



## Приложение В

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<b>IES</b>	<b>PSU</b>
<b>1.1 Human Resources Manual (HRM)</b>	
<b>1.2</b> Is the Organization's Human Resources Manual defined	Y
1.1.1 Please send in attachment	
1.1.1 Please send in attachment	1
1.1.2 Does it include the procedures or reference to the procedures	Y
1.1.3 Is the Human Resources Manual disseminated through the institution (via website or meetings or others)	N
<b>1.2 Document and Data Control</b>	
1.2.1 Do you have an approved list of all documents related to Human Resources (HR)	N
1.2.1.1 Please send in attachment	
1.2.1.1 Please send in attachment	
1.2.2 Do you have identified the policies related to Human Resources (HR)	N
Please specify:	
Is there a method that helps avoid the circulation of obsolete documentation and, if any, identify it to prevent their misuse	Y
Are the control mechanisms of existing information in computer support defined (access network, passwords, etc.)	Y
Is there a defined methodology for control and preservation of electronic documentation- (backups, antivirus)	Y
Is the external documentation (including legislation and standards) identified and distributed	Y



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<b>1.3 Record Control</b> Is there a list with all HRMS records	Y
<b>1.3 Record Control</b> Is there a retention time of the HRMS records established	Y
<b>1.3 Record Control</b> Are there any records subject to retention time defined by legislation- If so, is the minimum retention time at least the same as that defined legally	Y
<b>1.3 Record Control</b> Does existing record control methodology cover all sorts of HRMS records (internal and external, in electronic form and printed-)	Y
<b>1.3 Record Control</b> As regards the records subject to confidentiality, does existing control ensure a restricted and authorized access and effective destruction	Y
1.4 Comments	
<b>2.1 Management Commitment</b> Is the top management actively involved in the implementation and maintenance of the HRMS	
<b>2.1 Management Commitment</b> Does top management actively participate in the HRMS communication to the Organization's collaborators (e.g., policy objectives)	Y
<b>2.2 Human Resources Policy</b> Is the HR policy clearly defined and suitable to the Organization	N
<b>2.2 Human Resources Policy</b> Is clear in the policy the commitment of top management to ensure compliance with the legal requirements and continuous improvement of the HRMS	N/ A



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<b>2.2 Human Resources Policy</b> Does the HR policy include the definition of the HRMS mission, vision and objectives	Y
<b>2.2 Human Resources Policy</b> Is the HR policy text clear and perceptible to be understood by all-	N/A
<b>2.2 Human Resources Policy</b> Are collaborators aware of the HR policy and understand their contribution to implement it	N
<b>2.2 Human Resources Policy</b> Is the need to review the HR policy evaluated where there are relevant internal or external changes	Y
<b>2.3 Responsibility, Authority and Communication</b> Are there the necessary resources to define, implement and maintain the HRMS	Y
<b>2.3 Responsibility, Authority and Communication</b> Has the top management provided these resources	Y
<b>2.3 Responsibility, Authority and Communication</b> Is a periodical evaluation carried out whether existing resources are sufficient and appropriate to ensure that the HRMS is maintained and its effectiveness improved	N
<b>2.3.1 Responsibility and Authority</b> Were all the responsibilities and authorities of entities (functional areas and functions) defined and documented, which ensure that the HRMS functions are fulfilled and, consequently, implemented and maintained	N
<b>2.3.1 Responsibility and Authority</b> Are the interactions between all those involved in the HRMS defined and documented	N



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<b>2.3.1 Responsibility and Authority</b> Are all persons involved in the HRMS aware of the responsibilities and authorities assigned to them	Y
<b>2.3.2 Management Representative</b> Is the management representative for the HRMS clearly identified- Eg. Manager or Director of HR	Y
<b>2.3.2 Management Representative</b> Are his/her duties and responsibilities clearly defined	N
<b>2.3.2 Management Representative</b> Does the top management provide the management representative with the necessary resources and means to ensure that the HRMS is properly disseminated, implemented and maintained- A team of people, hardware and software, training, etc.	N
<b>2.3.2 Management Representative</b> Was the HRMS representative presented to all organization collaborators	N
<b>2.3.3 Internal communication</b> Are the communication channels (ascending and descending), to be used in the HRMS, defined	N
<b>2.3.3 Internal communication</b> Do the communication channels allow all relevant aspects of the HRM to be communicated to collaborators effectively	N
<b>2.3.3 Internal communication</b> Are the collaborators aware of the available communication channels	N
<b>2.3.3 Internal communication</b> Does the existing process of communication predict that any collaborator can propose improvements to the HRMS	Y



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<b>2.4 Management Review</b> Do you carry out annual reports on the main results of the HR processes	Z
Please send attachment if any	
send attachment if any	
Do we kNw who are the collaborators participating in the review	Z
2.5 Comments	
<b>3.1 HR Planning</b> Is the HR planning carried out on the basis of the Organization's strategy-Scale 1	Y
<b>3.1 HR Planning</b> Is the HR planning carried out on the basis of the Organization's strategy-Scale 2	N
<b>3.1 HR Planning</b> Is the HRM plan annually prepared-Scale 1	N
<b>3.1 HR Planning</b> Is the HRM plan annually prepared-Scale 2	N
<b>3.1 HR Planning</b> Is there any annual HR budget-Scale 1	N
<b>3.1 HR Planning</b> Is there any annual HR budget-Scale 2	N
<b>3.1 HR Planning</b> Are the HR management and development strategies and policies formally defined-Scale 1	N
<b>3.1 HR Planning</b> Are the HR management and development strategies and policies formally defined-Scale 2	N
<b>3.1 HR Planning</b> Are the HR requirements considered and planned based on the Organization's strategic plan or activity plans-Scale 1	N



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<b>3.1 HR Planning</b> Are the HR requirements considered and planned based on the Organization's strategic plan or activity plans-Scale 2	N
<b>3.1 HR Planning</b> Is the HR planning periodically reviewed, in order to ensure its continuing suitability to the Organization's strategy and activity plans-Scale 1	N
<b>3.1 HR Planning</b> Is the HR planning periodically reviewed, in order to ensure its continuing suitability to the Organization's strategy and activity plans-Scale 2	N
<b>3.1 HR Planning</b> Is the HR planning taken into account in the process of recruitment and selection and in current collaborators' activities-Scale 1	N
<b>3.1 HR Planning</b> Is the HR planning taken into account in the process of recruitment and selection and in current collaborators' activities-Scale 2	N
<b>3.1 HR Planning</b> Are there any internal rules and regulations for the Organization's HR planning-Scale 1	N
<b>3.1 HR Planning</b> Are there any internal rules and regulations for the Organization's HR planning-Scale 2	N
<b>3.2 Characterization of Organizational Structure</b> Is the Organization's structure clearly defined	N
<b>3.2 Characterization of Organizational Structure</b> Is the method used in the job description and analysis established-	N
<b>3.2 Characterization of Organizational Structure</b> Does this method include the form of description and analysis of new jobs that are created-	N



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<b>3.2 Characterization of Organizational Structure</b> Are there descriptions of all existing jobs in the Organization	Y
<b>3.2 Characterization of Organizational Structure</b> Are all collaborators aware of the respective job description	Y
3.2 Characterization of Organizational Structure Are the description and the analysis of jobs used as an instrument of effective support of the recruitment and selection process	Y
<b>3.3 HR Objectives</b> Are the objectives suitable and in line with the Organization's strategic plan or activity plans-	Y
<b>3.3 HR Objectives</b> Are the necessary means for achieving the objectives ensured by organization	Y
<b>3.3 HR Objectives</b> Are all the Organization's collaborators involved in attaining the objectives (collective or individual)	Y
<b>3.3 HR Objectives</b> Are all the Organization's collaborators aware of the objectives they are expected to attain	Y
<b>3.3 HR Objectives</b> Does the Organization follow up the progress of the objectives on a regular basis	N
3.3 HR Objectives Are the results obtained in relation to the objectives disclosed to collaborators	N
3.4. Legal and other requirementsNTA ALICIA: Todo esto lo hemos preguntado antes más o meNs (elimina-se-) Is the methodology to ensure the identification and update of the legal requirements and other applicable to the Organization and HRM defined-	
3.4. Legal and other requirements NTA ALICIA: Todo esto lo hemos preguntado antes más o meNs (elimina-se-) Does the methodology allow for identifying and updating effectively-	
3.4. Legal and other requirements NTA ALICIA: Todo esto lo hemos preguntado antes más o meNs (elimina-se-) Does the top management ensure that the applicable legal framework is fulfilled in its entirety, within the Organization-	
3.4. Legal and other requirementsNTA ALICIA: Todo esto lo hemos preguntado antes más o meNs (elimina-se-) Is the dissemination of legislation ensured in good time to all areas/people involved-	
3.4. Legal and other requirements	



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NTA ALICIA: Todo esto lo hemos preguntado antes más o meNs (elimina-se-) Are collaborators with roles assigned in the HRMS aware of related legal requirements-	
3.4. Legal and other requirements NTA ALICIA: Todo esto lo hemos preguntado antes más o meNs (elimina-se-) Is there any possibility for collaborators to have access to to the legal requirements, if they so wish-	
<b>3.4 Compensation and Benefits</b> Is there any compensation and benefits plan and has it been implemented effectively	N
<b>3.4 Compensation and Benefits</b> Are the types of compensation clearly defined in Organization's policy	N
<b>3.4 Compensation and Benefits</b> Are the compensation and benefits allocation criteria defined and disclosed	N
<b>3.4 Compensation and Benefits</b> Are all collaborators informed of any compensation and benefit rights and on which criteria are they allocated	N
<b>3.4 Compensation and Benefits</b> Does the existing compensation and benefits policy provide for equal and Nn-discriminatory access	Y
<b>3.4 Compensation and Benefits</b> Does the existing compensation and benefits policy comply with the provisions in the legal framework and applicable agreements-	Y
<b>3.4 Compensation and Benefits</b> Is the compensation and benefits policy periodically reviewed to ensure compliance with the legal changes that have occurred in the meantime-	Y
<b>3.5 Sanctions</b> Has the Organization defined the behaviors considered as undesirable or Nn-compliant-	Y
<b>3.5 Sanctions</b> Has the Organization defined what penalties can be applied following those behaviours-	Y





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<b>3.5 Sanctions</b> Have these behaviours (undesirable/ Nn-compliant) been disseminated to all the Organization's collaborators-	Y
<b>3.5 Sanctions</b> Do the sanctions go against the provisions on this issue of the legislation in force	Y
3.6 Comments	
<b>4.1 Administrative Management</b> Are there up-to-date records in the Organization regarding the personal data of all its HR-	Y
<b>4.1 Administrative Management</b> Does the way these records are filed ensure that they are protected, as set forth in the legislation relating to personal data protection-	Y
<b>4.1 Administrative Management</b> Does the Organization maintain and update the records related to the HRMS activities-	Y
<b>4.1 Administrative Management</b> Are collaborators allocated to record filing clearly informed of the procedures to fulfill-	Y
<b>4.2 HR Recruitment and selection</b> Is the methodology to be used in recruitment (internal and external) and selection of new HR defined and documented-	N
Please send in attachment	
filecount – Please send in attachment	
Does the existing methodology clearly specify the methodologies and related techniques for recruitment and selection, as well as the responsibilities for implementation	N
In recruitment and selection processes, is equality of opportunity and treatment to all candidates ensured	Y



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Has it been identified where and when there is external intervention of suppliers of services of recruitment, selection and allocation of personnel	N
Is the field of action and responsibilities of providers of recruitment, selection and assignment of personnel defined	Y
Does the Organization have a pool of candidates and is it updated	Y
<b>4.3 Admission</b> Is the methodology on admission of new collaborators defined and documented-	N
<b>4.3 Admission</b> Do you have admission guidelines-	Y
<b>4.3 Admission</b> According to the methodology, is it clear how the responsibilities are assigned to the various areas/ and people involved in the admissions process-	N
<b>4.3 Admission</b> Do the various areas and people have an adequate kNwledge of the activities that they must develop, when new collaborators are admitted-	Y
<b>4.4 Reception and Integration</b> Is the methodology of reception and integration of new collaborators defined-	N
<b>4.4 Reception and Integration</b> Does this methodology clearly define what activities and respective people in charge of reception and integration are-	N/ A
<b>4.4 Reception and Integration</b> Do the stakeholders in the process of reception and integration of new collaborators kNw the responsibilities assigned to them-	Y



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<b>4.4 Reception and Integration</b> Is the existing methodology effective and does it ensure an adequate reception and integration of new collaborators-	N/A
<b>4.5 Behaviours</b> Did the Organization define and write down the standards and codes of conduct to be followed by its collaborators-	Y
<b>4.5 Behaviours</b> Are these standards and codes of conduct established according to legislation-	Y
<b>4.5 Behaviours</b> When defining the standards and codes of conduct, did the organization consider aspects such as equal opportunity, sexual harassment, physical, psychological and moral coercion, professional ethics and the representation of the Organization-	N
<b>4.5 Behaviours</b> Have the standards and codes of conduct established by the Organization been disseminated to all its collaborators-	Y
<b>4.5 Behaviours</b> Do all collaborators know and are aware of the standards and codes of conduct established by the Organization-	Y
<b>4.6 Development</b> Are the personal, professional and organizational skills of its human resources, considered critical to fulfilling its strategy and goals identified by the organization-	Y
<b>4.6 Development</b> Are the procedures to be used to ensure the development of competences of collaborators defined-	Y



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<b>4.6 Development</b> Does this procedure allow the development of skills critical to the strategy and objectives of the Organization-	Y
<b>4.6 Development</b> Are the resources to ensure that these procedures are implemented continuously and systematically provided by the organization-	Y
<b>4.7 Training</b> Has the Organization established a methodology for identifying training needs of all collaborators, which is applied in a continuous and systematic manner-	N
<b>4.7 Training</b> Are the training needs identified, planned and controlled in a training plan-	Y
<b>4.7 Training</b> Are the objectives to be attained for each training action, as well as the resources necessary for its implementation established by the organization-	Y
<b>4.7 Training</b> Are all resources necessary for the implementation of the training actions available-	Y
<b>4.7 Training</b> Are all training actions evaluated according to specific criteria, in relation to its effectiveness and impact-	N
<b>4.7 Training</b> Does the Organization ensure that the records giving proof of all training activities are maintained-	Y
<b>4.8 Recognition of Competences</b> Do all collaborators have their skills formally recognized-	Y
<b>4.8 Recognition of Competences</b> Are there any records giving proof of this recognition of skills-	Y
<b>4.8 Recognition of Competences</b> Is the formal recognition of skills a requirement of selection in the process of recruitment and selection of new collaborators, when legally required-	Y



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<b>4.9 Career</b> Is the career management planned on HR policy of the Organization-	N
4.9 Career Is there a procedure of management and career development within the Organization-	N
<b>4.9 Career</b> Is the career management consistent with the strategic planning and HR policy of the Organization-	N/A
<b>4.9 Career</b> Does the career management and development allow for adequate articulation with other functions of the HRMS (e.g.: evaluation of performance; training; compensations and benefits)-	N/A
<b>4.9 Career</b> Is the career management policy known by the collaborators, being these involved in its implementation-	N
<b>4.10 Acquisition of Goods and Services*</b> Do all goods and services acquired by the organization comply with applicable legislation- Is compliance checked-	Y
<b>4.10 Acquisition of Goods and Services*</b> Does the Organization check whether all goods and services supplied meet specified purchase requirements given to the supplier-	Y
<b>4.10 Acquisition of Goods and Services*</b> Are the criteria according to which new suppliers are selected, defined-	Y
<b>4.10 Acquisition of Goods and Services*</b> Are the organization's suppliers periodically evaluated according to established criteria-	Y



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<b>4.10 Acquisition of Goods and Services*</b>  (Alicia retirou todas as sub questões) <b>Does the organization maintain records evidencing supplier evaluation and of all subsequent actions-</b>	Y
4.10 Comments	
<b>5.1 Measurement</b> Have the methodologies to be used for monitoring, measurement, analysis and improvement of the HRMS been identified-	N
<b>5.1 Measurement</b> Are these methodologies clearly defined and implemented continuously and systematically-	N
<b>5.1 Measurement</b> Do the defined methodologies allow the Organization to infer the real performance and effectiveness of the HRMS, and, according to available information, is it able to identify the needs for improvement-	N
<b>5.2 Performance evaluation</b> Is a performance evaluation system, which covers all the Organization's collaborators, defined-Scale 1	Y
<b>5.2 Performance evaluation</b> Is a performance evaluation system, which covers all the Organization's collaborators, defined-Scale 2	Y
<b>5.2 Performance evaluation</b> Is the performance evaluation system clear regarding methodology, instruments and evaluation criteria to be used-Scale 1	Y
<b>5.2 Performance evaluation</b> Is the performance evaluation system clear regarding methodology, instruments and evaluation criteria to be used-Scale 2	Y



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<b>5.2 Performance evaluation</b> Are all the Organization's employees informed of how their performance is evaluated-Scale 1	Y
<b>5.2 Performance evaluation</b> Are all the Organization's employees informed of how their performance is evaluated-Scale 2	Y
<b>5.2 Performance evaluation</b> Does the existing system allow the Organization to have an effective perception of the collaborators' performance and identify actions for their individual development-Scale 1	Y
<b>5.2 Performance evaluation</b> Does the existing system allow the Organization to have an effective perception of the collaborators' performance and identify actions for their individual development-Scale 2	Y
<b>5.2 Performance evaluation</b> Does the performance evaluation system allow for an adequate connection with other activities of the HRMS, such as the training, careers and compensation and benefits-Scale 1	Y
<b>5.2 Performance evaluation</b> Does the performance evaluation system allow for an adequate connection with other activities of the HRMS, such as the training, careers and compensation and benefits-Scale 2	Y
<b>5.3 Internal Satisfaction</b> Is there a methodology to assess employee satisfaction-	N/ A
<b>5.3 Internal Satisfaction</b> Is this methodology clear, as to its application frequency, persons-in-charge and instruments to be used-	Y
<b>5.3 Internal Satisfaction</b> Is it applied in a systematic way, covering all the Organization's collaborators-	N
<b>5.3 Internal Satisfaction</b> Are the data obtained subject to analysis in the management review of the HRMS-	N/ A



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<b>5.3 Internal Satisfaction</b> Is the data on internal satisfaction assessment taken into account in the process of improvement	Y
<b>5.4 Control of Non-conformities</b> Have the necessary powers, to analyze and check for Nonconformities, been defined-	N
<b>5.4 Control of Non-conformities</b> Are the collaborators with responsibility and authority to apply the measures necessary for solving Non-conformities defined	Y
<b>5.4 Control of Non-conformities</b> Are there Non-conformities records, which show its analysis, research and decision-making actions	Y
<b>5.4 Control of Non-conformities</b> Have the appropriate collaborators, to solve those Non-conformities, been allocated	Y
<b>5.5 Data Analysis</b> Is the data provided by the HRMS analyzed by the Organization's top management, serving as a basis for identification of opportunities for improvement	N
<b>5.6 Improvement</b> Is the information provided by the HRMS analyzed and taken into account in the continuous improvement process	N
<b>5.6 Improvement</b> Are all collaborators encouraged to participate in the HRMS's continuous improvement process	Y
<b>5.6 Improvement</b> Are improvement actions systematically implemented in the HRMS	N
<b>5.6 Improvement</b> Are the effectiveness and efficiency of the HRMS increased with the application of the improvement actions defined	Y





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5.7 Comments	