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Mechanisms for monitoring Management effectiveness and Evaluation system

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Article 1. General Provisions

The purpose of monitoring the management effectiveness is to increase the efficiency of work performed, to improve the quality of studying and other university services, to promote the achievement of strategic goals and objectives set by the University, through flexible mechanisms and evaluation system.

Article 2. Mechanisms for monitoring management effectiveness

Monitoring of Management effectiveness is carried out through the following mechanisms:

A) Monitoring the implementation of strategic development and action plans;
B) Evaluation the competencies of the administrative personnel;
C) Satisfaction survey on studying and other university services.

Article 3. Monitoring the implementation of Strategic Development and Action plans

1. Monitoring the implementation of Action Plan involves evaluating the effectiveness of the work of the structural units in accordance with the implementation of the tasks and measures set out in the University Action Plan. Monitoring the implementation of strategic development and action plans is carried out in accordance with the document "Mechanisms for the Strategic Development of the University and for monitoring the implementation of action plans and response to the outcomes".

2. The annual monitoring report of the action plan reflects the outcomes achieved by the implementation of the tasks defined in the action plan and the facts of fulfillment of the target points, based on which the implementation of the action plan of the previous year, its quality and outcomes are evaluated. Evaluation indicators can be both quantitative and qualitative. It should be easy to evaluate, clearly reflect the actual outcome. The monitoring report can also reflect all the issues aimed at improving the monitoring process itself: weaknesses and strengths which were identified, as well as innovative approaches used by various structural units and faculties while implementing the action plan, that can be shared by others as a good practice.

Article 4. Responding to monitoring outcomes

1. Quarterly and annual monitoring reports are submitted to the Board of Directors for the purpose to be reviewed.

2. The quarterly monitoring report submitted by the Strategic Development Service is reviewed by the Board of Directors. Based on the quarterly monitoring report, it is possible to review the activities, implementation deadlines and / or targets points, specified in the action plan of the current year to be reviewed.

3. Based on the annual report submitted by the monitoring group and taking into consideration the recommendations / advice of the group, the Board of Directors might make the following decision (s):

A) On making amendments in the strategic development and / or action plan;

B) On the addition of the not-completed measures reflected in the report to the action plan for the current year (if the interest of implementation is not lost);

C) Instruct the relevant structural unit to implement the recommendation given in the annual report, determine the deadline for implementation and instruct the Strategic Development Service to monitor the process of implementation.

4. The Strategic Development Service shall submit a report on the implementation of the recommendations to the Board of Directors within the given period. Failure to comply with the obligation set forth in subparagraphs "b" and "c" of paragraph 3 of this Article in the absence of objective circumstances / reasons shall be considered as improper accomplishment of the obligation by the employees of the structural unit and may result in liability as defined under the internal legal acts of the University.

5. In case of need for an amendment in the strategic development and / or action plan, the decision will be made by the Board of Directors in accordance with the legal acts of the University.

Article 5. Evaluation the competencies of the administrative staff

1. The performance evaluation system at the university is based on the assessment of staff competencies;

2. Assessment of competence(s), taking into account the position of the employee, means the assessment of the skills necessary to perform the purpose(s) / task and / or job specified in the job description;

3. The purpose of the administrative staff competency assessment system is to improve the performance of the employee, determine his / her professional development needs, determine the compliance of the staff's professional skills, professional abilities and personal qualities with the position and the organizational development of the University.

4. The assessment of the University administrative staff is carried out in compliance with the principles of legality, fairness, objectivity, transparency, impartiality, trust and the interest proportionality of the University and the staff.

5. A detailed description of the evaluation system procedure is provided in the "Administrative Staff Competency Assessment System".

Article 6. Use of evaluation outcomes of the administrative staff's competences

1. Evaluation outcomes can be used:

A) For professional development of the staff - determining the need for training / for individual development;

B) For staff career development;

C) For incentives;

D) For conducting disciplinary measures against staff;

E) For the implementation of measures defined under other internal legal acts of the University.

2. The need for professional development of staff may be identified in accordance with the evaluation outcomes. In such a case, the Human Resources Management Service, in agreement with an employee - the assessed one and his / her immediate supervisor, draws up an individual plan of staff development and ensures its implementation.

Article 7. Improving the quality of studying and other university services

1. The aim of improving the quality of studying and other university services is to meet the expectations of stakeholders, to create a better working and learning environment.

2. The satisfaction survey procedure is defined in detail in the "Satisfaction Survey Guide".

3. The survey aims at identifying the challenges of the internal environment of the university and their additional needs. The target audience for the study of the internal environment includes students, academic / invited and administrative staff.

4. Conducting regular surveys is one of the tools to assess administrative, educational and examination processes, material-technical and human resources of the University. Ongoing analysis of the results of the surveys and evaluations helps the University implement its short-term and long-term plans in terms of quality improvement.

Article 8. Analysis and reporting of satisfaction survey outcomes

1. The Quality Assurance Service is responsible for analyzing the outcomes of the satisfaction survey and preparing the report. The University may invite external consultants or use internal resources to analyze the outcomes / prepare a report. In case of necessity, various structural units / entities of the University are involved in the process of analysis. As a result of the analysis, the Quality Assurance Service will develop recommendations. The outcomes are submitted to the structural units / entities for response, in order to correct the issues, identified as a result of the survey as those ones to be improved.

2. Based on the outcomes of the survey and the recommendations, the relevant structural unit / entity responds and submits the outcomes to the Quality Assurance Service in the form of a report.

Not only the activities that have been conducted, but also the future steps that are planned to be taken to improve the outcomes are described in the report. Monitoring the implementation of future plans given in the report together with the Quality Assurance Service is the responsibility of the curator Vice-Rector of the Structural Unit / Entity.

3. The Quality Assurance Service analyzes responses to identified cases, using a form developed for this purpose. The form allows the issues raised as a result of any survey, relevant responses, as well as those issues that were not considered appropriate enough to be responded, the causes of the mentioned above, those issues that are planned to be addressed in the future, deadlines of planned responses, structural units/ entities responsible for their fulfillment to be summarized.

4. The Quality Assurance Service, together with the Curator-Vice-Rector of the responsible structural units / entities, monitors the implementation of the planned responses in accordance with the deadlines, indicated in the form. Thus, the form allows the Quality Assurance Service to have an access to the responses and to monitor the implementation of future planned activities for the purpose of responses. Failure to conduct the planned activities in the absence of objective circumstances / reasons, will be considered as improper fulfillment of obligations by the employees of the structural unit and may lead to the imposition of liability under the internal legal acts of the University. Surveys are conducted on a regular basis to assess the effectiveness of responding to survey outcomes. The survey outcomes are used for the constant improvement of the quality of the university.