>	Development manager of the DAA (developing of the questionnaire, conducting the survey, summarising, planning of cross-academy development activities).
<b>Content and specific areas</b>	<b>The survey focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- supporting and counselling of the learners (college, DAA, library, need for psychological counselling, etc.);</li> <li>- learning and everyday environment (accommodation, catering, learning environment, opportunities for spending free time and doing sports, learning materials, communication, WIFI, etc.);</li> <li>- general satisfaction (stipends, other benefits, study costs).</li> </ul>
<b>Public disclosure of the results</b>	The development manager of the DAA gathers the results with regard to their area or college and forwards them to the respective structural units. The results are introduced to the rectorate, during the students' feedback seminar and made available on the intranet.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- developing the system supporting learners' development and coping;</li> <li>- improving the physical learning and living environment;</li> <li>- compiling a training plan for lecturers, support staff and study group leaders;</li> <li>- planning and recruiting staff;</li> <li>- organising the learners' feedback seminar.</li> </ul>
<b>People and units responsible for the improvement activities:</b>	Head of the college, DAA, library, Administrative Department, head of IT

1.8 Continuing education training	
<b>Aim</b>	The aim is to find out about the participants' satisfaction with the content of the training, the trainers and the organisation of training, and to plan improvement activities in order to organise more efficient training sessions.
<b>Time and place</b>	<p>The survey is conducted either electronically or on paper after the training has taken place. The feedback form is uniform at the Academy, but dependent on the peculiarities of the training, the questions in the questionnaire may be changed in order to obtain more beneficial feedback.</p> <p>If the customer wishes to use a feedback form different from the one used at the Academy, the form suggested by the customer is used.</p>
<b>People responsible for the process:</b>	The staff-member organising the training guarantees collecting feedback on paper or opens the electronic feedback questionnaire after the training has ended. This person also informs the learners via email, monitors their participation, explains why it is necessary to provide feedback, and if necessary, sends out a reminder to the learners. The staff-member organising trainings compiles a summary of the feedback collected after each training.
<b>Content and specific areas</b>	<b>The survey focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- evaluation of the content of the training;</li> <li>- evaluation of the trainer(s);</li> <li>- evaluation of the organisation of the training;</li> </ul>

	<ul style="list-style-type: none"> <li>- other observations.</li> </ul>
<b>Public disclosure of the results</b>	<p>After the end of each continuing education training or other training activity, the staff-member having organised the training, compiles a summary that also includes the feedback analysis and uploads it into the continuing education information system. The summary must be submitted within 1 month after the training took place.</p> <p>The summary is sent to the customer, the trainer(s) and other parties.</p> <p>The results are analysed and improvement activities are planned at the regular continuing education-related meetings.</p> <p>The comprehensive cross-academy summary is introduced at the continuing education feedback seminar.</p>
<b>Considering of the results</b>	<p><b>The results form an input for:</b></p> <ul style="list-style-type: none"> <li>- planning new continuing education training sessions and developing the existent curricula;</li> <li>- guaranteeing the quality of continuing education at the Academy;</li> <li>- choosing trainers;</li> <li>- planning cross-academy continuing education-related development activities;</li> <li>- organisation of the continuing education feedback seminar.</li> </ul>
<b>Units responsible for the improvement activities:</b>	CCE, structural units organising continuing education

## 2. Feedback surveys targeted at employees

2.1 Employee satisfaction and dedication	
<b>Aim</b>	The aim is to find out how important the employees think the characteristics of a good place of employment are, to evaluate the employees' satisfaction with the characteristics of their place of work, their dedication and motivation.
<b>Time and place</b>	At least once in three years.
<b>People and units responsible for the process:</b>	GD (planning and conducting of the survey, results analysis), heads of units (results analysis, planning and implementation of the improvement activities).
<b>Content and specific areas</b>	<p><b>The survey focuses on the following topics:</b></p> <ul style="list-style-type: none"> <li>- responsibility and work-related independence;</li> <li>- immediate superior;</li> <li>- relationship with colleagues;</li> <li>- organisation of work and work load;</li> <li>- communication;</li> <li>- personal development;</li> <li>- organisation;</li> <li>- appreciation and feedback on one's work;</li> <li>- pay.</li> </ul>
<b>Public disclosure of the results</b>	The results are presented at a respective event of the Academy and on the intranet.
<b>Considering of the results</b>	<p><b>The results form an input for:</b></p> <ul style="list-style-type: none"> <li>- planning and implementing the improvement activities for the problematic areas that appeared as a result of the survey;</li> <li>- compiling the development and implementation plan.</li> </ul>
<b>People responsible</b>	Heads of structural units



<b>for the improvement activities:</b>	
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<b>2.2 Continuing education</b>	
<b>Aim</b>	The aim is to find out how satisfied the employees were with the training, and to plan improvement activities to establish a more efficient organisation of training sessions.
<b>Time and place</b>	The survey is conducted electronically after the training has taken place. If the trainer prefers to use a feedback form different from the one used at the Academy, the trainer's feedback form is used.
<b>People responsible for the process:</b>	The leading specialist of the Centre for Continuing Education responsible for organising the training, opens the electronic feedback questionnaire after the training has ended. This person also informs the learners via email, monitors their participation, explains why it is necessary to provide feedback, and if necessary, sends out a reminder to the employees. The leading specialist compiles a comprehensive analysis for each training session. In the case of using the trainer's feedback form, the trainer organises feedback collection and analysis, and then forwards the summary to the leading specialist. The results are revealed to the parties by the leading specialist.
<b>Specific areas</b>	<b>The survey focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- evaluation of the content of the training;</li> <li>- evaluation of the trainer(s);</li> <li>- evaluation of the organisation of the training;</li> <li>- other observations.</li> </ul> The areas in focus may depend on the training's content and aims.
<b>Public disclosure of the results</b>	Results of each internal training feedback are summarised and sent to the trainer(s) and other parties.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- planning of new internal trainings;</li> <li>- guaranteeing the quality of the trainings of the Academy;</li> <li>- choosing trainers;</li> <li>- compiling a cross-academy training plan;</li> <li>- organising continuing education.</li> </ul>
<b>Units responsible for the improvement activities:</b>	CCE, DD, DAA, GD

<b>2.3 Interview at the end of the probation period</b>	
<b>Aim</b>	The aim is to evaluate the new employee's performance during the probation period, the compatibility of their knowledge, skills, capabilities and personal characteristics with the requirements of their position, and also the employee's suitability with the organisation.
<b>Time and place</b>	Within two weeks before the end of the probation period.
<b>People and units responsible for the process:</b>	GD (coordination of the process, analysis of the results); employee (analysis); immediate superior (conducting of the interview, planning and implementing of the improvement activities).
<b>Content and specific areas</b>	<b>The interview focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- success of the probation period;</li> <li>- agreements for the next period and the employee's need for support.</li> </ul>
<b>Public disclosure of</b>	The results are analysed and, if necessary, presented to respective people for

<b>the results</b>	planning and implementing the suggestions for improvement.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- planning the employee's development;</li> <li>- compiling the plan for the Academy's internal training sessions;</li> <li>- improving the organisation of work and the work environment.</li> </ul>
<b>People and units responsible for the improvement activities:</b>	Head of the structural unit, immediate superior, GD, CCE, employee

2.4 P&D discussion	
<b>Aim</b>	The aim is to analyse the fulfilling of the tasks the employee and their superior agreed upon for the previous period, to agree on the aims for the next period and to support the employee's development.
<b>Time and place</b>	The P&D discussions are conducted in the first quarter of each calendar year.
<b>People and units responsible for the process:</b>	GD (coordination of the process, analysis of the results); CCE (compiling of the plan for the internal training sessions); employee (self-analysis); immediate superior (conducting of the interview, planning and implementation of the improvement activities).
<b>Content and specific areas</b>	<b>The interview focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- analysis of the previous period's performance;</li> <li>- evaluation of the organisation of work, work conditions and environment;</li> <li>- agreements for the next period and the employee's need for support.</li> </ul>
<b>Public disclosure of the results</b>	The results are analysed and presented to the heads of units for the planning and implementation of improvement activities.
<b>Considering of the results</b>	<b>The results form an input for:</b> <ul style="list-style-type: none"> <li>- planning the employee's development;</li> <li>- compiling the plan for the Academy's internal training sessions;</li> <li>- improving the organisation of work and the work environment;</li> <li>- the units' activity plans.</li> </ul>
<b>People and units responsible for the improvement activities:</b>	Head of the unit, CCE, GD, immediate superior, employee

2.5 Exit interview or questionnaire	
<b>Aim</b>	The aim is to find out the reasons for leaving and the opportunities for preventing or eliminating them.
<b>Time and place</b>	Before the employee's contract of employment or the service relationship end.
<b>Units responsible for the process:</b>	GD
<b>Content and specific areas</b>	<b>The interview/questionnaire focuses on the following topics:</b> <ul style="list-style-type: none"> <li>- management on the Academy and unit level;</li> <li>- working conditions and equipment;</li> <li>- career and development prospects;</li> <li>- content and organisation of work;</li> <li>- cooperation and work climate;</li> <li>- appreciation and pay;</li> </ul>

	<ul style="list-style-type: none"> <li>- reasons for ending the work/service relationship.</li> </ul>
<b>Public disclosure of the results</b>	The data collected as a result of the interview/questionnaire are confidential and have limited accessibility. If necessary, the results are presented to respective people for planning and implementing the suggestions for improvement.
<b>Considering of the results</b>	<p>The results form an input for:</p> <ul style="list-style-type: none"> <li>- improving the organisation of work and the work environment.</li> </ul>
<b>People and units responsible for the improvement activities:</b>	GD, immediate superior

### 3. Feedback surveys targeted at other interest groups:

3.1 Alumni satisfaction	
<b>Aim</b>	The aim is to study the alumni's work and career process, to obtain the alumni's view on whether and how the education acquired at the Academy have helped them cope in their job, and to find out what their recommendations are for planning the Academy's (curriculum) development activities.
<b>Time and place</b>	Conducted after every two to four years.
<b>People responsible for the process:</b>	Development manager of the DAA
<b>Time and place</b>	The survey is conducted electronically.
<b>Content and specific areas</b>	<p><b>The survey focuses on the following topics:</b></p> <ul style="list-style-type: none"> <li>- alumni's career;</li> <li>- evaluation of the acquiring of the knowledge and skills necessary for work;</li> <li>- additional information (additional studies); recommendations for conducting in-service training sessions and other activities for the alumni.</li> </ul>
<b>Public disclosure of the results</b>	The results of the survey are presented at the employers' cooperation seminar, introduced to the rectorate, made available on the intranet and the Academy's webpage, a link to the analysis is sent to the employers. The college introduces and discusses the results in the council of the college.
<b>Considering of the results</b>	<p><b>The results form an input for:</b></p> <ul style="list-style-type: none"> <li>- planning the curriculum development;</li> <li>- developing and implementing the system supporting learners' development and coping;</li> <li>- carrying out cooperation with agencies.</li> </ul>
<b>Units responsible for the improvement activities:</b>	Colleges, CCE

3.2 Employer satisfaction	
<b>Aim</b>	The aim is to find out the employers' representatives' (representatives of the employers of the councils of the colleges; different level managers and HR specialists of ministries and agencies, internship coordinators at the agencies) satisfaction with the education provided by the Academy and with the Academy's development activities, and to map their suggestions for improvement and to obtain the employers' view on the graduates' coping with their job (whether and how they manage with the education acquired at the Academy) and what are their recommendations for the Academy.

<b>Time and place</b>	Conducted after every two to four years.
<b>People responsible for the process:</b>	Development manager of the DAA
<b>Time and place</b>	The survey is conducted electronically.
<b>Specific areas, number of questions</b>	<p><b>The employer satisfaction survey focuses on the following topics:</b></p> <ul style="list-style-type: none"> <li>- quality of the education; knowledge, skills and personal characteristics of the learners and alumni;</li> <li>- internship organisation: preparation of the intern, preparation of the supervisor, carrying out of the internship in work environment;</li> <li>- cooperation between the employers and the Academy;</li> <li>- continuing education provided by the Academy;</li> <li>- conveying of the core values of the Academy.</li> </ul>
<b>Public disclosure of the results</b>	The results of the survey are presented at the employer cooperation seminar, introduced to the rectorate, made available on the intranet and the Academy's webpage, a link to the analysis is sent to the employers. The college introduces and discusses the results with the council of the college.
<b>Considering of the results</b>	<p><b>The results form an input for:</b></p> <ul style="list-style-type: none"> <li>- planning the curriculum development;</li> <li>- planning the organisation of internship;</li> <li>- organising continuing education;</li> <li>- planning cooperation and development activities with the employers;</li> <li>- planning the cooperation seminars with the employers.</li> </ul>
<b>Units responsible for the improvement activities:</b>	Colleges, DDA, DD, CCE