REGULATIONS
ON THE RATING OF HEADS OF DEPARTMENTS AND DEANS

Almaty, 2026

PREFACE

1. DEVELOPED AND SUBMITTED	by the Academic Affairs Department of the RSI «Temirbek Zhurgenov Kazakh National Academy of Arts» of the MCI of the RK
2. APPROVED AND PUT INTO EFFECT	By the Academic Council of the RSI «Temirbek Zhurgenov Kazakh National Academy of Arts» of the MCI of the RK, dated January 29, 2026, Protocol No. 7, Edition No. 1
3. MAKING AMENDMENTS AND ADDITIONS	
4. CONDUCTING AN INSPECTION	3 years

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«Approved»
by the Decision of the Academic Council
of the RSI «T. Zhurgenov Kazakh National
Academy of Arts» of the MCI RK
Chairman of the Academic Council
_____ A. Zhudebayev
Protocol No. 7 January 29, 2026

1. Scope of Application

1.1. This Regulation defines the goals, principles, structure, and procedure for forming the ranking of Department Heads and Deans of the Temirbek Zhurgenov Kazakh National Academy of Arts (hereinafter – the Academy).

1.2. The ranking of Department Heads and Deans (hereinafter – the Leadership Ranking) is an internal analytical and incentive tool aimed at assessing the effectiveness of managerial activities of the heads of the Academy's structural subdivisions.

1.3. The Leadership Ranking is not a certification, does not replace competitive procedures, and is not used to assess the compliance of an individual with their current position.

1.4. The Leadership Ranking is formed based on the participation and performance indicators of the academic staff of the relevant departments and faculties in the Academy's Academic Staff Ranking, as well as taking into account the managerial contribution of the leader.

1.5. This Regulation is applied in conjunction with the Regulation on the Ranking of the Academy's Academic Staff and other internal normative documents.

2. Goals and Objectives of the Leadership Ranking

2.1. The goal of the Leadership Ranking is to stimulate effective management of departments and faculties, aimed at:

- increasing the engagement of academic staff (AS) in ranking procedures;
- improving the performance in scientific, academic-methodological, and creative activities of the AS;
- ensuring sustainable development of the Academy's structural subdivisions.

2.2. The main objectives of the Leadership Ranking are:

- to form a comparable assessment of the managerial results of Department Heads and Deans;
- to identify trends in the development of subdivisions;

• to support managerial decisions in the areas of incentive policies and the development of human resources potential.

3. Principles of Ranking Formation

3.1. The Leadership Ranking is formed based on the following principles:

• *Dependence on academic staff results* – key ranking indicators are determined by the performance of the respective team;

• *Comparability* – the ranking is based on normalized and comparable indicators;

• *Objectivity and verifiability* – official Academic Staff Ranking data are used;

• *Incentive nature* – the ranking is aimed at development rather than sanctions;

• *Consideration of dynamics* – not only current indicators, but also changes over time are evaluated.

3.2. Personal scientific, creative, or other individual achievements of Department Heads and Deans are not included in the calculation of the Leadership Ranking.

4. Structure of the Leadership Ranking

4.1. The maximum score of the Leadership Ranking is 100 points.

4.2. The ranking consists of two blocks:

• *Block A. Team Index of the Unit's Academic Staff – up to 70 points;*

• *Block B. Managerial Contribution of the Leader – up to 30 points.*

5. Block A. Team Index of the Unit's Academic Staff (up to 70 points)

5.1. Block A reflects the effectiveness of management through the participation and performance indicators of the academic staff (AS) of the department or faculty.

5.2. Indicators of Block A:

• *Participation of academic staff in the ranking* – up to 20 points

The proportion of full-time academic staff of the unit participating in the Academy's Academic Staff Ranking is evaluated.

• *Performance of the unit's academic staff* – up to 35 points

Evaluated based on normalized indicators:

✓ the average ranking score of the unit's academic staff;

✓ the proportion of staff whose ranking exceeds the Academy-wide average.

• *Unit development dynamics* – up to 15 points

Evaluated based on positive changes in the participation and performance indicators of academic staff compared to the previous reporting period.

5.3. The calculation of Block A indicators is carried out based on the official Academic Staff Ranking data.

6. Block B. Managerial Contribution of the Leader (up to 30 points)

6.1. Block B reflects the effectiveness of managerial decisions and organizational activities of the leader, ensuring the performance of the academic staff (AS).

6.2. Indicators of Block B:

• *Management of quality and procedures* – up to 15 points

Evaluated based on:

✓ the correctness and timeliness of organizing the ranking process in the unit;

✓ absence of systemic violations in confirming AS indicators.

• *Institutional results of the unit* – up to 15 points

Evaluated based on managerial outcomes that contribute to the development of the unit and the activities of AS (preparation for accreditation, launch of educational programs, faculty initiatives, etc.).

7. Features of Calculating the Ranking of Department Heads and Deans

7.1. The ranking of Department Heads is formed based on the performance indicators of the respective department.

7.2. The contribution of a Department Head to the department's ranking indicators is considered an element of managerial effectiveness and is taken into account when forming the Department Head's ranking as part of the unit's team indicators.

7.3. The ranking of Deans is formed based on the aggregate indicators of the faculty, taking into account the number of academic staff in the departments that are part of the faculty.

7.4. When calculating the ranking of Deans, department indicators may be normalized based on the number of academic staff.

8. Procedure for Summarizing Results and Utilizing Outcomes

8.1. The results of the Leadership Ranking are summarized annually upon the completion of the Academic Staff Ranking campaign.

8.2. The ranking results are used:

• for analytical assessment of the leaders' performance;

• in the development of proposals for incentives;

• for managerial decisions aimed at the development of structural subdivisions.

8.3. The procedure and amounts of incentive payments based on the results of the Leadership Ranking are determined by a separate internal normative document of the Academy.

9. Final Provisions

9.1. Amendments and additions to this Regulation are made in accordance with the procedure established by the Academy.
9.2. This Regulation shall enter into force on the date of its approval.

Head of the Academic Affairs Department **G. Abdirakhman**

APPROVAL SHEET

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INTRODUCTION SHEET

№	Full name	Division	Date	Signature