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|  | ANNEX  to HSE Directive  No. 6.18.1-01/3110-04  dated October 31, 2014 |
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**REGULATIONS on**

**the Group of Young Administrative Professionals (Administrative Staff Development Programme) at National Research University Higher School of Economics**

**1. General Provisions**

* 1. These Regulations have been developed pursuant to the Charter of the National Research University Higher School of Economics (hereafter, HSE, or the University) and the programme of the Russian Academic Excellence Project 5-100 for 2013-2020 dated October 14, 2013, and set forth the procedure for establishing a Group of Young Administrative Professionals (Administrative Staff Development Programme) at HSE and HSE regional campuses and implementing further measures for providing support to this programme (hereafter, the Group of Young Administrative Professionals, Administrative Staff Development Programme, and ASDP).
  2. The following terms and definitions apply throughout this document:

**Administrative and Managerial Staff** is a category of staff providing managerial, administrative and technological support with regards to the University’s key operations (including educational, research, expert and analytical activities);

**The Group of Young Administrative Professionals** is a group of highly professional administrative and managerial staff at the University who passed a competitive selection and completed special training and are motivated to pursue the University’s strategic objectives;

**Competencies** mean the sum of knowledge, skills and business qualities of an employee, which are necessary for successful and effective work;

The **Coordinating Vice Rector** is HSE Vice Rector responsible for coordinating the Administrative Staff Development Programme, as per the established procedure;

**Training and development** refer to the process of gaining new knowledge, skills and competencies by HSE staff, studying best practices of other specialists and experts, applying new knowledge in practice in the course of one’s professional activities, as well as analysing and structuring one’s own experience with the aim of sharing it with colleagues;

**Adequate English skills** refer to one’s ability to use the English language in a professional context. The proficiency level must be confirmed by certificates issued on the basis of international examinations, or by HSE Centre for Continuing Professional Development or an authorized educational institution.

**Individual development plan (IDP)** is a document describing the goals, professional and managerial qualities and development programme of an employee, which is focused on improving his/her performance.

**Formal eligibility criteria** are the criteria which do not require expert review (e.g. an employee’s education, the period of employment in a given position and at the University);

**Qualitative eligibility criteria** are the criteria which require an expert review and/or special test assignments.

* 1. These Regulations are aimed at systematizing HSE rules and procedures with respect to administrative and managerial staff development and set forth:

1.3.1. the goals and objectives for establishing and developing the Group of Young Administrative Professionals;

1.3.2. the principles for establishing and developing the Group of Young Administrative Professionals;

1.3.3. categories within the Group of Young Administrative Professionals, as well as requirements for participants of the Administrative Staff Development Programme;

1.3.4. the procedure for establishing the Group of Young Administrative Professionals, as well as operational policies for working with participants of the Administrative Staff Development Programme;

1.3.5. development areas and forms of training available to the Group of Young Administrative Professionals;

1.3.6. procedures for drawing up and submitting reports in regards to the Administrative Staff Development Programme implementation and distribution of related responsibilities;

1.3.7. mechanisms for providing support to members of the Group of Young Administrative Professionals, as well as criteria for assessment of the Programme’s implementation.

1. **Goals and Objectives of the Administrative Staff Development Programme**
   1. The Administrative Staff Development Programme shall pursue the following goals:

2.1.1. improving functional interactions between HSE subdivisions through stimulating initiatives which increase professional growth motivation and staff involvement levels;

2.1.2. establishing a Group of Young Administrative Professionals at HSE, from among motivated staff focused on the achievement of the University’s strategic goals;

2.1.3. building a comprehensive system of long-term staff continuity in administrative and management subdivisions at HSE, including a group of young professionals who can subsequently fill vacancies available at administrative and management subdivisions at HSE;

2.1.4. creating favourable conditions for stimulating professional growth and development among HSE administrative and managerial staff.

* 1. The Group of Young Administrative Professionals shall pursue the following objectives:

2.2.1. creating favourable conditions for building effective integrated information and communication environment at the University, which will ensure adequate administrative operations, management of changes in administration and application of best practices;

2.2.2. building a customer-oriented management culture: active involvement of subdivision heads in various efforts aimed at motivating administrative and managerial staff to work towards the improvement of satisfaction levels among various groups using their services, i.e. faculty members and other categories of HSE staff and students, as well as other persons;

2.2.3. instilling corporate values and standards of professional ethics at the University;

2.2.4. enhancing adaptation and adjustment of new administrators and managers recruited to HSE from the open labour market and boosting their performance.

1. **Principles for Establishing and Developing the Group of Young Administrative Professionals**

3.1. The Group of Young Administrative Professionals shall be established and developed in line with the following principles:

3.1.1. Viability. This principle means that the University seeks to invest in upgrading skills and developing qualifications of those employees who demonstrate good performance at their current jobs, plan to work at the University on a long-term basis and are actively involved in the work process.

3.1.2. Voluntary participation. This principle means that the Group of Young Administrative Professionals is comprised of staff members who have expressed their interest in joining the Group.

3.1.3. Openness and transparency in creating the Group of Young Administrative Professionals.

3.1.4. Relevance. This principle means that topics of proposed projects and programmes shall be selected based on their practical relevance and applicability of competencies and skills acquired via participation in the Administrative Staff Development Programme.

3.1.5. The interest of subdivision heads in upgrading their staff qualifications is expressed by their active involvement in the setting up, monitoring and assessment of the individual development plans of their staff upon completion.

1. **Categories within the Group of Young Administrative Professionals, Requirements to Participants of the Administrative Staff Development Programme**
   1. The Group of Young Administrative Professionals is comprised of the following categories:
      1. “*New employees*” - HSE staff recruited to administrative and managerial positions from the open labour market;
      2. “*High-potential administrators*” - staff members demonstrating high performance at their current administrative and managerial positions, who possess both the potential and motivation to further develop in the administrative and managerial field.
   2. The adaptation programme for the “*New employees*” category shall be available to all HSE administrative and managerial staff recruited to administrative and managerial positions at HSE from the open labour market, for 3 (three) months starting from the date of their employment.
   3. Candidates for the “*High-potential administrators*” category must satisfy the following requirements:
      1. Full-time employment on an administrative or managerial position at HSE for at least 12 (twelve) months since the date of employment till the date of submitting documents to the HR Office for taking part in the competition to join the Group of Young Administrative Professionals, as per the procedure established in p. 5.2.1. hereof;
      2. Higher education (completed degree);
      3. Adequate English skills;
      4. A recommendation provided by the candidate’s subdivision head with a positive assessment of the candidate’s performance and potential in management.
2. **The Procedure for Establishing and Working with the Group of Young Administrative Professionals**
   1. The work with the Group of Young Administrative Professionals in the “*New employees*” category shall be organized on a stage-by-stage basis as follows:
      1. A list of candidates to the “*New employees*” category shall include all staff members satisfying the requirements set forth in p. 4.2. hereof without any limits as to their total number.
      2. The HR Office shall prepare a list of staff members newly recruited to administrative and managerial positions during the previous month by the 5th day of the month, define the date of the nearest adaptation session and inform the new employee and his/her subdivision head accordingly.
      3. The HR Office shall organize adaptation sessions and invite heads and specialists of HSE subdivisions to take part.

5.2. The work with the Group of Young Administrative Professionals in the “*High-potential administrators*” category shall be organized as follows:

5.2.1. Candidates to the Group of Young Administrative Professionals in the*”High-potential administrators”* category shall be nominated by subdivisions no later than January 20. A candidate’s recommendation letter containing an initial assessment of his/her professional and personal competencies[[1]](#footnote-1) shall be signed by the candidate’s subdivision head. Candidates to the Group of Young Administrative Professionals must submit the following documents to the HR Office:

5.2.1.1. the candidate’s application[[2]](#footnote-2), which must confirm that he/she meets the requirements established for the category of *“High-potential administrators”*;

5.2.1.2. a motivation letter with the reasons for wishing to take part in the Administrative Staff Development Programme (why the candidate can benefit from joining the Group, how the University will benefit from the candidate’s participation, description of the candidate’s project or the individual development steps focused on improving the effectiveness of internal functional communication, as well as HSE’s overall administrative and managerial operations).

5.2.2. Each subdivision is entitled to nominate two candidates from among its staff members satisfying the eligibility criteria, specified herein for the “*High-potential administrators*” category. If the subdivision has over 10 (ten) employees who meet the eligibility criteria for taking part in the Administrative Staff Development Programme, the subdivision may propose more candidates pro rata to total employees, but no more than 20%.

* + 1. The HR Office shall perform a selection of candidates by formal criteria and prepare a list of candidates to the Administrative Staff Development Programme before January 30.
    2. After the latter list is ready, the candidates to the ”*High-potential administrators*” category shall be further selected based on qualitative criteria[[3]](#footnote-3) by the HR Office.
    3. Candidates shall take part in each stage of the competitive selection on a voluntary basis, and in case of refusal to take part in the competition at any stage, the candidate will be excluded from the list of candidates to the Administrative Staff Development Programme for the ongoing year.
    4. The final list of participants of the Administrative Staff Development Programme shall be prepared by the HR Office before February 20, submitted for approval to the Expert Committee of the Administrative Staff Development Programme (hereafter, the Expert Committee) and approved by HSE Rector’s directive for one calendar year. The Expert Committee can include HSE Vice Rectors, HSE subdivision heads, Coordinating Vice Rector, HR Director, and Director for Internationalisation. Candidates to join the Expert Committee can be proposed by heads of HSE subdivisions. Members of the Expert Committee and its Chairperson shall be approved by HSE Rector’s directive.
    5. Meetings of the Expert Committee shall be held ad hoc. A meeting of the Expert Committee shall be deemed valid if at least two-thirds of all members are in attendance. The Expert Committee’s decision shall be approved by a simple majority vote of all attending members of the Expert Committee.
    6. Decisions of the Expert Committee shall be fixed in the Minutes and approved by the Expert Committee’s Chairperson.
    7. All candidates included in the ”*High-potential administrators*” category (hereafter – GYAP participants) shall receive individual development plans which are prepared by the HR Office jointly with the candidate’s direct supervisor. The HR Office provides methodological assistance in the process of preparing the individual development plan.
    8. Individual development plans and specialized training shall be implemented by GYAP participants before November 20 of the ongoing year.
    9. The completion of individual development plans and specialized training shall be evaluated before December 15 of the ongoing year. GYAP participants shall prepare reports on their individual development plans’ implementation[[4]](#footnote-4) and submitted to the Expert Committee before November 30. It is recommended to use the List of Eligibility Criteria for the Candidate’s Assessment when introducing the candidate, preparing an individual development plan and assessing its implementation[[5]](#footnote-5). The Expert Committee shall review the report and make one of the following decision:

5.2.10.1. extend the employee’s membership on the Group of Young Administrative Professionals for the next year, specifying his/her priority areas for development; or

5.2.10.2. cancel the employee’s participation in the Group of Young Administrative Professionals.

5.2.11. GYAP participants in the “*High-potential administrators*” category can join the Administrative Staff Development Programme for up to 24 months (provided that the Expert Committee approves his/her membership for the next year).

5.2.12. The decision in regards to extending the membership on the Administrative Staff Development Programme shall be made by the Expert Committee on the basis of:

5.2.12.1. a decision of the employee’s subdivision head expressed in the form of an official memorandum addressed to the Coordinating Vice Rector;

5.2.12.2. an assessment of the completion of the individual development plan by the employee (based on his/her report) and an individual development plan for the second year.

* 1. The membership on the Administrative Staff Development Programme can be extended for the second year disregarding the limitations set on the length of employment, specified in p. 4.3.1 hereof.
  2. Participation in the Administrative Staff Development Programme can be cancelled in the following cases:
     1. dismissal from the administrative and/or managerial position at HSE or transition to a secondary or part-time employment mode;
     2. refusal of a GYAP participant to take part in the Administrative Staff Development Programme;
     3. no progress in a member’s development - if less than 50% of his/her individual development plan has been completed;
     4. in case of a breach of HSE Internal Regulations resulting in a damage to HSE business reputation and disciplinary measures.
  3. Changes to the list of the Administrative Staff Development Programme’s participants shall be approved by HSE Rector’s directive.

1. **Development Areas and Forms of Training Available to the Group of Young Administrative Professionals**

6.1. The training of employees taking part in the Administrative Staff Development Programme shall be organized via specialized training programmes which shall be developed with due regard to the University’s current development plans.

 6.2. The development plan stipulates events grouped by development area:

* + 1. practical training: temporary replacement of managers during their absence by specialists taking part in the Group of Young Administrative Professionals, which allows the latter to acquire the necessary managerial experience;
    2. on-the-job training and development: hands-on assignments and daily routine tasks which allow participants to develop necessary competencies and get involved in the expert and representative activities of professional associations, committees and working groups;
    3. special assignments, personal development projects, including supervision of working groups responsible for specific tasks;
    4. mentoring;
    5. self-study work: special literature, training materials, distance courses, and continuing education;
    6. acquisition of managerial skills: training sessions and specialized programmes.
  1. The following study formats of study can be used for the training programmes:
     1. distance learning, lectures, seminars, training sessions, roundtables, conferences, internships, development and presentation of draft solutions, analysis of real-life situations;
     2. participation in events specially organized for the Administrative Staff Development Programme: seminars, courses, competitions and training sessions focused on the development of professional and managerial competencies of GYAP participants and their integration in the process of improvement of HSE routine operations.

1. **Procedures for Preparing and Submitting ASDP Reports and Distribution of Responsibilities**
   1. Participants of the Administrative Staff Development Programme in the *“New employees”* category must fill in:

7.1.1. a feedback form[[6]](#footnote-6) based on the results of adaptation events;

7.1.2. a feedback form based on the results of the probation period which must be filled 10 (ten) days before the end of the probation period established for newly hired employees[[7]](#footnote-7)6.

* 1. ASDP participants in the *“High-potential administrators”* category should prepare a report on completion of their individual development plan approved by their subdivision head and submit it to the Expert Committee.
  2. The HR Office shall prepare a consolidated annual report in regards to the results of the Administrative Staff Development Programme. Information on employees included in the *“High-potential administrators”* category based on the results of competitive selection, who successfully completed specialized training, have shown good performance on the Administrative Staff Development Programme, shall be provided to the following senior managers:
     1. HSE Rector;
     2. HSE First Vice Rectors;
     3. HSE Vice Rectors;
     4. Coordinating Vice Rector.
  3. The Coordinating Vice Rector shall oversee the work of the Group of Young Administrative Professionals, review lists of participants of the Administrative Staff Development Programme and approve the annual results demonstrated by the Group of Young Administrative Professionals.
  4. HR Office shall prepare the lists of the Administrative Staff Development Programme participants by category and submit the lists for review to the Coordinating Vice Rector, take part in the development of specialized training programmes tailored for the Group of Young Administrative Professionals, organize educational events and trainings based on such programmes, organize assessment procedures, take part in the assessment of the Administrative Staff Development Programme results, as well as perform other functions pursuant to these Regulations.
  5. The Expert Committee shall review the lists of candidates to the Administrative Staff Development Programme, as well as documents attesting to their professional and managerial competencies, define the scope, timeframe and formats of specialized training and development programmes for employees taking part in the Administrative Staff Development Programme, listen to reports of GYAP participants in regards to the implementation of their individual development plans, provide recommendations to the Rector in regards to new candidates who can be included or withdrawn from the Administrative Staff Development Programme, as well as perform other functions pursuant to these Regulations.
  6. All documents relating to the Administrative Staff Development Programme shall be stored in the HR Office.

1. **Mechanisms for Providing Support to GYAP Participants, Criteria for Assessment of the Programme’s Implementation**
   1. GYAP participants shall be provided with various opportunities for upgrading their professional and managerial skills via special measures. Such special measures are as follows:
      1. all categories are entitled to take part in events specially organized for the Administrative Staff Development Programme: seminars, courses, competitions, training sessions and off-campus schools, focused on discussing the University’s strategic goals and objectives, developing professional and managerial skills, staff training and getting ready for progressing to higher administrative and managerial positions.
      2. Participants in the *“High-potential administrators”* categoryareprovided with an opportunity to take part in continuing professional development and other educational programmes which are offered at HSE, as well as research centres and professional associations; an opportunity to take part in conferences, seminars, exchange visits, and short-term visits to Russian and international educational institutions.
   2. The membership on the *“High-potential administrators”* category can be regarded as an advantage during decision making in regards to the following:
      1. competitions for taking part in professional internships, conferences, CPD programmes at HSE and other leading international universities;
      2. job promotions;
      3. proposals to transfer to another subdivision or another HSE campus.
   3. The KPI for the “*New employees”* category is the successful adaptation of newcomers.
   4. The KPI for the *“High-potential administrators”* category is successful completion of individual development plans by GYAP participants.
   5. Upon successful completion of the Administrative Staff Development Programme, an employee shall retain the right to continue receiving information about projects, take part in events organized for the Administrative Staff Development Programme and in related competitions (unless otherwise stipulated in HSE bylaws regulating such competitions and in HSE directives in regards to CDP events).

1. The format shall be established as per a separate HSE bylaw. [↑](#footnote-ref-1)
2. The format shall be established as per a separate HSE bylaw. [↑](#footnote-ref-2)
3. The qualitative criteria shall be established as per a separate HSE bylaw. [↑](#footnote-ref-3)
4. The format of the report shall be established as per a separate HSE bylaw. [↑](#footnote-ref-4)
5. The List of Eligibility Criteria for the Candidate’s Assessment shall be established as per a separate HSE bylaw. [↑](#footnote-ref-5)
6. The form shall be established as per a separate HSE bylaw. [↑](#footnote-ref-6)
7. [↑](#footnote-ref-7)