



Agency staff development

- An example from Denmark of a targeted internal staff development programme

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Content

- Considerations before starting the internal programme
- The programme itself
- Experiences and learning points

Background for developing an internal programme

- Before: staff development through
 - Specific tasks
 - Sharing knowledge with colleagues
 - Individual employees taking external courses
- Beneficial transfer from external courses can be difficult
 - Relevant, but not targeted enough for the specific work or ways of working
 - Individual learning – lonely implementation
- Question: can we improve the use of time and resources spent on development?

Intentions with the programme

- Aim: More targeted and effective staff development by bringing it in-house
- Goals: Relevant, high-level development programme for all, strengthen collaboration and a shared language in the organization

- Include all AKKR consultants – whether short or long experience
- Common thread: collaboration, feedback, accreditation-specific cases
- External trainers, plus experienced AKKR-consultants as trainers

The programme: competence areas and modules (1)

Organised in 5 competence areas with 1 – 4 modules each:

1. Project management

1. Team collaboration
2. Collaboration with panels and other externals
3. Personal leadership
4. Planning and control

2. Data and key figures

1. Data knowledge and understanding
2. Key figures, introduction to ministry's data warehouse

The programme: competence areas and modules (2)

3. Methodology

1. Design of interview guide and interview techniques
2. Feed back methodology

4. Case management

1. Case handling in the public sector: administrative law and other relevant legislation

5. Communication and presentation

1. Power point presentation
2. Report writing and other written communication

Execution

- To be repeated in a two-year cycle
- Program runs: 2021-2022, 2023-2025
- Group work in existing project teams
- Implementing theory on actual tasks
- Collective reflection on key learnings
- Evaluation (at least) after each module

Overall experiences and learning points

- A strength to be the entire consultant group together
- Shared frame of reference and a common language
- Experiments with new ways of working
- Strengthened team collaboration
- Strengthened panel collaboration
- Ressource demanding
- Quite beneficial – but we shall not to the same a 3rd time...



Any questions for now?





Questions for reflection:

- How do you work with staff development and transfer of new learnings at your agency?
 - Which competence areas are relevant for you?
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