

PROTOCOL - HUMAN RESOURCE MANAGEMENT	
Quality area	<i>Human Resource Management</i>
Contributes to the realization of the ENQA requirements and review of the ANQA processes and procedures by the ECA	<i>ESG standard: 3.3, 3.5, 3.6</i>
Approved on	25.12.2012
Approved by	<i>ANQA management</i>
Valid until	December 2015
Version	02
Responsible for this area	Ofelya Petrosyan
Document number	
Goals	
<p>Strategic goals</p> <ol style="list-style-type: none"> 1. To ensure effective and efficient performance through maintaining the existing and recruiting the new staff members. 2. To promote collaborative and working ethos. <p>Targets</p> <ol style="list-style-type: none"> 1. To develop human resources management policy. 2. To establish recruitment policy and procedures that will bring new staff members capable of making developments in the fields of quality assurance and education. 3. To revise staff assessment policy and procedures and implement evaluation. 4. To ensure trainings with ANQA staff. <p>Indicators for evaluating targets</p> <ol style="list-style-type: none"> 1. Policy of human resources management approved by ANQA director. (target 1) 2. Approved policy on staff recruitment and external agreements. (target 2) 3. Results of staff assessment and questionnaires regarding effectiveness of working with staff. (target 3). 4. Agendas, minutes, attendance and evaluations from staff meetings, workshops, round table discussions. (target 4). 	
Description of main activities	
<ol style="list-style-type: none"> 1. Setting up of a Human Resources Management steering group. Steering group is approved by ANQA director. Frequency of steering group meetings on request. The analysis of the evaluations are discussed during the steering group meetings. Goal of the meetings is to analyze the work that is already done and to discuss the future steps to reach the stated targets. Steering group brings out tasks for HR manager promoting the achievement of the targets. The tasks are approved by ANQA director. 2. Development of human resources management and recruitment policy and procedures. HR manager revises staff assessment procedures and implements evaluation on annual basis. Draft version of the Human resources management policy is discussed through the Steering group meetings and approved by the ANQA director. 3. Analysing of the agendas, minutes, attendance and evaluations from staff meetings, workshops. 	

Evaluation
<ol style="list-style-type: none"> 1. Survey evaluating staff satisfaction from trainings, workshops, round table discussions (internal and external). 2. Survey evaluating staff satisfaction from the working ethos and resources 3. Survey evaluating staff satisfaction from the management and decision making 4. Staff performance appraisals
Accountability
The chain of responsibilities for human resources management has been established as follows : Ruben Topchyan – Ofelya Petrosyan
Reporting
Annual reports
Improvements
<p>On the basis of the set targets and evaluation of feedback of all stakeholders improvement measures are defined by the Steering Group.</p> <p>The results and the improvement targets are part of the yearly quality report.</p> <p>Review and revise agendas of workshops based on staff feedback</p> <p>Change process if not effective</p>
Documents
<ul style="list-style-type: none"> • Policy of human resources management • Agendas of workshops • Evaluations after each workshop • Evaluation/minutes of staff meeting