

PROTOCOL	
Quality area	Leadership, policy, strategy and Human resources management
Contact the requirements of European Quality Assurance Standards and Guidelines	ESG: 2.1, 2.2, 2.3, 2.4, 2.7, 3.1, 3.2, 3.3, 3.5, 3.6, 3.7
Operation years	2021-2025
Approved by	ANQA director
Version	01
Responsible for the Quality area	Director
<u>Strategic goals</u>	
<ol style="list-style-type: none"> 1. To ensure continuous capacity building of ANQA using the principles of the learning organization. 2. To promote and strengthen the culture of continuous quality improvement of higher and vocational education. 3. To ensure the dissemination of international best practices and culture. 	
<u>Targets</u>	
<ol style="list-style-type: none"> 1. To strengthen the capacity of the internal quality assurance system of ANQA. 2. To implement ongoing capacity building of the specialists realizing accreditation process and of the staff. 3. To strengthen financial stability. 4. To promote the dissemination of best practices in the professional field and encourage the innovation of professional education. 5. To strengthen international partnership through best practices, through membership in international education quality assurance structures, deepening cooperation with foreign agencies. 6. To take into account the potential of the Armenian Diaspora, to promote the transfer of experience of people educated in leading professional education institutions. 	
<u>Indicators for evaluating targets</u>	
<ol style="list-style-type: none"> 1. ANQA staff share the common vision of ANQA's future. 2. ANQA become an attractive employer, involving the experienced experts in the field of professional education in its various projects, ensuring a flexible human resources management policy. 3. The realized processes and provided services by ANQA are recognized as a reliable source and are a guide for professional education providers to foster a continuing quality culture. 4. ANQA processes are recognized by stakeholders as a source for disseminating international best practices. 	
<u>Description of main activities</u>	
Based on its core competencies, strategic goals and objectives, the Director of ANQA organizes, implements the ongoing activities, provides a stable working environment, constant communication with stakeholders.	
<u>Evaluation</u>	
<p>The strategic plan is evaluated every year using measurement data and indicators and the input from stakeholders and any amendments to legislation.</p> <p>A system wide analysis is conducted every three year among TLLs to ascertain the impact of ANQA activities on the TLLs.</p> <p>A thematic analysis is conducting every year to take out the problems and mention the promotion of</p>	

ANQA keys directions and professional education system.

A satisfaction survey is conducted among external stakeholders and ANQA staff members to ascertain the satisfaction from leadership.

Responsibilities

Director

Reporting

Annual reports (financial, activity) to the board of Trustees.

ANQA present reports during forum and conference.

Improvements

The annual and strategic plans will be periodically revised based on the evaluations, any amendments to legislation and the accountability meetings.

Regulatory documents

Internal

1. ANQA charter
2. ANQA strategic plan and road map of 2021-2025
3. ANQA HRM policy and procedures
4. ANQA code of ethics and conducts
5. ANQA accreditation manual
6. ANQA statute on accreditation committee formation and functioning

External

- Statute on institutional and program of state accreditation
- State accreditation standards
- RA Laws on “Education”, “Higher and Post-Graduate Tertiary Education”, “Vocational education”.
- RA Law on foundations

**Approved by
ANQA Director
Ruben Topchyan**

18.10.2021