

Roles, Powers, and Responsibilities within NAQA's Quality Assurance System

(hereinafter - "NAQA's Quality Assurance System")

Strategic Level

<i>Position / Collegial Body</i>	<i>Role within NAQA's Quality Assurance System</i>	<i>Powers</i>	<i>Responsibilities</i>
NAQA Head	<ul style="list-style-type: none"> – Acts as the strategic, institutional, and administrative leader of the quality assurance system within NAQA, shaping the overall vision for its development, setting priorities for improvement, and ensuring the integration of quality policy into NAQA's management processes and development strategy. – Represents NAQA on matters of quality assurance in its operations, engaging with national and international stakeholders (including ENQA, EQAR, and government authorities). 	<ul style="list-style-type: none"> – Chairs NAQA's meetings, including those addressing the functioning of NAQA's quality assurance system, self-assessment results, and internal monitoring. – Convenes NAQA's meetings, prepares draft agendas, and initiates discussions on matters related, in particular, to the functioning of NAQA's quality assurance system. – Coordinates the execution of decisions adopted by NAQA, especially in the field of quality assurance, and informs NAQA members on the progress of their implementation. – Manages the operational activities of NAQA, with a specific focus on implementing the organization's quality assurance policy. – Coordinates the preparation and approval of NAQA's action plan, which includes actions related to its internal quality assurance system. – Makes managerial decisions regarding the introduction or revision of quality assurance procedures based on internal monitoring, self-assessment, and external review results. – Initiates updates to the quality assurance policy or internal quality assurance procedures in response to 	<ul style="list-style-type: none"> – Compliance of NAQA's quality assurance system with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and national legislation. – Implementation of NAQA's quality assurance policy in alignment with its strategic plan – Consistency between managerial decisions, the quality assurance policy, and NAQA's strategic objectives. – Promotion of a quality culture within NAQA and strengthening of trust in its internal quality assurance system. – Timely revision of NAQA's quality policies and procedures

		<p>changes in legislation, international standards, or the outcomes of internal or external evaluations.</p> <ul style="list-style-type: none"> – Ensures that the quality assurance policy aligns with the objectives and priorities outlined in the strategic documents of NAQA. – Monitors the implementation and operation of the quality assurance system at all levels of governance. 	<p>based on the results of internal and external evaluations.</p> <ul style="list-style-type: none"> – Organisation of NAQA’s activities in accordance with its strategic goals, quality assurance policy, and approved action plan.
<p>NAQA Vice Heads</p>	<ul style="list-style-type: none"> – Oversee the implementation of NAQA's quality assurance policy and procedures within their specific functional areas, develop strategies for improvement and ensure coordination of all related processes. – Contribute to the consistency of managerial decisions and ensure the integration of quality principles into NAQA's operational activities. – Represent NAQA on matters of quality assurance in its operations, engaging with national and international stakeholders (including ENQA, EQAR, and 	<ul style="list-style-type: none"> – Initiate, lead, and coordinate the revision of procedures, approaches, and internal documents within their functional areas. – Ensure the implementation of NAQA’s decisions in the field of quality assurance within the scope of their delegated authority. – Lead working groups and participate in the activities of collegial bodies, commissions, and committees involved in quality assurance within NAQA. – Monitor the effectiveness of internal processes in their respective areas and provide evidence-based proposals for improvement. 	<ul style="list-style-type: none"> - Compliance of NAQA’s quality assurance system with the ESG standards and national legislation. - Implementation of the quality assurance policy in line with NAQA’s strategic goals. - Promotion of consistency between managerial decisions, the quality assurance policy, and NAQA’s strategic objectives. - Fostering of a quality culture within NAQA and building of trust in its internal quality assurance system. - Effective implementation of the quality assurance policy within respective functional areas of responsibility. - Oversight of the implementation and adherence to NAQA’s internal quality assurance procedures.

	governmental authorities).		
NAQA Members	<ul style="list-style-type: none"> – Define the policy and strategic objectives in the field of quality assurance of the NAQA’s activities. – Establish the regulatory and procedural framework for the internal quality assurance system's operation. – Exercise strategic oversight over the effectiveness of internal processes. – Contribute to fostering a quality culture by participating in the evaluation, discussion, and improvement of the Agency’s quality assurance policy. 	<ul style="list-style-type: none"> – Approve NAQA Quality Assurance Policy and the Regulations on the Quality System of NAQA. – Define the objectives, directions, and priorities for the development of NAQA's quality system. – Contribute to the development of regulatory and methodological documents that govern the internal procedures of NAQA's quality system. – Engage in discussions about the results of internal monitoring and self-assessment and contribute to their implementation in management decisions. – Approve changes to the approaches, procedures, and documents of the quality system. – Approve changes to the organisational structure of NAQA Secretariat that are of strategic importance for the quality system. 	<ul style="list-style-type: none"> – Justification and effectiveness of strategic decisions in the field of quality assurance of NAQA's activities. – Compliance of the quality assurance policy and procedures with the ESG requirements and current legislation. – Transparency and openness in decision-making regarding NAQA's quality system. – Alignment of NAQA's quality assurance policy with NAQA's overall strategy.
Head of NAQA Secretariat	<ul style="list-style-type: none"> – Provides strategic and administrative leadership in the implementation of the quality assurance system at the level of the NAQA Secretariat. – Ensures the integration of the quality assurance policy into the NAQA 	<ul style="list-style-type: none"> – Participates in strategic planning and the development of the quality assurance policy for NAQA’s activities. – Takes management decisions on the implementation of the quality assurance policy at the level of the NAQA Secretariat. – Approves internal documents, decisions, and measures that ensure the functioning of the quality system in operational activities. 	<ul style="list-style-type: none"> – Strategic integration of the quality system into the activities of the NAQA Secretariat. – Ensuring the resource and organisational capacity of the NAQA’s quality system. – Effective functioning of the NAQA’s internal quality system processes.

	<p>Secretariat's management activities and its alignment with NAQA's strategy.</p> <ul style="list-style-type: none"> - Establishes organisational conditions for the implementation of the quality assurance policy and the development of NAQA's quality system. 	<ul style="list-style-type: none"> - Organises staffing, financial, and logistical support for processes related to the functioning of NAQA's quality system. - Coordinates the planning and implementation of internal monitoring and self-assessment. - Oversees the implementation of NAQA's decisions on quality assurance at the level of the NAQA Secretariat. 	<ul style="list-style-type: none"> - Coordination of planning, monitoring, reporting, and review processes. - Implementation of NAQA's decisions on quality assurance at the level of the NAQA Secretariat.
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Tactical level

<i>Person / position</i>	<i>Role within NAQA's Quality Assurance System</i>	<i>Powers</i>	<i>Responsibility</i>
Vice Head of NAQA Secretariat	<ul style="list-style-type: none"> - Manages and coordinates functions within the secretariat to implement internal quality assurance policies and procedures. - Provides organizational support for internal processes and monitors the implementation of procedures, ensuring compliance with regulations at the NAQA Secretariat. - Ensures interaction between structural units for the effective implementation of internal procedures. 	<ul style="list-style-type: none"> - Coordinates the implementation of internal procedures through interaction with Departments' heads of NAQA Secretariat. - Controls compliance with procedures, established formats, and reporting deadlines. - Organises support for the updating of internal documents and quality system procedures. - Summarises reporting information on the implementation of NAQA's quality system procedures. - Provides administrative support for internal meetings and the implementation of decisions in the field of quality. 	<ul style="list-style-type: none"> - Coordination of the implementation of internal procedures within the departments of the NAQA Secretariat. - Ensuring adherence to deadlines and the quality of reporting documentation related to the implementation of NAQA's quality system. - Organisational support for updating the internal documents and procedures of NAQA's quality system.

	<ul style="list-style-type: none"> - Promotes consistency, systematicity and administrative support for the implementation of quality policy at the level of the NAQA Secretariat. 		<ul style="list-style-type: none"> - Summarising internal information for management decision-making. - Effective administrative support for processes within the framework of quality system implementation.
Head of the Analytics and Training Support Department	<ul style="list-style-type: none"> - Provides methodological, analytical and training support for the implementation of NAQA's quality system. - Ensures the development and improvement of methodological approaches to internal monitoring, self-assessment, reporting and training. - Ensures analysis of the effectiveness of internal procedures, organises the preparation of reports and formulates recommendations for strategic management decisions. - Organises the development of training programmes, methodological and instructional materials for employees, experts and 	<p>Methodology and internal procedures:</p> <ul style="list-style-type: none"> - Manages the development, updating, and methodological justification of internal monitoring, self-assessment, and quality system improvement procedures for NAQA. - Provides methodological and analytical support to departments in internal monitoring and self-assessment processes. - Prepares proposals for improving internal procedures. <p>Analytics and reporting:</p> <ul style="list-style-type: none"> - Offers analytical insights and recommendations to aid management in making informed decisions. - Ensures the development of the content, structure, and format of internal reports. - Organizes thematic analysis, particularly based on accreditation results, to draw conclusions and make proposals for improving quality system procedures. <p>Training and methodological support:</p>	<ul style="list-style-type: none"> - Methodological soundness of quality system procedures. - Objectivity, reliability and relevance of analytical conclusions. - Organisation of internal monitoring and self-assessment processes within the department's functional scope. - Substantive, structural and methodological quality of internal reporting. - Effectiveness of training activities and quality of training programmes for employees, experts and members of SEC. - Quality and practical value of methodological materials. - Reliability, validity and practical applicability of analytical summaries

	<p>members of sectoral expert councils.</p> <ul style="list-style-type: none"> - Ensures the use of the results of thematic analysis to form substantiated proposals for improving the procedures of the quality system. 	<ul style="list-style-type: none"> - Coordinates the development and updating of training programs, methodological and instructional materials for professionals and members of the sectoral expert councils, as well as secretariat staff, particularly concerning quality assurance issues. - Ensures the implementation of training activities within the framework of the quality system. - Ensures the consistency of the analytical and training components within the framework of the quality system. 	<p>prepared based on accreditation results analysis.</p> <ul style="list-style-type: none"> - Effective methodological and analytical support for structural units, experts and members of the SEC.
<p>Heads of Departments at the NAQA Secretariat</p>	<ul style="list-style-type: none"> - Ensure the implementation of NAQA's quality system procedures within their competence. - Analyse the effectiveness of the implemented procedures, provide feedback, and initiate improvements to NAQA's quality system procedures. - Participate in the preparation of reporting information, self-assessment documentation, and the development of internal regulatory documents within their area of activity. 	<ul style="list-style-type: none"> - Implement internal procedures within the competence of the department. - Analyse the effectiveness of procedures within their area of responsibility. - Initiate changes to internal procedures based on identified difficulties or monitoring results. - Participate in the preparation of reporting information and self-assessment documents. - Participate in the development and updating of internal documents regulating processes within their area of responsibility. 	<ul style="list-style-type: none"> - Implementation of NAQA's quality system procedures within the relevant area. - Completeness and accuracy of information provided for reporting and self-assessment. - Initiation of improvements to NAQA's quality system procedures within their area. - Participation in the development and review of internal documents regulating processes within their competence.
<p>Commission for ensuring the quality of experts' work</p>	<ul style="list-style-type: none"> - Implements an institutional framework to improve the quality of accreditation reviews and prevent misconduct by experts 	<ul style="list-style-type: none"> - Reviews materials related to the experts' performance during the accreditation to establish the presence or absence of violations that affected the quality of the evaluation of study programmes. 	<ul style="list-style-type: none"> - Timely response to appeals, complaints and reports of poor

	<p>during the evaluation of study programmes.</p> <ul style="list-style-type: none"> - Promotes the improvement of procedures for the selection, training and professional development of experts. 	<ul style="list-style-type: none"> - Reviews appeals, complaints, and reports regarding experts' non-compliance with requirements. - Makes decisions on how to address identified violations in the conduct of experts. This may include requesting explanations, initiating additional training, issuing warnings, or submitting recommendations to NAQA regarding the removal of an expert from the NAQA Register of Experts. - Develops recommendations for improving expert training procedures. - Notifies the Leading Specialist on Anti-Corruption Activities at NAQA in case of signs of violation of the law for verification and appropriate response. 	<p>performance by experts during the accreditation examination process.</p> <ul style="list-style-type: none"> - Soundness, impartiality and objectivity of decisions made. - Informing the Leading Specialist on Anti-Corruption Activities at NAQA in case of signs of violation of the law.
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Operational level

<i>Person / Collegial body</i>	<i>Role within NAQA's Quality Assurance System</i>	<i>Powers</i>	<i>Responsibility</i>
<p>Employee of the Analytical and Training Support Department – specialist in analytical support of NAQA quality system</p>	<ul style="list-style-type: none"> - Provides analytical support for the implementation of NAQA quality system procedures - Provides an information base for decision-making and formulates proposals for improving procedures. 	<ul style="list-style-type: none"> - Analyses the results of internal monitoring and self-assessment. - Prepares analytical materials for internal use: reports, visualisations (graphs, diagrams, tables), explanatory notes. - Develops proposals for improving quality system procedures based on analytical conclusions. 	<ul style="list-style-type: none"> - Quality of analytical materials, in particular reliability and completeness of data. - Timely provision of results of NAQA performance quality analysis for management decision-making.

<p>Others NAQA Secretariat staff</p>	<ul style="list-style-type: none"> - Implement internal quality assurance policies and procedures within their functional activities. - Contribute to the continuous improvement of internal processes based on current experience. 	<ul style="list-style-type: none"> - Follow procedures, regulations, and instructions in line with the department's work. - Provide data for analytics, internal monitoring, and self-assessment. - Report difficulties in performing procedures for further response. - Initiate process improvements within their competence. - Participate in internal audits, consultations, and training as members of NAQA quality system. 	<ul style="list-style-type: none"> - Implementation of NAQA quality system procedures within the scope of job responsibilities. - Accuracy and completeness of primary information used for reporting and self-assessment. - Active participation in improving internal processes and providing reasonable suggestions.
<p>Experts</p>	<p>Contribute to the improvement of procedures, methodological approaches and assessment tools by providing feedback and participating in training courses and other events organised by NAQA.</p>	<ul style="list-style-type: none"> - Use internal tools, instructions and methodological materials of NAQA during accreditation. - Participate in surveys, training sessions, self-assessment events and provide feedback on procedures, instructions and methodological materials. 	<ul style="list-style-type: none"> - High-quality and honest performance of expert functions. - Compliance with established procedures, instructions, and consideration of methodological recommendations.
<p>Sectoral Expert Councils (SECs)</p>	<ul style="list-style-type: none"> - They are collegial bodies that verify the reports of expert panels, formulate SEC expert opinion with reasoned recommendations, and promote consistency, validity, and quality of external evaluation within the industry. 	<ul style="list-style-type: none"> - Verify expert panel reports within the respective field of study. - Formulate SEC expert opinion. - Use internal tools, instructions, and methodological materials of NAQA during accreditation examination. - SEC members participate in surveys, training sessions, self-assessment events 	<ul style="list-style-type: none"> - Quality and validity of the SEC expert opinion. - Compliance with established procedures, instructions, and consideration of methodological recommendations.

	<ul style="list-style-type: none"> - They contribute to the improvement of procedures, methodological approaches and assessment tools by providing feedback and participating in training and other events organised by NAQA. 	<p>and provide feedback on procedures, instructions and methodological materials.</p>	
<p>Leading Specialist on Anti-Corruption Activities</p>	<ul style="list-style-type: none"> - Ensures compliance with the principles of integrity and transparency as components of internal quality culture. - Fosters an ethical environment and manages corruption risks, which are essential for trust in NAQA procedures. - Enhances the quality of NAQA's activities through preventive, control, and advisory functions related to anti-corruption legislation. 	<ul style="list-style-type: none"> - Organises anti-corruption measures and monitors compliance with anti-corruption legislation. - Coordinates efforts to manage corruption risks associated with the activities of NAQA. - Provides methodological and advisory assistance to NAQA employees on anti-corruption legislation. - Implements measures to identify conflicts of interest and helps to resolve them. - Checks the status of declarations and notifies the NACP of violations of declaration requirements. - Considers reports of violations of the Law 'On Prevention of Corruption'. - Ensures the protection of whistleblowers who have reported violations of anti-corruption legislation from negative measures by NAQA top management. - Informs NAQA Head, the National Agency for Corruption Prevention or other specially authorised entities in the field of anti-corruption about violations of anti-corruption legislation. 	<ul style="list-style-type: none"> - Effectiveness of the implementation of the anti-corruption policy of NAQA. - Timely identification of and response to risks associated with corruption offences. - Reliability of information provided to management and authorised bodies. - Ensuring the protection of whistleblowers who have reported violations of anti-corruption legislation from negative measures by NAQA top-management. - Soundness of conclusions regarding identified violations of anti-corruption legislation.