



Approved by the University Governing Board, №6 Protocol of March 17, 2020

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European University Staff management policy

2020

Where do we go

Our Vision

We believe that the staff of the European University is a key resource for the success of the organization and nothing can be achieved without their involvement and contribution. We strive to create a sustainable work environment, an organizational culture, which fosters innovation, and will be based on mutual respect and mutual assistance.

Our Mission

Staff management policy supports and is based on the goals and objectives of the University in the direction of development and improvement of the quality of teaching-learning and scientific-research activities. To ensure all this, staff management policies should ensure:

- Implement mechanisms for attracting, developing, encouraging and retaining diverse and talented human resources;
- establishing a productive work environment, where people will feel themselves valuable;
- Establish a fair and ethical work environment.

Human capital is an essential resource for creating an attractive work environment. Our goal is that the University's highly qualified staff should be maximally decision-making, creative and flexible while performing the work.





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At the University, the basic principles of staff management are:

General responsibility

Mid-level managers have the greatest responsibility in creating such a work environment and ensuring sustainability in which people have a perception that they should to be personally involved in building the university, to do their utmost to ensure the success of the organization. Consequently, their contribution to sharing general responsibilities and bringing all this to subordinate staff is the most important.

Orientation on service

- Constant contact¹ with stakeholders for the purpose of identifying their priorities and planning timely response to them;
- Ensuring timely, accurate and exact information delivery;
- Timely delivery of advice and problem-solving methods to stakeholders for the proper functioning of the University;
- Demonstration of involvement and continuous development.

Teamwork

- Maximum utilization and sharing of management mechanisms, knowledge, talent and human capital;
- Communication focused on respectful, open collaboration.

Respect for common organizational values

- Sincerity and ethical approach;
- Providing reliable and fair service.

Accountability

- Transparency in procedural issues and decision-making;
- Creating evaluation mechanisms so that to make procedures easily understandable and evaluable by external stakeholders;
- Continuous communication regarding actions and outcomes.

The Human Resources Management Service ensures services to the University staff². Correspondingly, the staff management policy is an unified vision for the management in the direction of the activities of the persons employed at the University.

¹Students, academic and invited staff, etc.

² Administrative / support staff, academic, scientific and invited staff.



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Article 1. Staff and its attraction mechanisms

1. There is the following classification of staff in the University: Academic staff (professor, associate professor, assistant professor, assistant), research staff, invited staff, administrative staff and support staff.

2. Taking into consideration the competition existing between universities in the employment market and in general, the European University applies to different forms in terms of staff attraction, including:

A) Posting vacancies on various web portals and social networks (this method is much more cost-effective, has a large area of distribution and, consequently, gives effective results);

B) using personal contacts of the staff of the University for the purpose of contacting qualified staff and attracting them;

C) Attracting beginner, promising individuals in parallel with planning their further professional development. Young, less experienced people require less financial resources, and at the same time their motivation is much greater, both in terms of self-development, as well as in terms of contributing to the success of the organization and generating new ideas;

D) Offering competitive remuneration to qualified candidates;

E) Ensuring staff with appropriate working environment (equipped auditoriums, modern equipment, appropriately equipped teaching and training space, etc.);

F) Providing staff with the opportunities for raising qualification (trainings, international conferences, exchange programs, promotion of research activities, etc.);

G) offering a variety of incentive mechanisms for staff;

H) Taking care of raising the prestige of the University as a brand in general, this presents the image of the organization, as a competitive employer. In this regard, one of the well-proven methods is to have a career page on the website. (a career page should not only represent the way of posting information related to existing vacancies and announced vacancies. It should also be demonstrating the organizational culture of the University. Accordingly, information on the successful staff of the University, internal team and various professional development activities and all activities related to staff management issues in the organization should be posted here.)

Article 2. Staff Selection

1. At the University, a person shall be appointed to the academic position only on the basis of an open competition. The rules for selection of academic staff and the conditions are regulated in accordance with the rules approved by the Rector of the University.

2. A person is appointed to an administrative/support position by appointment. The rules and conditions for the selection of administrative/support staff are regulated in accordance



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with the rules approved by the Rector of the University. The selection of administrative staff can be conducted using several forms: Rotation, selection of staff based on the recommendation made and competition.

3. Invited and scientific staff will be hired by appointment. The rules and conditions for the selection of invited / scientific staff are regulated in accordance with the rules approved by the Rector of the University.

4. The purpose of the announced competition for the positions is selection of the best candidate, ensuring equal access to vacancies, in accordance with pre-defined criteria at the University. The competition can be announced on the university website, various employment web portals and social networks, as needed. The competition commission ensures conduction of the competitions objectively, transparently and fairly.

6. Prior to the announcement of the competition, taking into consideration the job description of the relevant position, the necessary requirements for the candidate will be determined in advance, as well as the documentation / information to be submitted in accordance with the qualification requirements.

Article 3. Recruiting of staff

A new employee of the University, in an administrative/support position, will be recruited for a probationary period up to 6 months for the purpose to determine his / her skills and abilities, as well as the person's compliance with the culture and requirements of the organization.

Article 4. Job descriptions

At the University, the relevant job description taking into account the specifics of the administrative and support positions is developed, by signing of which the person confirms his / her consent and assumes the responsibility provided for his / her position by the relevant job description.

Article 5. Adaptation in the organization

1. The adaptation of the new staff at the University is ensured and facilitated by the Human Resources Management Service, the direct head and colleagues, who meet the person at the workplace.

2. Existing staff as well as direct head is committed to maximize the creation of a comfortable environment for the new employee to adapt to his/her new environment.

3. The Human Resources Management Service had developed mechanisms of adaptation new employees to the work environment and a guide of adaptation for new employees, which



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will briefly describe both formal and informal procedures at the university and elements of organizational culture.

Article 6. Personnel Evaluation

1. Assessment of administrative / support staff is one of the most important elements of the employee performance management cycle. Job performance management, in its turn, is a complex process of human resource management, which ensures the involvement of each employee in the implementation of the mission of the organization and the achievement of goals. Evaluation Purpose:

A) The employee's career development, raising professional skills development, incentives, identification of professional development needs, and organizational development of the university.

B) Determining the compliance of professional skills, professional capabilities and personal qualities of the staff with the position held.

2. The assessment system of the University administrative / support staff is based on an assessment of staff competencies. Competency (ies) assessment, taking into account the position of the staff, implies the assessment of the skills necessary to perform the purpose (s) / task and / or work, defined by the job description. The procedure and criteria of staff evaluation are given in the "System of Competencies Assessment of the European University Administrative Staff".

3. The assessment of the academic and invited staff is conducted according to the rules of evaluation of the scientific-research and academic activities of the staff established by the Rector. The assessment of the academic and the scientific-research activities of the staff facilitates the increase of productivity of scientific-educational activities, raising the qualification and professionalism of the staff, stimulating creative initiative, aiming at the development and improvement of the quality of the University.

Article 7. Involvement in the decision-making process on educational, research and other important issues relating to the staff

1. The University shall ensure the staff's involvement in the decision-making process concerning the educational, research and other important issues.

2. Decisions at the University shall be made with the involvement of respective structural units. The decisions are made in a transparent, fair and collegial manner with the participation of all stakeholders.

3. At the University operates a Governing Board and a Faculty Board. The Governing Board is the Managing collegial body of the University, headed by the Chairman of the Governing Board - the Rector. Its responsibilities are manifested in the strategic and operational management of



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university teaching / learning and research processes. The Faculty Board includes the affiliated academic staff of the Faculty. The Faculty Board meets periodically and discusses the issues of efficient conduct of the academic process and strategic development of the Faculty.

Article 8. Professional development

1. The staff development plan is an integral part of job performance management, reflecting staff development knowledge, skills and competencies. After evaluating the staff, it is important to summarize their strengths and weaknesses and identify those aspects of development that are important for better job performance.

2. After evaluating the staff, it is important to summarize their strengths and weaknesses and plan their development through various activities:

A) trainings;

B) academic course;

C) development assignments - the assignment given by the supervisor, which is a new challenge for the staff, is a novelty for them and aims at their professional development;

D) Assigning a mentor - Mentoring is the transfer of knowledge and experience by a more experienced person (staff) to a less experienced employee;

E) Assigning the role of a mentor - being in the role of a mentor develops the staff, because they mobilize their knowledge, experience, improve communication skills, prepare for a leadership position.

F) Project management - new, so-called, project management is a new experience that develops coordination, planning, and communication skills. It is also important for motivation, because the staff performs and masters new types of activities, contents.

G) Coaching - Coach (direct supervisor) helps the staff to develop any skills, competencies (communication, staff relations, decision making). The goal of a coach is to help the staff find a solution, alternatives themselves. The goal of coaching is to develop and empower staff.

H) The above mentioned list is incomplete and other development measures may be added to it by the decision of the supervisor.

Article 9. Incentives and Disciplinary Responsibility

1. Various forms of incentives are used by the employee for exemplary performance of duties, for long and conscientious service, for performing the task of exclusive complexity or



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importance, as well as for the evaluation of the results of his/her performance. Forms of incentives:

- a) Thanks announcement;
- b) awarding the relevant letter of recognition;
- c) awarding cash reward;
- d) Awarding a valuable gift:

2. In case of violation of the internal regulations and / or other internal regulations of the University, the employee may be subject to disciplinary measures. Measures of disciplinary responsibility:

- a) Warning;
- b) Deduction of one-time deduction from labor remuneration, the total amount of which should not exceed 50 percent of labor remuneration.
- c) Dismissal from an administrative position.

Article 10. Communication and informal relationships between employees

1. No organization can exist without its members being able to communicate effectively with one another. Communication is more than just the transmission of information. It involves engagement, face-to-face negotiations, adaptation to the work environment, and in this way the recipient perceiving the information with the same content as it was sent. Communication is much more effective when it is bilateral.

2. Modern technologies - in the form of e-mail, electronic case management systems, social networks or the telephone - make things easier, but they also create new problems, which are reflected in the scarcity of face-to-face relationships and, consequently, the increased risk of misinterpretation of information. In order to continue adaption in new challenges and environments, it is necessary to pay attention to communication development schemes, but at the same time, it is also necessary to encourage face-to-face meetings so that people get closer to each other and feel in a team spirit.

3. Proper internal communication facilitates the formation of a strong organizational culture. It provides establishing strong links between employees and structural units, effective coordination, accountability, the formation of an unified vision, as well as gives a stimulus to internal discussion and consensus.

4. Internal communication is one of the main tools for the proper functioning of the University and is the primary mechanism for motivating employees. The exchange of information is a prerequisite for the effective work of the University.



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5. There are different communication channels through which flexible communication can effectively develop internal communication within the University.

Among the different tools of communication is noteworthy:

- **Paper-based** - Paper-based communication is one of the oldest and most widely used forms (e.g., formal or informal letters, documents, etc.)
- **verbal** - Internal communication should not be the negotiation moving in unilateral direction. We should encourage dialogue, question-answer and debate. e.g. Face-to-face meetings, discussions, seminars, etc.;
- **Electronic** - as for communication between employees, the social network can play a positive role here. Through social media, an organization can provide such information that is different from traditional, formal, locked-in, and overloaded e-mails or meeting .e.g. Website, Intranet, Blog, Social Media, etc.;
- **Trainings of skills and values** - e.g. Workshops or meetings, trainings, seminars, etc., which in their turn also enhance team spirit.

6. Improving internal communication should ensure that all employees:

A) is properly informed - each employee must clearly understand both the expectations of the University towards him/her, as well as the importance of his/her own activities in achieving the overall goals of the organization;

B) Is involved - employees must be willing and able to be actively involved in improving the work of the University, caring for a common goal and feeling like members of one team;

C) Feels proud - employees should feel proud of their association with the organization in which they work, as well as their own achievements, daily work and assignments.

7. At the university internal communication operates with involvement of staff, middle-rank managers and top management.

Employees - the goal of development of the internal communication is to encourage and develop well informed, motivated, detail-oriented and actively involved staff who consider themselves a valuable part of the University and share its organizational culture.

Midline Managers - middle-rank managers are in an ideal position to encourage internal communication. They are able to effectively present a more complex and broader issue in a local context. At the same time, employees feel more comfortable interacting with direct managers.

Top Management - studies show that improved communication from top managers is the most effective way to increase employee satisfaction. It is better, that the following information should come directly from the top managers:

- about any organizational change;
- vision for the future development of the organization;
- Periodic report on the activities of the organization;
- The financial condition of the organization.



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Key messages

The university needs you!
Your opinion is important!
Everyday study is a must!
Your progress is our success!
Teamwork is a must!
New technologies are necessary for development!
We strengthen each other with knowledge!
Learn, create, and share!
Change the present, improve the future!
Change starts with you!

Contact information

For more information, contact the University Human Resources Management Service:

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