Қазақстан Республикасы
Мәдениет және ақпарат министрлігі
«Құрманғазы атындағы Қазақ ұлттық консерваториясы» РММ

Құрманғазы атындағы Қазақ ұлттық КОНСЕРВАТОРИЯСЫ

Republican State Institution «Kurmangazy Kazakh National Conservatory» of the
Ministry of Culture and Information of th
Republic of Kazakhstan

ҚЫЗМЕТ ЕРЕЖЕ

POSITION ACTIVITIES

april 30 2025
дата

№ P-16-25

Алматы қ.

c. Almaty

APPROVED
By the decision of the Academic Council
RSI «Kurmangazy Kazakh National Conservatory»
Ministry of Culture and Information of the Republic of Kazakhstan
Chairperson
________ G. Tasbergenova
Protocol No. 10 «30» april 2025

RISK MANAGEMENT POLICY

Developed by:			
Head of the Project Office for Quality Management, Internal Audit, and Strategic Planning		Sarymsakova A.	
Approved by:			
Vice-Rector for Academic Affairs		Abdirakhman G.	30.04.25
Acting Vice-Rector for Scientific and Innovative Activities, Creative Development, and International Cooperation.		Nussupova A.	30.04.25
Vice-Rector for Educational and Social Affairs.		Kuldanov N	30.04.25
Compliance officer		Jaguparova G.	30.04.25
Head of the Human Resources Department		Karabalaeva G.	30.04.25
Head of the Legal Sector		Mamedova J.	30.04.25
Position	Signature	Full name	Date

CONTENT

1. GENERAL PROVISIONS

1. This Risk Management Policy (hereinafter referred to as the Policy) is the main document of the republican state institution «Kazakh National Conservatory Kurmangazy» of the Committee of Culture of the Ministry of Culture and Information of the Republic of Kazakhstan (hereinafter referred to as the Conservatory), which defines the procedure for identifying, analyzing and assessing risks in the university's activities, reducing risks and preventing their recurrence.

2. The requirements in this Policy apply to all structural divisions of the Conservatory.

3. This Policy is mandatory for all employees of the Conservatory involved in the development of internal regulatory documents.

4. This Policy has been developed in accordance with
the quality requirements of higher education in the European Higher
Education Area (ESG) Approved by the Ministerial Conference in Yerevan, in May 2015; the international standards ISO 9001:2015 and 31000:2018 define management tools, appropriate responsibilities and powers when dealing with process risks.

5. The policy is available to the general public on the Conservatory's website.

2. DEFINITIONS, DESIGNATIONS, AND ABBREVIATIONS

6. The following terms are used in this policy, with appropriate definitions and abbreviations:

1) **Risk analysis –** is the process of understanding the nature of risk and determining the level of risk**;**

2) **Risk identification –** is the process of finding, recognizing, and describing risk;

3) **Risk assessment –** the general process of risk identification, risk analysis and risk assessment;

4) **Risk –** the impact of uncertainty on the goals of the Conservatory;

5) **Risk management** — coordinated actions to manage the Conservatory in relation to risks;

6) **A source of risk** is an element that, by itself or in combination with others, can lead to risk;

7) **IA –** internal audit;

8) **IRD** – internal regulatory documents;

9) **NP –** nonconforming products;

10) **Teaching staff –** teaching staff;

11) **SD –** structural division;

12**) HSU –** head of a structural unit.

3. PRINCIPLES

7. The purpose of risk management is to create and preserve value. It enhances performance, encourages innovation, and ensures that goals are achieved.

8. The process of effective risk management includes the following principles and approaches:

1) defining the goals and objectives of the risk management system;

2) requirements for the organization of the risk management process (approaches to risk identification, procedures for risk identification and assessment, definition of response methods, monitoring);

3) integration;

4) structurality and completeness (organizational structure of the risk management system covering all levels of decision-making and taking into account the role of the relevant level in the process of developing, approving, applying and evaluating the risk management system);

5) Customizable;

6) engagement (involving senior management in the risk management process and creating a control environment);

7) Dynamism;

8) continuity — the risk management process is carried out on an ongoing basis;

9) the best available information (risk management is accompanied by the availability of objective, reliable and up-to-date information);

10) factors related to people and culture (separation of powers — a clear division of staff powers and the exclusion of situations where the area of staff responsibility allows for a conflict of interest);

11) Continuous improvement.

4. THE STRUCTURE OF THE RISK MANAGEMENT SYSTEM

9. The corporate risk management system includes the following elements: integration, design, implementation, assessment and improvement of risk management. The system is aimed at identifying, assessing and monitoring all significant risks, as well as taking measures to reduce their level.

10. The integration of risk management is based on an understanding of the organizational structure and context.

11. The risk management system provides for the identification, assessment and monitoring of all significant risks, as well as the adoption of timely and adequate risk mitigation measures to improve the minimization strategy.

12. The Conservatory has established a Policy, Goals, Strategy, scope and parameters of activities in which the risk management process is applied. All structural divisions are responsible for risk management in the areas of their division's activities.

13. The Academic Council provides general management of activities and also plays a key role in monitoring the corporate risk management system.

14. The Rector's Office ensures the integrity and functionality of the risk management system by performing the following functions:

1) overall coordination of risk management processes;

2) development and updating of methodological documents in the field of risk management and providing methodological support to process owners and staff in

the process of identification, formation of a Risk Management Action Plan, consideration and adoption of appropriate measures within their competence;

3) organization of personnel training in the field of risk management;

4) implementation of operational control over the risk management process by structural divisions.

15. The staff of the Conservatory on a daily basis work with risks, manage them and monitor their potential impact in the sphere of their functional responsibilities. Structural divisions and personnel responsible for the implementation of the risk management action plan should promptly identify and inform about significant risks in their field of activity and make suggestions on risk management for inclusion in the action plan.

16. The structural units responsible for coordinating the risk management system ensure:

1) organization and coordination of the risk identification and assessment process, as well as coordination of the action plan;

2) preparation of information on risks for the Rector's office and the Academic Council;

3) informing the Rector's office and the Academic Council about significant deviations in the risk management processes;

4) participation in the organization of periodic assessment of risk management systems by making proposals;

5) identification of possible risk cases.

17. When planning risk management measures, the head of the relevant structural unit analyzes information on risk reduction opportunities, deadlines and necessary resources and submits a report to the project office of quality management, internal audit and strategic planning, which can be taken into account during the internal audit (Appendix 2).

18. The direct executors (heads of structural units) are responsible for responsibility for proper execution, deadlines, and information.

19. The assessment of the effectiveness of the risk management system is determined based on the results of internal audits.

20. The Conservatory periodically monitors the effectiveness of goals and risks for continuous improvement.

5. THE RISK ASSESSMENT PROCESS

21. The risk assessment process consists of the identification, analysis and assessment of risks.

22. The risk management process is associated with the implementation of the strategy (development program) Conservatories, as well as internal and external audits.

23. Coordination with the management of risk management measures is carried out at all stages of the risk management process.

24. Identification, assessment and analysis of risks is carried out with the participation of all structural divisions using various methods and tools, such as risk

identification based on set strategic goals and objectives, questionnaires, seminars, discussions.

25. Identified events and risks are carried out at all levels of the Conservatory and are systematized in the risk register (Appendix 1) Responsible structural units have been identified for each risk.

26. When identifying a risk, the following information is determined:

1) name and description of the risk;

2) the reasons for the risk;

3) the consequences of risk;

4) the risk owner and the division.

27. The analysis of the effectiveness and effectiveness of risk mitigation and prevention measures is carried out by the heads of the Conservatory's structural divisions in order to form requirements for follow-up measures and draw conclusions about strategic changes in the Conservatory's activities.

6. RISK MANAGEMENT

28. The risk assessment process is carried out in order to identify the most significant (critical) risks from the risk register that may negatively affect the activities of the Conservatory and the achievement of strategic goals and objectives. These risks are submitted to the management of the Conservatory, which must make decisions on the management and control of these risks.

29. The Conservatory determines risk response methods and develops a risk management plan to ensure an acceptable level of residual risk (Appendix 3).

30. The application of appropriate risk management measures and methods is described in the action plan. This plan includes a list of necessary actions and responsible performers.

31. After identifying the key risks and risk management measures, the main processes exposed to these risks are identified. A step-by-step analysis of processes, an analysis of planned risk management measures is carried out, and control actions and/or indicators necessary to ensure effective implementation of measures are determined.

32. Those responsible for risk (joint venture managers) are responsible for analyzing processes and determining the need and expediency of additional control actions.

33. Information is exchanged between structural divisions during the implementation of risk management measures.

34. Timely information on risk management is determined, recorded and provided in an approved form and within a time frame that allows staff to effectively perform their functions.

35. Structural divisions constantly monitor and inform the Rector's Office about the analysis of the causes of risks and measures to prevent similar incidents in the future.

7. ANALYSIS, EVALUATION AND IMPROVEMENTS

36. During the internal audit of the Conservatory, key risk indicators (processes) of all departments are monitored (Appendix 4). Risk monitoring (control over the level of risk) is carried out by annually updating information on risks, risk management measures, as well as by tracking them.

37. Based on the monitoring results, an analysis of the implementation of risk management measures by all structural divisions of the Conservatory is carried out by constantly monitoring the implementation of procedures and measures of the risk management system. The results of the analysis can be reviewed at meetings of collegiate bodies, the rector's office or other councils/meetings and management decisions aimed at improvement are made.

8. THE PROCEDURE FOR MAKING CHANGES

38. Proposals to amend this Policy are discussed at a meeting of the Academic Council and are adopted or canceled by a majority vote (at least 2/3 of the votes of the members of the Management Board present at the meeting).

39. Amendments to the Policy are made only by decision of the Academic Council of the Conservatory on the basis of an official letter from the head of the project Office of quality Management, internal audit and strategic planning, coordinated with the Vice-Rector for Academic Affairs.

40. Changes to the Policy are made in accordance with the requirements of the QMS with a mandatory mark in the "Change Registration Sheet".

41. Notices of changes to the Policy are sent to all departments and responsible structural divisions of the Conservatory.

42. The original Policy is kept in the Documentation Department. The distribution of copies of the Policy to the structural divisions of the Conservatory is carried out by the project office of Quality Management, Internal Audit and Strategic Planning.

9. FINAL PROVISIONS

43. This Policy, as well as amendments and additions to it, are approved by the Rector of the Conservatory and come into force after their approval.

44. The Policy points are mandatory and can be changed or supplemented due to changes in regulatory documents, the appearance of new additional costs that are not taken into account by this document.

45. Other issues arising in the implementation of the Policy points are resolved in accordance with the Charter of the Conservatory or the current legislation of the Republic of Kazakhstan.

Appendix 1. Risk Management Register

Risk code	Name of the risk	The owner of the risk	Risk factors (causes)	The level of influence	Probability level	Quantification of risk	Consequences of risk realization	Risk management measures	Frequency of monitoring, month.
				(1 – low, 2 – medium, 3 – high)					
Strategic risks									
1.1		43. This Policy, as well as amendments and additions to it, are approved by the Rector of the Conservatory and come into force after their approval. 44. The Policy points are binding and may be amended or supplemented in connection with43. This Policy, as well as amendments and additions to it, are approved by the Rector of the Conservatory and come into force after their approval. 44. The Policy points are mandatory and can be changed or supplemented due to changes in regulatory documents, the appearance of new additional costs that are not taken into account by this document.							

		45. Other issues arising in the implementation of the Policy points are resolved in accordance with the Charter of the Conservatory or the current legislation of the Republic of Kazakhstan. changes in regulatory documents, the appearance of new additional costs that are not taken into account in this document. 45. Other issues arising in the implementation of the Policy points are resolved in accordance with the Charter of the Conservatory or the current legislation of the Republic of Kazakhstan.							
1.2									
Compliance risks									
2.1									
2.2									
Operational risks									
3.1									
3.2									
Legal risks									
4.1									
4.2									

Financial risks									
5.1									
5.2									
Corruption risks									
6.1									
6.2									

Appendix 2. Report on risk management activities carried out

Risk code	Risk group	Name of risk	Owner of risk	Risk management measures	
				Short description	Date of the event

Appendix 3. Risk Management Action Plan. Example

Type of risks	Name of the risk	The trigger	Prevention measures	Measures to minimize negative consequences	Deadlines
Internal risk	Insufficient qualifications of project personnel	Long-term development of project documentation	Training of project management participants	Attracting more qualified specialists	

Appendix 4. Approximate list of process risk causes

Process name	Name of the risk	The reason for the risk
Leadership and planning		
Strategic planning, analysis and improvement of the quality management system	1) the risk of non-fulfillment of strategic quality objectives	- lack of financial resources for staff training; - - lack of performance discipline;
	2) the risk of non-compliance with the licensing and accreditation procedures	
	3) the risk of recognizing the university as ineffective	
	4) the risk of employers' dissatisfaction with the quality of graduate training	
	5) the risk of disruption of the organization	insufficient qualifications of internal auditors, etc.
	6) late receipt of information	- server hardware malfunction;
Внутреннее информирование	7) late receipt of information	- server hardware malfunction;
Implementation of educational activities		
Admission of students	8) the risk of non-fulfillment of admission control figures at the Conservatory	- poor career guidance; - reduced demand from applicants; - insufficient advertising; - unfair attitude in the work of the members of the admissions committee.
	9) the risk of late design and development of educational programs	- insufficient qualification level of the Conservatory staff; - lack of necessary equipment (programs) for the development of educational programs; - unfair attitude of the Conservatory staff.
Design and development of educational programs	10) lack of demand for an educational program	- Financial instability of enterprises. Distorted information about demand.
	11) the risk of insufficient theoretical training of employees	- teachers miss meetings, seminars, and councils; staff illness.
Implementation of educational programs	12) the risk of insufficient (low) quality of educational services	- the entry level of applicants is not high enough; - shortcomings in working curricula; - inability to provide the necessary funding for educational activities; - low performing discipline of the Conservatory staff;

Scientific research, development, and innovation activities	13) the risk of insufficient theoretical basis	- insufficient material and technical base for the implementation of educational programs; - the inability to provide students with modern literature and access to information resources.
		- lack of teaching aids (slides, films, etc. video materials) and technical support, etc.
	14) the risk of reducing the activity of students' participation in extracurricular activities	- poor motivation of students by advisors to participate in extracurricular activities; - a small number of student scientific societies and clubs.
	15) lack of effectiveness of research activities	- low level of settlement of the teaching staff; - low publication activity Teaching staff; - low student activity in the work of the student scientific society
Management of security facilities		
Resource management	16) financial risk of insufficient financing of an educational institution	- unforeseen inflation; - tax increases; improper planning and allocation of budget funds
	17) the risk of non-compliance of the planned results with the resources expended.	- unforeseen inflation; - tax increases; - improper planning and allocation of budget funds - changes in legislation
	18) Legal risks	
	19) The risk of a shortage of qualified teaching staff	- insufficient number of highly qualified teachers
Personnel management	20) The risk of insufficient practical experience of employees	- insufficient practical research experience; - lack of funding for employee training; lack of professional development cycles.
	21) Inconsistency of the library fund of the Conservatory with modern requirements	- untimely updating of textbooks and teaching aids; - difficulty of access or lack of textbooks and teaching aids;
Библиотечное и информационное обслуживание	22) Риск недостаточного информационного обеспечения научно-образовательного процесса	- lack of internet connection; - inconsistency of actions of different performers

CHANGE SHEET

Registration number	Date of registration	Alterations	Caption
1	2	3	4
1	30.04.2025	Added normative reference - Standards and Guidelines for Quality Assurance in Higher Education in the European Higher Education Area (ESG) Endorsed by the Ministerial Conference in Yerevan, May 2015.	
2	30.04.2025	Updated the names of new positions and subdivisions according to the approved structure of KNC Kurmangazy from 25.12.2024.	

FAMILIARIZATION SHEET

Item No.	Full name of the person familiarized with the document	Position	Caption	Date
1	2	3	4	5