

AUDIT CRITERIA

Elements of evaluation	Initial phase	Developed phase	Advanced phase
<p>1. Quality policy</p> <p><i>The basis and the core of the process; general direction and goals related to the quality of all activities and processes whereby HEI mission statement is achieved.</i></p>	<p>Quality policy represents a common understanding of quality at the level of the entire HEI, and a framework for action at the institutional, national and international levels.</p> <p>Quality policy is in line with strategic direction, mission and vision of the HEI, and is achieved in some activities and organizational processes.</p> <p>In creating and adopting developmental policies, HEI uses QAS data to some degree.</p> <p>Internal and external stakeholders are not included, or are insufficiently included in this process.</p>	<p>Quality policy represents a common understanding of quality at the level of the entire HEI; it adequately reflects the general direction and goals related to the quality of all activities and processes, and represents a framework for action at the institutional, national and international levels.</p> <p>Quality policy is in line with strategic direction, mission and vision of the HEI, and is achieved in main activities and organizational processes.</p> <p>In creating and adopting developmental policies, HEI uses relevant QAS data.</p> <p>Internal and external stakeholders are included in this process.</p>	<p>Quality policy represents a common understanding of quality at the level of the entire HEI; it adequately reflects the general direction and goals related to the quality of all activities and processes, values, ethical principles and good practice in quality assurance, and represents a framework for action at the institutional, national and international levels. QAS reflects HEI's strategic direction and relevant and rational goals; there is a clear link between HEI's strategic goals and sustainable development of society as a whole.</p> <p>Quality policy is clearly discernible in all activities and organizational processes.</p> <p>In creating and adopting developmental policies, HEI uses relevant QAS data in order to create a stimulating environment for further development.</p> <p>Internal and external stakeholders are actively involved in this process, and contribute to the development of QAS.</p>
<p>2. Planning and management</p> <p><i>Establishing goals for the purpose of accomplishing HEI's mission; determining processes and resources necessary for achieving risks and opportunities; managing processes</i></p>	<p>HEI uses QAS data in planning to some degree.</p> <p>The planning process involves defining resources, responsibilities, deadlines, outcomes, performance indicators and methods of reporting on the implementation of plans for some HEI's activities.</p> <p>HEI has some mechanisms for collecting and evaluating information related to human resources.</p> <p>HEI has some mechanisms for collecting and evaluating information related to physical resources.</p>	<p>Relevant QAS data is used in planning.</p> <p>The planning process involves defining resources, responsibilities, deadlines, outcomes, performance indicators and methods of reporting on the implementation of plans for core activities of the HEI.</p> <p>HEI has mechanisms for collecting and evaluating information related to human resources.</p> <p>HEI has mechanisms for collecting and evaluating information related to physical resources.</p>	<p>Relevant QAS data, including risk assessment results, is used in planning.</p> <p>The planning process involves defining resources, responsibilities, deadlines, outcomes, performance indicators and methods of reporting on the implementation of plans for all activities of the HEI.</p> <p>HEI has efficient mechanisms for collecting and evaluating information related to human resources.</p> <p>HEI has efficient mechanisms for collecting and evaluating information related to physical resources.</p>

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<p>3. Implementation and monitoring</p> <p><i>Implementation of planned processes; monitoring of implementation</i></p>	<p>HEI has a system in place for monitoring the quality of implementation of processes and activities, and whether the defined goals and objectives have been achieved. QA system provides support to monitoring the quality of the implementation of processes and activities, and to the achievement of defined goals and objectives. HEI collects, analyses, and uses data for managing some of the core institutional activities. QA procedures stimulate the development of quality culture.</p>	<p>HEI has a system in place for monitoring the quality of implementation of processes and activities at individual stages, as well as whether the defined goals and objectives have been achieved. QA system provides support to monitoring the quality of the implementation of processes and activities, and to the achievement of defined goals and objectives. HEI ensures the collection, analyses and use of data for managing relevant institutional activities. QA procedures stimulate the development of quality culture and some activities of the HEI.</p>	<p>HEI has an efficient system in place for monitoring the quality of implementation of processes and activities at individual stages, as well as whether the defined goals and objectives have been achieved. HEI ensures the collection, analyses and use of data for managing all institutional activities. QA procedures have a positive effect on the development of quality culture and all institutional activities (in line with ESG).</p>
<p>4. Evaluation</p> <p><i>Evaluation of planned processes and the results thereof against the defined goals and objectives; analyses and reports on the results of this evaluation</i></p>	<p>QA system occasionally goes through internal and external evaluation procedures. Institutional processes are evaluated during and at the end of a process. The quality of process results is largely based on individual efforts.</p>	<p>QA system periodically goes through internal and external evaluation procedures, and is partially revised based on the results of these procedures. The stakeholders are informed on the outcomes of these procedures in a timely manner. Institutional processes are evaluated during and at the end of a process, and the results of these evaluations are used in planning and decision-making. The quality of process results is mainly based on group efforts at the level of HEI.</p>	<p>QA system is periodically revised and improved on the basis of regular internal and external evaluation procedures in line with the ESG, and the stakeholders are informed on the outcomes of these procedures in a timely manner. Institutional processes are evaluated during and at the end of a process, particularly with regard to their fitness-for-purpose, and the results of these evaluations are systematically used in planning and decision-making. The quality of process results is fully the result of collective efforts at the level of the entire HEI.</p>
<p>5. Improvements, innovations, impact</p> <p><i>Implementation of measures for improvement based on the results of process evaluation; innovation in processes; impact of QA processes on the development of HEI</i></p>	<p>Development and improvement of quality of some HEI activities and processes are based on analyses and data collected through the quality assurance system. There are some activities related to the efficiency assessment of QA system. HEI conducts analyses of internal and external quality assurance processes. Quality assurance system is partially coherent.</p>	<p>Development and improvement of quality of HEI's core activities and processes are based on analyses and data collected through the quality assurance system. The effectiveness of some aspects of the internal QA system is based on evidence. HEI carries out assessments of the impact of internal and external quality assurance processes. Quality assurance system is coherent.</p>	<p>Development and improvement of quality of all institutional activities and processes are based on analyses and data collected through the quality assurance system. The effectiveness of all the aspects of internal QA system is based on evidence. The joint impact of internal and external quality assurance processes on institutional development is analysed and monitored. Quality assurance system is coherent and fit for purpose.</p>