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1 Purpose and Scope

The purpose of this document is to describe ENAO's Human Resource Management (HRM) for selection, induction, training, mentoring, monitoring, authorizing assessors and performance management. It is applicable to all ENAO staff, Committee members, ENAO assessors and technical experts.

2 References

The following documents are referenced:

ISO/IEC 17011:2017, *Conformity Assessment – General requirements for accreditation bodies accrediting conformity assessment bodies*;

ENAO Policy Manual, PM09.0

ILAC-G3:08/2012 Guidelines for Training Courses for Assessors Used by Accreditation Bodies

ILAC 11:07/2006 Guidelines on Qualifications and Competence of Assessors and Technical Experts

IAF MD 20: 2016, Generic Competence for AB Assessors: Application to ISO/IEC 17011

3 Responsibility

It is the responsibility of Human Resource Administration and Development Directorate Director and the respective accreditation team leader (in case of assessors and experts) for the effective implementation of this procedure.

4 Human Resource Management

- The assigned job positions for ENAO are shown in Annex A. They are approved by the Ministry of Public Service and Human Resource Development; vacant positions will be filled on request of the staff or the former superiors. The decision will be taken by the Director General.
- For each of these jobs there is a Job Description which describes the
    - Requirements to the applicant as education, skills, experience, personnel attributes
    - Required training
    - Responsibilities
    - Assigned authorities
    - Person or organisation to which he is accountable
- Each incumbent is responsible that he/she gets appropriate training, either as prescribed by his/her job description or by identifying the need by him/herself. The need may be for rules/procedures of ENAO or in the field of technical competence. He/she shall inform his/her superior about his needs and will agree in a program and time with him/her. Records are kept in his personnel records in the administration section of ENAO in accordance with Records Control Procedure P09.4.
- All persons acting on behalf of ENAO shall update their profile the movement change their profile or at least every year by using assessor profile form F06/10 when there is any change in their status.

- Monitoring – comprising technical competence and activities related to accreditation for ENAO - is performed in accordance with the requirements of the Job Description by the person to whom the incumbent is accountable at least every 3 years, depending on the experiences gained and risks related to the job. Assessors and experts will be monitored by the assessment team leader/ Technical Assessor. Other incumbents by their superiors or by the chair of a committee in which they are member.

5 Recruiting and selecting of Permanent staff

a. **Invitation for applications:** The requirements for any position are taken from the relevant Job Description. The Human Resource Administration and Development Directorate Director will advertise the job according to the rules of Civil Service Commission.
b. **Screening of applicants:** Screening of applications is performed by a selection committee which comprises of at least the person to whom the post is accountable and the Human Resource's representative. The purpose of screening is to reduce the number of applicants to the number required for interviews based on the most suitably applicant in terms of the selection criteria. Suitable applicants can also be retained on file for future selection when necessary.

c. **Selection:** The selection process will follow the rules and procedures of Civil Service Commission.
d. **Awarding of Position:** will be according to Ministry of Public Service and Human Resource Development Procedures.
e. **Training:** All new staff shall sign ENAO staff obligations and confidentiality agreement (F06/06) before undergoing training. After acceptance of the award by the applicant he/she will take care together with Quality Manager, the accreditation team leader and Human Resource Administration and Development Directorate Director that he get Induction and Orientation training in time.

Notes:

1. In case a selection committee member is not taken out of the pool of assessors/experts he will be trained before starting to work. For AAC members they must sign the AAC Member Agreement (Form F06/03) and training will be given according to JD09. If the member is selected out of the assessor/expert pool only orientation will be given how to use F07/11
2. Persons recommended by an external party for staff or assessors will undergo the same procedure as described under §5.

6 Recruiting and selecting assessors

If ENAO has the need to expand its pool of assessors the position shall be advertised by Human Resource Administration and Development Directorate Director using the JD for assessors.

- The screening of potential assessors will be the same as in §5b.
- The selection is conducted by the screening committee, too. If possible, a third committee member being able to judge about human attitudes should be invited. The results will be recorded in

Interview Record Form F06/01. Ways of assessing suitability of persons are given in ILAC G11 and IAF MD 20:2016.

The selection committee decides on the most suitable candidate based on the ranking scores in F06/01 and presents the result to the Director General for approval. The accreditation Team Leader will inform the candidate assessors that he is accepted and has undergo awareness training organized by the respective accreditation team leader.

All new trainee assessors shall sign the potential assessor agreement (F06/02) before undergoing training.

7 Training

7.1 It is the responsibility of the person to whom the trainee is accountable to ensure that the relevant training programme, as prescribed in the Job Description, is conducted. Suitable evidence of training is kept in accordance with the Records Procedure in his personnel files.

The training will comprise the topics as given in the job description

Each training module will be ending by some ways of score the participant. He can proceed to new training modules only with positive results. If the participant fails he may repeat the course on his own costs only once. He will not do any job for ENAO exceeding his trained capabilities.

7.2 **Awareness training**: Potential Assessor will be trained on ISO/IEC 17011, ENAO management system, relevant regulatory requirements, the accreditation standard to which he is assigned and related standards or documents. The training will last for not more than 5 days.

7.3 **Training on assessment techniques**: This training will take up to 5 days and will include the requirements from ISO/IEC 17011 as techniques of assessment, witnessing, reporting, interviewing, vertical auditing, communication skills etc. and the requirements for assessors out of ISO 19011.

7.4 **Training on technical issues**: This training will address issues as verification, validation, use of PT, traceability, determination of uncertainty and risk analysis.

7.5 **on-site observations**: All potential assessors have to observe at least 1 on-site assessment for which they have been trained.

7.6 **Training on participation in committees**: ENAO has rules for training for all new members going to act in a committee (JD 09 for AAC, ToR for technical committees, etc.)

Note:

- All ENAO permanent staff shall be trained on the management system of ENAO at least once annually.
- ENAO will conduct annually a workshop for its assessors and experts for discussing each issue from experience, internal audits, feedback from clients and new or changed documents
- The training will follow recommendations as set out in ILAC - G3:08/2012
- The contents of the training for assessors and decision-making persons should follow the recommendations of ILAC G3:08/2012.

8 Mentoring and monitoring

a. Mentoring: All accreditation personnel trainees shall be assigned to a mentor who is a registered assessor. He/she shall closely observe and guide the trainee and will select the right courses for technical or assessor competence while he/she conducts at least one activity for which he/she is under training, e.g. a document and record review or an assessment from beginning to end. Based on the recommendation of the mentor, the trainee assessor can be assigned to conduct a full assessment under monitoring.

Note: Accreditation Advisory Committee members will not be mentored rather ensure if they take training on the requirement of the standard they advice and short awareness on the checklist (F07/11)

b. Initial monitoring

A trainee assessor will be monitored by an registered assessors (Team Leader and Technical) about his progress in the field for which he/she was contracted. (a trainee technical assessor during his performance of a technical assessment, his/her knowledge and application of ENAO's rules/procedures and his attitude towards the CAB). The observations will be documented in a report using Team leader/Technical Trainee Monitoring F06/04A and F06/04B. The mentor shall complete the Monitoring Report with a recommendation for further use of the trainee, training, repetition or rejection. If repetition is recommend the trainee will cover the expenses.

ENAO will use methods for assessment/ monitoring of skills of assessors or members of committees (if appropriate) as given in ILAC G11. Such as:

- Written or oral exams
- Witnessing or casual observation by team members
- Interview
- Customer feed-back
- Evaluation of reports or assessment plans regarding completeness, precision, readability, addressing the critical issues etc.

c. On-going monitoring

All staff, assessors/experts or committee members are monitored at their first assignment.

- A new staff member will be monitored by his superior
- A technical assessor/expert by the assessment team leader
- Assessment team leader by his team members
- A committee member by the chair- person every 3 years
- The management by Ministry of Trade and Industry

The monitor will use AAC monitoring report F06/04 and Team leader/Technical Trainee Monitoring F06/04A & F06/04B. All monitoring reports are kept in the personnel files

All assessors/experts involved in assessment shall be monitored on-site at least once every 3 years in their field of assignment and re-issued certificate for recommended assessors.

Note: each assessor should conduct a minimum of one assessment per year. If not available real assessment he/she need to conduct mock assessment or observation.

9 Maintenance of competence

- Any person acting for ENAO is entitled to ask leading staff of ENAO for training
- Where training needs are identified as result of monitoring, the monitoring person will agree with the monitored person on appropriate measures. The type, frequency of involvement, level of risk of his tasks or – as the case may be – feed- back from CABs will be considered
- ENAO permanent staff is subject to annual performance evaluation in accordance with Civil Service Commission Procedure. The performance evaluation review is carried out between the staff member and the person to whom the individual is accountable. This occasion shall be used to repeat and agree again on basic rules, to determine objectives, targets and training needs and to review and score the achievements of the objectives and targets established in the previous year. The Performance Management Review is maintained on the respective Personnel File.
- Technical assessors shall be working in the specific scope for which he/she can be assigned for assessing. If he/she shifts into another technical field and does not continue - at least part time in his old field- he/she cannot be assigned for more than three years for assessment in the old field.

10 Records

- Interview Record (F06/01)
- Potential Assessor Agreement (F06/02)
- AAC Member Agreement (F06/03)
- Monitoring Report (F06/04)
- Assessor and AAC Member Monitoring Schedule (F06/05)
- ENAO Staff Obligations & Confidentiality Agreement (F06/06)
- Potential Trainer Agreement (F06/07)
- Assessor Profile (F06/08)
- List of the assessors with their generic technical field (F06/13)
- Certificate

ANNEX A: list of functional job categories

Function title	Job description
Director General	JD 01
Deputy Director General	JD 02
Accreditations Director	JD 03
Quality Manager	JD 04
Laboratory Accreditation Team Leader	JD 05
Laboratory Accreditation Assessor III	JD 06
Laboratory Accreditation Assessor IV	JD 07
Inspection Accreditation Team Leader	JD 08
Inspection Accreditation Assessor III	JD 09
Inspection Accreditation Assessor IV	JD 10
Certification Accreditation Team Leader	JD 11
Certification Accreditation Assessor III	JD 12
Certification Accreditation Assessor IV	JD 13
Team leader	JD 14
Technical Assessor	JD 15
AAC Members	JD 16
Medical Laboratory Accreditation Team Leader	JD 17
Medical Laboratory Accreditation Assessor III	JD 18
Medical Laboratory Accreditation Assessor IV	JD 19
Technical Expert	JD 20
Human Resource Administration and Development Directorate Director	JD 21
Communication Affairs Directorate Director	JD 22
Planning, Monitoring and Evaluation Directorate Director	JD 23
Finance Directorate Director	JD 24
Information and Communication Technology Directorate Director	JD 25
Audit Directorate Director	JD 26
Civil Service and Reform Expert	JD 27
Risk Analyze Committee	JD 28

Revision No.	Date approved	Revision History
1	2013-12-27	Regulation No. 279/2012 of Ethiopian National Accreditation Office Establishment included in reference. Clause 5.4 was revise to indicate the types of training shall be provided for AAC Clause 8.1 was revised to indicate that assessors shall be monitored for the first assignment and monitoring of assessors may also be delegated to relevant personnel from permanent staff who are in registered pool of assessors list conducting at least one assessment
2	2015-02-25	Clause 2 was revised to include ENAO policy PM 04 in the reference and to specifically identify referred ILAC/IAF documents Clause 3 was revised to include responsibility Clause 4 was revised to indicate assessor profile is maintained by both Accreditation Director and respective Team Leader and, also to set frequency of updating assessor profile. Clause 6 was revised to include assessor selection options Clause 7 was revised to include ENAO management system training for internal staff.
3	2015-10-25	Clause 6 was to include note 5 the agreement signed by potential assessor trainee. Clause 11 was revised to change the maximum time allowed for technical assessor to continue as technical assessor after moving from technical area (for example from laboratory, inspection, certification etc) from two years to four years. Annex A was revised to include job descriptions Medical Laboratory Team Leader JD 10 and Technical Expert JD 11
4	2018-10-16	This document was revised according to the new ISO/IEC 17011:2017
1.4	2019-04-15	Clause 7.2 additional point knowledge of general regulatory requirements is added based on the comment from AFRAC revaluation team.
1.5	2019-08-23	Clause 8 c, add re issue assessors certificate every three years