

<b>Protocol– Human resources management</b>	
<b>Legal Area</b>	<b>Human resources</b>
<b>Contributes to the realization of the ENQA requirements and review of the ANQA processes and procedures</b>	ESGs 3.3, 3.5, 3.6
<b>Approved on</b>	01.03.2016
<b>Valid until</b>	30.12.2020
<b>Approved by</b>	ANQA Management
<b>Version</b>	03
<b>Responsible for this area</b>	Ofelya Petrosyan
<b>Document number</b>	
<b><u>Strategic goals</u></b>	
<ol style="list-style-type: none"> <li>To ensure effective and efficient performance through maintaining the existing and recruiting the new staff members.</li> </ol>	
<b><u>Targets</u></b>	
<ol style="list-style-type: none"> <li>To improve the working environment continuously, creating a satisfying experience for workers, where decisions are timely and efficient. An expectation of excellence is set in the earliest stages of an employee's experience. Performance appraisal, need assessment, promotions and other HR management processes are designed to reinforce high performance throughout the employee's career at ANQA.</li> <li>To develop and sustain a workforce, hiring people who have the professional skills, a strong fit with the organizational culture, clearly understand what is expected of them, and are able to create and sustain a high-performance work system.</li> <li>To implement an employee development strategy, which embraces, models, and teaches the concrete behaviour that leads to higher individual and system performance and to organizational excellence.</li> <li>To help the employees to: <ul style="list-style-type: none"> <li>✓ Perform at the highest level in their current position</li> <li>✓ Manage internal and external environmental changes</li> <li>✓ Increase their promotability within the company</li> </ul> </li> </ol>	
<b><u>Indicators for evaluating targets</u></b>	
<ol style="list-style-type: none"> <li>ANQA HRM policy and procedures are clearly defined and ensure that HR management is effectively implemented,</li> <li>Staff appraisal, need assessment and promotion procedures are clearly defined and implemented on a regular basis,</li> <li>A staff with professional skills and competences is recruited on demand,</li> <li>Internal disciplinary rules and code of ethics and conduct are kept,</li> <li>Results of staff satisfaction on their performance at current position, opportunities of promotion, and working ethos,</li> <li>Results of staff appraisals</li> <li>Results of staff satisfaction from professional development activities</li> </ol>	
<b><u>Description of activities</u></b>	
<ol style="list-style-type: none"> <li>To implement new staff recruitment and induction on demand</li> <li>To revise internal disciplinary rules according to the legislation of RA and to ANQA policy on human resources management,</li> <li>To implement staff appraisals, need assessment of the staff, staff development and promotion activities regularly,</li> <li>To assess staff satisfaction on different activities,</li> <li>To analyse the results of surveys and the focus groups.</li> </ol>	
<b><u>Evaluation</u></b>	

1. Survey on staff satisfaction from trainings, workshops, seminars and round table discussions,
2. Survey on staff satisfaction from working ethos and resources,
3. Survey on staff satisfaction from the management and decision making
4. Staff performance appraisal (SWOT)

**Accountability/ Responsibility**

The chain of responsibilities for human resources management has been established as follows: Director (Ruben Topchyan) and HR specialist (Ofelya Petrosyan)

**Reporting**

Bi-Annual report

**Improvement**

On the basis of the set targets and evaluation of feedbacks of all stakeholders the improvement measures are defined by the HR specialist and the director.

The results and the improvement targets are part of the yearly quality report. An improvement plan and training materials are designed.

**Documents**

1. ANQA Internal disciplinary rules
2. ANQA HRM policy and procedures
3. ANQA internal activity rules
4. ANQA policy on staff evaluation and promotion
5. ANQA code of ethics and conduct
6. Staff meetings minutes evaluation
7. SWOT analyses results evaluation
8. Evaluation workshops and trainings

Approved by ANQA Director

Ruben Topchyan