

ROMANIA

Advisory Services Agreement on Technical Assistance to Enhance Quality Assurance in Higher Education System in Romania (P157508)

Output 3.1. - Draft Recommendation for the Methodology for External Assessment of Higher Education Institutions and Associated Management Instruments

Annex - Quality Procedures Handbook

--	--

	QUALITY PROCEDURES HANDBOOK	REF. MP. ARACIS
		Date Creation:
	PROCESS GRID	Date Updated: Version: 1 Page 2

Processes	Codification of proceedings	The proceedings	Unit in charge
OPERATIONAL	PO01	Planning of the external evaluation round	QAD
	PO02	Launch of a full external evaluation	
	PO03	Preparation of an external evaluation	
	PO04	Conducting an external evaluation	
	PO05	Follow-up of a full external evaluation	
	PO06	Planning, preparation and completion of experts' visits	
	PO07	Candidature and recruitment of experts / Validation of expert candidates and selection of Chairs of Expert Committees	
	PO08	Constitution and appointment of expert committees	
	PO09	Communication of Expert Committees' constitution to the establishments	
	PO10	Preparing the draft report and sending the evaluation reports	
	PO11	Training of the staff and the experts	
	PO12	Prevention of conflicting interests	
	PO13	Evaluation of the follow-up	
MANAGEMENT OF QUALITY SYSTEMS	PG01	Planning of the quality management system	QAD
	PG02	Management of continuous improvement	
	PG03	Internal audits	
	PG04	Measurement of client and stakeholders satisfaction	
	PG05	Management review	
	PG06	Process review	
	PG07	Management of non-conformance and corrective & preventive actions as well as external complaints	
	PG08	Management of documentation system	

	QUALITY PROCEDURES HANDBOOK	REF. Methodology ARACIS
		Date Creation:
	Foreword	Date Updated: Version: 1 Page 3

This Quality Procedures Handbook presents the quality management system of ARACIS. It describes the principles relating to organization and resources, allowing the implementation of the quality policy by ARACIS staff.

It is a methodological, operational and permanent reference for all executives and agents of the agency who are called upon to intervene at various levels of evaluation and quality assurance services.

The quality system implemented by ARACIS:

- Covers all the Agency's services, and most of its activities
- Applies to all relationships with stakeholders and partners
- Follows the requirements of ISO 9001 Ed. 2015: "Quality Management Systems: Requirements"
- It is applied mainly through processes and their procedures
- Draws on a document structure described in this document

This Quality Procedures Handbook presents a set of concepts and methods for the agency to develop and maintain a quality management system. It looks like a toolbox, so it is designed as a support Handbook.

However, for the approach to reach the highest level, this Handbook is not enough on its own. It must be enriched by the principles, the ideas, the common sense and the experience of the people who are at the heart of the work within the agency and adapted according to its specificities.

	QUALITY PROCEDURES HANDBOOK	REF. MP. ARACIS
		Date Creation:
	Acronyms	Date Updated: Version: 1 Page 4

ENQA	European Association for Quality Assurance in Higher Education
EQAR	The <i>European Quality Assurance Register</i> for Higher Education
ESG	European references and guidelines for quality management.
SMART	Specific, Measurable, Achievable/Agreed upon/Action-oriented, Realistic, Time-bound
QMS	Quality Measurement System
SWOT	Strengths, Weaknesses, Opportunities, Threats
QAD	Quality Assurance Department ¹

¹ The Quality Assurance Department refers to the “Directia Asigurarea Calitatii” in most cases, and whenever appropriate, it also includes the “Director Departament de Evaluare Externă a Calității”

	QUALITY PROCEDURES HANDBOOK	REF. MP. ARACIS
		Date Creation:
	TABLE OF CONTENTS	Date Updated: Version: 1 Page 5

	Page
Process Grid	2
Foreword	2
Acronyms	4
I. Description of the Quality procedures handbook	6
I.1 Objectives	6
I.2 Handbook update	7
II. Handbook description	9
II.1 Process mapping	9
II.2 Improvement	11
II.3 Process description	12
II.4 Identity cards	13
II.5. Logigrammes	14
III. Quality procedures handbook	
III.1 OPERATIONAL process	16
III.2 MANAGEMENT process	107

	QUALITY PROCEDURES HANDBOOK	REF. MP. ARACIS
	I – Handbook Description Objectives	Date Creation: Date Updated: Version: 1 Page 6

The implementation of the formalized procedures meets the following objectives:

- Create an operational reference tool for the conduct of evaluation and quality assurance operations in Romanian higher education by ARACIS.
- Provide a formal framework for the execution of professional, administrative and financial transactions in accordance with:
 - Generally accepted management principles
 - The regulatory provisions of the agency
 - Romanian legislation
- Increase the responsibility of the staff in regards with the performance of the respective tasks with a precise definition of their intervention strategies
- Make more productive staff for increased efficiency by optimizing information circuits (circulation of documents)
- Implemented effective internal controls
- Implement effective internal control

Respecting and effectively applying these procedures determine the effectiveness of the management system mean that ARACIS must implement regular controls to mitigate the different risks which can result from irregularities, but especially of negligence, of errors execution, judgment or understanding.

Specifically, the Procedures Handbook:

- Formalizes the main procedures pertaining to the QMS processes.
- Describes the procedures by formalizing the controls to be performed as well as those responsible for them at each stage.
- Describes the procedures to be implemented by all the agency’s staff as well as their respective tasks.
- Optimally uses, for the best effectiveness of the action undertaken, all the means implemented such as:
 - Human resources
 - Material means
 - Financial means
 - Information resources

	QUALITY PROCEDURES HANDBOOK	REF. MP. ARACIS
	I – Handbook Description Handbook Update	Date Creation: 31/05/2019 Date Updated: Version: 1 Page 7

Changes in Procedures

Updating this Handbook is as important as setting it up. If it is not updated regularly, the Handbook loses its effectiveness.

A list of the Handbook holders must be maintained to allow updating every copy each time an update is made.

The update of the procedures Handbook may be motivated by:

- Changes in the agency or its activities according to the decisions of the supervisory authorities and the ARACIS council
- Changes to systems and procedures with the aim of improving existing procedures to deal with new situations
- Changes made necessary by the application of the texts and decrees concerning the laws and rules in force in Romania
- Changes in the assignment of staff or tasks assigned to it
- Arrangement modifications in the organization of the agency

Responsibilities for updating the procedures Handbook

Responsibility for maintaining and updating the procedures Handbook rests with the Quality Assurance Department (QAD). It decides on copies to be made available to the staff. The decision to modify the existing procedures is taken on its initiative.

Update Methodology

When the decision to modify existing procedures is considered, the President shall convene a meeting at which all the agents likely to be affected by these modifications must participate. This meeting should discuss the appropriateness of the proposed amendment and the solutions to be adopted. At the end of this meeting, a report must include the following elements:

- The procedures to be modified
- The reasoning for the requested changes
- The principles of the changes to be made
- The person responsible for writing the new procedures to be included in the Handbook

The person in charge of drafting the new procedures submits them to the President of the agency who makes the necessary modifications that he or she deems necessary to finalize the text. After the adoption of the definitive text concerning the modifications made to the Handbook, the QAD is in charge of distributing the new sections of the Handbook to the interested parties.

The QAD must keep a register to follow the update of each copy of the Handbook. It notes in the register the date of transmission of the new section to interested parties and the corresponding references.

The validation, dissemination and archiving are carried out according to the provisions of the Document System Procedure - Methodology Resources of the quality management process of the quality management system.

	QUALITY PROCEDURES HANDBOOK	REF. MP. ARACIS
--	------------------------------------	------------------------

	II – Handbook Description Process Mapping	Date Creation Date Updated: Version: 1 Page 9
--	--	--

The process approaches

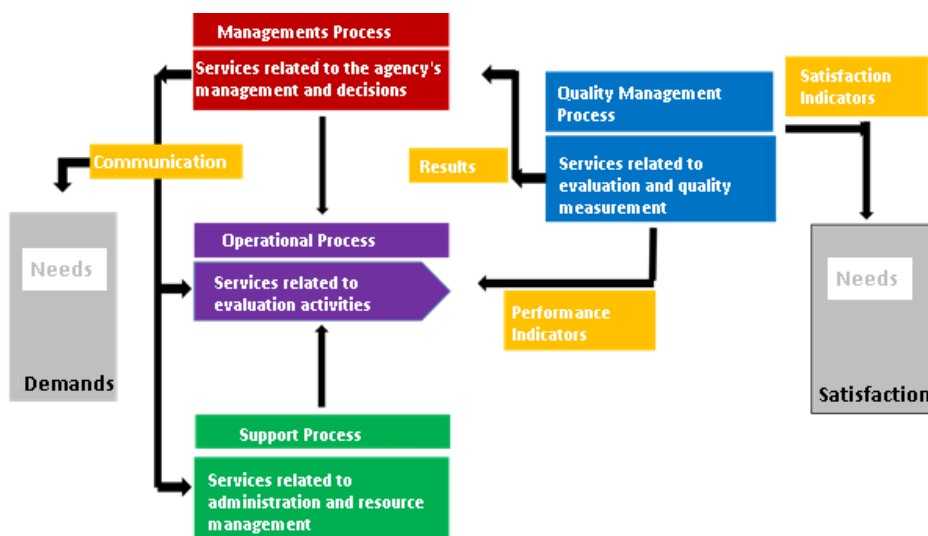
The procedures Handbook proposes tools in relation to the four processes. These cover all activities and services provided.

This Handbook is intended for all the concerned actors of the institution (management, staff, administrative, experts, etc.) who wish to use it to implement and develop their quality work.

The "process" approach is a cross-cutting method that decomposes activities and breaks with a traditional vertical structure. The implementation of this approach involves an identification, a description and a process analysis of the quality management system of the agency for its optimization.

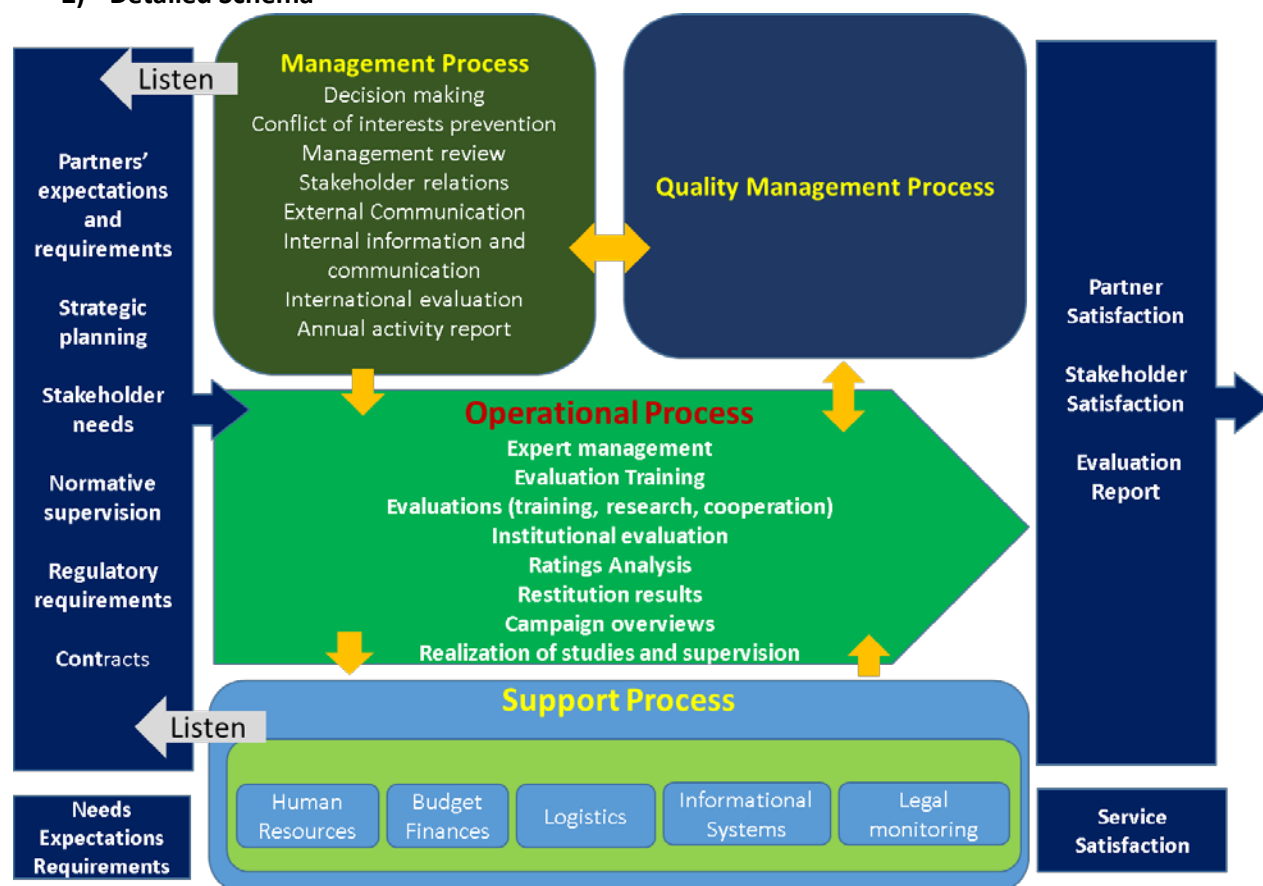
Process Mapping

1. Global Schema



	QUALITY PROCEDURES HANDBOOK	REF. MP. ARACIS
	II – Handbook Description	Date Creation:
	Process Mapping	Date Updated: Version: 1 Page 10

2) Detailed Schema



The four closely related processes are:

1. The operational Process (Realisation): it contributes to the achievement of the objectives by the implementation of the activities associated with the services of evaluation, such as the realization of the evaluation campaigns, the organization of the visits, the work of the evaluation experts, etc.
2. The Management Process: it contributes to the determination of the policy and the deployment of the objectives in the agency, such as the governance, the strategies of implementation of the quality approach, the internal and external communications
3. The Quality Management Process: it contributes to the evaluation, measurement and collection of useful data for the analysis of satisfaction and performance, such as the choice of indicators, data collection, analysis, satisfaction and performance, self-assessment, internal and external audits, review of preventive and corrective actions, etc.
4. The Support Process: it is the administrative and technical support for the smooth running of the business process by making available the necessary resources.

For the management of each process, tools for planning, quality assessment and monitoring are proposed for the agency to achieve its missions and objectives. The last two processes (Quality Management Process and Support Process) will not be developed in the present document.

	QUALITY PROCEDURES HANDBOOK	REF. MP.ARACIS
		Date Creation:
	II – Handbook Description	Date Updated:
	Improvement	Version: 1 Page 11
<p>With the support of the tools presented in this procedures Handbook, ARACIS will be able to implement a continuous improvement system:</p> <ol style="list-style-type: none"> 1. Realize an inventory to identify the strengths, weaknesses, opportunities and risks of the organization based on determined objectives. 2. Analyze the obtained results. 3. Develop an action plan, develop a strategy and priority objectives based on the report and vision of the management: <ul style="list-style-type: none"> – Consolidate the strong points: formalize the effective procedures, perpetuate the good practices; – Improve the weak points: simplify the procedures, search for solutions, search for means, anticipate the consequences of a planned action; – Prepare the actions: Retain the relevant actions, state actions into objectives, prioritize actions and set priorities, plan resources and resources, appoint those responsible for actions, establish a timetable and set deadlines; – Define relevant indicators: adopt measurement tools and methods, satisfaction questionnaires; choose simple, accurate, measurable Indicators. 4. Implement actions: <ul style="list-style-type: none"> – Motivate and sensitize all the Actors; – Informing actions; – Carry out the actions defined in the plan; – Perform document management; – Use tools and means. 5. Evaluate the actions. 6. Build a balance sheet by highlighting strengths, weaknesses, opportunities and risks. 7. Insure follow up. <p>The quality management system is based on the principle of continuous improvement, represented by a cycle of corrective and preventive actions.</p>		

	QUALITY PROCEDURES HANDBOOK	REF. MP.ARACIS
		Date Creation: 31/05/2019
	II – Handbook Description	Date Updated:
	Process Description	Version: 1
		Page 12

The processes are described in procedures that detail the activities of the services and their interactions in the form of:

1. Identity cards for procedures
2. Logic diagrams

1) Identity cards for procedures

The contents of a procedure form are structured as follows:

- The person(s) responsible for the procedure. It ensures the application of documents related to the Quality Management System, as well as their update.
- The definition aims to describe the purpose of the procedure.
- The field of application defines the sectors' activities of concern, the potential limits of application (where, when and why).
- Abbreviations and definitions define precisely the specific terms used in the procedures as well as the abbreviations used.
- The objectives specify the actions that the agency should achieve by applying the procedure. These can be measured using Satisfaction and Performance Indicators.
- The activities repeat the steps of the procedure. Each step specifies who does what, where, when, and how.
- The Indicators are used to measure the control of a process or the results achieved according to the objectives set by the agency. These indicators are offered as examples because, depending on their needs, the agency may look for other ones.
- Indicators of satisfaction (external quality) fall within the dimension "service delivered to the university or to the partner". The agency evaluates the perception of its organization by the users to guarantee the purposes of the evaluation (notion of efficiency).
- The Performance Indicators (internal quality) concern the "professional" dimension required by the Administration to meet the legal requirements. They aim to measure in an operational way the results of the actions put in place to control, understand, anticipate and improve its functioning and its performance.
- The reference documents are the standardized internal supporting documents that govern the procedure and represent the resources necessary to carry out the procedure. These may be regulations, recommendations, registration, operating methods, etc. The presentation of the Reference documents is from the most recent to the oldest. They are also the supports (forms, checklist, etc.) required by the procedure
- The registration documents to be produced are tangible proof of the realization of an activity. These are probative documents that make it possible to demonstrate that an act, an event, a fact has been carried out and facilitate keeping track of it. They are generated by the agency and can be claimed by the ARACIS Council (audit, inspection, appeals committee, etc.).
- The input and output elements of the procedure.
- Procedures down streaming allow to situate the procedure in the process.
- The persons concerned who are the Actors intervening in the procedure.
- Material and digital resources that are necessary for the procedure.

The agency sets up a formalized organization for its work to guarantee the control of its activities (conformity concept).

In order to meet the objectives defined by the current regulations **Emergency Ordinance 75/2005** initially set by the law number 88/1993 that organize higher education, the agency will assess the level of quality achieved in relation to its objectives according to two dimensions: satisfaction and performance.

Satisfaction provides the Agency with the obligation to achieve results (including dedicated resources) for the beneficiaries, and the performance relates to obligatory means in accordance with the regulations and the given framework.

The quality level will result from the improvements provided by the agency to achieve set objectives, respecting the policies, strategies and implemented quality procedures, underpinned by quality criteria and indicators.

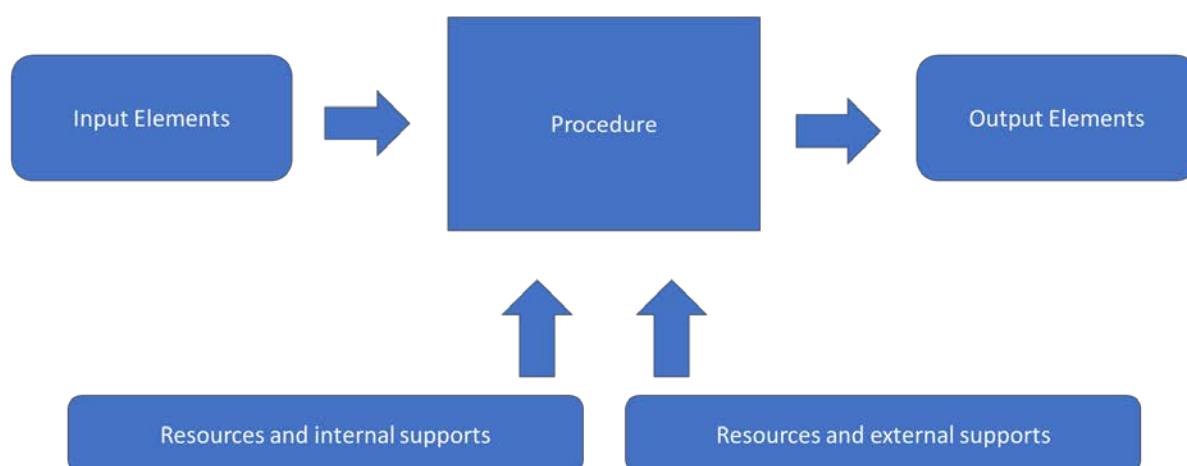
The management of the information service of this Handbook is described in the procedure sheets and is the responsibility of the QAD.

Pilot:

Tracking Indicator: frequency, goal

Upstream Procedure:

Downstream Procedure:



2) Logic diagrams






A procedure's logigramme complements its identity card to include additional information.

They describe the succession of actions that concerned Actors implement to conclude the procedure in accordance with the regulations. They help to quickly visualize the procedure, the stages' chronology, the categories of concerned staff, the documents and the regulations that underlie the various activities. Logigrammes include the critical and obligatory points to be retained.

A procedure's logigramme:

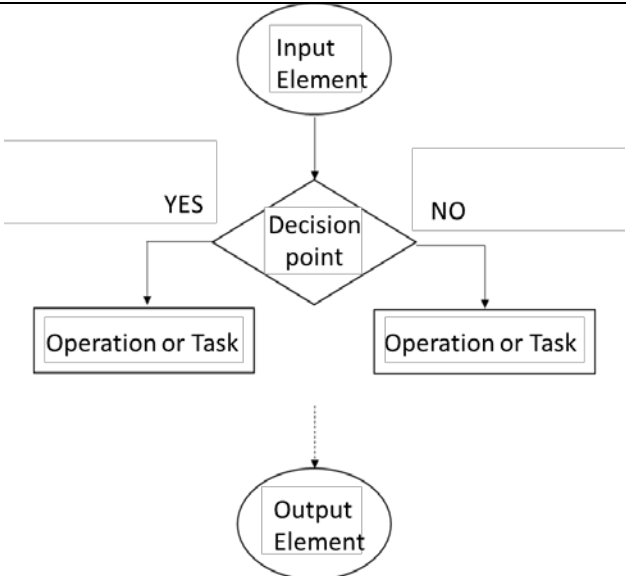
- Can clarify the chain of actions
- Can be enough in itself
- Can be included in the appendix

Actors (Who ?)	Stages (Synoptic)	Description	Documents/ Recordings
	By convention, the symbols to be used are the following:		

	 Procedure  Beginning/ End  Activity / Operation/ Action  Decision/ Choice / Verification  Flow of Information		
--	---	--	--

The “Actors” column presents the categories of staff responsible for the task to be carried out; however, they cannot correspond to the allocation of the functions chosen by the agency.

The “Description” column gives precise details on the development of each stage. The “Documents” column contains the Reference documents and the recording documents to produce, which are essential to conclude the stages of the procedure.

Who?	What?	How?	Documents
Concerned persons	 <pre> graph TD IE([Input Element]) --> DP{Decision point} DP -- YES --> OT1[Operation or Task] DP -- NO --> OT2[Operation or Task] OT1 -.-> OE([Output Element]) OT2 -.-> OE </pre>	Details	Associated documents

QUALITY PROCEDURES HANDBOOK - ARACIS - Romania

Version 1

Part I - Operational Process

July, 2019

1. Identification Sheet of the Operational Processes

	QUALITY PROCEDURES HANDBOOK	REF. PO00
		Date Creation:
	OPERATIONAL PROCESS	Date Updated: Version: 1 Page 17

Unit in charge:
QAD

Objectives of the Process / Deliverables:
<p>The operational (or implementation) process corresponds to the execution of ARACIS's evaluation missions and, thus, falls into the agency's "business" activity. It covers the entire service and follow-up lifecycle. It has a direct impact on client satisfaction.</p> <p>It is regrouped into 5 main categories of procedures:</p> <ol style="list-style-type: none"> 1. External evaluation round <ul style="list-style-type: none"> - Planning the evaluation rounds - Launch of the evaluation - Preparation and conduct of the evaluation - Follow-up of the evaluation - External communication with the institutions 2. Management of expert evaluators <ul style="list-style-type: none"> - Recruitment of experts - Constitution of expert committees - Training of experts - Management of conflict of interests 3. Visit on site <ul style="list-style-type: none"> - Planning, preparation and conduct of the mission on the field - Logistic support for the mission 4. Delivery and reporting <ul style="list-style-type: none"> - Production of analysis and reports based on the evaluations by the institution or by the university - Synthesis of different domains of evaluations. - Dissemination of reports 5. Follow-up <ul style="list-style-type: none"> - Follow-up evaluation of institutions and training in the framework of the five-year evaluation plan
Process objectives:
The operational process aims to contribute to the delivery of external evaluation services in the six evaluation domains.

Procedures included in the process:	
N°	Procedures
1.	Planning of external evaluation round
2.	Launch of the full external evaluation
3.	Preparation of the external evaluation
4.	Conducting the external evaluation
5.	Follow-up of the full external evaluation
6.	Planning, preparation and conduct of experts' visit on sites

7.	Candidature and recruitment of experts / Validation of expert candidates and selection of Chairs of Expert Committees
8.	Constitution and appointment of expert committees
9.	Communication of Expert Committees' constitution to the establishments
10.	Preparing the draft report and sending the evaluation reports
11.	Training of the staff and the experts
12.	Prevention of conflicting interests
13.	Evaluation of the follow-up

Indicators of performance and/or satisfaction		
Indicators	Frequency	Target
Rate of objectives' achievement	Annual	80 %
Stakeholders satisfaction rate (measured through surveys)	Annual	90 %
Evolution of the number of evaluation services that are conducted	Annual	90 %
Total number of missions performed per year	Annual	100
Good dissemination of information	Monthly	100%
Respect of deadlines in the course of various stages	Monthly	90%
Availability of institutions for external evaluation	Monthly	90%
Respect of the evaluation procedure and contractualized deadlines	Annual	90%

Documents corresponding to the processes	
Source documents - Instructions	Registrations-Forms
<ul style="list-style-type: none"> - The decree that sets the regulatory content of the external evaluation (to promulgate) - Aracis' rules of procedure - The five-year plan - The annual action plans - Evaluation framework - Regulatory texts - Job grid - Organization - General status of civil servants - Code of ethics 	<ul style="list-style-type: none"> - n.a.

Documents to be produced:	
Source Documents - Instructions	Registrations – Forms
– For ARACIS	
Regulatory texts <ul style="list-style-type: none"> - Regulatory text concerning the drafting and publication of reports - Description of roles - Conflict of interest management policy Decisions and circulars <ul style="list-style-type: none"> - The decision to launch the evaluation round (by the President of ARACIS or the Ministry of Higher Education) - The circular relating to the round Schedules	Forms <ul style="list-style-type: none"> - Form of information on the establishment, the course, the structure of research, ... - Declaration of Conflicts of Interest Form - Formulation the institutions' observations on the preliminary reports - Organizational preparation of external evaluation Surveys <ul style="list-style-type: none"> - Surveys of satisfactions: institutions and experts - Feedback survey on external evaluation for institutions assessed by ARACIS

<ul style="list-style-type: none"> - Provisional planning of the external evaluation - Typical schedule of a visit on site - Retro planning of evaluation activities - Planning of the visit on site - Reporting schedule - Training schedule - Provisional timetable for monitoring the complete external evaluation (PO05.F05) <p>Guidelines & Criteria</p> <ul style="list-style-type: none"> - Guide for organizing the visit of experts during institutional evaluation - Guide for writing the self-evaluation report - Methodology for drafting evaluation reports - Guide to the establishment - Drafting Grid for the Preliminary External Evaluation Report - Guide of the monitoring expert - Criteria for the selection of experts and composition of committees - Document "ARACIS Experts: recruitment, validation of applications and composition of expert committees" - The criteria of admissibility of the files - The criteria for studying evaluation reports <p>Programs</p> <ul style="list-style-type: none"> - Training program <p>Records</p> <ul style="list-style-type: none"> - Individual staff record - Training records <p>Contracts</p> <ul style="list-style-type: none"> - Contracts for expertise, their annexes and mission order - Engagement contracts <p>Reports & Tables</p> <ul style="list-style-type: none"> - Situational analysis - Cross-sectional analysis - Comparative table of expert nominations - Committee composition table <p>Communication</p> <ul style="list-style-type: none"> - The call for applications for the recruitment of expert evaluators - General communication materials on the evaluation round - Letter to academic authorities (or circular) <p>Databases & Lists</p> <ul style="list-style-type: none"> - Database of experts - Institutions' Database 	<p>Lists</p> <ul style="list-style-type: none"> - List of expert evaluators <p>Sheets</p> <ul style="list-style-type: none"> - Identification sheets of potential experts - Application tracking sheet / registration of experts - Trainee evaluation sheet - Evaluation and monitoring sheets of the training organizer - Trainer evaluation sheets - Training Needs Identification Sheet - Descriptive sheets in support of consultation of documents and interviews <p>Tables</p> <ul style="list-style-type: none"> - Comparative table of expert nominations - Skill matrix <p>Declarations</p> <ul style="list-style-type: none"> - Declaration of conflict of interest <p>Requests</p> <ul style="list-style-type: none"> - Training request <p>Attestations & Certificates</p> <ul style="list-style-type: none"> - Attestation of attendance - Training certificates <p>Communication</p> <ul style="list-style-type: none"> - Annex to the letter: form of information on the establishment, the course, the structure of research, ... - Acknowledgment of receipt of self-evaluation files and progress files - Letter of transmission of self-evaluation files and progress files to experts - E-mail addressed to coordinators to define the schedule of visits - Acknowledgment of receipt of applications - E-mail to Register of experts, then to potential experts - Letter to the unsuccessful experts - Logistic information - Mission letter to the experts <p>Meetings</p> <ul style="list-style-type: none"> - Day Orders of the meetings - Minutes of the "Experts" working group containing the reasoned decisions - Sheet of registration - PV of juries <p>Records</p> <ul style="list-style-type: none"> - Candidate files
---	---

<ul style="list-style-type: none"> - Training database - Databases of research structures Doctoral schools' databases - Databases of international cooperation conventions and partnerships - List of institutions involved in the evaluation - List and contact details of the coordinators and academic authorities involved in the evaluation 	<ul style="list-style-type: none"> - Conflict of interest situation register <p>Others</p> <ul style="list-style-type: none"> - Administrative and financial reports of a training session - Minutes and delivery canvas
By institution	
<ul style="list-style-type: none"> - Self-evaluation reports - Intuitional action plans - Report on progress - Updated action plan 	<ul style="list-style-type: none"> - Presentation documents of the institution's' operation - Response to the report by the institution or study program evaluated
By the experts	
<ul style="list-style-type: none"> - Preliminary evaluation report - Final evaluation report 	<ul style="list-style-type: none"> - Brief CV of the experts for publication on the site

Inputs and outputs related to the process	
Inputs	Outputs
<ul style="list-style-type: none"> - The decree that sets the regulatory content of the external evaluation - Operational data, sector indicators - Schedule for the renewal of the Institutional Evaluations - Renewal schedule for experts - Presidency of establishments (first accreditation or renewal) - Presidency of approved trainings - Requests for training creation - Requests for creation of institutions - Opinion in terms of opportunities - Criteria for the admissibility of the files - Criteria for the examination of the evaluation reports - Charter of ethics - Legal and contractual constraints - General status of civil servants - Conflict of interest management policy - Self-evaluation reports - Evaluation framework 	<ul style="list-style-type: none"> - Approval of the regulatory requirements - Retro planning and detailed evaluation program - Logistics needs - Satisfaction with the conditions for implementing the external evaluation - Evaluation reports - Statistics by year, by campaign, by typology of institutions and by mandate - Repertoire of the most frequently formulated recommendations - Internal and external communication - Record of the institution for auditing - CV of the experts - Expert database - Decisions accepting or maintaining candidatures - Dates of the evaluation rounds - Charter of ethics completed and signed - Contract of engagement - Calendar of visits to the institutions - Composition of expert committees - Mails delivered to institutions - Replies by institutions - Report writing methodology - Reporting schedule - Training needs - Steps corresponding to trainings - Declarations of conflict of interest - Conflict of interest registered

2. Identification sheets of the Operational Process Procedures

	QUALITY PROCEDURES HANDBOOK	REF. PO01
		Date Creation: 31/05/2019
	PROCEDURE: PLANNING OF THE EXTERNAL EVALUATION ROUND	Date Updated: Version: 1 Page 22

Unit in charge:
The head of QAD

Purpose of the procedure:
<p>This procedure describes how to plan an annual institutional evaluation campaign, programs, research, DOCTORAL SCHOOLS or international cooperation.</p> <p>Engagement in the external evaluation process is a strategic moment. Indeed, this evaluation will mark the entry into an evaluation cycle where internal and external evaluation will follow one another.</p> <p>The institution strives in the internal evaluation to define its action, resources and areas for improvement. The external evaluation will examine these same aspects.</p> <p>The external evaluation complies with the decree (to be promulgated) which sets the regulatory content for the evaluation of the activities and quality of services of higher education institutions.</p> <p>It is conducted according to a well-defined methodology and stated to stakeholders.</p> <p>The external evaluation report is crucial in the renewal of the institution's accreditation and / or accreditation. It is therefore important to measure their importance and the external evaluator cannot position himself as an expert categorically judging the quality of the functioning of the institution or the practices of the teachers, but gives an opinion which tries to elucidate the reasons for insufficiencies, to enlighten the resources and the successes, to take into account the contradictory points of view, while keeping his freedom of point of view.</p> <p>Evaluation round's planning (or evaluation round strategy) is the roadmap for the external evaluation round. It ensures that all activities are geared towards achieving the overall goals. It also serves as a point of reference for evaluating the progress and success. Having a strategy is also effective for communicating plans to other stakeholders, including regulators and other financial decision-makers, to gain their participation and support.</p> <p>The cycle will help ARACIS to develop a successful evaluation round and to become more strategic and effective in the design and implementation.</p> <p>The purpose and objectives of the evaluation round must be communicated to all active participants, including members of ARACIS who must have a clear understanding and support for the achievement of the purpose and objectives.</p> <p>The external evaluation round must also be integrated into the Strategy of the Romanian Agency for Quality Assurance in Higher Education (ARACIS)</p>

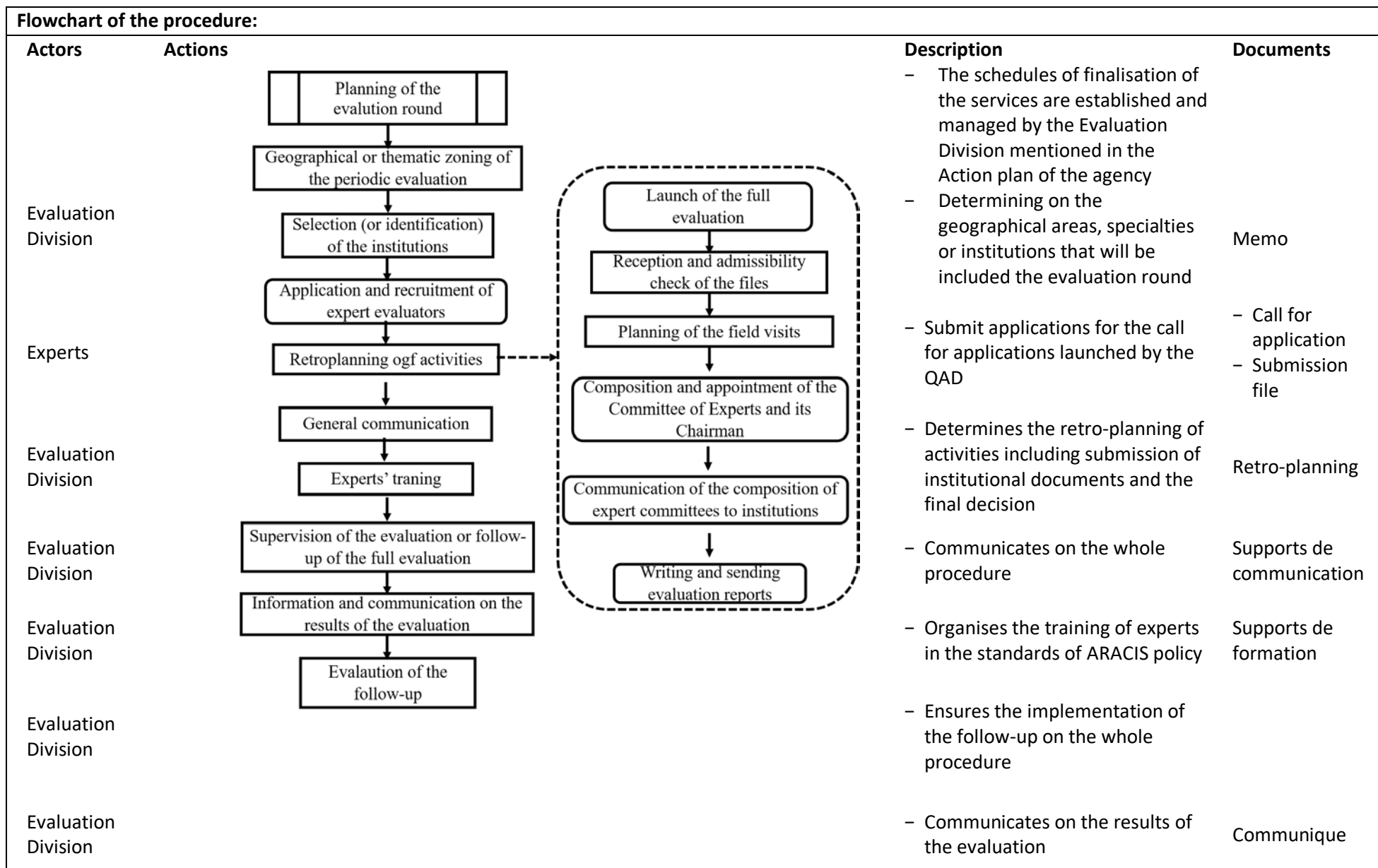
Objectives of the procedure:
The purpose of this procedure is to ensure the smooth running of an external evaluation round conducted by ARACIS during an academic year.

Steps corresponding to the procedure:		
Planning of evaluation round activities include:		
<ol style="list-style-type: none"> 1. The geographic or thematic zoning of the periodic evaluation: the evaluation division in consultation with the ARACIS Council decides on the geographical areas, specialties or institutions that will be included the evaluation round 2. The selection of institutions corresponding to the evaluation wave. 3. The application and recruitment of expert evaluators: the expert candidates submit their applications following a call for applications launched by the evaluations centre. 4. The activity retro planning established by the evaluation division, and which specifies the dates of: <ul style="list-style-type: none"> - Start of the full evaluation - Reception and admissibility check of the files - Planning of visit on sites - Composition and appointment of the Committee of Experts and its Chairman - Transmission of the composition of expert committees to institutions - Writing and sending the evaluation reports 5. The general communication: the communication and partnership department in consultation with the evaluations department communicates on the whole procedure. 6. Training of experts: the evaluation division organizes the training of experts in the evaluation frameworks and in ARACIS policy 7. The supervision of the evaluation exercise or the monitoring of the evaluation by the evaluation division in collaboration with the ARACIS Council 8. Information and communication on the results of the evaluation by the communication and partnership department in consultation with the evaluations division 		
N.B.:		
<ul style="list-style-type: none"> - The schedules of delivery of the services are established and managed by the evaluation division and mentioned in the Action plan of the agency - The evaluations division determines the deadlines for the evaluation of the follow-up of the institution's evaluation. 		
Performance and/or satisfaction indicators:		
Indicators:	Frequency	Target rate
Time limit mission/result	Quarterly	90%
Number of evaluations conducted per each staff of ARACIS per year	Annual	10
Number of evaluations finalized by each expert per year	Annual	10
Total number of missions finalized per year	Annual	30
Balance of the number of missions carried out by member and experts	Annual	90%
Respect of the evaluation procedure and contracting deadlines	Annual	90%

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Emergency Ordinance number 75/2005, approved and modified through Law number 87/2006 - Strategy of the Romanian Agency for Quality Assurance in Higher Education (ARACIS) for the period 2018-2021 - Aracis' rules of procedures - The five-year plan - Annual action plan - The decision on the launch of the evaluation round (by the President of Aracis or the Ministry of Higher Education) 	<ul style="list-style-type: none"> - n.a.

Documents to be delivered:	
Referencing documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - The decision on the launch of the evaluation round (by the President of Aracis or the Ministry of Higher Education) - Experts' database - Institutions' database - Training database - Database of research institutions - Database of doctoral schools - Database of international cooperation conventions and partnerships - List of institutions involved in the evaluation - List and contact details of the coordinators and academic authorities involved in the evaluation 	<ul style="list-style-type: none"> - Circular corresponding to the evaluation round - Provisional planning of the external evaluation - Retro-planning of the evaluation activities - Call for applications for the recruitment of experts evaluators - General communications tools on the evaluation round - Letter to the academic authorities (or circular)

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - Selection of the date to initiate the procedure - Renewal Schedule for Institutional Evaluations - List of experts - Repository of institutions (first accreditation or renewal) - Repository of the accredited trainings - Requests for the establishment of trainings - Requests for the establishment of institutions - Opinion notice on the opportunities 	<ul style="list-style-type: none"> - Satisfaction with regulatory requirements - Satisfaction with the conditions for implementing the external evaluation - Method and means to implement - Evaluation schedule - Update of the agency's website



	QUALITY PROCEDURES HANDBOOK	REF. PO02
		Date Creation: 31/05/2019
	PROCEDURE: LAUNCHING OF THE FULL EXTERNAL EVALUATION	Date Updated: Version: 1 Page 26

The unit in charge:
The ARACIS Council in collaboration with the QAD

Purpose of the procedure:
This procedure describes the official launch of a full external evaluation of an institution, training, research centre, doctoral research centre or international cooperation program / project.

Objectives of the procedure:
The purpose of this procedure is to ensure the full dissemination of information to all higher education and research institutions and more particularly to the institutions involved in the evaluation round.

Steps corresponding to the procedure:
<ul style="list-style-type: none"> – The ARACIS Council of the agency sends a letter (a circular) to the academic authorities of the institutions concerned by an evaluation: it explains the methodology to be followed by the institution concerned according to the type of evaluation (institutional, training, research, doctoral schools, international cooperation). – President of the agency sets the date of the first meeting of the coordinators working on the self-evaluation. – President of the agency asks the institution to inform them of any particular situation (including the recent completion of another evaluation). – Evaluation Division establishes a database containing the coordinates of the coordinators designated by the institutions.

Performance and/or satisfaction indicators:		
Indicators	Frequency	Target value
Respect of deadlines in the course of stages	Monthly	90%
Good dissemination of information	Monthly	100%
Number of completed reports that are not received	2 weeks before the plenary meeting	< 5%
Stakeholders' rate of satisfaction (measured through surveys)	Annual	90%

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Emergency Ordinance number 75/2005, approved and modified through Law number 87/2006 – The decree which sets the regulatory content of the external evaluation (to promulgate) 	<ul style="list-style-type: none"> – Form of information on the institution, the curriculum, the research structure, ...

<ul style="list-style-type: none"> - The decision on the launch of the evaluation round (by the President of Aracis or the Ministry of Higher Education) - Annual action plan - Provisional plan corresponding to the external evaluation - Evaluation toolkit - Regulatory documents - Charter of Ethics - Institutions' database - Training database - Database of research institutions - Database of doctoral schools - Database of international cooperation conventions and partnerships 	<ul style="list-style-type: none"> - List of institutions involved in the evaluation - List and contact details of the coordinators and academic authorities involved in the evaluation - General communication tools on the evaluation round
---	--

Documents to be produced:	
Reference documents- Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Letter to the academic authorities (or circular) - List and contact details of the coordinators and academic authorities involved in the evaluation - Retro-planning of the evaluation activities - Criteria on the admissibility of the files - State of play 	<ul style="list-style-type: none"> - Circular corresponding to the Procedures (after) evaluation round - Annex to the circular: Form of information on the institution, the curriculum, the research structure...

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - Selection of the date to initiate the procedure - Evaluation schedule - List of experts - Repository of the institutions - Repository of the trainings 	<ul style="list-style-type: none"> - Methods and tools for the execution - External communication - Evaluation calendar - Programming of the tasks - Information of experts on the mission to be conducted

Flow Chart of procedures:

Actors	Actions	Description	Documents
ARACIS Council	<div> <div>Planning of the evaluation round</div> <div> <div>Launching of the external evaluation</div> <div>Decision concerning the external evaluation</div> </div> </div>		Schedule of evaluations to be performed
Evaluation Division	<div> <div>Constitution of file by exercise</div> <div>Institutional Information</div> </div>	<ul style="list-style-type: none"> At the launch of each evaluation, an evaluation file is created. This form summarizes all the documents constituting the evaluation file. 	Evaluation File Form
ARACIS Council	<div> <div>Designation of the coordinators of the institutions concerned</div> <div>Convocation of coordinators</div> </div>	<ul style="list-style-type: none"> Address a letter (a circular) to the academic authorities of the institutions concerned by an evaluation: it explains the methodology to be followed by the institution concerned according to the type of evaluation (institutional, training,). 	Memo
Evaluation Division	<div> <div>Preliminary meeting</div> <div>Information exchange</div> </div>	<ul style="list-style-type: none"> Establish a database with coordinates of the coordinators of the institutions 	Coordinators database
ARACIS Council		<ul style="list-style-type: none"> Set the date of the first meeting of the coordinators of the self-evaluation. 	Convocation
ARACIS Council	<div>Reception and admissibility check of files</div>	<ul style="list-style-type: none"> The holding of the meeting 	Agenda Minutes
ARACIS Council		<ul style="list-style-type: none"> Ask the school to inform them of any particular situation (including the recent completion of another evaluation). 	

	QUALITY PROCEDURES HANDBOOK	REF. PO03
		Date Creation: 31/05/2019
	PROCEDURE: PREPARATION OF THE EXTERNAL EVALUATION	Date Updated: Version: 1 Page 29

Unit in charge:
Evaluation Division

Purpose of the procedure:
<p>This procedure describes the steps to prepare a full exercise of external evaluation. The elements developed below constitute a general proposition that will be subject to adjustments related to the context of each institution.</p> <p>The preparation methodology:</p> <ul style="list-style-type: none"> • Allows a double adversarial debate, that is to say: <ul style="list-style-type: none"> - On the one hand, the expression of the different actors' points of view: teachers, students, ARACIS Council and manager, partners; - On the other hand, the confrontation of the analysis relating to the questioning of the Actors and from the point of view of the actors on this analysis; • Should be participatory by soliciting the contribution of all the actors through an individual questioning; • Privileges face-to-face meeting within the institution beyond the study of the documents. <p>A successful external evaluation must be well prepared!</p>

Objectives of the procedure:
The purpose of this procedure is to systematically, comprehensively and transparently cover all stages of preparation (in terms of information and logistics) for external evaluations.

Steps corresponding to the procedure:
<p>Steps for the preparation of an external evaluation</p> <p>The preparation for an external evaluation is as follows:</p> <ol style="list-style-type: none"> 1. ARACIS: <ul style="list-style-type: none"> - Ensures compliance with regulatory requirements and best practice recommendations - Ensures that the institution is prepared to support an external evaluation as defined by the decree - Conduct a literature search on the institution / curriculum: legal references, files, etc. - Defines the agenda and organizes the meetings of the coordinators (or referents of the institutions) - Receives self-evaluation files or progress files, acknowledges receipt - Establishes the following provisional schedules: <ul style="list-style-type: none"> Pre-interview schedule (for complete evaluations only): according to the availability of the Chair of the Expert Committee

- Calendar of visits: depending on the availability of experts, this calendar is submitted simultaneously to all evaluated institutions.
 - Schedule of submission of evaluation reports (intermediate and final)
 - Schedule of supervision meetings (follow-up) and closing meeting
 - Schedule of exchanges with institutions, dissemination of the decision to the institution, treatment of observations or recourse of institutions
 - Calendar of publication of the decision on the website
 - Timeline for sending to the Ministry the decision (or outcome of the evaluation)
 - Schedule for sending and processing the institutions' satisfaction questionnaire
2. The institutions let ARACIS know their availability for each of the proposed dates.
 3. ARACIS:
 - Divides the institutions in the calendar and informs the coordinators (by e-mail), the academic authority (by e-mail), the experts (by e-mail and via the mission order attached to the contract).
 - Constitutes the file to be sent to the experts containing the self-evaluation files or the progress files, the audit questionnaire by the experts
 4. Work schedule of experts:
 - The day of the visit is set following the preliminary interviews
 - The schedule of reporting meetings is set by ARACIS in consultation with the experts
 5. Communication actions:
 - Inform the agency staff, institutions and key partners who will be asked for the implementation of the external evaluation and the procedure to be followed and keep them regularly informed.
 - Provide information and feedback on the conclusions of the external evaluation.
 6. ARACIS with the support structures prepare the logistical organization of the service, notably around the planning of the on-site visits and the organization of the various meetings (various interviews on site, consultation and study of the documents,).

Logistical planning of the evaluation

If logistics are poorly planned or underfunded, even the best evaluation team will not succeed.

Therefore, an evaluation logistical plan must be detailed and well-coordinated to support the various evaluation activities.

Essential logistics planning can include:

- Negotiation of site visit dates, objectives and needs in the field (such as availability of staff, teachers and students, access to documents and data, etc.)
- Needs for transportation, accommodation, food, office space and other facilities
- The needs for specific services (such as security).

The institution can fully or partially support the logistics for the evaluation.

Outputs from the preparation phase of the external evaluation include:

- Evaluation work plan
- Logistical planning of the evaluation

Evaluation work plan

The evaluation plan should identify the sequence of evaluation activities and clearly state the roles and responsibilities of the evaluator and the various members of the evaluation team and all others involved in the evaluation process.

ARACIS will oversee the implementation of the evaluation plan and help resolve any problems that arise.

It plays a key role in communicating with the evaluation team, key stakeholders, etc.

One of the first tasks is to agree on a communication schedule that indicates frequency, the method (verbal communication, e-mail updates, current written reports, etc.). The chair of the Evaluation Committee (or other members of the team) will contact ARACIS regarding the progress of assigned tasks.

It should also keep stakeholders informed of progress in implementation through regular communication with existing governance mechanisms for evaluation and gather suggestions and feedback on the design of the evaluation, the work plan of the evaluation, etc.

It is particularly important to agree on how unforeseen issues that affect the implementation of the evaluation and that may compromise particular deliverables will be raised, escalated and resolved.

Prerequisites for institutions to facilitate the conduct of the external evaluation

- The organization of work for the external evaluation team
- Visit on site

1. Structuring the external evaluation process

- Set up an Executive Board of ARACIS Council within the establishment concerned and mobilize it with regular meetings (One meeting per month is to be programmed until the external evaluations in order to follow the commitments).
- Learn about the complete procedure of the external evaluation.
- Designate a referent (coordinator or resource contact) of the institution to facilitate links, organization and follow-up of the approach with the agency (preliminary documents, organization, follow-up / adjustments,).
- Make meetings and telephone conversations with the evaluation project manager of the agency (or at least the head of ARACIS)
- Organize preparatory meetings with the quality representatives to present the process and prepare questions to ask the evaluators eventually.
- Prepare the arrival of the expert evaluators

2. Communication on external evaluation with stakeholders

- Inform the staff (institutional information meetings in small groups, presentation, internal flash information, direct presentation, ...).
- Inform the stakeholders (teachers, students, partners,) about the purpose, issues and modalities of the external evaluation
- Adopt an associative approach, which can be promoted by the quality unit of the institution.

3. Conditions for conducting the external evaluation

- Ensure availability to receive expert evaluators
- Adopt a posture of constructive dialogue with the evaluators
- Constitute groups of homogeneous agents for auditions
- Prepare at least two workrooms preserving the confidentiality of interviews and for the consultation of documents.
- Respect the communicated procedure: preparation and transmission / provision of documents, knowledge of the proposed standards, organization of common working times and interviews.
- Transmit to the evaluators any requested technical documents.
- Create the internal conditions related to the work focused on the reading of the contradictory pre-report.
- Ensure the logistics during the mission of meetings, readings and proposals for modifications of the pre-reports in connection with ARACIS Council,
- Organize exchanges with the evaluators (school management, quality manager, educational teams, etc.), particularly in the form of a scoping meeting to refine the schedule of visits and

their material needs and to present the method to be continued. This meeting will introduce the experts to the teams of the institution.

4. Documentary management

- Update all institutional documents and prepare all required documents and proof documents to be sent to the evaluators (list provided by the agency).
- Prepare a file with various documents related to the institution requested by the agency (regulatory documents including the self-evaluation report, the establishment plan, organization charts, ...)
- Digitize all the reference documents for transmission to the agency
- Send all documents requested by the agency before the evaluation
- Prepare the documents that will be asked by the evaluators, in two copies.
- Create an electronic document management (optional)

5. Conducting the internal evaluation

- Ensure that the internal evaluation is completed compulsorily
- Identify the strengths and weaknesses, the institutional calendar and the formalized improvement plan
- Have implemented the priority actions of the quality plan, after the internal evaluation

6. Working in the improvement process

- Ensure that there is a belief that the external evaluation is a real working tool and not a mere formality
- Invite stakeholders to participate in the external evaluation process
- Involve different actors of the institution
- Reflect on the project
- Structure a diagnosis / process on each of the components of the institution before the evaluation.

7. Establish a relationship of trust

- Work on a win / win trust report. This is the first element of success of the evaluation mission.
- Have confidence in the agency in a partnership relationship of co-construction of the process.

8. Regulatory knowledge

- Have knowledge of the legal texts

9. Overcoming the difficulties that can be encountered

Engagement of actors (among others):

- The difficulties of getting the Actors to feel involved in the evaluations.
- People concerned withdraw at the last moment.
- The lack of involvement of actors (project mainly carried by ARACIS Council)
- Difficulties of oral and / or written expression of some staff.
- Misunderstanding of the external evaluation as an inspection
- Fear for lack of information on the objectives of the evaluation (barrier)
- Mistrust of staff and executives at the beginning
- Resistance to taboo subjects.
- The low readability of the institutions and the personnel as for the exploitation that could be made by the agency of the evaluative works.

Engagement of the ARACIS Council (among others):

- Lack of involvement of the ARACIS Council (perhaps due to the presence of an in-house quality manager who takes care of everything and therefore delegates to the maximum).
- Regulatory documents absent or incomplete.
- Incomplete documentation file
- List of requested documents incomplete.
- Slow to retrieve documents.
- Ignorance of the steps and methodology of the external evaluation.
- Lack of evaluation culture and confusion assessment / audit.

Fear among actors (among others):

- Fear of judgment and / or questioning of working methods.
- The preparation consists of reassuring them about the questions of the external evaluator.
- To reassure certain Actors about external evaluation: to say what we do, how we do it and how to explain why we do it in this way
- The same difficulties that we encounter when we make a change; the Actors seizing this opportunity to be in the individual complaint and not in the collective project

Organizational difficulties (among others):

- Planning a little complicated because of the availability of each.
- No preparation for interviews. The Actors must be notified of the appointment with the visiting expert and the purpose of the interview.
- Difficulties of organization for the conduct of the visit of the evaluators.
- Mobilization of staff and students.
 - Lack of time.
 - Lack of referent.
 - Unprepared rooms.
- Procedure not respected including the organization of working time, documentation to put on the table
- Restitution of results: Phase around the pre-report can be long in connection with the internal dynamics or difficulties of the institution to mobilize a body / staff concerned.

The levers and points of vigilance for a good implementation of the external evaluation

1. Ensuring a good communication scheme

- Quality of transmissions between services and persons
- Reminder of the context and mission of the external evaluation and explanation of the approach
- Good information vis-à-vis institutions and partners
- Make a clear and precise formalization and presentation and answer all the questions.
- Remove doubts and ambiguities.
- Clarification of the intentions pursued by the evaluation.
- Broad explanation of strategic issues.
- An important communication on the content and the progress of the external evaluation.
- Information and communication tailored before and throughout the process to the various actors involved / consulted (institutions, teachers, students, key partners, ...)

2. Engagement of all the stakeholders

- Transparency in the expression of points of view.
- Effective participation of all the actors.
- Evaluative questioning of all the actors (teachers, students, employers, partners ...)

- Consultation of all staff regardless of their duties.

3. A structured and flexible approach

- Good internal relay to accompany the process.
- Deliver regularly to the management committee
- Application of regulatory requirements, particularly with regard to the timetable.
- A structured internal evaluation process that continues in an organized way with the external evaluation (Executive Board of ARACIS Council, evaluation or quality reference ...)

4. Preparation of the approach

- A good prior preparation by the agency to explain the processes of the different phases, to organize the visit taking into account the constraints of the institution. In particular, the agency must:
 - Communicate to the entire implementation team on the purpose of the evaluation prior to the evaluation
 - Identify the actors and partners
 - Define the modalities of the evaluation
 - Identify an Executive Board of ARACIS Council and / or a referent in the school.

5. Climate of trust

- Respectful accompaniment of the stakeholders: didactic, reassuring, without judgment of the people
- Implement the external evaluation according to the rules of ethics.
- Establish a climate of trust and remind each interview of confidentiality
- Creation of free speech spaces

6. Engagement in a quality improvement approach

- Putting in perspective the results before the evaluation: valorisation of the actions, the new knowledge, the axes of progress.
 - Have a willingness to question
 - Have sufficient distance from the internal evaluation
- Registration of the external evaluation in a continuous improvement process
- The integration of the recommendations of the external evaluation in the project of support to the quality of the establishment.
- Constructive work around the evaluation report as a lever for change and shared work on recommendations / recommendations for integration within the institution's continuous improvement plan.

7. Support from the management

- Relative stability of management (no management position or vacant management)
- A management / framework that measures the interest of the approach and perceives this as a positive lever for concerted change

8. Methodological skills of the evaluators

- Conduct interviews with minimum 2 experts
- Detailed analysis of the desk review
- Conduct semi-structured interviews since they are richer in terms of testimonials and contributions of knowledge of real practices
- Presentation by the evaluation experts of the method at the opening meeting.
- Capacity of synthesis and writing.
- Have a pre-established report template.

- Conduct a complete and quality external evaluation
- Analysis of practices according to methodologies, valorisation of these practices, recognition of outstanding actions and mobilization around identified and shared areas of progress
- Identification of areas for improvement, for example by pointing out dysfunctions and bad habits, by formulating recommendations, prioritizing the set objectives
- Verification of the relevance and coherence of the actions already carried out by the institution, in particular the follow-up under the internal evaluation.
Have an objective external view, both on the positive and the negative points
- Take into account the point of view of the actors and other stakeholders
- Adopt a formative, participative and concerted evaluation (shared diagnosis carried out in a benevolent and cooperative approach with the establishment).
- Evaluation requires benchmarks to standards or criteria; however, the subjective aspect of the evaluators remains essential to judge the "common sense" of certain choices.
- The writing of evaluation reports which must articulate synthesis and exhaustiveness
- Multidisciplinary team of external evaluators
- Take a step back on the institutional functioning and the practices.
- Favourable to the development of the quality improvement culture
 - Actors' awareness of the need to evaluate their practices
 - An external opinion that allows questioning and can lead to a real quality approach
 - Possibility of improving the quality of the services.
 - Improvement of professional practices.
 - Improvement plan that feeds the institution's project.
 - Creating momentum for change and continuous improvement

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Respect for deadlines in the course of various stages	Monthly	90%
The clarity of the list of documents requested for preliminary analysis	Annual	90%
Availability of institutions for external evaluation	Monthly	90%
Quality of reception by stakeholders	Annual	100%
Identification and analysis of the institution's missions	At the start	100%

References (documents & forms)

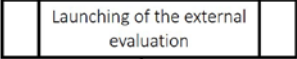
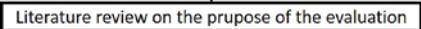
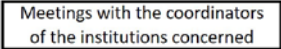
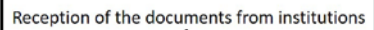
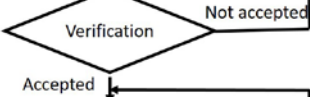
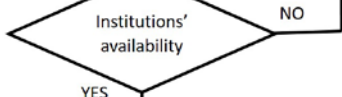
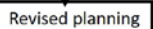
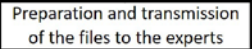
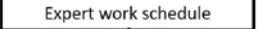
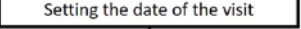
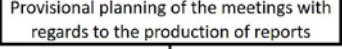

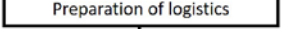
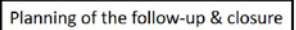
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Annual Plan of Action - Decision to launch the evaluation exercise List of institutions involved in the evaluation 	<ul style="list-style-type: none"> - n.a.

Documents to be produced:

Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Detailed action plan of the evaluation - Schedule of preliminary interviews - Schedule of visits - Schedule of submission of evaluation reports (intermediate and final) - Schedule of supervision meetings (follow-up) and closing meeting - Schedule of exchanges with the institutions, dissemination of the decision to the institution, treatment of the observations or recourse of the institutions 	<ul style="list-style-type: none"> - Acknowledgment of receipt of self-evaluation files and progress files - Letter of transmission of self-evaluation files and progress files to experts - E-mail addressed to coordinators to define the schedule of visits

<ul style="list-style-type: none"> - Calendar of the publication of the decision on the website - Timetable for sending to the Ministry the decision (or the result of the evaluation) - Schedule of the sending and the processing of the questionnaire of satisfaction of the institutions 	<ul style="list-style-type: none"> - Agenda of the meetings
---	--

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - ARACIS <ul style="list-style-type: none"> • Sheet of instructions for the conduct of missions • Self-evaluation guide - Listed institutions <ul style="list-style-type: none"> • Previous authorization notice • Downloadable full file <ul style="list-style-type: none"> - Synthetized sheet of instruction - Diplomas - Self-evaluation reports - Strategic note - Annexes - New institutions <ul style="list-style-type: none"> • Synthetized sheet of instructions • Admissibility request (1st stage of accreditation) • Partnership agreements • Budget and means • Annexes 	<ul style="list-style-type: none"> - ARACIS <ul style="list-style-type: none"> • Final report • Note of observations - Evaluation team <ul style="list-style-type: none"> • Final report - Institutions <ul style="list-style-type: none"> • Project report • Final report without conclusion - Logistical processes corresponding to the missions

Flow Chart of the procedure:				
Actors	Actions	Description	Documents	
QAD		<ul style="list-style-type: none"> Conducts a literature search on the institution / curriculum: legal references, files, etc. 		
QAD		<ul style="list-style-type: none"> Defines the agenda and organizes the meetings of the coordinators (or referents of the institutions) 	Agenda	
QAD		<ul style="list-style-type: none"> Receives self-evaluation files or progress files, acknowledges receipt 	Self-evaluation report	
QAD				
QAD		<ul style="list-style-type: none"> Establishes the provisional calendars (preliminary interviews, visits, submission of evaluation reports (intermediate and final), supervision meetings (follow-up) and closing meeting, exchanges with the institutions, dissemination of the decision to the institution, processing of observations or appeals from institutions, publication of the decision on the website, sending to the Ministry the decision (or the result of the evaluation), sending and processing of the satisfaction questionnaire of the institutions 	Provisional Calendars	
Institutions Evaluation Division		<ul style="list-style-type: none"> The institutions let the Evaluation Division know their availability for each of the proposed dates 	Response by the institutions	
QAD		<ul style="list-style-type: none"> Divide the institutions in the calendar and inform the coordinators, the academic authority, the experts 	Revised planning	
QAD		<ul style="list-style-type: none"> Formulate the file to be sent to the experts containing the self-evaluation files or the progress files, the audit questionnaire by the experts 	Self-evaluation report or Audit questionnaire	
QAD				
QAD				
QAD			Planning	
QAD		<ul style="list-style-type: none"> The day of the visit is set following the preliminary interviews 		
Evaluation Divisions + experts		<ul style="list-style-type: none"> The provisional schedule is set with regards to the meetings to produce the reports 	Planning of meetings	
				

QAD		<ul style="list-style-type: none"> – Inform about the implementation of the external evaluation and the procedure to be followed – Provide information and feedback on the conclusions of the external evaluation. 	Communication materials
Evaluation Division+ support structures		<ul style="list-style-type: none"> – Prepare the logistics organization (site visits, organization of various meetings) 	

Structuring the external evaluation process in the institutions

Actors	Actions	Description	Documents
	Structuring the external evaluation process in the institutions		
ARACIS Council	Constitution of the steering committee	<ul style="list-style-type: none"> – Set up an Executive Board of ARACIS Council within the establishment concerned and mobilize it with regular meetings (One meeting per month is to be programmed until the external evaluations in order to follow the commitments). 	
ARACIS Council	Conducting the internal evaluation		
ARACIS Council	Designation of a coordinator-institution	<ul style="list-style-type: none"> – Ensure that the internal evaluation is completed compulsorily – - Identify the strengths and weaknesses, the institutional calendar and the formalized improvement plan – - Have implemented the priority actions of the quality plan, after the internal evaluation 	Self-evaluation Report Improvement plan
ARACIS Council	Communicating on external evaluation		
ARACIS Council	Concertation with ARACIS / Institution	<ul style="list-style-type: none"> – Designate a referent (coordinator or resource contact) in the institution to facilitate links, organization and follow-up of the approach with the agency (preliminary documents, organization, follow-up / adjustments, ...). 	
ARACIS Council + ARACIS	Organization of preparatory meetings		
Institution + ARACIS	Preparation of the experts' arrival	<ul style="list-style-type: none"> – Inform about the complete procedure of the external evaluation and its purpose. 	Communication support materials
ARACIS Council + coordinator	Organization of meetings with experts	<ul style="list-style-type: none"> – Meeting and telephone exchanges with the evaluation project manager of the agency 	
	Ensure logistical processes	<ul style="list-style-type: none"> – Organize preparatory meetings with the quality representatives to present the process and prepare questions to ask the evaluators eventually. 	

ARACIS Council + coordinator		<ul style="list-style-type: none"> – Prepare the arrival of the expert evaluators – Prepare at least two work rooms ensuring the confidentiality of the interviews and for the consultation of the documents 		
ARACIS Council + coordinator		<ul style="list-style-type: none"> – Ensure the logistics during the mission of meetings, readings and proposals for modifications of pre-reports in connection with ARACIS Council 		

	QUALITY PROCEDURES HANDBOOK	REF. PO04
		Date Creation:
	PROCEDURE: CONDUCTING THE EXTERNAL EVALUATION	Date Updated: Version: 1 Page 41

Unit in charge:
QAD

Purpose of the procedure:
339. This procedure describes the steps to complete the exercise of a full external evaluation.

Objectives of the procedure:
<p>This procedure aims to:</p> <ul style="list-style-type: none"> – Make an overall assessment evaluation – Examine the consequences of the results of the internal evaluation (Self-evaluation). – Develop proposals and / or recommendations <p>Thus, the external evaluation must aim at the production of knowledge and analysis. This evaluation must make it possible to make an assessment that places it in a framework of intervention and support for decision-making. Its purpose is to better understand the processes, to assess the impacts produced with regard to the objectives, with reference to the objectives defined above.</p>

Steps corresponding to the procedure:
<p>The evaluation follows a first stage of self-assessment with the drafting of a self-evaluation report, followed by an external evaluation stage entrusted to an external Expert Committee who, in turn, drafts a report. This phase of external evaluation includes a critical review of the self-evaluation report and an analysis of the facts communicated or noted during a visit to the site of the evaluated institution.</p> <p>Steps of the external evaluation:</p> <p>The external evaluation process includes 5 phases leading to the final report. Each phase allows the development of part of the report and fulfils the objectives of the external evaluation.</p> <p>Step 1: Planning and preparation of the external evaluation</p> <p>The preparation of the external evaluation will be discussed with the institution concerned. During this phase following steps will be performed:</p> <ul style="list-style-type: none"> – Literature review (documentary analysis) on the subject of the evaluation – Development and validation of the reference framework – Formalization of the evaluation plan <p>Elements to be included in the report during the step 1:</p> <ul style="list-style-type: none"> • Framing elements • A description of the external evaluation procedure • Evaluative Questioning <p>Step 2: Observation on site</p> <p>At the end of the previous steps and after the formalization and validation of the evaluation plan, the second phase of the process will begin with “on-site observation”. This will proceed according to the validated schedule.</p>

The main objective of the on-site visit is to consider the reality of the institution, refine the evaluation and verify the findings developed during the first phase.

Comments will be made to the representatives of the ARACIS Council for validation at the end of each day. These observations will be factual and without any judgment. The aim is to improve the services provided by the institution. The information and findings collected are validated by the persons concerned.

Several modes of intervention can be used during this phase:

- Visits
- Interviews
- Meetings

During the visit, experts are expected to:

- Take an external and critical look at the analysis and conclusions of the self-evaluation report
- Check that the description contained in the self-evaluation report corresponds to what they observe during the visit
- Analyze the adequacy of the means deployed to achieve the stated objectives
- Analyze the adequacy of the resources presented in the self-evaluation report
- Analyze the national and international influence of the institution from the point of view of scientific development and employability
- Analyze the relevance and feasibility of the action plan proposed by the institution

Elements to be included in the report during the step 2:

- Improvements corresponding to the newly obtained information

Step 3: Analysis of the collected elements

The elements of observation that are collected, shared and validated by ARACIS Council during the previous phases will make it possible to build a relevant analysis with regard to the investigated fields of evaluation.

The assessments produced will be based on evidence supported by evidence considered in the previous steps.

The fields of evaluation that are investigated will focus on:

- Evaluation of activities and quality of services
- Review of the follow-up to the internal evaluation
- Review of specific themes and registers

The findings will be complemented by a strategic analysis based on different models and matrices.

➔ Elements to be included in the report during the step 3:

- Results of the detailed analysis

Step 4: Elaboration of the preliminary report, of the synthesis and formulation of proposals/recommendations

The analysis carried out during the previous phase will make it possible to develop proposals and recommendations.

With regard to the synthesis, the evaluation will focus on the relevance of the activities and organization to the needs identified and the objectives assigned, taking into account the resources available to the institution and the choices made in their assignment; especially:

- The conditions of implementation and elaboration of the institution's project and the management of the quality
- The participation of the beneficiaries
- The opening of the institution to its environment

➔ Elements to be included in the report during the step 4:

- The preliminary report of evaluation notes the observations made during the evaluation, shared and validated by ARACIS Council, proposes commitments and improvements approved by the Institutional management and highlights the organization's strengths and best practices.

The various points that are evaluated will be constructed and presented, in particular in the synthesis, in 3 interdependent dimensions:

- Observations obtained through document analysis and on-site intervention
- The interpretation of these findings with regards to references (European Standards, Good Practice Recommendations, etc. ...)
- Proposals for recommendations

The content of the preliminary report will be exchanged as part of a search for consensus and enrichment.

Step 5: Preparation of the final report and the abstract

After the exchange phase on the content of the preliminary report, the final report will be drawn up. An abstract for the report will be attached to the final report.

→ Deliverables:

- Final report
- Abstract of the report

Evaluation calendar

1	Launching of the evaluation	Week 0
2	Designation of the Expert Committee	Week 0 - 8
3	Presentation of the self-evaluation report to the experts	Week 16
4	Planning of the visit: adoption	Week 18-20
5	Experts' visits	Week 22
6	Presentation of the Preliminary Report of the Experts to the Evaluation Division of the Agency	Week 26
7	Presentation of the institution's reaction to the Preliminary report of the experts	Week 28
8	Presentation of the final report of the experts to the Evaluation Division of the agency	Week 30

Organisation and logistics:

- After confirmation of the participation agreements, availability and dates between the experts and the institution, the experts receive:
- A letter from the agency introducing the process and specifying the objectives of the evaluation
- The mandate specifying the objectives of the evaluation and the expected benefits, to be signed and returned to the agency's ARACIS Council
- The self-evaluation report and its annexes,
- The Guide for Experts on Institutional Evaluation
- The provisional planning of visits.

The experts are paid by the agency, which also covers their travel and accommodation expenses. The Support Service (Administrative and Financial Division) provides them with assistance.

- The experts go on their own to the institution.
- QAD remains the interlocutor of the experts and at their disposal for any help throughout the process.
- The meeting between the experts and the stakeholders takes place according to the visit plan.
- The lunches are organized by the institution and dinners by the experts.
- In an appropriate room, the experts can, at the end of the day and during the hour preceding the final presentation, compare their observations, prepare the first conclusions and recommendations of the oral report of the last day.
- After their return, the experts refer to the Evaluation Division the original expenses incurred for the evaluation of the institution for the sole purpose of reimbursement.

General provisions:

- All persons involved in the evaluation of an institution treat the information in confidentially.
- Any complaint issued by the institution gives rise to a written response.
- The procedure for creating a file of a service must ensure the traceability of the entire evaluation process.

Implementation of the evaluation:

Performance and/or satisfaction indicators:		
Indicators	Frequency	Targeted value
Respect for deadlines in the course of various stages	Monthly	90%
The steps of the external evaluation: <ul style="list-style-type: none"> - The requests and / or constraints were taken into account to organize the visit - The schedule for visiting the external evaluation has been respected - All stakeholders (teachers, students, staff, external partners) could be met or heard during the on-site visit - The additional list of documents requested as evidence was clear - A debriefing with the ARACIS Council or the project's pilot internally was carried out systematically after each evaluation day 	Annual	90%
Finalization of the external evaluation: <ul style="list-style-type: none"> - The preliminary report validation time was sufficient - The facts presented in the preliminary report were accurate - The content of the report was exhaustive, comprehensible and in accordance with the regulations - Any remarks and comments made in particular by the evidence elements were taken into account 	Annual	100%
External evaluators <ul style="list-style-type: none"> - The evaluators have demonstrated professionalism (knowledge of the sector, attitude...) - - The evaluators remained at disposal during the various stages of the external evaluation - - Evaluators were available during the various stages of the external evaluation (communication, obtaining answers...) 	Annual	90%
Contractual aspects: <ul style="list-style-type: none"> - The evaluation procedure has been respected - Contractual deadlines have been respected 	Annual	90%

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Guide for organizing the visit of experts during institutional evaluation - Guide for writing the self-evaluation report - Provisional planning of the external evaluation 	<ul style="list-style-type: none"> - n.a.

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Preliminary report (or pre-rapport) of evaluation - Final report 	<ul style="list-style-type: none"> - Mission letter to the experts

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - Provisional planning of the external evaluation - Planning of visits - Mission letter to the experts 	<ul style="list-style-type: none"> - Preliminary report of evaluation - Final report - Experts' view

Flow Chart of the procedure:			
Actors	Actions	Description	Documents
ARACIS Council / Evaluation Division	<pre> graph TD A[Conducting the external evaluation] --> B[Designation of the Experts Committee] B --> C[Informing the person in charge in the institution] C --> D[Preseantion of the review to Committee members] D --> E[Meeting between ARACIS team and the chair of the committee] E --> F[Organization of the visit in consultation with the coordinator of the institution] F --> G[Committee's preparatory meeting] G --> H[Delivery of documents (if) requested by the Committee] H --> I[Committee visit (2.5 / 3 days)] I --> J[Drafting of the preliminary evaluation report by the experts] J --> K[Analysis of the preliminary report] K --> L[Restitution meeting] L --> M[Transmission of the report to the institution] M --> N[Delivery of the institution's response to the experts' the preliminary report] N --> O[Presentation of the experts' final report] O --> P[Transmission of the report to the institutions] P --> Q[Publication on the ARACIS' website] </pre>	<ul style="list-style-type: none"> Designation of the manager and the evaluation project manager (ARACIS) Designation of the chairman of the committee of experts Designation of experts Setting the dates (2/3 days) Meeting between ARACIS and the institution's ARACIS Council Communication of the composition of the Expert Committee and practical arrangements for the organization of the visit. 	File-ARACIS File-institution
ARACIS Council / Evaluation Division		<ul style="list-style-type: none"> ARACIS file: regulatory texts, standards, previous evaluation reports) Institutions' file: self-evaluation report, organization chart, etc. 	
Evaluation Division		<ul style="list-style-type: none"> This meeting aims at: <ul style="list-style-type: none"> - Presenting the composition of the Experts Committee to its president - Initiating the external evaluation process 	
Evaluation Division + Institutional authorities	<pre> graph TD A[Conducting the external evaluation] --> B[Designation of the Experts Committee] B --> C[Informing the person in charge in the institution] C --> D[Preseantion of the review to Committee members] D --> E[Meeting between ARACIS team and the chair of the committee] E --> F[Organization of the visit in consultation with the coordinator of the institution] F --> G[Committee's preparatory meeting] G --> H[Delivery of documents (if) requested by the Committee] H --> I[Committee visit (2.5 / 3 days)] I --> J[Drafting of the preliminary evaluation report by the experts] J --> K[Analysis of the preliminary report] K --> L[Restitution meeting] L --> M[Transmission of the report to the institution] M --> N[Delivery of the institution's response to the experts' the preliminary report] N --> O[Presentation of the experts' final report] O --> P[Transmission of the report to the institutions] P --> Q[Publication on the ARACIS' website] </pre>	<ul style="list-style-type: none"> Planning meetings with: management team, service managers, research teams, teaching teams, students, staff, external personalities, ... 	File-ARACIS File-institution
Evaluation Division + Institutional authorities		<ul style="list-style-type: none"> This meeting aims to divide the roles and responsibilities of each committee member and finalize the schedule of the visit 	
Evaluation Division + Expert Committee	<pre> graph TD A[Conducting the external evaluation] --> B[Designation of the Experts Committee] B --> C[Informing the person in charge in the institution] C --> D[Preseantion of the review to Committee members] D --> E[Meeting between ARACIS team and the chair of the committee] E --> F[Organization of the visit in consultation with the coordinator of the institution] F --> G[Committee's preparatory meeting] G --> H[Delivery of documents (if) requested by the Committee] H --> I[Committee visit (2.5 / 3 days)] I --> J[Drafting of the preliminary evaluation report by the experts] J --> K[Analysis of the preliminary report] K --> L[Restitution meeting] L --> M[Transmission of the report to the institution] M --> N[Delivery of the institution's response to the experts' the preliminary report] N --> O[Presentation of the experts' final report] O --> P[Transmission of the report to the institutions] P --> Q[Publication on the ARACIS' website] </pre>	<ul style="list-style-type: none"> The Expert Committee, via ARACIS, may be asked to ask the institution for any documents and clarifications necessary to inform its analysis. 	File-ARACIS File-institution
Evaluation Division + Expert Committee		<ul style="list-style-type: none"> It begins with a presentation of the institution by its head It includes plenary meetings, small group meetings conducted by two or three experts, and in-camera sessions for day preparation and debriefing. It ends with a last meeting of the committee with the head of the institution 	
Evaluation Division + Expert Committee	<pre> graph TD A[Conducting the external evaluation] --> B[Designation of the Experts Committee] B --> C[Informing the person in charge in the institution] C --> D[Preseantion of the review to Committee members] D --> E[Meeting between ARACIS team and the chair of the committee] E --> F[Organization of the visit in consultation with the coordinator of the institution] F --> G[Committee's preparatory meeting] G --> H[Delivery of documents (if) requested by the Committee] H --> I[Committee visit (2.5 / 3 days)] I --> J[Drafting of the preliminary evaluation report by the experts] J --> K[Analysis of the preliminary report] K --> L[Restitution meeting] L --> M[Transmission of the report to the institution] M --> N[Delivery of the institution's response to the experts' the preliminary report] N --> O[Presentation of the experts' final report] O --> P[Transmission of the report to the institutions] P --> Q[Publication on the ARACIS' website] </pre>	<ul style="list-style-type: none"> Examination of the Preliminary report Formulation of remarks on the respect of the ethical and methodological principles as well as, if necessary, comments, proposals and questions Discussion and decision-making around the various outstanding issues Overall validation of the document in session 	- Preliminary report
Evaluation Division + Expert Committee			
Evaluation Division	<pre> graph TD A[Conducting the external evaluation] --> B[Designation of the Experts Committee] B --> C[Informing the person in charge in the institution] C --> D[Preseantion of the review to Committee members] D --> E[Meeting between ARACIS team and the chair of the committee] E --> F[Organization of the visit in consultation with the coordinator of the institution] F --> G[Committee's preparatory meeting] G --> H[Delivery of documents (if) requested by the Committee] H --> I[Committee visit (2.5 / 3 days)] I --> J[Drafting of the preliminary evaluation report by the experts] J --> K[Analysis of the preliminary report] K --> L[Restitution meeting] L --> M[Transmission of the report to the institution] M --> N[Delivery of the institution's response to the experts' the preliminary report] N --> O[Presentation of the experts' final report] O --> P[Transmission of the report to the institutions] P --> Q[Publication on the ARACIS' website] </pre>		

Evaluation Division	– Sending the report in its provisional version, then final, and producing the comment letter from the president or President	– Preliminary report
		– Final report
Evaluation Division	– Sending to the supervisory authorities the preparation of the report in its final version	– Final report
		– Final report

	QUALITY PROCEDURES HANDBOOK	REF. PO05
		Date Creation:
	PROCEDURE: FOLLOW-UP OF THE EVALUATION	Date Updated: Version: 1 Page 47

Unit in charge:
QAD

Purpose of the procedure:
This procedure describes the steps to ensure the smooth follow-up of the evaluation (development and publication of the action plan by the institution) and development of the transversal analysis by the agency.

Objectives of the procedure:
The aim of the monitoring phase is to anchor the quality process and ensure its sustainability.

Steps corresponding to the procedure:
<ul style="list-style-type: none"> - QAD sets the date by which the action plans of the institutions must be delivered and published (date common to all the evaluated institutions, at the latest six months after the publication of the external evaluation reports) - The institutions write the action plan and transmit the document to the Evaluation Division as well as the URL link of the web page where the document was published - QAD informs the experts of the calendars' publication and plans of action - Meetings take place every week to determine the state of progress of the various services in progress and to plan the implementation of future actions. They also help identify potential material resource requirements and skills. These meetings are attended by the President, head of division and heads of departments. - Analysis of institutions' and experts' satisfaction surveys - QAD writes the foreword of the state of play setting the context of the evaluation - Conduct and communication of the state of play of the implementation of the evaluation, proposal of a synthesis of evaluation benchmarks and identification of a certain number of barriers and levers. - Presentation of the state of play of the institutions evaluated at the Agency's Council - A working group set up within the Evaluation Division drafts the analytical note - The ARACIS council validates the analytical note - QAD integrates the analytical note at the end of the state of play, thus forming the cross-sectional analysis of the evaluated institutions - QAD publishes cross-sectional analysis on the Agency's website - QAD sends the cross-sectional analysis by mail at least to the academic authorities and institutional quality coordinators of the institutions concerned as well as to the DHE, the Minister of Higher Education, and any other potential partner.

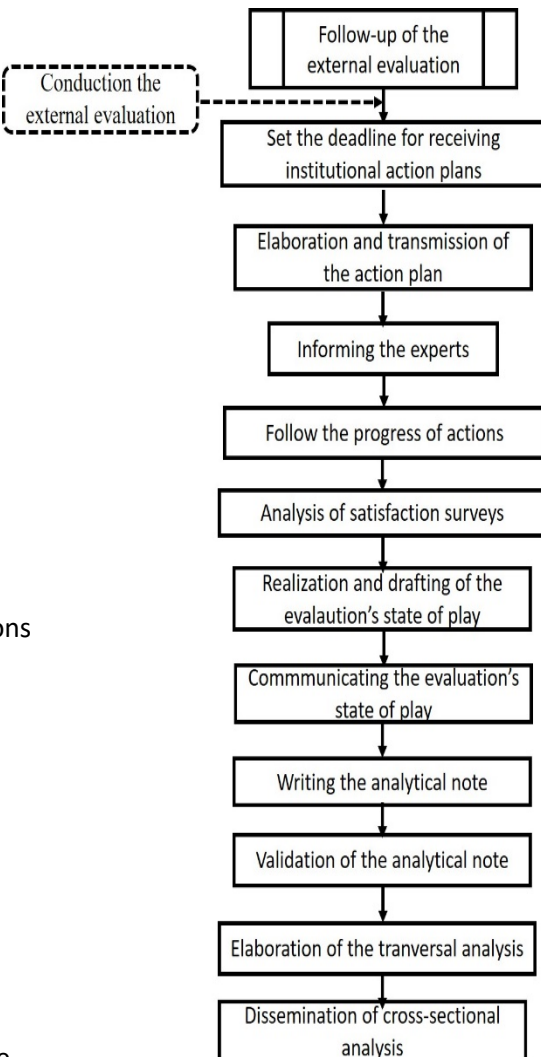
Performance and/or satisfaction indicators:		
Indicators	Frequency	Targeted value
– Respect for deadlines	Annual	100%
– Stakeholders' rate of satisfaction (measured by surveys)	Annual	100%
– Experts' rate of satisfaction (measured by surveys)	Annual	100%
– Institutions' rate of satisfaction (measured by surveys)	Annual	100%

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Final evaluation reports – Institutional action plans 	<ul style="list-style-type: none"> – Satisfaction surveys of institutions and experts

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Retro-planning – State of play – Transversal analysis 	<ul style="list-style-type: none"> – n/a

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> – Action plans – Final evaluation reports – Satisfaction surveys of institutions and experts 	<ul style="list-style-type: none"> - Statistics by year, by evaluation round, by type of institution and by evaluation theme - Repository of the most frequently formulated recommendations - External communication <ul style="list-style-type: none"> • Statement of conclusions • Written opinion • Statistics by evaluation round • Result of the institution's satisfaction survey - Information on remarks and possible recourse to members and experts - Notification to institutions

Flow Chart of the procedure:

Actors	Actions	Description	Documents
QAD	 <pre> graph TD A[Conduction the external evaluation] -.-> B[Follow-up of the external evaluation] B --> C[Set the deadline for receiving institutional action plans] C --> D[Elaboration and transmission of the action plan] D --> E[Informing the experts] E --> F[Follow the progress of actions] F --> G[Analysis of satisfaction surveys] G --> H[Realization and drafting of the evalaution's state of play] H --> I[Communicating the evaluation's state of play] I --> J[Writing the analytical note] J --> K[Validation of the analytical note] K --> L[Elaboration of the transversal analysis] L --> M[Dissemination of cross-sectional analysis] </pre> <p>Conduction the external evaluation</p> <p>Follow-up of the external evaluation</p> <p>Set the deadline for receiving institutional action plans</p> <p>Elaboration and transmission of the action plan</p> <p>Informing the experts</p> <p>Follow the progress of actions</p> <p>Analysis of satisfaction surveys</p> <p>Realization and drafting of the evalaution's state of play</p> <p>Communicating the evaluation's state of play</p> <p>Writing the analytical note</p> <p>Validation of the analytical note</p> <p>Elaboration of the transversal analysis</p> <p>Dissemination of cross-sectional analysis</p>	<ul style="list-style-type: none"> Sets the date by which the action plans of the institutions must be delivered and be published (date common to all the evaluated institutions, at the latest six months after the publication of the external evaluation reports) Write the action plan and send the document to the Evaluation Division as well as the URL link of the web page where the document was published QAD informs the experts of the publication of the calendars and plans of action Hold weekly meetings to determine the progress of the various services in progress and plan the implementation of future actions. Analysis of satisfaction surveys of institutions and experts Conduct and write the state of play report, setting the context for the evaluation Propose a synthesis of evaluation benchmarks Identify a number of barriers and levers. Communicate the state of play of the 	<ul style="list-style-type: none"> Action plan Action plan Calendar Convocation to the meetings Agenda Satisfaction surveys Report on the state of play Communication support materials
Institutions			
QAD			
Executive Board of ARACIS Council			
QAD			
QAD			
QAD			

Working group - Evaluation Division Executive Board of ARACIS Council	<p>implementation of the evaluation</p> <ul style="list-style-type: none"> – Present the state of play of the institutions assessed by the Executive Board of ARACIS Council 	
QAD	<ul style="list-style-type: none"> – Draft the analytical note 	– Analytical note
QAD	<ul style="list-style-type: none"> – Validate the analytical note – Integrate the analytical note at the end of the state of play, thus forming the cross-sectional analysis of the evaluated institutions – Publish cross-sectional analysis on the Agency's website – Send the transversal analysis by mail at least to the academic authorities and institutional quality coordinators of the institutions concerned as well as to the DHE – , the Minister of Higher Education, and any other potential partner. 	– Analytical note
		– Transversal Analysis
		– Transversal Analysis

	QUALITY PROCEDURES HANDBOOK	REF. PO06
		Date Creation: 31/05/2019
	PROCEDURE: PREPARATION AND CONDUCT OF THE COMMITTEE OF EXPERTS' VISIT	Date Updated: Version: 1 Page 51

Unit in charge:
QAD

Purpose of the procedure:
This procedure describes the steps required for the smooth conduct of an evaluation visit while ensuring compliance with procedures, rules of professional conduct and fairness of treatment between the evaluated institutions, and conducting the evaluation by highlighting good practices, shortcomings and problems to be solved.

Objectives of the procedure:
The purpose of this procedure is to ensure the smooth running of an evaluation visit while ensuring compliance with procedures, rules of professional conduct and fair treatment between the evaluated institutions.

Steps corresponding to the procedure:
<p>Before the visit:</p> <ul style="list-style-type: none"> – QAD organizes the work for the external evaluation team <ul style="list-style-type: none"> • Retro-planning for the entire mission • Establishment of the external evaluation team • Analysis of the self-evaluation report • Preparation of the visit • Preliminary team meeting • Search for slots available for the visit in consultation with the experts • Exchanges with the institution to set the date of visit • Planning of the team's visit to the institution of higher education • Edition and sending of the mission sheet by ARACIS to the experts • Preparation of takeaway documents for the visit – QAD sends the logistical information to the committee of experts (hotel, planning, schedule), reads the self-evaluation file, collects useful documents <p>During the visit:</p> <ul style="list-style-type: none"> – The evaluation committee makes the visit <ul style="list-style-type: none"> • Reception by the Executive Board of ARACIS Council set up by the institution • Meetings with different institutional and non-institutional actors • Evaluation and collection of data based on the Guidelines for Institutional Assessment and Accreditation or in-service curricula • Meeting with academic authorities • Oral presentation of the Preliminary report of external evaluation – QAD: <ul style="list-style-type: none"> • Provides dissemination of fact sheets within the Expert Committee (support for document consultation and interviews)

- Ensures compliance with the pre-established visit schedule in consultation with the institution
- Ensures the taking of notes (minutes) throughout the interviews
- Assists the committee of experts during the preparation of the oral presentation in accordance with the evaluation framework
- Ensures fair treatment between the evaluated institutions, in collaboration with the Committee of Experts

At the end of the visit:

- QAD sends the document of restitution and the minutes of the interviews to the whole Committee of Experts
- The Committee of Experts delivers the preliminary version of the evaluation report
- The institution (or curriculum officer) that is evaluated gives its response to the preliminary report
- The Committee of Experts drafts and presents the final evaluation report
- QAD in consultation with ARACIS' ARACIS Council manages incident reports related to missions

Organisation of the visits:

The visit to the Higher Education Institution is organized as follows:

Meetings with different interlocutors:

- Interlocutors in the meeting
 - Chief Executive Officer of the institution or designated representative
 - The team responsible for self-evaluation
 - The team responsible for managing the curricula under evaluation and the department concerned.
 - Teachers
 - Students
 - Non-teaching staff
 - The alumni
 - Employers, partners, etc.
- Content of the meeting
 - Discussion of the self-evaluation process, its results and the institution's strategy.
 - Focus on the strengths and weaknesses, opportunities and threats identified in the self-evaluation report.
 - Analysis and discussion of improvement proposals.
 - Analysis of curricula, goals and objectives of curricula, methods of student evaluation, pedagogical work of teachers and research projects relevant to teaching.
 - Taking into account the students' points of view on their integration into the study programs (1st year), the teaching / learning process, the functioning of the study programs and their implication in the educational bodies.
 - Discuss with the students the objectives of the evaluation and collect their opinions on the self-evaluation reports.
 - Discussion on their contribution to the functioning of the curricula, coordination with teaching activities, existing resources and necessary for the smooth running of teaching activities.
 - Taking into account the opinions of graduates on their entry into the labour market, the match between the skills acquired during the study program and the requirements of the labour market, the requirements of the labour market in the scientific field of their programs of study.

- Discussion on the contribution of the curriculum to socio-economic development and the solution of its problems, the link between the curriculum and potential employers.
- **Documents requested by the evaluators**
 - Presentation documents on the operation of the institution
 - All documents and information that can help understand the operation of the institution
 - The organization of work: hours, hours of presence in the institution
 - The number of teachers, students and staff, and their location
 - The budgetary context of the institution and its operating procedures with its supervision
 - Planning of external evaluation visits
 - Opinion on the provisional schedule of visit (two or three days of presence for experts, timing according to the internal availability of people to meet)
 - Organization of the presence of the actors (teachers, students, staff and partners).
 - Organization of meeting schedules (according to the requests of the evaluator) by the quality unit.
 - Regulatory texts related to the institution and / or its programs of study, scientific research and national and international cooperation
 - Documents related to pedagogical and operational practices (hosting students, managing human resources, timetables, cultural and sports activities, etc.)
 - Documents related to the quality approach (satisfaction survey, ...)
 - Other (all existing dematerialized documents)

Typical procedure

The visit can be done in two or three days on site. The following calendar is only indicative. It is subject to necessary adjustments and clarifications in the framework of the consultation between QAD, the Committee of Experts and the institution concerned.

1st day

- Meeting with the President and the Evaluation Committee (representative of the Evaluation Division and experts)
- Collective and individual interviews with staff, teachers, students and other stakeholders
- Interviews with partners
- Visit of the institution
- On-site consultation of documents and preparation of the questionnaire for teachers, students and administrative and technical staff

Intermediate days

- Collective and individual interviews with staff, teachers, students and other stakeholders
- Interviews with partners
- Meetings with ARACIS Council
- "Point of progress" meetings with the Evaluation Committee
- On-site consultation of documents

Last day

- Adjustment of the report
- Restitution to staff, teachers, students and other stakeholders

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Respect for deadlines	Annual	90%
Stakeholders' rate of satisfaction (measured by surveys)	Annual	90%
Experts' rate of satisfaction	Annual	90%
Institutions' satisfaction (on-site)	Annual	90%

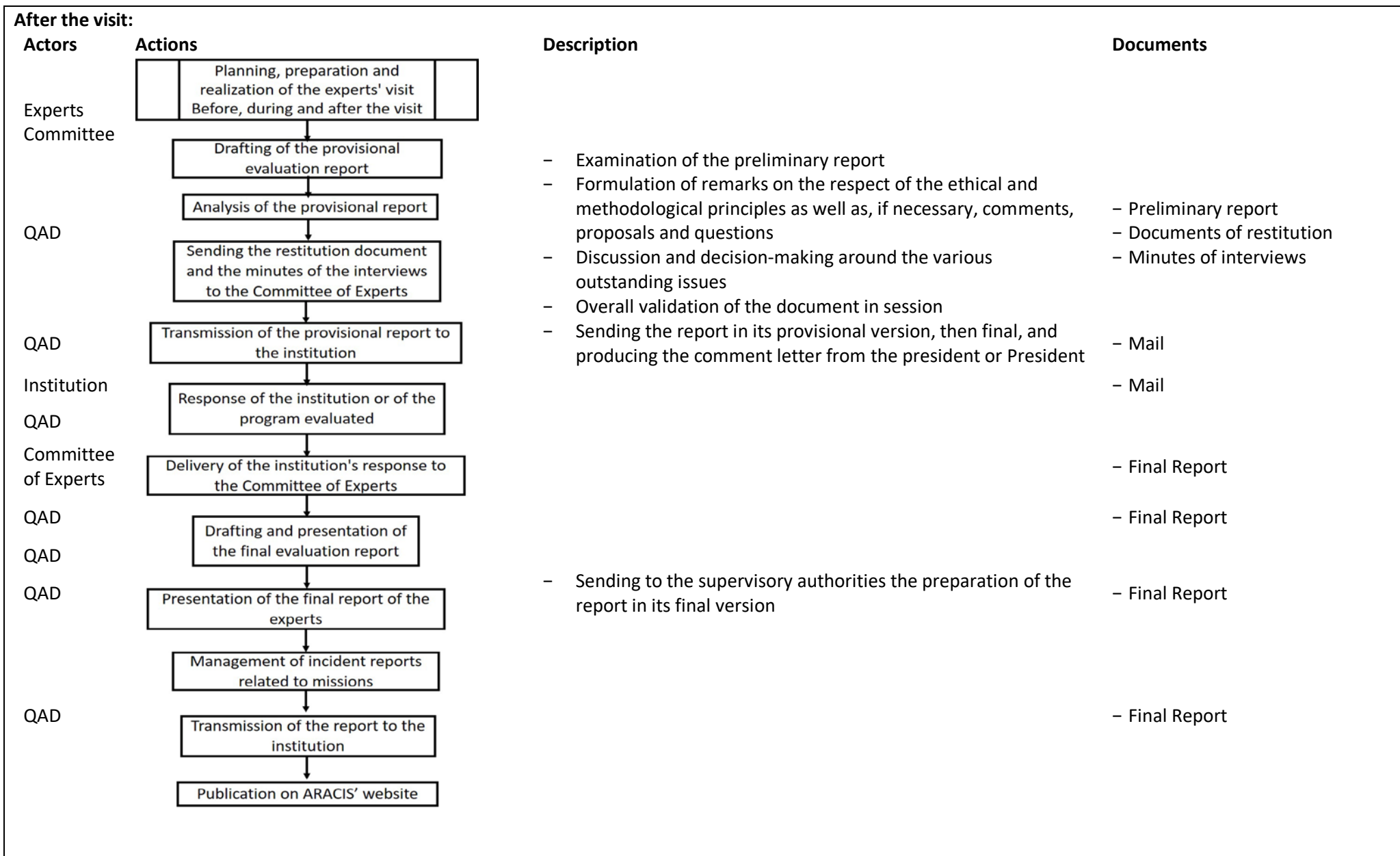
Average duration of the visit	Annual	2 days
-------------------------------	--------	--------

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Evaluation framework - Regulatory texts - Typical plan of a visit 	<ul style="list-style-type: none"> - List of expert evaluators - Presentation documents on the operation of the institution

Documents to be produced:	
Reference documents - Instructions	Reference documents - Instructions
<ul style="list-style-type: none"> - Preliminary report of external evaluation - Final evaluation report 	<ul style="list-style-type: none"> - Descriptive sheets supporting the consultation of documents and interviews - Minutes and delivery canvas - Logistical information - Response to the report by the institution or study program evaluated
Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - Program of the missions - File of the institution to be audited - Institutions' contact details - Organization chart - List of experts associated with the file - References and orientations - Results of the previous evaluation - Self-evaluation report - Evaluation framework - Presentation documents on the operation of the establishment 	<ul style="list-style-type: none"> - Registration of missions and visits made by ARACIS - External communication <ul style="list-style-type: none"> • Mission schedule (on-site) • Schedule of visits (on-site) - Members and experts <ul style="list-style-type: none"> • Sheet indicating missions for visits - Institutions <ul style="list-style-type: none"> • Letter informing of the visit - Base of trainings and diplomas - Management of incident reports related to missions

Flow Chart of the procedure:				
Actors	Actions		Description	Documents
QAD	<div> <div>Retroplanning for the entire mission</div> <div>Constitution of the Evaluation Committee</div> <div>Analysis of the self-evaluation report</div> </div>	Planning, preparation and realization of the experts' visit Before, during and after the visit	Prepares the visit considering:	- Retro-planning - Self-evaluation report
QAD		Preparation of the visit	- Retro-planning of the entire mission - The composition of the Evaluation Committee - Analysis of the self-evaluation report obtained during the procedures (before)	
QAD		Contact the institutions concerned		
QAD		Designation of coordinators - institutions	Collects the following documents:	- Useful documents
QAD		Preparation of the useful documents	- Self-evaluation report - Presentation on the operation of the institution - Regulatory texts - Teaching and operating practices - Scientific research and national and international cooperation - Documents related to the quality approach	
QAD		Transmission of documents to the Committee of Experts	Prepares the documents to be brought for the visit	- Mission Sheet
QAD		Holding an informative meeting		
QAD		Editing and sending the mission sheet to the experts	Prepares & organizes:	- Mail
Institutions + Committee of Experts		Preliminary team meeting (experts)	- Meetings (interlocutors, schedules, content) - Work (hours, hours of presence in the institution) - The presence of the actors (teachers, students, staff and partners)	
QAD		Determination of available slots for the visit in consultation with the experts	Opinion on the provisional schedule of visit (two days of presence of experts, timing according to the internal availability of people to meet)	- Provisional planning
QAD		Exchanges with the institution to set the date of visit		
QAD		Definition of the work program, associated deliverables and planning of meetings	Detailed planning of the evaluation team visit to the institution	- Retro-planning
QAD		Opinion on provisional schedule of the visit		
QAD		Retroplanning of the visit		- Roadmap
QAD		Experts' roadmap		
QAD		Logistical preparation		

During the visit:				
Actors	Actions		Description	Documents
	<div> <div>Planning, preparation and realization of the experts' visit Before, during and after the visit</div> <div></div> </div>			
	↓			
	Reception by the steering committee set up by the institution			
	↓			
Committee of Experts	Meetings with different institutional and non-institutional actors		<ul style="list-style-type: none"> - The visit: <ul style="list-style-type: none"> - Begins with a presentation of institution by its manager. - Includes plenary meetings, small group meetings conducted by two or three experts, and in-camera sessions for day preparation and debriefing. - Ends with a final meeting of the committee with the head of the institution 	
	↓			
Committee of Experts	Meetings with academic authorities		<ul style="list-style-type: none"> - Evaluation and collection of data on the basis of the guidelines for institutional evaluation and accreditation or in-service study programs 	
	↓			
	Evaluation and data collection		<ul style="list-style-type: none"> - Assists the Committee of Experts during the preparation of the oral presentation in accordance with the evaluation framework 	
QAD	↓			
	Oral presentation- meeting			
	↓			
Committee of Experts	Oral presentation of the preliminary external evaluation report		<ul style="list-style-type: none"> - Oral presentation of the preliminary report of external evaluation 	Materials for presentation



	QUALITY PROCEDURES HANDBOOK	REF. PO07
		Date Creation: 31/05/2019
	PROCEDURE: CANDIDATURE AND RECRUITMENT OF EXPERTS - VALIDATION OF CANDIDATURES AND CHOICE OF PRESIDENTS OF EXPERT COMMITTEES	Date Updated: Version: 1 Page 59

Pilots:

- Overall responsibility: The Executive Board of ARACIS Council
- Call for applications (recruitment): QAD
- Validation of applications and selection of experts for the evaluation committee: Expert Working Group (or Sectoral Commissions)
- Composition of the Evaluation Committee: Chair of the Committee and Evaluation Division
- Composition of the Monitoring Committee: QAD

Purpose of the procedure:

ARACIS defines and implements an expert selection procedure in order to have a wide range of skills to fulfil its missions. Recruitment of experts entering the external evaluation process is done through information and contacts with teachers. ARACIS also targets non-university experts such as industrialists and international experts.

This procedure is based both on the constitution of a database of experts whose skills have already been used by the Agency, the Ministry or other programs and on a call for applications that is launched annually simultaneously with the launch of the evaluation round.

In accordance with the principle of transparency of ARACIS, the list of experts, accompanied by the CVs, is published on the website of the agency. This enhances the credibility of evaluations by allowing everyone to appreciate the quality of the experts involved.

This procedure also describes how the Executive Board of ARACIS Council validates the expert nominations and selects the chair (s) for the full evaluation.

Objectives of the procedure:

The purpose of this procedure is to define the recruitment strategies of the experts and to ensure a rigorous and systematic selection of the experts in order to guarantee the legitimacy of the external evaluation.

Steps corresponding to the procedure:

The procedure for the composition of the Expert Committee is as follows:

1. Recruitment:
 - Call for applications
 - Spontaneous applications
 - Active research of experts
 - Presentation of the list of potential experts
2. Validation
 - Validation of applications
 - Choice of Register of experts
3. Composition
 - Composition of the External Evaluation Committee

- Composition of the Follow-up Evaluation Committee

Call for applications:

An "Experts" working group is established by the Executive Board of ARACIS Council by academic year. This "Experts" working group consists of:

- Members of the ARACI's Board,
- Two members of the divisions in charge of coordinating the evaluation
- QAD draws, by type of evaluation, a call for applications which it broadly distributes and consults the database of transversal experts or experts who have participated in an evaluation of a closely related domain
- QAD makes contact with the ARACIS Council of Higher Education (DHE) at the Ministry of Higher Education to solicit a list of applications for a given field
- Applications shall be submitted in written form to the President of the Agency within the time limits indicated, accompanied by a detailed curriculum vitae, which highlights candidates' quality-related competences in higher education and / or scientific research.
- Applications can also be made via the website of the agency for Romanian and foreign experts.
- The ARACIS Council of the Agency acknowledges receipt in writing of each application.
- After the closing date, Evaluation Division receives the lists as well as spontaneous candidatures and transmits the files of the candidates (form and curriculum vitae) to the Experts Working Group, which is in charge of examining them within one month maximum.

The Experts Working Group is mandated by the Executive Board of ARACIS Council to:

- Analyze all the applications of potential experts (in the lists provided by the DHE, unsolicited applications or requested by the Agency) and verify their admissibility;
- If necessary, request additional information;
- Validate the applications, based on previously established criteria;
- Identify and rank the Register of experts in order of preference;
- Ensure reflection on its operation and tools.
- The successful candidates are endorsed by the Executive Board of ARACIS Council before being integrated into a database of Romanian and foreign experts previously created on the basis of previous evaluations carried out by the Ministry.
- In its recourse to foreign expertise, ARACIS solicits foreign evaluation agencies and partner institutions for teaching and research.
- When there is a lack of expertise in a specific area, ARACIS may occasionally request research institutions and organizations, Romanian and foreign higher education institutions and research institutions.
- QAD ensures that all candidates are regularly informed of the state of the selection process of the experts and the composition of the committee
- At the end of each evaluation round, ARACIS determines the interventions of the newly mobilized experts who are reappointed for 4 years, with the exception of those who have not respected:
- The rules of ethics of the agency and in particular those relating to:
 - Respect for people
 - Conflict or proximity of interests
 - The confidentiality of the evaluation
- Compliance with the procedures put in place by ARACIS, in particular:
 - The actual presence at the various meetings of the Committee of Experts
 - The modalities of writing reports

- The quality of the argumentation and the drafting of the report (or the contribution to the report)
- Timely submission of the report (or contribution to the report)
- The administrative rules enforced by the agency
- Decisions on the admission of an application or its maintenance are harmonized by the Executive Board of ARACIS Council and finally validated by the President of the agency.
- The registration in the database is valid for 4 years. However, during this period, the same procedure may be used to remove an expert from the database in the event of a breach of the rules set out above.

Role of the expert:

- During the evaluation, the expert is expected to
 - Take note of all the documentation provided by the agency
 - Participate to on-site visit for the evaluation of institutions, research structures and doctoral schools, or committee meetings at the training agency (bachelors and masters)
 - Take part in all the meetings of preparation and restitution of the evaluation
 - Contribute to the evaluation report.
- The interventions of the expert are framed by the charter of the evaluation and the rules of ethics of the agency. The expert must make an impartial and objective evaluation. By accepting his/her mission, he/she undertakes in particular to strictly observe the rules of confidentiality and professional secrecy and in particular to:
 - Use the information transmitted to it only within the framework and for the needs of the expert mission
 - Report to the agency, when it is designated as an expert, any factual or legal element likely to result in proximity, community or a conflict of interest.
- In accordance with the principle of transparency, the expert accepts that his/her curriculum vitae be made public on the website of the agency.
- The agency expects its experts to share a common base of references. The retained profiles vary according to the entity evaluated. In all cases, the evaluation of the Agency is based on collegiality and complementarity of skills.

Role of the head of Expert Committee

- In addition to his/her responsibilities as an expert, the head of the Expert Committee must also:
 - Animate and coordinate the work of the committee by ensuring the implementation of the procedures of the agency
 - Write the report from the contributions of the experts
 - Participate in preparatory meetings

Features common to all agency experts

- The agency ensures that experts have common features, including:
 - For "academic" experts (teachers-researchers) on whom evaluation is very predominant, whether they have:
 - Recognized disciplinary skills
 - Recognized responsibilities in higher education, research or development, or had previously
 - Have an international experience
 - For "non-academic" experts: They have proven expertise in the field of expertise that is sought (at least 5 years' experience in the field)
 - For students who have a certain experience of higher education and research: Whether they have exercised responsibilities (for example, elective or associative) in their university or that they are enrolled at least at master's level.

- The consideration of these criteria for the choice of an expert varies according to the specificity of each entity evaluated.

Specific Skills Experts of an Institutional Evaluation

- Institutional evaluation requires the use of a wide variety of experts to cover all areas of evaluation, from governance to research. The experts responsible for the evaluation of higher education and research institutions (universities, engineering schools) meet one or more of the following criteria:
 - Experience in the field of management of higher education and research such as management of an institution, or the exercise of responsibilities (head of department, head of an entity within an institution). It is recommended that one of these experts be, as far as possible, of foreign nationality
 - Disciplinary competence in correlation with one of the disciplinary sectors of the evaluated institution. When the evaluation focuses on the institution's strategy in training and research, full disciplinary adequacy is not sought.
 - Administrative competence in personnel management, public accounting, asset management (general secretaries, accounting agents, ...)
 - Entrepreneurial skills as manager, business manager in relation to higher education and research, ...
 - A competence in relations with students (tutoring, mentoring, ...)
- The experts responsible for the evaluation of research generally meet the same criteria, but the committees include more researchers and foreign researchers, as well as high-level representatives of the Romanian and foreign professional world.

Specific skills for evaluating research

- The experts must have a wide range of skills, covering several disciplinary or organizational aspects of the life of a research structure.
- - Disciplinary skills: The expert must demonstrate recognized skills in the area of specialty of the unit being evaluated.
- - Knowledge and management of research:
 - The expert must carry out a research activity, whether at a higher education institution, a research organization or a research and development structure in the private sector. He must have an experience of at least 5 years in this field.
 - The expert must prove a managerial responsibility for the research and have been at least responsible for a team, a platform...
- International experience

Specific skills for evaluating training

- The experts must be made aware of the issues of training and professional integration.
- The experts from the academic field must have exercised significant teaching activities in higher education. They must also have exercised pedagogical responsibilities (responsible for domain).
- Experts from the "professional world" must have participated in training courses as teacher, internship President or other.
- For doctoral schools, the members of the Expert Committee must have proven experience in the field of doctoral training.

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Evolution of the experts	Annual	100%
Number of experts involved	Annual	TBD by the pilot
Deadline for processing applications is met	Punctual	100%
Number of applications processed per year	Annual	TBD by the pilot

Informative clarity of the documents produced (including the document "Experts ARACIS: recruitment, validation of applications and composition of Expert Committees")	Annual	100%
Number of evaluations conducted per year by each member and expert	Annual	TBD by the pilot
Balance of the number of missions carried out by members and expert	Annual	80%

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Rules of procedure of the "Experts" working group, published on ARACIS' website - Document "Experts ARACIS: recruitment, validation of applications and composition of "committees of experts", published on ARACIS website 	<ul style="list-style-type: none"> - Application form of experts - Candidates' files

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Call for applications 	<ul style="list-style-type: none"> - Candidates' files - Minutes of the "Experts" working group containing the reasoned decisions - Acknowledgment of receipt of the candidatures

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - CV of the experts - Training certificate of the experts - Table of inconsistencies - Renewal schedule of the experts 	<ul style="list-style-type: none"> - Expert database - Decisions on retaining or maintaining the candidatures

Flow Chart of the procedure:

Actors	Actions	Description	Documents
Executive Board of ARACIS Council	Candidature and recruitment of experts	– Per academic year	
QAD	Setting up an "Experts" working group	– Draw, by type of evaluation, a call for applications	Call for applications
QAD	Recruitment of experts	– Establishes the selection criteria	Database
QAD	Group of potential experts	– Consults the database of experts	
The candidates	Call for applications	– Solicits the candidates for a given field	
ARACIS Council	Receiving the applications	– Solicits foreign evaluation agencies and partner institutions	
ARACIS Council	Acknowledgment of receipt	– Send written applications or via the website of the agency within the indicated deadlines	Acknowledgement of receipt
QAD	Closure of the applications	– Written acknowledgement of for each application	List
QAD	Opinion of the "Experts" working group	– After the closing date, receives the lists as well as spontaneous applications	
QAD	Sufficient list	– Analyses all the applications of potential experts and verifies their admissibility	
QAD	Validation of the retained applications	– If necessary, ask for additional information	
Experts Working Group	Informing the candidates	– Identifies and ranks in order of preference the Register of experts	
Executive Board of ARACIS Council	New candidate	– Endorses the successful applications	
QAD	Selection for a first committee	– Informs the candidates of the results	Mail
QAD	Participation in a committee of experts	– Compose the Expert Committees, ensuring the balance of the profiles and appoint a chairman.	
Register of experts	Follow-up of the expertises carried out	– ARACIS Council endorses these compositions and consults the evaluated entity in order to collect information on the eventual conflict of interests.	
ARACIS Council	Satisfactory expertise	– At the end of each evaluation campaign, ARACIS reviews the interventions of the newly mobilized experts who might be reappointed for 4 years	
QAD	Admission of the expert		
QAD	List of registered experts (duration 4 years)		

Executive Board of
ARACIS Council

QAD

- The decisions on the acceptance of an application or the maintenance are harmonized by the Executive Board of ARACIS Council and validated as a last resort by the President of the agency.
- The registration in the database is valid for 4 years. However, during this period, the same procedure may be used to remove an expert from the database in the event of a breach of the rules set out above.

	QUALITY PROCEDURES HANDBOOK	REF. PO08
		Date Creation: 31/05/2019
	PROCEDURE: COMPOSITION AND APPOINTMENT OF EXPERT COMMITTEES	Date Updated: Version: 1 Page 69

Unit in charge:
The Executive Board of ARACIS Council QAD The President of the Council

Purpose of the procedure:
This procedure describes the steps to select the experts and to compose the committees of experts specifying their responsibility.

Objectives of the procedure:
The purpose of this procedure is to ensure the selection, composition and appointment of expert committees in a rigorous and systematic manner.

Steps corresponding to the procedure:
<p>1. For full evaluation:</p> <ul style="list-style-type: none"> – QAD makes contact with the president(s) chosen by the "Experts" working group during the to propose to them the mission – If the chair (s) accept (s) the evaluation mission, QAD communicates to them all the applications of experts validated by the "Experts" working group, as well as a proposal committee composition according to the rules established by the agency. – Potential experts are contacted by QAD according to the order of preference established in collaboration with the chair (s) until the committee is complete – At the end of the selection procedure: <ul style="list-style-type: none"> • A letter is sent to experts who have not joined the committee to inform them of the inclusion of their application in ARACIS' database of potential experts. • Unsuccessful experts are invited to inform the Evaluation Division of future evaluations of interest to them. • These unsuccessful experts may be contacted for future evaluation. • Applications from unsuccessful student experts are inserted into the database; as cross-functional experts within the same field of study, they may also be contacted again for future evaluation (provided that the candidate is still a student at the time of the external evaluation) <p>2. For follow-up evaluations</p> <ul style="list-style-type: none"> – QAD selects, in the database of experts, those who have demonstrated the skills, posture and involvement required during a past evaluation. – QAD contacts them to verify their interest in the mission, ask them for an updated CV and a declaration of independence – QAD draws up the list of the candidates, checks the conditions of independence, the update of the expertise and the availability of the potential experts – QAD then composes the monitoring committee. <p>3. For any type of evaluation (full and follow-up)</p> <ul style="list-style-type: none"> – QAD establishes expert contracts signed by the President of the Agency

- Engagement of experts in the agency's charter of ethics
- Once signed contracts, a short CV of each expert (referred to by the latter) is posted on the Agency website
- Publication of the list of experts on the website
- Training of experts

Composition of an expert committee

- The agency ensures that its committees are constituted in accordance with the principles of independence, fair treatment of entities evaluated and collegiality.
- The sectoral committees make up the expert committees by ensuring the balance of the profiles and appoint a chairman.
- The Executive Board of ARACIS Council approves these compositions and consults the entity assessed to gather its observations on possible conflicts of interest.
- The size and composition of the Expert Committee vary according to the nature of the evaluation:
 - 4 to 6 for an institutional assessment; the committee systematically includes a student if it is an institution of higher education
 - 5 on average for an evaluation of the research.
 - 4 on average for doctoral schools
 - 3 to 4 for an evaluation of bachelors or masters. In this case, the committee gathers all the experts evaluating the offer of the same institution or the same university by field of training.
- The composition of the committee is indicated in each evaluation report.

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Stakeholders' rate of satisfaction (measured by surveys)	Annual	90%
Rate of trainings received by the experts	Annual	100%
Rate of trainings received by the staff involved	Annual	100%
Rate of CVs that are browsed	Annual	100%
Rate of ethics charters completed and signed	Annual	100%
Training specialties not covered by the selected experts	Annual	<10%

References (documents & forms)

Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Emergency Ordinance number 75/2005, approved and modified through Law number 87/2006 – Typical contracts of expertise, their annexes and mission order – The selection criteria of the experts and the composition of the committees 	<ul style="list-style-type: none"> – Identification sheets of potential experts – Comparative table for the applications of experts

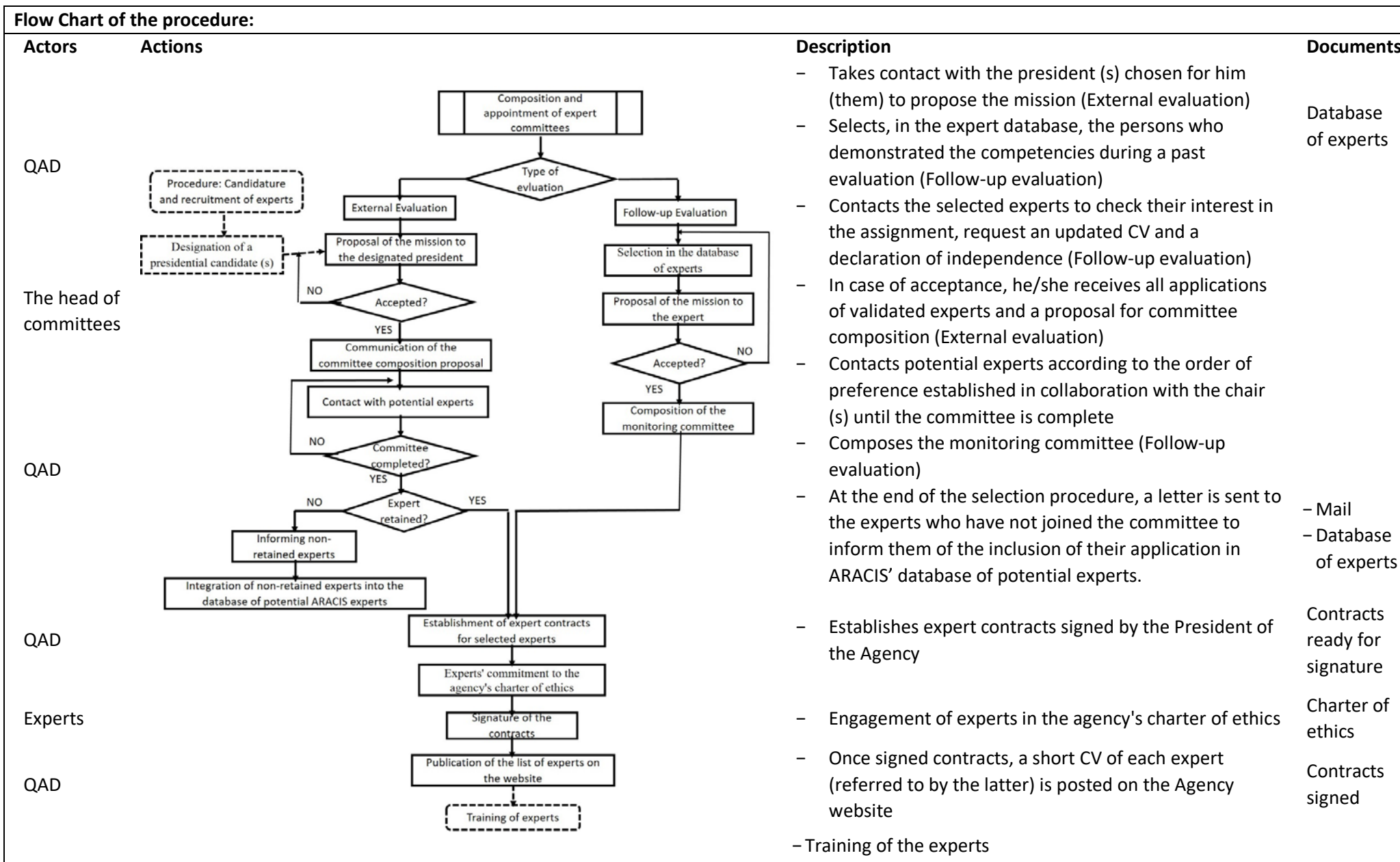
Documents to be produced:

Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Comparative table for the applications of experts – Database of experts – Committee Composition Chart 	<ul style="list-style-type: none"> – E-mail to Register of experts, then to potential experts – Letter to the unsuccessful experts – Brief CV of experts engaged for publication on the site

Inputs and outputs of the procedure

Inputs	Outputs
<ul style="list-style-type: none"> – Dates of the evaluation rounds – Renewal schedule of the experts 	<ul style="list-style-type: none"> – Management base of staff and experts – CVs from the experts

<ul style="list-style-type: none"> - The academics proposed by the representative stakeholders of universities and by the supervising ministries - Code of ethics - List of trainings (piloting) - List of identified positions (piloting) - CV of the candidates 	<ul style="list-style-type: none"> - Charters of ethics completed and signed - Mission letters - Engagement contracts
--	--



	QUALITY PROCEDURES HANDBOOK	REF. PO09
		Date Creation: 31/05/2019
	PROCEDURE: COMMUNICATION OF THE COMPOSITION OF THE EXPERTS COMMITTEES TO THE INSTITUTIONS	Date Updated: Version: 1 Page 73

Unit in charge:
QAD

Purpose of the procedure:
This procedure describes the steps involved in communicating the composition of expert committees to institutions and, for institutions, the steps for communicating a potential conflict of interest with one or more members of the Experts Committee.

Objectives of the procedure:
The purpose of this procedure is to ensure that institutions are well informed about the composition of the Experts Committee and to prevent any conflict of interest.

Steps corresponding to the procedure:
<ul style="list-style-type: none"> – QAD consults the institutions for the development of the visit schedule and communicates to them the composition of the Experts Committee (available on the Agency's website) – QAD communicates to each establishment, a few weeks before the visit, the name of the experts mandated to provide this evaluation – Each institution has the opportunity to report to the Evaluation Division any conflict of interest with one or more experts. In this case, this report must be motivated and communicated within ten working days. – QAD records the report and analyses the admissibility of it. It then makes the appropriate arrangements to ensure the smooth conduct of evaluations.

Performance and/or satisfaction indicators:		
Indicators	Frequency	Targeted value
Conflict of Interest Reporting Rate	Annual	100%
Rate of non-acceptance of the designated experts	Annual	90%

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none">– Emergency Ordinance number 75/2005, approved and modified through Law number 87/2006– Charter of ethics– Code of Ethics and Rules of Conduct– Document “Experts ARACIS: recruitment, validation of candidatures and composition of expert committees”	<ul style="list-style-type: none">– Declaration of conflict of interest

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none">– Brief CV of experts engaged for publication on the site	<ul style="list-style-type: none">– Information mail– Right of reply

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - Composition of expert committees 	<ul style="list-style-type: none"> - Mail addressed to establishments - Response of the institutions

Flow Chart of the procedure:				
Actors	Actions	Description	Documents	
QAD	Communication of the composition of expert committees to institutions	<ul style="list-style-type: none"> Consult the institutions for drawing up the visit schedule and inform them of the composition of the Expert Committee (available on the Agency's website) 	Mail	
	Consultation of institutions			
QAD	Communication of the list of experts to the institutions	<ul style="list-style-type: none"> To communicate to each institution, a few weeks before the visit, the names of the experts mandated to ensure the evaluation 	Mail	
Institution	Possible response from institutions	<ul style="list-style-type: none"> Each institution has the opportunity to report to the Evaluation Division any conflict of interest with one or more experts. 	Mail	
	Acting on the response	<ul style="list-style-type: none"> In this case, this report must be motivated and communicated within ten working days. 		
QAD	Admissibility analysis	<ul style="list-style-type: none"> In case of response, record the report and analyze its admissibility. 		
QAD	Provisions taken	<ul style="list-style-type: none"> Make the appropriate arrangements to ensure the smooth conduct of the evaluations. 		
QAD	Claim accepted?	<ul style="list-style-type: none"> If the claims are accepted, modification of the list of experts and new communication 	Modified list of experts	
	Modification of the list of experts			
QAD	Endorse the list of experts	<ul style="list-style-type: none"> If the claims are rejected, endorse the list of designated experts 	List of endorsed experts	
QAD	Dissemination of the list of experts to the relevant actors	<ul style="list-style-type: none"> Disseminate the list of experts validated 		

	QUALITY PROCEDURES HANDBOOK	REF. PO10
		Date Creation: 31/05/2019
	PROCEDURE: DRAFTING AND SENDING EVALUATION REPORTS	Date Updated: Version: 1 Page 76

Unit in charge:
QAD and the Experts Committee

Purpose of the procedure:
This procedure describes the steps necessary for the drafting, sending and publication of the external evaluation reports, the external evaluation (follow-up) reports and the transversal analysis to the different recipients

Objectives of the procedure:
<p>This procedure aims at:</p> <ul style="list-style-type: none"> – Systematically and exhaustively completing the drafting and sending of the various evaluation reports. – Ensuring optimal dissemination of the results of the evaluation. – Guaranteeing the independence of the experts and the exercise of the right of reply of each evaluated institution.
Steps corresponding to the procedure:
<p>External evaluation reports and follow-up evaluation reports</p> <ul style="list-style-type: none"> – Evaluation Division and the Committee of Experts jointly develop the methodology and timetable for drafting reports within the framework of legal (to be specified) and contractual constraints and in compliance with the editorial line established by the Agency – The head of the Expert Committee, on behalf of the members of the committee and with their agreement, is responsible for submitting the preliminary reports to the Evaluation Division within one month of the last visit. The e-mails which mark this writing are sent in copy to the Evaluation Division – When the committee has unanimously approved the preliminary reports, QAD sends them by e-mail to each evaluated institution. The preliminary report is sent, at least, to the academic authorities, the institutional quality coordinator and the self-evaluation coordinator (if separate). This report can also be sent to other people who participated in the first interview of the visit. The term "academic authorities" covers here: <ul style="list-style-type: none"> • Rector, possibly Vice-Rector and Dean at the University • President of Schools – The preliminary report is accompanied by standard documents and an explanatory note allowing the institution to formulate, on the one hand, factual corrections and, on the other hand, its substantive observations within the prescribed period. The institution may oppose the publication of its final summary report. – The institution transmits its right of reply within the deadlines (template "Right of reply" and template "Factual errors") – QAD transmits to the committee of experts the rights of reply received – The experts decide on the possible modifications requested by the institution and the president of the experts sends to the Evaluation Division the decisions of the committee – QAD sends to the institution the result of the decisions of the committee of experts

- Evaluation Division integrates any modifications to the preliminary report, inserts the substantive observations of the institution at the end of the report and creates the hypertext links within the report
- QAD publishes on the Agency's website the external evaluation report or the external evaluation report for each institution, in PDF format.
- Special case: if the time allowed to the institution to transmit its right of reply and / or its right of reply amended following the decisions of the committee of experts is not respected and hinders the publication of reports, the preliminary report is published without right of reply at the scheduled date. This published version includes, the mention "provisional version" and a note instead of the right of reply indicating: "The evaluated institution has not, to date, transmitted a right of reply".

Transversal Analysis

- QAD communicates the dates of the plenary session to the head of the Experts Committee in order to plan with him the presentation of the evaluated institution's state of play and the Evaluation Division.
- The Committee of Experts and QAD together develop the methodology and timetable for writing the state of play, in the respect of expected contractual obligations
- The Expert Committee draws up the list of the figures that it deems useful for the drafting of the state of play. QAD gathers the available information and forwards it to the Expert Committee
- QAD writes the foreword of the state play setting the context for the evaluation
- The committee writes the state of the play and validates it unanimously
- The head of the Expert Committee and / or a member presents, on the date provided, the state of play to the evaluated institutions and Evaluation Division of the Agency
- QAD assigns a working group to draft the provisional analytical note
- QAD validates the analytical note
- QAD integrates the analytical score at the end of the state of play, thus forming the cross-sectional analysis of the evaluated cluster
- QAD in collaboration with the communication and partnerships department publishes on the Agency's website the cross-curricular analysis of the curriculum
- QAD sends the transversal analysis by mail at least to the academic authorities, the institutional quality coordinator and the self-evaluation coordinators concerned, as well as to the DHE, the Minister responsible for Higher Education, as well as to the any other potential partner.

Evaluation Report

Content

- The report contains the following elements at the least:
 - A first part containing information on the members of the Expert Committee as well as comments on the progress of their work and the visit;
 - A second part which presents the results of the observations made by the experts from the mandate entrusted to them and the aspects to be examined, as well as their reflections, proposals and especially their recommendations.
- According to the mandate entrusted to them by the agency, the experts issue opinions on the analysis included in the self-evaluation report and on the findings and data collected during the interviews and the visit.
- They formulate constructive recommendations for the institution in order to support the development of the quality of the teaching, research and services activities (openness to the socio-economic environment).
- More specifically, experts report on the following aspects:
 - The description in the report to confirm that it matches to:
 - Information provided by representatives of the institution and information collected during the hearings;

- Facts found on the spot
- Problems that arose during the discussions and that are missing from the self-evaluation report;
- The objectives and priorities put forward by the institution in its self-evaluation report;
- The means and methods chosen to achieve these objectives;
- The figures presented in the annexes;
- The adequacy of the resources presented in the report to carry out teaching, research and service missions;
- The analysis of the strengths and weaknesses made by the institution;
- The development paths proposed to deal with the various weak points highlighted;
- The feasibility of the action plan presented by the institution;
- The main strengths and weaknesses of the institution observed during the visit;
- The recommendations to be made to the institution.
- Other elements of reflection can of course be made.
- The external evaluation report is, in principle, written in English. If these conditions cannot be met, the agency provides a translation that is reviewed and validated by one of the members of the Expert Committee.

The external evaluation report usually consists of 25-30 pages.

Coordination with regards to drafting

- The Chairman of the Expert Committee is responsible for coordinating the activities of the experts.
- In particular, he/she is responsible for writing the institution's evaluation report.
- He/she may delegate part of the drafting to one or other members, so that everyone can express opinions in his area of expertise.
- However, the evaluation report is the result of a joint effort and proposes a global analysis. It must be approved by all members of the committee. If discrepancies persist on important elements, these are mentioned in the report.

Writing a first version

- The basis of the external evaluation report is created during the visit and time is made available to the Expert Committee to do so.
- The preparation of a first version of the report must take place during the four weeks following the visit. The president sends the electronic document to the Evaluation Division of the agency, which sends it to the institution's ARACIS Council.
- Provision of the preliminary report to allow the actors to return their remarks, propose modifications and / or clarifications made and supported by evidence, validate the report
- Two weeks later, the Expert Committee receives a statement from the institution on the report.

Validation of preliminary report by the institution

- Disseminate the preliminary report to all the members of the Executive Board of ARACIS Council as well as to all the persons who participated in the external evaluation, in order to ensure a multidisciplinary reading with the primary objectives of verifying the objectivity of the findings and misinterpretations.
- Formulate observations on the form provided by identifying the evidence necessary for argumentation.
- Collect all the observation sheets and bring together the Executive Board of ARACIS Council.
- Review all observations and validate those that will be retained.
- Validate comments concerning both the substance and the form of the preliminary report. Gather the necessary evidence (copies or scans).
- Send to the agency the completed reading grid, the final observation sheets accompanied by the appropriate evidence elements.

- Validate the consideration of the observations by the agency.

Validation of the preliminary report by the agency

The validation criteria of the preliminary report are:

- The legibility of the report
- The accuracy of the administrative elements relating to the establishment
- The quality of the analysis
- The level of documentation of the analysis
- The comparison with the observations made on the same topics during the internal evaluation
- The quality and the feasibility of the recommendations
- Proposals for areas of work likely to bring improvements in the consideration of the needs of institutions

Finalization of the evaluation report

- After receiving the statement of the institution, the Expert Committee has two weeks to finalize its report with the necessary corrections. The president is responsible for coordinating this work. Changes will be made directly to the first version of the text. Experts are not required to consider all feedback from the institution.
- The President prepares an additional letter for the final report in which he specifies the changes that have been made. It specifies, where appropriate, the elements of the statement of the institution that have not been taken into account and the reasons for this separation.
- The final version of the report and the additional letter are sent to the Evaluation Division of the agency, which forwards them to the Executive Board of ARACIS Council.
- The transmissions are done electronically.
- If the external evaluation report is written in a language other than English, the agency will translate it. The Expert Committee designates one of the members who ensures the quality and fidelity of the translation. If necessary, he sends his remarks directly to the translator. The latter will transmit the final version of the translation of the external evaluation report to the Evaluation Division of the agency.

Decision of ARACIS

- Reading by the Executive Board of ARACIS Council of the finalized report and comments from the members
- Drafting of the written opinion on accreditation and related recommendations (duration)
- Registration of the opinion
- Preparation of the statement of conclusions
- Identification of themes of reflection for the evolution of evaluation criteria and / or procedures
- Calendar of the publication of the statistics of accreditation
- Registration on the website of the date of the next solicitation of the institution

Standard report summary (given as an indication)

Framing elements

Public

- Real estate staff and team

Step

Principles

Phases

- Methodology

Detailed analysis

- The point of view of the staff, teachers and students

- The point of view of the partners
- Analysis of the transversal process
- Internal evaluation process
- The implementation of the approach
- The approach with regard to the recommendations of ARACIS
- The dynamics of continuous improvement of quality
- Repository of collected data
- The conditions for the elaboration and implementation of the self-evaluation report and the organization of the quality in the institution
 - Mission, objectives, resources mobilized
 - Support of staff, teachers and students
- The opening of the institution on its institutional, geographical, socio-cultural and economic environment
- Position statement on quality standards

Synthesis

- Introduction
- Implementation of the internal evaluation process (1)
- How to take into account recommendations for good practice (2)
- The conditions for the elaboration and implementation of the self-evaluation report and the organization of the quality in the establishment
- The opening of the institution on its institutional, geographical, socio-cultural and economic environment
- Position statement on quality standards

Abstract

- The internal evaluation process
- Considering the recommendations of good professional practices published by ARACIS
- The conditions for the elaboration and implementation of the self-evaluation report and the organization of the quality of the catch in the institution
- The opening of the institution on its institutional, geographical, socio-cultural and economic environment
- Position statement on quality standards
- Overall appreciation of the external evaluator
- Methodology of external evaluation
- Institution's comment on the external evaluation

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Respect for deadlines	Annual	90%
Pertinence of reports and analysis	Annual	100%
Stakeholders' rate of satisfaction (measured by surveys)	Annual	90%

References (documents & forms)

Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Regulatory text concerning the drafting and publication of reports (to be developed) - Self-evaluation report - Schedule for writing reports - Methodology of writing reports 	<ul style="list-style-type: none"> - Right to Reply Template - Factual Errors Template

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - Preliminary report - Final report - Transversal analysis 	<ul style="list-style-type: none"> - Right to reply documents: factual corrections & substantive observations - Explanatory note on the right of reply (for institutions) - Explanatory note concerning cross-sectional analysis (for experts)
Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - Roadmaps of the Expert Committees - List of experts - Methodology of writing reports - Schedule for writing reports - Legal and contractual constraints - "Right of reply" template - Factual Errors Template 	<ul style="list-style-type: none"> - Preliminary reports - Right to reply document by the institutions - Final report - Additional letter

Flow Chart of the procedure:			
Actors	Actions	Description	Documents
	<div>Writing and sending evaluation reports</div>	<ul style="list-style-type: none">Develops the reporting methodology and schedule within the framework of the legal and contractual constraints as well as in compliance with the editorial line established by the Agency	Calendar
QAD	Elaboration of the methodology and the calendar for the drafting of reports		
The head of the Expert Committee	Review of the closing meeting of the on-site visit		
The head of the Expert Committee	Exchanges following the closing meeting (mails or discussions)	<ul style="list-style-type: none">Submits to the Evaluation Division the preliminary reports during the four weeks following the last visit.	Preliminary reports
QAD	Drafting of the preliminary report		Preliminary reports
	Opinions and additions of the evaluators	<ul style="list-style-type: none">Email preliminary reports to each evaluated institution. (at least, to the academic authorities and the institutional quality coordinator).	Template Right of reply
The institution	Transmission of preliminary reports to institutions		Template Factual Error
	Reply of the institution	<ul style="list-style-type: none">Transmits its right of reply during the two weeks following receipt of the preliminary report (template "Right of reply" and template "Factual errors")	
QAD	Transmission of the institution's response to the Committee of Experts		
The experts/ The head of the Expert Committee	Decisions of the Committee of Experts		
	Finalization of draft report	<ul style="list-style-type: none">Transmits to the Committee of Experts the reply rights receivedDecide on any modifications requested by the institutionTransmit to the Evaluation Division the decisions of the committeeThe Expert Committee has two weeks to finalize its report with the necessary corrections.	
	Exchanges and any remarks by the institution		
The head of the Expert Committee	Report Recommendations Conclusions		Final report
QAD	Restricted online upload	<ul style="list-style-type: none">The final version of the report and the additional letter are sent to the Evaluation Division, which forwards them to the Executive Board of ARACIS Council.	
The Expert Committee	Opinion of ARACIS	<ul style="list-style-type: none">The transmissions are done electronically.	
QAD	Transmission of notice to tutelle		
	Reflection on the evolution of evaluation criteria and / or procedures	<ul style="list-style-type: none">Sends the result of the decisions of the Committee of Expert to the institutionPublishes the external evaluation report or the external evaluation report of each institution on the Agency's website, in pdf formatThe institution may oppose the publication of its final summary report	

<p>The Executive Board of ARACIS Council</p>	<ul style="list-style-type: none"> - Reading of the finalized report and members' comments by the Executive Board of ARACIS Council - Drafting of the written opinion on accreditation and related recommendations (duration) - Registration of the opinion - Preparation of the statement of conclusions
<p>ARACIS Council</p> <p>The Executive Board of ARACIS Council</p>	<ul style="list-style-type: none"> - Identification of themes of reflection for the evolution of evaluation criteria and / or procedures

	QUALITY PROCEDURES HANDBOOK	REF. PO11
		Date Creation: 31/05/2019
	PROCEDURE: TRAINING OF THE STAFF AND THE EXPERTS	Date Updated: Version: 1 Page 85

Unit in charge:

- President of the agency: responsible for issuing the planning annual training.
- QAD: responsible for the identification of training needs and the validation of the training schedule.
- The head of administrative and financial division: responsible for the archiving of personnel training files.
- QAD: in charge of the archiving of the training files of the experts
- The Quality Assurance Department: responsible for the organization and implementation of the training sessions

Purpose of the procedure / Application domain:

The purpose of this procedure is to describe the principles implemented by the Agency to ensure that its staff and experts are qualified to control the QMS. Specifically, it is intended to describe the rules to ensure that any person in charge of an activity that affects quality has undergone the basic and specific training necessary to fulfill the position. It also defines the rules for setting up and monitoring training actions for all staff and experts. It specifies the procedures for registration and management of training, whether internal or external. This procedure is applicable to all agency services and to all new employees.

Objectives of the procedure:

This procedure aims at:

- Identify and organize all the training and pedagogical engineering activities aimed at the training of evaluation experts in order to ensure the consistency of the evaluation procedures and to guarantee the equal treatment of the structures evaluated.
- Ensure the availability of skills necessary for the ambitions and the proper functioning of the agency.
- Train the various personnel by allowing them to qualify, adapt, start a professional life, improve themselves, and thus promote the development of the agency.
- Increase the skills of staff and experts
- Improve:
 - Motivation
 - Awareness
 - Accountability

Steps corresponding to the procedure:

The human resource management of the overall management process describes the management procedures for the training of agency staff. They are mentioned in particular as:

- The forward planning of jobs and skills
- Recruitment and integration of new skills
- Identification of the necessary skills
- The assessment of skills
- Staff awareness of quality
- Planning of real needs (training program)
- Definition of training needs of staff and experts

- The validation of the training plan
- Training of staff and experts
- The maintenance of the individual files of the staff
- Management of working time and wages
- Administrative and social management of staff
- Monitoring and the application of the Staff Regulations
- Evaluation of the effectiveness of training
- Compliance with regulatory requirements

The present procedure is devoted to mastering the training of ARACIS staff and experts. The procedure includes the following steps:

- Identification of the training need
- Adaptation or conception of training
- Definition and financing of the training session
- Adaptation of the training delivery or the training repository
- Formalization of calendars and schedules
- Programming and communication of the training session
- Management and follow-up of registrations / applications for the training session
- Designation of trainers
- Preparation and start of the training session
- Animation of the training session
- Closing and evaluation of the training session
- Evaluation of the participants and management of exams and / or juries
- Establishment of collaborations with partners likely to contribute to training
- Establishment of educational and scientific collaborations at the national and international levels

For the staff of the Agency

Organisation of the training:

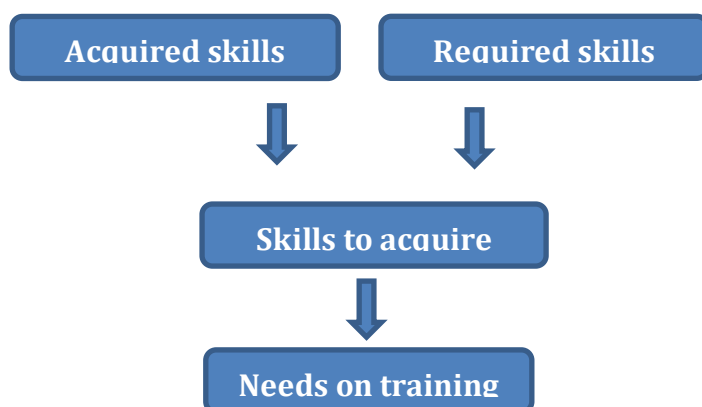
- Once a year, the President of the Agency sends a registration form "Census of Training Needs" to each Division Manager and Service. Two types of training need are identified using two different tools:
- The collection sheet of the training needs, it is completed during the elaboration of the action plans
- The record of the individual needs for trainings, it is completed at the time of the execution of activity or the detection of the need in anticipation or in the course of activity
- Each division and service manager identify the training needs for their structure.
- The registration form "Census of Training Needs" is archived for the current year by QAD
- After receiving this form, the President issues an annual planning schedule for training, taking into account:
 - The wishes of the staff
 - The needs of management
 - Strategic needs of the agency
 - Of the budget
 - Training planned but not realized
- After drafting and approval by the President of the agency, the schedule is proposed to the Executive Board of ARACIS Council
- This schedule is kept for 3 years by QAD.
- An identification of the training courses offered on the market is carried out by the President, in collaboration with the managers concerned.
- The assessment of training is studied during a management review.
- The training actually carried out is identified on the Annual Training schedule and the training planned but not carried out is renewed for the following year.

- All persons assigned to a position are previously trained to attain the appropriate level of qualification, under the responsibility of the head of the division or department concerned. She is also informed of the Quality Policy put in place by the agency. Written records are kept in the training records.
- Additional training is also provided when new methods or techniques are introduced in the agency's field of activity. Written records are kept in the training folders.
- All newcomers receive training adapted to their working environment. He is also informed of the Quality Policy put in place by the agency. Written records are kept in the training records.

Identification of the needs for training

In developing the training plan of the agency, the step with regards to collecting and analyzing training needs is a fundamental and decisive step. It will depend on the ability of the training plan to respond to changes in the agency. It will prevent the plan from being a survey of individual requests scattered, but it is anchored in a framework of development of individual and collective skills.

Training needs do not exist per se. The training manager (the head of the Evaluation Division and / or the administrative and financial division) identifies objectives to be achieved, problems to be solved, changes to be anticipated for which training constitute an answer, among others, to fill a gap between acquired skills and required skills. This is the gap between existing skills and the skills needed to develop the agency. The training therefore fills the lack of an identified competence.



Schematically, it is possible to distinguish 4 types of training needs related to:

- The very activity of the agency (new material, new method, marketing positioning, ...),
- Obligations (regulations, rules of hygiene and safety, quality approach, ...),
- A project of organizational change (merger of different services, addition of new missions, ...),
- The evolution of the professions of evaluation and quality assurance.

Typology of needs:

- Personal needs are not directly related to the position
- Individual needs are related to the position, or its evolution
- The collective needs concern a group of people. Ex: all persons of a given service.

Collective needs: From needs analysis to integration in the training plan

- QAD communicates to the President the collective needs of the Agency to establish a hierarchy
- The President prioritizes needs by classifying them into three categories:
 - Essential training
 - Training needed but not a priority
 - Useful training but who can wait
- The project of the future training plan will integrate all the requests taking into account this prioritization in the budgetary choices that may be necessary.

- The leader of the team concerned is informed of the decision taken by the President and informs its staff
- The person in charge of the action makes contact with the head of the team concerned for the assembly and the realization of the training.

Individual needs: From needs analysis to registration

- QAD communicates to the President the collective needs of the Agency to establish a hierarchy
- The President prioritizes needs by classifying them into three categories:
 - Essential training
 - Training needed but not a priority
 - Useful training but who can wait
- The leader of the person concerned is informed of the decision taken by the President and takes the necessary steps to take registration.
- He/She informs the person concerned who will choose, with QAD, the training course that best meets the needs.

ATTENTION” do not confuse: individual need and "personal" need. A need for training is said to be "personal" if it has no connection with the function occupied or envisaged by the person concerned and his or her hierarchy. It corresponds to a new orientation envisaged by the person concerned, or to a desire for personal development without any connection with the objectives of the agency.

Depending on the actions selected, QAD builds the training plan of the Agency.

It is important that the concerned actors have a return in relation to the training needs expressed and be informed of the actions selected. In the event that a training action has not been accepted under the plan, staff may be informed of other ways of accessing the training.

The understanding of the needs and its analysis step will finally be used to evaluate the training actions carried out. Did such action respond satisfactorily to the expressed need? Was it an answer adapted on the substance as on the form? What are the possible improvement points?

Management of trainings:

- A personal name sheet of training is attributed to each staff member on which all the internal and external trainings are recorded.
- Training certificates as well as any other written information (training report, training follow-up, etc.) concerning qualifications and training are kept for all staff with regard to the name sheets.
- These files are managed and maintained by the Administrative and Financial Division (DHR).
- A list of the personnel authorized for particular functions is kept up to date by the DHR on the registration form "Special Authorizations".

For the expert evaluators:

- The agency uses experts of various origins. Their training in the methods and objectives of ARACIS is ensured on a regular basis.
- When appointing the expert for a given evaluation, they are given methodological guidelines based on the object being evaluated.
- In addition to the documentation given to the experts, the agency sets up information and face-to-face training sessions within the Evaluation Division:
- In the Institutional Evaluation Division, experts participate in a two-day training session prior to the launch of the evaluation round. The training covers both the general principles adopted by the agency but also the actual progress of an evaluation. It involves agency staff, experts already confirmed, and representatives of institutions evaluated and decision makers and users of evaluations. This training is also offered to committee chairs to better take into account the needs of the committee's animation.

- The Human Resources Department of ARACIS organizes half-day training sessions prior to the meeting of each evaluation committee on the same principle as that applied in the institutional evaluation. For the doctoral schools, the courses are organized according to the same method as for the research structures.
- QAD conducts the evaluation of research structures with methods that have been practiced for a long time in Romania as well as abroad. The division ensures that all the experts know them as well as the methodologies and procedures specific to the agency.
- Some training courses can be provided remotely via Internet or in a local presence on geographical sites.
- The feedback from experiments carried out at the end of the evaluation round makes it possible to adjust the training according to the needs identified in the implementation in the field.

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Satisfaction of experts via evaluation surveys of training sessions	At the end of each session	90%
Satisfaction of trainers via questionnaire survey	At the end of each session	90%
Qualities of training materials (teaching Handbooks, PowerPoint presentations, ...)	At the end of each session	90%
Qualitative evaluation of trainings	Annual	90%
Respect rate of the training program (persons to be trained)	Annual	90%
Acquired skills	Annual	90%

References (documents & forms)

Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Employment Grid – Organization – Contract of commitment – Training Plan – Procedure Control of the documentary system – Management review procedure – Procedure on the training of staff and experts – Continuous improvement procedure – Description of functions – Training program – Individual staff file – Training files: <ul style="list-style-type: none"> • Nominative Training Sheets • Training certificates • Planning Annual Training • Registration form • Special authorizations • Identification of training needs 	<ul style="list-style-type: none"> – Training request – Tracking sheet applications / registrations – Sheet of registration – Trainee evaluation sheet – Evaluation and monitoring sheets of the organizer – Trainer evaluation sheets – Registration sheet "Census of Training Needs" – Registration form "Special Authorizations". – Attestation of attendance – Skill matrix – Annual Interview

Documents to be produced:

Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Updated training schedule – Updated individual staff file 	<ul style="list-style-type: none"> – Training certificates – Sheet of registration

<ul style="list-style-type: none"> - Training materials 	<ul style="list-style-type: none"> - Trainee evaluation sheet - Evaluation and monitoring sheets of the organizer - Trainer evaluation sheets - Administrative and financial reports of a training session - PV of juries - Certificates, attestations
--	--

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> - Need for competence - Need for training - Modification of the Staff Regulations - Training policy of the agency - Regulatory Requirement - Technological evolution - Training market - Training action - Need for improvement - Integration of a new collaborator - Need for additional training expressed - Need for advice or expertise - Need for accompaniment - Need for individual training - Need for collective training - Prerequisite level of knowledge 	<ul style="list-style-type: none"> - Competence acquired - Results of progress interviews - Job Definition, Function and Workstation - Update of the organization chart - Update of the personnel file - Obtaining a qualification, a title, a module, an attestation - Acquisition of new knowledge, know-how, savoir-être - Increased autonomy of the agency - Agency development - Administrative and financial report of the training session - Training program - Acquired knowledge - Skill matrix - Function description

Flow Chart of the procedure:				
Actors	Actions	Description	Documents	
The President/ QAD	<pre> graph TD A[Training of staff and experts] --> B[Identify a training need] B --> C[Annual planning of training] C --> D[Define and finance training] D --> E[Establish pedagogical collaborations with national and international partners likely to contribute to training] E --> F[Identification of the trainings offered on the market] F --> G{Sufficient supply?} G -- YES --> H[Market or agreement formalities] G -- NO --> I[Adapt or design the training] H --> J[Management of applications for training] J --> K[Participation in the training session] I --> L[Organization of training] L --> M[Formalize calendars and schedules] M --> N[Designate trainers] N --> O[Program and communicate the training session] O --> P[Manage and track registrations / applications for the training session] P --> Q[Animate the training session] Q --> R[Close and evaluate the training session] K --> S{Planned and operationalized trainings} R --> S S -- YES --> T[Management of training records] S -- NO --> U[Renewal of unrealized formations for the following year] T --> V[Assessment of the formations] U --> B </pre>	Transmits once a year a registration form "Census of Training Needs" to each Division Manager and Service.		
The President / QAD	Issuing an annual planning schedule			
The President / QAD	Identifies training offered on the market or in partnership, in collaboration with the relevant managers.			
The President / QAD QAD	Adapts training delivery or training repository			
QAD	The planned but unrealized trainings are renewed for the following year.			
QAD	A personal name sheet of training is attributed to each member of the staff or expert on whom are recorded all the internal and external trainings carried out.			
QAD	The assessment of training is studied during a review by the Executive Board of ARACIS Council.			

Actors	Actions	Description	Documents
Collaborators	<pre> graph TD A[Organize and implement a training session] --> B(Identification of a training need) B --> C[Record of training missions] C --> D{Training session available} D -- NO --> E[Organize and carry out the training internally] D -- YES --> F[Candidate for training] E --> G[Select the trainer(s)] G --> H[Finalize the program and the organization of the training action] H --> I[Communicate on the training session] I --> J[Register participants] J --> K[Set up training] K --> L[Course of the training] L --> M[Evaluate and close the training session] M --> N[Beneficiaries benefit from training] F --> L </pre>	<ul style="list-style-type: none"> - During an activity, a contact or a watch, a training need can be identified - Identify what skills are required - Identify what activities are involved, the skills involved, the operational modalities, the working conditions in which these activities are carried out, the theoretical knowledge that underpins the action. - This identification makes it possible to define a "specifications of the training action" 	if necessary: Rationale
Pilot / Unit in charge		<ul style="list-style-type: none"> - Search in catalogues or product-training sheets - Otherwise, see "Buy" procedure 	If necessary: - Reply - Invitation to tender - Design sheet
Pilot / Unit in charge + Trainer(s)		<ul style="list-style-type: none"> - Check that the training action meets the need for training and adapt it, if necessary - Search for financing, if necessary - Set the minimum and maximum number of participants - Check availability of training rooms 	Schedule Room booking form
Pilot / Unit in charge + Trainer(s) and/or Organiser		<ul style="list-style-type: none"> - Design, edit the communication media - Address the communication materials 	Where appropriate, Enrolment Tracking Sheet
Organiser		<ul style="list-style-type: none"> - Inform interested participants - Save the returned registration forms 	-

Organiser + Trainer(s)		<ul style="list-style-type: none"> – Prepare administrative documents – Prepare teaching materials – Prepare the infrastructures 	Schedule Registration Sheet Evaluation sheets
Organiser + Trainer(s)		<ul style="list-style-type: none"> – Reception – Reminder of the safety and attendance instructions – Presentation of the trainer – Answers to questions 	
Organiser + Trainer(s)		<ul style="list-style-type: none"> – Send the evaluation sheets to the participants – Raise the additional expectations – Analyze the evaluation sheets – To carry out the pedagogical and administrative assessments of the session 	Registration Sheet Instructor and Organizer Evaluation Sheets Balance Sheets

	QUALITY PROCEDURES HANDBOOK	REF. PO12
	Procedure: Preventing Conflict of Interest	Date Creation: 31/05/2019 Date Updated: Version: 1 Page 95

Unit in charge:
Commission of Ethics

Definition / Purpose of the procedure:
<p>This procedure proposes key elements to answer questions related to conflicts of interest. By construction, it cannot provide solutions for all the specific cases. The grid of analysis proposed here constitutes only one tool of decision-making aid. The conflict prevention of interests results from the transparency, which is the consequence of the obligation to declare the links of interest in comparison with the activity of ARACIS.</p> <p>The people concerned, and the authorities of ARACIS must determine if there are risks of conflicts of interests. The declaration of interests, which it is a legal requirement, is protective for both the person who fills it and the institution that receives it.</p>

Objectives of the procedure:
<p>The objective of ARACIS' conflict of interest prevention and management policy is to define organisational measures and administrative procedures to detect and manage conflicts of interest that may arise under the activities of ARACIS. This procedure therefore aims to identify and manage conflicts of interest through the identification of situations leading, or likely to lead, to a conflict of interest, in order to provide a solution guaranteeing the primacy and preservation of the customer's interest.</p> <p>Achieving this objective is achieved through:</p> <ul style="list-style-type: none"> – Assistance to ARACIS registrants and services in managing legal procedures for declaring interest and preventing conflicts of interest – A regular update of the procedure according to the evolution of the law, the regulations and the jurisprudence, as well as the experience gained by ARACIS in the application of these rules.

Steps corresponding to the procedure:
<p>Regulations</p> <ul style="list-style-type: none"> – ARACIS code of ethics is signed by all employees (staff and experts). – Each of the agency's collaborators undertakes, inter alia, to respect the primacy of the Agency's interest in all circumstances. – The code of ethics sets out the rules of good conduct and the basic principles of ethics and discusses the following topics in conflict of interest prevention: <ul style="list-style-type: none"> • The provisions applicable to the members of the Agency: service delivery activities, rule of independence, professional secrecy, privileged information, insider trading, definition of sensitive cases, and other functions (mandates exercised outside the Agency). • Relations with third parties. • The rules applicable to the Agency <p>Confidentiality and conflict of interests</p> <ul style="list-style-type: none"> – The persons involved in the evaluation process must not be in a situation where the independence, impartiality and objectivity of their evaluation work could be challenged, their judgement being influenced or seeming influenced by personal interest. – Any assessor must declare any conflict of interest before agreeing to carry out the evaluation work. – Examples (non-exhaustive) of conflict of interest cases:

- Persons involved in the establishment, training, research structure, or international cooperation programs;
 - Persons with significant business or professional relationships with stakeholders;
 - Persons who may withdraw a benefit from the selection or non-selection (competitive or competitive situation) of the subject matter of the evaluation;
 - People with family or friendly relationships with stakeholders.
- Selection and designation require prior validation of no conflict of interest. To ensure this, the evaluator is required to sign a form prepared for this purpose.

Reporting Procedure: obligations and modalities

1) The obligation to file a declaration of interests

- The Declaration of interest must be drawn up at the time of taking office and handing over to the competent authority. It should refer to links of interest of any kind, direct or by person interposed, which the declarant has, or has had during the five years preceding his taking of Office, with establishments or institutions whose activities, techniques or services which fall within the scope of ARACIS jurisdiction.
- This Declaration commits the responsibility of the declarant who must ensure that it is sincere, up-to-date and exhaustive.
- The Declaration must be updated as soon as possible changes of situation, "on the initiative of the declarant".
- As a precaution, it should be reviewed once a year in order to ask itself the question of possible updating.
- The declarant may be requested by ARACIS to provide useful clarifications to the analysis of the interests he has declared.

2) Persons subject to the reporting obligation are:

- The President and members of ARACIS Council;
- ARACIS personnel exercising managerial functions;
- Agents participating, by their functions, in the preparation of decisions, recommendations, references and opinions relating to assessment and quality assurance issues at ARACIS as well as agents carrying out functions of inspection, evaluation, monitoring and control related to the activities of ARACIS;
- The members of the commissions;
- The members of the working groups;
- Experts solicited individually;
- The representatives designated as quality by the institutions called to sit in the committees of ARACIS or to participate in the work of the Committees
- For these declarants, the Declaration is made public

3) Time and manner of declaration

- The President, the members of the Executive Committee and the officers fulfil their Declaration of interest before their actual taking of duties.
- The other categories of persons in connection with ARACIS subject to the reporting obligation fulfil the latter before the start of their mission and then each time they are requested to carry out a new mission, including in the event of renewal of the mission.
- The Declaration must be made online on the extranet for the seizure of the declarations of interest set up by ARACIS.
- A username and password are assigned to each declarant. They are personal and confidential and must be kept carefully.

Management procedure: Census, publicity and conservation

1) Census of declarations of interest

- The ARACIS Council ensures that each of the members of the commissions has completed a declaration of interest.
- The Heads of Department and divisional heads ensure that members of the working groups and experts solicited individually to participate in the work carried out under their responsibility, as well as the providers and partners, have each completed a declaration of interest. They're getting to know them.
- ARACIS Council of ARACIS ensures that all agents have completed a declaration of interest.

2) Publishing the declarations of interest

- The declarations of interest shall be published, where they are to be, on ARACIS website, during the period of the functions, contracts of employment, mandate or mission for which they have been established and for the five years following the end of functions, contracts, mandates, missions.
- However, the financial aspects are not made public. In addition, the part relating to close relatives is not published in its entirety: only the information that the declarant has a close relative who is connected with one or more establishments named in the name.
- The Declarations of interest of the members of a working group shall be published at the same time as the registered composition of the group is made public.
- The declarations of interest of experts recruited in the framework of work carried out in partnership shall be published in the following ways:
 - If the expert is recruited by ARACIS, he/she completes ARACIS Declaration of interest. It is published on the site of ARACIS;
 - If the expert is recruited by the partner, he/she completes a statement of interest with the partner. It is published on the partner's website.
- Publishing the declarations of interest does not exempt the members of the commissions and the experts, when they express at a public event in print, audio-visual or digital media on services for ARACIS, to make known to the public their possible links with the institution.

3) Retention of declarations of interest

- The declarations of interest of ARACIS personnel are kept in the administrative file of the agent
- The declarations of interest of the President and members of the Executive Board of ARACIS Council, members of the committees and working groups and experts recruited by ARACIS shall be kept for ten years by ARACIS, as from their filing or updating. They are then archived, in accordance with the charter of conservation for ARACIS documents.

Principles of analysis

- 1) Under the ARACIS definition, The conflict of interests is set out in Law no. 161/2003 on certain measures for ensuring transparency in the exercise of public dignities, public service and in the business environment, preventing and sanctioning corruption, with subsequent amendments and completions, as well as in Law no. 87/2006 on the approval of the Government Emergency Ordinance no. 75/2005 on the quality assurance of education, with the subsequent amendments, regulating the functioning of the Agency
- 2) The intensity of the link must therefore be analysed before assessing its impact in relation to the mission carried out. Two questions must therefore be answered successively:
 - What is the intensity of the concerned person's declared interest (or links) in relation to the areas of activity of ARACIS?
 - Are the declared links of interest, as measured in their intensity, likely to undermine the independence, objectivity and impartiality of the person who will assist ARACIS for an activity, responsibility or a given mission?

Statement of interest analysis grid

- 1) This analysis grid follows the outline of the standard document of the annexed public declaration of interest, which the persons assisting ARACIS must complete, which includes six main headings:

- Main activity;
- Activities on a secondary basis, distinguishing between:
 - Participation in a decision-making body,
 - Consultant activity,
 - Participation in scientific work and studies,
 - Writing an article or attending meetings,
 - The invention or possession of a patent.
- Activities that have benefited from funding by a for-profit organization;
- The financial participations in the capital of a company;
- The existence of close relatives employed or possessing financial interests;
- The other links of interest which the declarant chooses to publicize.

For the six headings, the procedure distinguishes the situations constituting a "major link of interest" from those that characterize an "other link of interest". The proposed distinctions in the grid should be implemented in the light of the analytical principles outlined above.

Procedural stages:

- 1) Identification of actual and potential conflicts of interest situations in relation to the characteristics of the "client" (Organization, nature, activity) and the proposed service. Will be identified in particular:
 - Situations in which ARACIS (or one of its members) would be likely to make a financial gain or avoid a financial loss at the expense of customer,
 - The situations in which ARACIS (or one of its members) would have an interest in the result of a service provided or a transaction carried out on behalf of the client different from the customer's interest in the result,
 - Situations where ARACIS would be encouraged to favour a client's interest in relation to another,
 - Any situation which may give access to privileged information,
- 2) Establishment and maintenance of a register of conflicts of interest recording the types of investment services or other activities carried out by or on behalf of ARACIS, for which a conflict of interest involving a significant risk of harm to customer's interests occurred or would be likely occur:
 - Systematic escalation of information on actual and potential conflicts of interest situations to the Executive Committee
 - Maintaining an electronic record of conflicts of interest found
 - Register in annex
- 3) Customer information. In the event that the procedures put in place do not guarantee with reasonable certainty that the risk of infringing the client's interests will be avoided then ARACIS informs the affected customer of the conflict of interest so that the customer takes its decision in full knowledge of the case.
- 4) Setting up a policy and procedures to manage these conflicts. The objective of this procedure is to ensure that:
 - The primacy of the client's interest
 - An appropriate degree of independence in the exercise of the various functions involved in potential conflicts of interest situations, in all activities carried out within the Agency
 - Prohibition or supervision of the exchange of information between the persons concerned by the potential situations of conflicts of interest
 - Prohibition, deletion or limitation of any direct link between the remuneration of the persons concerned and the remuneration not related to their activity and of any activity which may generate potential conflicts of interest situations
 - Taking into account the risks of conflict of interest situations in the selection of intermediaries and providers

Risk analysis (constraints):	
Internal Risks	Terms of control
Regulatory frameworks	Have conflict of interest regulations
No declaration	Making the declaration binding

Performance and/or satisfaction indicators:		
Indicators	Frequency	Targeted value
Compliance with conflict of interest management policy	Annual	100%
Rate of conflicts of interests recorded	Annual	<5%
The holding of the conflict of interest register	Annual	100%
"Clients" information of unresolved conflicts of interest	Annual	100%

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – ARACIS Code of Ethics and Rules of Conduct – Ethics Charter – Standards and guidelines for quality assurance in the European Higher Education Area (ESG) – Texts which specify the obligations of ARACIS in the prevention and management of situations of conflict of interest – Conflict of interest declaration form 	<ul style="list-style-type: none"> – Conflict of interest declaration form

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Conflict of interest management policy 	<ul style="list-style-type: none"> – Register with encountered conflicts of interest – Declaration of conflicts of interest

Inputs and Outputs of the process	
Inputs	Outputs
<ul style="list-style-type: none"> – General staff regulations – Ethics Charter – Texts that specify in particular the obligations of ARACIS in the prevention and management of situations of conflict of interest. – Conflict of interest management policy 	<ul style="list-style-type: none"> – Register with encountered conflicts of interest – Declaration of conflicts of interest

Logigramme:				
Actors	Actions		Description	Documents
ARACIS Council	<pre> graph TD A[Conflict of interest prevention and management] --> B[Regulations] B --> C[Preventing conflicts of interest] C -.-> D[Establish a control function] C -.-> E[Sign Code of Ethics] C -.-> F[Establish a conflict of interest register] C -.-> G[Produce declarations of interest] C -.-> H[Publish declarations of interest] C -.-> I[Update declarations of interest] C -.-> J[Keep declarations of interest] C --> K[Detection and identification of real and potential conflicts of interest situations] K --> L[Conflict of interest management and resolution] L --> M[Determination of urgent measures to be implemented] M --> N[Define corrective measures] N --> O{Validate corrective measures} O -- NO --> N O -- YES --> P[Apply corrective measures] P --> Q[Inform the client if necessary] Q --> R[Update the register of conflicts of interest] R --> S[Archive] </pre>		<ul style="list-style-type: none"> –Take any reasonable measures to detect situations of conflict of interest – Set up a monitoring mechanism –Apply the code of ethics by all employees –Maintain a register on electronic media of conflicts of interest found and which could not be avoided –The consultation of the register is limited to the ARACIS Council –Ensure that all agents and collaborators (experts) have completed a declaration of interest which <ul style="list-style-type: none"> - Must be updated in case of any changes in situation, on the initiative of the declarant - Review once a year in anticipation of a possible update - Published - Preserved and archived –Identify the actual and potential situations of conflicts of interest in relation to the characteristics of the "client" (Organization, nature, activity) and the proposed service. <ul style="list-style-type: none"> – Mandatory reporting of the conflict to the President by the employee or leader concerned by the conflict of interest – Propose a solution for the treatment of the conflict by choosing the solution favoring the best interest of the client and informing it necessarily in writing, – Propose corrective actions aimed at avoiding as much as possible conflict situations equivalent to that which has just occurred, –Implement corrective actions aimed at avoiding or limiting the occurrence of the identified conflict of interest, in particular by modifying or adopting the necessary procedures or by strengthening controls if such actions are feasible. 	Legal Text
ARACIS Council Personnel and experts				Code of Ethics
ARACIS Council				Conflict of interest register
ARACIS Council				Declaration of interest
ARACIS Council Collaborators Clients				
Collaborator or President				
ARACIS Council				
ARACIS Council				

ARACIS Council	<ul style="list-style-type: none"> – Clearly informs customers, when the measures adopted are not sufficient to guarantee, with reasonable certainty, that the risk of infringing their interests will be avoided, before acting. – Archive a copy of the mail sent to the customer 	Mail
ARACIS Council	<ul style="list-style-type: none"> – Update the conflict of interest register 	Conflict of interest register
ARACIS Council	<ul style="list-style-type: none"> – Archive all documents relating to the detection and resolution of a conflict of interest 	

	QUALITY PROCEDURES HANDBOOK	REF. PO13
	PROCEDURE: Monitoring evaluation	Date Creation: 31/05/2019 Date Updated: Version: 1 Page 103

Unit in charge:
QAD

Purpose of the procedure:
<p>This procedure describes the conduct of an external monitoring evaluation, from its initiation to the publication of the relevant reports and action plans. It guarantees, within the framework of a five-year rate of institutional assessment and training, the maintenance of an active commitment to an integrated quality culture. It also provides an opportunity for institutions to take stock of their conduct of change by taking advantage of external advice and guidance.</p> <p>For establishments, the follow-up evaluation helps to enhance the improvements made by informing stakeholders of the actions carried out as part of a continuous improvement process. The preparation of the files and visits constitutes an opportunity to reinforce the participation of the actors internal and external to the quality approach.</p>

Objectives of the procedure:
The aim of this procedure is to support institutions in their continuous improvement dynamics, in pursuit of the actions implemented and in the development of piloting tools.

Steps corresponding to the procedure:
<ol style="list-style-type: none"> 1. At the beginning of the year n + 4, QAD of ARACIS sends a letter to the academic authorities of the establishments concerned by a follow-up evaluation. It announces the launching of the external monitoring evaluation and invites the academic authorities and the persons in charge of quality management (at institutional and programmatic levels) to a briefing 2. The evaluation division establishes a database with the coordinates of the monitoring evaluation coordinators 3. In the course of year n + 4, the institution shall submit to the Evaluation Division a confidential progress file 4. The evaluation division composes the Monitoring Committee and communicates the composition of the Monitoring Committee to the institutions 5. The evaluation division plans the follow-up evaluation visit which takes place during the fifth year following the complete external evaluation 6. The Monitoring Committee shall draw up the preliminary external monitoring evaluation report (see PO11) which is forwarded to the institution so that it may, if it so wishes, issue its right of reply 7. The evaluation division publishes on the Agency's website the follow-up evaluation report which incorporates the right of reply from the institution 8. No later than three months after the publication of the follow-up evaluation report on ARACIS website, the institution shall publish on its own website its updated action plan, reviewed in the light of the recommendations of the experts. 9. The updated action plans are centralized by ARACIS with a view to transmitting them to the experts who will ensure the following evaluation of curricula (N + 9). 10. The evaluation division presents to the Management Committee of ARACIS a review of the follow-up procedure every year.

Beneficiaries and their expectation	
Beneficiaries:	Their expectations:
Concerned institutions and universities	To be informed in time of the planning of the follow-up evaluation, detailing the dates and modalities of each action, guaranteeing the neutrality of the Agency, transparency and fairness at the level of the procedures

Risk analysis (constraints):	
Internal risks	Means of control
Legal provisions of the agency	The Agency makes the legal provisions concerning the follow-up evaluation procedure and the drafting and publication of the reports, in the form of a regulatory text


Performance and/or satisfaction indicators:		
Indicators	Frequency	Targeted value
Respect for deadlines and good dissemination of information	Annual	90%

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Institutional guide – Follow-up expert's guide 	<ul style="list-style-type: none"> – n.a.

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – By institutions: <ul style="list-style-type: none"> • Progress file • Updated action plan – By ARACIS/Experts: <ul style="list-style-type: none"> • Preliminary report • Visit plan 	<ul style="list-style-type: none"> – n.a.

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> – Selection of the date of initiation of the procedure – Timetable for the evaluation exercise – List of experts – President of the concerned establishments – President of the relevant trainings 	<ul style="list-style-type: none"> – Method and means to be implemented – External communication – Evaluation schedule – Mission programming – Expert information on the mission to be conducted

Flow Chart of the procedure:

Actors	Actions	Description	Documents
Evaluation Division	 <pre> graph TD A[Conducting a follow-up evaluation] --> B[Making contact with the concerned institutions] B --> C[Holding an information meeting] C --> D[Designation of coordinators - institutions] D --> E[Delivery by the institution of a progress report] E --> F[Composition of the Monitoring Committee] F --> G[Communication of the composition of the Monitoring Committee to the institutions] G --> H[Planning the follow-up evaluation visit] H --> I[Visit of the monitoring committee] I --> J[Draft report drafted by the monitoring committee] J --> K[Transmission of the report to the institution] K --> L[Response from Institution] L --> M[Publish on ARACIS website] M --> N[Publish Updated Action Plan] N --> O[Conservation of action plans] </pre>	At the beginning of the year n + 4, QAD sends a letter to the academic authorities of the institutions concerned by a follow-up evaluation.	Mail
Evaluation Division		Invites academic authorities and persons in charge of quality management (at institutional and programmatic levels) to an information meeting	Invitation to meeting
Evaluation Division		QAD establishes a database with the coordinates of the monitoring evaluation coordinators	Coordinators database
The institution		During the year N + 4, the institution submits to the Evaluation Division a confidential progress file	Progress file
Evaluation Division		Composes the Monitoring Committee (see PO03) and communicates the composition of the Monitoring Committee to the institutions (see PO03)	
Evaluation Division		Schedules the follow-up evaluation visit (see PO04, PO05 and PO06) that takes place in the fifth year following the complete external evaluation	Visit plan
The follow-up committee		Drafts the preliminary external monitoring evaluation report (see PO07) which is forwarded to the institution so that it	Preliminary evaluation report

		can issue, if desired, its right of reply	
Evaluation Division		Publishes on the Agency's website the follow-up evaluation report which incorporates the right of reply of the institution	Evaluation report
The institution		No later than three months after the publication of the follow-up evaluation report on ARACIS website, the institution publishes on its own website its updated action plan, reviewed in the light of the recommendations of the experts	Updated action plan
Evaluation Division		The updated action plans are centralized by ARACIS in order to transmit them to the experts who will ensure the following evaluation of curricula (N + 9). In addition, the quality assurance service presents to ARACIS Management Committee a review of the follow-up procedure on an annual basis.	Updated action plan

QUALITY PROCEDURES HANDBOOK - ARACIS - Romania

Version 1

Part II - The Management Process

July 2019

1. Process Management Identification Sheet

	QUALITY PROCEDURES HANDBOOK	REF. PM00
	Management Process	Date Creation: 31/05/2019 Date Updated: Version: 1 Page 108

Unit in charge:
President of ARACIS Council

Purpose of the process / Expected results:
<p>The management process is the overall organization and management techniques of the Agency. It brings together the three essential sub-processes to effectively Orient and direct the Agency, plan and control its development: strategy piloting, organization management, operational piloting.</p> <p>This is the process by which ARACIS Council regularly fixes and revises its strategic objectives, schedules its activities and makes decisions. It therefore depends on the authority and responsibility of ARACIS Council of the Agency.</p> <p>It is also the process that executes the policy of communication internally and externally, the policy of partnership and international relations, the policy of strategic intelligence as well as the policy of accountability.</p> <p>It takes into account the actors/factors/external and internal environments of the Agency by trying to measure the decision-making risks detrimental to its sustainability.</p> <p>The management process oversees the three other QMS processes (operational, quality management and support) and describes the organization that allows for the overall cohesion of the system.</p> <p>Managing, leading, organizing, guiding, deciding, analyzing, communicating, evaluating, improving are the main verbs of action applicable to this process.</p> <p>The "strategy steering" sub-process is the first to put in place to show ARACIS Council, disseminate vision and give meaning to its organization. It takes place in two stages:</p> <ul style="list-style-type: none"> – Diagnosis and definition of strategic objectives – Establishment of action plans that determine how to achieve objectives and monitor the deployment of strategic change. <p>It takes place on an annual loop with a follow-up of plans to a monthly frequency.</p> <p>The "organization management" sub-process aims to develop the Agency through the processes and evolve it according to the strategy established in the previous sub-process. It helps to ensure the effectiveness of the organization which is a decisive factor in the performance of the Agency as well as the achievement of the objectives set and which requires piloting at the highest level.</p> <p>It also ensures the coherence of the whole and the effectiveness of the interactions between the different components of the Agency. It includes process reviews and the Executive review.</p> <p>This sub-process, renamed in this "quality management process" procedure Handbook, is the subject of a separate chapter from management.</p> <p>The "operational piloting" sub-process (also called operational management, or operations control) has the role of animating the Agency on a daily basis to ensure operation according to the short/medium term objectives. It crosses vertically the Agency, with pilot loops at each hierarchical and functional level around each procedure.</p> <p>The management process must appear clearly in the process mapping and be subject to detailed procedures, with their pilots and their indicators. These procedures guide the activity of the Agency.</p> <p>The management process is therefore aimed primarily at the officers of the Agency but also, because of the interdependencies and interactions, to the coaching that relays or extends the decisions taken by the leaders and determines and controls the implementation of the actions resulting from these decisions.</p> <p>It and declined in ten procedures (see table below).</p>

Objectives of the process:

The management process aims to ensure the overall piloting of the agency taking into account the general policy and strategic axes defined by its decision-making bodies.

In a more specific way, it aims to:

- Design and clarify the general policy of the Agency.
- Define the direction of the development of the Agency.
- Situate, orient and control the Agency
- Define the authorities and responsibilities.
- Take into account all of the Agency's areas of activity in the definition of strategy and planning.
- Operationalize in clear and precise objectives the tasks entrusted to the Agency by law and the texts in force.
- Regularly assess and measure the achievement of strategic objectives.
- Develop a five-year strategic plan based on the Agency's values and after consultation with stakeholders.
- Provide for the annual planning of actions and longer terms (based on the strategic plan).
- Build the information and communication system and communicate the strategic vision and plan to stakeholders.
- Revise the strategic objectives following internal and external evaluations.
- Promote quality within the Agency.
- Educate staff on customer requirements and regulatory and legal requirements.
- To deploy permanent and motivating leadership in continuity.
- To control the coherence of all the activities of the Agency to ensure its sustainability and to foresee its development by making available the necessary resources.
- To master and optimise the administrative and financial organisation of the Agency.

Procedures included in the process:

N°	Procedures
1	Strategy and piloting
2	Strategic planning
3	Resource management
4	Relations with partners and stakeholders
5	Communication policy
6	International relations, external evaluation, evaluation by foreign agencies
7	Accountability
8	Recurring decision making
9	Strategic and informational intelligence
10	Update of the five-year plan

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Target achievement rate	Annual	70 %
Stakeholder satisfaction rate (measured by survey)	Annual	100 %
Evolution of the number of services performed	Annual	90 %
Evolution of the number of claims for benefits	Annual	90 %
Development of the five-year plan	Every 5 years	100 %
Development of the action plan	Annual	100 %
Preparation of the activity report	Annual	100 %

Result of compliance with international standards	Annual	70 %
Meeting deadlines for action plans	Trimestral	80 %
Budget execution compliance	Trimestral	80 %

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Law specifying mission and statutory framework – Agency quality policy – Procedure for organizing the Agency – Quality Handbook of the Agency – Management review procedure – Quality Charter (Agency values) – Strategic plan – Financial statement – Mapping of QMS processes – Purchase and commissioning of equipment – Human resources management of personnel 	<ul style="list-style-type: none"> – Dashboard of the Indicators – Contracts and conventions – Matrix of skills

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Five-year (or ten-year) strategic plan – Annual Action Plan (overall and by type of activities) – Annual Activity Report (including measured strengths and weaknesses and revisions to be done) – Weekly schedule of managers by sector of activity 	<ul style="list-style-type: none"> – Minutes of Meetings, Commissions, etc. – Updated dashboards

Inputs and outputs of the process:	
Inputs	Outputs
<ul style="list-style-type: none"> – Financial Resources, Financial Statements – Activity reports, Consolidated budget – STUDY REPORTS, Internal / External Control Reports, Evaluation Reports – Master Plans – Sector Policy, Operational Data, Sector Indicators (Trusteeship) – Results of the overall performance of the agency – Feedback from all stakeholders – Proceedings of previous instances (Commissions, Bureau, Committees, Coordinating Points, Process Reviews) – Current general policies and quality of the agency – Current QMS planning – Improvement recommendations – International benchmarking – ISO and ESG quality standardization 	<ul style="list-style-type: none"> – Legal notices – Training needs – Budget estimates – Recruitment request – Definition of ambition and general policies and quality – Resource allocation – Determining Indicators of Overall Performance – New QMS planning – Internal and external communication with all stakeholders – Strategic project at 5 years – Detailed Action Plans – Budget and budget reporting – Outcome sheets of the working groups and committees – Contributions from international bodies

<ul style="list-style-type: none"> - Report of international experts on their participation in missions - Management Review - Texts and regulatory requirements - Skills acquired from staff 	<ul style="list-style-type: none"> - Management base of staff, members and experts - Dashboard of Objectives and Indicators - Agreements and conventions established
--	---

2. Identification sheets for the Process Management Procedures

	QUALITY PROCEDURES HANDBOOK	REF. PM01
	PROCEDURE: Strategy and Piloting	Date Creation: 31/05/2019 Date Updated: Version: 1 Page 112

Unit in charge:
The President of ARACIS

Purpose of the procedure:
<p>A clear vision, mission, values and strategic plan are the key tools for effective leadership and governance. Without specific guidance on the Agency's priorities, the Board of Presidents and the Management Committee will find it difficult to make decisions on the measures to be taken and the opportunities to be seized.</p> <p>This procedure describes the method for defining the strategy and piloting of ARACIS.</p> <p>For this procedure, ARACIS stakeholders are:</p> <ul style="list-style-type: none"> - At the national level: <ul style="list-style-type: none"> • Responsible Ministries • The universities • The Romanian Rectors Conference • Professional and trade union organizations • Institutions of Higher Education and Scientific Research • Civil society and public opinion - At the international level: <ul style="list-style-type: none"> • ENQA

Objectives of the procedure:
<p>The objectives of this procedure are to define the organizational and functional strategy of the agency based on a quality policy, evaluated by annual objectives and using the resources made available for the proper functioning of the Agency.</p> <p>In particular, it aims to:</p> <ul style="list-style-type: none"> - Define the agency's direction of development. - Ensure the overall management of the agency taking into account the general policy and strategic priorities defined by its decision-making bodies. - Provide the best response to the institutions by facilitating internal operations (management of activities) - Evaluate and regularly measure the achievement of the strategic objectives. - Communicate the strategic plan to stakeholders. - Deploy a permanent and motivating leadership. - Control the coherence of all the activities of the agency to ensure its sustainability and provide for its development by providing the necessary resources. - To control and optimize the administrative and financial organization of the agency. - To perpetuate the activities of the agency by anticipating the needs - Assign, according to the time and the operations, the resources to satisfy the establishments and to follow up the operations.

Steps corresponding to the procedure:
The main steps corresponding to the procedure are:

- The definition of governance, vision, ambition and strategic orientations
- The development of the general policy, strategic project and action plans
- Budget preparation and execution
- The definition of vacancies (experts and staff) and the preparation of job descriptions
- Exchanges with stakeholders
- The management of the administration and the coordination of entities and services
- Leadership development

Many of these activities require:

- Holding executive meetings
- Working in committees

Detailed steps corresponding to the procedure

- **Define the Agency's governance, vision, ambition and strategic orientations.**

Each year, corresponding to the result of the financial balance sheet, the President of the Agency in collaboration with the Management Committee defines the strategy of the coming year:

- Choice of medium / long term orientations.
- Definition of the year's objectives based on the results of the evaluations of the various processes present within the agency.
- Definition of the resources allocated to reach the defined objectives.

This activity is based on the following documents:

- Balance sheet
- Quality policy (written in the Quality Handbook)
- Registration of the management review (see Support Process)
- Mapping of agency processes (see Quality Handbook)

- **Provide and manage human and material resources**

• Human Resources

In terms of human resources, knowing how to mobilize teams is a priority for ARACIS. Everyone's involvement is paramount to achieving strategic goals and quality policy. The main strength of the agency rests primarily on the competence of the staff. For this reason, it is important to be rigorous in the recruitment and the integration of the staff, the continuing education and the maintenance of the skills, or the distribution of responsibilities to within the Agency.

• Material Resources

In terms of material resources, the Agency should set up a clear policy dedicated to purchasing materials, consumables and services. The objective is to provide the staff with efficient equipment, suitable consumables and efficient service, at a minimum cost (cost of purchase, transport cost, storage cost). The Agency must ensure the quality of the services rendered and the safety of the staff that use them. The personnel and material requirements are addressed to the President of the Agency who, after thorough study, validates or refuses the application. The President of the agency also manages the schedules of the personnel. It centralizes the everyone's concerns before drafting the schedule, he can call on replacements, who following a training/empowerment phase, will be able to secure the position with confidence. This activity is based on the following documents:

- Human Resources Management Personal
- Weekly schedule of managers by sector of activity
- Matrix of skills
- Purchase and commissioning of equipment

- **Establish and review contracts / agreements with partners and stakeholders**

Each new service from a partner or stakeholder is formalized by a contract or agreement. All contracts / agreements are reviewed and updated if necessary, at least once a year. This activity is based on the following documents:

- Review of contracts / agreements

– **Distribution of roles and responsibilities**

Each function is described in a function sheet with the corresponding tasks and responsibilities. The key functions of ARACIS are identified and represented in the organization chart. This activity is based on the following document:

- ARACIS' organizational chart

– **Organize financial management**

In collaboration with the accounting department, the President of ARACIS models the functioning of the agency by researching the links between its budgetary resources and the purposes for which they are collected and consumed.

This management allows to:

- Establish budgets and anticipate cash requirements
- Control the execution of plans and budgets, compared to forecasts. The observed discrepancies will lead, if necessary, to a revision of the forecasts, a modification of the calculation methods or an inflexion of the defined objectives.
- Explain in substance the discrepancies between forecasts and achievements.

This activity is based on the following document:

- Balance sheet

– **Ensure data confidentiality**

All the agency's activities are governed by professional secrecy. Staff are contractually obligated to maintain the confidentiality of the information they hold. Each employee and / or trainee signs a commitment to respect the rules of confidentiality. In addition, the external worker must, during his visit, fill in the visitor register deposited at the reception desk.

This activity is based on the following documents:

- Privacy Policy at the agency
- Visitor Registry
- Commitment of individual confidentiality

– **Guarantee ethical requirements**

To guarantee the ethical requirements inherent to the agency's activities, the following immutable principles are respected:

- The interest and needs of the institution (client) are always the primary consideration
- All institutions are treated fairly and without discrimination
- Only the information strictly necessary for performing the evaluations and interpreting the results is collected.

This activity is based on the following document:

- The agency's code of ethics

– **Strategic Leadership Behaviors**

1. To accomplish its mission, the Agency gives itself strategic objectives and incentivises good working methods. To do this, it is essential that it practice a mobilizing leadership and does not settle for a simple management.
2. As for the leadership practices to be demonstrated by managers, they must be linked to the Agency's strategic objectives if they do not want staff to take another direction than that set by organizational strategies. Because strategies are results-oriented, leadership behaviors will have a decisive influence on them.

3. **The expected results:**

1. Understanding motivation and mobilization factors.
2. Adoption of two levers to mobilize staff: leadership style and work organization.

3. Obtaining quality work by adopting the desired behaviors.

- **Internal and external communication (see procedure PM05: "Communication policy").**

Risk Analysis (constraints):	
Internal Risks	Means of control
<ul style="list-style-type: none"> – Oversight control – Absence of dashboard or ineffective dashboard – Not considering the Indicators – Absence of factual data – Absence of annual review – Absence of a strategy management tool (diagnosis, choice, deployment) 	<ul style="list-style-type: none"> – Establishment of the quality policy and quality objectives - continuous improvement – Development and implementation plan for leadership practices – Implement follow-up meetings of the strategic action plan – Implement follow-up meetings for improvement projects – Implement monitoring tools
Not achieving the set objectives	Implementation and monitoring of Performance Indicators
Malfunction and non-compliance	Establishment of an effective policy for internal communication and personal training
Low staff membership	<ul style="list-style-type: none"> – Involve all managers of the agency – Directly link strategic behaviors to the strategic objectives of the agency. – Describe behaviors in a clear and precise manner.
Regulatory	Follow-up and proposal of adjustments of the regulations in force
Unreleased policy	<ul style="list-style-type: none"> – Writing the policy – Establishment of internal conferences by staff
No respect for deadlines	<ul style="list-style-type: none"> – Implementation of satisfaction surveys on benefits – Implementation of action tracking sheets
External constraints	Means of control
Non-adherence of stakeholders	Establishment of an effective external communication policy

Performance and/or satisfaction indicators:		
Indicators	Frequency	Targeted value
Result of compliance with international standards	Annual	70 %
Respect the action plans' deadlines	Trimestral	80 %
Compliance with budget execution	Trimestral	80 %
Rate of objectives achievement	Annual	70 %
Stakeholder satisfaction rate (measured by survey)	Annual	90 %

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Act specifying mission and statutory framework – Quality policy of the agency – Organization procedure of the agency – Quality Handbook of the agency – Management review procedure – Quality charter (agency's values) – Strategic Plan – Financial balance sheet 	<ul style="list-style-type: none"> – Indicators Dashboard – Contracts and conventions – Skills Matrix

– Human Resources management	
------------------------------	--

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Five-year (or ten-year) strategic plan – Annual Action Plan (overall and by type of activities) – Annual Activity Report (including measured strengths and weaknesses and revisions to be done) – Weekly schedule of managers by sector of activity 	<ul style="list-style-type: none"> – Minutes of Meetings, Commissions, etc. – Updated dashboards

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> – International benchmarking – ISO and ESG quality standardization – External evaluation reports – Result of self-evaluation and satisfaction surveys – Report of international experts on their participation in missions – Minutes of meetings – Commissions deliverables – Activity report – Management Review – Texts and regulatory requirements – Skills acquired by staff 	<ul style="list-style-type: none"> – Internal and external communication with all stakeholders – Strategic project for 5 years – Activity reports – Detailed Action Plans – Budget and budget reporting – Outcome sheets of the working groups and committees – Contributions from international bodies – Management base of staff, members and experts – Meet customer requirements – Dashboard of Objectives and Indicators – Function sheets – Agreements and conventions established

	QUALITY PROCEDURES HANDBOOK	REF. PM02
	PROCEDURE: Strategic Planning	Date Creation: 31/05/2019 Date Updated: Version: 1 Page 118

Unit in charge:
President of ARACIS

Definition / Purpose of the procedure:
<p>Strategic planning is carried out to implement the General objectives (axes of the policy) and the specific objectives set by ARACIS Council of the Agency.</p> <p>This procedure thus defines a systematic process of approval with the agreement of the main stakeholders of the priorities essential to the mission and respectful of the regulations in force. Strategic planning should take into account the agency's and stakeholders' needs.</p> <p>The strategic plan must be disseminated in the Agency, be relevant to stakeholders and receive their support.</p> <p>Depending on the vision, issues and strategies, the strategic plan includes performance indicators for which precise, measurable and ambitious but realistic targets are defined.</p> <p>Performance indicators are used to measure progress towards strategic objectives, reducing the gap between the current state and the vision of the future. They will verify the effectiveness of the strategies adopted to achieve this vision.</p> <p>The Agency must define precisely its objectives, the strategies that will enable it to reach them and the indicators enabling it to know that they are achieved, which must be translated in the form of a strategic plan.</p> <p>Strategic planning is not just about producing a plan. It is used to give the agency the means to carry out the plan, to guide the operations in progress:</p> <ul style="list-style-type: none"> - Adapt procedures and systems to address new risks, opportunities and lessons learned - Determine the optimal planning cycle - Adapt terminology, style and set up - Revise the structure (governance and operations) - Monitoring and evaluation - Involve the staff

Objectives of the procedure:
The purpose of this procedure is to define the direction of the agency's development and to plan the annual action plan and, in the longer term, take into account all the areas of activity of the agency's continuous improvement.

Steps corresponding to the procedure:
<p>Principles for strategic planning</p> <ul style="list-style-type: none"> - Strategic planning must be done from the beginning, and thereafter at a frequency usually set at 5 years. For this planning, the ARACIS Council relies on the needs formulated by the supervisory body, the

universities, the partners, the staff members as well as the evolutions observed in the practice of quality assurance of higher education and scientific research.

- The strategic planning leads to an annual planning in connection with the agency's annual financial management. At the beginning of each calendar year, the ARACIS Council evaluates the implementation of the actions from the previous year and proposes the new action plan to the Board of Presidents.
- The strategic planning must be done according to the organizational objectives defined during the next budget year while identifying the necessary resources and funding for this purpose. These funds are included in the budget planning for the next budget year. Nevertheless, not all phases of the strategic plan need to be fully realized during the year. At least every five years, the overall (five-year) strategic plan should be completed.
- The Annual plan must be adopted yearly.
- The Management Committee should review the evolution of the plan at least on a quarterly or half-yearly basis, according to changes in the agency and its environment.

Stages to elaborate a strategic plan:

- Develop a strategic plan, disseminate it and guide the agency according to this plan
- Describe, communicate, understand and assimilate the values that guide the agency
- Write and revise vision and mission statements regularly to ensure their relevance
- Ensure that Humans and Financial resources are aligned with strategic priorities
- Review and assess the entire environment regularly to ensure that the agency and its plan remain relevant and current
- Establish performance indicators so that the agency knows when it is meeting its objectives

Success conditions:

- Measure the progress of the strategy and the performance of the agency
- Clearly communicate the orientations to face the challenges, the actions undertaken and the expected results
- Translate the vision and strategy into concrete objectives
- Guide decisions:
 - Establishment of action plans in the light of achieved results
 - Prioritize initiatives according to strategic objectives
 - Make informed choices from Reliable Performance Indicators
- Enhance accountability:
 - Clear responsibility of objectives to be achieved
 - Transparency of the results
 - Objective evaluation of the performance
- Mobilize and align:
 - Communicate a common vision of what needs to be accomplished to enable alignment at all levels
 - Help staff understand their contributions to the strategy
 - Emphasize the importance of teamwork in executing the strategy

Constraints:	
Internal Risks	Means of control
Oversight	Setting Policy and Quality Objectives - Continuous Improvement
Not meeting the objectives	Implementation and monitoring of Performance Indicators
Malfunction and non-compliance	Establishment of an effective policy of internal communication and personal training
Regulatory	Follow-up and proposal of adjustments of the regulations in force
Low staff adherence	<ul style="list-style-type: none"> – Involve all managers of the agency – Directly link strategic behaviors to the strategic objectives of the agency.

	– Describe behaviors in a clear and precise manner.
Unrealistic planning	<ul style="list-style-type: none"> – Adopt well-adapted conceptual choices – Do not neglect or forget related activities – Appreciate correctly the delays of linking between the phases
Resource planning	Establish a resource planning tool
Neglect of quality assurance	Validate quality assurance requirements
External constraints	Means of control
Non-adherence of stakeholders	Establishment of an effective external communication policy

Performance and/or satisfaction indicators:		
Indicators	Frequency	Targeted value
Objectives achievement rate	Annual	70 %
Stakeholder satisfaction rate (measured by survey)	Annual	100 %
Elaboration of the five-year plan	Every 5 years	100 %
Elaboration of action plan	Annual	100 %

References (documents & forms)	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Act specifying mission and statutory framework – Quality policy of the agency – Organization procedure of the agency – Quality Handbook of the agency – Management review procedure – Quality charter (values of the agency) – Strategic Plan – Financial balance sheet – Mapping of the QMS processes – Human Resources Management Personal 	<ul style="list-style-type: none"> – Indicators dashboard

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Five-year (or ten-year) strategic plan – Annual Action Plan (overall and by type of activities) 	<ul style="list-style-type: none"> – Minutes of Meetings, Commissions, etc. – Updated dashboards

Inputs and outputs process	
Inputs	Outputs
<ul style="list-style-type: none"> – Collection of statistical data and calendar – Collection of the needs of the staff members – Collection of the needs of partners (universities, institutions) – Database and tables for agency direction – Monitor the evolution of quality assurance practices, professional perspectives and stakeholder needs 	<ul style="list-style-type: none"> – Drafting of the action plan and timetable – Internal and external communication – Legal notices – Training needs – Budget estimates – Recruitment request

	QUALITY PROCEDURES HANDBOOK	REF. PM03
	DESCRIPTION OF QMS	Date Creation: 31/05/2019
	PROCEDURE: Resources management	Date Updated: Version: 1 Page 122

Unit in charge:
President of ARACIS

Definition / Purpose of the procedure:
<p>ARACIS must ensure that it has sufficient staff, materials and capacity at all times to carry out its strategic plan. It is a matter of successful integrated resource management. To do this, it can use a computerized production resource planning system, or manufacturing resource planning, which helps to manage all the material and human resources needed for the realization of the agency's activities. Designed for industrial companies, it can be adapted to the needs of ARACIS. As it operates in a closed loop, it allows you to track the entire operational process and make the necessary adjustments as you go along.</p> <p>Resource planning encompasses four major components: the implementation plan, the master plan, the material requirements plan, and the capacity requirements plan. The implementation of this planning is normally done over several months, after an in-depth analysis of the Agency's processes.</p>

Objectives of the procedure:
<p>This procedure aims to:</p> <ul style="list-style-type: none"> – Estimate and allocate needed resources. – Optimize the work environment. – Optimize financial resources management. – Increase the productivity of the staff. – Involve, mobilize, and motivate staff. – Better capacity management. – Improve the quality of service. – Optimize infrastructures.

Steps corresponding to the procedure
<p>Resource Planning</p> <p><i>Develop a realistic implementation plan</i></p> <p>First, a plan to carry out the services is needed. This is a long-term plan developed by the ARACIS Council, QAD and divisions based on the estimates of evaluation activities. The purpose of this plan is to establish, on the basis as accurate and up-to-date data as available, the forecasts of realization by services or divisions.</p> <p><i>Develop an implementation master plan</i></p> <p>From the forecasts of the realization plan and the availability of materials and resources, the planning managers develop, with the help of the operational functions, communication and finances, the master plan of realization. The latter is a medium-term plan indicating which services are to be carried out, at what time and in what quantities. It provides the key data useful in subsequent steps.</p> <p><i>Calculate net requirements</i></p> <p>At this stage, material requirements are established. Starting from the existing resources, this plan determines the launching of the acquisition orders for new material.</p> <p><i>Determine optimal capacity</i></p>

The Capacity Needs Plan can now be developed to predict the time allocation of resources (staff and tools) required to complete the master plan. This plan is based on the material requirements plan, the range of operations and the capacity of the workstations.

For this purpose, instruction sheets are prepared, which usually indicate the operations to be performed, their sequence, the required workstations, the tools required for each operation and the standard and start times.

Resource management

The ARACIS Council ensures that adequate resources and means are made available to achieve the quality objectives of the agency.

1. Resource provision

The ARACIS Council determines the resources needed to implement the agency's activities and maintain the quality management system:

- Required investments
- Training, qualification, competence and awareness of staff
- Provision of the necessary information
- Provision of a quality work environment.

During the management review, the adequacy of resources is examined to verify that they are enough for the quality management system and the satisfaction of customer requirements.

2. Human Resources

The agency implements a human resource policy in compliance with the current civil service regulations. The agency will change the status of its staff. The agency ensures that each staff member always has the necessary skills and training to carry out the tasks entrusted to them. The Human resource management procedure is formalized and described as part of the Support process.

3. Material Resources

All means are made available to ensure the conformity of the services to the requirements of the institutions (customers). The Material Resource Management procedure is formalized and described as part of the Support process.

Constraints	
Internal risks	Means of control
Oversight	<ul style="list-style-type: none"> - Establishment the policy and quality objectives - continuous improvement - Make sure to use valid and up-to-date data. - Use realistic forecasts. - Ensure that processes are efficient and integrated.
Regulatory	Follow-up and proposal of adjustments of the regulations in force
Unsuitable materials	<ul style="list-style-type: none"> - Make acquisitions based on precise specifications - Master the technical management activities
Unsatisfactory working conditions	Improve the environment and working conditions of staff and employees
Under-qualified personnel	Training in new methods and new product
Initial underestimation of the workforce	<ul style="list-style-type: none"> - Increase the number of staffs - Stabilize the functionality - Ensure good administrative management of activities
Neglect of quality assurance	Validate quality assurance requirements

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Average numbers of training days per agent	Annual	10
Rate of departure in training	Annual	30%
Workforce in full-time equivalent	Annual	80 %
Workforce growth rate	Annual	70%
Vacancy rate	Annual	<10%
Failure rate or unavailability of equipment	Annual	<10%

Documents related to the process	
Reference documents - Instructions	Registrations - Forms
– Human resources management	n.a

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> – Weekly schedule of managers by sector of activity – Matrix of skills 	<ul style="list-style-type: none"> – Purchase and commissioning of equipment

Inputs and outputs of the process:	
Inputs	Outputs
<ul style="list-style-type: none"> – Financial Resources, Financial Statements – Activity reports, Consolidated budget – Master Plans / Master Plans 	<ul style="list-style-type: none"> – Internal and external communication – Legal notices – Training needs – Budget estimates – Recruitment request – Resource allocation

	QUALITY PROCEDURES HANDBOOK	REF. PM04
	PROCEDURE: Relations with partners and stakeholders	Date Creation: 31/05/2019 Date Updated: Version: 1 Page 125

Unit in charge:
The Direction for International Relations, Projects and Cooperation

Purpose of the procedure:
<p>The relevance ARACIS' services is ensured by the development of regular contacts with the whole sector of higher education and scientific research. These contacts occur in the context of evaluation services, monitoring of evaluations, meetings, etc.</p> <p>To ensure the success of its activities, ARACIS establishes, partnerships with various organizations, such as institutions of higher education, governmental authorities, national or international, public and para-public organizations, non-profit organizations or private institutions.</p> <p>The establishment of such partnerships is explained by society's expectations, the orientations of the State and its relevant ministries, the increased recognition of the expertise of the Agency, as well as the agency's needs that meets important challenges in fulfilling its mission.</p> <p>Many of these partnerships may be considered strategic, in the sense that they have an immediate or significant impact on the performance or direction of activities related to the Agency's assessment mission.</p> <p>This is why the Agency must promote the establishment, development and maintenance of these strategic partnerships, while ensuring that they are fulfilled in accordance with its mission, values and institutional orientations.</p>

Objectives of the procedure:
<p>The objectives of the procedure are twofold: to ensure the relevance of the services with the needs of the world of higher education and scientific research, and to contribute to the development of competences through the provision of experts.</p> <p>In particular, this procedure aims to:</p> <ul style="list-style-type: none"> – Build profitable partnerships and foster the establishment of strategic partnerships that respect the mission and values of ARACIS. – Mark ARACIS members' relations approach with the external organizations within the framework of various types of partnerships. – Encourage the collaboration of ARACIS members in the development of partnerships recognizing that they have a significant role in their exploration, development and implementation. – Identify the different risks to be taken into account in the evaluation of the partnerships in order to protect the agency and its members. – Define the roles and responsibilities of the agency's members as part of securing partnerships.

Steps corresponding to the procedure:
<p>Directing principles</p> <ul style="list-style-type: none"> – Respect for the mission, values and orientations of the agency: All partnerships must be tied to the mission of the agency, its values and its institutional orientations. The engagement of the agency's

members in a partnership should not be to the detriment of other tasks or functions related to the agency's mission.

- **Opening up the agency to opportunities and a sense of initiative:** The development of partnerships is largely based on the agency's ability to identify and seize emerging opportunities in the context of the education sector, scientific research and observable trends. The initiative of the members of the agency is often at the origin of a strategic partnership. This sense of initiative is valued, and the agency encourages it by maintaining spontaneity of exchanges and a relationship of trust with its potential external partners.
- **Demonstrating added value and reciprocity:** Any strategic partnership must generate significant spin-offs for both the agency and its partner, subscribing to the agency's sustainable development and demonstrate added value to its strategic activities.

Managing relationships with external partners

The Agency wishes to ensure harmonious relations between stakeholders related to a strategic partnership and the agency members' and external partners' clear understanding of the governance rules associated with development, implementation and pursuit of such partnerships.

In order to achieve these objectives, the aims, roles and responsibilities of stakeholders and management procedures related to the conduct of relations with external partners are described below.

a) Aims for managing relations with external partners

- **Transparency:** Throughout discussions between the agency's and partners' stakeholders, the sharing of information and transparent exchanges on the evolution of the strategic partnership project are put in order to maintain a full relationship of trust and to ensure a rapid progress of the partnership project within the decision-making processes of the agency and the partner.
- **Accountability:** Stakeholders involved in a strategic partnership project are responsible for the development and success of the strategic partnerships within the established financial framework.
- **Efficiency:** The realization of a strategic partnership is done in an efficient way, with flexibility, in order to reach the objectives and expected results in a reasonable time
- **Trust:** Relationships between the agency's stakeholders and external partners are based on mutual trust and a shared desire to succeed.

b) Shareholders' roles and responsibilities

- **Roles and responsibilities of the agency's staff:** the agency initiating or being contracted as part of a strategic partnership project establishes the first bond of trust and explains the institutional directions and the main policies. Their relevant staff contribute to the prospection, establishment, maintenance and development of the relationship with the external partner involved in the project. They responsible for informing the ARACIS Council of its actions, for assessing the potential of the project it initiates or a project for which they are asked to carry out the appropriate feasibility study. After laying the groundwork for a strategic partnership, they must submit it in writing as soon as possible to the appropriate management level.
- **Role and responsibilities of the agency's ARACIS Council:** The agency's ARACIS Council is responsible, if necessary, for evaluating a strategic partnership based on the institutional orientations and pertinent policies. It ensures that the project is complete and that the appropriate analysis and preliminary steps have been carried out. It is up to it to decide on the acceptability of the associated risks and to periodically obtain the necessary reports to ensure a sound and prudent management.
- **Procedures:** A strategic partnership must be the subject of a complete evaluation based on the present issues and the elements provided for in the Agency's partnership agreement. It is the subject of a written agreement defining its parameters as well as the roles and responsibilities of the agency and the partner. A mechanism to monitor the objectives and achievement of the

partnership is established and recorded within the agreement. This agreement must be approved by the agency's ARACIS Council.

- **Accountability:** The application of the policies focused on conducting relations with external partners is the responsibility of the Agency's President.
- **Implementation:** To achieve the objectives of the partnership agreement, the Agency's President must ensure:
 - That this agreement is disseminated and explained to the members of the agency and made available to external partners.
 - To propose to ARACIS' council, in consultation and in collaboration with the various administrative units concerned, a two-year action plan which includes a communication plan, an assessment of the progress of the strategic partnerships within the agency, awareness-raising actions for agency members, an agreement enforcement guide as well as simplified feasibility analysis tools.
- **Revision:** The partnership agreement may be revised as needed. However, it will be revised on a triennial basis from the date of adoption.
- **Effective Date:** The partnership agreement comes into force on the date of its adoption by the Agency's council.

Sustaining relations with partners

The Agency seeks to improve dialogue with partners and foster a mutually beneficial perennial relationship. The acquisition of the partners' language and the understanding of their constraints makes it possible to establish more convincing and credible relations with them and other stakeholders.

For this, it is necessary to:

- Identify the partners and their specificities
- Know the language and the constraints of the partners
- Estimate the benefits of the partnership
- Present ARACIS in a transparent and understandable way for their partners
- Communicate to partners what they need to respond to agency's requests
- Improve its image with stakeholders
- Respect its commitments
- Establish balanced relationships with partners

Risks analysis	
Risks	Means of control
Legal provisions	Administrative management of relations with partners
Ignoring potential partners	<ul style="list-style-type: none"> - Update a partner database - Provide administrative follow-up for prospecting operations
Difficulties in materializing a partnership	Take charge of administrative formalities related to the partnership activity
<ul style="list-style-type: none"> - Lack of knowledge in regards with partnerships based on different structures - Decentralized information on partnership agreement 	<ul style="list-style-type: none"> - Dissemination of information (activity report, specific meeting, newsletter...) - Implementation of a partnership management tool
Fewer partners	<ul style="list-style-type: none"> - Deployment of a loyalty development strategy for new partners - Establish a follow-up mechanism for partnerships - Implementation of a satisfaction questionnaire

	<ul style="list-style-type: none"> – Setting up a needs analysis mechanism (meeting with partners, market study, annuals reviews)
--	--

Performance and/or satisfaction indicators:		
Indicators	Frequency	Targeted value
Offered services	Annual	To be fixed
Requested number of experts	Annual	To be fixed
Monitoring and tracking partner needs	Annual	To be fixed
Active convention rates	Annual	80%

Documents related to the process	
Reference documents - Instructions	Registrations - Forms
The legal text that governs the partnership	n.a.

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
Biennial action plan	<ul style="list-style-type: none"> – Partnership Agreements – Follow-up for conventions – Communication tools

Inputs and outputs of the procedure	
Inputs	Outputs
<ul style="list-style-type: none"> – Financial Resources – Partnership Agreements – Sector indicators – Training / support offers – Information – Training needs 	<ul style="list-style-type: none"> – Internal and external communication – Legal notices – Logistics request – Mail communication – Customer satisfaction survey reports – Meeting reports – Follow up of customer feedback

	QUALITY PROCEDURES HANDBOOK	REF. PM05
		Date Creation: 31/05/2019
	PROCEDURE: COMMUNICATION POLICY	Date Updated: Version: 1 Page 129

Unit in charge:

The Service for Public Relations, Archive and Secretariat is responsible for defining the principles and managing joint actions (ARACIS internal and external communication tools, accompanying documents, etc.). Each entity determines its specific application procedures. These include internal communication on the effectiveness of the management system (examples: internal newspapers, meetings, dashboards...).

Purpose of the procedure / Field of application:

The purpose of the Communication Policy procedure is to implement ARACIS internal or external communication: identification of expectations, collection of raw information, determination of targets, development of content and dissemination of messages on ad hoc supports, ...

It describes the way in which the Agency defines its communication policy and selects the various means of communication vis-à-vis its partners and stakeholders.

- Communication is above all an action of information shared between several people having common interests. The effectiveness of the result depends largely on the quality of the communication.
- The standard set has introduced internal communication requirements, to facilitate the implementation and improvement of the communication process.
- It is therefore necessary to:
 - Establish appropriate communication processes, essential for certification or performance improvement.
 - Communicate about the quality, the results of the agency, its image, its strategy of action, as well as all the other relevant topics related to the life of the agency.
 - Organize this communication, codify it and, for this, describe the internal communication process.
- Effective sharing of information promotes everyone's understanding of the agency's policy and objectives, reassuring the entire staff by giving them a strong sense of belonging to the group, which is one of the factors to increase the motivation of the staff. Displayed information is not necessarily known to the staff.
- By creating this internal repository, it will be easier to verify the good functioning and the effectiveness of the communication, in particular during the internal audits.
- The formalization of the communication process is left to the initiative of the agency.
- External communication: customers, partners, company, can also be taken into account; the approach is same.
- The practice of communication is acquired, and it is recommended to provide training cycles adapted to each level of command and appropriate to the job of the agency.
- The establishment of the communication process (s) must also take into account the analysis steps of the information collected, as well as the measurement of the effectiveness of the communication.
- Information "back from the visit" must also be formally analyzed; it is a part of the communication process that will lead to improvement actions visible to all staff.

Communication is a strong vector of progress in terms of:

- Motivation
- Participation

- Ownership
- Belonging to the group
- Accountability

It is a process that relies on the behaviour and the state of receptivity of people, favouring:

- The participation of all
- Group work
- Motivation maintenance
- The exchange of ideas
- Innovation
- The empowerment of the individual
- The appropriation of the values and ambitions of the company

This process must be carefully implemented, recognized by all, valued and improved. It will provide information and documentation to ensure a level of shared knowledge common to all employees.

- In a non-exhaustive way, the administrative support mainly handles the informing modalities on the evaluations undertaken, the follow-up of the files and the encoding in the database, various supports towards the institutions, the transmission of documents, the management mail, purchase orders, deliberations, appeals, etc.
- The internal communication deals with the management of the Intranet, the various displays for the personal attention, the contacts with the experts.
- External communication deals with the organization of events (various activities for institutions), advertising contacts, updating the website and other means of communication.

Communications is recognized as an important strategic tool for achieving the mission, vision, values and commitments of the agency. In connection with the Quality Policy, this procedure aims to provide a methodology to be applied when carrying out communication activities. The scope of the procedure extends to all stakeholders of the agency, including experts.

Objectives of the procedure:

Objectives of the procedure aim to optimize communication both within the agency and externally, enhance the visibility of ARACIS and its missions, and make available information and documentation to ensure a level of knowledge shared and common to all employees and stakeholders.

Steps corresponding to the procedure:

To improve communication within ARACIS, more needs to be done than planning communication activities or creating tools. We must carry out an in-depth reflection in order to determine the contents as much as the means. We will take care to answer the five big questions: what? why? how? where ? when?

Conduct of the procedure

The activities with regards to internal and external communication are as following:

1. Identify the need to share information and collect expectations, listen, expression needs
2. Evaluation of the collected data
 - a. Evaluation of the issues (Impact, urgency, level)
 - b. Communication decision and choice of level
3. Preparation of the communication
 - a. Identification of objectives (target, delay, language elements)
 - b. Validation of objectives
 - c. Preparation (or updating) of information to share

- d. Formalization of communication (message, support, tool, who does what, when, ...)
 - e. Choice of the medium (s) of information the most appropriate (s)
 - f. Identification or assignment of a reference to the information document
 - g. Validation of the communication or the information document
 - h. Transmission to the employee in charge of managing the website of the documents in force, to be inserted on the intranet
 - i. Processing the information and executing of required registrations
 - j. Storage of records and references information documents
 - k. Deletion of out-dated information documents
4. Realization of the communication
 5. Evaluation of communication and feedback

Mode of governance of the communication policy

1. The Service for Public Relations, Archive and Secretariat under the supervision of the President of the Agency, defines a communication policy (objectives, actions, tools)
2. The communication policy is presented to the Executive Board of ARACIS Council for discussion and validation
3. Service for Public Relations, Archive and Secretariat is responsible for (making) the tools and media
4. The Executive Board of ARACIS Council receives for information and, if it considers it necessary, decides on the tools and supports produced
5. The Agency participates in and organizes "quality" events, either on its own initiative or in response to specific requests.
6. The Executive Board of ARACIS Council measures the impact of its communication policy and adjusts it if necessary

Steps to follow:

1. Internal Communication – Consultation – Participation of collaborators

The communication within the agency is upward, downward and transversal and takes into account the collaborators and encourages their participation in this communication. It is done through:

- Quality assurance meetings planned during which quality points are analyzed and submitted to the relevant actors to collect their proposals and organize their participation in the implementation of the corrective actions.
- Annual and quarterly meetings defining and monitoring objectives, allowing members of the hierarchy to define their objectives and indicators and to implement and monitor them.
- Quarterly Meetings: Coaching: These participatory meetings include the sharing of background information and needs in each type of evaluation.
- Weekly meetings: Executive Board of ARACIS Council These meetings are mainly geared towards feedback and risk and, secondly, information and directives from ARACIS Council.
- Annual individual interviews
- Internal communication tools

2. External Communication

Any outward or external communication that is requested by the agency must be forwarded to the ARACIS Council or, failing that, to the relevant Division or Service. ARACIS Council, or failing that, the Service for Public Relations, Archive and Secretariat will inform, where appropriate, of the decision and the action to be taken

- The Quality Policy is communicated to any person or institution that requests it. It is available on the agency's website and is public.
- Communication with the institutions is done via the Service for Public Relations, website, ... A "Customer Satisfaction" questionnaire is sent to the institutions and used on their return.

- News articles are archived in the Quality Management System.

Communication Plan

1. Analyzing the situation

- Make sure you are familiar with the informational needs of the agency and the context (framework and limits) in which these needs fit.
- Analyze and evaluate briefly the communication tools used (internal newspaper, bulletin, bulletin board, meetings, etc.). This analysis should cover the content (variety, usefulness), the periodicity, the usual reading, listening or participation as well as the level of exchange (one-way dissemination, real dialogue, etc.).
- Evaluate the true willingness of the ARACIS Council to communicate with the employees. Even if you have a general communication policy in hand, it is necessary at this stage to answer precisely the following questions:
 - What do we want to pass on to the staff?
 - What level of detail is one willing to convey to each of the hierarchical levels?
 - How far is ARACIS Council willing to share key information with staff?

Communicating is an engaging process. As soon as we do it, we create expectations. Nothing is more damaging than starting to communicate and then back away. We create more problems than we wanted to solve.

- Make sure you are familiar with the information needs of staff:
- What do employees want to know?
- Are they ready to participate in the process?
- Do they trust those who will communicate with them?

2. Choosing the tools

Once the needs are known, we can begin to look at how to answer them.

- Make sure that the problem is real. Very often it is not so much the communication tools that are lacking as the willingness to listen to the immediate superior. We know from experience that this one is the most credible source of information. It must therefore be the first means of communication, one that must always be used before launching the agency in the production of expensive communication tools (video, brochure, intranet, etc.).
- Ask if the agency's executives can communicate the information to the staff. It is one thing to explain a partnership agreement or to communicate administrative or operational information; it is another thing to listen to employees, to answer their questions about the future of the organization and to receive their hopes and worries. Basic communication training is to be considered.
- Consider that agency staff do not form a monolithic group that all individuals share the same perceptions. Their experience, their seniority, the position they hold, their responsibilities, the fact that they are unionized or not, are all factors that will influence their perceptions.

The choice of the means to use, be it the intervention of frames or the production of a tool, is almost as important as the content of the information. In communication, each means has its advantages and its limits. The following table gives a brief overview of situations that may arise in communication and means to use.

Means to choose according to the situation

Situation	Means	Results
The information to be broadcast is simple to	– Memorandum, Fact Sheet, Newsletter	Economy and efficiency
	– Bulletin Board	
	– Messages on computer screens, etc..	

understand and without emotional content

Information is complex and raises questions or causes reactions

- Individual interviews
- Meetings (with or without supporting documents: leaflets, structured presentation, etc.)

Reactions of known and immediately treated staff

3. Elaborating the communication plan

340. The communication plan often takes the form of a table answering the questions that? what? when? how much? It specifies the responsibilities of each (see step 4), makes it possible to foresee the stages of execution, facilitates the follow-up of the activities and indicates the sums to be committed. It is in the communication plan that the people involved undertake to carry out the activities that will meet the identified needs. It is also in this plan that one will find the objectives of communication, the contents to be delivered or to receive, the target publics and the means to be taken. The plan must also include a communication program that details activities: leaders, timelines, etc.

4. Sharing responsibilities

341. One of the most common mistakes is to apply an internal communication plan and program without specifying the responsibilities of each. It must be avoided that communication is the responsibility of only one service (Communication or Human Resources) or one person. Do not forget that internal communication is everyone's business.

5. Exchanging with the people

It is very important for employees to feel part of their business and make the best contribution possible. But for that, they need to express themselves and they must be informed. ARACIS must indeed manage its communications with their employees, whether to maintain and develop the agency, facilitate change management (quality, reengineering, IT, etc.) or cope with crisis situations. The communication policy is the necessary foundation in this respect. There are values and rules of conduct in relation to staff relations, including transparency and the need for dialogue. This policy needs to be widely publicized. It should also guide the development of the communication plan (see Step 3).

Performance and/or satisfaction indicators:

Indicators	Frequency	Targeted value
Stakeholders' rate of satisfaction (measured by surveys)	Annual	90%
Participation in the events organized by the Agency	Annual	80%
Level of visibility of the Agency (number of publications, citations in the press, on the internet, in official bodies, etc.)	Annual	90%
Regularity in the revision of the communication media	Annual	90%
Collecting information on communication channels	Annual	80%
Actions completed / actions planned	Quarterly	80%
Number of actions respecting their originally planned implementation deadlines / Total number of actions carried out	Quarterly	70%
Number of ARACIS web page connections / Total number of connections on the website of the agency	Quarterly	To be determined

References (documents & forms)

Reference documents - Instructions	Registrations - Forms
– Quality policy	– International agreements

<ul style="list-style-type: none"> - Regulatory texts - Activity reports - Audit reports - Numerical results - Reports, studies 	<ul style="list-style-type: none"> - Watch press and social networks - Requests from press, NGOs, citizens, partners, ... - Information collected in Networks
--	--

Documents to be produced:	
Reference documents - Instructions	Registrations - Forms
<ul style="list-style-type: none"> - n.a. 	<ul style="list-style-type: none"> - Slideshow of the presentations made in the "quality" events - Impact survey on communication media - Articles and interviews (websites, ...) - Messages broadcast via social networks: Tweets and Facebook... - Videos and images (Internet) - Press relations: Press releases, "briefing", ... - Brochures, leaflets - Infra-regulatory texts: memos, diffusible reports, ... - Elements and notes - Report of Executive Board of ARACIS Council and meetings - Answers to questions and letters - Internal requests of the services

Inputs and outputs of the procedure	
Inputs	Outputs
External	
<ul style="list-style-type: none"> - Willingness to share information - Need to follow up on information transmitted - Need to issue information - Need to change the mode of information - Modification of requirements and / or documentary needs - Studies and societal reports - International agreements - Regulatory texts - Watch press and social networks - Requests from press, NGOs, citizens, partners, ... 	<ul style="list-style-type: none"> - Information made available - Controlled access to information and recordings - Controlled backup and elimination of information and recording media - Articles and interviews (websites, ...) - Messages broadcast via social networks: Tweets and Facebook ... - Videos and images (Internet) - Press relations: Press releases, "brief", etc. - Brochures, leaflets, etc. - Activity reports - Shows - Partnerships - Video conferencing
Internal	
<ul style="list-style-type: none"> - Output elements of all processes (including communication) - Audit reports - Policy Guidelines of the Agency - Infra-regulatory texts: memos, diffusible reports, ... - Numerical results - Preparation of elements and notes for Ministry of higher education 	<ul style="list-style-type: none"> - Input elements for all processes (including communication) - Articles (Intranet, ...) - Videos and images (Intranet) - PowerPoint presentations and presentations for technical meetings, seminars - Booklets

<ul style="list-style-type: none"> - Report of Executive Board of ARACIS Councils and meetings - Answers to questions and letters - Internal requests of the services - Reports, studies - Information collected in Networks - 	<ul style="list-style-type: none"> - Video-conference - Messages broadcast in Networks
--	--

Flow Chart of the procedure:

Actors	Actions	Description	Documents
All collaborators	Communication Policy	Any collaborator by its activities should be able to identify the need, internally or for the customers, to emit or receive information	
Pilot / Unit in charge	The need to share information	Information media tools can be: process sheet, procedure document, note, record, record, report, display, ...)	
Pilot / Unit in charge	Choose the most appropriate communication tool	The means may take the form of a document or an oral communication	
Pilot / Unit in charge	Information Meeting	The meeting is a privileged moment of communication (between different level of the hierarchy) and sharing of information	
Pilot / Unit in charge	Prepare the meeting	Preparation requires the development and communication of an agenda (who, what, where, when, why), the logistical preparation of the meeting and a minimum of preparation on the information to be shared	Agenda
Participants	Communicate during the meeting	The meeting takes place Each support must be elaborated for the sake of practicality and utility (avoid the superfluous)	
Pilot / Unit in charge	Elaborate the information medium	- Following a meeting, a report is written in reasonable time by the coordination of a facilitator	
Pilot / Unit in charge	Assign a reference to the information medium	- Each tool must be elaborated for the sake of practicality and utility (avoid the superfluous)	
Pilot / Unit in charge	Validate the information medium	- Following a meeting, a report is written in a reasonable delay	
Pilot / Unit in charge	Ensure the accesibility of the information	- Each information medium must at least contain references allowing to have a traceability and a control of the tool, from its conception (or reception) to its destruction	Updated set-up time
Pilot / Unit in charge	The need to follow-up on information	- Each information medium must be re-read by a third party different from the editor of the said medium	
Pilot / Unit in charge	Process the information and/or execute the necessary registrations	- It is up to each responsible to inform about accessibility to information	
Pilot / Unit in charge	Archive information	- According to the information media, a special distribution and / or accessibility is foreseen	
Collaborator	Provision of a «ready» information	- Written information can be the subject of a follow-up (e.g. a registration, a mail)	
Collaborator		- The registration forms required must be completed and followed up	
		- According to the information media, there is a mode and a place of storage and an archiving mode	