

CAF Action Plan for 2026–2027

Criterion/Sub-criterion	Challenges Identified through CAF	Activity	Indicator	Evidence	Implementation period	Responsible structural unit / authorized person	Auxiliary structural unit / authorized person
1. Leadership / 1.1 Providing Direction for the Organisation by Developing Its Mission, Vision and Values	Periodic provision of information to all employees and the public regarding NCEQE's mission, vision and values.	Periodic communication of information on NCEQE's strategy, mission, vision and values to employees and the public (social media, NCEQE website, meetings, email).	Information on NCEQE's strategy, mission, vision and values has been communicated to employees and the public at least three times.	Links/screenshots of social media posts; emails; information published on the website.	6 months	Planning, Research and International Relations Department	Public Relations and Organizing Department
1. Leadership/1.2. Management of Organization, its performance and its continuous improvement	Employee engagement and the encouragement of their ideas/views in the process of continuous improvement of the organisation's activities require further refinement and development	Establishment of a mechanism for generating ideas within the NCEQE (e.g. Ideas Box)	A mechanism for generating ideas is established within the NCEQE (e.g. Ideas Box)	Mechanism of generating ideas;	6 months	HR management and documentation department	
1. Leadership/1.2. Management of Organization, its performance and its continuous improvement	Improving communication between management and lower/middle-level employees, including the timely provision by top management of important information concerning the organisation.	Regular meetings of top management with NCEQE employees.	At least two meetings are held annually by top management with NCEQE employees, during which important information is shared.	Meeting Materials	12 months	Public Relations and Organizing Department	

1. Leadership/1.3 Inspiring, motivation, supporting people in the organization and acting as a role model	Supporting hybrid remote working arrangements and improving the working environment. It is desirable for NCEQE to have flexible working arrangements, support work-life balance, and implement health protection initiatives.	Improvement of the hybrid working mechanism, to be reflected in NCEQE's Internal Regulations.	A hybrid working mechanism with defined conditions has been developed and incorporated into NCEQE's Internal Regulations.	Hybrid working mechanism incorporated into the Internal Regulations.	12 months	HR management and documentation department	
2. Strategy and Planning / 2.2 Developing Strategy and Planning Based on Gathered Information	Lack of coordination among different departments, resulting in fragmented and inconsistent information (greater integration with other structural units is required). NCEQE does not have a unified internal communication system that would simplify and accelerate internal work processes.	Establishment of unified internal communication mechanisms (e.g. Microsoft Teams, WhatsApp/Facebook groups). Regular meetings among departments for the purpose of information exchange.	An internal communication mechanism has been established and at least three meetings have been held.	Established internal communication mechanism; meeting materials.	12 months	Public Relations and Organizing Department	
3. People / 3.1 Planning, Managing and Improving Human Resources Transparently in Line with Strategy and Plans	Lack of a human resources development plan; the need to incorporate the principles of political neutrality, work-life balance, and social responsibility into the human resources policy; the need to increase employee motivation. NCEQE also experiences frequent staff turnover, which negatively affects the quality of its activities and is associated with	Development of an HR Development Plan (personnel management strategy, career pathways and professional development, and the introduction of employee motivation programmes). Implementation of internal staff rotation between NCEQE departments.	An HR Development Plan has been developed; at least one staff rotation has been implemented within NCEQE.	Developed document; document confirming staff rotation.	12 months	HR management and documentation department	

	salary policy and the lack of career development and promotion opportunities.						
3. People / 3.1 Planning, Managing and Improving Human Resources Transparently in Line with Strategy and Plans	Improving human resources planning (taking into account periods of increased workload across departments); the management and allocation of human resources require review and further improvement to ensure greater efficiency.	Workload Analysis by Departments (Identification of Peak Periods)	A workload analysis document has been developed by department, (identification of peak periods).	The developed analysis document	6 months	HR management and documentation department	All the structural units
3. People / 3.1 Planning, Managing and Improving Human Resources Transparently in Line with Strategy and Plans	Employee job descriptions should be aligned with their respective positions. The volume and complexity of the work assigned to employees should correspond to their positions.	Review of existing job descriptions for all positions. Position analysis, including functions, responsibilities and required skills; assessment of workload and complexity for each position.	A methodology/model has been developed for clarifying employee functions; job descriptions have been updated for all employees; position analysis reports are available.	Developed Methodology relevant job description documents; position analysis reports.	12 months	HR management and documentation department	All the structural units
3. People/3.3 Involving Employees through Open Dialogue and Empowerment, and Supporting Their Well-being	Organisation of off-site activities to strengthen relationships and cohesion among NCEQE employees.	Planning off-site activities, such as team-building events, sports activities, corporate events, cultural tours and other activities, with the aim of strengthening relationships among the NCEQE employees.	At least one off-site activity has been organised.	Relevant materials documenting the activity.	12 months	Public Relations and Organizing Department	HR management and documentation department

4. Partnerships and Resources / 4.4 Managing Information and Knowledge	Employees' digital skills require further strengthening.	Organisation of training sessions (Office 365, data analysis, online communication and etc.). Placement of the relevant learning materials on the appropriate internal digital platform.	Number of training sessions conducted; learning materials have been uploaded to the relevant internal digital platform.	Training materials; materials shared on the internal digital platform (SharePoint).	24 months	HR management and documentation department	
4. Partnerships and Resources / 4.5 Managing Technology	The renewal of technological infrastructure requires strategic planning; in some cases, outdated software or technical resources are still in use.	Inventory of infrastructure (periodic assessment of outdated hardware and software by an appropriate specialist; introduction of new technologies, including servers, computers and software).	Infrastructure inventory results; rate of replacement of outdated software.	Infrastructure inventory report; invoices for purchased hardware/software.	24 months	Procurements and Logistics Department	All the structural units
5. Processes/5.1 Identifying, Designing, Managing and Updating Processes on a Regular Basis, with the Involvement of Stakeholders	Communication of research results.	Presentation of the results of the customer satisfaction surveys conducted in 2025 to the relevant departments.	At least five meetings have been held.	Meeting materials.	3 months	Planning, Research and International Relations Department	
6. Citizen/Customer-Oriented Results / 6.1 Perception Measurements	A comprehensive customer assessment system.	Development of an Indexed Customer Assessment Mechanism (Methodology)	An indexed customer assessment methodology has been developed.	Indexed customer assessment methodology.	6 months	Planning, Research and International Relations Department	

6. Citizen/Customer-Oriented Results / 6.2 Performance Measurements	Review of the methodology for determining the cost/fees of NCEQE services in accordance with international standards.	Analysis of the existing methodology for determining service costs in light of national and international practices.	An analysis document has been developed.	Analysis document	24 months	Financial Division	Educational Services Development Department; Higher Education Quality Assurance Department; General Education Quality Assurance Department; Vocational Education Quality Assurance Department; Early and Preschool Education and care Quality Assurance Department
6. Citizen/Customer-Oriented Results / 6.2 Performance Measurements	Strategic communications. Existing information and communication channels include the hotline, email, website and Facebook page. There is a need to expand the range of communication channels (LinkedIn, Instagram). Continuous work on content is also required. NCEQE has a limited presence on social media and does not currently use Instagram, TikTok or X, which are among the most widely used channels for disseminating information. The range of information and communication channels (Facebook, LinkedIn, YouTube, etc.) requires further improvement.	Analysis of existing communication channels (hotline, email, website, Facebook, LinkedIn). Consideration of the possibility of introducing additional channels, including Instagram, TikTok, X (Twitter), YouTube. Improvement of the functionality and structure of NCEQE's website. Development of a content strategy, (frequency of communication, thematic areas and responsible persons).	An analysis document has been developed; a content strategy has been created; the functionality and structure of the NCEQE's website have been improved.	Analysis document; content calendar and archive of published posts; improved functionality and structure of NCEQE's website.	24 months	Public Relations and Organizing Department	Planning, Research and International Relations Department

8. Social Responsibility Results / 8.1 Perception Measurements	There are no surveys assessing how employees and beneficiaries perceive the organisation's social responsibility. The views of broader groups within society are not fully reflected in the organisation's activities. Some employees do not have comprehensive information about NCEQE's social responsibility initiatives.	Planning and implementation of activities in the area of social responsibility; communication of social responsibility initiatives to stakeholders through internal communication channels and social media.	At least three social responsibility activities have been implemented; information has been published through NCEQE's communication channels.	Materials related to the activities/events; information published through NCEQE's communication channels.	12 months	Public Relations and Organizing Department	
9. Key Performance Results / 9.1 External Results: Outputs of the activities and Outcomes of the objectives in Relation to goals	One of the key challenges arising from NCEQE's long-term and short-term objectives is the provision of digital services to customers, as well as the use of modern digital platforms within NCEQE's internal systems. Simplification of the electronic registration of applications is also required.	Analysis of digital service needs for customers and NCEQE's internal systems; introduction of modern digital platforms for NCEQE customers and/or internal processes.	An analysis of digital service needs has been developed; digital platforms have been introduced based on the identified needs.	Analysis document; links to digital platforms.	24 months	Procurements and Logistics Department	Relevant departments; LEPL – Education Management Information System (EMIS)
9. Key Performance Results / 9.2 Internal Results: Level of Efficiency	The assessment of internal processes is not sufficiently organised or conducted according to a unified approach. Not all internal processes are reviewed and improved on a regular basis. In some cases, there are no clearly defined methods for assessing process efficiency.	Definition of criteria for assessing internal processes based on international practice, including efficiency, timeliness, quality, costs and etc	A unified methodology for assessing internal processes has been developed.	Assessment methodology document.	24 months	Working Group	

9. Key Performance Results / 9.2 Internal Results: Level of Efficiency	Strengthening communication with the wider public, including parents and students (secondary school students and vocational students).	Organisation of open meetings with parents of secondary school pupils and with students; dissemination of information through various platforms (website, social media and other channels).	Number of open meetings held; number of posts published.	Meeting materials; archive of social media posts.	12 months	Public Relations and Organizing Department	
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