



АККРЕДИТЕУ ЖӘНЕ РЕЙТИНГТИҢ
ТӘУЕЛСІЗ АГЕНТТІГІ

НЕЗАВИСИМОЕ АГЕНТСТВО
АККРЕДИТАЦИИ И РЕЙТИНГА

INDEPENDENT AGENCY FOR
ACCREDITATION AND RATING

«APPROVED»

General Director

NPI «INDEPENDENT AGENCY FOR
ACCREDITATION AND RATING»

HUMAN RESOURCES DEVELOPMENT PLAN OF NPI “INDEPENDENT AGENCY FOR ACCREDITATION AND RATING” FOR 2024–2028

№	TITLE	UNIT	TIMEFRAME	Acquired (planned) professional competences in accordance with the Professional Competence Framework for ENQA quality assurance
2024				
1.	Training course on the topic «Business Process Modeling»	Advisor	07/02/2024 21/02/2024	<ul style="list-style-type: none">- <i>Understanding of the process-based approach within the quality assurance system in education.</i>- <i>Skills in modeling, documenting, and analyzing business processes.</i>- <i>Ability to identify nonconformities, risks, and opportunities for process improvement.</i>- <i>Capability to assess process effectiveness and develop recommendations for optimization.</i>- <i>Competence in consulting organizations and collaborating with experts on process management issues.</i>
2.	General Assembly of the Network of Central and Eastern European Quality Assurance Agencies (CEENQA), Baku, Azerbaijan	General Director	16/05/2024 18/05/2024	<ul style="list-style-type: none">- <i>Understanding of the national quality assurance system in the international and European context (ESG), and the ability to navigate approaches and systems.</i>- <i>Ability to quickly master new concepts, analyse complex interrelations, and identify key elements and problems.</i>- <i>Skills in coordinating and leading complex projects involving stakeholders.</i>- <i>Effective and tactful communication, ability to interact constructively in conflict situations and to consider the political sensitivity of results.</i>- <i>Well-developed interpersonal skills, openness to feedback, and readiness to use it for improvements.</i>

3.	Advanced training course on the topic: "Digital Economy"	Advisor	16/05/2024 30/05/2024	<ul style="list-style-type: none"> - <i>Understanding of key trends in the digital economy, including their impact on the education system.</i> - <i>Skills in managing digital infrastructure in organizations, including assessing its effectiveness and alignment with strategic goals.</i> - <i>Ability to integrate digital solutions into quality assurance and management processes, including the use of electronic platforms and data.</i> - <i>Ability to advise organizations on digital transformation issues and promote the enhancement of their digital maturity and sustainability.</i>
4.	Webinar on the topic "Detection of AI-generated texts in academic works"	Project Manager for Accreditation of Technical and Vocational Education Organisations	04/06/2024 06/06/2024	<ul style="list-style-type: none"> - <i>Mastery of new advanced technologies.</i> - <i>Immersion in the issue of detecting the use of artificial intelligence in educational and research works.</i> - <i>Ability to minimise risks related to a decrease in the quality of education in the country and to undermining the image of universities.</i> - <i>Recognition of artificially generated texts.</i> - <i>Forecasting prospects and challenges associated with the use of generative services in the academic environment.</i> - <i>Application of research findings in the context of the widespread use of generative artificial intelligence.</i>
5.	VIII Central Asian International Forum on Quality Assurance in Education: "Improving the Quality of Education as a Strategic Development Phenomenon of HEIs in the Information Space"	IAAR staff	04/10/2024 05/10/2024	<ul style="list-style-type: none"> - <i>In-depth understanding of the national system of higher education and the factors influencing its development.</i> - <i>Understanding of the key drivers in higher education.</i> - <i>Awareness of the global nature of higher education, including international trends and practices.</i> - <i>Ability to adapt the communication style to different audiences and to formulate professional messages clearly and accessibly.</i> - <i>Communication skills and the use of appropriate behaviour models.</i> - <i>Development of interpersonal skills that ensure constructive interaction.</i>
6.	International scientific and practical conference "Astana MedForum 2024: Medicine of the Future - Integration of Science, Education and Practice"	Project Manager for Institutional and Specialised Accreditation of Medical Educational Organisations	14/10/2024 15/10/2024	<ul style="list-style-type: none"> - <i>In-depth understanding of national and international higher education systems, as well as key issues and trends in the sector.</i> - <i>Political awareness and understanding of the factors influencing higher education, including the sensitivity of review and audit results.</i> - <i>Ability to act as an expert in specific areas of quality assurance and to work confidently at the international level.</i> - <i>Well-developed communication skills: tactful interaction, active listening, ability to highlight and discuss key issues, and to model values and principles.</i> - <i>Effective interpersonal skills that ensure constructive cooperation and high-quality outcomes.</i>
2025				
1.	International scientific and practical	Advisor	22/01/2025	- <i>In-depth understanding of key issues in the field of consumer rights</i>

	conference “National Concept of Quality: State and Public Protection of Consumer Rights”		24/01/2025	<p><i>protection, including mechanisms for their enforcement.</i></p> <ul style="list-style-type: none"> - <i>Knowledge of the regulatory and legal framework governing the protection of consumers from unfair or dangerous practices of goods and services providers.</i> - <i>Skills in developing and implementing educational programmes aimed at improving consumer literacy.</i> - <i>Experience in organising outreach activities such as seminars, lectures and other forms of training on consumer rights.</i> - <i>Ability to participate in the development and improvement of the national concept of quality, taking into account consumer interests and sector-specific features.</i> - <i>Skills in interacting with stakeholders (public authorities, non-governmental organisations, business structures) to strengthen the system of consumer rights protection.</i>
2.	Advanced training courses “Quality Management Systems” at “Karagandy Industrial University”	Project Manager for Institutional and Specialised Accreditation of Continuing Education Organisations	12/05/2025 13/05/2025	<ul style="list-style-type: none"> - <i>In-depth understanding of the principles of building, implementing and functioning of quality management systems (QMS) in universities.</i> - <i>Ability to analyse university QMS as an integrated management system.</i> - <i>Ability to use QMS tools in expert evaluation of the compliance of educational organisations with accreditation standards.</i> - <i>Focus on developing a culture of quality in higher education.</i>
3.	International Forum on Artificial Intelligence in Medicine “ANaMed Forum – New Generation 2025”	Project Manager for Institutional and Specialised Accreditation of Medical Educational Organisations	04/06/2025 05/06/ 2025	<ul style="list-style-type: none"> - <i>Understanding of key trends and challenges in healthcare and higher education, including the impact of digitalisation and artificial intelligence on sector development.</i> - <i>Awareness of the global nature and international dynamics of medical education and quality assurance systems, including political and social factors.</i> - <i>Skills in expert evaluation and consulting in specific areas of quality assurance, considering the introduction of innovative technologies and AI solutions.</i> - <i>Ability to interact effectively in the international professional arena and participate in discussions, projects and partnership programmes.</i> - <i>Ability to listen actively, analyse complex information and identify key issues, including those arising from expert discussions and presentations.</i> - <i>Well-developed skills of tactful, respectful and productive interaction, including conflict resolution, understanding of the political sensitivity of quality issues and adherence to professional values.</i>
4.	Webinar “Borrowing in Scientific Publications. Citation Culture”	Project Manager for Accreditation of Technical and Vocational Education Organisations	18/06/2025 19/06/2025	<ul style="list-style-type: none"> - <i>Familiarity with the basic concepts of lawful and unlawful borrowing.</i> - <i>Understanding of indicators of scientific communication.</i> - <i>Ability to distinguish the authority of sources and their relevance to the subject of research.</i> - <i>Acquisition of skills in citation formatting.</i> - <i>Ability to work with bibliographic references and their qualitative and</i>

				<i>quantitative characteristics.</i>
5.	Training in the Mentoring School on the topic: “Pedagogy of Workplace Learning. Certification of Mentor Specialists”	Advisor Project Manager for Accreditation of Technical and Vocational Education Organisations	11/07/2025 12/07/2025	<ul style="list-style-type: none"> - <i>Understanding of the principles of workplace learning pedagogy, including modern approaches to professional development of staff.</i> - <i>Skills in organising and supporting mentoring programmes, including their development, implementation and monitoring of effectiveness.</i> - <i>Competence in certification of mentor specialists, including assessment of their qualifications, pedagogical skills and compliance with established requirements.</i> - <i>Ability to advise and support educational organisations on mentoring development and improving the quality of staff training.</i> - <i>Skills in analysing and improving workplace learning processes, including identifying needs, optimising practices and integrating results into the quality assurance system.</i>
6.	Seminar at AEO “Nazarbayev Intellectual Schools” on the topic: “Accreditation in the Quality Assurance System of Secondary Education: Mechanisms, Procedures and Prospects”	Project Manager for Accreditation of Technical and Vocational Education Organisations	30/09/2025	<ul style="list-style-type: none"> - <i>Understanding of the principles, mechanisms and procedures of accreditation in the system of secondary education.</i> - <i>Knowledge of criteria and tools for assessing the quality of educational programmes and school activities.</i> - <i>Skills in analysing and interpreting data necessary for decision-making in the accreditation process.</i> - <i>Ability to formulate recommendations for improving quality assurance processes in secondary education organisations.</i> - <i>Skills in effective interaction with educational organisations and experts when conducting accreditation procedures.</i>
7.	Methodological seminar of the Ministry of Science and Higher Education of the Republic of Kazakhstan “Atlas of Professions of the Future: Development and Implementation of Educational Programmes”	General Director Advisor of the General Director IAAR staff	14/10/2025	<ul style="list-style-type: none"> - <i>Ability to analyse labour market requirements.</i> - <i>Ability to develop and evaluate future-oriented educational programmes.</i> - <i>Skills in applying quality standards in the context of digitalisation and the use of AI.</i> - <i>Ability to conduct expert evaluation of innovative educational models.</i> - <i>Readiness to use the Atlas of Professions in accreditation procedures.</i>

8.	International scientific and practical conference “Science and Education for the Health of the Nation”	Project Manager for Institutional and Specialised Accreditation of Medical Educational Organisations	31/10/2025	<ul style="list-style-type: none"> - <i>Understanding of current challenges and trends in science, education and healthcare, including the international context.</i> - <i>Awareness of the global nature of higher education and scientific cooperation and the impact of international processes on the development of national systems.</i> - <i>Skills in effective participation in international projects and initiatives as a team member and leader.</i> - <i>Confidence in the international professional environment, including interaction with quality assurance specialists.</i> - <i>Ability to analyse complex discussions and highlight key issues for subsequent decision-making.</i> - <i>Development of a culture of respectful professional communication and commitment to continuous self-development and to supporting and developing colleagues’ competences.</i>
9.	International conference IREG Observatory “University Rankings – Guardian of Quality in Research & Teaching”	Project Manager for Institutional and Specialised Accreditation of HEIs	09/12/2025 10/12/2025 11/12/2025	<ul style="list-style-type: none"> - <i>Understanding of issues at the international level.</i> - <i>Understanding of the global nature of higher education, including international education.</i> - <i>Contribution to activities (at the international level) as a team member and project manager.</i> - <i>In-depth understanding of the international quality assurance system. Understanding the need for information exchange.</i> - <i>Ability to interact constructively to develop constructive feedback.</i> - <i>Ability to identify patterns and determine trends in various information sources.</i>
10.	SHIFT professional development courses in “Test Automation in Java”	System Administrator	03/09/2025- 12/11/2025	<ul style="list-style-type: none"> - <i>Skills in developing and maintaining automated tests in Java.</i> - <i>Ability to analyse the quality of software and system integrations.</i> - <i>Competence in studying the software life cycle.</i> - <i>Understanding of the architecture of client-server applications.</i> - <i>Proficiency in tools and frameworks for automated testing.</i> - <i>Ability to design test scenarios and test cases considering software quality requirements.</i>
2026				
1.	Training seminar-workshop on Risk Management	IAAR staff	2026	<ul style="list-style-type: none"> - <i>Understanding and deepening knowledge of risk management.</i> - <i>Skills in identifying risk factors to maintain a high level of security.</i> - <i>Ability to use methods and mechanisms for preventing risks and threats.</i> - <i>Skills in understanding and determining risk levels.</i> - <i>Competence in identifying risks and determining the effectiveness of risk</i>

				<i>management processes in the Agency.</i>
2.	Improving the level of English language proficiency	IAAR staff	2026	<ul style="list-style-type: none"> - <i>Confident command of English at the level of professional communication.</i> - <i>Ability to adapt language and communication style to different audiences, ensuring accurate information delivery.</i> - <i>Skills in understanding professional terminology used in specialised fields.</i> - <i>Ability to work with English-language documents and sources, including analysis and preparation of materials.</i> - <i>Intercultural communication skills contributing to effective interaction in an international environment.</i>
3.	Webinar “How to Create a Successful Training Course: From Idea to Financial Result”	Project Manager for Accreditation of Technical and Vocational Education Organisations	06/02/2026	<ul style="list-style-type: none"> - <i>Ability to develop a course concept from idea to structure.</i> - <i>Ability to design training content with a focus on the target audience.</i> - <i>Ability to apply tools for packaging and promoting educational products.</i> - <i>Ability to calculate the financial model and economic efficiency of the course.</i> - <i>Ability to evaluate results and scale the educational product.</i>
4.	International seminar: Trends in science development in the context of digitalisation and globalisation in Dushanbe (Republic of Tajikistan)	General Director Advisor	11/02/2026	<ul style="list-style-type: none"> - <i>Understanding of digital transformations in quality assurance of scientific and educational activities.</i> - <i>Ability to evaluate the results of external university assessments in the Republic of Tajikistan.</i> - <i>Ability to promote a culture of quality in the scientific and educational environment.</i> - <i>Skills in understanding the interaction between science and education in the context of AI.</i>
5.	IAAR training seminar on preparing international experts of the Independent Agency for Accreditation and Rating for the visit of the External Expert Panel (EEP) to educational organisations	Representatives of educational organisations from the Republic of Kazakhstan and foreign countries	20/02/2026	<ul style="list-style-type: none"> - <i>Understanding of quality assurance trends in education in the international context.</i> - <i>Application of quality standards.</i> - <i>Ability to work effectively in the External Expert Panel team in an educational organisation as a participant in the accreditation procedure.</i> - <i>Skills in participating in accreditation in educational organisations.</i> - <i>Competence in understanding ethical principles.</i> - <i>Skills in working with self-assessment reports of educational organisations to improve their quality and discuss their compliance with criteria.</i>

6.	Seminar conducted by the Ministry of Education and Science of the Republic of Kazakhstan jointly with accreditation bodies: "Preparing an Educational Organisation for Institutional Accreditation; Mechanisms for Ensuring the Quality of Education"	General Director Advisor	20/02/2026	<ul style="list-style-type: none"> - <i>Understanding of modern trends and features of education system development in ensuring the quality of education.</i> - <i>Use of world practices in the context of innovative challenges and realities.</i> - <i>Application of standards and procedures for institutional accreditation of secondary education organisations.</i> - <i>Accreditation skills in the management practices of top management of educational organisations.</i> - <i>Competence in accreditation as a mechanism for continuous improvement of educational organisations.</i>
7.	International conference "International Approaches to Quality in Healthcare and Patient Safety"	Project Manager for Institutional and Specialised Accreditation of Medical Educational Organisations	14/04/2026 15/04/2026	<ul style="list-style-type: none"> - <i>Understanding of key challenges and trends in healthcare and patient safety at national and international levels.</i> - <i>Ability to work effectively in the international quality assurance environment as a participant and project manager.</i> - <i>Skills in actively discussing key issues within extended professional discussions and presentations.</i> - <i>Competence in value-oriented interaction with organisations and specialists, including modelling professional and ethical principles.</i> - <i>Commitment to continuous professional development and supporting the strengths and competences of others.</i>
8.	Training seminar on improving the education quality	IAAR staff	29/05/2026 06/06/2026	<ul style="list-style-type: none"> - <i>Ability to interpret guiding principles and regulatory requirements, making reasoned decisions within established parameters.</i> - <i>Ability to identify patterns and trends from various sources and to forecast problems and opportunities.</i> - <i>Skills in developing creative and innovative programmes, projects and activities in the field of education quality.</i> - <i>Competence in constructively resolving conflicts and in collegial and empathetic interaction with process participants.</i> - <i>Ability to accept and apply constructive feedback while maintaining resilience and accountability.</i>
9.	Training seminar "Professional Accountant of the Republic of Kazakhstan"	Chief Accountant	29/07/2026	<ul style="list-style-type: none"> - <i>Ability to apply International Financial Reporting Standards (IFRS), including in-depth understanding of revenue and expense recognition principles.</i> - <i>Expert proficiency in the tax legislation of the Republic of Kazakhstan (CIT, VAT, PIT) in professional activities.</i> - <i>Practical knowledge and application of civil and labour law norms of the Republic of Kazakhstan.</i> - <i>Skills in observing professional ethics and standards of accountant behaviour.</i>

10.	Advanced training courses “Setting up the Internal Quality Assurance System of Higher Education Institutions in the Context of the New ‘Clean Slate’ Regulation Policy”	Project Manager for Institutional and Specialised Accreditation of Continuing Education Organisations	27/08/2026	<ul style="list-style-type: none"> - Understanding of the university's responsibility for quality principles. - Ability to use the Internal Quality Assurance System (IQAS) as a tool for organisational development. - Skills in optimising internal procedures with a focus on effectiveness, transparency and measurability. - Development of a culture of evidence-based quality assurance.
11.	ISQua International Conference	Project Manager for Institutional and Specialised Accreditation of Medical Educational Organisations	27/09/2026 30/09/2026	<ul style="list-style-type: none"> - <i>Understanding of key issues and trends in quality assurance in the medical sector at national and international levels.</i> - <i>Ability to work effectively in the international environment as a team member and project manager.</i> - <i>Skills in participating in international quality assurance processes, including discussions and decision-making.</i> - <i>Development of communication skills.</i> - <i>Commitment to continuous professional development.</i>
12.	IREG-2026 Conference	Project Manager for Institutional and Specialised Accreditation of Universities	25/09/2026	<ul style="list-style-type: none"> - <i>Knowledge of global principles of university evaluation and comparison, including key indicators and quality measurement methods.</i> - <i>Ability to work with ranking data, conduct critical analysis and use results to improve educational processes and management decisions.</i> - <i>Skills in professional interaction in the international environment, participation in expert discussions, exchange of practices and representation of one's organisation.</i> - <i>Ability to assess the impact of rankings on the strategic development of educational organisations.</i> - <i>Ability to track and interpret global education trends, adapting them into proposals and recommendations for national and institutional levels.</i>
13.	X Central Asian International Forum on Quality Assurance in Education: “Enhancing Quality in the Era of AI and Digital Technologies: New Horizons of Education”, dedicated to the 15th anniversary of the Independent Agency for Accreditation and Rating	IAAR staff	02/10/2026 03/10/2026	<ul style="list-style-type: none"> - <i>In-depth understanding of the development of the national higher education system.</i> - <i>Awareness and understanding of factors influencing education development.</i> - <i>Awareness of the global role of higher education, including international trends and practices.</i> - <i>Ability to adapt communication style to different audiences and to formulate information clearly.</i> - <i>Ability to interact using appropriate models of tactful behaviour and argumentation.</i> - <i>Development of interpersonal skills ensuring constructive interaction and quality results.</i>

14.	Advanced training courses “AIOps: Artificial Intelligence in Infrastructure Management”	System Administrator	21/09/2026-16/10/2026	<ul style="list-style-type: none"> - <i>Understanding of AIOps principles and application of AI in IT infrastructure management.</i> - <i>Skills in analysing logs, metrics and events to detect anomalies and incidents.</i> - <i>Ability to automate monitoring and incident management processes.</i> - <i>Understanding of cloud and hybrid IT system architecture.</i> - <i>Skills in integrating AIOps approaches with DevOps and ITSM processes.</i> - <i>Development of analytical and systems thinking in IT service management.</i>
15.	Advanced training courses in information security at the Centre of Competence and Excellence of Astana IT University	Project Manager for Accreditation of Technical and Vocational Education Organisations	19/11/ 2026	<ul style="list-style-type: none"> - <i>Understanding of modern information protection methods and principles of secure information systems functioning.</i> - <i>Skills in detecting and preventing unauthorised access, including the use of specialised tools.</i> - <i>Ability to analyse threats, manage risks and develop measures to reduce vulnerabilities.</i> - <i>Knowledge of regulatory and legal requirements in information security and ability to apply them in practice.</i> - <i>Competence in conducting risk assessments and developing recommendations to improve the security level of information systems.</i>
16.	Advanced training courses “Tax Legislation of the Republic of Kazakhstan and Legal Issues of Organisational Activities”	Head of the Legal Department	01/12/2026 02/12/2026	<ul style="list-style-type: none"> - <i>Competence in ensuring legal compliance within national legislation.</i> - <i>Ability to identify and mitigate risks within legal and financial frameworks.</i> - <i>Ability to maintain transparent documentation in accordance with ENQA management principles.</i> - <i>Competence in procedural accuracy and accountability.</i>
2027				
1.	Improving the level of English language proficiency	IAAR staff	2027	<ul style="list-style-type: none"> - <i>Confident command of English at a professional level, allowing application in the work environment.</i> - <i>Ability to adapt communications to different audiences, formulating information accessibly.</i> - <i>Skills in conducting oral and written negotiations in English, including discussion of professional issues.</i> - <i>Ability to effectively perceive and analyse information in English.</i> - <i>Ability to use English in international professional activities,</i>

				<i>participation in meetings, seminars, preparation of materials</i>
2.	Congress “World Standards of Quality and Innovation in Medicine: Focus on Safety”	Project Manager for Institutional and Specialised Accreditation of Medical Educational Organisations	11/02/2027 12/02/2027	<ul style="list-style-type: none"> - <i>Understanding of global trends and challenges in the healthcare system and their impact on quality assurance and patient safety.</i> - <i>In-depth understanding of international quality standards in medicine, including mechanisms for their application in the national context.</i> - <i>Ability to interact effectively in the international professional environment as a team member and leader.</i> - <i>Skills in active listening and information analysis to highlight key issues from discussions and presentations.</i> - <i>Ability to build constructive professional communication reflecting the values and principles of healthcare organisations.</i> - <i>Orientation towards continuous professional development and identification of one's own strengths.</i>
3.	Advanced training courses “Public Procurement of the Republic of Kazakhstan: Legislation, Risks, Legal Support”	Head of the Legal Department	11/03/2027	<ul style="list-style-type: none"> - <i>Competence in ensuring accountability and transparency of operational processes.</i> - <i>Ability to conduct legal expertise and document analysis.</i> - <i>Skills in interacting with stakeholders and ensuring procedural fairness.</i> - <i>Competence in decision-making based on risk assessment.</i>
4.	Advanced training courses under the programme “Leadership in Higher Education”	Project Manager for Institutional and Specialised Accreditation of HEIs	07/04/2027 08/04/2027	<ul style="list-style-type: none"> - <i>Knowledge of the national higher education system.</i> - <i>Understanding of international-level issues.</i> - <i>Application of quality assurance methods in higher education.</i> - <i>Ability to engage in expert activities in various fields.</i>
5.	Advanced training courses “Effective Management in Education” at Kazakh National Women's Teacher Training University	Project Manager for Institutional and Specialised Accreditation of Continuing Education Organisations	20/05/2027 21/05/2027	<ul style="list-style-type: none"> - <i>Understanding of principles of effective management of organisations focused on education quality and sustainable development.</i> - <i>Ability to analyse university management models in terms of effectiveness, transparency and accountability.</i> - <i>Skills in assessing management decisions impacting the quality of educational programmes and learning outcomes.</i> - <i>Skills in analysing the management maturity of educational organisations within accreditation.</i>
6.	Advanced training courses under the programme “Management Accounting for Non-Profit Organisations”	Chief Accountant	16/09/2027 17/09/2027	<ul style="list-style-type: none"> - <i>Understanding of management accounting principles taking into account the specifics of non-profit organisations.</i> - <i>Skills in forming and analysing management reporting for management decision-making.</i> - <i>Ability to plan and control NPO revenues and expenses, including budgeting and financial control.</i> - <i>Competences in allocating costs to programmes and projects and evaluating their effectiveness.</i>

				- Skills in using management accounting to enhance transparency, sustainability and accountability of non-profit organisation activities.
7.	Annual XI Central Asian International Forum on Quality Assurance	IAAR staff	04/10/2027	<ul style="list-style-type: none"> - Skills in identifying trends in higher education system development. - Understanding of trends and prospects for higher education development in the international educational space. - Competences in identifying best international practices. - Ability to develop communications with audiences, formulating information clearly. - Ability to interact with the audience. - Acquisition of skills ensuring interest in joint interaction.
8.	Seminar on the topic: “Modern Practices of Managing Accreditation Processes: Quality, Efficiency and International Approaches”	Project Manager for Accreditation of Technical and Vocational Education Organisations	17/11/2027 18/11/2027	<ul style="list-style-type: none"> - Skills in planning and coordinating accreditation processes. - Ability to apply standards and regulatory requirements in accreditation taking into account national and international contexts. - Competences in data analysis and preparation of evidence-based documentation ensuring objectivity of accreditation results. - Ability to build communications with stakeholders, experts, heads of educational organisations and authorised bodies. - Skills in risk management and decision-making, including assessment of problem areas, development of recommendations and process quality improvement.
9.	Advanced training courses “Platform Engineering”: Designing Self-Service Systems	System Administrator	16/12/2027- 27/12/2027	<ul style="list-style-type: none"> - Ability to design IDP: creating interfaces for obtaining infrastructure without admin involvement. - Skills in automatically implementing security rules. - Designing and implementing self-service platforms for engineering teams. - Understanding of platform solution architecture and CI/CD processes. - Skills in infrastructure and service automation. - Systems and product thinking in Platform Engineering.
2028				
1.	Improving the level of English language proficiency	IAAR staff	2028	<ul style="list-style-type: none"> -Confident command of English in professional accreditation, including oral and written communication. -Ability to formulate conclusions and remarks on accreditation results in English concisely, clearly and correctly. -Ability to analyse English-language standards, reports and regulatory documents in the field of quality assurance in education. -Skills in intercultural and professional interaction ensuring effective communication with international experts and organisations. -Ability to adapt language and communication style to different audiences,

				<i>including university administrations, experts and international partners.</i>
2.	Advanced training courses "Corporate Law: Legal Support of the Organisation, Acts, Regulations, Internal Management"	Head of the Legal Department	20/01/2028 21/01/2028	<ul style="list-style-type: none"> - Ability to manage and ensure internal quality. -Expertise in legal structuring and maintaining internal documentation. -Commitment to the principles of integrity, independence and accountability. -Competence in continuous improvement of legal and organisational mechanisms.
3.	Advanced training courses "Strategic Management"	Project Manager for Institutional and Specialised Accreditation of Continuing Education	03/02/2028 04/02/2028	<ul style="list-style-type: none"> - Understanding of strategic management principles as the basis for sustainable development of educational organisations. Ability to analyse university strategies in terms of realism, measurability, consistency and focus on education quality. Skills in assessing the degree of strategy integration into operational activities and quality assurance system. Ability to conduct expert analysis of strategic plans, development programmes and roadmaps within accreditation procedures. Ability to identify formal nature of strategies and discrepancies between goals, indicators and resources.
4.	Online course "Information Technologies in Healthcare. Medical Statistics"	Project Manager for Institutional and Specialised Accreditation of Medical Educational Organisations	12/04/2028 13/04/2028	<ul style="list-style-type: none"> - Understanding of modern information systems in healthcare and their role in improving quality. -Skills in analysing and interpreting medical statistics, identifying trends and forming conclusions for management decisions. -Ability to work with digital tools and databases used in medical organisations. -Ability to apply data and research results to improve processes and quality of medical care. -Teamwork skills. -Development of professional communication skills.
5.	IREG-2028 Conference	Project Manager for Institutional and Specialised Accreditation of Universities	21/09/2028	<ul style="list-style-type: none"> - Understanding of international approaches to evaluating and ranking higher education institutions, including key methodologies and quality indicators. - Ability to analyse ranking data and results and interpret them for management decision-making. - Skills in participating in professional discussions at an international platform. - Competence in assessing the impact of rankings on university development and quality of educational services. - Ability to identify global trends in education and transform them into recommendations.

6.	XII Central Asian International Forum on Quality Assurance in Education	IAAR staff	05/10/2028	<ul style="list-style-type: none"> - <i>Competences in identifying trends in higher education development.</i> - <i>Ability to anticipate prospects for education development in the international educational space.</i> - <i>Skills in acquiring best international practices.</i> - <i>Ability to develop communications and receive feedback.</i> - <i>Ability to present and generate interest in the message.</i> - <i>Skills ensuring interest in interaction.</i>
7.	Advanced training courses for engineers on autonomous infrastructures	System Administrator	02/102028-23/102028	<ul style="list-style-type: none"> - <i>Understanding of principles of building and operating autonomous infrastructures.</i> - <i>Skills in monitoring, diagnosing and ensuring sustainability of infrastructure systems.</i> - <i>Ability to automate resource management and operation processes.</i> - <i>Understanding of distributed, cloud and hybrid infrastructure architecture.</i> - <i>Development of systems and engineering thinking in making technical decisions.</i> - <i>Ability to implement adaptive configurations.</i> - <i>Competence in creating self-healing systems.</i>