

APPROVED
BY THE GENERAL DIRECTOR
OF
NON-PROFIT INSTITUTION
INDEPENDENT AGENCY FOR
ACCREDITATION AND RATING
(IAAR)
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HUMAN RESOURCES DEVELOPMENT PLAN 2019-2023 OF THE NON-PROFIT INSTITUTION INDEPENDENT AGENCY FOR ACCREDITATION AND RATING (IAAR)

No.	NAME	SUBDIVISION	TERMS	Acquired (planned) professional competencies according to the ENQA Quality Assurance Professional Competencies Framework
			2019	
1.	CHEA 2019 Annual Conference and CIQG 2019 Annual Meeting: A Global Quality Forum	Director Advisor Head of international projects and public relations	January 28, 2019 - January 31, 2019	 Understanding higher education in other countries Understanding the challenges facing the sector as well as at the international level Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Understanding national quality assurance in a wider international context Ability to work confidently in the international quality assurance arena Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict Well-developed interpersonal skills that provide quality results

				 - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations - Very good second language proficiency and/or English proficiency at a professional level - Ability to communicate respectfully and model the values and principles of institutions - Commitment to continuous improvement and to identifying and developing the strengths and skills of others - Ability to develop creative and innovative programs, projects and events
2.	Training Seminar: "State Procurement in 2019. Special order and ordinary purchases. Features of the contracts' execution in the mode of restrictive measures, force majeure - registration and application"	Head of Legal Department	14/01/2019 15/01/2019	- Ability to act as an "expert" in one or more areas of quality assurance - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources - Comprehensive knowledge of the rules of information security and data protection; - Demonstration and promotion of best practices in the processing and storage of information - Ability to quickly learn new concepts and understand approaches and systems - Ability to process and interpret data from a wide variety of sources, extracting important information from incomplete or minor information
3.	Training seminar: "Accounting in accordance with IFRS standards"	Accountant	15/01/2019 16/01/2019	- Ability to act as an "expert" in one or more areas of quality assurance; - Basic organization and planning skills; - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources; - Awareness and compliance with data protection and security measures; - Understanding of statistical parameters;

				 Comprehensive knowledge of the rules of information security and data protection; Demonstration and promotion of best practices in the processing and storage of information
4.	Training seminar: "Labor Code with new 2019 amendments"	Office Manager	15/01/2019 16/01/2019	- Ability to exercise discretion and judgment in interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters - Commitment to team-work for the benefit of the organization - Ability to use appropriate teamwork methods to orient other team members towards the achievement of set goals - Ability to organize resources to complete tasks with maximum efficiency
5.	XV INQAAHE International Conference on the theme: "Quality Assurance, Qualifications and Recognition: Fostering Trust in a Globalized World"	Project Manager for Review Panel Members	25/03/2019 28/03/2019	 Understanding the challenges facing the sector as well as at the international level; Understanding the global nature of higher education, including international education; Contribution to activities (international level) as a team member or project leader; Deep understanding of the international quality assurance system; Ability to work confidently in the international quality assurance arena; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to communicate respectfully and model the values and principles of institutions Commitment to continuous improvement and to identifying and developing the strengths and skills of others Ability to develop creative and innovative programs, projects and events; Ability to quickly learn new concepts and understand approaches and systems
6.	International Conference "WFME	1) Advisor;	7/04/2019	- Understanding the challenges facing the sector as well as
	World Conference 2019"	2) Project manager for	10/04/2019	at the international level;

		institutional and specialized accreditation of medical educational organizations		 Understanding the global nature of higher education, including international education; Contribution to activities (international level) as a team member or project leader; Deep understanding of the international quality assurance system; Ability to work confidently in the international quality assurance arena; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations Ability to communicate respectfully and model the values and principles of institutions Committed to continuous improvement and to identifying and developing the strengths and skills of others
7.	ENQA Members' Forum	General Director	April 25-26, 2019	 Understanding the challenges facing the sector as well as at the international level; Understanding the global nature of higher education, including international education; Understanding the application of quality assurance methods in a wide range of higher education types; Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena; Ability to define and formulate the parameters and desired goals, encouraging others to accept and implement these goals; Ability to anticipate potential challenges and opportunities through a detailed understanding of the internal and external environment, as well as the national and international context;

				- Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Awareness of political sensitivity of review results; - Well-developed interpersonal skills that provide quality results
8.	X International Conference IREG Observatory "Rankings: a challenge to higher education?"	Project Manager for Institutional and Specialized Accreditation of Higher Education Institution	07/05/2019 12/05/2019	 - Understanding the challenges facing the sector as well as at the international level; - Understanding the global nature of higher education, including international education; - Contribution to activities (international level) as a team member or project leader; - Deep understanding of the international quality assurance system; - Ability to work confidently in the international quality assurance arena; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Understanding the need to share relevant information and the limits within which information may or may not be shared; - Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it; - Ability to identify patterns and trends from various sources and points of view; - Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters;
9.	General Assembly of the Network of Central and Eastern European Quality Assurance Agencies in Higher Education	Head of Legal Department	16/05/2019 20/05/2019	- Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines;

	(CEENQA)			- Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to quickly learn new concepts and understand approaches and systems; - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems; - Ability to direct and coordinate complex projects with various stakeholders - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Awareness of political sensitivity of review results; - Well-developed interpersonal skills that provide quality results - Ability to engage constructively with others for development, and openness to receiving constructive
10.	2019 APQN Academic Conference (AAC) and Annual General Meeting (AGM), Quality Assurance in the Asia-Pacific Region: Insight into the Future (Colombo, Sri Lanka)	Project Manager for Review Panel Members	March 28-31, 2019	feedback and taking steps to implement it - Understanding national quality assurance in a broader international context; - Ability to work confidently in the international quality assurance arena -Ability to quickly learn new concepts and understand approaches and systems; - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems; - Ability to direct and coordinate complex projects with various stakeholders - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Awareness of political sensitivity of review results; - Well-developed interpersonal skills that provide quality results

11.	XVII Pastukhov Readings:	Manager Project for	22/05/2019	- Ability to engage constructively with others for development, and openness to receiving constructive feedback and taking steps to implement it - Ability to use appropriate teamwork methods to guide
	"Additional professional education as a key element of staffing for the development of the national economy"	Accreditation of Organizations of TVE	26/05/2019	other team members to achieve set goals; - Ability to anticipate problems and opportunities and develop appropriate responses; - Well-developed interpersonal skills that provide quality results;
12.	VII International Forum of Leading Universities "Global Competitiveness"	Project Manager for Institutional and Specialized Accreditation of Higher Education Institution	4/06/2019 6/06/2019	 Understanding the challenges facing the sector as well as at the international level; Political awareness and understanding of the driving forces in the context of domestic higher education; Understanding the global nature of higher education, including international education; Ability to work confidently in the international quality assurance arena; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it; Ability to identify patterns and trends from various sources and points of view; Well-developed interpersonal skills that provide quality results;
13.	III Central Asian Forum on Education Quality Assurance	IAAR employees	03/10/2019 04/10/2019	 Deep understanding of the national system of higher education; Political awareness and understanding of the driving forces in the context of domestic higher education; Understanding the global nature of higher education, including international education; Ability to adapt to different audiences, ensuring that messages are clearly articulated in simple and understandable language;

				 Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; Well-developed interpersonal skills that provide quality results; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to respectfully communicate and model the values and principles of institutions; Willingness to take responsibility for their own actions and for actions related to direct reports; Ability to respectfully communicate and model the values and principles of institutions; Commitment to team-work for the benefit of the organization
14.	ENQA General Assembly	General Director Head of International Projects and Public Relations	October 17-18, 2019	 - Understanding the challenges both sector-wide as well as the international ones; - Political awareness and understanding of the driving forces in the context of domestic higher education; - Understanding the global nature of higher education, including international education; - Understanding the application of quality assurance methods in a wide range of higher education types; - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena; - Ability to direct and coordinate complex projects with various stakeholders; - Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; - Ability to anticipate potential challenges and opportunities through a detailed understanding of the

				internal and external environment, as well as the national and international context; - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice; - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Awareness of political sensitivity of inspection and audit results; - Well-developed interpersonal skills that provide quality results
15.	XI Eurasian Scientific Forum "25th Anniversary of Eurasian Integration: Origins, Realities, Potential".	Advisor	18/12/2019 20/12/2019	 Deep understanding of the national system of higher education; Understanding the challenges both sector-wide as well as the international ones; Political awareness and understanding of the driving forces in the context of domestic higher education; Understanding the global nature of higher education, including international education; Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; Well-developed interpersonal skills that provide quality results; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to respectfully communicate and model the values and principles of institutions; Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it;
			2020	
1.	Training seminar: "Special tax regimes: application conditions, calculation procedure, tax reporting"	Accountant	14/01/2020 17/01/2020	 Ability to act as an "expert" in one or more areas of quality assurance; Basic organization and planning skills; Experience in project management, including project scope development, time management, budgetary

				responsibility, quality assurance, communications, risk assessment, procurement and human resources issues; - Awareness and compliance with data protection and security measures; - Understanding of statistical parameters; - Comprehensive knowledge of the rules of information security and data protection; - Demonstration and promotion of best practices in the processing and storage of information
2.	HR records keeping Course	Office Manager	22/01/2020 24/01/2020	- Commitment to team-work for the benefit of the organization; - Ability to use appropriate methods of teamwork to guide other members of the groups to achieve their goals; - Ability to organize resources to perform tasks with maximum efficiency; - Recognition of the importance of demonstrating generally accepted professional behavior, values and principles at all times - Understanding the need to share relevant information and the limits within which information may or may not be shared; - Ability to engage constructively with others for development, and openness to receiving constructive feedback and taking steps to implement it
3.	IAAR Training Seminar on Professional Development and Training of Experts in Medical and Pharmaceutical Education	IAAR employees	3/03/2020	- Deep understanding of the national system of higher education; - Understanding the challenges both sector-wide as well as the international ones; - Political awareness and understanding of the driving forces in the context of domestic higher education; - Understanding the global nature of higher education, including international education; - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Well-developed interpersonal skills that provide quality results;

	ENOA Caracal According	1) Can and Director	A mil 2020	- Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Ability to respectfully communicate and model the values and principles of institutions; - Ability to act as an "expert" in one or more areas of quality assurance; - Ability to work confidently in the international quality assurance arena; - Awareness of political sensitivity of inspection and audit results; - Well-developed interpersonal skills that provide quality results
4.	ENQA General Assembly	General Director Head of International Projects and Public Relations	April 2020	 Understanding the challenges both sector-wide as well as the international ones; Understanding the global nature of higher education, including international education Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; Ability to quickly learn new concepts and understand approaches and systems; Committed to continuous improvement and to identifying and developing the strengths and skills of others Ability to anticipate potential challenges and opportunities through a detailed understanding of the internal and external environment, as well as the national and international context;
5.	CHEA-CIQG Webinar "Assuring Quality in Higher Education in a	Head of International Projects and Public Relations	May 2020	- Understanding higher education in other countries

	Time of Crisis"	2) Head of the project for institutional and specialized accreditation of HEIs		 Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict Well-developed interpersonal skills that provide quality results Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations Ability to quickly learn new concepts and understand approaches and systems;
6.	DEQAR CONNECT - Kick-off webinar agenda and practical info	1) Head of International Projects and Public Relations 2) Project Manager for Review Panel Members	May 2020	- Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to quickly learn new concepts and understand approaches and systems; - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems; - Ability to direct and coordinate complex projects with various stakeholders - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Awareness of political sensitivity of inspection and audit results;

				 Well-developed interpersonal skills that provide quality results Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it;
7.	CHEA/CIQG Webinar "Sustaining and Enhancing Institutional Autonomy: The Role of Quality Assurance"	Head of International Projects and Public Relations	May 2020	 Understanding higher education in other countries Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict Well-developed interpersonal skills that provide quality results Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations Ability to quickly learn new concepts and understand approaches and systems;
8.	CHEA 2020 Summer Roundtable Webinar	Head of International Projects and Public Relations	June 2020	- Understanding higher education in other countries - Understanding the challenges both sector-wide as well as the international ones - Understanding the global nature of higher education, including international education - Understanding the application of quality assurance methods in a wide range of higher education types - Well-developed interpersonal skills that provide quality results - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations

				- Ability to quickly learn new concepts and understand approaches and systems;
9.	Participation in the XII INQAAHE Forum "Quality, competencies and learning outcomes: preparing the generation Z for the employment" Moscow, The Russian Federation	Advisor Project manager for institutional and specialized accreditation of additional education organizations	September 2020	- Understanding the challenges both sector-wide as well as the international ones; - Understanding the global nature of higher education, including international education; - Contribution to activities (international level) as a team member or project leader; - Deep understanding of the international quality assurance system; - Ability to work confidently in the international quality assurance arena; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Ability to respectfully communicate and model the values and principles of institutions; - Striving for continuous improvement, as well as for identifying and developing the strengths and skills of others; - Ability to develop creative and innovative programs, projects and events; - Ability to anticipate potential challenges and opportunities through a detailed understanding of the internal and external environment, as well as the national and international context; - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice
10.	Scientific and methodological conference "Development of education in the context of digitalization and transition to professional standards: pedagogical tasks and main vectors of development"	 General Director Advisor Manager Project for Accreditation of Organizations of TVE 	September 2020	 Deep understanding of the national system of higher education; Understanding the challenges both sector-wide as well as the international ones; Political awareness and understanding of the driving forces in the context of domestic higher education; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations;

				- Ability to respectfully communicate and model the values and principles of institutions; - Ability to process and interpret data from a variety of sources, extracting important information from nonessential information; - Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; - Ability to quickly learn new concepts and understand approaches and systems; - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems
11.	Participation in the "Exhibition of results and the impact of Erasmus + CBHE projects in Kazakhstan on the development of internationalization of universities"	1) Advisor 2) Head of International Projects and Public Relations 3) Head of Information and Analytical Project	October 2020	- Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources issues; - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice; - Well-developed interpersonal skills that provide quality results; - Understanding the need to share relevant information and the limits within which information may or may not be shared; - Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it; - Ability to adapt to different audiences, ensuring that messages are clearly articulated in simple and understandable way;
12.	IV Central-Asian International Forum	IAAR employees	October 2020	 Deep understanding of the national system of higher education; Political awareness and understanding of the driving forces in the context of domestic higher education;

				 Understanding the global nature of higher education, including international education; Ability to adapt to different audiences, ensuring that messages are clearly articulated in simple and understandable way; Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; Well-developed interpersonal skills that provide quality results; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to respectfully communicate and model the values and principles of institutions; Willingness to take responsibility for their own actions and for actions related to direct reports; Ability to respectfully communicate and model the values and principles of institutions; Service orientation and ability to empathize with the needs and expectations of stakeholders; Commitment to team-work for the benefit of the organization
13.	International Online Forum "Global in Regional: Kazakhstan in the Bologna Process and EU Projects"	General Director	October 2020	 Understanding the challenges both sector-wide as well as the international ones; Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; Political awareness and understanding of the driving forces in the context of domestic higher education; Understanding national quality assurance in a wider international context; Contribution to activities (international level) as a team member or project leader; Ability to work confidently in the international quality assurance arena; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations

				- Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it; - Ability to identify patterns and trends from various sources and points of view; - Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters;
14.	ENQA ONLINE GENERAL ASSEMBLY 2020	General Director Head of international projects and public relations	October 2020	 Understanding the challenges both sector-wide as well as the international ones; Political awareness and understanding of the driving forces in the context of domestic higher education; Understanding the global nature of higher education, including international education; Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena; Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; Ability to quickly learn new concepts and understand approaches and systems; Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems
15.	IREG Beijing Conference 2020	Project Manager for Review Panel Members	October 2020	 Understanding the challenges both sector-wide as well as the international ones; Understanding the global nature of higher education, including international education; Contribution to activities (international level) as a team member or project leader;

				- Deep understanding of the international quality assurance system; - Ability to work confidently in the international quality assurance arena; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Understanding the need to share relevant information and the limits within which information may or may not be shared; - Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it; - Ability to identify patterns and trends from various sources and points of view;
16.	International seminar on the theme: "International activities of an educational organization as a way to manage the quality of educational activities", organized by the Russian Presidential Academy of National Economy and Public Administration (RANEPA)	1) General Director 2) Advisor	October 2020	 Understanding the challenges both sector-wide as well as the international ones; Political awareness and understanding of the driving forces in the context of domestic higher education; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to respectfully communicate and model the values and principles of institutions; Ability to process and interpret data from a variety of sources, extracting important information from non-essential information; Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; Ability to quickly learn new concepts and understand approaches and systems; Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems; Awareness of political sensitivity of inspection and audit results

17.	EHEA 2020 Ministerial Conference	General Director	November 2020	 Political awareness and understanding of the driving forces in the context of domestic higher education; Understanding the global nature of higher education, including international education; Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena Ability to formulate relevant, result-oriented recommendations and make timely, accurate and informed decisions based on analysis; Ability to anticipate potential challenges and opportunities through a detailed understanding of the internal and external environment, as well as the national and international context:
1.	CEENQA (bi-monthly CEENQA meetings)	1) Deputy General Director for International Cooperation 2) International Projects and Public Relations Specialist 3) Head of legal department	2021 2021	and international context; - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and to encourage others to put them into practice; - Well-developed interpersonal skills that provide quality results - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; - Understanding national quality assurance in a wider international context;
		3) Head of legal department		- Ability to work confidently in the international quality assurance arena -Ability to quickly learn new concepts and understand approaches and systems; - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems;

				- Well-developed interpersonal skills that provide quality results - Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it; - Well-developed interpersonal skills that provide quality results - Ability to respectfully communicate and model the values and principles of institutions; - Commitment to team-work for the benefit of the organization; - Striving for continuous improvement, as well as for identifying and developing the strengths and skills of others;
2.	ENQA webinar "Micro-credentials and the role of external quality assurance"	Project Manager for Review Panel Members	February 2021	- Understanding the challenges both sector-wide as well as the international ones; - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; - Understanding national quality assurance in a wider international context; - Contribution to activities (international level) as a team member or project leader; - Ability to work confidently in the international quality assurance arena; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it; - Ability to identify patterns and trends from various sources and points of view; - Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters;

3.	State Procurement Training Courses	Head of Legal Department	January-February 2021	- Ability to act as an "expert" in one or more areas of quality assurance; - Basic organization and planning skills; - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources issues; - Awareness and compliance with data protection and security measures; - Comprehensive knowledge of the rules of information security and data protection; - Demonstration and promotion of best practices in the processing and storage of information
4.	Educational multimedia course KUTEL	IAAR employees	October 2020- February 2021	- Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to quickly learn new concepts and understand approaches and systems; - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems; - Well-developed interpersonal skills that provide quality results - Ability to interact constructively with others for development purposes, as well as being open to receiving constructive feedback and taking steps to implement it; - Well-developed interpersonal skills that provide quality results - Ability to respectfully communicate and model the values and principles of institutions; - Commitment to team-work for the benefit of the organization;

				- Striving for continuous improvement, as well as for identifying and developing the strengths and skills of others;
5.	Round table "Involvement of students in the quality assurance system of the university" within the framework of the EDUQAS project	Head of Information and Analytical Project	March 19, 2021	- Deep understanding of the national system of higher education; - Deep understanding of the national quality assurance system; - Understanding the challenges both sector-wide as well as the international ones; - Well-developed interpersonal skills that provide quality results; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Ability to respectfully communicate and model the values and principles of institutions; - Ability to anticipate potential challenges and opportunities through a detailed understanding of the internal and external environment, as well as the national and international context; - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice; - Commitment to team-work for the benefit of the organization
6.	Training courses on financial reporting and accounting	Chief accountant Assistant chief accountant	March, April 2021	- Ability to act as an "expert" in one or more areas of quality assurance; - Basic organization and planning skills; - Ability to organize resources to perform tasks with maximum efficiency, including project management within established budgetary constraints; - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources issues; - Awareness and compliance with data protection and security measures;

				 - Understanding of statistical parameters; - Comprehensive knowledge of the rules of information security and data protection; - Demonstration and promotion of best practices in the processing and storage of information; - Commitment to provide the best possible service through flexibility and adherence to procedures;
7.	ENQA General Assembly	1) General Director 2) Deputy General Director for International Cooperation	April 22, 2021	 Understanding the challenges both sector-wide as well as the international ones; Understanding the global nature of higher education, including international education; Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena; Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; Ability to quickly learn new concepts and understand approaches and systems; Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems; Striving for continuous improvement, as well as for identifying and developing the strengths and skills of others;
8.	Training seminars for employees on improvement of education quality	IAAR employees	May June 2021	 - Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters; - Ability to identify patterns and trends from various sources and points of view;

				- Ability to develop creative and innovative programs, projects and events; - Ability to anticipate problems and opportunities and develop appropriate responses; - collegial, attentive and sensitive approach; - Ability to constructively resolve conflicts, both with other parties and between them; - Ability to take responsibility and resolve issues; - Ability to maintain personal resilience and integrity, and to encourage it in others when under pressure; - A reflective approach to one's own role and its relationship with others, as well as to one's own strengths and weaknesses; - Ability to accept and respond to constructive criticism and reflect on one's own behavior; - Commitment to team-work for the benefit of the organization; - Recognition of the importance of demonstrating generally accepted professional behavior, values and principles at all times - Ability to formulate relevant, result-oriented recommendations and make timely, accurate and informed decisions based on analysis; - Ability to quickly learn new concepts and understand approaches and systems;
9.	International scientific and practical conference "Modern learning technologies in the context of digital transformation of secondary vocational education", organized by the Omsk branch of the Russian Academy of National Economy and Public Administration under the President of the Russian Federation	Project manager for accreditation of Vocation Education and Training (VET) organizations	May 2021	 Understanding the challenges both sector-wide as well as the international ones; Political awareness and understanding of the driving forces in the context of domestic higher education; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to respectfully communicate and model the values and principles of institutions; Ability to quickly learn new concepts and understand approaches and systems;

10.	Round table "Tools for education quality assurance: vertical context and institutional interests"	1) General Director 2) Advisor	May 2021	- Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters; - Ability to identify patterns and trends from various sources and points of view; - Ability to develop creative and innovative programs, projects and events; - Ability to anticipate problems and opportunities and develop appropriate responses; - Recognition of the importance of demonstrating generally accepted professional behavior, values and principles at all times - Ability to formulate relevant, result-oriented recommendations and make timely, accurate and informed decisions based on analysis; - Ability to quickly learn new concepts and understand approaches and systems;
11.	VII International Scientific and Practical Conference "Lifelong Education for Sustainable Development: New Challenges"	Advisor	May 2021	 Deep understanding of the national system of higher education; Understanding the challenges both sector-wide as well as the international ones; Political awareness and understanding of the driving forces in the context of domestic higher education; Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to respectfully communicate and model the values and principles of institutions; Ability to process and interpret data from a variety of sources, extracting important information from non-essential information; Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; Ability to quickly learn new concepts and understand approaches and systems;

12.	V International Congress on	IAAR Deputy General	June 4-6, 2021	- Understanding the global nature of higher education,
	Teacher Education and	Director for International		including international education;
	Accreditation - ITEAC	Cooperation		- Ability to work confidently in the international quality
				assurance arena;
				- Ability to quickly learn new concepts and understand
				approaches and systems;
				- Ability to direct and coordinate complex projects with various stakeholders;
				- Ability to anticipate potential challenges and
				opportunities through a detailed understanding of the
				internal and external environment, as well as the national
				and international context;
				- Ability to communicate tactfully, using appropriate
				behavioral patterns and reasoning in case of conflict;
				- Awareness of political sensitivity of inspection and audit
				results;
				- Well-developed interpersonal skills that provide quality
				results;
13.	Conference of Education Ministers	1) General Director	June 17-18, 2021	- Deep understanding of the national system of higher
	of the Central Asian countries	2) Advisor		education;
	"Central Asian Higher Education	3) Project manager for		- Deep understanding of the national quality assurance
	Area: Regional Cooperation,	institutional and specialized		system;
	National Reforms"	accreditation of HEIs		- Understanding the challenges both sector-wide as well as
				the international ones;
				- Political awareness and understanding of the driving
				forces in the context of domestic higher education;
				- Ability to communicate tactfully, using appropriate
				behavioral patterns and reasoning in case of conflict;
				- Well-developed interpersonal skills that provide quality
				results;
				- Ability to actively listen, highlight and discuss key issues
				from lengthy conversations/presentations;
				- Ability to respectfully communicate and model the values
				and principles of institutions;
				- Ability to anticipate potential challenges and
				opportunities through a detailed understanding of the

				internal and external environment, as well as the national and international context; - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice; - Commitment to team-work for the benefit of the organization
14.	A series of webinars on quality assurance in education "Improving quality assurance processes in education using new technologies" as part of the KUTEL project implementation	1) Advisor 2) Deputy General Director for International Cooperation 3) Head of information and analytical project	June 21-29, 2021	- Deep understanding of the national system of higher education; - Deep understanding of the national quality assurance system; - Understanding the challenges both sector-wide as well as the international ones; - Well-developed interpersonal skills that provide quality results; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Ability to respectfully communicate and model the values and principles of institutions; - Ability to anticipate potential challenges and opportunities through a detailed understanding of the internal and external environment, as well as the national and international context; - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice; - Commitment to team-work for the benefit of the organization
15.	Educational training seminar for developers and experts of educational programs of the OHPO (organizations of higher and postgraduate education) RK "National and international experience of educational programs development"	Advisor Head of information and analytical project	June 28-29, 2021	 Deep understanding of the national system of higher education; Deep understanding of the national quality assurance system; Understanding the challenges both sector-wide as well as the international ones; Well-developed interpersonal skills that provide quality results;

				- Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Ability to respectfully communicate and model the values and principles of institutions; - Ability to anticipate potential challenges and opportunities through a detailed understanding of the internal and external environment, as well as the national and international context; - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice; - Commitment to team-work for the benefit of the organization
16.	International Regional Seminar "Quality Assurance in Higher Education: National Level Mechanisms and Institutional Implementation"	1) General Director 2) Advisor	September 16-18, 2021	- Deep understanding of the national system of higher education; - Understanding the challenges both sector-wide as well as the international ones; - Political awareness and understanding of the driving forces in the context of domestic higher education; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Ability to respectfully communicate and model the values and principles of institutions; - Ability to process and interpret data from a variety of sources, extracting important information from non-essential information; - Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; - Ability to quickly learn new concepts and understand approaches and systems; - Ability to develop creative and innovative programs, projects and events;
17.	V Central Asian International Forum	IAAR employees	October 1-2, 2021	- Deep understanding of the national system of higher education;

				- Political awareness and understanding of the driving forces in the context of domestic higher education; - Understanding the global nature of higher education, including international education; - Ability to adapt to different audiences, ensuring that messages are clearly articulated in simple and understandable language; - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Well-developed interpersonal skills that provide quality results; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; - Ability to respectfully communicate and model the values and principles of institutions; - Willingness to take responsibility for their own actions and for actions related to direct reports; - Ability to respectfully communicate and model the values and principles of institutions; - Service orientation and ability to empathize with the needs and expectations of stakeholders; - Commitment to team-work for the benefit of the organization
18.	International conference "Tel Innovations and Quality in Education" within the framework of the KUTEL project	General Director Advisor Deputy General Director for international cooperation Head of information and analytical project	October 11-13, 2021	- Deep understanding of the national system of higher education; - Political awareness and understanding of the driving forces in the context of domestic higher education; - Understanding the global nature of higher education, including international education; - Ability to adapt to different audiences, ensuring that messages are clearly articulated in simple and understandable language; - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Well-developed interpersonal skills that provide quality results;

				 Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to respectfully communicate and model the values and principles of institutions; Willingness to take responsibility for their own actions and for actions related to direct reports; Ability to respectfully communicate and model the values and principles of institutions; Service orientation and ability to empathize with the needs and expectations of stakeholders; Commitment to team-work for the benefit of the organization
19.	CEENQA General Assembly Meeting	Deputy Director for International Cooperation	October 13, 2021	- Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to quickly learn new concepts and understand approaches and systems; - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems; - Ability to direct and coordinate complex projects with various stakeholders - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Well-developed interpersonal skills that provide quality results;
20.	2021 ENQA online General Assembly and Associated Webinars	General Director Deputy General Director for international cooperation	October 2021	 Understanding the challenges both sector-wide as well as the international ones; Understanding the global nature of higher education, including international education;

21.	2021 Online European Quality Assurance Forum (EQAF)	1) General Director 2) Deputy General Director for International Cooperation	November 2021	- Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena; - Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; - Ability to quickly learn new concepts and understand approaches and systems; - Striving for continuous improvement, as well as for identifying and developing the strengths and skills of others; - Understanding the challenges both sector-wide as well as the international ones; - Understanding the global nature of higher education, including international education; - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines; - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena; - Ability to define and formulate the parameters and desired goals, encouraging others to accept and realize these goals; - Ability to quickly learn new concepts and understand approaches and systems; - Striving for continuous improvement, as well as for identifying and developing the strengths and skills of others;
22.	IREG 2021 Jeddah Conference Effects of Rankings on Community	1) Project Manager for Review Panel Members	November 2021	- Understanding the challenges both sector-wide as well as the international ones;

	and Society	2) International Projects and Public Relations Specialist		- Political awareness and understanding of the driving forces in the context of domestic higher education; - Understanding the global nature of higher education, including international education; - Contribution to activities (international level) as a team member or project leader; - Deep understanding of the international quality assurance system; - Ability to work confidently in the international quality assurance arena; - Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations - Ability to engage constructively with others for development, and openness to receiving constructive feedback and taking steps to implement it - Ability to identify patterns and trends from a variety of sources and perspectives - Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters
23.	APQN Academic Conference (AAC)	Head of Information and Analytical Project	November 2021	- Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to quickly learn new concepts and understand approaches and systems; - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems; - Ability to direct and coordinate complex projects with various stakeholders - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict; - Well-developed interpersonal skills that provide quality results

24.	Training on issuing electronic certificates of work performed and electronic invoices through the 1C software directly to the Information System of Electronic Invoices	Chief accountant Assistant chief accountant	November 2021	- Ability to act as an "expert" in one or more areas of quality assurance - Ability to plan ahead and anticipate problems - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources - Knowledge of standard office software packages - Understanding of statistical parameters - Ability to quickly learn new concepts and understand approaches and systems - Ability to generate clear reports - Reasonable use of resources - Service orientation and Ability to empathize with the needs and expectations of stakeholders - Commitment to provide the best possible service through flexibility and adherence to procedures
25.	Participation in the Conference "Automation of accounting and business processes – 2021" The conference will cover the following topics: • Effective work with 1C • Work with regulated reports in 1C • Improving the efficiency of company management	1) Chief accountant 2) Assistant chief accountant	December 2021	- Ability to act as an "expert" in one or more areas of quality assurance - Ability to plan ahead and anticipate problems - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources - Knowledge of standard office software packages - Understanding of statistical parameters - Ability to quickly learn new concepts and understand approaches and systems - Ability to generate clear reports - Reasonable use of resources - Service orientation and Ability to empathize with the needs and expectations of stakeholders - Commitment to provide the best possible service through flexibility and adherence to procedures

26.	DEQAR CONNECT Conference	Deputy General Director for	6/7 December 2021	- Comprehensive knowledge of how national quality
		International Cooperation		assurance fits into the context of European standards and
		1		guidelines;
				- Understanding national quality assurance in a wider
				international context;
				- Ability to work confidently in the international quality
				assurance arena
				- Ability to quickly learn new concepts and understand
				approaches and systems;
				- Ability to understand complex relationships, identify
				individual components and the interaction between them
				and individual emerging problems;
				- Ability to direct and coordinate complex projects with
				various stakeholders
				- Well-developed interpersonal skills that provide quality
				results Ability to integrate constructively with others for
				- Ability to interact constructively with others for
				development purposes, as well as being open to receiving constructive feedback and taking steps to implement it;
27	I 16 (D	1) D + C + 1D' +	D 1 10 2021	
27.	International forum "Perspectives of postgraduate education in	1) Deputy General Director for International Cooperation	December 10, 2021	 Deep understanding of the national system of higher education;
	agricultural universities of Russia	2) Head of information and		eaucation; - Understanding national quality assurance in a wider
	and Kazakhstan on the way to	analytical project		international context;
	integration into the international	anarytical project		- Ability to work confidently in the international quality
	scientific community" within the			assurance arena
	framework of the Erasmus +			- Ability to quickly learn new concepts and understand
	SAGRIS project			approaches and systems;
	The state of the s			- Ability to adapt to different audiences, ensuring that
				messages are clearly articulated in simple and
				understandable language;
				- Ability to direct and coordinate complex projects with
				various stakeholders
				- Ability to communicate tactfully, using appropriate
				behavioral patterns and reasoning in case of conflict;
				- Well-developed interpersonal skills that provide quality
				results

			2022	 Ability to actively listen, highlight and discuss key issues from lengthy conversations/presentations; Ability to respectfully communicate and model the values and principles of institutions; Willingness to take responsibility for their own actions and for actions related to direct reports; Service orientation and ability to empathize with the needs and expectations of stakeholders; Commitment to team-work for the benefit of the organization
			2022	
1.	English courses	All employees	2022	 Very good second language proficiency at practitioner level and/or English proficiency at professional practitioner level Ability to adapt to different audiences by delivering clear messages in simple and understandable way
2.	CHEA/CIQG 2022 Annual Conference	General Director Deputy General Director for International Cooperation	January 2022	 Understanding higher education in other countries Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict
3.	ENQA Leadership Program	General Director Deputy General Director for International Cooperation	2022	 Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types

				- Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to manage own workload and work effectively with other teams/colleagues while meeting deadlines - Ability to quickly learn new concepts and understand approaches and systems - Ability to formulate result-oriented recommendations and make decisions based on analysis - Ability to think and act flexibly, meet changing requirements and seek innovative solutions - Ability to direct and coordinate complex projects with various stakeholders - Ability to formulate actionable, result-oriented recommendations and make timely, accurate and informed decisions based on analysis - Awareness of political sensitivity of inspection and audit results - Well-developed interpersonal skills that provide quality results
4.	CEENQA 2022 STAFF EXCHANGE PROGRAM	1) Deputy General Director for International Cooperation 2) International Projects and Public Relations Specialist	2022	 Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines Understanding national quality assurance in a wider international context;

				 Ability to work confidently in the international quality assurance arena Ability to manage own workload and work effectively with other teams/colleagues while meeting deadlines Ability to quickly learn new concepts and understand approaches and systems Ability to formulate result-oriented recommendations and make decisions based on analysis Ability to think and act flexibly, meet changing requirements and seek innovative solutions Ability to direct and coordinate complex projects with various stakeholders Ability to formulate actionable, result-oriented recommendations and make timely, accurate and informed decisions based on analysis Awareness of political sensitivity of inspection and audit results Well-developed interpersonal skills that provide quality results
5.	CEENQA (bi-monthly CEENQA meetings)	1) Deputy General Director for International Cooperation 2) International Projects and Public Relations Specialist 3) Head of legal department	2022	 Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena Ability to think and act flexibly, meet changing requirements and seek innovative solutions Ability to direct and coordinate complex projects with various stakeholders

				 - Awareness of political sensitivity of inspection and audit results - Well-developed interpersonal skills that provide quality results
6.	Bi-Monthly Thematic Analysis Meetings for CEENQA members	Head of Information and Analytical Project	Every 2 months 2022	- Understanding the challenges both sector-wide as well as the international ones - Understanding the global nature of higher education, including international education - Understanding the application of quality assurance methods in a wide range of higher education types - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines - Ability to plan ahead and anticipate problems - Ability to interpret a wide variety of data and make recommendations - Understanding of statistical parameters - Demonstration and promotion of best practices in the processing and storage of information - Ability to quickly learn new concepts and understand approaches and systems - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems - Ability to direct and coordinate complex projects with various stakeholders - Ability to process and interpret data from a wide variety of sources, extracting important information from nonessential information - Ability to formulate actionable, result-oriented recommendations and make timely, accurate and informed decisions based on analysis - Ability to anticipate potential challenges and opportunities through a detailed understanding of the internal and external environment, as well as the national and international context

				- Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice - Awareness of political sensitivity of inspection and audit results - Ability to generate clear reports - Ability to understand and persuasively articulate complex ideas and concepts clearly, concisely and factually, both orally and in writing - Ability to identify patterns and trends from a variety of sources and perspectives - Ability to develop creative and innovative programs, projects and events - Ability to anticipate problems and opportunities and develop appropriate responses
7.	INQAAHE Training Courses: - Strategic Thinking - Project management - Innovation and Creativity - other	IAAR employees Coordinators	2022	 - Understanding the global nature of higher education, including international education - Understanding the challenges both sector-wide as well as the international ones - Ability to develop creative and innovative programs, projects and events - Ability to understand and persuasively articulate complex ideas and concepts clearly, concisely and factually, both orally and in writing - Ability to direct and coordinate complex projects with various stakeholders - Ability to quickly learn new concepts and understand approaches and systems - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines - Understanding national quality assurance in a wider international context - Ability to work confidently in the international quality assurance arena

				- Understanding the application of quality assurance methods in a wide range of higher education types
8.	Coursera Courses: - Assessment for Learning - Leading for Equity, Diversity and Inclusion in Higher Education - Business English: Management and Leadership - other	IAAR employees Coordinators	2022	 Understanding the global nature of higher education, including international education Understanding the challenges both sector-wide as well as the international ones Ability to develop creative and innovative programs, projects and events Ability to understand and persuasively articulate complex ideas and concepts clearly, concisely and factually, both orally and in writing Ability to direct and coordinate complex projects with various stakeholders Ability to quickly learn new concepts and understand approaches and systems Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines Understanding national quality assurance in a wider international context Ability to work confidently in the international quality assurance arena Understanding the application of quality assurance methods in a wide range of higher education types
9.	2022 INQAAHE FORUM in MEXICO	General Director Deputy General Director for International Cooperation	June 2022	 Understanding higher education in other countries Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena

				- Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict
10.	Passing advanced training courses at Nazarbayev University under the program "Leadership in Higher Education"	Strategic Development Advisor Project manager for institutional and specialized accreditation of HEIs	2022	 Deep understanding of the national higher education system Understanding the challenges both sector-wide as well as the international ones Political awareness and understanding of the driving forces in the context of domestic higher education Deep understanding of the national quality assurance system Understanding the application of quality assurance methods in a wide range of higher education types Ability to act as an "expert" in one or more areas of quality assurance
11.	ENQA Members' Forum, 2022, Cardiff, United Kingdom	1) General Director 2) Deputy General Director for International Cooperation	April 2022	- Understanding the challenges both sector-wide as well as the international ones - Understanding the global nature of higher education, including international education - Understanding the application of quality assurance methods in a wide range of higher education types - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to quickly learn new concepts and understand approaches and systems - Ability to think and act flexibly, meet changing requirements and seek innovative solutions - Ability to direct and coordinate complex projects with various stakeholders - Ability to formulate actionable, result-oriented recommendations and make timely, accurate and informed decisions based on analysis

				 - Awareness of political sensitivity of inspection and audit results - Well-developed interpersonal skills that provide quality results
12.	State Procurement Training Courses	Head of Legal Department	January-February 2022	- Committed to continuous improvement and to identifying and developing the strengths and skills of others - Ability to organize resources to complete tasks with maximum efficiency, including managing projects within established budget limits - Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters
13.	Accounting training courses: - 1C: Payroll and personnel management for Kazakhstan - Single seminar 1C - Electronic invoices from A to Z	Chief accountant Assistant chief accountant	2022	- Ability to act as an "expert" in one or more areas of quality assurance - Ability to plan ahead and anticipate problems - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources - Knowledge of standard office software packages - Understanding of statistical parameters - Ability to quickly learn new concepts and understand approaches and systems - Ability to generate clear reports - Reasonable use of resources - Service orientation and Ability to empathize with the needs and expectations of stakeholders - Commitment to provide the best possible service through flexibility and adherence to procedures
14.	Participation in accounting conferences: - Kazakhstan online conference Accounting 2021 - Kazakhstan online conference "Accounting" Platinum	Chief accountant Assistant chief accountant	2022	 - Ability to act as an "expert" in one or more areas of quality assurance - Ability to plan ahead and anticipate problems - Experience in project management, including project scope development, time management, budgetary

15.	WFME International Conference in Cairo, Egypt	1) General Director 2) Project manager for institutional and specialized accreditation of medical educational organizations 3) Project manager for institutional and specialized accreditation of additional education organizations	October 26 – 29, 2022	responsibility, quality assurance, communications, risk assessment, procurement and human resources - Knowledge of standard office software packages - Understanding of statistical parameters - Ability to quickly learn new concepts and understand approaches and systems - Ability to generate clear reports - Reasonable use of resources - Service orientation and Ability to empathize with the needs and expectations of stakeholders - Commitment to provide the best possible service through flexibility and adherence to procedures - Understanding higher education in other countries - Understanding the challenges both sector-wide as well as the international ones - Understanding the global nature of higher education, including international education - Understanding the application of quality assurance methods in a wide range of higher education types - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena
16.	The APQN AAC Conference	General Director Deputy General Director for International Cooperation	November 24-27, 2022	 Understanding higher education in other countries Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena
17.	Global trends in the development of	IAAR project managers	October- November	- Understanding higher education in other countries

	higher education		2022	 Understanding the challenges both sector-wide as well as the international ones Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena
18.	Web design courses	System Administrator	1st half of 2022	 Knowledge of standard office software packages Ability to interpret a wide variety of data and make recommendations Understanding of statistical parameters Comprehensive knowledge of information security and data protection regulations Demonstration and promotion of best practices in the processing and storage of information Ability to quickly learn new concepts and understand approaches and systems
19.	CorelDraw courses	System Administrator	2nd half of 2022	 Knowledge of standard office software packages Ability to interpret a wide variety of data and make recommendations Understanding of statistical parameters Comprehensive knowledge of information security and data protection regulations Demonstration and promotion of best practices in the processing and storage of information Ability to quickly learn new concepts and understand approaches and systems
20.	Courses "Marketing and PR Management", SEO, SMM	Project Manager for Review Panel Members	1st half of 2022	- Commitment to team-work for the benefit of the organization - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources

21	Practice oriented cominer of the	1) Advisor	2nd half of 2022	- Ability to interpret a wide variety of data and make recommendations - Ability to quickly learn new concepts and understand approaches and systems - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems - Ability to direct and coordinate complex projects with various stakeholders - Ability to process and interpret data from a wide variety of sources, extracting important information from non-essential information - Ability to define and formulate parameters and desired goals, encouraging others to accept and realize these goals - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict - Well-developed interpersonal skills that provide quality results - Ability to understand and persuasively articulate complex ideas and concepts clearly, concisely and factually, both orally and in writing - Ability to engage constructively with others for development, and openness to receiving constructive feedback and taking steps to implement it - Ability to adapt to different audiences by delivering clear messages in simple and understandable way - Ability to communicate respectfully and model the values and principles of institutions - Understanding procedural and resource needs and recognizing the need to balance compliance with flexibility
21.	Practice-oriented seminar of the Russian Accreditation Agency	Advisor Project manager for the formation of an external	2nd half of 2022	 Understanding higher education in other countries Understanding the challenges both sector-wide as well as the international ones

		expert commission		 Understanding the global nature of higher education, including international education Understanding the application of quality assurance methods in a wide range of higher education types Understanding national quality assurance in a wider international context; Ability to work confidently in the international quality assurance arena
22.	Business negotiation course	Project manager for accreditation of Vocation Education and Training (VET) organizations	2022	- Commitment to team-work for the benefit of the organization - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources - Ability to interpret a wide variety of data and make recommendations - Ability to quickly learn new concepts and understand approaches and systems - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems - Ability to direct and coordinate complex projects with various stakeholders - Ability to process and interpret data from a wide variety of sources, extracting important information from non-essential information - Ability to define and formulate parameters and desired goals, encouraging others to accept and realize these goals - Ability to structure, organize and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict - Well-developed interpersonal skills that provide quality results

				 Ability to engage constructively with others for development, and openness to receiving constructive feedback and taking steps to implement it Ability to adapt to different audiences by delivering clear messages in simple and understandable way Ability to communicate respectfully and model the values and principles of institutions Understanding procedural and resource needs and recognizing the need to balance compliance with flexibility
	dvanced Excel Courses at the nternational School of Crafts	Project manager for accreditation of Vocation Education and Training (VET) organizations International Projects and Public Relations Specialist Head of information and analytical project	2022	 Knowledge of standard office software packages Ability to interpret a wide variety of data and make recommendations Understanding of statistical parameters Comprehensive knowledge of the rules of information security and data protection; Demonstration and promotion of best practices in the processing and storage of information Ability to quickly learn new concepts and understand approaches and systems
24. Pr	resentation Courses	Project manager for accreditation of technical and vocational education organizations International Projects and Public Relations Specialist Head of information and analytical project	2022	 Knowledge of standard office software packages Ability to interpret a wide variety of data and make recommendations Understanding of statistical parameters Comprehensive knowledge of the rules of information security and data protection; Demonstration and promotion of best practices in the processing and storage of information Ability to quickly learn new concepts and understand approaches and systems

1.	English courses	IAAR employees	2023	 Very good second language proficiency at practitioner level and/or English proficiency at professional practitioner level Ability to adapt to different audiences by delivering clear messages in simple and understandable way
2.	ENQA Leadership Program	1) General Director 2) Deputy General Director for International Cooperation	2023	 - Understanding the challenges both sector-wide as well as the international ones - Understanding the global nature of higher education, including international education - Understanding the application of quality assurance methods in a wide range of higher education types - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to manage own workload and work effectively with other teams/colleagues while meeting deadlines - Ability to quickly learn new concepts and understand approaches and systems - Ability to formulate result-oriented recommendations and make decisions based on analysis - Ability to think and act flexibly, meet changing requirements and seek innovative solutions - Ability to direct and coordinate complex projects with various stakeholders - Ability to formulate actionable, result-oriented recommendations and make timely, accurate and informed decisions based on analysis - Awareness of political sensitivity of inspection and audit results - Well-developed interpersonal skills that provide quality results

3.	CEENQA 2023 STAFF EXCHANGE PROGRAM	IAAR employees Coordinators	2023	- Understanding the challenges both sector-wide as well as the international ones - Understanding the global nature of higher education, including international education - Understanding the application of quality assurance methods in a wide range of higher education types - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines - Understanding national quality assurance in a wider international context; - Ability to work confidently in the international quality assurance arena - Ability to manage own workload and work effectively with other teams/colleagues while meeting deadlines - Ability to quickly learn new concepts and understand approaches and systems - Ability to formulate result-oriented recommendations and make decisions based on analysis - Ability to think and act flexibly, meet changing requirements and seek innovative solutions - Ability to direct and coordinate complex projects with various stakeholders - Ability to formulate actionable, result-oriented recommendations and make timely, accurate and informed decisions based on analysis - Awareness of political sensitivity of inspection and audit results - Well-developed interpersonal skills that provide quality results
4.	INQAAHE Training Courses: - Strategic Thinking - Project management - Innovation and Creativity - other	IAAR employees Coordinators	2023	 Understanding the global nature of higher education, including international education Understanding the challenges both sector-wide as well as the international ones Ability to develop creative and innovative programs, projects and events

				- Ability to understand and persuasively articulate complex ideas and concepts clearly, concisely and factually, both orally and in writing - Ability to direct and coordinate complex projects with various stakeholders - Ability to quickly learn new concepts and understand approaches and systems - Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines - Understanding national quality assurance in a wider international context - Ability to work confidently in the international quality assurance arena - Understanding the application of quality assurance methods in a wide range of higher education types
5.	Coursera Courses: - Assessment for Learning - Leading for Equity, Diversity and Inclusion in Higher Education - Business English: Management and Leadership - other	IAAR employees Coordinators	2023	 Understanding the global nature of higher education, including international education Understanding the challenges both sector-wide as well as the international ones Ability to develop creative and innovative programs, projects and events Ability to understand and persuasively articulate complex ideas and concepts clearly, concisely and factually, both orally and in writing Ability to direct and coordinate complex projects with various stakeholders Ability to quickly learn new concepts and understand approaches and systems Comprehensive knowledge of how national quality assurance fits into the context of European standards and guidelines Understanding national quality assurance in a wider international context Ability to work confidently in the international quality assurance arena

				- Understanding the application of quality assurance methods in a wide range of higher education types
6.	Conflictology Courses	1) General Director 2) Project Manager for Review Panel Members 3) IAAR employees	1st half of 2023	- Ability to manage emotions and demonstrate honesty - Collegiate, considerate and empathetic approach - Ability to constructively resolve conflicts both with parties and between them - Ability to take responsibility and solve problems - Ability to maintain personal resilience and integrity, and to encourage it in others when under pressure - A reflective approach to one's own role and its relationship with others, as well as to one's own strengths and weaknesses - Ability to anticipate problems and opportunities and develop appropriate responses - Ability to identify patterns and trends from a variety of sources and perspectives - Ability to accept and respond to constructive criticism and reflect on one's own behavior - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict - Awareness of political sensitivity of inspection and audit results - Well-developed interpersonal skills that provide quality results
7.	Seminar on State Procurement	Head of Legal Department	January-February 2023	 Committed to continuous improvement and to identifying and developing the strengths and skills of others Ability to organize resources to complete tasks with maximum efficiency, including managing projects within established budget limits Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters
8.	Training seminar "Labor Code with new 2023 amendments"	Office Manager	May-June 2023	- Committed to continuous improvement and to identifying and developing the strengths and skills of others

				- Ability to organize resources to complete tasks with maximum efficiency, including managing projects within established budget limits - Ability to exercise discretion and judgment when interpreting guidelines, regulatory or other legal requirements - choosing an appropriate course of action within these parameters
9.	Training seminars (courses): - Corporate leadership and team building skills - Communicative competence of the leader - Skills and methods to improve personal effectiveness - Corporate time management - Personal development strategy	IAAR employees	2023	- Commitment to team-work for the benefit of the organization - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources - Ability to interpret a wide variety of data and make recommendations - Ability to quickly learn new concepts and understand approaches and systems - Ability to understand complex relationships, identify individual components and the interaction between them and individual emerging problems - Ability to direct and coordinate complex projects with various stakeholders - Ability to process and interpret data from a wide variety of sources, extracting important information from nonessential information - Ability to define and formulate parameters and desired goals, encouraging others to accept and realize these goals - Ability to formulate actionable, result-oriented recommendations and make timely, accurate and informed decisions based on analysis - Ability to structure, organize, and communicate ideas and information in a way that makes them accessible, useful, and encourages others to put them into practice - Ability to communicate tactfully, using appropriate behavioral patterns and reasoning in case of conflict

				- Well-developed interpersonal skills that provide quality results - Ability to understand and persuasively articulate complex ideas and concepts clearly, concisely and factually, both orally and in writing - Ability to engage constructively with others for development, and openness to receiving constructive feedback and taking steps to implement it - Ability to adapt to different audiences by delivering clear messages in simple and understandable way - Ability to communicate respectfully and model the values and principles of institutions - Understanding procedural and resource needs and recognizing the need to balance compliance with flexibility
10.	Accounting training courses: - Accounting for non-residents from A to Z - Excel for professional accountant - HR assistant for accountant - Financial management and financial analysis	Chief accountant Assistant chief accountant	2023	- Ability to act as an "expert" in one or more areas of quality assurance - Ability to plan ahead and anticipate problems - Experience in project management, including project scope development, time management, budgetary responsibility, quality assurance, communications, risk assessment, procurement and human resources - Knowledge of standard office software packages - Understanding of statistical parameters - Ability to quickly learn new concepts and understand approaches and systems - Ability to generate clear reports - Reasonable use of resources - Service orientation and Ability to empathize with the needs and expectations of stakeholders - Commitment to provide the best possible service through flexibility and adherence to procedures
11.	Participation in conferences, seminars and webinars on accounting issues: - Online conference "The impact of	Chief accountant Assistant chief accountant	2023	 Ability to act as an "expert" in one or more areas of quality assurance Ability to plan ahead and anticipate problems

IFRS on financial statements"	- Experience in project management, including project
- The procedure for carrying out	scope development, time management, budgetary
offsets and refunds of excessively	responsibility, quality assurance, communications, risk
(erroneously) paid taxes, payments	assessment, procurement and human resources
to the budget, penalties, fines and	- Knowledge of standard office software packages
state duty	- Understanding of statistical parameters
- A comprehensive solution to the	- Ability to quickly learn new concepts and understand
tasks of an accountant using Uchet	approaches and systems
services	- Ability to generate clear reports
- Accounting in accordance with	- Reasonable use of resources
IFRS standards	- Service orientation and Ability to empathize with the
	needs and expectations of stakeholders
	- Commitment to provide the best possible service through
	flexibility and adherence to procedures
	- Ability to organize resources to complete tasks with
	maximum efficiency, including managing projects within
	established budget limits

DOCUMENT REVISION HISTORY				
Revision (version)	Date modified	Items revised		
First	No. 2/1-20-OD dated 13.01.2020	First edition approval		
Second	No. 184-21-OD dated 02.12.2021	Updates made to the Activities and amendments adopted as recommended by ENQA experts in order to integrate professional competencies according to the ENQA Quality Assurance Professional Competencies Framework		