



NATIONAL EDUCATIONAL UNIVERSITY

**Management Effectiveness Monitoring
Mechanisms and Evaluation System**



Article 1. Scope

1.1. The management effectiveness monitoring mechanisms and evaluation system of “NEU - National Educational University” (hereinafter referred to as the “University”) are implemented using the method of assessing employee competencies. It is intended for representatives of the human resources unit, managers and all interested parties involved in the evaluation process. The document covers such issues as the evaluation method, the evaluation form, issues related to effective implementation, the role of the manager (evaluator) in the evaluation process and evaluation questionnaires.

Article 2. Purpose/Significance of Evaluation

2.1. The purpose of the evaluation is to determine the prerequisites for the career development of personnel, the improvement of professional skills, encouragement, professional development needs and the emergence of other legal consequences provided for by the legislation, as well as the organizational development of the university;

2.2. The purpose of the evaluation is to contribute to the proper formation of the management system at the university, ensuring team spirit and equality of employees in the organization;

2.3. In order to assess the effectiveness of management, the evaluation of personnel activities is an integral part of the function and job description of all employees;

2.4. The evaluation is conducted once every two years for all employees;

2.5. Each employee is evaluated by an evaluator, who may be the immediate supervisor or a person designated for this purpose;

2.6. Evaluation of the work performed plays an important role in the development of employee motivation, loyalty to the institution and trust. Evaluation strengthens communication and a positive attitude between the employee and management.

Article 3. Evaluation method - assessment of competencies

3.1. Competence is a set of human knowledge, experience and skills and is manifested in the specific behavior of an individual, which is reflected in the results of his work;

3.2. The employee is assessed in accordance with the competencies;

3.3. 10 (ten) competencies are used in the assessment process;

3.4. Competencies are known to employees, which is ensured by the immediate supervisor/evaluator and is confirmed by signing the competency familiarization protocol specified in Appendix 1.

Article 4. Assessment Stages

4.1. University management effectiveness monitoring mechanisms include the following stages:

- Introduction to competencies;
- Interim assessment;
- Final assessment;
- Analysis of assessment results and development of relevant conclusions and recommendations;
- Assessment feedback.

Assessment planning – Before the assessment begins, it is necessary to determine the periodicity of the assessment and all issues related to the assessment procedure. Accordingly, when starting the assessment according to competencies, it is necessary for the immediate supervisor to provide information to employees about the assessment method and issues and to draw up a competency familiarization protocol.

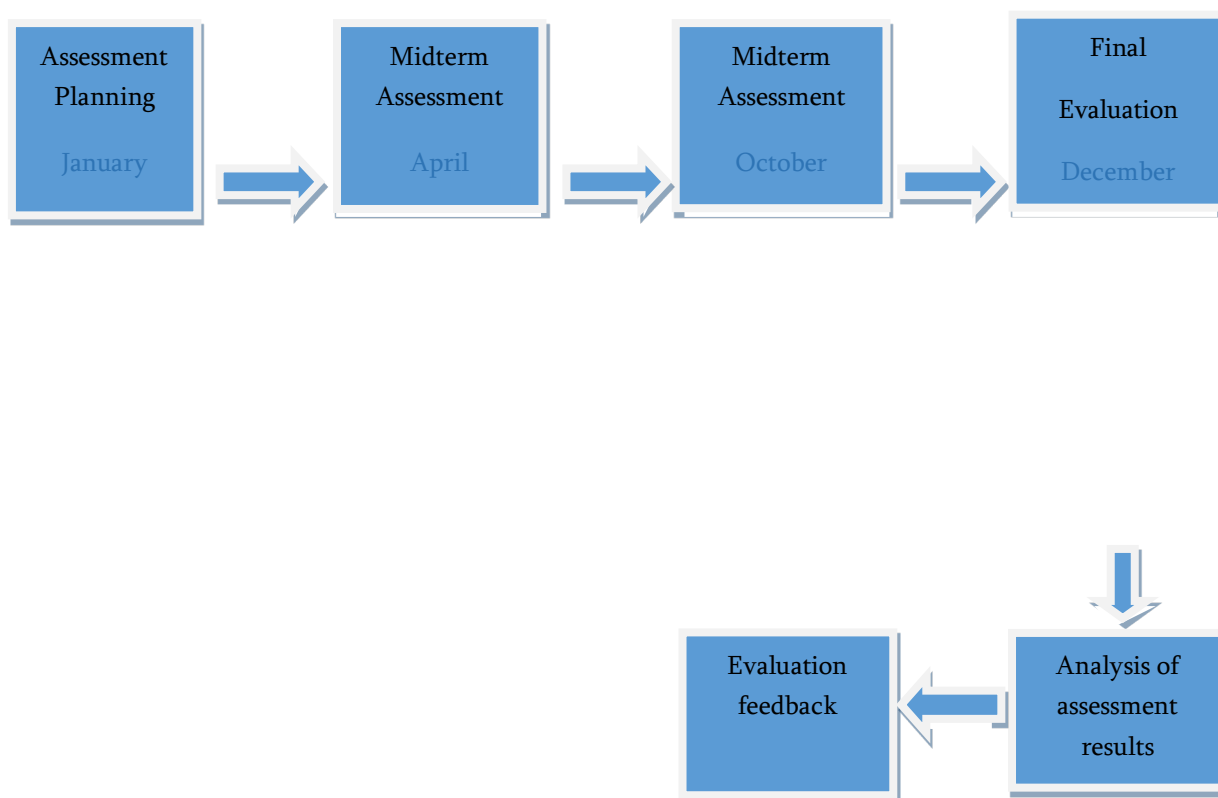
Interim assessment – An interim assessment of competencies should be carried out once every 6 (six) months, during the year. A total of two interim assessments should be carried out.

Final assessment – At the end of the assessment period, managers/appraisers assess their subordinate employees according to their competencies using assessment forms, and fill out the assessment form.

Analysis of assessment results and development of relevant conclusions and recommendations - The Office of Administrative and Human Resources Management will summarize the results and present the assessment analysis to the university management. Based on which, relevant activities will be planned: promotion, organization of training following the needs analysis, or planning other types of professional development, etc.

Assessment feedback - The university pays attention to feedback and employee assistance throughout the year. The appraiser is obliged to talk to the employee after the assessment, during which the work performed by him/her is discussed, feedback is given, and future activities are planned. This meeting should be honest and open. The immediate supervisor should briefly explain to the employee the meaning and purpose of the annual appraisal. The appraiser and the employee being appraised should have the opportunity to express their opinions and support their views with examples. Before the meeting, the immediate supervisor should review the employee's job description, understand the responsibilities assigned to him, and focus on the employee's feedback with colleagues and/or citizens.

Evaluation stages



Note: Evaluation form The scores of the midterm and final evaluation are reflected in the evaluation form (Appendix N2, Appendix N3).

Article 5. Rules for assigning assessment points

5.1. The assessment is carried out using a 3 (three) point system established in the assessment form, the assessor writes the points based on the definition of the assessment of competencies provided for in Appendix 4. The following conclusions can be drawn from the sum of the points:

24 - 30 points	Corresponds to the position held, is characterized by stability, deserves encouragement, and career advancement.
17 - 23 points	Corresponds to the position held, requires additional consultations, training is desirable.

13 - 16 points	It corresponds to the position held, requires significant consultations, training is needed, and a reasonable deadline is given to eliminate problems.
10 - 12 points	does not correspond to the position held, requires substantial consultations, requires significant training for professional development, a recommendation is made to terminate the employment relationship.

Article 6. Evaluation Results/Usage of Results

6.1. The sum of the points received in accordance with the interim and final evaluation is the main part of the annual evaluation process of the employee's work;

6.2. Based on the results obtained, conclusions and recommendations will be prepared for the effective self - realization of a specific employee in the development of the university;

6.3. The evaluation may have the following legal consequences:

- Encouraging the employee;
- Determining the need for the employee's professional development and training;
- Sending the employee to training for the purpose of professional development;
- Termination of the employment contract with the employee.

Article 7. Appealing the Evaluation Results

7.1. The employee is entitled, within 3 (three) working days from the date of becoming acquainted with the final evaluation results, to apply in writing to the Rector of the University and request a re-evaluation of the documentary material and interview if he/she does not agree with the final evaluation result;

7.2. The repeated evaluation of the documentary material must be carried out in accordance with the procedures provided for in this Rule.

Article 8. Transitional and Final Provisions

8.1. This Regulation is approved by the University Senate;

8.2. This Regulation of the University shall enter into force upon signing;

8.3. The adoption, cancellation, amendment and addition of the Regulation shall be carried out by the Senate;

8.4. This Regulation shall cease to be valid in the event of the approval of a new Regulation.

Competences Introduction Protocol

Employee's first and last name	
Position	
Appraiser's name, surname, position	
Date of acquaintance	

N	Competencies
1	Promotes the implementation of a management system at the university that ensures transparency, employee equality, and fair treatment
2	Provides feedback to managers regarding assigned tasks
3	Has a clear understanding of the university's mission and strategic development plan, as well as the public benefit that the higher educational institution and he or she is personally responsible for creating. Makes decisions in good faith
4	Meets the requirements set for the position held
5	Has the ability to work in a team, contributes to the formation of team spirit and understands the consequences of achieving common goals
6	Can assess and analyze the strengths and weaknesses of the university
7	Has the ability to obtain information from appropriate sources. Focuses on obtaining and collecting quality and diverse information.
8	Can adapt to new and different situations, people and groups
9	Completes tasks on time, without reminders
10	Focused on providing timely and quality information or service

Appraiser's comment (if any)

Employee comment (if any)

Appraiser's Signature

Employee's Signature

Midterm evaluation

Employee's first and last name	
Position	
Intermediate assessment: I, II (circle appropriate)	
Appraiser's name, surname, position	
Evaluation date	

N	Competencies	Rating		
		High	Average	Low
		3 Point	2 Point	1 Point
1	Promotes the implementation of a management system at the university that ensures transparency, employee equality, and fair treatment			
2	Provides feedback to managers regarding assigned tasks			
3	Has a clear understanding of the university's mission and strategic development plan, as well as the public benefit that the higher educational institution and he or she is personally responsible for creating. Makes decisions in good faith			
4	Meets the requirements set for the position held			
5	Has the ability to work in a team, contributes to the formation of team spirit and understands the consequences of achieving common goals			
6	Can assess and analyze the strengths and weaknesses of the university			
7	Has the ability to obtain information from appropriate sources. Focuses on obtaining and collecting quality and diverse information.			

8	Can adapt to new and different situations, people and groups			
9	Completes tasks on time, without reminders			
10	Focused on providing timely and quality information or service			
	Total points accumulated			

Appraiser's Signature

Employee's Signature

Final Evaluation

Employee Name, Surname	
Position	
Appraiser Name, Surname, Position	
Evaluation Date	

N	Competencies	Rating		
		High	Average	Low
		3 point	2 point	1 point
1	Promotes the implementation of a management system at the university that ensures transparency, employee equality, and fair treatment			
2	Provides feedback to managers regarding assigned tasks			
3	Has a clear understanding of the university's mission and strategic development plan, as well as the public benefit that the higher educational institution and he or she is personally responsible for creating. Makes decisions in good faith			
4	Meets the requirements set for the position held			
5	Has the ability to work in a team, contributes to the formation of team spirit and understands the consequences of achieving common goals			
6	Can assess and analyze the strengths and weaknesses of the university			
7	Has the ability to obtain information from appropriate sources. Focuses on obtaining and collecting quality and diverse information.			
8	Can adapt to new and different situations, people and groups			

9	Completes tasks on time, without reminders			
10	Focused on providing timely and quality information or service			
	Total points accumulated			

Appraiser's Signature

Employee's Signature

Definition of assessment according to defined competencies

N	Competencies	3 points	2 points	1 points
1	Promotes the implementation of a management system at the university that ensures transparency, employee equality, and fair treatment	For the effectiveness of the university's personnel management system, its activities are committed to being transparent, thereby promoting equality and fair treatment of employees.	The effectiveness of the university's personnel management system is due to its partially transparent operations, which does not promote equality and fair treatment of employees.	Does nothing to improve the effectiveness of the university's personnel management system, thereby failing to ensure equality and fair treatment of employees
2	Provides feedback to managers regarding assigned tasks	Completes tasks on time and provides immediate feedback to supervisor on performance	Completes tasks on time and provides feedback on performance when requested by supervisor	Completes tasks with significant delays, so feedback to supervisor becomes meaningless
3	Has a clear understanding of the university's mission and strategic development plan, as well as the public benefit that the higher educational institution and he or she is personally responsible for creating. Makes decisions in good faith	Has a clear understanding of the university's mission and strategic development plan, makes decisions in good faith	Has partially understood the university's mission and strategic development plan, makes decisions in good faith	Is familiar with the university's mission and strategic development plan, but does not understand its importance
4	Meets the requirements set for the position held	Is aware of his/her duties, knowledge corresponds to the work to be	Has sufficient knowledge to perform assigned duties, requires additional	Has insufficient knowledge to perform assigned duties, does not

		performed, rarely demands explanations from the supervisor	clarification	understand his/her own responsibilities
5	Has the ability to work in a team, contributes to the formation of team spirit and understands the consequences of achieving common goals	Has the ability to work in a team, is focused on achieving team results	Has problems with teamwork, is not aware of the importance of teamwork results	Does not have teamwork skills, is unable to analyze the results of teamwork
6	Can assess and analyze the strengths and weaknesses of the university	Evaluates and analyzes the strengths and weaknesses of the university	Has the ability to assess the strengths and weaknesses of the university, but does not analyze it much	Evaluates the strengths and weaknesses of the university, but does not understand his own role in the development of the institution
7	Has the ability to obtain information from appropriate sources. Focuses on obtaining and collecting quality and diverse information.	Performs work with quality, focused on obtaining and analyzing high-quality and diverse information	Performs work with quality, but makes mistakes, which makes it necessary to control the work he/she performs	Performs work with low quality, frequent errors occur, which requires constant control of work

8	Can adapt to new and different situations, people and groups	Independently finds ways out of stressful and difficult situations. Makes decisions within the scope of his/her competence.	Often unable to make decisions independently, requires guidance and help from management to overcome difficulties	Avoids making decisions independently and defending one's own position/opinion accordingly.
9	Completes tasks on time, without reminders	Works quickly and completes planned tasks on time, meets deadlines	Works slowly, tends to procrastinate, needs periodic reminders	Works slowly, has an indifferent attitude towards work, cannot cope with assigned duties
10	Focused on providing timely and quality information or service	Has the ability to listen, conveys his thoughts very well, has the ability to substantiate his truth with arguments, provides information and services in a timely and high-quality manner, is communicative	Has the ability to freely express his/her position, provides information and services with delays and errors, has communication problems	Has difficulty expressing his/her thoughts, has problems in providing information and services due to lack of listening and verbal communication

