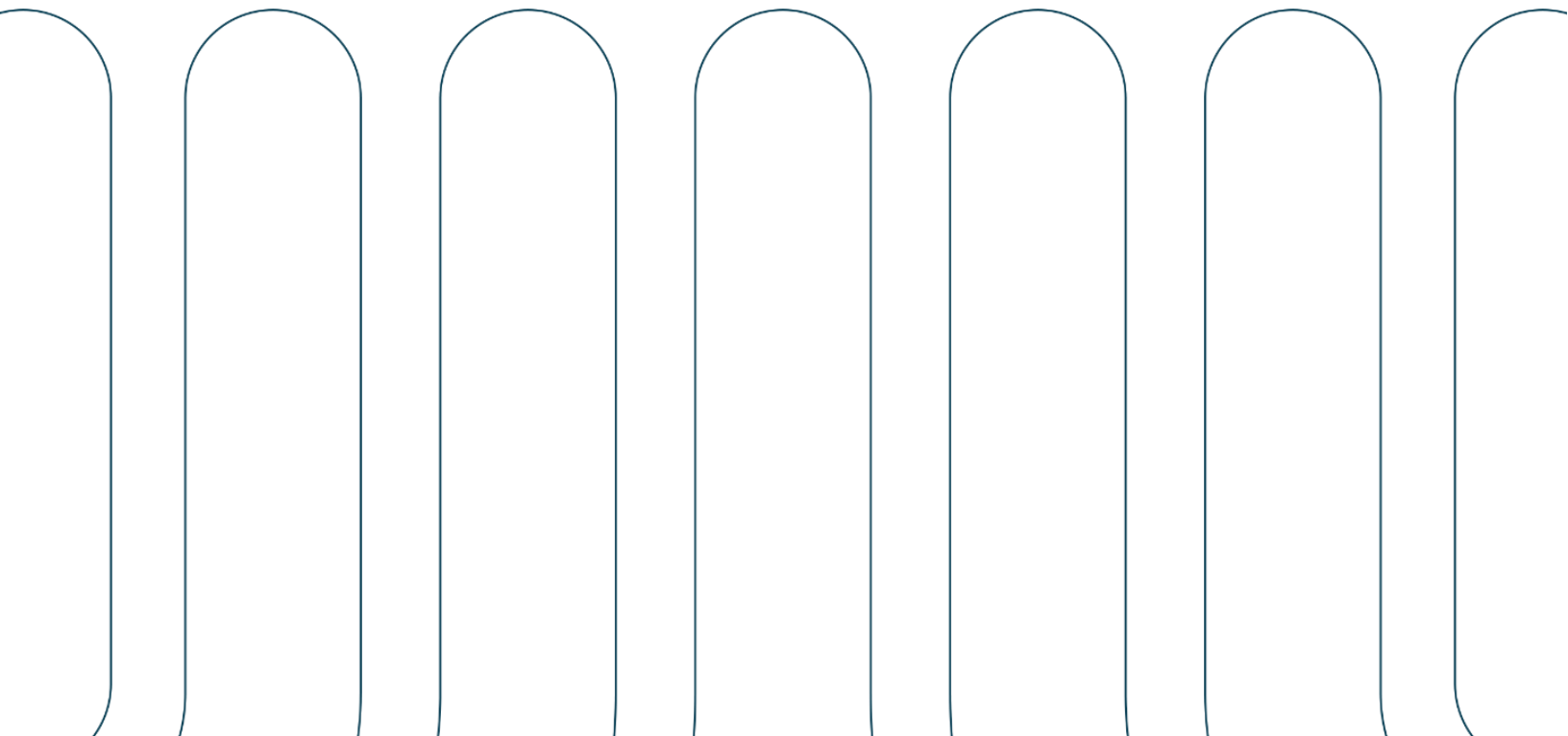




The document was approved by the order of the rector of the university dated September 9, 2019 No. 515.

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*Management Effectiveness Monitoring Mechanisms and Evaluation System
of Central University of Europe LLC*





2019

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Article 1. General Provisions

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

Article 2. Management Effectiveness Monitoring Mechanisms

Management effectiveness is monitored through the following mechanisms:

- a) By monitoring the implementation of strategic development and action plans;
- b) Through the evaluation of administrative personnel's activity competencies;
- c) Through a survey of satisfaction with teaching and other university services.

Article 3. Monitoring the Implementation of Strategic Development and Action Plans

1. Action plan implementation monitoring involves evaluating the effectiveness of structural units' work in accordance with the tasks and measures defined by the university's action plan. The monitoring of the implementation of strategic development and action plans is carried out in accordance with the document "Mechanisms for Monitoring the Implementation of Strategic Development and Action Plans of the University and Responding to the Results".

2. The annual monitoring report of the action plan reflects the results of the implementation of the tasks defined by the action plan and the facts of the performance of the target marks, thereby evaluating the implementation of the previous year's action plan, the quality of execution and the results. Evaluation indicators can be both quantitative and qualitative. It should be easy to evaluate, and clearly reflect the expected result. The monitoring report can also reflect all the issues aimed at improving the monitoring process itself: identified weaknesses and strengths, as well as innovative approaches used by various structural units and faculties in the implementation of the action plan, which can be shared by others as good work practices.

Article 4. Responding to Monitoring Results

1. Quarterly and annual monitoring reports will be submitted to the Governing Board for review.



2. The quarterly monitoring report submitted by the Strategic Development Service is discussed by the Management Board. On the basis of the quarterly monitoring report, it is possible to revise the measures, implementation deadlines or target marks defined by the current year's action plan.
3. Based on the annual report submitted by the monitoring group, taking into account the group's recommendations/advice, the management board may take the following decision/decisions:
 - A) About the implementation of changes in the strategic development and/or action plan;
 - B) On the addition of unfulfilled measures reflected in the report to the current year's action plan (if there is no lost interest in implementation);
4. In the absence of an objective circumstance/reason on the part of the structural unit, non-fulfilment of the obligations stipulated in the action plan may be considered as non-fulfilment 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 determining the need for changes to be implemented in the strategic development and/or action plan, the decision is made by the governing board in accordance with the legal acts of the university.

Article 5. Competence Assessment of Administrative Personnel

1. In the university, the system of evaluation of personnel's activity is based on the evaluation of personnel's competencies;
2. The assessment of competence(s), taking into account the position of the personnel, means the assessment of the skills necessary to perform the objective(s)/task(s) provided for the respective position and/or the work specified in the job description;
3. The purpose of the administrative staff competency assessment system is to improve the quality of work performed by the employee, determine his/her professional development needs, determine the relevance of the staff's professional skills, professional abilities and personal qualities to the position held, and organizational development of the university.
4. The evaluation of the administrative personnel in the university is carried out in accordance with the principles of legality, fairness, objectivity, transparency, impartiality, trust and proportionality of the interests of the university and the personnel.
5. A detailed description of the assessment system procedure is presented in the "Administrative Staff Competency Assessment System".



Article 6. Using the Results of the Assessment of Administrative Staff Competencies

1. The evaluation results can be used for the following purposes:

- A) For the professional development of the staff - for determining the need for training/for individual development;
- B) For career development of personnel;
- C) To encourage staff;
- D) For carrying out disciplinary measures against staff;
- E) For the implementation of measures determined by other internal legal acts of the University.

2. In accordance with the results of the assessment, the need for professional development of the personnel may be determined. In such a case, the Human Resources Management and Administration Service, in agreement with the appraisee and his/her supervisor, establishes an individual staff development plan and ensures its implementation.

Article 7. Improving the Quality of Teaching and Other University Services

1. The goal of improving the quality of teaching and other university services is to respond to 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 Conducting Guide".

3. The aim of the studies is to help identify the challenges of the internal university environment and determine their needs. The target audience of the studies for studying the internal environment of the university are students, academic/invited and administrative staff.

4. Carrying out regular studies is one of the tools for evaluating the administrative, educational and examination processes, material-technical and human resources of the university. 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 Results



1. The Quality Assurance Service is responsible for the analysis of the results of the satisfaction survey and the preparation of the report. The university can invite external consultants or use internal resources for the analysis of the results / preparation of the report. If necessary, different structural units/persons of the university are involved in the analysis process. As a result of the research analysis, the quality assurance service will develop recommendations. The results are communicated to the structural units/persons for response in order to correct the noteworthy issues/areas for improvement identified as a result of the research.
2. Based on the research results and recommendations, the relevant structural unit/person reacts and 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 the quality assurance service is entrusted to the curatorial vice-rector of the structural unit/person.
3. The Quality Assurance Service analyzes the responses to the identified noteworthy cases using a form developed for this purpose. The form allows for summarizing the noteworthy issues identified as a result of any survey, relevant responses, as well as those noteworthy issues to which the response was not considered appropriate, the reasons for the aforementioned, those noteworthy issues to which the response is planned in the future, deadlines for the planned responses, persons responsible for implementation, structural units.
4. The Quality Assurance Service, together with the curator vice-rector of the responsible structural units/persons, monitors the implementation of the planned responses according to the deadlines specified in the form. Thus, the form allows the quality assurance department to see an overall picture of the response and to track the implementation of future planned response activities. Non-fulfillment of the planned activities in the absence of objective circumstances/reasons will be considered non-fulfilment of the obligation by the employees of the structural unit and may result in the imposition of disciplinary 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.