Reviewed by: Zewdu Ayele	**Approved by:** Meseret Tessema
Position: Quality Manager	**Position:** Director General
Signature:	**Signature:**

Table of Contents

1 Purpose

The purpose of this document is to describe EAS's Human Resource Management (HRM) for selection, induction, training, mentoring, monitoring, authorizing assessors and performance management.

2 Scope

This is applicable to all EAS staff, Committee members, EAS assessors and technical experts.

3 References

The following documents are referenced:

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

EAS Policy Manual, PM09.0

ILAC G3:08/2020 Guidelines for Training Courses for Assessors Used by Accreditation Bodies

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

4 Responsibility

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

5 Human Resource Management

- Determining Competence Criteria- EAS has a process for determining and documenting the competence criteria for the personnel involved for various accreditation schemes. Primarily, the requirements given in 6.1.2 of ISO/IEC 17011:2017 and the guidelines given in IAF MD 20:2016 are followed for the generic Competencies expected for an Assessor. For specific schemes whenever an accreditation scheme is proposed to be launched EAS prepares a Job Task Analysis for the different functions involved in the accreditation process. After an initial effort of gathering information about the job roles by the designated person, the exercise is a collective team effort by personnel with conformity assessment experience and also involving sector specific experts for the technical input. The team reviews the relevant standards, IAF mandatory documents, if available and the regulatory requirements applicable for the sector and after due deliberations prepares the analysis. The output of

the analysis yields the expected knowledge, skills and abilities (KSAs) required performing those tasks.

- The assigned job positions for EAS 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, Knowledge, skills, experience and personnel attributes
  - ➢ Required training
  - ➢ Responsibilities
  - ➢ Assigned authorities
  - ➢ Person or organisation to which he/she 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 EAS or in the field of technical competence. He/she shall inform his/her superior about his/her needs and will agree in a program and time with him/her. The need can also be determined by the controlling authority of the functionary based on training need identification and for competency enhancement. Records are kept in his personnel files in the administration section of EAS in accordance with Records Control Procedure P09.4.for stipulated retention period.

- All persons acting on behalf of EAS shall update their profile periodically the movement change in their profile or at least every year by using assessor profile form F06/10 (Training Registration Form) or when there is any change in their status during the year.

- Monitoring – comprising technical competence and activities related to accreditation for EAS - 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. Performance of other incumbents will be done by their superiors or by the chair of a committee in which they are member.

6 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 of Ethiopia.

b. **Screening of applications:** Screening of applications is performed by a selection committee which comprises of at least the person to whom the post is accountable and one of the Human Resource's representative. The purpose of screening is to shortlist the number of applicants based on merits, to be invited for interviews that fit into the category of most suitable applicants in terms of the selection criteria accreditation core executive / accreditation desk . Suitable applicants can also be retained on file for future selection when necessary as empanelled candidates for a defined period by the screening committee.

c. **Selection:** The selection process will follow the rules and procedures of Civil Service Commission of Ethiopia.

d. **Awarding of Position:** This will be done according to Ministry of Public Service and Human Resource Development Procedures which are integral part of this procedure.

e. **Training:** All new staff shall sign EAS staff obligations and confidentiality agreement (F06/06) before undergoing training. After acceptance of the award by the applicant, care will be taken together with Quality Manager, the and Human Resource Administration and Development Directorate Director that he/she gets the Induction and Orientation training in time as per the job requirement.

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 regarding usage F07/11 (Accreditation Approval Committee Evaluation of Assessment Report)

2. Persons recommended by an external party for staff or assessors will undergo the same procedure as described under §5.

6.1. Recruiting and selecting assessors

If EAS 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 (Interview Record). 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(Interview Record) and presents the result to the Director General for approval. The accreditation core executive / accreditation desk will inform the candidate assessors that he is accepted and has undergone awareness training organized by the respective accreditation core executive / accreditation desk.

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 designated person to whom the trainee is accountable to ensure that the relevant training programme, as prescribed in the Job Description, is conducted in a timely manner. Suitable evidence of training is kept in accordance with the Records Procedure in his/her personnel files.

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

Each training module will have evaluation at the end by ways of scoring for each   participant. He /She can then proceed to new training modules only with predefined minimum qualifying score. If the participant fails, he/she may repeat the course on his/her own costs. He/she will not do any job for EAS exceeding his attained capabilities by way of training.

7.2 **Awareness training**: Potential Assessor will be trained on ISO/IEC 17011, EAS management system, relevant regulatory requirements governing the product/practices/services, the accreditation standard (ISO17021/ISO 17020 / ISO 17065 as per scope of work) to which he/she is assigned and related standards or documents. The training will last normally for not more than five 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 (Guidelines for auditing management systems).

7.4 **Training on technical issues**: This training will address issues as verification, validation, use of Proficiency Testing (PT), traceability, determination of uncertainty, scheme specific technical requirement and risk analysis.

7.5 **on-site observations**: All potential assessors have to observe at least 1 on-site assessment with team leader/ Assessor of the relevant scheme, for which the potential assessor have been trained.

7.6 **Training on participation in committees**: EAS 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 EAS permanent staff shall be trained on the management system of EAS at least once annually.

- EAS will conduct annually a calibration workshop for its assessors and experts for discussing each issue from experience, results of internal audits, feedback from clients and new or changed documents

- The training will follow recommendations as set out in ILAC - G3:08/2020.

- The contents of the training for assessors and decision-making persons shall follow the recommendations of ILAC G3:08/2020.

8. Mentoring and monitoring

A. **Mentoring:** All accreditation personnel trainees of various schemes shall be assigned to a qualified mentor of that scheme who shall be registered assessor. He/she shall closely observe and guide the trainee assessor and will select the right courses for development of technical competence or assessor behavioural 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 designated mentor, the trainee assessor can be assigned to conduct a full assessment under monitoring.

Note: Accreditation Advisory Committee (AAC) members need not be mentored; however, it is ensured that they take training on the requirements of the standard they advise and a short awareness program on the checklist (F07/11).

B. **Initial monitoring**

A trainee assessor will be monitored by a registered assessor (Team Leader and Technical) about his/her progress in the field for which he/she was contracted by EAS. (a trainee technical assessor during his/her performance of a technical assessment, his/her knowledge and application of EAS's rules/procedures and his/her attitude towards the also on Conformity Assessment Body (CAB)). The observations will be documented in a report using Trainee Team Leader Monitoring Form (F06/04A) and Techincal Assessor/ Trainee

Monitoring Form (F06/04B). The assigned mentor shall complete the Monitoring Report with a recommendation for further use of the trainee or training repetition or rejection. If repetition is recommended, the trainee will cover the expense for Re-Training.

EAS 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 its completeness, precision, readability, addressing the critical issues etc.

C). On-going monitoring

All staff of EAS, assessors/experts or committee members are monitored at their first assignment after they are assigned a role.

- A new staff member of EAS will be monitored by his/her superior or by a qualified person in the field of work for which staff member is assigned a role.
- A technical assessor/expert by the assessment team leader
- Assessment team leader by his team members through 360-degree feed back
- A committee member by the chair- person every 3 years
- The management positions by Ministry of Trade and Industry

The monitor will use AAC monitoring report (F06/04) and Trainee Team Leader Monitoring Form (F06/04A) & Techincal Assessor/ Trainee Monitoring Form (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 fields of assessments/s.

Note: each assessor should conduct a minimum of one assessment per year. If real-time assessment is not scheduled during the year for that scheme for which he/she is approved then he/she needs to conduct mock assessment or observation.

9 Maintenance of competence

- Any person acting/ working on behalf of   EAS is entitled to ask the Management staff of EAS 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/her tasks or – as the case may be. – The feed- back from CABs will be considered as one of the useful inputs for identification of training need.

- EAS 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 utilized 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 preceding year. The Performance Management Review is maintained on the respective Personnel File and retained for the stipulated period of time.

- 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. Trainer Selection Criteria

All course trainers need to be knowledgeable about quality assurance (QA) and conformity assessment and be able to work with a wide range of people. They should have good communication skills and be able to convey their knowledge effectively to the participants. It is essential that they be able to form effective judgments about the suitability of course participants for the assessment of CABs.

- Qualification
- Experience
- Trainer protocol

TRAINING COURSE

10.1. Number of participants and trainers

- The number of participants be restricted to a maximum of 20-25 as per the size of venue and that the course is arranged so that:

  (a) Participants work in teams/groups of approximately 5 persons;

  (b) Persons representing a mixture of disciplines are invited to the course.

Practical arrangements

When making arrangements for a training course, the following items should be

considered, but not limited to:

(a) Facilities:

(i) Lecture room with space for 20-25 that allows all participants to see one another and work together in group activities (U-shape works well),

(ii) Audio-visual needs - a computer and projection screen, whiteboard/flip chart. Internet access and photocopying equipment may also be needed;

(iii) Breakout rooms or areas for team/group work.

(**b) Duration:**

(i) The duration of the course will depend upon the established objectives and whether or not there is self-study required to be completed in advance. Assessor training course(s) can be delivered within 5 days.

(ii) Participants should be required to complete the full course. In exceptional cases where a participant is unable to attend the full course, alternate arrangements should be made to ensure the individual has a full grasp of the course content missed;

C) Location:

(i) Hotel, training center or conference center convenient for public transport, equipped with WIFI, restaurant, meeting area/bar, photocopying facilities;

(ii) If the course location is in the offices of the AB, trainers shall avoid interruptions from AB staff.

11. Records

- Interview Record (F06/01)
- Potential Assessor Agreement (F06/02)
- AAC Member Agreement (F06/03)
- AAC Member Monitoring Report (F06/04)
- Trainee Team Leader Monitoring Form (F06/04A)
- Techincal Assessor/ Trainee Monitoring Form(F06/04B)
- Expert Monitoring Form(F06/04C)
- Risk Committie monitoring (F06/04D)
- Assessor, Expert and AAC Member Monitoring Schedule (F06/05)
- EAS Staff Obligations & Confidentiality Agreement (F06/06)
- Potential Trainer Agreement (F06/07)

Human Resources

Copy No.	
Page 10 of 15	
Document No. P06	
Rev. No. 1.8	
Effective date: 2023-02-07	

- Assessor Profile (F06/08)

- List of the assessors with their generic technical field (F06/13)

- Educational and Professional Certificates of Individuals

ANNEX A: list of functional job categories

Function title	Job description
Director General	JD 01
Deputy Director General	JD 02
Quality Manager	JD 03
Accreditations Core Executives	JD 04
Laboratory Accreditation Desk	JD 05
Laboratory Accreditation Expert IV	JD 06
Laboratory Accreditation Expert III	JD 07
Laboratory Accreditation Expert II	JD 08
Inspection Accreditation Desk	JD 09
Inspection Accreditation Expert IV	JD 10
Inspection Accreditation Expert III	JD 11
Inspection Accreditation Expert II	JD 12
Certification Accreditation Desk	JD 13
Certification Accreditation Expert IV	JD 14
Certification Accreditation Expert III	JD 14
Certification Accreditation Expert II	JD 15
Medical Laboratory Accreditation Desk	JD 16
Medical Laboratory Accreditation Expert IV	JD 17
Medical Laboratory Accreditation Expert III	JD 18

Human Resources

Copy No.	
Page 12 of 15	
Document No. P06	
Rev. No. 1.8	
Effective date: 2023-02-07	

Medical Laboratory Accreditation Expert II	JD 19
Team leader	JD 20
Technical Assessor	JD 21
AAC Members	JD 22
Technical Expert	JD 23
Competence human resource management executive	JD 24
Public Relations and Communications executive	JD 25
Strategic Affairs Executive	JD 26
Procurement and financial Executive	JD 27
Information communication Technology Executive	JD 28
Audit Executive	JD 29
Morality and Anti-Corruption Executive	JD 30
Risk Analyze Committee	JD 31
Application Reviewer	JD 32
Trainer	JD 33

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 EAS 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 EAS 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

Human Resources

Copy No.	
Page 14 of 15	
Document No. P06	
Rev. No. 1.8	
Effective date: 2023-02-07	

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
1.6	2021-05-12	Added first bullet point under item 5 IAF MD 20:2016.
		Update references from G3:08/2012 to ILAC G3:08/2020 Guidelines for Training Courses for Assessors Used by Accreditation Bodies
		Insert list of new JD as per new approved structure
		Clause 10 Trainer Selection Criteria added
		Annex JD for Accreditation specialist II-IV
		Add JD for Trainer
1.7	2022-05-09	The document is revised due to the name ENAO change to EAS and new logo developed.
1.8	2023-02-07	• Correction done on page 1 that, this document was prepared by Meseret Tessema replaced by Zewdu Ayele (new quality manager).
		• Former director general was resigned and replaced by Mrs. Meseret Tessema.
		• Accreditation director changes o accreditation core executives and accreditation team leader changes to accreditation desk

Human Resources

Copy No.
Page 15 of 15
Document No. P06
Rev. No. 1.8
Effective date: 2023-02-07

ETHIOPIAN ACCREDITATION SERVICE