



Management efficiency monitoring tools and
assessment system

Approved: Order of Rector

67/01-08, 27.12.2019

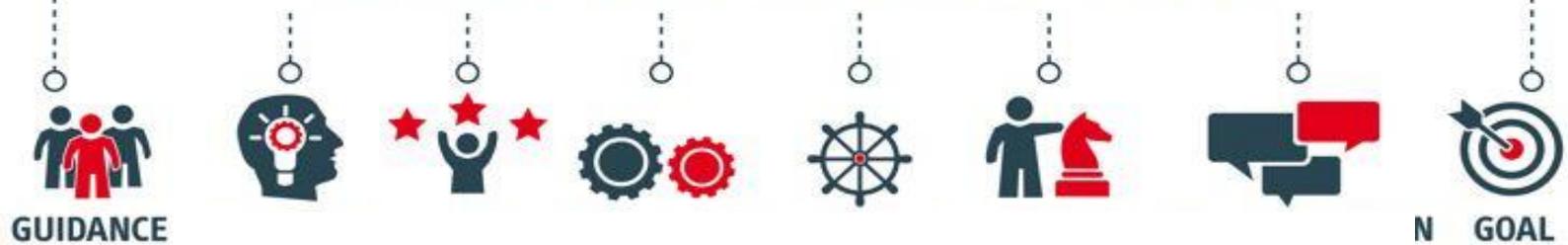
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Management & LEADERSHIP



Introduction

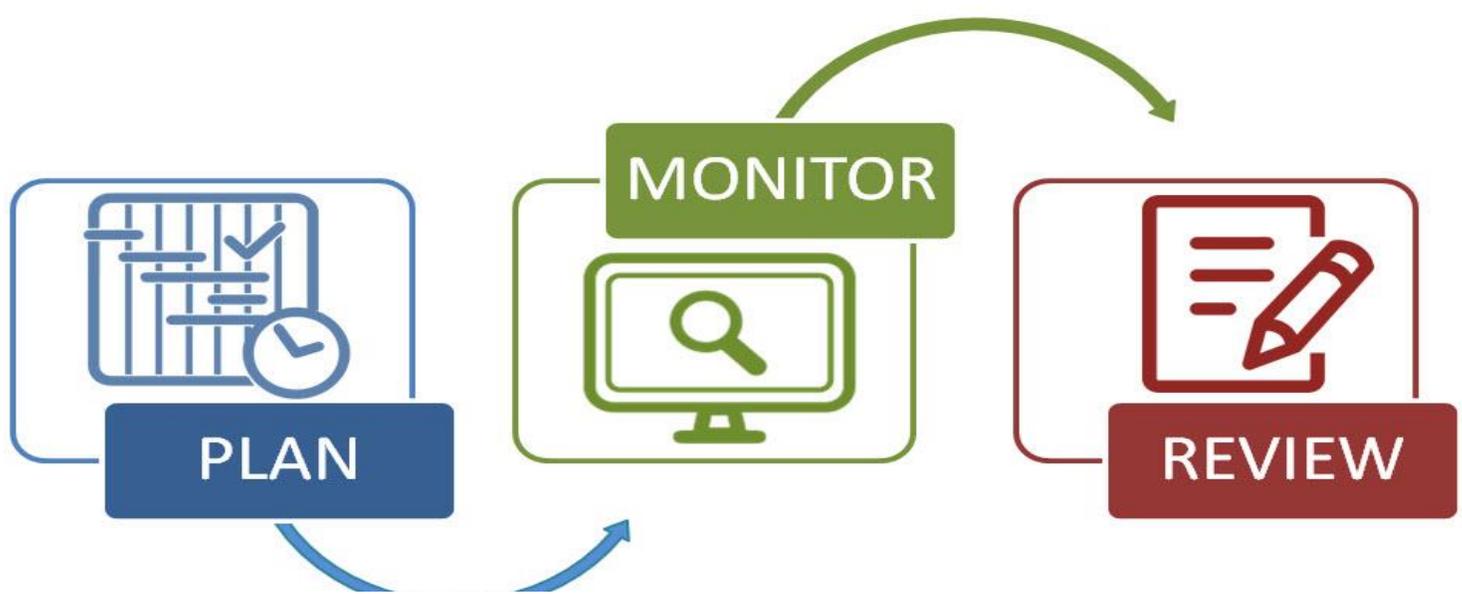
Management efficiency is one of the most paramount factors for the EEU success and its competitive advantage. It includes the applicability of the progress-oriented tools for the relevant outcome in respect of a continuous cycle comprising process planning, monitoring, reviewing, assessing, responding and improving.

EEU strives for achieving sustainable success. Assurance of management efficiency at the university takes on a significant workload in terms of implementing the institution strategic course: the university shall meet the expectations of the students and personnel. One of the indicators of measuring the resilience of an institution in the face of increased competition is the management effectiveness, achieved by: implementation of strategic goals and objectives, effective management of staff performance, high rate of students satisfaction, staff and other stakeholders; financial and economic activities efficiency of the institution.

Hence, this document refers to the evaluation and monitoring of the effectiveness of the institution management. It includes the basic principles, mechanisms, tools, and procedures for planning, implementing, analyzing, evaluating, and improving an effective management system.

The university should ensure that the management efficiency of the institution is measured, evaluated and improved to serve the university's mission and core strategic course - **sustainable success**, through incorporated applicability of tools and procedures for management efficiency monitoring stated in this document.

This document has been developed taking into account national and international best practices, analyzing the results of the implementation of management mechanisms implemented in the institution, in coordination with the Quality Assurance Service and the active involvement of structural units.



Management efficiency monitoring tools and assessment system

EEU management efficiency monitoring is performed by the following:

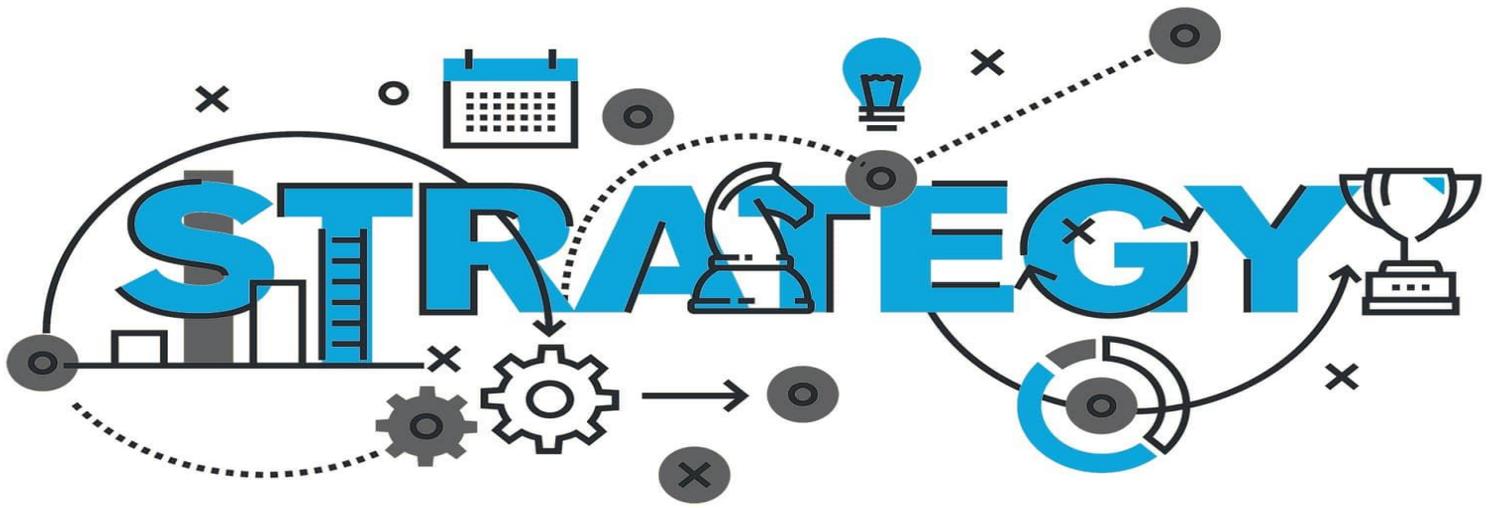
- ▶ **Institutional Level - is assessed by:** To what extent the established goals in the strategic plan had been achieved, in accordance with the determined indicators, deadlines and defined resources; internal quality tools effectiveness implemented in the university; economic efficiency and financial indicators.
- ▶ **Structural units Level - is assessed by:** Each structural unit performance and efficiency of the staff's work performance;
- ▶ **Interested Parties Level - is assessed by:** Students and staff satisfaction rate university in terms of governance, services and other issues that have an impact on management system efficiency of the university.

EEU - has established tools for management efficiency monitoring, which determine whether the established procedures are followed and how effective and efficient the established result is.

EEU - the tools established for management efficiency monitoring cover all aspects regarding achieving efficient management at the university and are presented as follows:

- **Monitoring & assessment of the strategic development plan and action plan performance**
- **Assessment of quality assurance tools efficiency**
- **Assessment of financial & economic indicators**
- **Assessment of structural units tasks and staff performance management**
- **Assessment of students and staff satisfaction**

EEU - The tools established to monitor management efficiency in the EEU are used with pre-defined methods and established procedures based on the PDCA cycle in terms of continuous evaluation and improvement.



Monitoring & assessment of the strategic development plan and action plan performance

The process of monitoring and assessing the activities of the university is an effective tool for analyzing the results achieved by the university and key structural units, which allows periodically evaluating and / or measuring strategic goals and results achievement status. The assessment of the action plan performance should reflect the impartial and critical evaluation of structural unit established tasks. Evaluation criteria and indicators should be developed for the successful evaluation process implementation. **Monitoring and evaluating the performance status of strategic development plan and action plan is a process based on which:**

- ▶ **Efficiency of the implemented measures defined in the strategic action plan and identification of specific shortcomings and challenges during the implementation process;**
- ▶ **Quality of accomplished goals and objectives defined by the strategic plan.**
- ▶ **Impact of the strategic plan on the quality of university activities.**

Once a year, after the end of the academic year, the structural units of the university submit a report on the strategic development and the implementation of the relevant action plan according to the main indicators, timelines and targets.

The results of the evaluation of the Strategic Development and Action Plan report and its recommendations will be considered by the University Board of Representatives. The council is empowered to decide on the implementation of the necessary interventions in the plans.

The implementation of the procedure concerning development of strategic development plans and action plans monitoring is assured in accordance with the "Methodology for monitoring university strategic development and action plans" document.



Assessment of Quality assurance tools efficiency

Assessment of quality assurance tools in the university takes place to see the efficiency of goals management.

The goal of assessment is to determine / prove:

- ▶ Availability and impartiality of quality assurance tools as well as level of stakeholders' awareness concerning tools;
- ▶ Protecting the anonymity of stakeholders participating in surveys;
- ▶ Result - oriented approach towards implementation of quality assurance tools;
- ▶ Timely and effective response to the Quality Assurance Service recommendations;
- ▶ Satisfaction of stakeholders with the activities of the Quality Assurance Service;
- ▶ Ensuring high engagement of stakeholders in quality assurance processes.

The efficiency of quality assurance tools is evaluated at least once a year, after the end of the academic year. Also, in case required.

The following can be used as an evaluation mechanism: External evaluation results - Expert evaluations of LEPL - National Center for Education Quality Development based on authorization / accreditation standards. Development / achievement assessments by invited experts (local / international); Quality assurance tools efficiency assessment by stakeholders through a special survey.

The results of quality assurance tools efficiency assessment are reviewed by the Board of Representatives and the decision is made concerning measures to be taken to further development of quality assurance tools.



Assessment of Financial and Economic Indicators

For the purposes of management efficiency, the analysis of financial / economic efficiency is performed.

The analysis of the financial / economic efficiency of the university is performed by responsible for financial issues structural unit responsible in compliance with the established rules at the university, at least upon completion of the academic year (also, if needed).

All areas that are not economically profitable for the university are considered and an analysis is made of the possibility of converting non-profit areas into profitable ones for the purpose of assessing economic efficiency goals. In addition, the consideration is given to the negative impact of the suspension or cancellation of non-profit activities on the economic efficiency of the university.

The costs incurred by the university and the revenue received are considered for the purposes of assessing the financial performance. The unforeseen expenses of the university during the current year are identified, as well as the possible risks are identified, which shall be taken into account in the next year's budget.

The analysis of the financial / economic efficiency of the university supports the institution to pursue a sustainable financial policy, which contributes to the dynamism of the university's revenue growth and contributes to maintaining and developing the quality of educational activities.



Assessment of structural units tasks and staff performance management

One of the key indicators of monitoring the management efficiency is the result of the activities of each administrative structural unit and faculties - whether the tasks and functions assigned to the structural units have been completely performed.

Monitoring the management efficiency of structural units is based on the accountability principle. The heads of all structural units shall submit an annual report to their supervisors (rector or vice-rectors) at the end of the reporting period.

Upon completion of the reporting period, the Dean of the Faculty submits an annual report to the Faculty Board at the meeting. The gained feedback is submitted afterwards in the face of an annual report to the Rector. The report submitted by the faculty describes and evaluates the activities performed by the faculty and the achieved results in the following areas: teaching-learning, research, community contribution, internationalization, student services.

For the purposes of monitoring the management efficiency at the university, it is vital to monitor step by step the performance of the functions assigned to the structural units, as well as the ones executed by each employee, the workflow performance and the monitoring of the progress.

The heads of structural units are focused on their subordinates to ensure the achievement of results. They observe individual and team work dynamics that affect the working environment. All the above-mentioned represents an interactive process where the employee and the manager monitor the employee's development and workflow progress.

If necessary, in response to changed circumstances, the manager initiates some amendments in the employee's functions to increase his / her productivity and timely respond to specific challenges. The manager and the employee analyze the employee's achievements and the standards that have been placed for him / her.

The analysis of the performed workflow is taken into account, such as the evaluation of new skills or knowledge learned by the employee, and how his / her knowledge and skills can be effectively used in the position held by him/ her, as well as where he / she can be rotated / promoted.

A paramount component of employee performance management is improving an employee's overall performance, and this may only be effectively done by understanding the reasons why employees are not working at a favorable level. The reasons may be sound and require to be addressed and eliminated without changing the staff.

Managers should ensure open discussions with employees, while it is vital to have a clear indication of responsibilities, job priorities and expectations for employee achievement, as well as to get accountability at all stages of the activities.

The results of the staff performance management assessment are reflected in the university Management Performance Evaluation Report, which is reviewed and appropriate actions arising from it, are taken by the Rector and the Board of Representatives.



SATISFACTION



Assessment of students and staff satisfaction

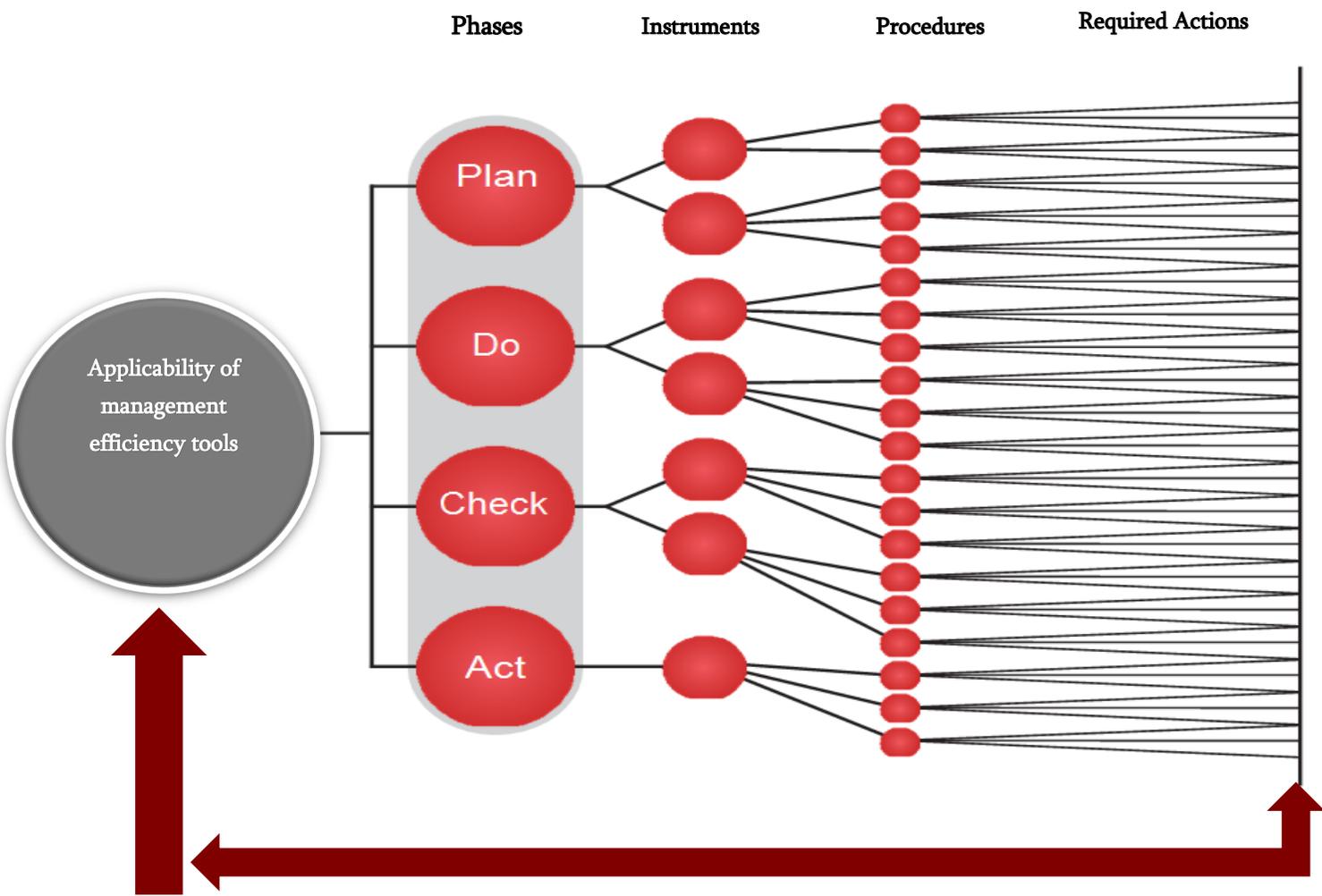
The university is focused on students and other stakeholders satisfaction as well as meet their needs and expectations.

Hence, during assessing the management efficiency, Quality Assurance Service takes into account the internal survey results, such as the level of student and staff satisfaction with the university management style, structural units timely response, structural units internal communication and the ability of participating in the decision-making process.

The goal of the student and staff satisfaction survey is to identify the challenges of the internal university environment.

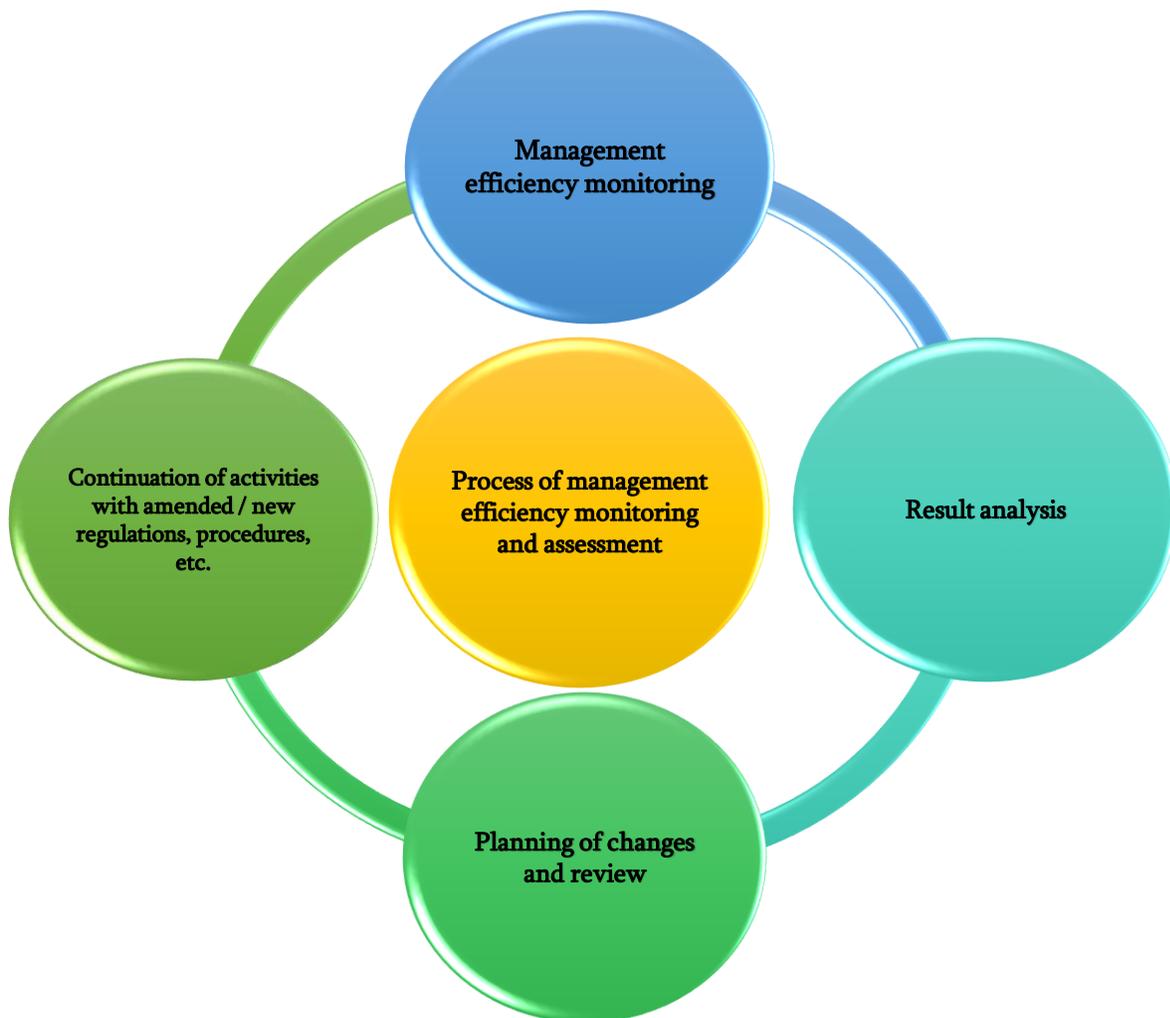
Quality Assurance Service ensures the implementation and result analysis of Satisfaction Survey procedure.

Analyzing the survey results will facilitate the university to ensure the implementation of efficient management processes, which in itself will have a positive impact on the institutional development.





Applicability of management efficiency monitoring results, assessment tools, and process



Defining internal regulatory framework	Efficiency achievement	Tools of efficiency assessment
<ul style="list-style-type: none"> ▪ Mission / vision of the university; ▪ Strategic documents; ▪ University action plan; ▪ Financial indicators; ▪ University regulatory documents; ▪ Budget; ▪ Planned project (s); ▪ Faculty and structural units action plans; 	<ul style="list-style-type: none"> ▪ Performance of strategic plans, goals and tasks; ▪ Mission execution; ▪ Financial efficiency; ▪ Economic profit; ▪ Performance of university defined tasks; ▪ Action plans performance of structural units defined activity (ies) / task (s); ▪ Efficient applicability of resources; ▪ Faculty activities performance; ▪ Faculty activities performance as per defined priorities; 	<ul style="list-style-type: none"> ▪ KPI – key performance indicators; ▪ Target benchmarks; ▪ Strategic plans monitoring results; ▪ Tasks compliance with consumed resources; ▪ Timeframe assessment; ▪ Quality assurance internal surveys / assessments; ▪ Financial efficiency analysis; ▪ Internationalization assessment; ▪ External assessment; ▪ Faculty financial efficiency analysis;

It is of paramount importance to have precisely established goals for assessment of management efficiency - with KPIs and target benchmarks at different levels.

Results of monitoring the management efficiency are used for management system, university overall performance and continuous improvement of achieved results.

As a result of management efficiency monitoring, planning of changes is periodically determined at the university to improve processes and outcomes, afterwards the results of the changes are monitored.

Quality Assurance Service coordinates the management efficiency monitoring process. The Rector of the university is responsible for the applicability of the results, who decides to bring any relevant amendments after Board of Representatives reviews the results and suggest any applicable recommendations and proposals.



Monitoring of management efficiency and assessment documentation

EEU- Management efficiency is integrated into the university's internal regulatory regulations, which are incorporated in an internal regulatory framework and include: provisions related to management effectiveness issues; rules, instructions, policy documents, action plans, procedures, guidelines, manuals. All the above-mentioned creates a holistic system for achieving management efficiency at the university.

EEU developed the following for the purpose of implementation of monitoring and evaluation management effectiveness system:

- "Methodology for monitoring the implementation of the university's strategic development and action plans";
- "Strategic Development and Action Plan performance report form"
- "Annual report form for administrative structural units";
- "Faculty annual report form";
- "Annual report form for Vice-Rectors";
- "Student and staff feedback form to assess quality assurance tools";
- "Student and Staff satisfaction survey questionnaires";
- "Financial Management and control system implementation policy "

In addition, the implementation of "University Quality Assurance System" and "Quality Assurance tools and procedure for their applicability" serve to achieve and develop management efficiency at the university.

References

"Management Effectiveness Monitoring tools and Evaluation System" document was elaborated by a working group set up within the university, coordinated by the Quality Assurance Service. Group members were competent, expert persons having diverse and significant experience in developing and successfully implementing an effective management system in various institutions.

National and international practices were studied and analyzed while working on the document. While drafting the document most of the content was taken from the British universities approaches towards documentation development principles together with American model concerning organization governance. The basic principles of the document include SO 21001: 2018 Educational Management Systems (EOMS) standard requirements, as well as group members shared good experience in terms of implementation models of the management systems in the organization.