



schweizerische agentur
für akkreditierung
und qualitätssicherung

agence suisse
d'accréditation et
d'assurance qualité

agenzia svizzera di
accreditamento e
garanzia della qualità

swiss agency of
accreditation and
quality assurance

Strategic reporting 2025

Implementation of the action plan 2021-2024 / 2025

Strategy and action plan 2026

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Executive Summary

AAQ's strategy

AAQ has a strategy and an action plan for its implementation (see Annexes 1 and 2). The current strategy was approved by the Accreditation Council in 2020. Like AAQ's previous strategies, it was designed for four years, namely for the period 2021-2024.

The years 2024 and 2025 were particularly labour-intensive for AAQ. The accreditation of continuing education under the MedPA placed an extraordinary burden on the project managers. At the same time, the Directorate was heavily involved in revising the standards in collaboration with SAR and reorganising the agency to integrate the head office. For this reason, AAQ decided to extend the 2021-2024 strategy until the end of 2025.

At the same time, AAQ decided to adopt a rolling format in future: the agency will report on the status of implementation in an annual strategic report, make adjustments to the strategy if necessary and determine the measures for the following year.

Strategic reporting 2021-2024/2025

With this strategic reporting, AAQ reports on the implementation of the 2021-2024/2025 strategy, reviews its strategy and defines the 2026 action plan.

Implementation of the action plan 2021-2024/2025

Objective 1: Positioning as an independent and agile agency

- **Achievements:** Introduction of new formats for reports and on-site visits, feedback discussions with stakeholders, safeguarding independence
- **Challenges:** Synthesis reports partially not finalised, meta-evaluations not implemented.
- **Outlook:** Focus on consolidated report formats and strategic portfolio analysis.

Goal 2: Sustainability and knowledge management

- **Successes:** Digitalisation of work processes, expansion of IT platforms (ProKon, QM Pilot), thematic analyses.
- **Challenges:** No overarching sustainability concept, sustainability has so far been understood too narrowly as an ecological dimension.
- **Outlook:** Sustainability is redefined as a principle, with Goal 2 focusing on digitalisation, knowledge transfer and AI.

Goal 3: Communication

- **Successes:** Realisation of AAQ Day, clear separation of the roles of AAQ and SAR.
- **Challenges:** External communication not systematic enough.
- **Outlook:** Expansion of independent communication and better utilisation of international findings.

Goal 4: Work culture and staff development

- **Successes:** Introduction of an onboarding programme, transparent allocation of resources, individual and team-related training.
- **Challenges:** Lack of personnel development strategy.
- **Outlook:** Development of a personnel development strategy.

Adaptation of the strategy and action plan 2026

AAQ retains its four strategic objectives, but supplements them with a **vision** and **values** that emerged from the post-corona workshops:

Strategy adjustments

- **Vision:** AAQ as a European networked, independent agency that promotes academic freedom, sustainability and digitalisation.
- **Principles:** supplemented by sustainability.
- **Values:** transparency, respect, appreciation, commitment, reliability added.







Accents in the 2026 action plan:

- **Format analysis and sharpening of the portfolio** is consolidated.
- **Knowledge management** operationalised through digitalisation of all knowledge processes with the inclusion of AI.
- **Metaevaluations** no longer required, focus on synthesis reports and thematic analyses.
- **Personnel development** is strategically defined.
- **Communication** is strengthened through clear positioning of formats.

Implementation of the action plan 2021-2024/2025

Objective 1:

AAQ strengthens its position as an independent and agile agency in Switzerland and abroad. It has a clear profile in all areas of activity.

AAQ strengthens its position as an independent and agile agency in Switzerland and abroad by			
measures		Realisation	Effect
1.1: preparing Synthesis reports for the completed cycles Institutional accreditation according to HEdA and accreditation according to HEdA and MedPA;		<ul style="list-style-type: none"> – 19.04.2025: Draft synthesis report on institutional accreditation – 21.03.2025: Synthesis and thematic analysis: Accreditation of medical education 2018-2023. – 03.03.2025: Interim evaluation of reaccreditation 	
1.2: conducting feedback discussions with stakeholders - above all higher education institutions, students, reviewers;		<ul style="list-style-type: none"> – Feedback discussions with universities on reaccreditation (see interim evaluation of reaccreditation). – Exchange with the QM networks of the UH, FH and PH – Exchange with stakeholders in connection with the revision of the standards (workshop on 18 October 2024) – Sounding Board set up for system accreditation format 01/02 July 2019. – Various stakeholder discussions (FOPH, MEBEKO on the MedPA 2025 programme accreditation cycle) 	<p>Revision of guidelines for system accreditation (19/09/2025)</p> <p>Revision of guidelines for the renewal of institutional accreditation (24/03/2025)</p> <p>Revision of guidelines for programme accreditation according to HEdA & MedPA (21.09.2023)</p> <p>Template for Integrated Report for the Institutional Accreditation and Programme Accreditation MedPA formats</p>
1.3: carrying out trend analyses within the framework of international cooperation to further develop their formats;		<ul style="list-style-type: none"> – 13.09.2024: Motivation and business area analysis for the system accreditation format – 26.10.2024: Motivation analysis for the "Quality Audit" format 	<p>Video clip programme accreditation MedPA 2025 (September 2023)</p> <p>April 2025: Outline (internal presentation): Strategy, planning and allocation of conferences and workshops</p>
1.4: developing a concept for the meta-evaluation of its procedures;		No measures implemented	
1.5: subjecting selected formats to meta-evaluations;		no measures implemented	
1.6: developing new forms of the self-evaluation report and the expert report;		<ul style="list-style-type: none"> – 08.11.2023: MedPA programme accreditation – 02.07.2024: Reaccreditation of institutional accreditation – 21.09.2023: Programme accreditation HEdA & MedPA 	

1.7: developing new forms of on-site visit developed;	●	<ul style="list-style-type: none"> – The form of the on-site visit for institutional reaccreditation has been adapted (round table format, new forms such as "Open Slot / Meet & Greet") – The form of the on-site visit for MedPA programme accreditation was adapted (round table format) 	
1.8: placing the mandate to manage the secretariat of the Accreditation Council and to provide administrative support to the Accreditation Council on a contractual basis with a performance agreement that ensures the independence of the agency.	●	<ul style="list-style-type: none"> – 12.11.2025: SAR-AAQ service agreement signed – 20.06.2025: AAQ rules of procedure – 2024-09-20 Report Integration Office – 2024-08-27: Draft service agreement 	<p>The roles and legally defined activities of the agency and the Council have been clarified in terms of quality and quantity</p> <p>The independence of AAQ and SAR has been strengthened</p>

Measure 1.1

In the period 2021-2024/2025, AAQ took stock of institutional accreditation following the expiry of the so-called transition period under the HEdA. The synthesis report "Institutional Accreditation" for the further development of the format is only available in draft form and therefore cannot be published. The programme accreditation cycles for medical education 2018 (HEdA & MedPA), postgraduate medical education 2025 (MedPA) and the psychology professions (PPA) were successfully completed. A synthesis report is available for medical education, the 2023 cycle of which was completed. The synthesis reports for continuing medical education and the psychology professions, whose cycle will not be completed until 2025, are still in progress.

AAQ therefore assesses the implementation of measure 1.1. as partially fulfilled.

Synthesis reports are an irreplaceable tool for internal quality assurance and for the further development of the formats. Measure 1.1 should be adapted to the audit plan and taken into account in the 2026 action plan.

Measure 1.2

AAQ conducted a variety of feedback discussions with stakeholders. In the 2021-2024/2025 reporting period, the usual exchange with the quality networks of the university types took place. Further feedback meetings for the "institutional accreditation" format took place in connection with the interim evaluation of the reaccreditation. For the "system accreditation" format, a sounding board provides an opportunity for feedback discussions. Feedback discussions are planned for the "MedPA programme accreditation" format as part of the synthesis report. A workshop with QM managers from AAQ-certified Austrian universities is also already planned for May 2026.

AAQ assesses the implementation of measure 1.2 as fulfilled.

Feedback meetings are an effective tool for internal quality assurance and for the further development of formats. Measure 1.2 is to be included unchanged in the 2026 action plan.

Measure 1.3

AAQ has carried out motivation and business area analyses for the two formats "System Accreditation" and "Quality Audit". This also includes trend analyses for the formats mentioned.

AAQ has only used the trend analysis tool for two of its formats. It therefore rates the measure as partially fulfilled.

Trend analyses are useful instruments for the further development of the formats. They should remain in the action plan as a measure for implementing Objective 1. However, no implementation is planned for 2026.

Measures 1.4 and 1.5

AAQ has neither implemented these measures nor initiated their implementation.

AAQ assesses the measure as not implemented.

AAQ regularly reviews the methodology of its procedures in its synthesis reports and analyses the results. In retrospect, it is not clear how meta-evaluations should differ from the internal quality assurance instruments already in use. The two measures shall be deleted from the action plan.

Measure 1.6

Based on experience from the 2018 cycle of "Programme accreditation in accordance with the MedPA", AAQ has consolidated the "Round Table" - a discussion round with all stakeholders in continuing education - for the 2025 cycle for the on-site visit. For institutional reaccreditation in the "Institutional Accreditation" format, AAQ has reduced the number of discussion rounds during the on-site visit and broadened the composition of the discussion rounds.

AAQ considers this measure to have been implemented.

Based on the experience gained, the organisation of the on-site visit should be reviewed for new cycles of all formats. Measure 1.6 therefore remains in the action plan.

Measure 1.7

Based on experience from the 2018 cycle of "Programme accreditation in accordance with the MedPA", AAQ has consolidated the integrated report format (self-assessment and external assessment per standard in one report) for the 2025 cycle. AAQ has also introduced the integrated report for the institutional reaccreditation of the "Institutional Accreditation" format.

AAQ assesses the measure as implemented.




Based on the experience gained, the integrated report should also be introduced in other procedures. Measure 1.7 therefore remains in the action plan.

Measure 1.8

In December 2023, the Accreditation Council decided to fully integrate its head office into AAQ in organisational terms. In 2025, AAQ developed 8 measures to implement the Accreditation Council's decision as part of a project with the involvement of stakeholders (politics, universities, AAQ and foreign agencies). The implementation of the last two measures was completed in June 2025. In November 2025, the performance agreement, which has been available in draft form since 2024, was signed by the President of SAR and the Director of AAQ.

AAQ assesses measure 1.8 as fulfilled.

Measure 1.8 related to a project and will be deleted from the action plan.

AAQ has a clear profile in all areas of activity by			
Measures		Implementation	Effect achieved
1.9: reviewing the motivation and basis for each of the formats;	 	<ul style="list-style-type: none"> 13/09/2024: Motivation and business area analysis for the system accreditation format 26.10.2024: Motivation analysis for the "Quality Audit" format/business area 	Institutional accreditation revision of guidelines System accreditation: Revision of guidelines (19/09/2025)
1.10: adapting the communication of the positioning (guidelines, website) if necessary.		<ul style="list-style-type: none"> Positioning of institutional reaccreditation via adaptation of guidelines. 	

Measure 1.9

The motivation and basis for accreditation in accordance with the HEdA, HEdA & MedPA and HEdA & HealthPA are derived from the legal mandate. AAQ sees no reason to review the motivation and basis for these activities beyond the synthesis reports.

AAQ has carried out motivation and business area analyses for the two formats "System Accreditation" and "Quality Audit". This provides the basis for reviewing the motivation and any repositioning of these formats - but is still pending.

The motivation and basis for the two areas of programme accreditation in accordance with the MedPA and programme accreditation in accordance with the PsyPA are also provided by law. However, unlike for the procedures under the HEdA, AAQ is not obliged to fulfil these tasks (procedures on behalf of third parties).

The measure remains in the action plan and will be formulated more specifically for 2026: "the motivation to be active in the formats of system accreditation, quality audit, evaluation, programme accreditation MedPA and programme accreditation PsyPA will be reviewed with regard to the portfolio of its activities;"

Measure 1.10

AAQ has not yet used the findings from the motivation analyses of the system accreditation and quality audit formats to communicate its positioning. On the other hand, it has clearly positioned "institutional accreditation" by adapting the guidelines.


AAQ assesses the measure as partially implemented.

The measure contributes to the implementation of Objective 1 and remains in the catalogue of measures.

AAQ adheres to objective 1.

Goal 2:

AAQ acts as a sustainable organisation. It taps into internal and external knowledge and continuously reflects on its actions.

AAQ acts as a sustainable organisation by			
measures		Implementation	Effect
2.1: summarising existing and new measures in a sustainability concept.		<ul style="list-style-type: none"> - Expenses regulation - Paperless office 	

Measure 2.1






Since 2018, AAQ applies an "expenses policy" that favours public transport. Day-to-day work, especially procedural activities, requires less and less paper: For some years now, AAQ has only corresponded with PDF documents that are sent by email. Since 2025, contracts with experts and universities have been issued with qualified digital signatures. In the 2021-2024/2025 period, AAQ has taken various measures in terms of sustainability, but has not drawn up a sustainability concept.

AAQ's implementation of this measure shows that although there is an awareness of sustainability, there is a lack of strategic management.

AAQ rates the measure as not implemented.

AAQ has so far interpreted the strategic goal of acting as a sustainable organisation too one-sidedly. Sustainability - just like the quality standards of institutional accreditation - encompasses not only ecological, but also economic and social dimensions, such as personnel development and internal communication. At the same time, an exclusive focus on these three dimensions falls short: for AAQ as a knowledge and expert organisation, the aim must be to generate, make accessible and secure knowledge in a sustainable manner. AAQ sees the key to this in comprehensive digitalisation, which replaces the structures that are still characterised by traditional, "Gutenbergian" concepts.

AAQ wants to fulfil this aspiration by shifting the goal of acting sustainably to the principles and planning a measure for 2026, namely "to drive forward the digitalisation of knowledge generation and knowledge transfer;"

AAQ taps into internal and external knowledge and continuously reflects on its actions by			
Measures		Realisation	Effect
2.2: systematically monitoring and analysing current developments in Switzerland and abroad (e.g. in the annual report);		<ul style="list-style-type: none"> – Reports from conferences • Participation in exchange meetings with the AR and agency meetings in Germany • Participation in the thematic peer group on quality assurance (2024-2027) 	<p>External knowledge is processed and made available to the team</p> <p>Information flows into the team.</p> <p>Transparency about process planning and allocation.</p>
2.3: reviewing the internal communication concept of previous years and developing it further with regard to digitalisation;		<ul style="list-style-type: none"> – 2025-06-19 AAQ rules of procedure: Adaptation of the meeting vessels – Introduction of teams, Seafile and IT collaboration concept – 2024-11-19 Concept for further development of internal AAQ communication 	
2.4: expanding the "ProKon" process database to business management in the narrow sense and consolidating "QM-Pilot";		<ul style="list-style-type: none"> – Planning horizon in ProKon – QM-Pilot consolidated 	
2.5: Regularly carrying out thematic analyses and reports on them;		<ul style="list-style-type: none"> – 2025-03-03-Interim-evaluation-reaccreditation.pdf – Dougoud, M. et Kradolfer, S. Comment les hautes écoles suisses contribuent à l'atteinte des objectifs d'égalité des chances. HES-SO, 2025. – Synthesis and thematic analysis: Accreditation of medical education 2018-2023. AAQ. 2023 – Thematic analysis - recommendations in accreditation procedures. AAQ. 2021 	<p>Revision of guidelines for system accreditation (19/09/2025)</p> <p>Revision of guidelines for the renewal of institutional accreditation (24.03.2025)</p> <p>Revision of guidelines for programme accreditation according to HEdA & MedPA (21.09.2023)</p>
2.6: conducting feedback discussions with stakeholders, especially universities, students and experts;		<ul style="list-style-type: none"> – Feedback discussions with universities on reaccreditation (see interim evaluation of reaccreditation). – Sounding Board set up for system accreditation format 01/02 July 2019. – Exchange with the QM networks of the UH, FH and PH – MedPA 2025 programme accreditation cycle • Exchange with stakeholders in connection with the revision of the 	<p>Template for Integrated Report for the Institutional Accreditation and Programme Accreditation MedPA formats</p> <p>Video clip Programme accreditation MedPA 2025 (September 2023)</p> <p>Definition of risks in QM-Pilot.</p>

		standards (workshop on 18 October 2024)	Planning horizon over 7 years
2.7: using focus groups to support the formats;		– Sounding Board set up for system accreditation format 01/02 July 2019.	

Measure 2.2

AAQ participates in the European Higher Education Area as a member of ENQA: it is involved in working groups and actively participates in conferences and meetings. Members of AAQ report on their findings from working groups and conferences in a standardised process. This knowledge flows back into the team and the formats, where it can be used for further development.

However, AAQ has only prepared this knowledge for external communication to a limited extent. The biennial AAQ Day event benefits from this, but there was no systematic processing. AAQ assesses the measure as partially implemented.

The measure remains in the action plan.

Measure 2.3

AAQ improved internal communication with various activities in the reporting period: as part of the reorganisation and development of AAQ's rules of procedure, the meeting vessels and thus the flow of information were reorganised in line with requirements. A new platform for virtual collaboration was introduced with Teams during the pandemic. There is also a concept for how the IT platforms Teams, Seafire, ProKon and QM-Pilot work together.

AAQ took the first steps towards implementing measure 2.3 in 2024 with a concept for the further development of internal communication. In 2025, it suspended the work due to a lack of resources. AAQ assesses this measure as only partially implemented.

The measure remains in the action plan.

Measure 2.4

During the reporting period, AAQ introduced the so-called planning horizon in the "ProKon" procedural database. This makes it possible to plan upcoming procedures on the basis of completed procedures. The planning horizon also enables the transparent allocation of procedures to project managers. Work on "QM Pilot" was also systematically continued. Work on these central IT platforms is ensured by the "Digital Resources" organisational unit.

AAQ assesses the measure as implemented.

The measure could be replaced by a more general measure "the IT platforms are consistently developed further;".

Measure 2.5

During the reporting period, AAQ commissioned a comprehensive thematic analysis of Standard 2.5 from the HES-SO. The study " Comment les hautes écoles suisses contribuent à l'atteinte des objectifs d'égalité des chances. " was published in 2025. The synthesis reports, which are systematically compiled at the end of cycles, now always include a discussion of the results of the procedures, i.e. a thematic analysis.

AAQ assesses the measure as partially implemented.

Thematic analyses are part of the self-image of a quality assurance agency (ESG 3.4). The measure remains in the action plan; however, the understanding of thematic analyses should be expanded to include active contributions to international events.

Measure 2.6 (= Measure 1.2)

AAQ assesses the implementation of measure 2.6 as partially realised.

Feedback discussions are an effective instrument for internal quality assurance and for the further development of the formats. Measure 2.6 should be included unchanged in the 2026 action plan.

Measure 2.7

AAQ has gained many years of experience with the Sounding Board for the system accreditation format. However, AAQ has not systematically evaluated this experience and utilised it for other formats. On the other hand, AAQ is increasingly using focus groups for the synthesis reports.






AAQ assesses the implementation of the measure as partially realised.

Measure 2.7 should remain in the 2026 action plan. The focus groups are to be positioned as an instrument of the IQS.

AAQ adapts objective 2 by formulating sustainable action as a principle.

Objective 3:

AAQ engages in active and transparent communication.

AAQ engages in active and transparent communication by			
Measures		Implementation	Effect
3.1: systematically monitoring and analysing current developments in Switzerland and abroad (e.g. in the annual report);		<ul style="list-style-type: none"> - Template for reports from conferences - Participation in the exchange meetings with the AR and in the agency meetings in Germany - No external communication 	
3.2: reviewing and developing further the internal communication concept of previous years;		<ul style="list-style-type: none"> - 2025-06-19 AAQ rules of procedure: Adaptation of the meeting vessels - Introduction of teams, Seafile and IT collaboration concept - 2024-11-19 Concept for further development of Communication-Internal AAQ 	
3.3: regularly carrying out thematic analyses and reporting on them;	 	<ul style="list-style-type: none"> - Interim evaluation of reaccreditation. AAQ. 2025. - Dougoud, M. et Kradolfer, S. Comment les hautes écoles suisses contribuent à l'atteinte des objectifs d'égalité des chances. HES-SO, 2025. - Synthesis and thematic analysis: Accreditation of medical education 2018-2023. AAQ, 2023. - Thematic analysis - Recommendations in accreditation procedures. AAQ, 2021. 	
3.4: communicating independently on accreditation topics and thus recognising the different		<ul style="list-style-type: none"> - AAQ Day 2020, 2022, 2025 - 2025-06-19 Rules of Procedure AAQ Rules of Procedure - 2025-06-19 AAQ organisation chart 	

responsibilities of AAQ and SAR.		– Annual reports	
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Measure 3.1

AAQ participates in the European Higher Education Area as a member of ENQA: it is involved in working groups and actively participates in conferences and meetings. Members of AAQ report on their findings from working groups and conferences in a standardised process. This knowledge flows back into the team and the formats, where it can be used for further development.

However, AAQ has only prepared this knowledge for external communication to a limited extent. The biennial AAQ Day event benefits from this, but there was no systematic processing. AAQ assesses the measure as partially implemented.

The measure remains in the action plan.

Measure 3.2 (= Measure 2.3)

AAQ assesses this measure as only partially implemented.

The measure remains in the action plan and is scheduled for implementation in 2026.

Measure 3.3 (= measure 2.5)

AAQ assesses the measure as partially implemented.

The measure remains in the action plan (see 2.5)

Measure 3.4

With the "AAQ Day" - held in 2016, 2018, 2020, 2022 and 2025 - AAQ has a platform for independent external communication. From 2016 to 2022, AAQ used this event to address aspects of institutional accreditation that appeared to be of interest to higher education institutions during the first cycle. In 2025, the "AAQ Day" is intended to facilitate a discussion with stakeholders about the future of quality assurance. With the organisational integration of the head office into AAQ and the rules of procedure, AAQ can communicate the different responsibilities of AAQ and SAR more clearly. Finally, AAQ's annual reports enable independent communication and presentation of the different tasks of AAQ and SAR.



AAQ assesses the measure as implemented.




The measure remains in the action plan.

AAQ adheres to objective 3.

Objective 4:

AAQ fosters a cooperative working culture and promotes the further development of its employees

AAQ fosters a cooperative working culture by			
measures		Implementation	Effect
4.1: Reviewing and further developing the personnel development strategy;		No measures implemented	
4.2: reflecting on their working		– Team charter from October 2025	

methods and agreeing on an "HR constitution", which in particular sets out the rules for dealing with each other, the escalation channels in the event of conflicts and the requirements for equipment;		<ul style="list-style-type: none"> – 2025-06-19 Rules of Procedure AAQ Rules of Procedure – 2025-06-19 Organisation chart – 3 workshops in 2025 to accompany the reorganisation – 3 workshops 2022/2023 for team building after Corona 	
4.3: establishing planning tools that enable the transparent deployment of human resources;		<ul style="list-style-type: none"> – Planning horizon in ProKon 	
4.4: strengthening the independence and personal responsibility of project managers by providing relevant information (processes, documents, status of procedures);		<ul style="list-style-type: none"> – 2025-06-19 AAQ rules of procedure: Tasks, responsibilities and competences regulated. – Planning horizon in ProKon – QM pilot: process descriptions and templates for procedures – Transparent communication about the allocation of procedures 	
4.5: developing a standardised induction programme for new employees.		<ul style="list-style-type: none"> – Standardised onboarding programme by HR 	

Measure 4.1

AAQ did not review the personnel development strategy in the reporting period.

AAQ assesses the measure as not implemented.

The measure remains in the action plan for 2026; the implementation of this measure should enable the new directorate to define its own personnel development strategy.

Measure 4.2

In the aftermath of the pandemic, AAQ held a series of workshops focussing on how to deal with each other, escalation paths and equipment requirements. The results of these workshops were values and a shared vision as well as drafts for an "HR constitution". AAQ held three workshops to accompany the reorganisation as a result of the organisational integration of the head office. The results of these workshops are the rules of procedure, the organisational chart and guidelines for implementing the rules of procedure.

AAQ assesses the measure as partially implemented.

The measure remains in the action plan and is scheduled for implementation in 2026.

Measure 4.3

With the so-called planning horizon in the "ProKon" procedural database, AAQ has an instrument for the transparent deployment of personnel resources in the procedures. The newly defined allocation process also contributes to this: Procedures are allocated for two years and communicated transparently. Participation in national and international events is decided according to agreed criteria.

AAQ assesses the measure as implemented.

Measure 4.3 is very focussed and therefore no longer necessary. It can be subsumed under the measure on sustainability.

Measure 4.4

The "Rules of Procedure" conclusively define the tasks, responsibilities and competences of the project managers. The "QM Pilot" defines the processes and provides the necessary tools.

AAQ assesses the measure as implemented.



Measure 4.4 remains in the action plan.

Measure 4.5

AAQ has developed a standardised induction programme for new employees during the last four recruitments. AAQ considers the induction programme to be very helpful and effective.

AAQ rates the measure as implemented.

Measure 4.5 is very focussed and no longer necessary. It can be subsumed under the sustainability measure.

AAQ promotes the further development of employees by			
measures		Implementation	Effect
4.6: Consistently utilising the instruments of the personnel development interview and target agreement to determine the individual training needs of employees;		<ul style="list-style-type: none"> – until 2022: Personnel development dialogue PEG – from 2023: Management by Objectives MbO – Diverse individual further training by employees 	Professional development of the team Labour market viability is maintained.
4.7: Targeting further training for the entire team.		<ul style="list-style-type: none"> – Team training <ul style="list-style-type: none"> ○ AI workshop ○ Internal workshops ○ Know-how transfer in internal project manager meetings 	

Measure 4.6

AAQ has been conducting standardised target agreement and year-end meetings since 2015. Individual further training is also discussed in this context. This has resulted in numerous and varied individual training programmes. The further training courses are mostly at CAS level, and two AAQ employees have taken the opportunity to take up postgraduate studies.

AAQ assesses the measure as implemented.

Measure 4.6 is very focussed and therefore no longer necessary. It can be subsumed under the measure on sustainability.

Measure 4.7

AAQ organises further training for the entire team as required. This includes targeted preparations for new accreditation cycles and the introduction to new instruments. In 2024, AAQ organised a workshop on artificial intelligence. In the project manager meeting, there is a so-called know-how transfer window, which serves the needs-based further training of project managers by sharing information with each other or obtaining it from external expertise.

AAQ assesses the measure as implemented.

Measure 4.7 is very focussed and therefore no longer necessary. It can be subsumed under the measure on sustainability.

AAQ's strategy and 2026 action plan

AAQ has added the vision and values developed in the "post-corona" workshops to its Strategy 2025. The four objectives of the strategy formed a robust framework for measures to further develop the agency and its processes. AAQ sees no reason to adjust the objectives.

AAQ's strategy

Vision

AAQ is an independent agency, firmly anchored in the European Higher Education Area (EHEA). It is committed to promoting academic freedom and scientific integrity, stakeholder participation in decision-making processes, and the creation and exchange of advanced and innovative knowledge.

AAQ supports Higher Education Institutions in fulfilling their core missions and fostering active, participatory citizenship while advancing objectives related to sustainable development, equal opportunities, and digitalization.

Mission

AAQ carries out institutional accreditation and programme accreditation procedures based on the Higher Education Act (HEdA).

In addition, AAQ carries out programme accreditations within the framework of the Medical Professions Act (initial and continuing training), the Psychological Professions Act (continuing training) and the Health Professions Act (training) and tailor-made evaluations as well as system accreditations in Germany and quality audits in Austria.

AAQ's procedures comply with international standards. To ensure this, AAQ continuously reflects on the methods of its procedures, develops them further and, to this end, maintains an exchange with national interest groups and networks with organisations involved in accreditation and quality assurance in the European Higher Education Area.

Principles

AAQ promotes **quality assurance and development** at higher education institutions through innovative and goal-oriented methods.

AAQ sees itself as an **external partner** in quality assurance and development.

AAQ **respects** the autonomy of universities, the diversity of disciplines and institutions, and cultural and linguistic diversity.

AAQ is **independent**, works with internationally recognised methods, uses a broad network to implement its mission and has many years of expertise.

AAQ acts as a **sustainable** organisation.

Values

- Transparency, transparence, trasparenza
- Respect, rispetto
- Appreciation, estime, stima
- Commitment, engagement, impegno
- Reliability, fiabilité, affidabilità

Strategic goals

1. AAQ strengthens its position as an independent and agile agency in Switzerland and abroad. It has a clear profile in all areas of activity.
2. AAQ taps into internal and external knowledge and continuously reflects on its actions.
3. AAQ engages in active and transparent communication.
4. AAQ fosters a cooperative working culture and promotes the further development of its employees.

Action plan 2026

Measures for implementation in 2026 are highlighted in grey.

Objective 1:

AAQ strengthens its position as an independent and agile agency in Switzerland and abroad. It has a clear profile in all areas of activity.

AAQ strengthens its position as an independent and agile agency in Switzerland and abroad by
1.1: preparing synthesis reports for completed cycles;
1.2: Conducting feedback discussions with stakeholders - especially universities, students and reviewers;
1.3: conducts trend analyses in the context of international cooperation to further develop its formats;
1.4: developing new forms of the self-evaluation report and the reviewers' report;
1.5: Developing new forms of on-site visits;

AAQ has a clear profile in all areas of activity by
1.6: reviewing the motivation to be active in System Accreditation, Quality Audit, Evaluation, Programme Accreditation MedPA and Programme Accreditation PPA formats with a view to the portfolio of its activities;
1.7: adapting the communication of its positioning (guidelines, website) if necessary.

Objective 2:

AAQ taps into internal and external knowledge and continuously reflects on its actions.

AAQ develops internal and external knowledge and continuously reflects on its actions by
2.1: advancing the digitalisation of all knowledge generation and knowledge transfer processes;
2.2: systematically monitoring and processing current developments at home and abroad (e.g. in the annual report);
2.3: reviewing the concept of internal communication of previous years and develops it further with regard to digitalisation;
2.4: consistently developing further the IT platforms and the concepts for their utilisation;
2.5: carrying out and communicating regularly thematic analyses;

- 2.6:**
conducting feedback discussions with stakeholders, especially universities, students and reviewers;
- 2.7:**
using focus groups to monitor the formats;

Objective 3:
AAQ engages in active and transparent communication.

AAQ engages in active and transparent communication by
3.1: systematically monitoring and processing current developments at home and abroad;
3.2: reviewing and further developing the internal communication concept of previous years;
3.3: carrying out and communicating regularly thematic analyses (as in 2.5);
3.4: communicating independently on accreditation topics in a way that recognises the different responsibilities of AAQ and SAR.

Objective 4:
AAQ fosters a collaborative working culture and promotes staff development

AAQ fosters a cooperative working culture by
4.1: defining a staff development strategy;
4.2: reflecting on its working methods and interactions and agreeing on an "HR constitution";
4.3: supplementing the rules of procedure to include escalation channels in the event of conflicts;
4.4: strengthening the independence and personal responsibility of project managers by providing relevant information (processes, documents, status of procedures);

AAQ promotes the further development of employees by
4.5: implementing its personnel development strategy (see measure 4.1).

AAQ

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