

# Developments in HR Management in QA Agencies

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- Survey **People and Culture in QA Agencies**
- Results and findings of current HRM practices in CEENQA member agencies
- Conclusion



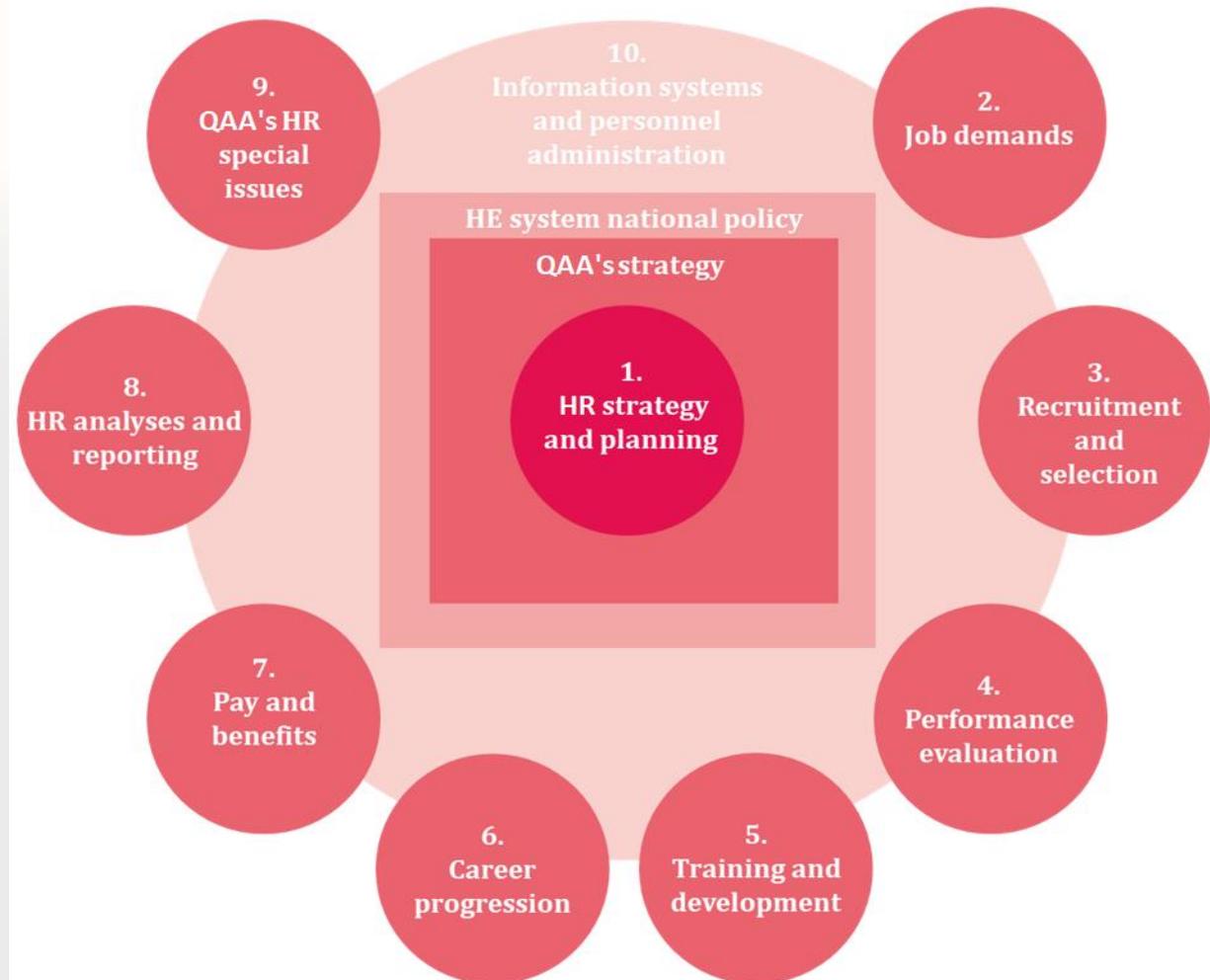


- Collecting data by means of the survey **People and Culture in QA Agencies** conducted in March 2023
- by the CEENQA Secretariat and *ASHE*
- [Link to online questionnaire](#) was sent to all CEENQA member agencies → 19 agencies (anonymous)
  
- Adaptation of the ***HRM in HEI analytical framework*** developed in the *Erasmus project Modernisation of Higher Education Institutions through Enhancement of Human Resources Management Function (HRMinHEI) project*

# HRM analytical framework



1. Human resources strategy and planning
2. Job demands
3. Recruitment and selection
4. Performance evaluation
5. Training and development
6. Career progression
7. Pay and benefits
8. HR analyses and reporting
9. HR special issues
10. Information systems and personnel administration



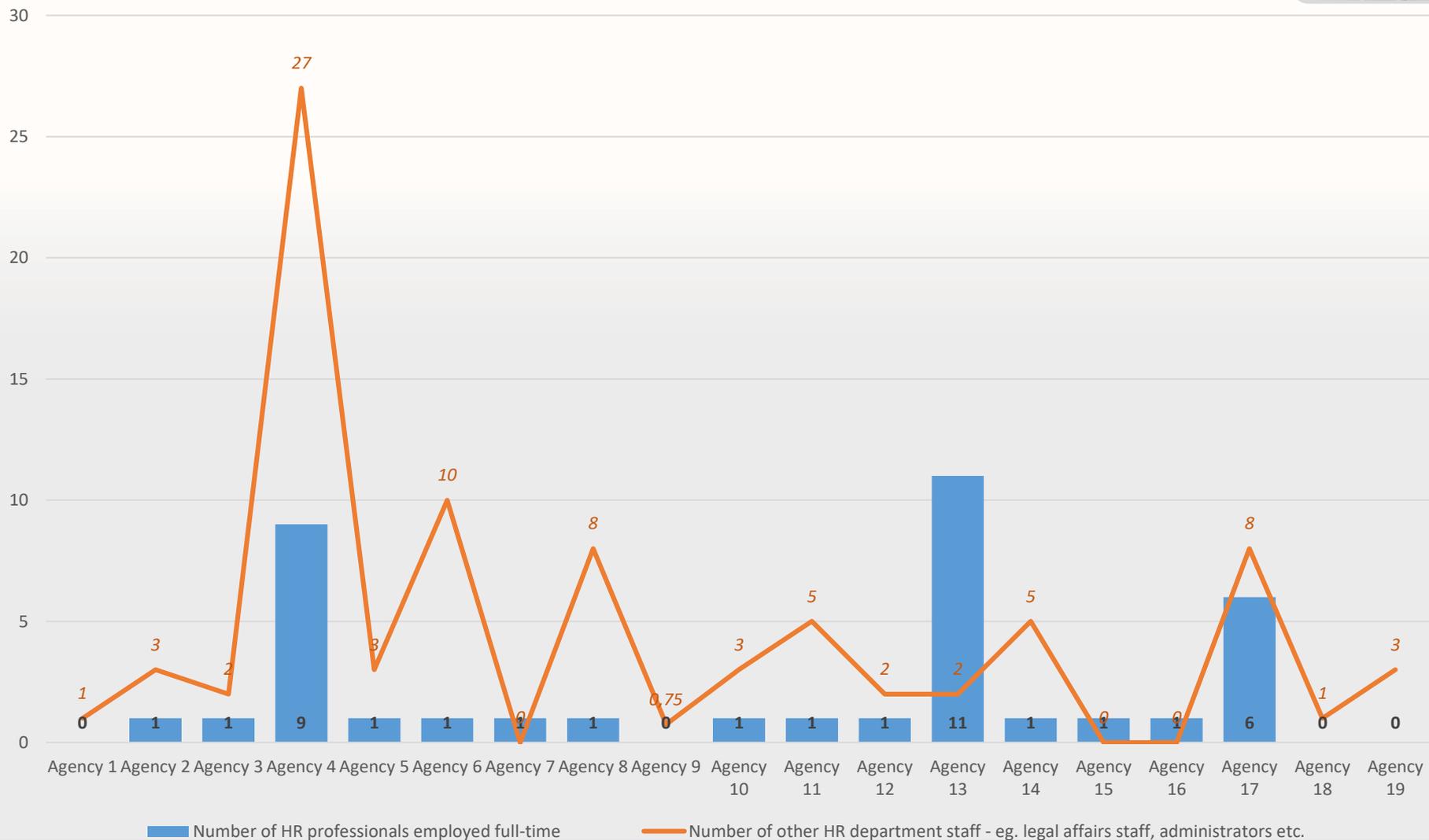


- **General characteristics of QAA**

- ✓ 79% public and 21% private (legal status)
- ✓ Number of full-time staff: 2 → 158, median=27.6
- ✓ HR professionals: 1 – 63%; 0 – 21%;



# Number of full-time and other staff in HR department



# HR strategy and planning



- Starting point → a strategic direction for HRM
- Purpose
  - ✓ Clearly formulate HR policies
  - ✓ Goals
  - ✓ Strategies and action plans based on national policy and QA's strategy
  - ✓ To mobilize employees for implementation



# HR strategy and planning



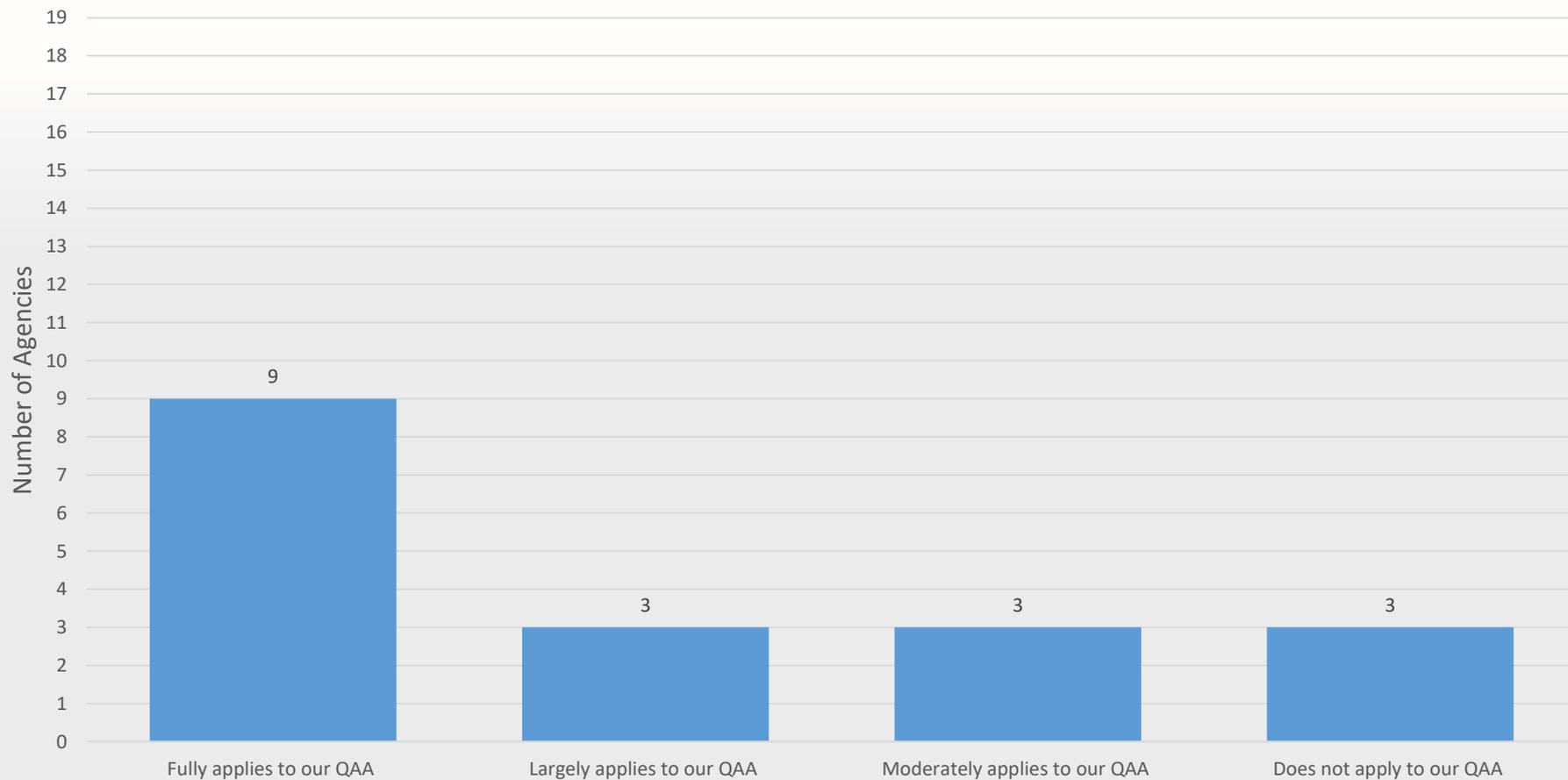
- **Specific HR strategies** are part of the QAA's overall strategy
  - 68% fully or largely applies to our QAA
- **We make plans for HR development**
  - 79% fully or largely applies (1 doesn't apply)
- Defined measurable **quantitative and qualitative indicators for HR action plans**
  - 79% fully or largely applies (1 doesn't apply)



# Communication of HR strategy



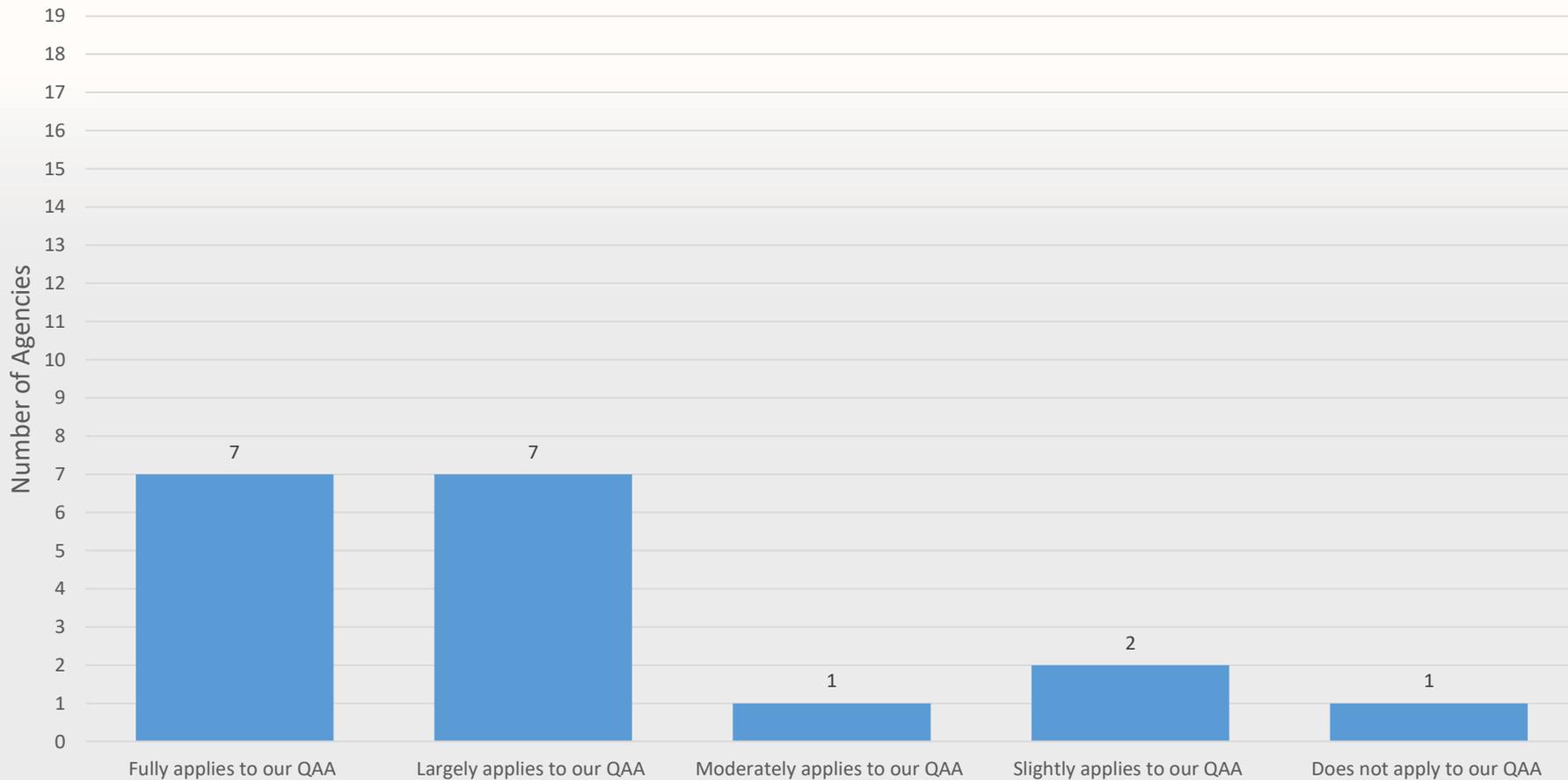
In our QAA, we can provide evidence that the HR strategy and its elements are communicated to all employees at least once a year.



# From action plans to individual goals



In our QAA, all the employees are aware of how HR action plans translate into their individual goals



# Job demands



- Strategic directions are translated into specific requirements for each position
- Documented in **job systematisation**
- Two categories
  - **Competencies**
  - **Expected results**
- Basis for selecting new and developing existing employees



# Job demands – findings



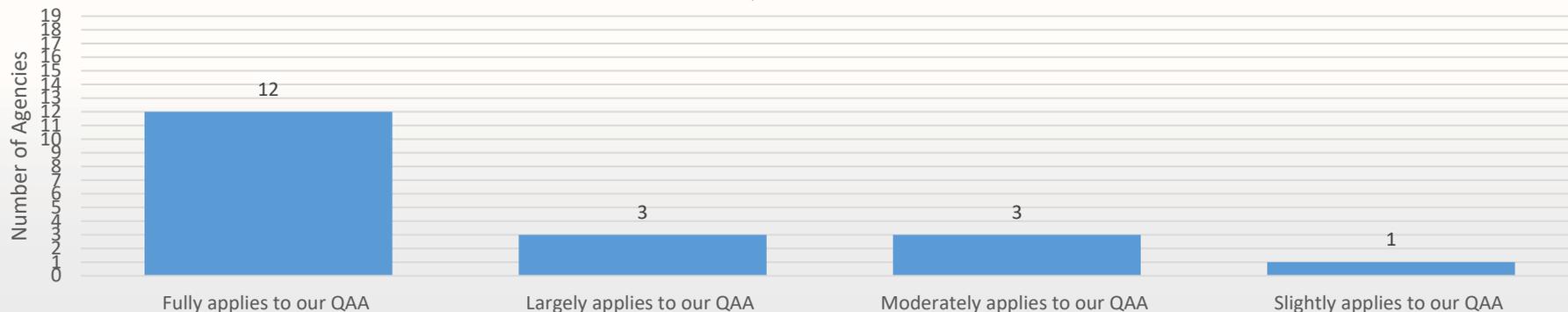
- ✓ 15/19 (79%) QAAs have, to a certain extent, a documented procedure for writing job descriptions.
- ✓ The agencies also more (68%) or less (21%) regularly review job descriptions and adapt them to changing jobs.



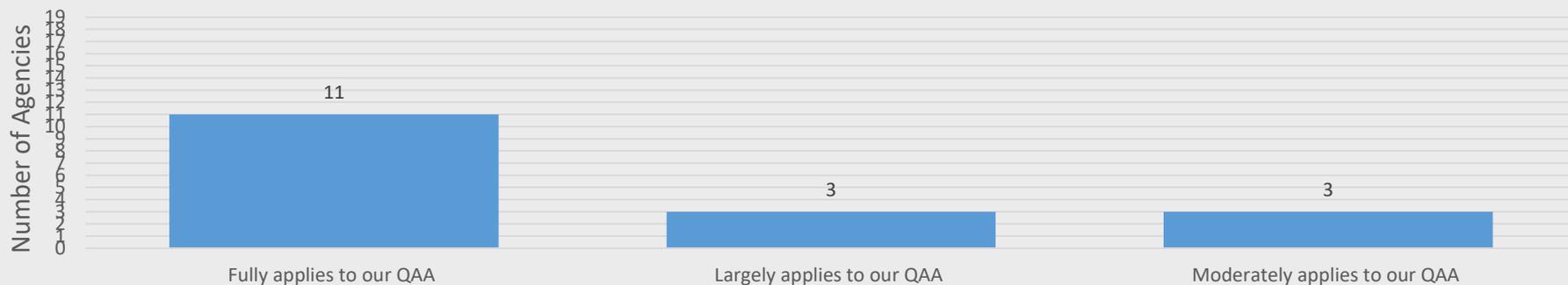
# Job description - main responsibilities, roles and tasks



In our QAA, job descriptions provide a detailed list of main responsibilities, roles and tasks for:  
QA staff



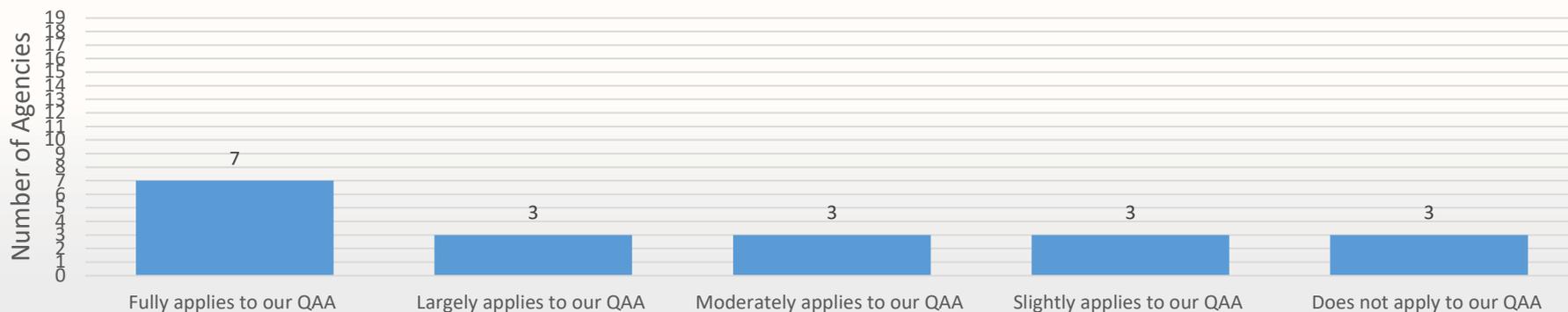
In our QAA, job descriptions provide a detailed list of main responsibilities, roles and tasks for:  
Other agency employees



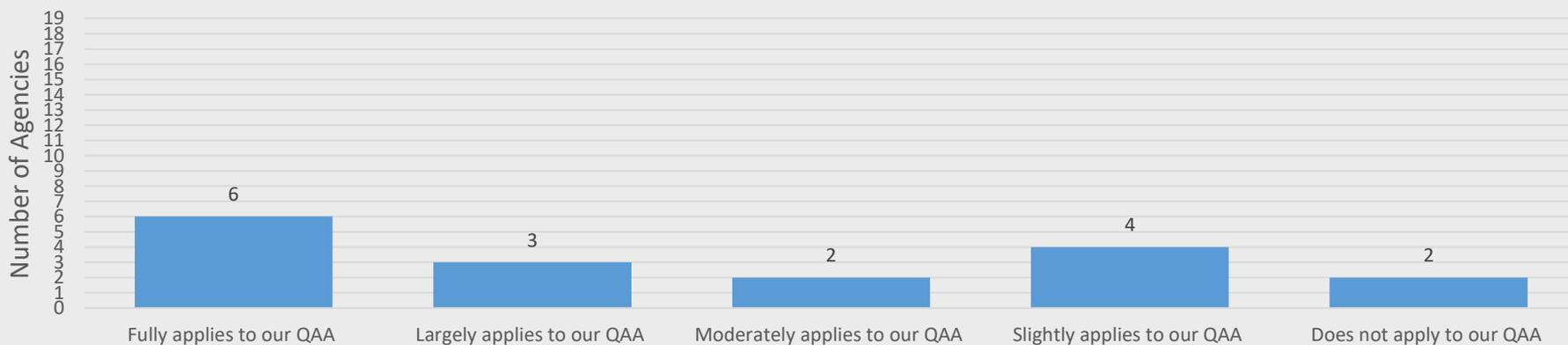
# Work performance standards



In our QAA, work performance standards (goals, outputs, key performance indicators, etc.) are clearly defined for: **QA Staff**



In our QAA, work performance standards (goals, outputs, key performance indicators, etc.) are clearly defined for: **Other agency employees**



# Recruitment and selection



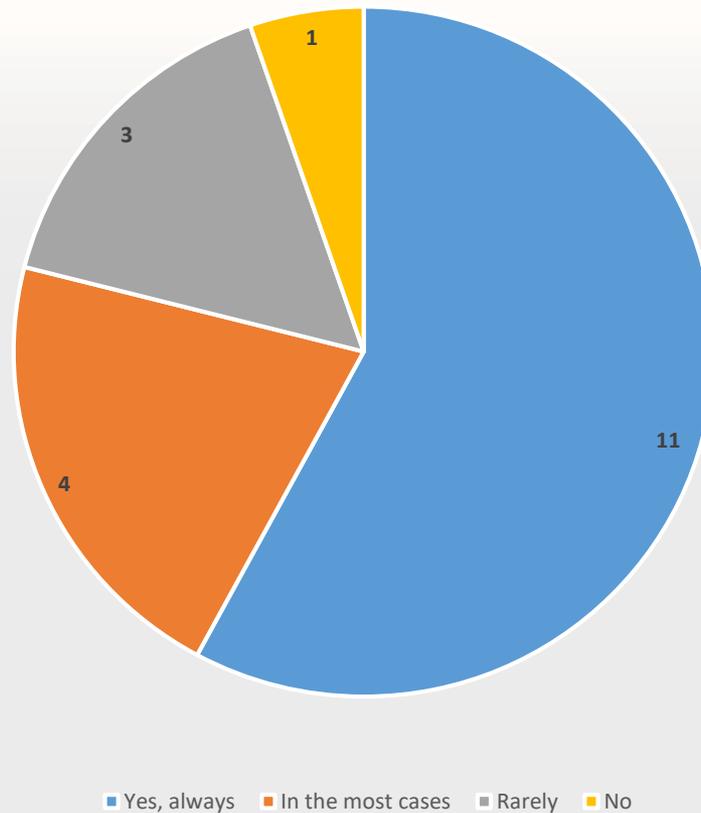
- Aim: Putting the right people in the right places
  - Recruitment of potential candidates
  - Selection methods & techniques
- Final choice is based on performance in the trial period
- ✓ 11 agencies reported that they adjust their recruitment strategies and procedures in order to source the candidates who best support their organisation goals
- ✓ Majority of agencies (14) have fully or largely defined the selection process in terms of selection tests and procedures
- ✓ 57% of QAAs have annual recruitment plans



# Selection procedures



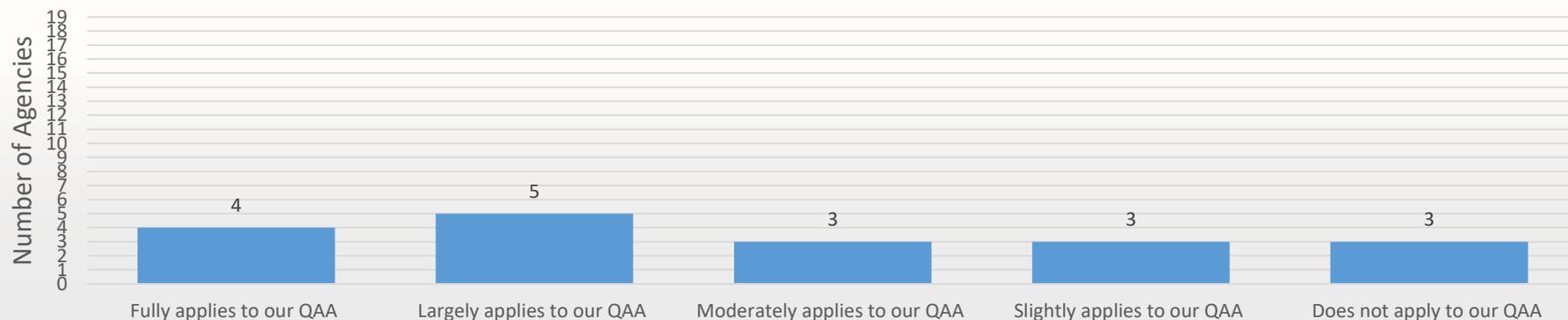
In our QAA, HR professionals and those in managerial/leadership positions conduct selection procedures jointly



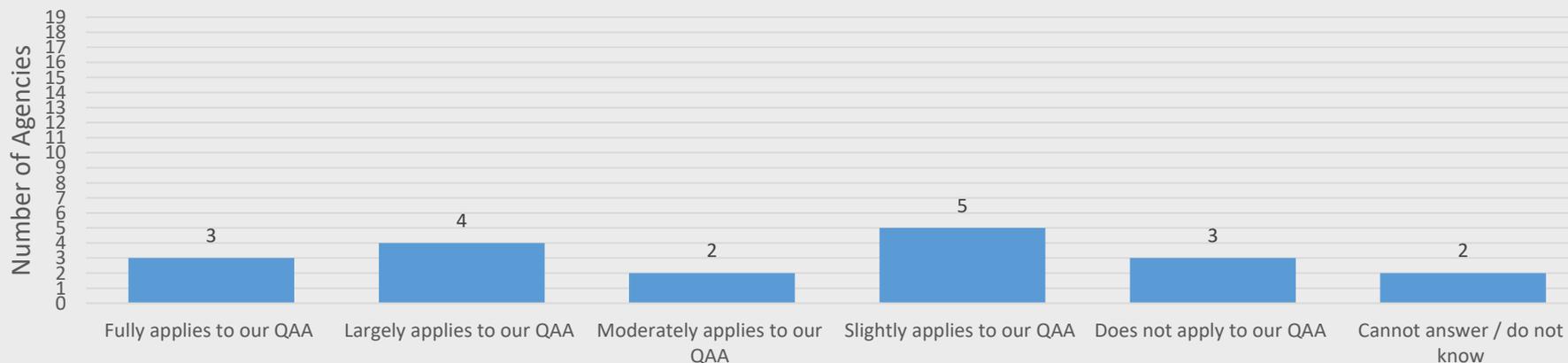
# Selection methods and training



In our QAA, selection procedures include, in addition to interviews and written documents, other methods and techniques to support selection (psychological tests, simulation of work activities, etc...)



In our QAA, we train our recruitment committees for this task



# Performance evaluation



- Monitoring
  - Achievement of results
  - Development of competencies
- Clearly defined **criteria of work performance**
- **Methods for measuring** have been developed
- **All trained for regular use**
- Supervisor provides feedback (previous period + planned activities)
- Integrator of other HR processes + central managerial tool



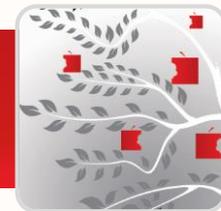
# Performance review



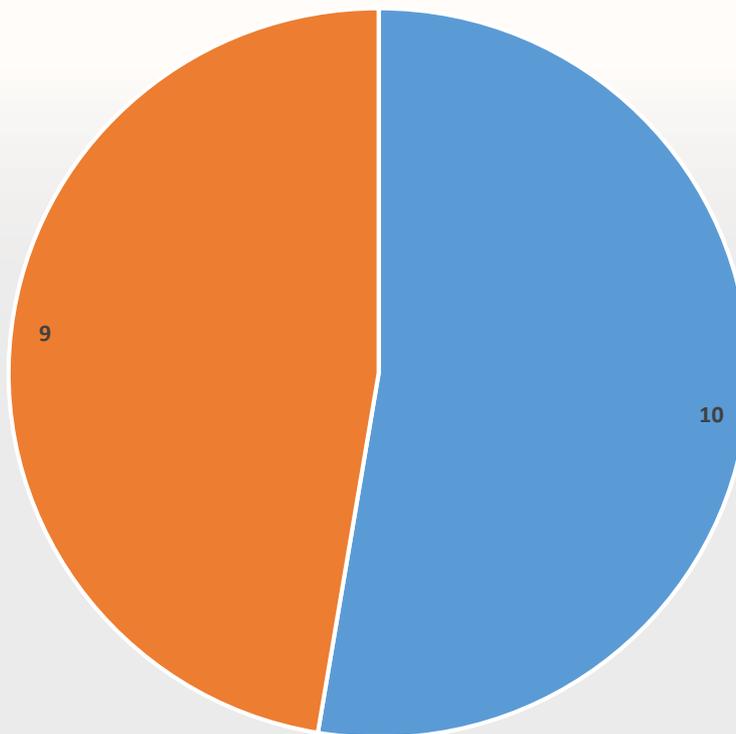
- ✓ **11 agencies** have reported that they have fully/largely established their **own system for performance evaluation of employees**
- ✓ **10 agencies** confirmed that is entirely true that their **employees are informed about the criteria used** for performance evaluation beforehand
- ✓ **12 agencies conduct performance appraisals annually**, while 3 agencies conduct them semi-annually and another 3 more frequently (e.g. monthly or weekly).



# Performance measurement



In our QAA, performance is measured against criteria derived from



■ Actual activities (i.e. what staff really do in their everyday work)

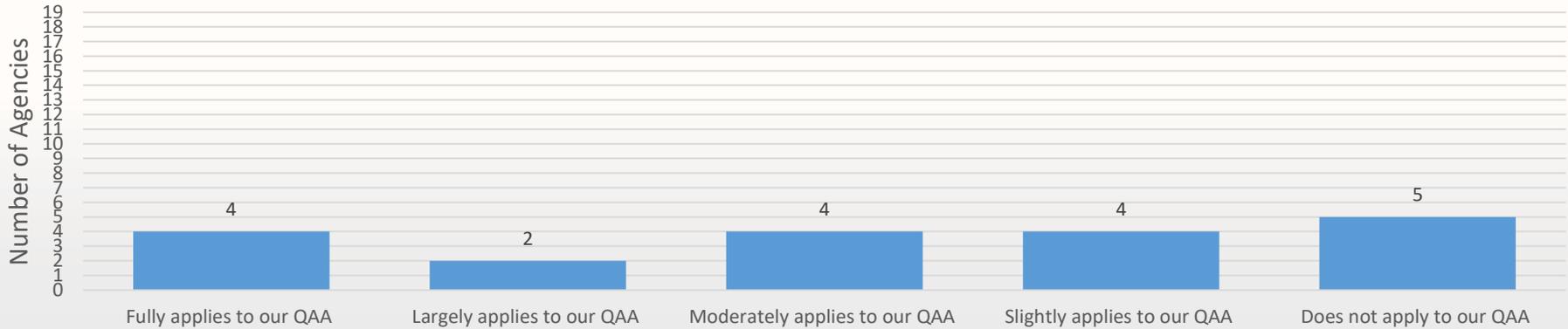
■ Job descriptions



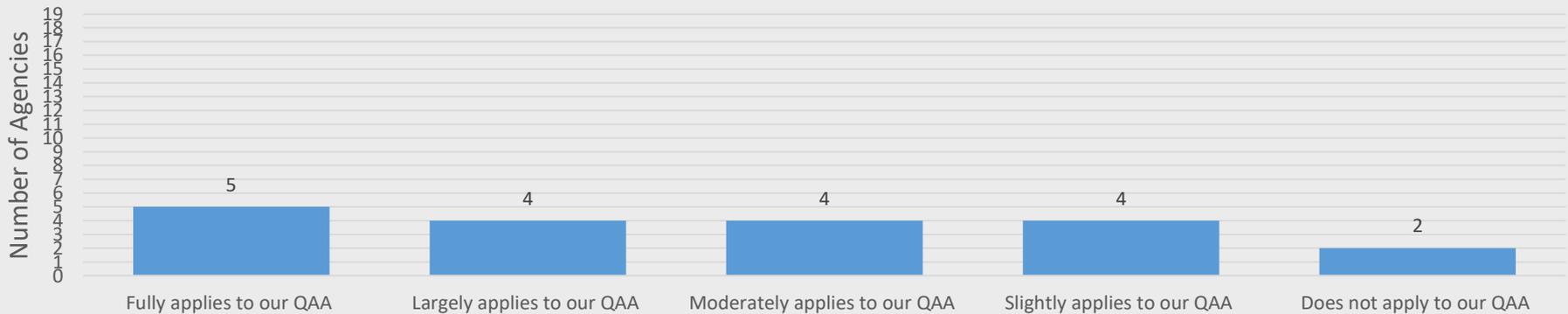


# Staff performance evaluation – KPI, competencies

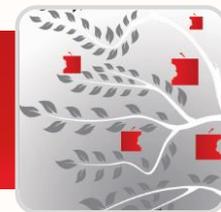
In our QAA, we use key performance indicators (KPI's; results of work activities) in staff performance evaluation



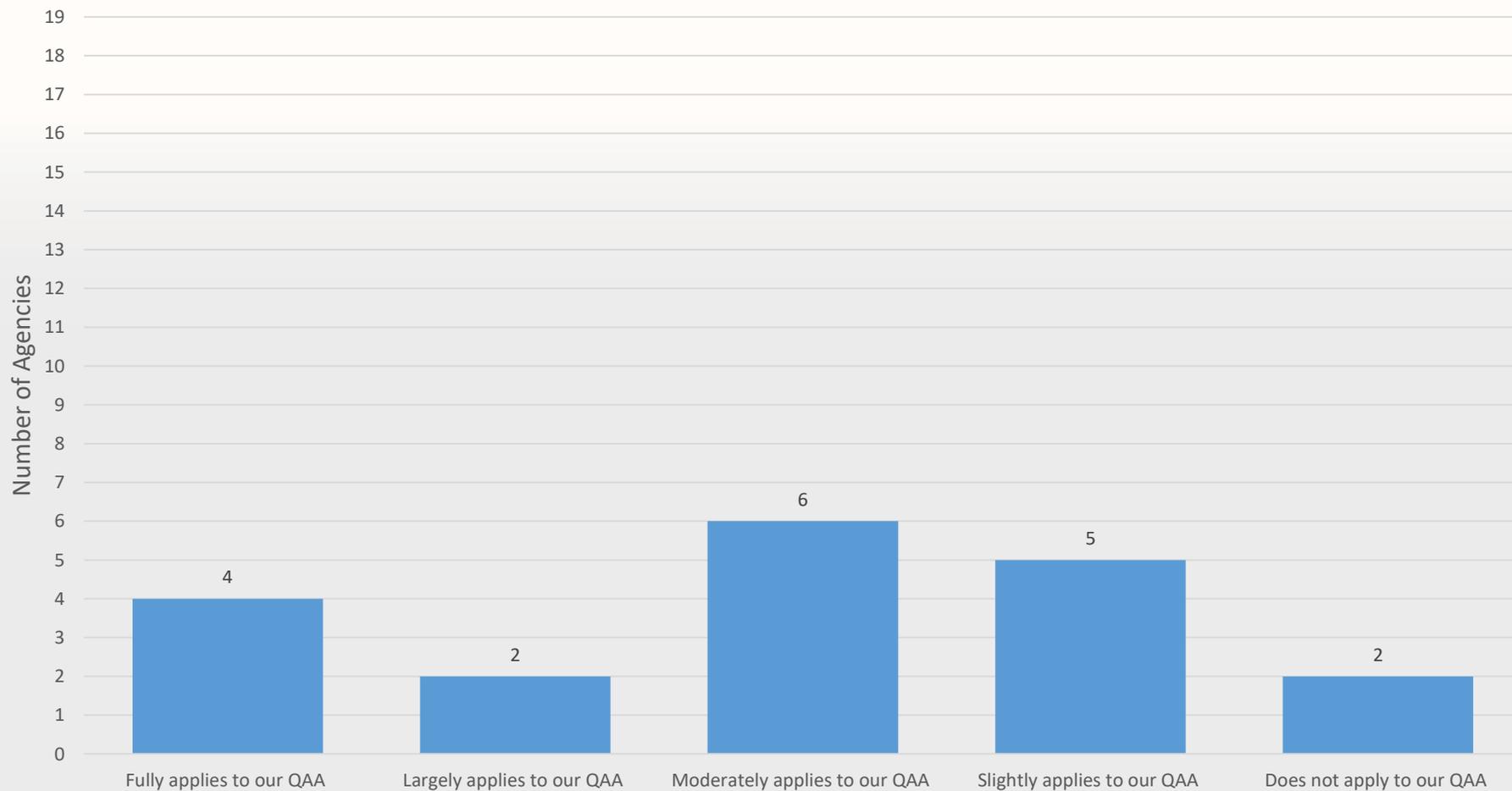
In our QAA, we use the development of required competencies (knowledge, skills, values, attitudes, etc.) in staff performance evaluation.



# Mechanisms for dealing with poor performance



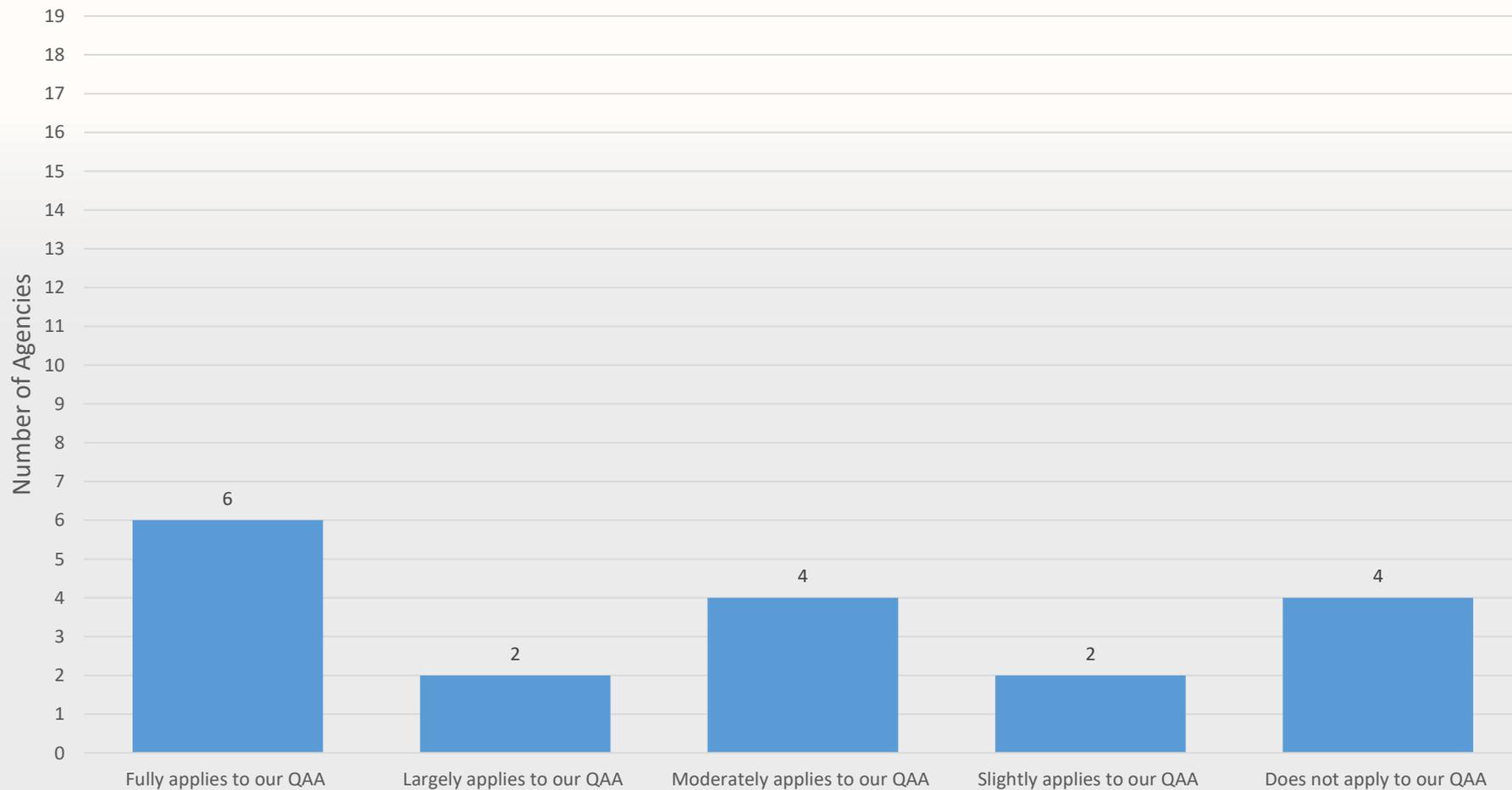
In our QAA, we have developed mechanisms for dealing with poor performance



# Using results & managing change



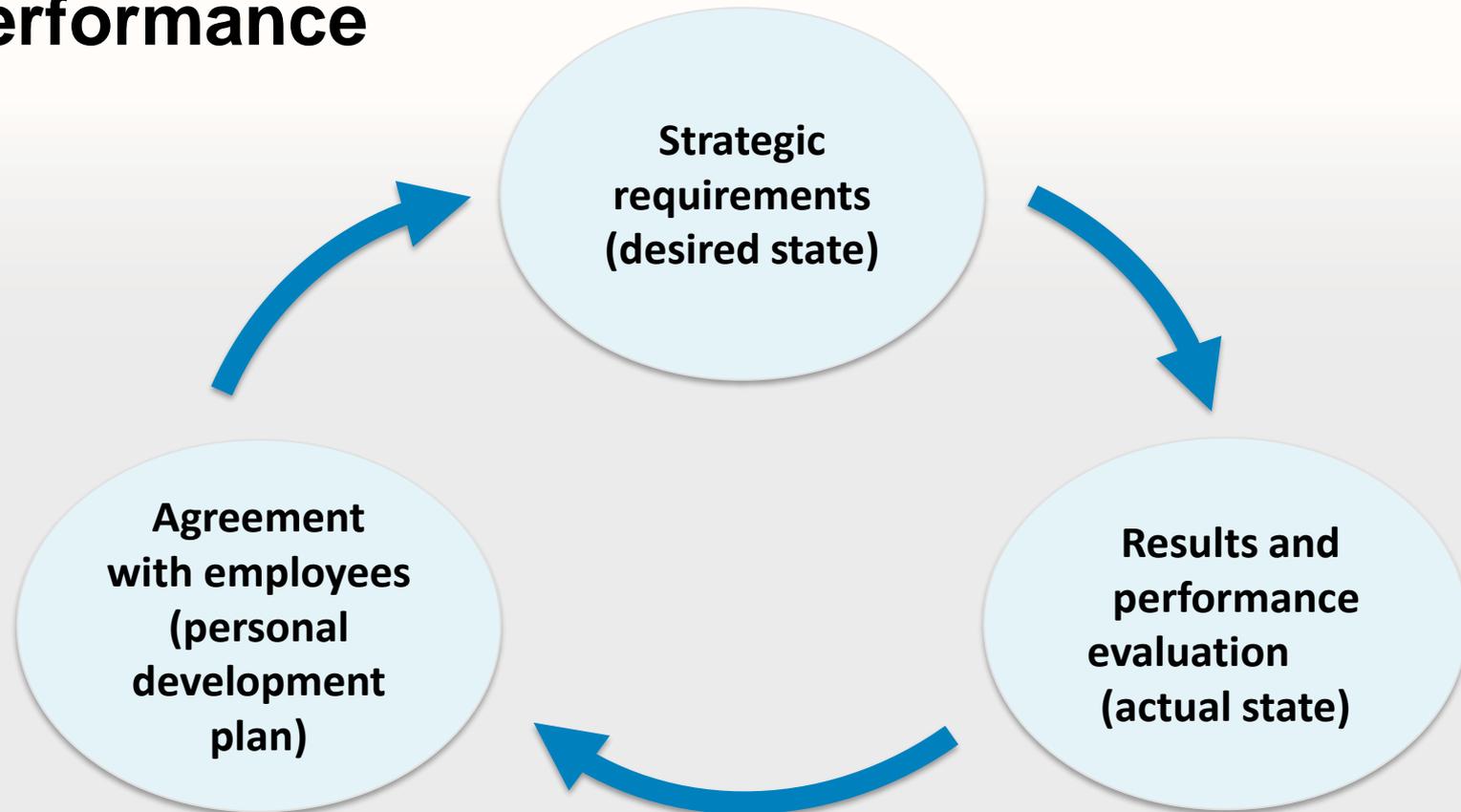
In our QAA, we enhance the performance management system based on employee feedback



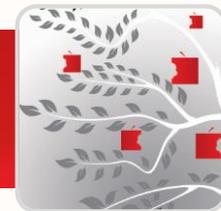
# Training and development



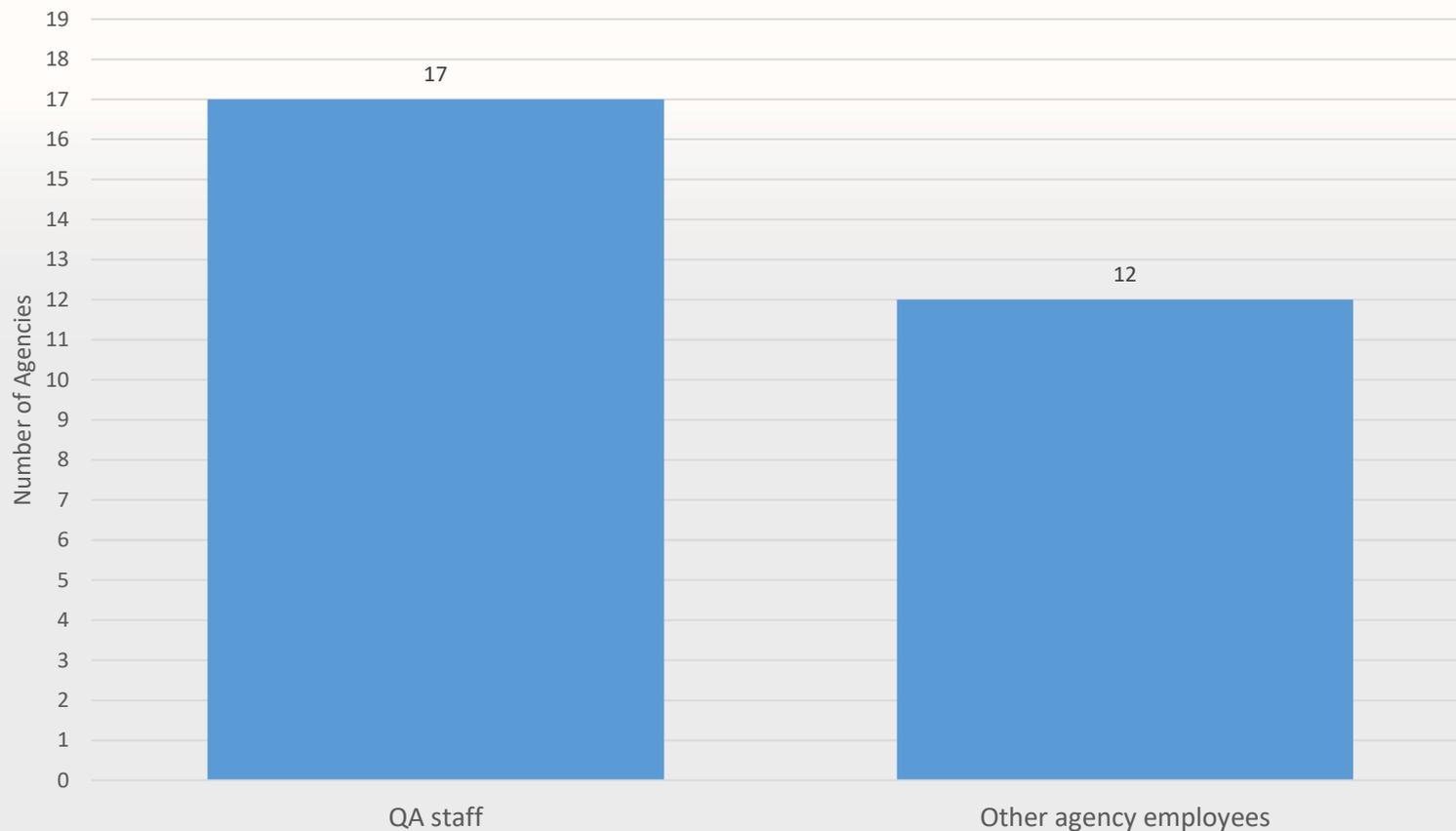
- **Purpose: to improve individual work performance**



# Training and development plan – QA & other staff



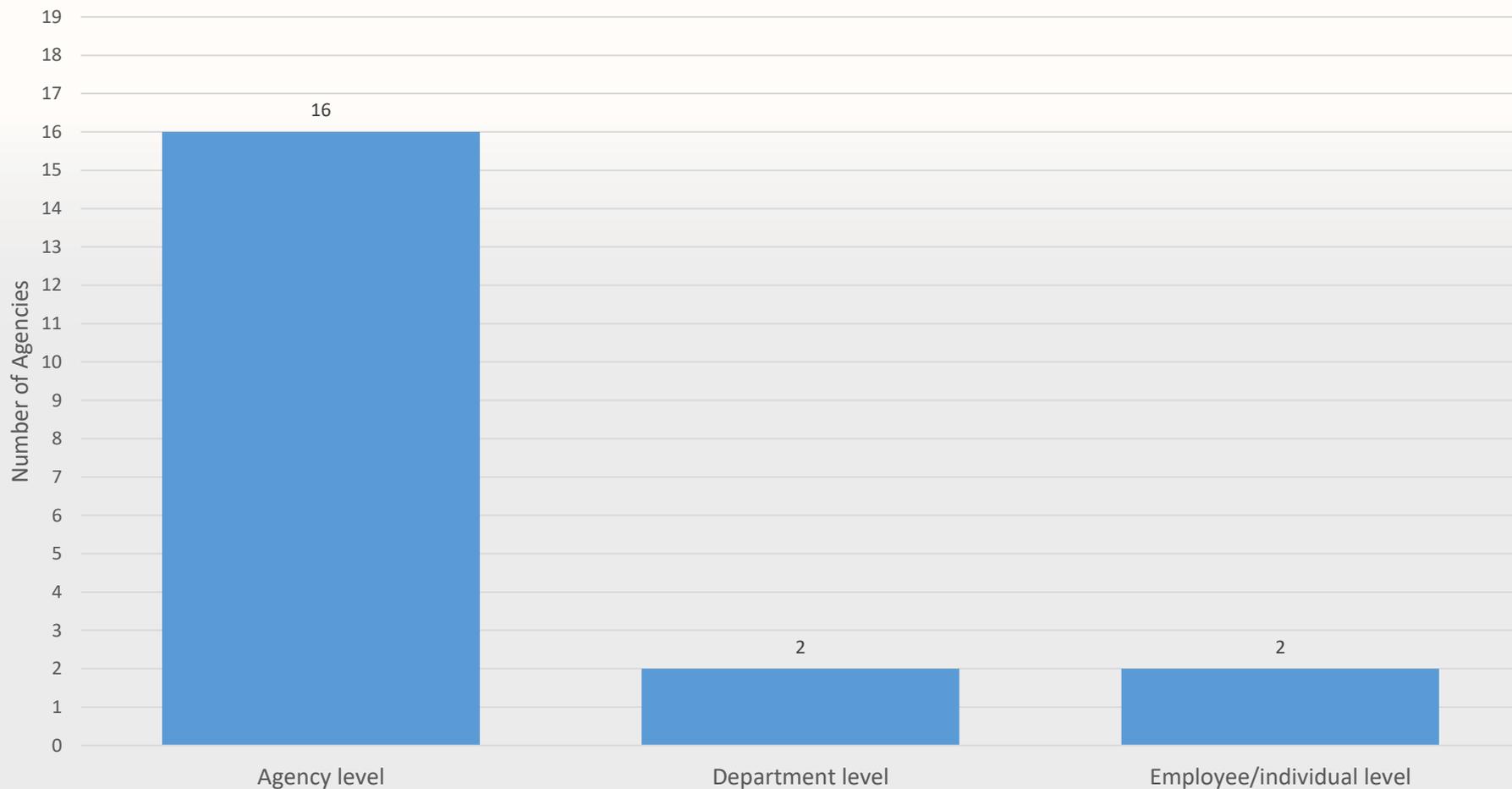
In our QAA, we have a clearly defined training and development plan for



# Allocation of budget for training & development



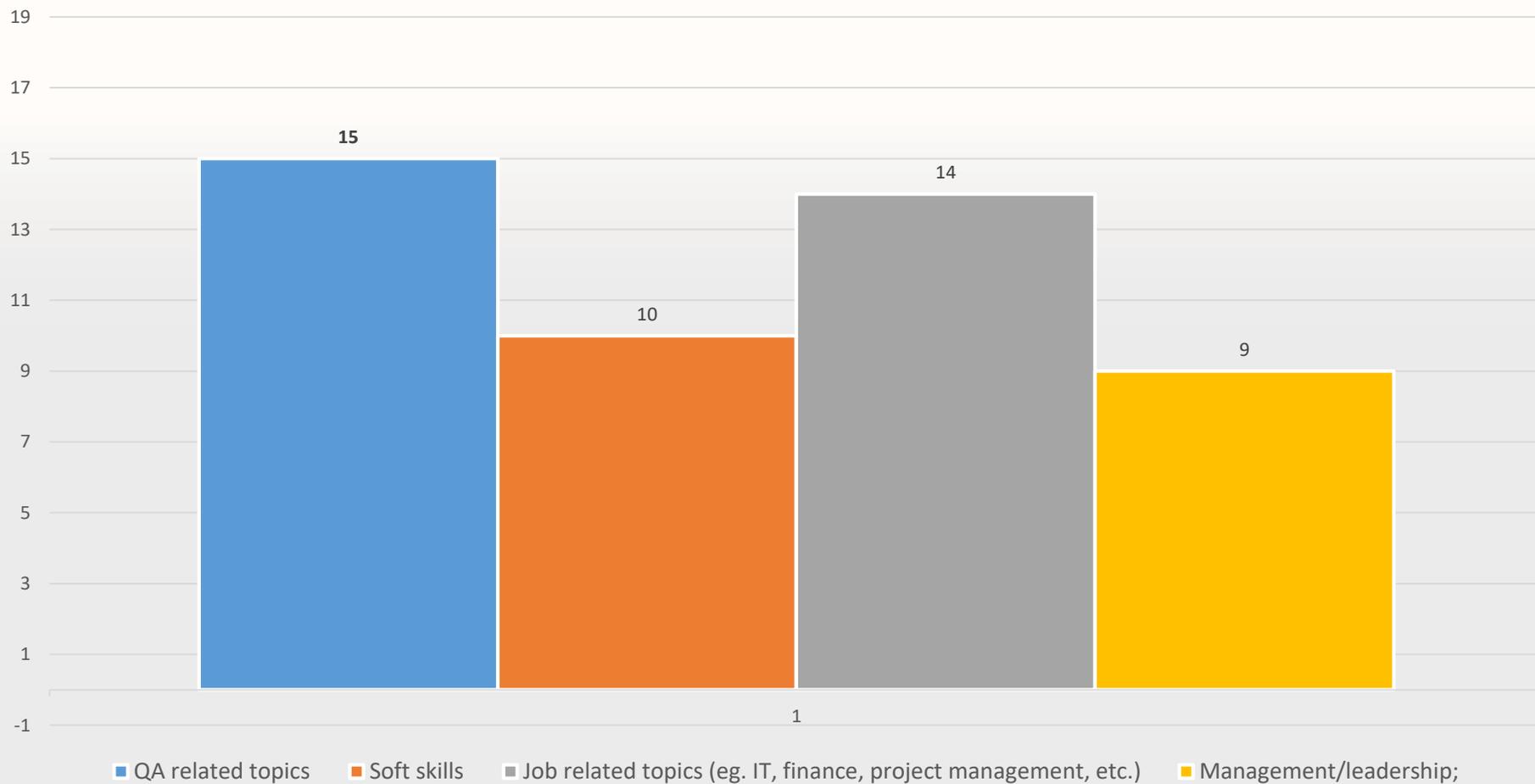
In our QAA, we have an allocated budget for training and development at the



# Training types



In our QAA, we provide training and development programs for upgrading staff competencies in



# Career progression



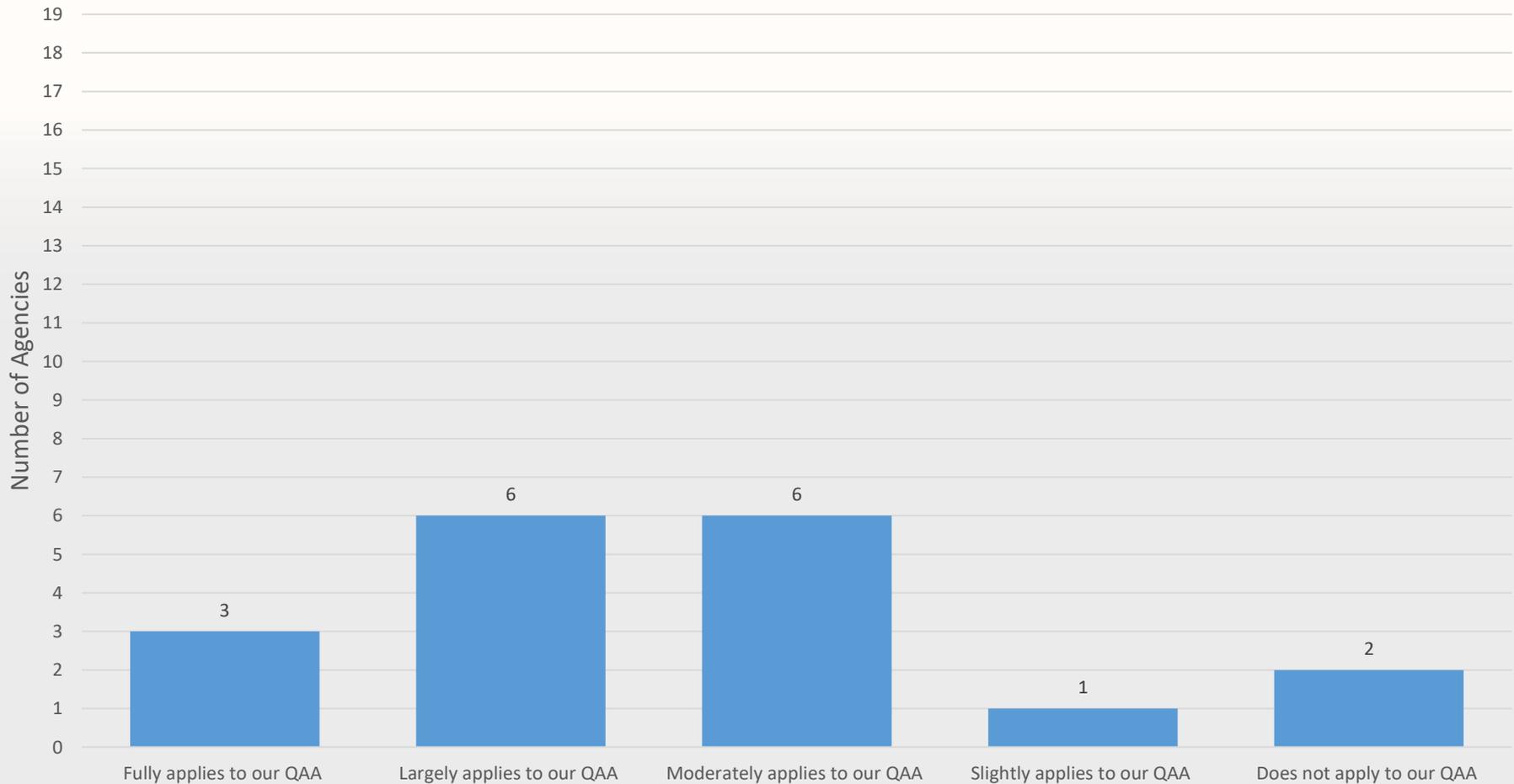
- **Future needs of organisation + ambitions of individuals**
- **Career policy → basic principles of career progression**
- **Advance system: selection and development of**
  - ✓ **prospective employees**
  - ✓ **mentors**
  - ✓ **successors**
  - ✓ **internal trainers or**
  - ✓ **consultants**



# Career progression – employee aspirations



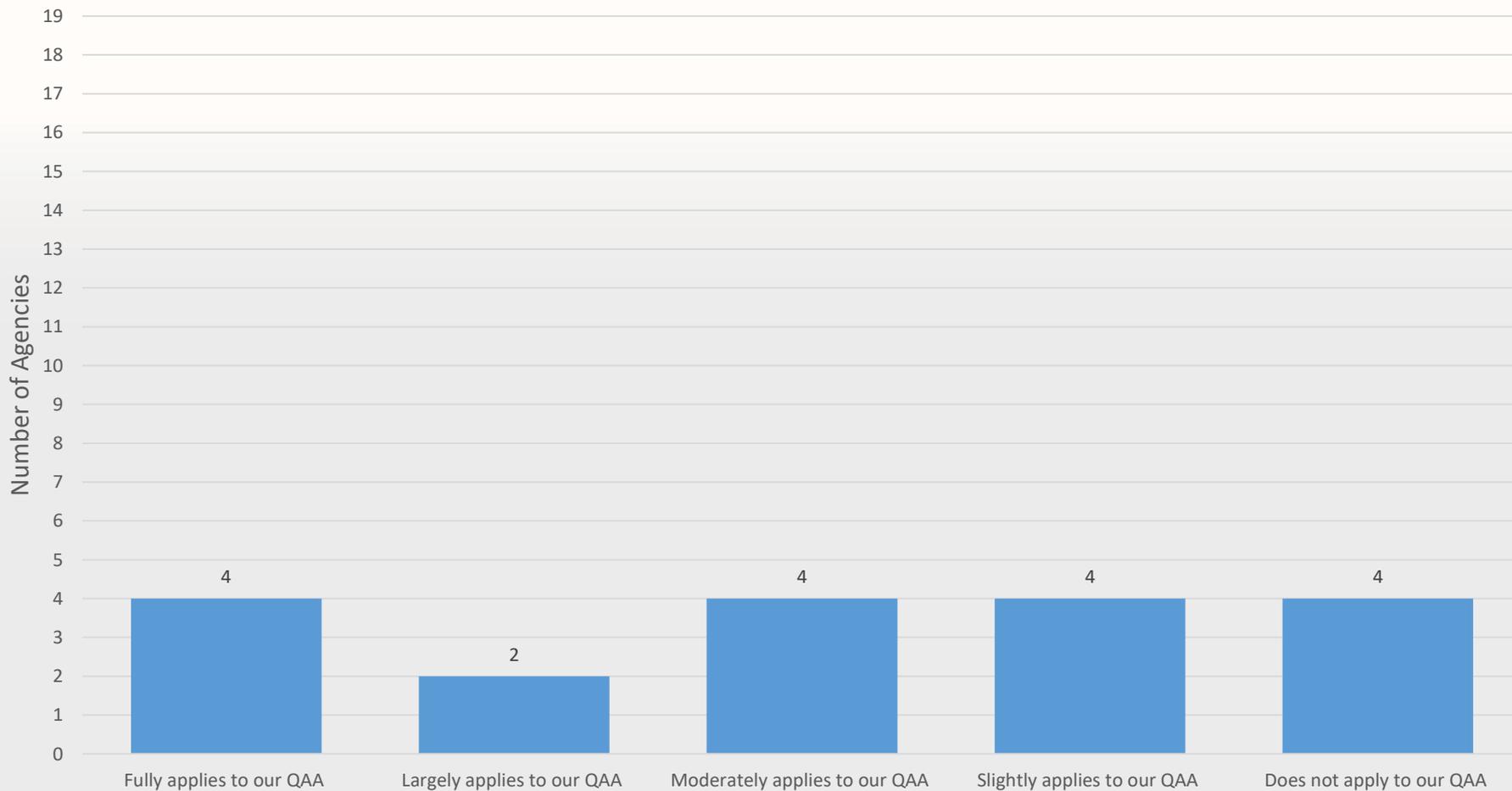
In our QAA, career progression is aligned with employee aspirations



# Pre-defined promotion criteria



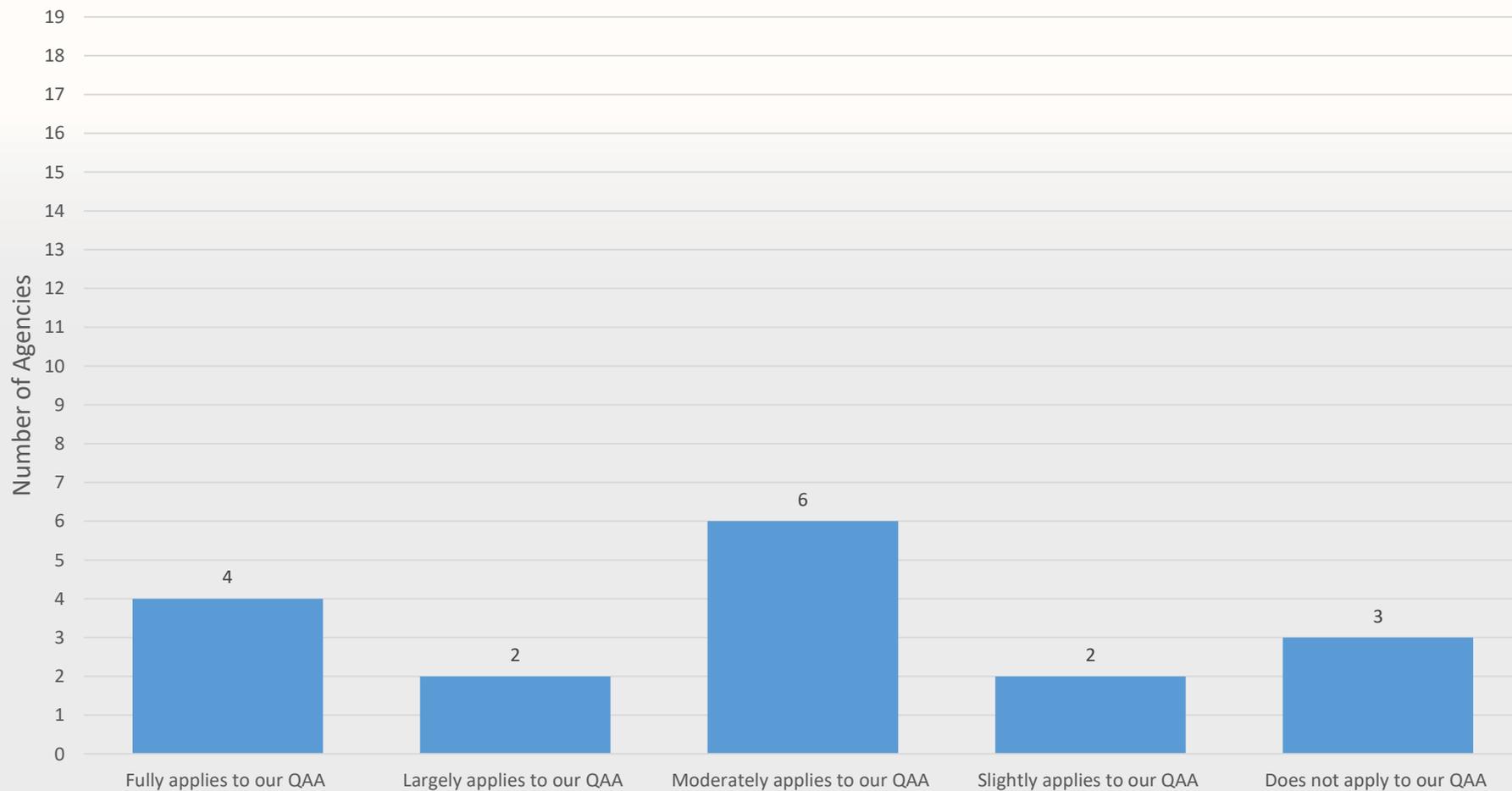
In our QAA, we provide pre-defined promotion criteria for all employees



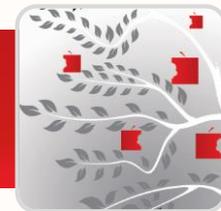
# Performance evaluation results - career progression



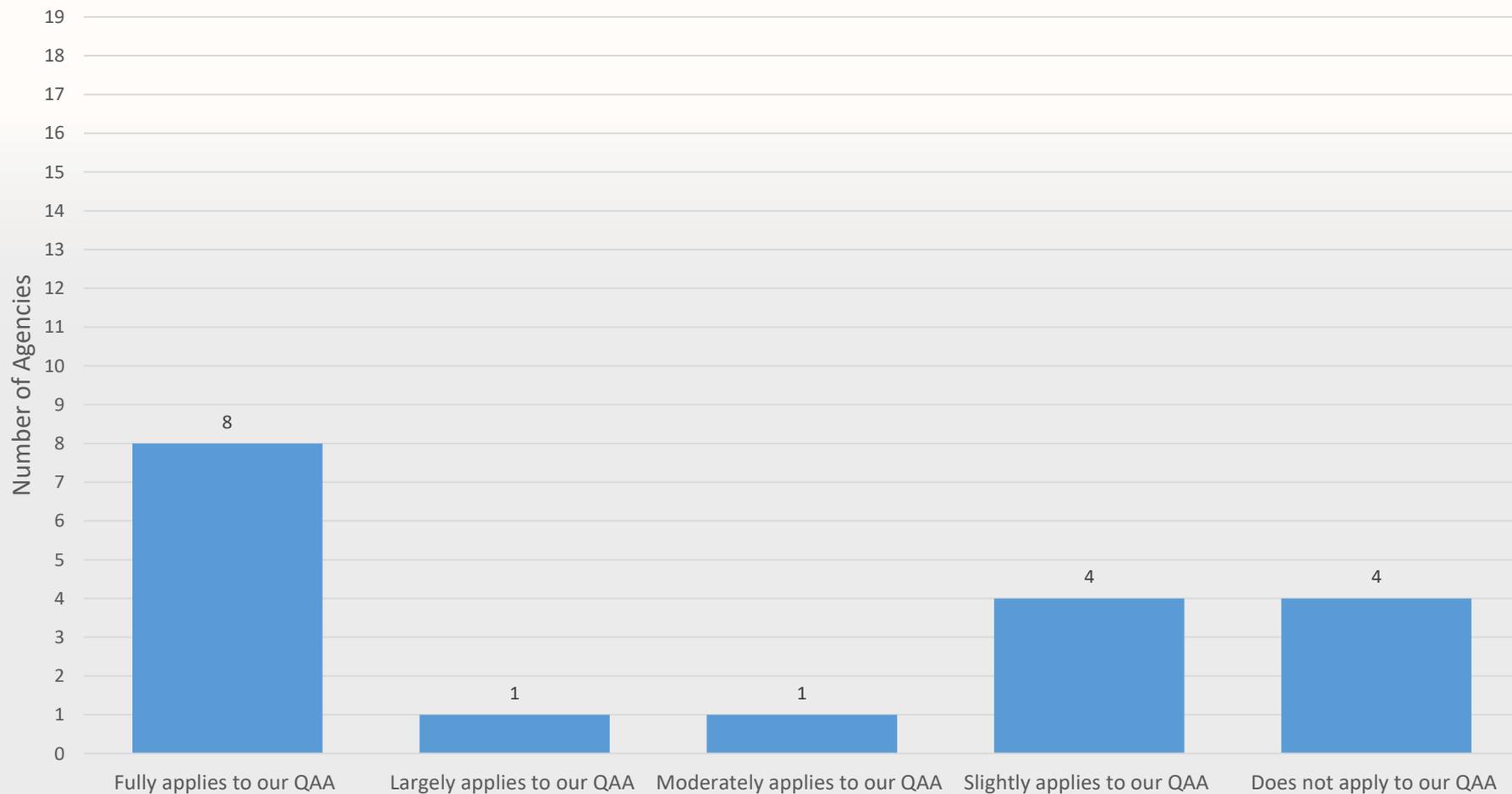
In our QAA, good performance evaluation results lead to career progression for all employees



# Mentoring & career progression



In our QAA, we provide mentoring to assist in career progression for early career QA officers



# Pay and benefits



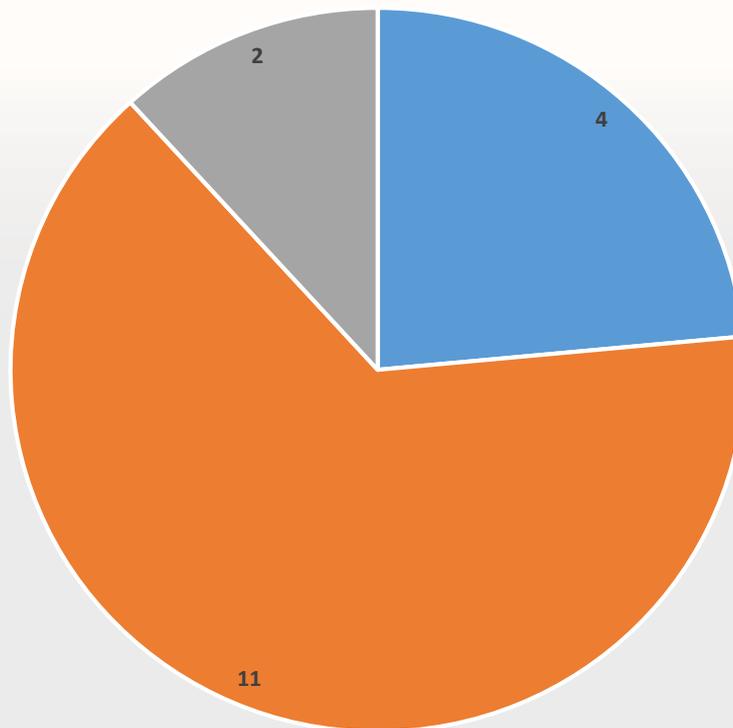
- **Motivating for efficient work**
- **Support personal development**
- **Material and non-material part**
- **Basic salary + incentive for extra effort, work performance or progress, encourage staff loyalty**



# Regulation of pay and benefits



In our QAA, pay and benefits are regulated by



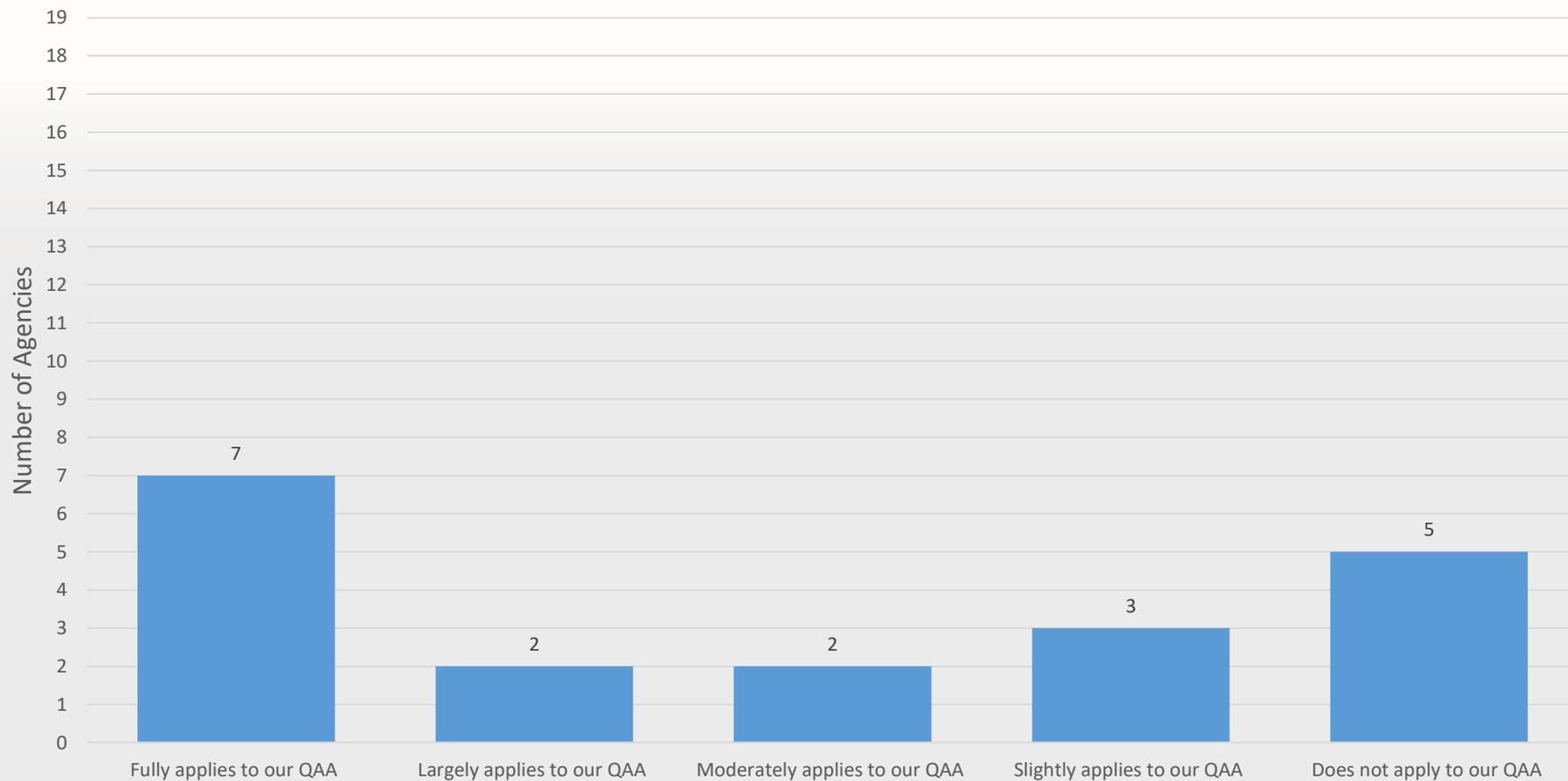
■ Institutional agreement   ■ National legislation   ■ Collective agreement



# Autonomy in budget allocation



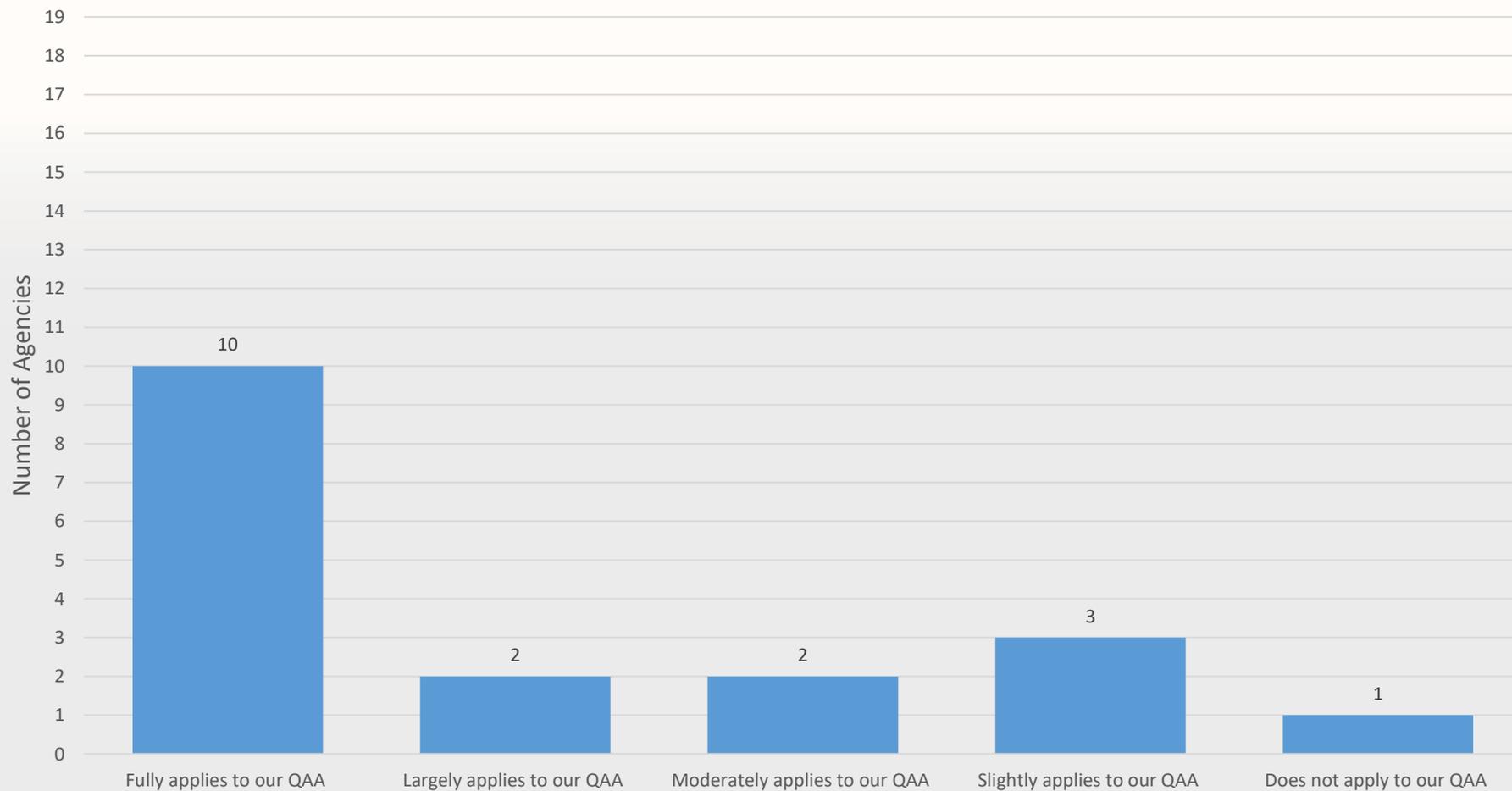
In our QAA, we have autonomy in allocating the budget for new job positions in accordance with our strategic goals



# Transparent pay and benefits system



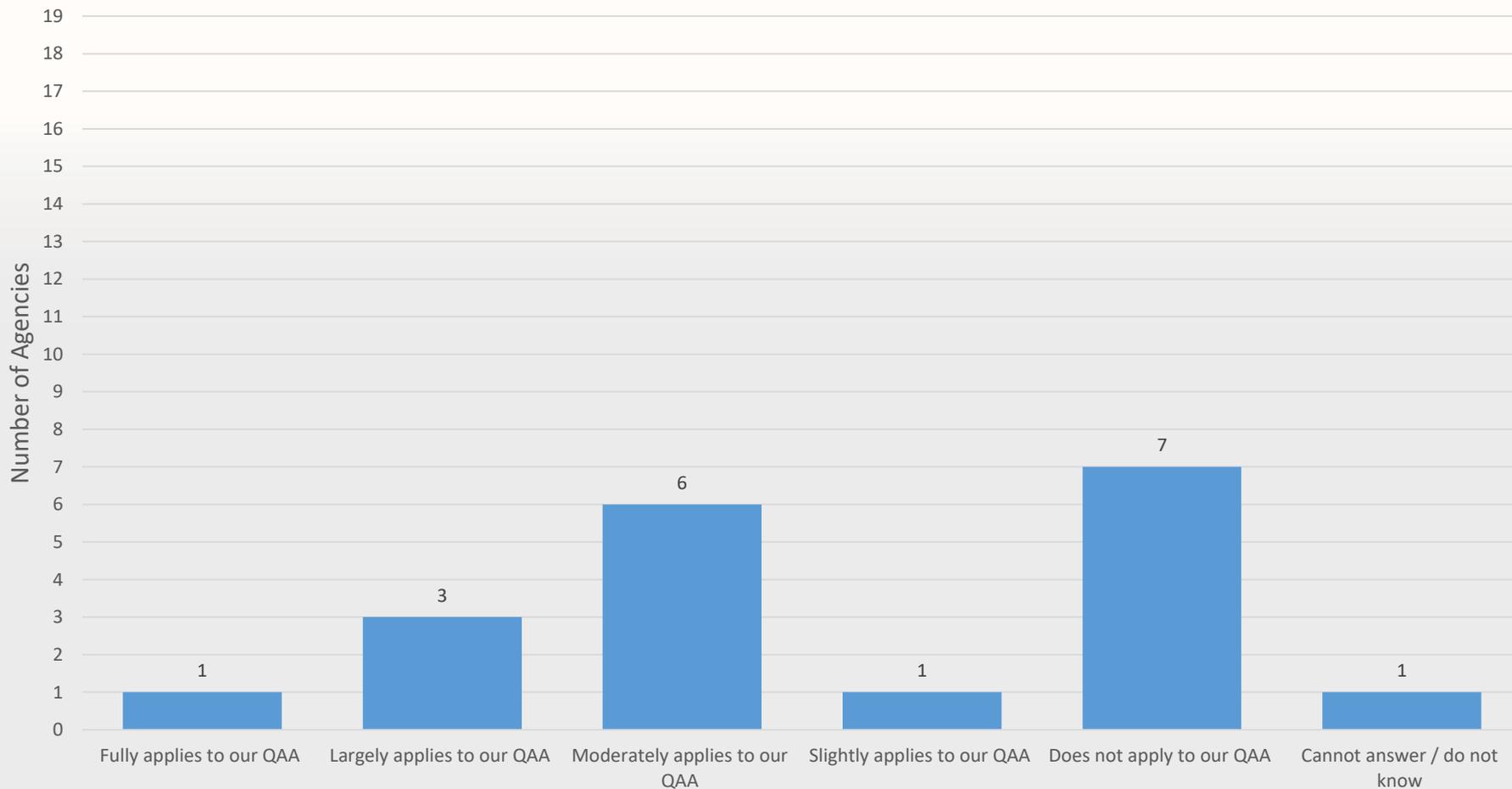
In our QAA, the pay and benefits system is transparent



# Who decides on changes in pay and benefits?



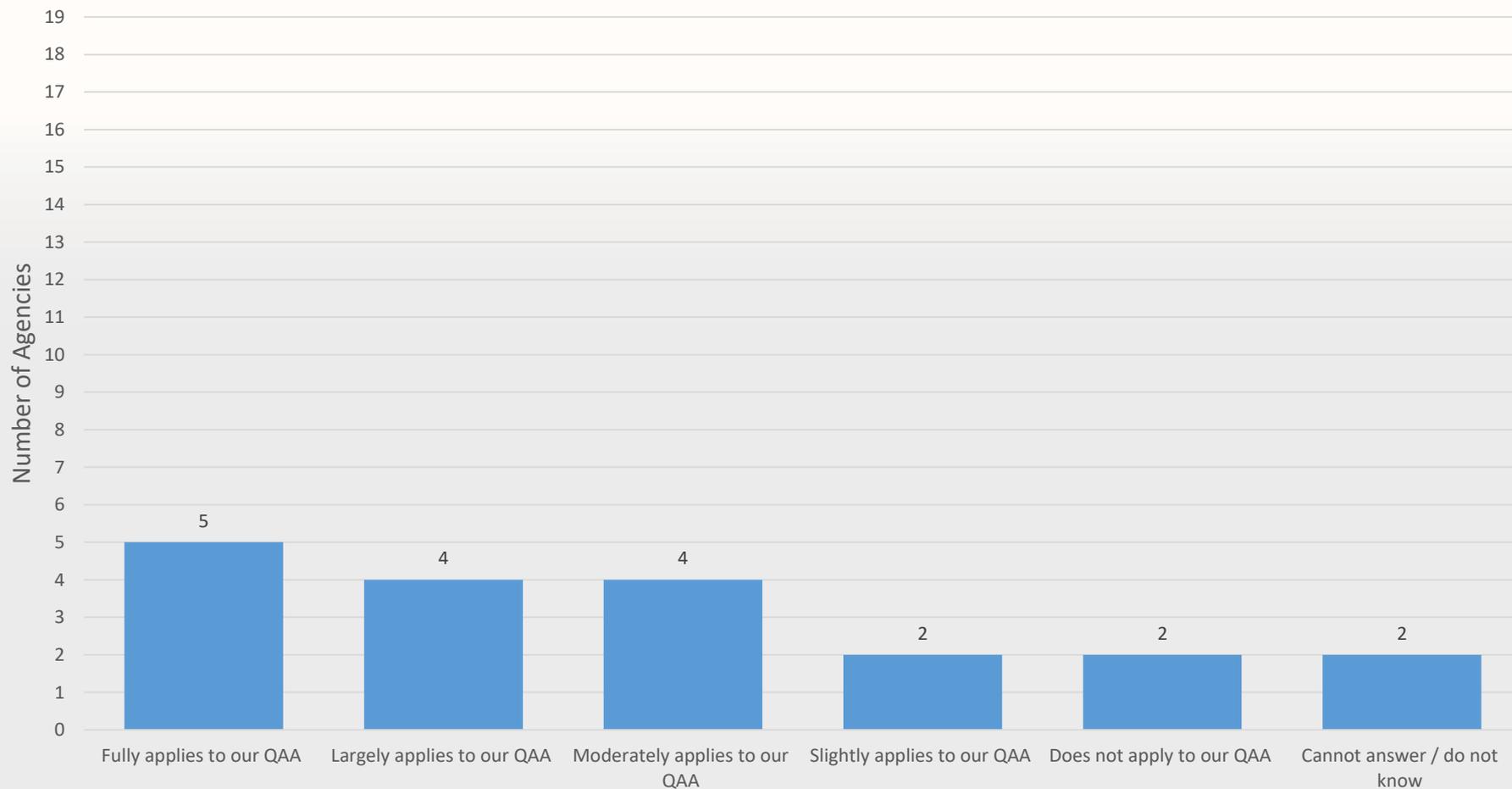
In our QAA, managers can decide on changes in pay and benefits for employees in their units



# Link between rewards and individual work results



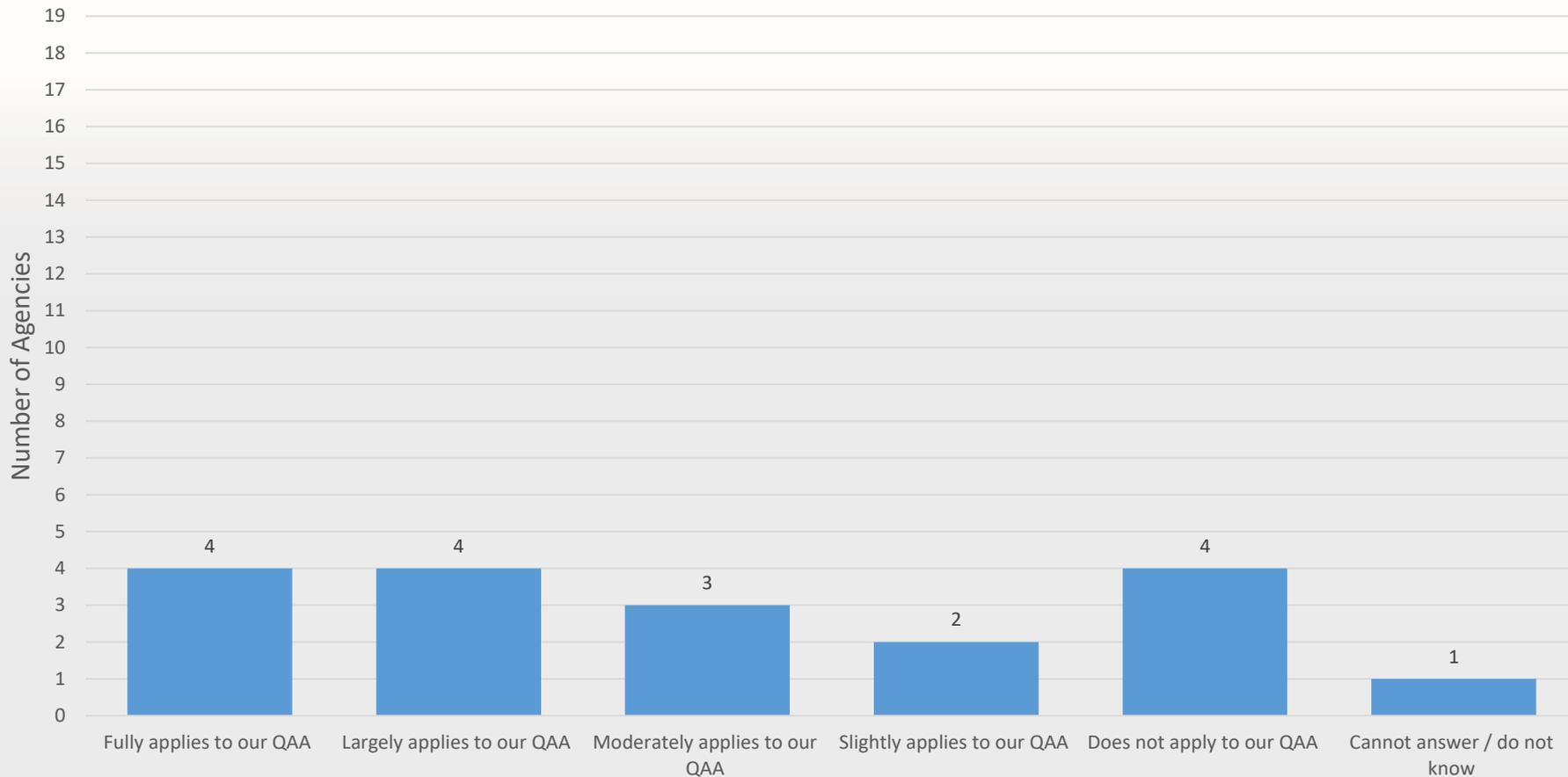
In our QAA, rewards are clearly connected to individual work results and contribution



# Employee feedback on pay and benefit system is regularly collected



In our QAA, we ask employees about their opinion and satisfaction with the implemented pay and benefits system



# HR analyses and reporting



Prepare and distribute information on HR

Monitor and improve process of managing people in organisation

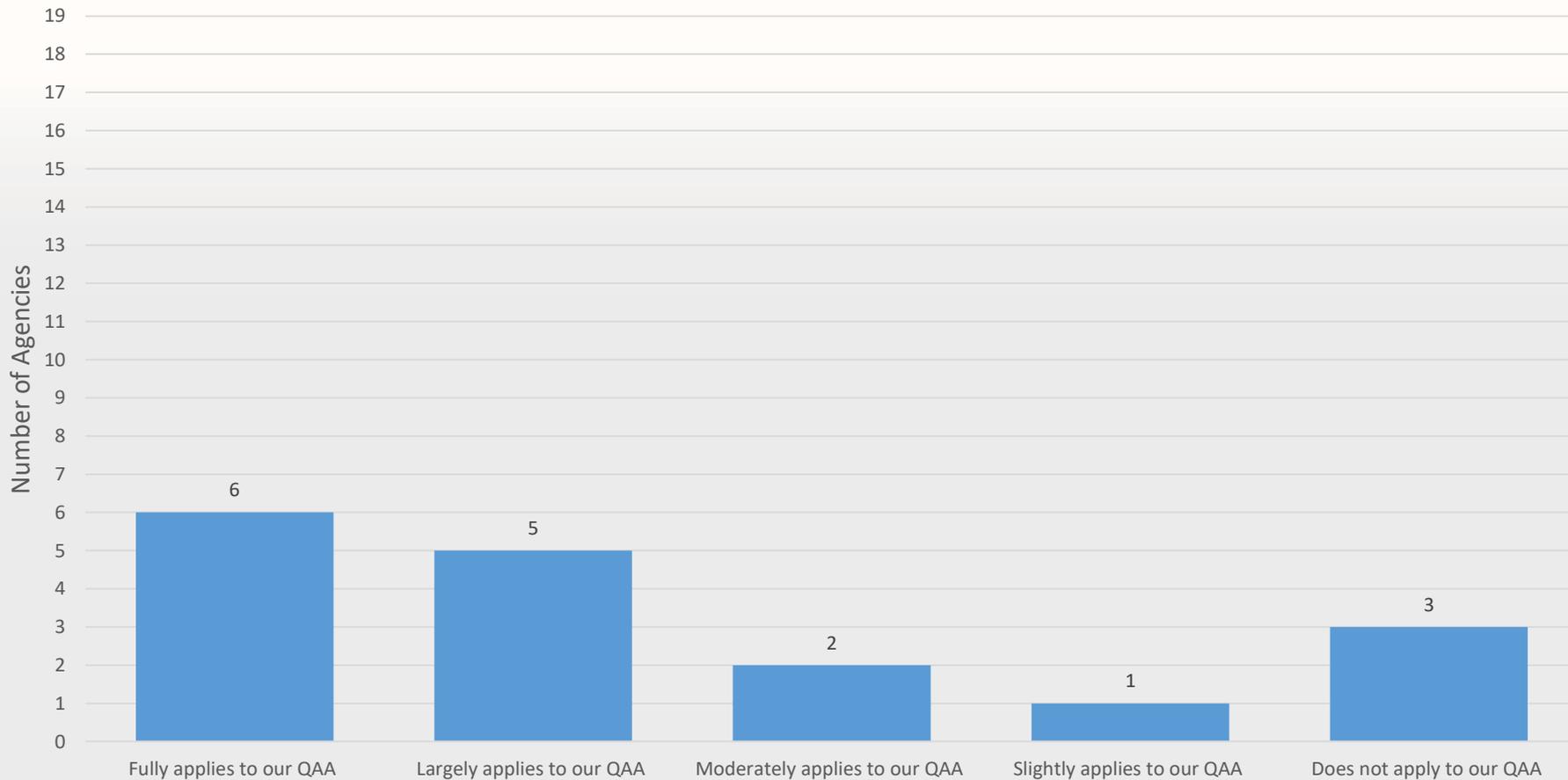
Development of HR



# HR analyses and reports are connected to institutional strategic goals and action plans



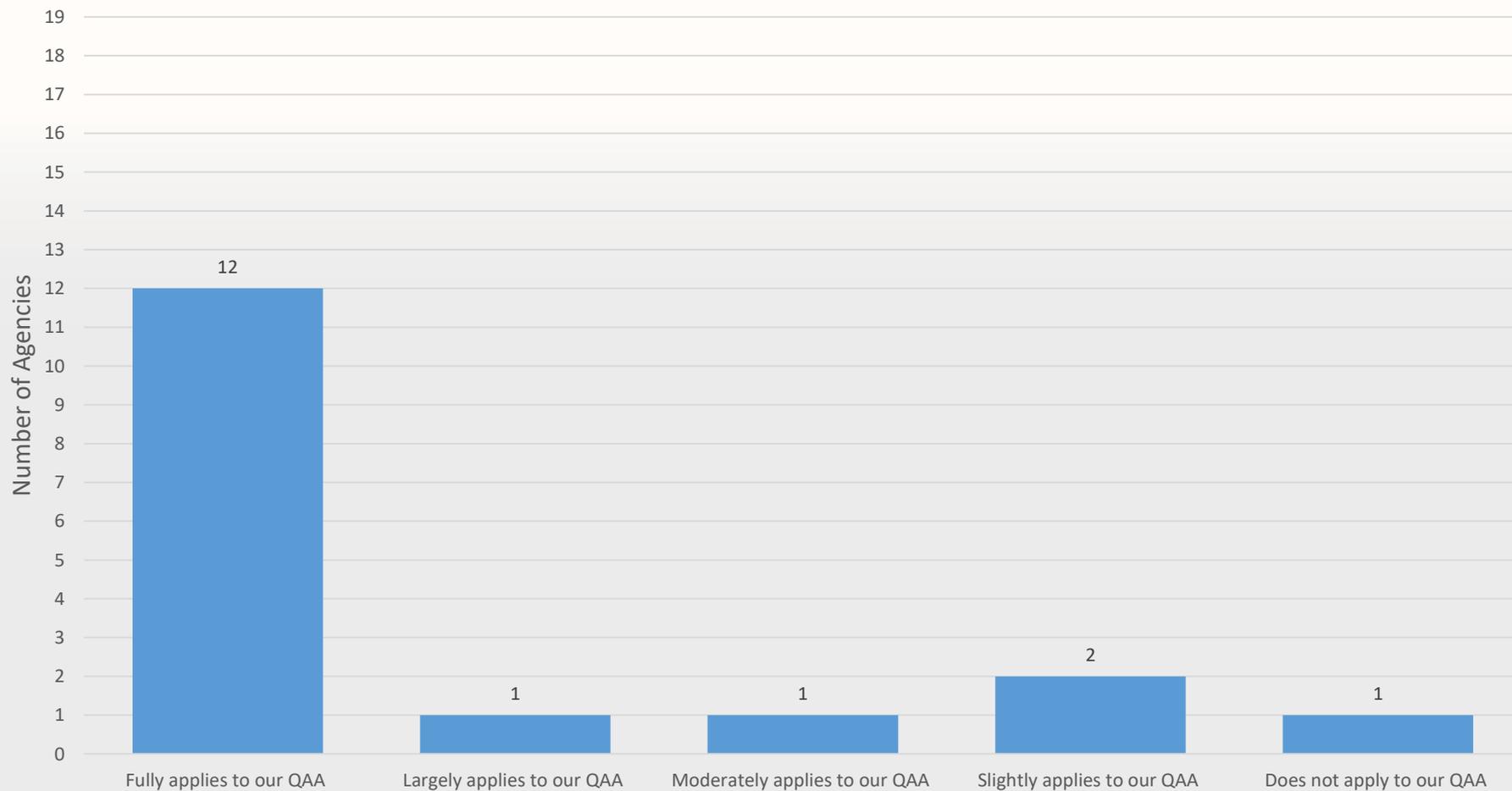
In our QAA, HR analyses and reports are connected to institutional strategic goals and action plans



# HR reports as part of overall reporting system



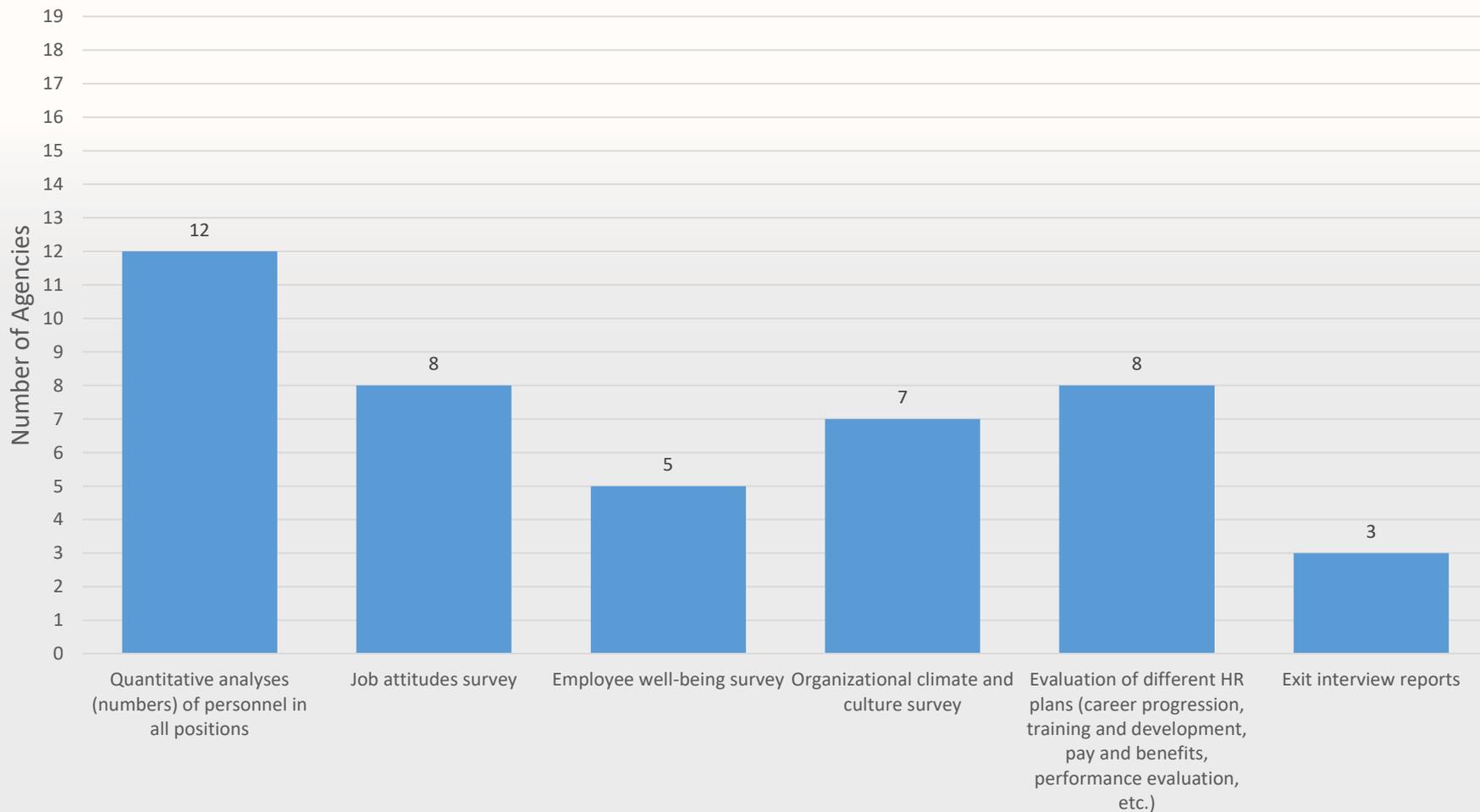
In our QAA, HR reports are an integral part of our reporting system



# Employee feedback



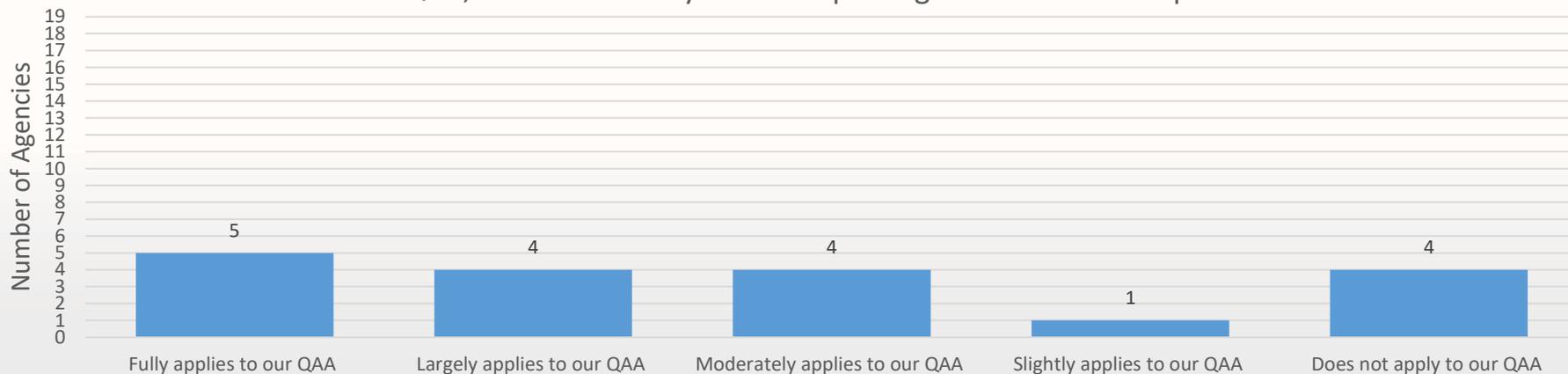
In our QAA, we regularly conduct



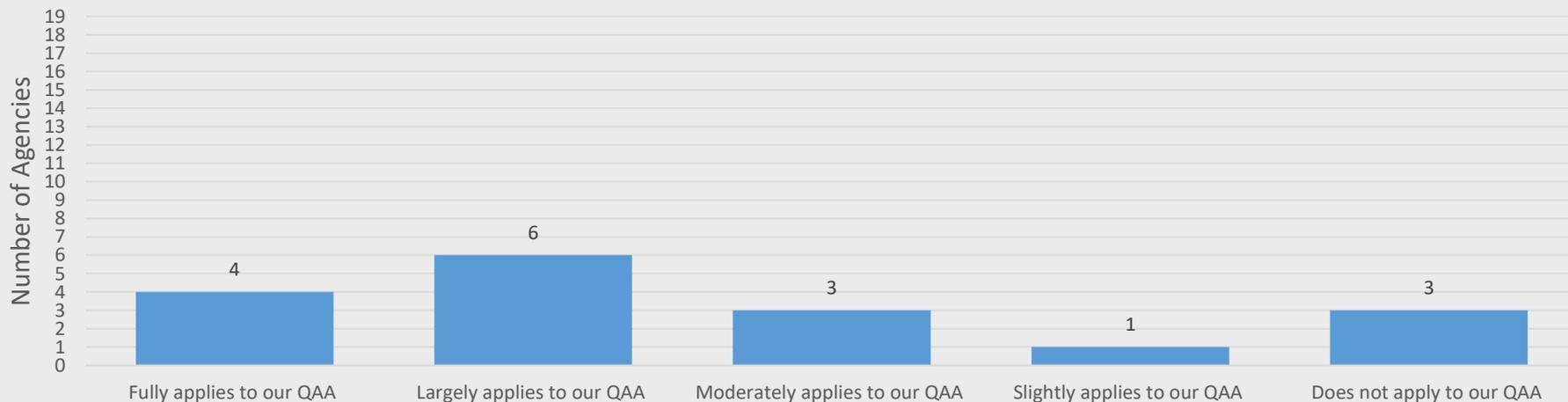
# HR analyses as tool for further enhancements



In our QAA, we use HR analyses and reporting for our HR development



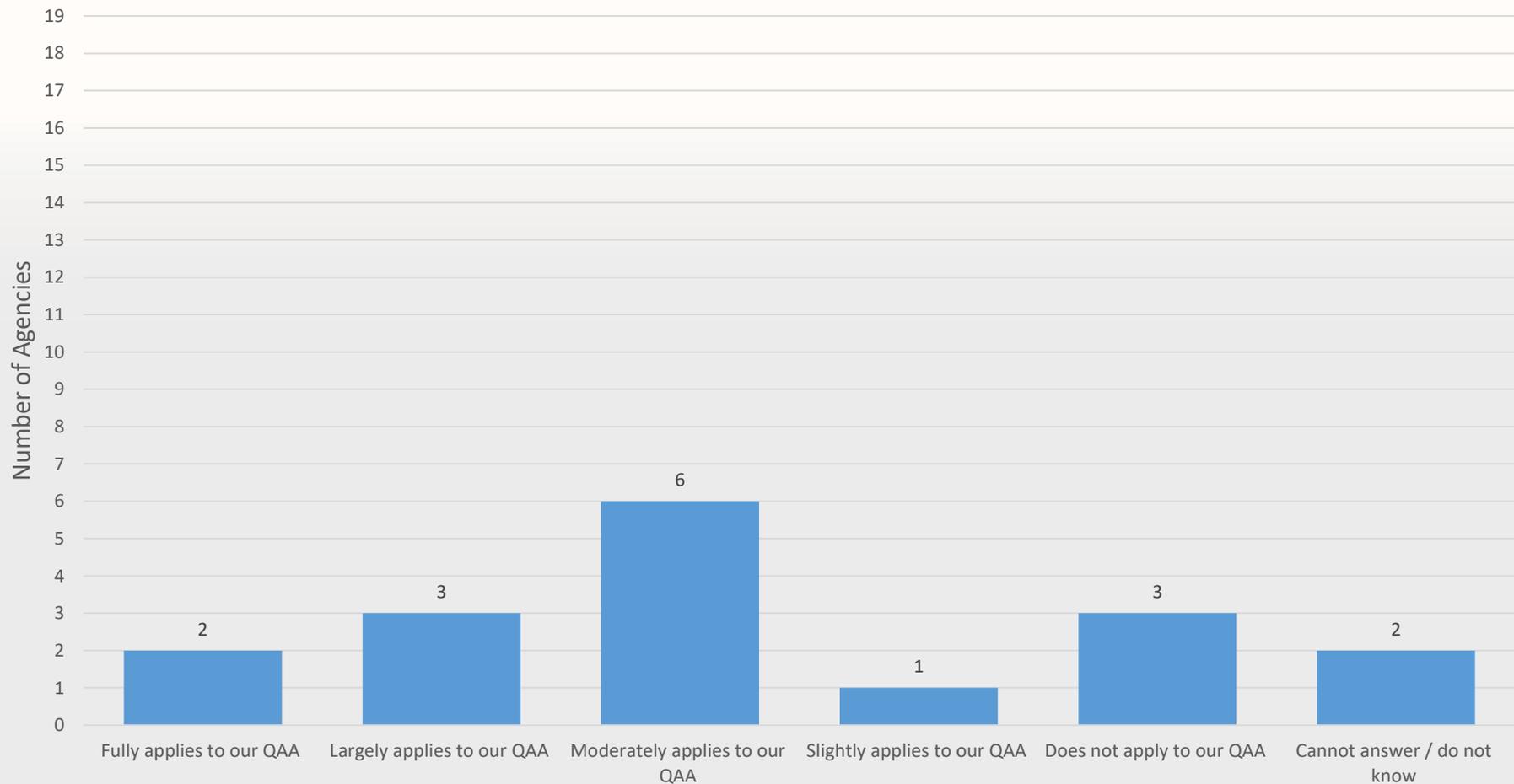
In our QAA, we use HR analyses and reporting to develop our institutional strategy



# Retention policies



In our QAA, we have employee retention policies (for reducing staff turnover)





Depend on the context of the organisation:

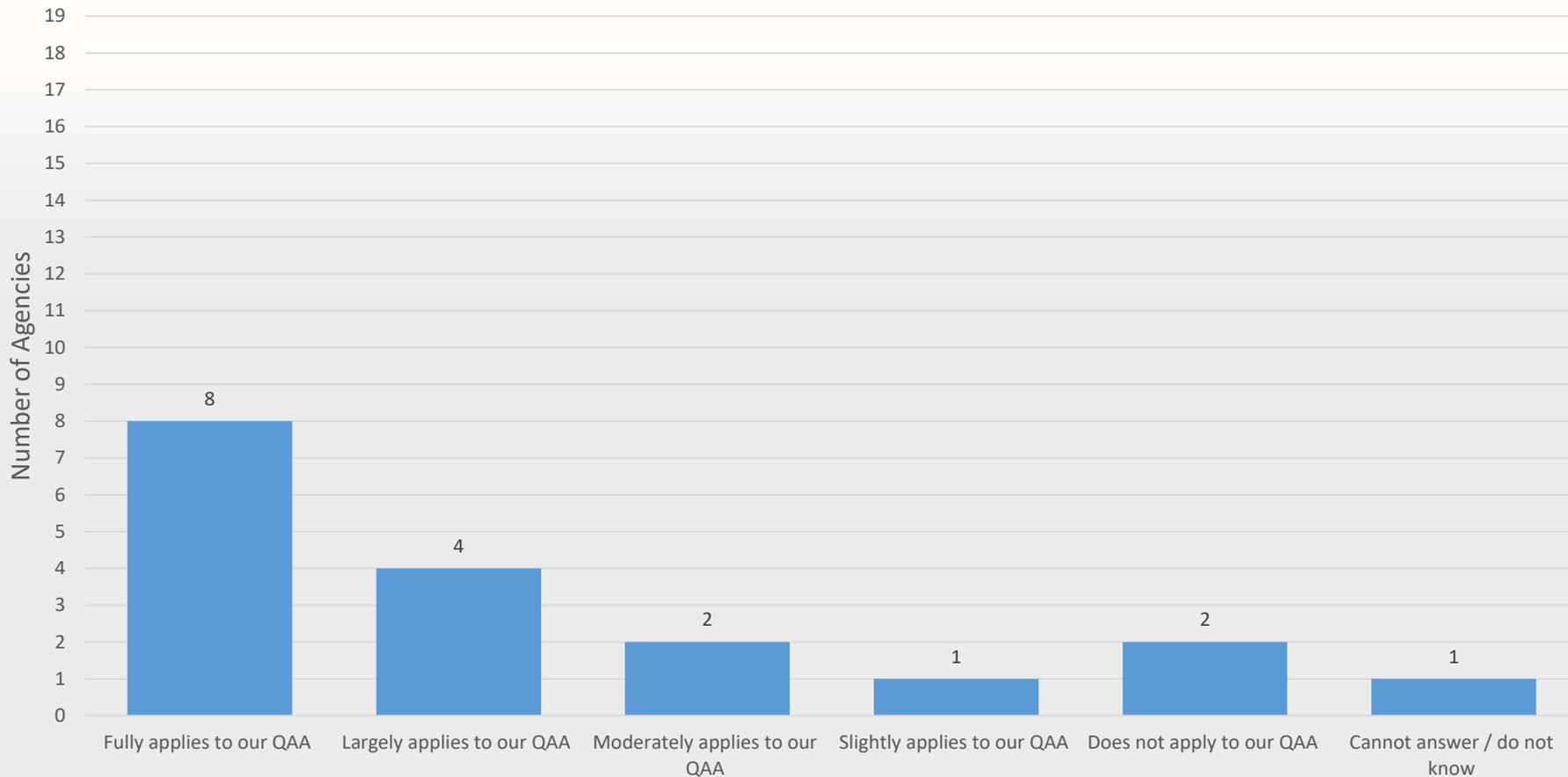
- Social standards of employees
- Work and personal life balance
- Stress at work
- Discrimination
- Abuse of alcohol and drugs in the workplace...



# Employee well-being



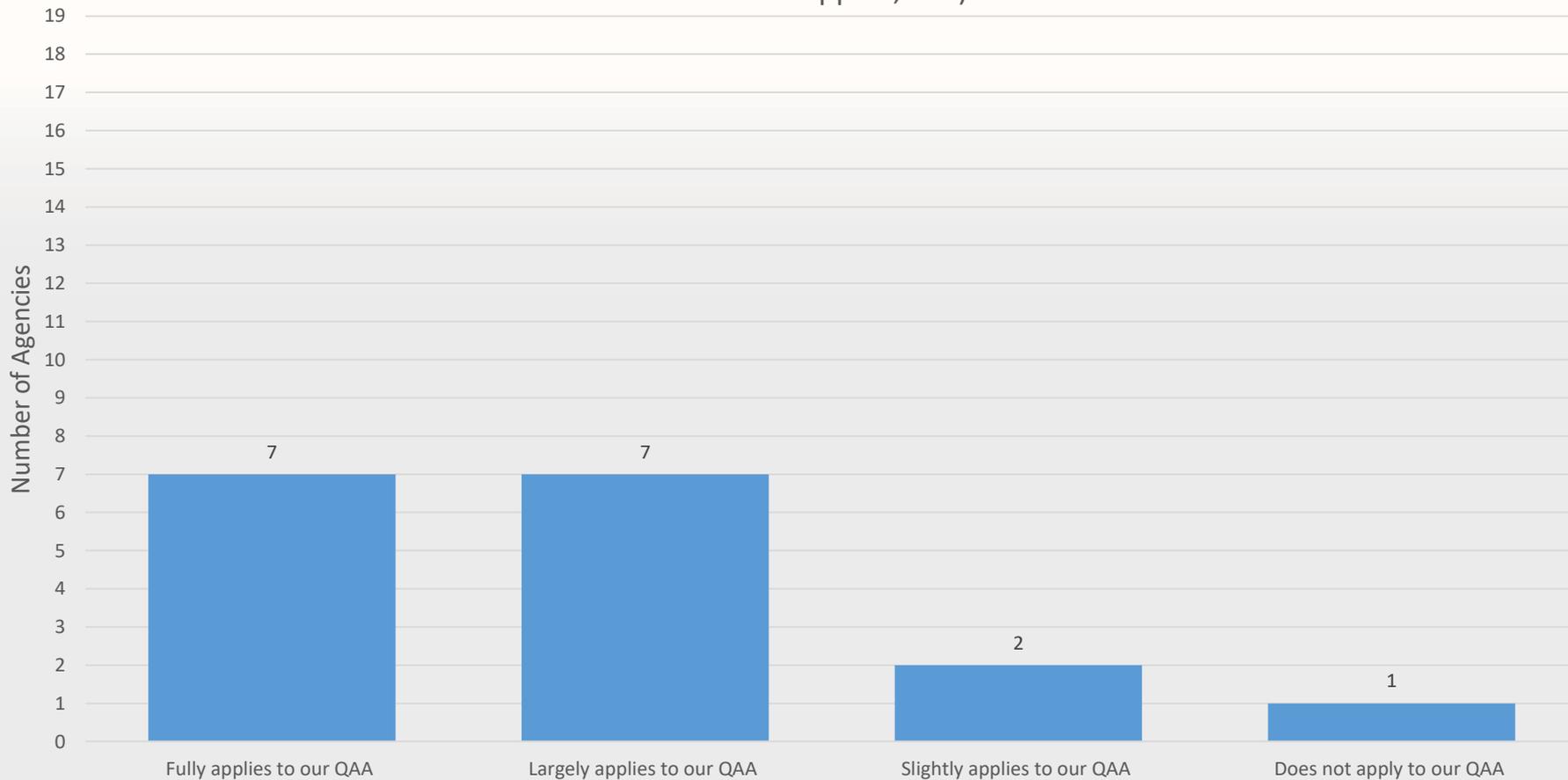
In our QAA, we have implemented processes that enhance the health, safety and well-being of our employees above the legal minimum



# Work-life balance



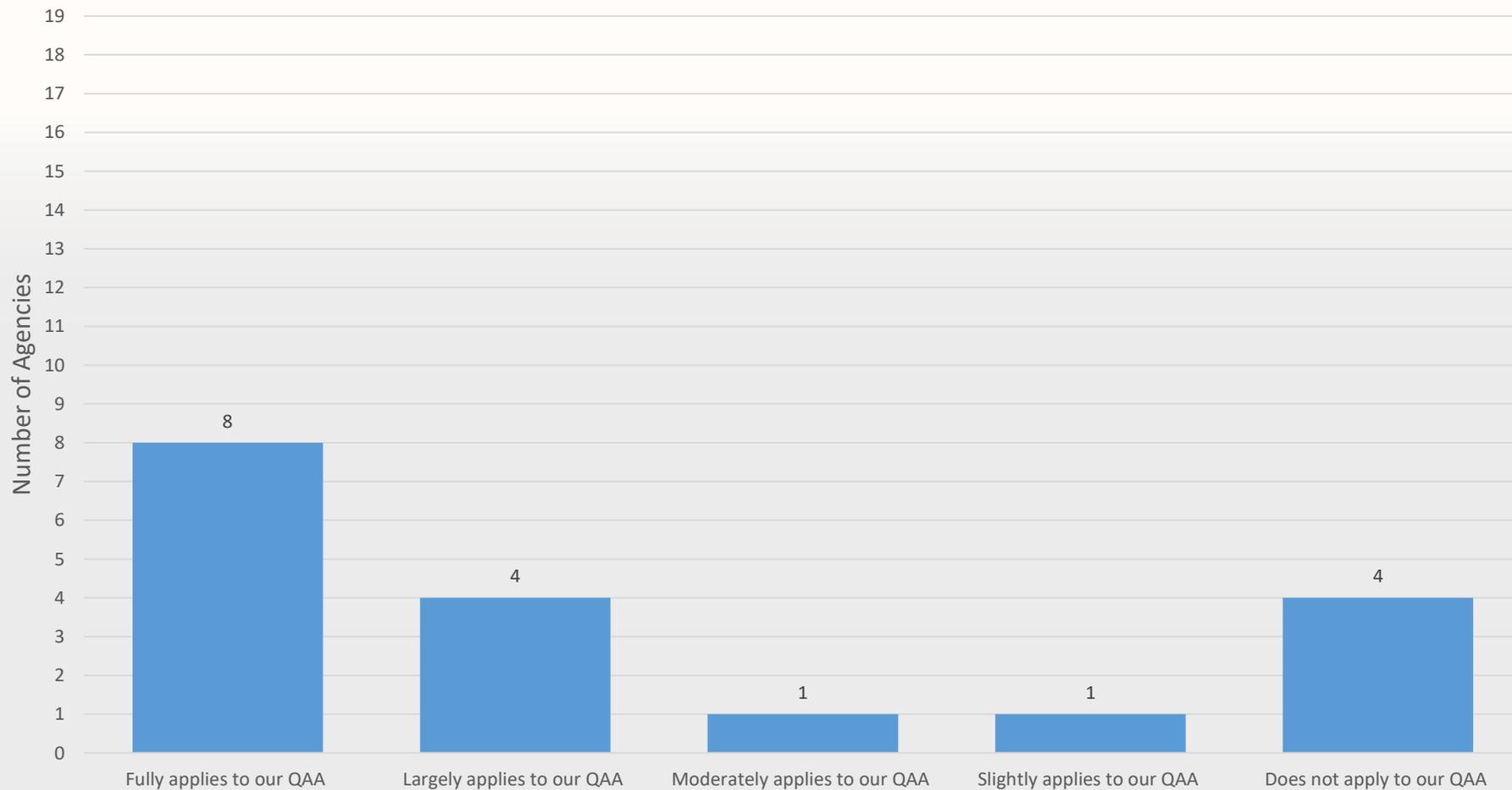
In our QAA, we have HR practices that address the work-life balance (flexible working hours, double career support, etc.)



# Flexible approaches



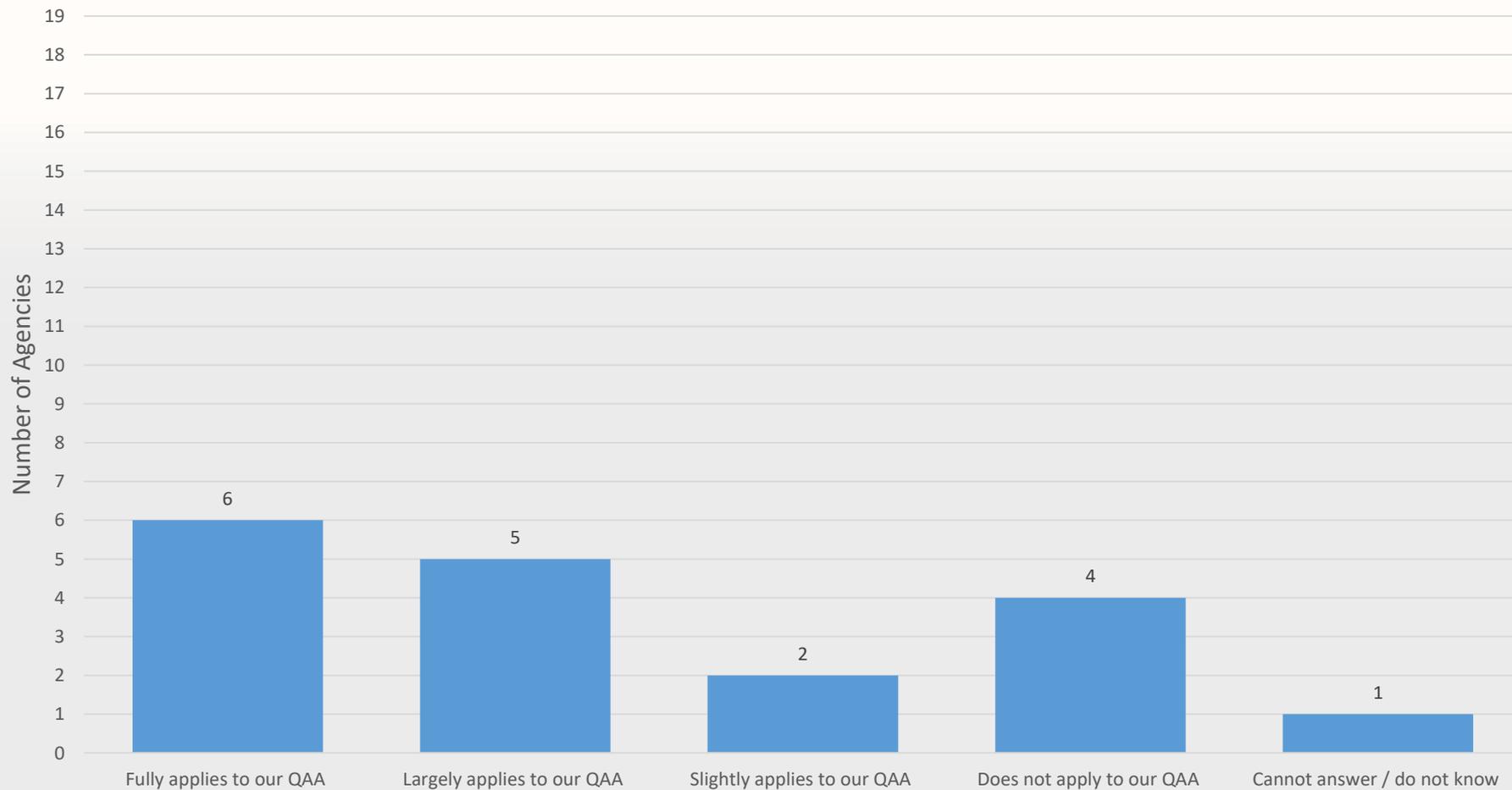
In our QAA, we have a flexible approach to working hours and place of work (work from home)



# Diversity policy



In our QAA, we have implemented a diversity policy





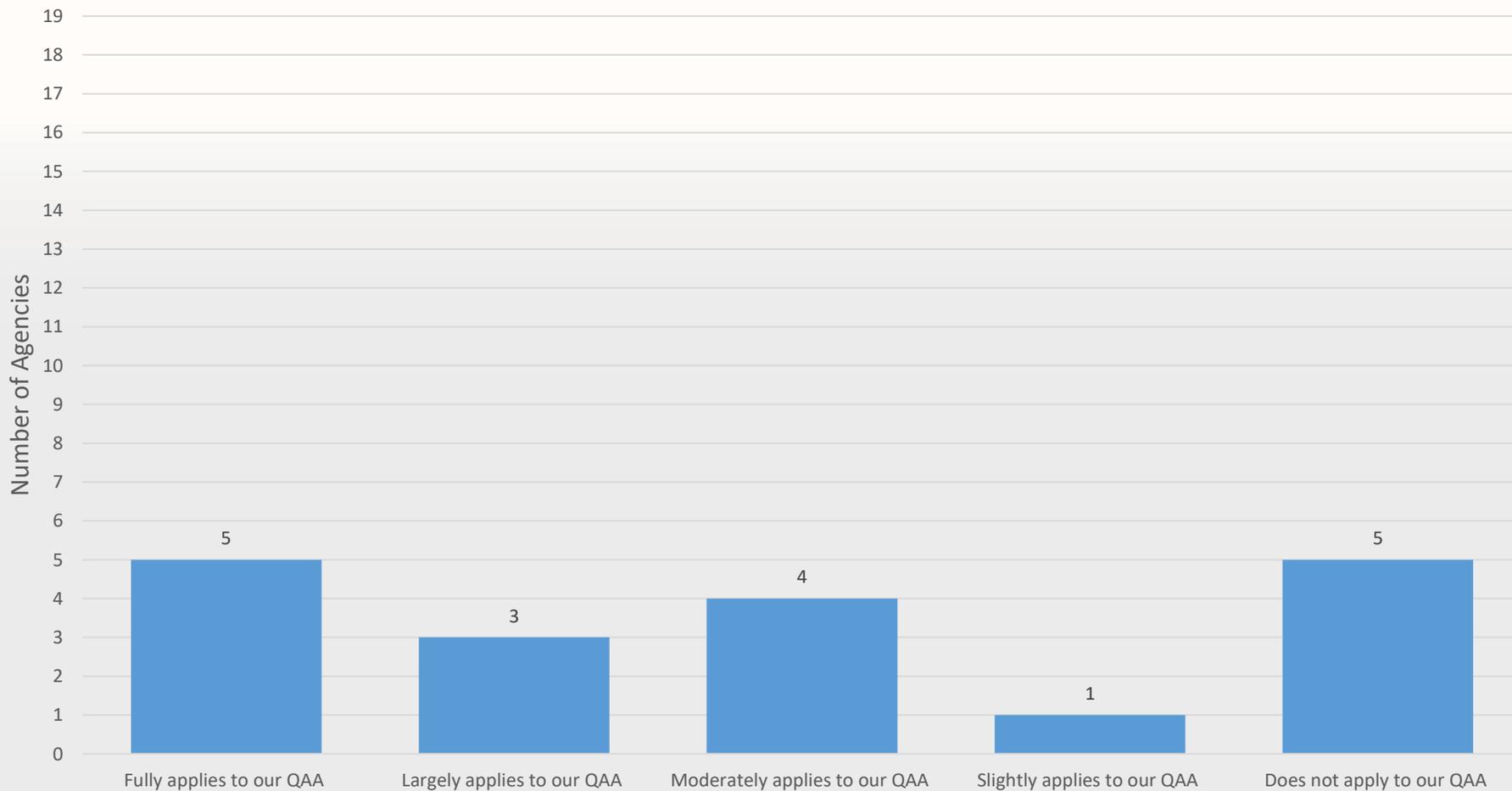
- IT system → basis for organisational functioning & personnel administration
- Level of authorisation (HR professionals, managers, employees)



# HR data and analytics team



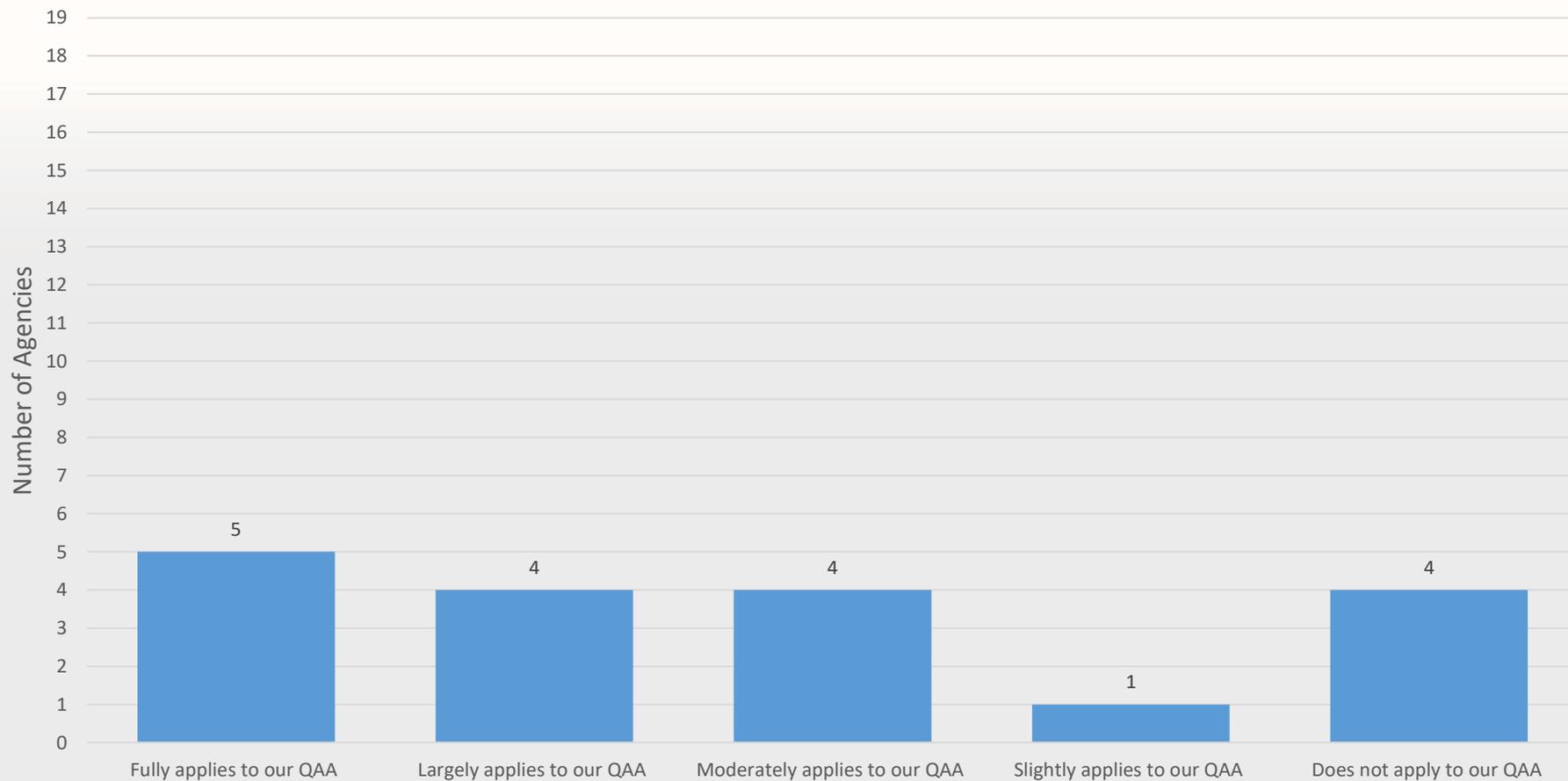
In our QAA, we have a team that is responsible for providing HR data and analytics



# HR information system



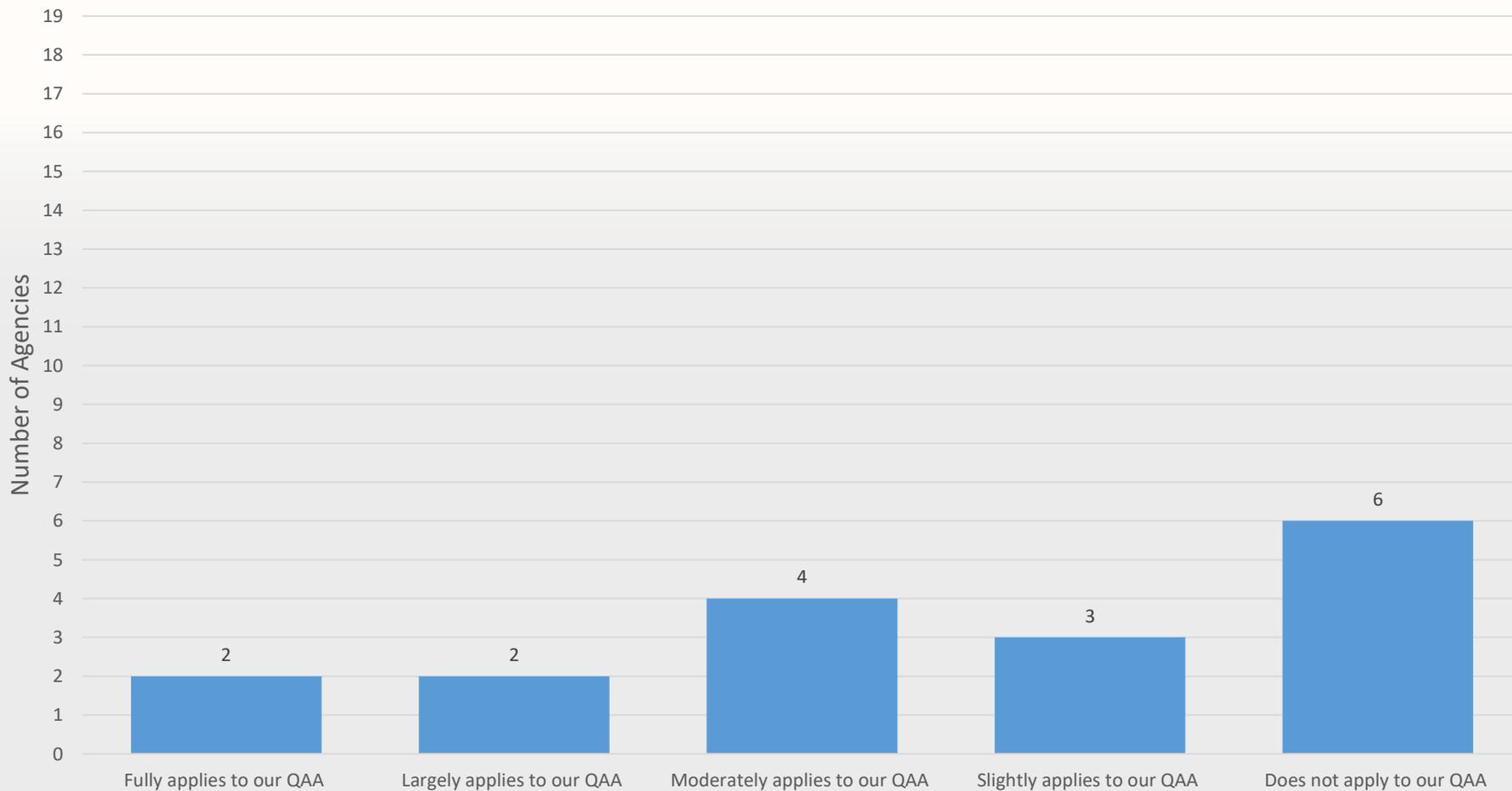
In our QAA, comprehensive IT software (HR information system/HR data warehouse) supports HR processes



# IT software – staff portfolio



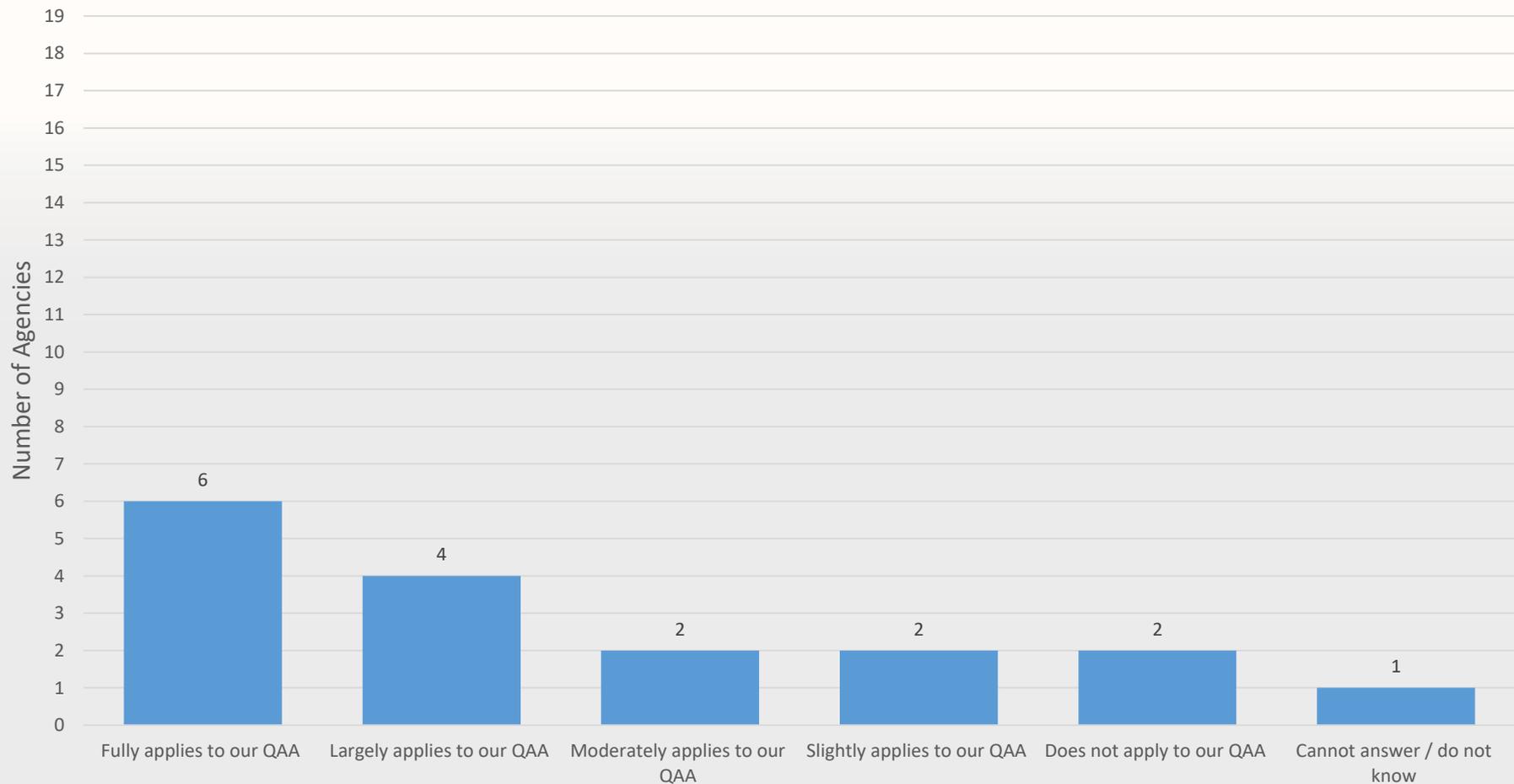
In our QAA, comprehensive IT software supports the development of a staff portfolio



# Level of authorisation



In our QAA, all managers have access to reports on their staff



# Conclusion



- Specific HR strategies are part of the QAA's overall strategy (68%)
- **50% agencies clearly communicate their HR strategy**
- Defined measurable quantitative and qualitative indicators (80%)
- Documented procedure for writing job descriptions (79%)
- Largely established their own system for performance evaluation of employees (11); **Only 4 out of 19 agencies fully use KPIs; Only 5 out of 19 fully use competencies**
- **33% agencies have mechanisms in place to deal with the poor performance**
- 17 agencies reported that they prepare development plans for QA staff only, whereas 12 agencies responded that they prepare development and training plans for all employees.



# Conclusion



- Clear link between performance evaluation and career progression was reported by only four agencies.
- 12 agencies reported that HR reports form integral part of their overall reporting system.
- 13 agencies reported that they have developed to a certain extent IT software for HR processes but only 4 QAAs has comprehensive IT software that supports the development of a staff portfolio.





Thank you for your attention!  
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agency for higher  
education croatia

