



#055/01 Order
of the Rector of the Non-Entrepreneurial (Noncommercial) Legal Entity - Saint King Tamar
University of Georgian Patriarchate

On Approval of Management Effectiveness Monitoring Mechanisms and Evaluation System
Of the NNLP Saint King Tamar University of Georgian Patriarchate

December 5, 2018

Tbilisi

According to the article 35 of the Law of Georgia - Civil Code of Georgia, the Order #99/n of October 1, 2010 of the Minister of Education and Science of Georgia On Approval of Authorisation Fees and Authorisation Regulations for Educational Institutions, the 3rd part of the article 4, the first part of the article 14, the paragraphs "b", "e", "f" and "k" of the 3rd part of the article 14 and the 4th part of the same article of the Charter of the Non-Entrepreneurial (Noncommercial) Legal Entity - Saint King Tamar University of Georgian Patriarchate I hereby ORDER:

1. To approve the Management Effectiveness Monitoring Mechanisms and Evaluation System of the NNLE Saint King Tamar University of Georgian Patriarchate in accordance with the Annex.
2. Copy of this Order shall be made public.
3. To send this Order to the structural units / staff of the University for fulfillment within their competence.
4. Control over fulfillment of the Order shall be conducted personally by me.
5. The Order may be appealed in accordance with the rules established by the legislation of Georgia.
6. The Order shall enter into force upon signing.

Professor, Archimandrite Adam
(Vakhtang Akhaladze)

Management Effectiveness Monitoring Mechanisms and Evaluation System Of the NNLP Saint King Tamar University of Georgian Patriarchate

Introduction

Monitoring and evaluation of the management efficiency of the NNLP Saint King Tamar University of Georgian Patriarchate (hereinafter - the University) is aimed at implementing the University's strategic plan and using and improving the quality of effective and innovative management methods for its further development. It is a systemic process involving the structural units and individuals participating in it. The objective and participatory system of monitoring and evaluation of all individuals ensures public trust in the activities of the University, strengthens its image on the educational market and ensures competitiveness. Monitoring is related to checking the whole teaching / learning process and the realization of its specific tasks. As one of the management tools, monitoring ensures the identification and elimination of shortcomings in the implementation of the University's governance activities. Relevant assessment of the effectiveness of the management of the University within the required and necessary financial resources requires the use of fast, flexible and participatory approaches. This document presents the main components of the University's management effectiveness monitoring mechanisms and evaluation system, on which this system is based and which aims to:

- Identify the main trends and competitive advantages of the University management activity (implementation of the whole teaching / learning process);
- Introduction of innovative management methods in the activities of the University for its further development.

1. Monitoring mechanism

Monitoring involves observing the management of the University activities and systematically informing personnel about the results of the monitoring and response controlling. Following shall be achieved through the monitoring:

- A) Timely detection of "deviations" from the strategic plan of the University and their "correction" in the activities of the organization as a whole, as well as particular structures and individuals (employees).
- B) Informing the Administration, employees (academic and visiting personnel, auxiliary personnel) about the problems in their activities, the needs for their improvement. Existence of monitoring constantly pushes employees to analyze their own work, to identify problems in a timely manner on the way to achieving the set goals; it helps the employee to discover and correct their own weaknesses (if any).
- C) Establishment of a healthy organizational culture - monitoring is not used at the University as a tool to find and "thinning out" the "culprits". As a result of the impact of external and internal variables, it is possible to quickly see the current positive and negative trends in the management of the University and to correct them in a timely manner. One of the most important elements of a healthy organizational culture is motivation and its introduction to ensure a sustainable University environment.

1.1. Monitoring tools

Monitoring tools are conventionally considered at three levels:

- Monitoring the management of the University activities;
- Monitoring the management of the structural unit;
- Monitoring at the individual level.

1.1.1 Monitoring the management of activities at the University level includes monitoring the functions, obligations and responsibilities of the organizational structure of the University and the heads of its structural units (University Administration and heads of departments). At this time it is determined:

- Opportunities for effective implementation of the management functions of the managerial subjects of the University;
- How well the managerial positions are delegated in the University, according to the specialization, qualifications and managerial skills of the persons assigned to them;
- Correctness and purposefulness of the management decision made by the University management;
- Attitudes of the University leadership towards change management;
- University core values and level of organizational culture (feedback - motivation);
- Results achieved by the University.

1.1.2 Monitoring of activity management at the structural unit level includes monitoring the work of the heads of the structural units of the University ((faculty(s), Administration and heads of departments) and includes evaluation of the ongoing processes at the faculty(s). At this time it is determined:

- How correctly the managerial positions are distributed at the faculty(s) according to the specialization, qualifications and managerial skills of the persons assigned to them;
- Opportunities for effective implementation of management functions at the faculty (s);
- Correctness and purposefulness of the management decision made by the faculty administration (feedback, motivation);
- Attitudes of the faculty management towards changes, their initiative and innovation;
- Results achieved by the faculty.

1.1.3 The task of monitoring at the individual level is to conduct a survey of the University personnel, academic personnel and student satisfaction about the University's activities. Important at this time is to:

- Evaluate the work of service personnel;
- Evaluate the activities of the academic personnel;
- Assess the feedback and motivation aspects.

2. Stages of implementation of the monitoring and evaluation system: the Management Effectiveness

Monitoring and Evaluation System of the University is characterized by the following stages:

- Organizational readiness check;
- Planning and implementation of monitoring and evaluation;
- Submit a report on monitoring and evaluation;
- Feedback at all three levels (organization, structural units, individual)

Monitoring is characterized by the above stages.

3. Check organizational readiness

The purpose of the monitoring mechanism at the organizational level is to study the organizational capabilities of the University and the problems it faces. Organizational capabilities ensure the creation of an effective monitoring and evaluation system. Organizational capabilities define the resources that have:

- Technical ability to implement monitoring and evaluation system;
- Ability to manage monitoring and evaluation system;

- Ability to create databases and software required to support the monitoring and evaluation system;
- Financial resources and experience for the implementation of the monitoring and evaluation system.

4. Planning and implementation of monitoring and evaluation

The planning and implementation of the monitoring and evaluation system is supported by the administrative methods of the University (budgeting, allocation of human resources, planning and implementation of relevant activities). As a result of monitoring we get information about what we do to achieve the set goal. Evaluation allows us to understand how well we are moving towards the goal.

The monitoring and evaluation planning stages are:

- Identify key issues and questions;
- Determining the necessary resource;
- Development of reporting rules.

Monitoring and evaluation includes the following stages:

- Collection of information;
- Preparation of information for analysis;
- Information analysis;
- Development of conclusions;
- Feedback.

Monitoring and evaluation is directly related to the collection and analysis of information. Based on the analysis, initial conclusions are drawn. Upon completion of the monitoring and evaluation cycle, initial findings should be discussed with stakeholders.

5. Management effectiveness monitoring analysis and evaluation system

5.1.1 Quantitative and qualitative research methods are used in the analysis of management effectiveness;

5.1.2. The following information base is used to monitor and evaluate management effectiveness:

- Analysis of statistical data;
- Analysis of normative materials;
- Business process analysis;
- Survey / interview of the University employees;
- Survey / interview of students;
- Survey / interview of the employer;
- Recommendations developed by the University Quality Assurance Service.

5.1.3. The evaluation is based on the results of the goals / objectives set at the University. The following criteria are used in quantitative evaluation:

№ Criteria	Years		
	2019	2020	2021
University rating			
Educational activities			
Number of accredited programs available at the University • Number of Bachelor programmes			

• Number of Master's programmes • Number of Doctoral programmes			
Number of students • Bachelor programmes • Master's programmes • Doctoral programmes			
Graduates • Bachelor programmes • Master's programmes • Doctoral programmes			
Enrolled students			
Number of international students in exchange programs			
Number of local students in exchange programs			
Number of foreign students			
Status suspended students			
Mobility (internal / external)			
Scientific activities			
Number of indexed articles in scientific journals			
Number of articles in local peer-reviewed journals			
Number of articles in international scientific journals			
Participation in local international conferences			
Participation in international conferences abroad			
Membership of the editorial board in international publications			
International Relations			
Number of international grant projects			
Number of local students in exchange projects			
Number of foreign students in exchange projects			
Lectures given abroad by the academic staff of the University			
Lectures given by foreign professors at the University			
Financial-economic activity			
Income from core activities			
Income from non-core activities			
University-funded academic staff scientific activities			
University-funded student activities			

Funds spent by the University on staff motivation			
Funds spent by the University on the motivation of the academic personnel			
Funds spent on public development			
Marketing activities			
Infrastructure			
Total area on the balance of the University			
Training area			
Training-laboratory area			
Area of sports facilities			
Number of computers per student			
Equipment			
Library space			
Library Fund: • Number of printed books • Email. Number of books			
Employment			
Employed graduates			
Graduates employed by speciality			
Unemployed graduates			
Human Resources			
Regular staff			
Regular academic staff			
Affiliated academic staff			
Staff to whom motivation forms were applied: • Bonus • Cash reward • Commendation • Other			
Academic staff to whom motivation forms were applied: • Bonus • Cash reward • Commendation • Other			

5.1.4. Based on the results of quantitative and qualitative research, the final evaluation method is used in the final evaluation, which is determined by a five-point quality system:

More than 4 - 5 points: Management of University activities is characterized by stability; management efficiency is achievable;

More than 3 - 4 points: There are small shortcomings in the management of University activities and need to be corrected;

More than 2 - 3 points: There are shortcomings in the management of the University in certain areas and specific measures are needed to eliminate them;

More than 1 - 2 points: There are significant problems in the management of the University and significant measures are needed to eliminate them;

More than 0 - 1 point: The result of managing the activities of the University fails to achieve the goal and requires radical changes and effective measures.

6. Submission of monitoring and evaluation report

Reporting is one of the most important steps in the monitoring and evaluation process. The report is intended for all interested parties. It is clear, visible and easy to read (comprehensible). The monitoring and evaluation report includes objective information about the positive results of the University activities (implementation of business processes) as well as shortcomings/deficiencies and trends. It also shows the ways and means of eliminating the shortcomings/deficiencies.

7. Feedback

Feedback is the final stage of monitoring and evaluation of results. Monitoring and evaluation results and recommendations are discussed with all stakeholders. After the completion of the process, the results are responded to; the recommendations are implemented, as a result of which it is possible to improve and develop the efficiency of the management of the University activities in both short-term and long-term periods.

8. Persons in charge of monitoring and evaluating the effectiveness of management

Management effectiveness is monitored and evaluated by a team set up by the Rector of the University. Invited persons (employer) can also participate in the monitoring team.

The Management Effectiveness Monitoring and Evaluation Team will develop indicators for the performance of the University and its structural units, as well as academic staff satisfaction and student satisfaction assessment indicators, according to which it will prepare relevant assessments / conclusions / reports / recommendations during the monitoring process.

9. Activation of management effectiveness monitoring mechanisms and evaluation system

Management effectiveness monitoring mechanisms and evaluation system shall be put in place as soon as this document is approved. It shall be implemented annually.

Approved
Rector's order N055/01.2018, 5 December

Self-evaluation questionnaire for academic staff

(Based on calendar year data)

1. Information about academic staff

Surname, Name	
Academic position	
Scientific / academic quality	
Faculty	
Program	

2. Evaluation Criteria for basic learning activities

2.1. Study load

N	Type of load	Name of the course and Study level	Number of credits, Contact hours and hours of independent work
1	Lecture		
2	Practical / curation		
3	Seminar		
4	Laboratory training		
5	Educational / Field / Professional practice		

6	Other activity		

2.2. Other activities related to the teaching-learning process

N	Type of load	Describe the activity appropriate for the load
1	Preparation-updating of the course	
2	Compilation-updating of the syllabus	
3	Preparation for class work (preparation- of updating of reader and literature), updating electronic resources	
4	Consultation, preparation of electronic presentation) preparation of colloquium, final, additional examination materials	
5	Correction of colloquia, final, additional exam papers / tests	
6	Preparation of current assignments / tests / independent work / laboratory work	
7	Correction of current assignments / tests / independent work / laboratory work	

8	Preparation of field practice and / or correct field practice report	
9	Supervision of professional practice, preparation of professional practice report and / or correction Other activities	
10	Other activity	

2.3. Participation in educational projects

N	Validity period	Name of the project	Role in the project	Donor
1				
2				
3				

2.4. Reading a study course (lecture cycle) abroad

N	Name of the training course (lecture cycle)	Institution and country where the lecture was held	Status (invited professor, within the frameworks of grant, exchange program, etc.)
1			
2			
3			

3. Criteria for evaluating scientific-research activities

3.1. Article in a journal

N	Article in a journal	Enter the details of the article
1	Scientific article in a journal with an impact factor indexed by the Web of Science; Scientific article published in a journal recognized by the ERIH (European Reference Index of the Humanities) and others;	
2	Scientific articles indexed by Web of Science, Scopus, SCImago Journal & Country Rank, ResearchGate and others;	
3	Peer-reviewed scientific articles in other international journals that have an ISSN code and have an International Editorial Board, as well as those that are distributed internationally and are open to international contributions; All scientific articles published abroad indexed in Google Scholar;	
4	Other	

3.2. Book / Monograph

N	Book / Monograph	Enter the details
1	Top-rated internationally peer-reviewed scientific monograph indexed by Scopus, SCImago Journal & Country Rank, ResearchGate, etc.;	

2	Peer-reviewed monograph in Georgian or in another language,	
	Other	

3.3. Article in conference proceedings / chapter in a book or collection

N	Article in conference proceedings / chapter in a book or collection	Enter the details
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1	Articles / chapters in a book, conference proceedings, or collection indexed by the Web of Science or Scopus conference proceeding citation index;	
2	Articles / chapters in a book, conference proceedings, or collection indexed in Google Scholar.	
3	Other	

3.4. Published abstracts of scientific seminars / meetings

N	Published abstracts of scientific seminars / meetings	Enter the details
1	Conference theses, indexed by the Web of Science or Scopus;	
2	Conference theses, indexed by Google Scholar;	
3	Other	

3.5. Inventions, patents

N	Date	Name	Country
1			
2			
3			

3.6. Participation in national and international scientific research grant projects

N	Validity period	Name of the project	Role in the project	Donor
1				
2				

3.7. Participation in the national scientific-research events (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

3.8. Participation in a scientific research event held in Georgia (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

3.9. Participation in scientific research events held abroad (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

4. Additional educational and other activities

N	Type of activity	Please indicate a specific activity
1	Preparation of a manual	
2	Translation of a textbook	
3	Scientific supervision of a student (bachelor, master, doctoral) scientific guidance	
4	One-time membership of the Doctoral Thesis (Dissertation) Defense Commission, one-time membership of the Master's Thesis Defense Commission, one-time membership of the Bachelor's Thesis Defense Commission	
5	Evaluation, review and opposition of master / bachelor / doctoral theses (bachelor, master, doctoral student)	
6	Supervision of professional practice	
7	Supervision, co-supervision and coordination of educational program	
8	Supervision, co-supervision and coordination of educational module	
9	Supervision, co-supervision and coordination of educational direction	
10	Supervision of a doctoral student's seminar and / or colloquium	
11	Preparing the student for the conference, supervision of research project, supervision of student science circle	

1 2	Additional consultation activities	
1 3	Patent, an invention obtained as a result of academic activity	
1 4	Participate in professional development activities (training, seminar, workshop, etc.)	
1 5	Other	

5. Services

N	Type of activity	Please indicate a specific activity
1	Membership in the Faculty Collegiate Body of the University (Member of the Faculty Council, Member of the Dissertation Council) Membership in the Commission for Admission to Master's / Doctoral Examinations, Membership in the Appeals Commission.	
2	Reading lectures / public lectures, participation in the evaluation / self-assessment of the implementation of the educational program, teaching-methodological activities, conducting trainings / workshops.	
3	Support for scientific research activities (support for non-academic, academic and scientific activities, competitions, organization, consulting, membership and / or organization of the organizing / scientific committee of scientific forums / conferences held under the auspices of the University, supervision of the organizing committee of the international or national scientific conference / membership in the organizing committee on behalf of the university, editing a scientific journal / jubilee collection / membership of the editorial board, leading a scientific expedition	

	Other	

6. Additional information (optional) (awards, scholarships, membership in various scientific organizations, etc.)

N	Date	Name
1		
2		
3		

Self-evaluation questionnaire for scientific staff
(Based on calendar year data)

1. 1. Information about scientific staff

Surname, Name	
Scientific position	
Scientific / academic quality	
Independent scientific-research structural unit	
Direction	

2. Criteria for evaluating scientific-research activities

2.1. Article in a journal

N	Article in a journal	Enter the details of the article
1	Scientific article in a journal with an impact factor indexed by the Web of Science; Scientific article published in a journal recognized by the ERIH (European Reference Index of the Humanities) and others	
2	Scientific articles indexed by Web of Science, Scopus, SCImago Journal & Country Rank, ResearchGate and others;	

	Peer-reviewed scientific articles in other international journals that have an ISSN code and have an International Editorial Board, as well as those that are distributed internationally and are open to international contributions; All scientific articles published abroad indexed in Google Scholar;	
	Other	

2.2. Book / Monograph

N	Book / Monograph	Enter the details
1	Top-rated internationally peer-reviewed scientific monograph indexed by Scopus, SCImago Journal & Country Rank, ResearchGate and etc.;	
2	Peer-reviewed monograph in Georgian or in another language	
3	Other	

2.3. Article in conference proceedings / chapter in a book or collection

N	Article in conference proceedings / chapter in a book or collection	Enter the details
1	Articles / chapters in a book, conference proceedings, or collection indexed by the Web of Science or Scopus conference proceeding citation index;	
2	Articles / chapters in a book, conference proceedings, or collection indexed in Google Scholar.	
3	Other	

2.4. Published abstracts of scientific seminars / meetings

N	Published abstracts of scientific seminars / meetings	Enter the details
1	Conference theses, indexed by the Web of Science or Scopus;	
2	Conference theses, indexed by Google Scholar;	
3	Other	

2.5. Inventions, patents

N	Date	Name	Country
1			
2			
3			

2.6. Participation in national and international scientific research grant projects

N	Validity period	Name of the project	Role in the project	Donor
1				
2				
3				

2.7. Participation in the national scientific-research events (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

2.8. Participation in a scientific research event held in Georgia (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

2.9. Participation in scientific research events held abroad (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

Self-evaluation questionnaire for invited staff (academic)

(Based on the data of the calendar year, only those items of the self-evaluation report are being filled, which are to be performed on the basis of the concluded agreement)

1. Information about invited (academic) staff

Surname, name	
Status (teacher/ invited Staff)	
Scientific / academic quality	
Faculty	
Program	

2. Evaluation Criteria for basic learning activities

2.1. Study load

N	Type of load	Name of the course and Study level	Number of credits, Contact hours and hours of independent work
1	Lecture		
2	Practical / curation		
3	Seminar		
4	Laboratory training		

5	Educational / Field / Professional practice		
6	Other activity		

2.2. Other activities related to the basic educational process

N	Type of load	Describe the activity appropriate for the load
1	Preparation-updating of the course	
2	Compilation-updating of the syllabus	
3	Preparation for class work (preparation- of updating of reader and literature), updating electronic resources, consultation, preparation/updating of electronic presentation	
4	Participation in preparation of colloquium, final, additional examination materials	
5	Correction of colloquia, final, additional exam papers / tests	
6	Preparation of current assignments / tests / independent work / laboratory work	
7	Correction of current assignments / tests / independent work / laboratory work	

8	Preparation of field practice and / or correction of field practice report	
9	Supervision of professional practice, preparation of professional practice report and / or correction Other activities	
10	Other activity	

2.3. Participation in educational projects

N	Validity period	Name of the project	Role in the project	Donor
1				
2				
3				

2.4. Reading a study course (lecture cycle) abroad

N	Name of the training course (lecture cycle)	Institution and country where	Status (invited professor, within the lecture was held)
1			
2			
3			

3. Criteria for evaluating scientific-research activities

3.1. Article in a journal

N	Article in a journal	Enter the details of the article
1	Scientific article in a journal with an impact factor indexed by the Web of Science; Scientific article published in a journal recognized by the ERIH (European Reference Index of the Humanities) and others;	
2	scientific articles indexed by Web of Science, Scopus, SCImago Journal & Country Rank, ResearchGate and others;	
3	Peer-reviewed scientific articles in other international journals that have an ISSN code and have an International Editorial Board, as well as those that are distributed internationally and are open to international contributions; All scientific articles published abroad indexed in Google Scholar;	
4	Other	

3.2. Book / Monograph

N	Book / Monograph	Enter the details
1	Top-rated internationally peer-reviewed scientific monograph indexed by Scopus, SCImago Journal & Country Rank, ResearchGate and etc.;	
2	Peer-reviewed monograph in Georgian or in another language (including monographs showing lexicographical, source, textological, translation studies).	
3	Other	

3.3. Article in conference proceedings / chapter in a book or collection

N	Article in conference proceedings / chapter in a book or collection	Enter the details

	Articles / chapters in a book, conference proceedings, or collection indexed by the Web of Science or Scopus conference proceeding citation index	
	Articles / chapters in a book, conference proceedings, or collection indexed in Google Scholar.	
	Other	

3.4. Published abstracts of scientific seminars / meetings

N	Published abstracts of scientific seminars / meetings	Enter the details
1	Conference theses, indexed by the Web of Science or Scopus;	
2	Conference theses, indexed by Google Scholar;	
3	Other	

3.5. Inventions, patents

N	Date	Name	Country
1			
2			
3			

3.6. Participation in national and international scientific research grant projects

N	Validity period	Name of the project	Role in the project	Donor
1				

2				
3				

3.7. Participation in the national scientific-research events (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

Participation in a scientific research event held in Georgia

3.8. (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

3.9.

Participation in scientific research events held abroad (conference, symposium, seminar, workshop, etc.)

N	Date	Name of the event	Title of the report	Role	Venue
1					
2					
3					

4. Additional educational and other activities

N	საქმიანობის ტიპი	გთხოვთ მიუთითოთ კონკრეტული აქტივობა
1	Preparation of a manual	
2	Translation of a manual	
3	One-time membership of the Master's Thesis Defense Commission, one-time membership of the Bachelor's Thesis Defense Commission	
4	Evaluation, review and opposition of master / bachelor theses (of bachelor, master students)	
5	Supervision of professional practice	
6	co-supervision and coordination of educational program	
7	Co-supervision and coordination of educational module	
8	Co-supervision of a doctoral student's seminar and / or colloquium	

9 Additional scientific activities

5. Services

N	Type of activity	Please indicate a specific activity
1	Membership in the University Admissions Commission for Master's / Doctoral Studies, Membership in the Appeals Commission	
2	Supporting educational activities (Reading lectures / public lectures, participation in the evaluation / self-assessment of the implementation of the educational program, conducting trainings / workshops within the university).	
3	Membership and / or organization in the Organizing / Scientific Committee of scientific forums / conferences held under the auspices of the University, supervision of the Organizing Committee of the International or National Scientific Conference / Membership in the Organizing Committee on behalf of the University, Leading the scientific expedition.	
4	Other	

6. Additional information (optional) (awards, scholarships, membership in various scientific organizations, etc.)

N	Date	Name
1		
2		
3		

Evaluation form for support staff

Structural unit:

Head of the structural unit:

Employee:

Evaluation criteria		Description	Score		
1.	Professional knowledge and skills		1	2	3
2.	Ability to communicate with colleagues		1	2	3
3.	Ability to communicate with students		1	2	3
4.	Ability to work in a team		1	2	3
5.	Ability to work individually		1	2	3
6.	Volume of the work performed		1	2	3
7.	Quality of the work performed		1	2	3
8.	Personal qualities		1	2	3
9.	Ability to make the right decisions quickly		1	2	3
10.	Adherence to ethical norms and internal regulations		1	2	3
Final evaluation score					

Employee evaluation criteria

Evaluation criteria	Description	1 point	2 points	3 point
Professional knowledge and skills	Meets the requirements of the occupied position	His /her knowledge and skills are inconsistent with the duties assigned to him/her	Requires additional explanations	Performs the assigned duties thoughtfully and qualitatively
Ability to communicate with colleagues	Has a collegial attitude and communicates freely with colleagues	Has difficulty communicating with colleagues	Communicates freely with colleagues	Is generous, collegial
Ability to communicate with students	Clearly, accurately and logically formulates an opinion	Fails to formulate an opinion clearly	Has the ability to express his / her own opinion, although sometimes has difficulties to justify it	Clearly, accurately and logically formulates an opinion and substantiates its position
Ability to work in a team	Has the ability to work in a team	Has no sense of teamwork	Rarely, however, sometimes deviates from team principles	Has a correct vision of teamwork and adheres to the principles of teamwork
Ability to work individually	Can work individually and make decisions	Cannot work individually	Can work individually in case of appropriate instructions	Can work individually and make the right decision individually within the competence
The volume of work competed	Is able to perform work in the planned volume	Has an indifferent and superficial attitude towards work. The work done is never completed	Can do the job but works slowly and needs a reminder of the job to be done	Performs work in the planned volume, works quickly and meets deadlines

Quality of work performed	Can do the job on time and with quality	Performs the work poorly, the work performed must be redone	Can do the job, needs control	Performs work on time and with quality
Personal qualities	Is mobilized, can control emotions, has a listening culture, is humble and action-oriented	Unable to listen and control emotions, has difficulty concentrating on work	Is balanced, case-oriented. Has a culture of listening	Is mobilized, controls emotions, and is balanced, humble, and action-oriented. Has a culture of listening.
The ability to make the right decisions quickly	Has the ability to make quick decisions in extreme conditions	Cannot work in extreme conditions	Has difficulties making quick and correct decision in extreme conditions	Able to make decisions quickly and correctly in extreme, conditions within the scope of competence
Adherence to ethical norms and internal regulations	Adheres to ethical norms and internal regulations	Often misses the job for unknown reasons. Has difficulties adhering to ethical norms	Adheres to ethical norms and established internal regulations.	Is distinguished by internal culture exactly adheres to established internal regulations

Employee Satisfaction Survey

The survey will assist the administration in making important decisions. The survey is anonymous. Thank you for participating in the survey.

Maximum - 5 points, minimum - 1 point.

N	Questionnaire	Points				
		1	2	3	4	5
1.	Necessary material and technical base for the implementation of educational programs	1	2	3	4	5
2.	First aid	1	2	3	4	5
3.	Hygienic conditions of the university environment	1	2	3	4	5
4.	Terms of remuneration, wage increase	1	2	3	4	5
5.	Bonuses according to merit	1	2	3	4	5
6.	Benefits and social guarantees (vacation, preferential working conditions, social assistance)	1	2	3	4	5
7.	Publicity of decisions	1	2	3	4	5
8.	Separation of functions between structural units	1	2	3	4	5
9.	Involvement in management decisions	1	2	3	4	5
10.	Opportunity for professional development	1	2	3	4	5
11.	Encouragement and opportunity for career advancement	1	2	3	4	5
12.	Governance activities and principles of administration	1	2	3	4	5
13.	Safe working environment	1	2	3	4	5
14.	The university responds to the demands of the community	1	2	3	4	5
15.	University Awareness	1	2	3	4	5
16.	Participation in decision making process of the university	1	2	3	4	5
17.	Funding for research	1	2	3	4	5
18.	Internal mechanisms for quality assurance	1	2	3	4	5
19.	Collegiality and cooperation	1	2	3	4	5
20.	Support for initiatives	1	2	3	4	5

21.	Novelties in administration	1	2	3	4	5
22.	Responding to university problems	1	2	3	4	5
23.	University ergonomic environment	1	2	3	4	5

Survey of compliance of the working environment with the desired standards of the employee

The survey will assist the administration in making important decisions. The survey is anonymous.

Thank you for participating in the survey.

3 - completely satisfied; 2- satisfied; 1- partially satisfies me; 0 - not satisfied

N	Questionnaire	Points			
		1	2	3	0
1.	Necessary material and technical base for the implementation of educational programs	1	2	3	0
2.	First aid	1	2	3	0
3.	Hygienic conditions of the university environment	1	2	3	0
4.	Terms of remuneration	1	2	3	0
5.	Decisions of the administration	1	2	3	0
6.	Participation in management decisions	1	2	3	0
7.	Opportunity to upgrade qualification	1	2	3	0
8.	Mission of the University	1	2	3	0
9.	Strategy of the University	1	2	3	0
10.	Encouragement and opportunity for career advancement	1	2	3	0
11.	Administration activities	1	2	3	0
12.	Safe working environment	1	2	3	0
13.	University Awareness	1	2	3	0
14.	Funding for research	1	2	3	0
15.	Internal mechanisms for quality assurance	1	2	3	0
16.	Responding to university problems	1	2	3	0
17.	Support for initiatives	1	2	3	0
18.	The attitude of the administration towards the staff	1	2	3	0
19.	HR policy	1	2	3	0
20.	Learning environment	1	2	3	0
21.	Infrastructure	1	2	3	0

