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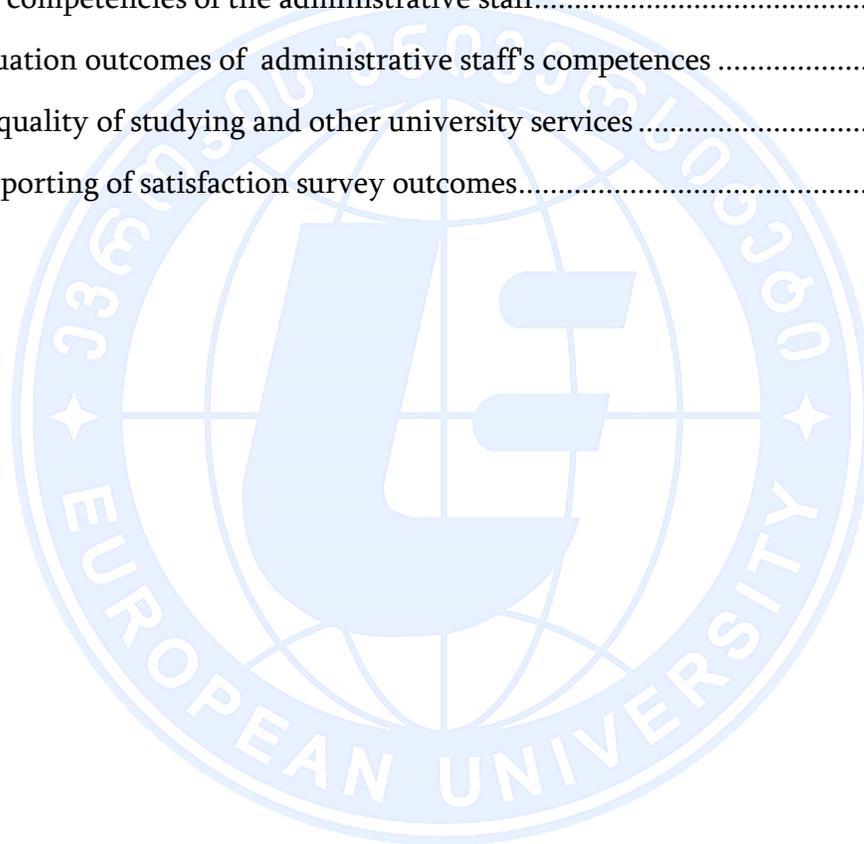
Amendments were made in the document:
Under the orders N 176 of July 11, 2020 and
N449 of February 1, 2021 and N4856 dated
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Mechanisms for monitoring Management effectiveness and Evaluation system



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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 Quality assurance Service is reviewed by the Governing Board 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);

4. In the absence of objective circumstances/reasons on the part of the structural unit, non-fulfillment of the obligations provided for in the action plan may be considered non-fulfillment of obligations, which may result in the imposition of appropriate disciplinary responsibility determined by 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 measure the competences of each employee and to determine the relevance to the position held, to identify the strong and weak points of the employee in order to improve the quality of the work performed.
- on the basis of the results of the evaluation, the needs of professional development should be determined and the measures supporting the development should be planned; Encourage employees and develop incentive measures.

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 the professional development of personnel - for determining the need for professional development support/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 for evaluating administrative and educational processes, examination processes, educational programs, and staff implementing the programs. Continuous analysis of research results and evaluation helps the university implement its short-term and long-term quality improvement plans.

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. results are communicated to the structural unit/person for response in order to correct the noteworthy issues/areas for improvement identified as a result of the research. The results response report describes not only the actions taken, but also the future steps that are planned to be taken in order to improve the results obtained. The monitoring of the implementation of the future plans recorded in the report together with the quality assurance service is entrusted to the curatorial vice-rector of the structural unit/person.
2. Based on the research results and recommendations, the relevant structural unit/person submits the results in the form of a report to the Quality Assurance Service. The results response report describes not only the actions taken, but also the future steps that are planned



to be taken in order to improve the results obtained. The monitoring of the implementation of the future plans recorded in the report, together with Quality Assurance service, is entrusted to the vice-rector, the curator of the structural unit/person.

3. Quality Assurance Service analyzes the responses to the identified cases of concern using a form developed for this purpose. The form allows for summarizing the noteworthy issues identified as a result of any survey, appropriate responses, as well as those noteworthy issues to which a response was not considered appropriate, the reasons for the mentioned, the noteworthy issues, which are planned to be responded to in the future, the planned response deadlines, persons responsible for execution, structural units.
4. Quality Assurance Service with the curator of the responsible structural unit/person, together with the vice-rector, monitors the execution of the planned responses according to the deadlines specified in the form. Thus, the form allows Quality Assurance Service to see an overall picture of the response and to track future response activities. Non-fulfillment of planned activities in the absence of objective circumstances/reasons, it will be considered as non-timely fulfillment of the obligation on the part of the employees of the structural unit and it is possible to impose the responsibility determined by the internal legal acts of the university. Surveys are conducted on a regular basis, which allows for evaluation of the effectiveness of responses to survey results. The results of the research are used for the process of continuous improvement of the university's quality.

