



# Staff Development — NAKVIS case study



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Nacionalna agencija Republike Slovenije  
za kakovost v visokem šolstvu

s.q.a.a

Slovenian Quality Assurance Agency  
for Higher Education

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**[www.nakvis.si](http://www.nakvis.si)**

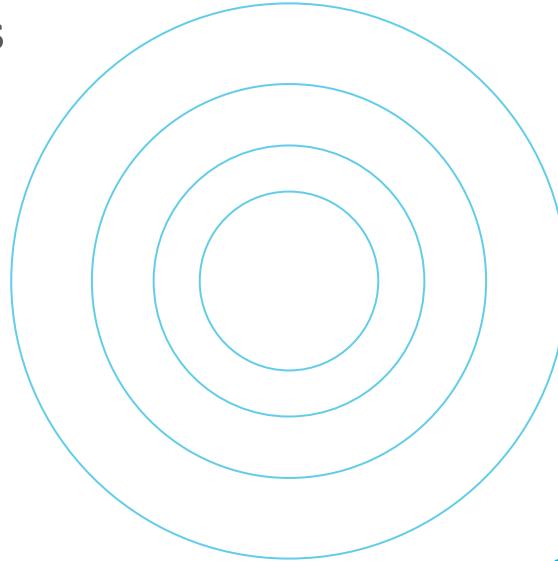
# Why staff development?



Employment trends

ENQA visit in 2018

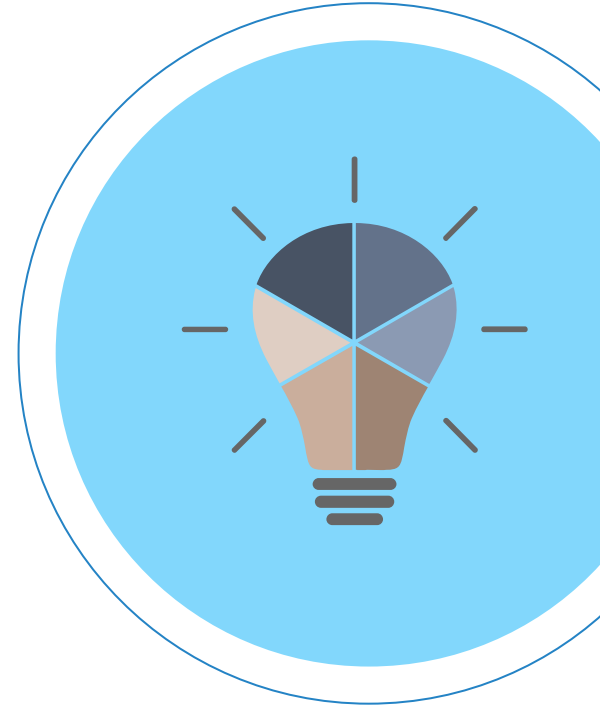
Neglected  
professional growth



Systematic employee  
development

# Analysis of the Human Resources Development

- Survey in 2018.
- Educational background, motivation, career objectives.
- (Over?)Educated workforce, favourable working conditions, neglected professional growth, connection to the career goals.
- Result: Human Resources Development Plan.



# Improvements: Annual Training Plan



- Surveys, annual interviews, departmental meetings.
- 2 events / 5 days of professional training.
- Various courses (foreign language, IT, legislation, finance), QA events, further formal education.



# Improvements: Guide to External Assessments



- Unifying and enhancing the assessments.
- Agency's staff and experts + external stakeholders.
- Dedicated meetings and discussions.



# Improvements: rewarding employees' performance

- Public Sector Salary System Act.
- Outstanding work performance / increased workload.
- Annual assessments to determine employees' eligibility for promotion.
- Employees' actual education vs. required education => closing the gap.



# Improvements: healthy work environment



- Appropriate work equipment.
- "Family-Friendly Enterprise" certificate.
- The health promotion team.





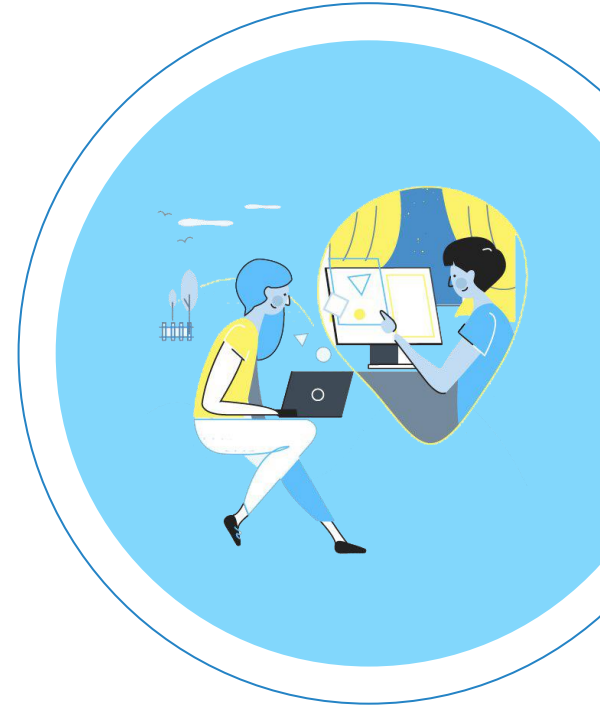




# Improvements: remote work



- Emergency remote work (Covid-19) transforming in a hybrid model (2+3).
- Necessary equipment + safe environment + new offices.
- Communication and work organization changes: iNakvis (shared calendar, Zoom, bulletin board), phone apps.



# Conclusion



**Comprehensive  
approach to employee  
development**

**Excellence of an  
agency/institution**



**Employees  
=  
Responsibility**

**Management  
=  
Trust**



# Thank you

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