



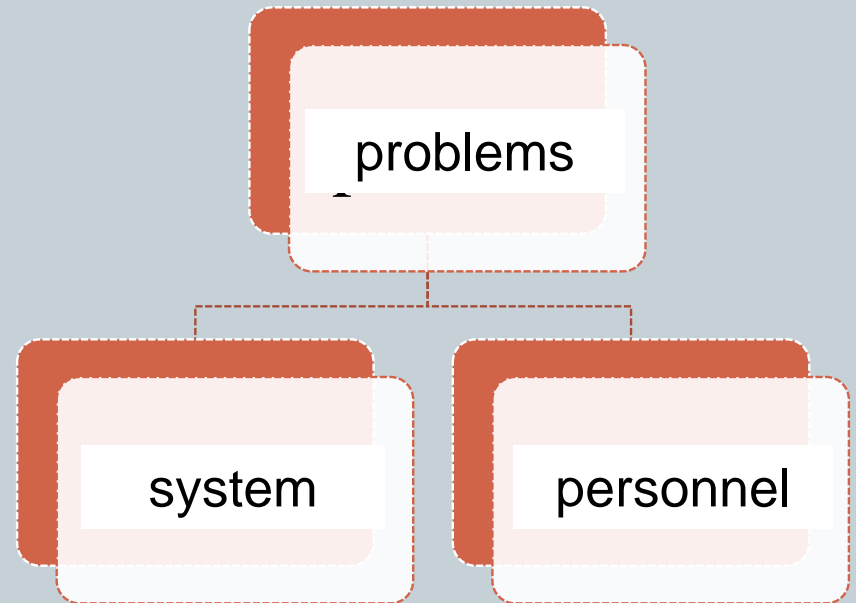
# **HUMAN RESOURCE MANAGEMENT IN SERBIAN HE SYSTEM**

# Higher Education Reform

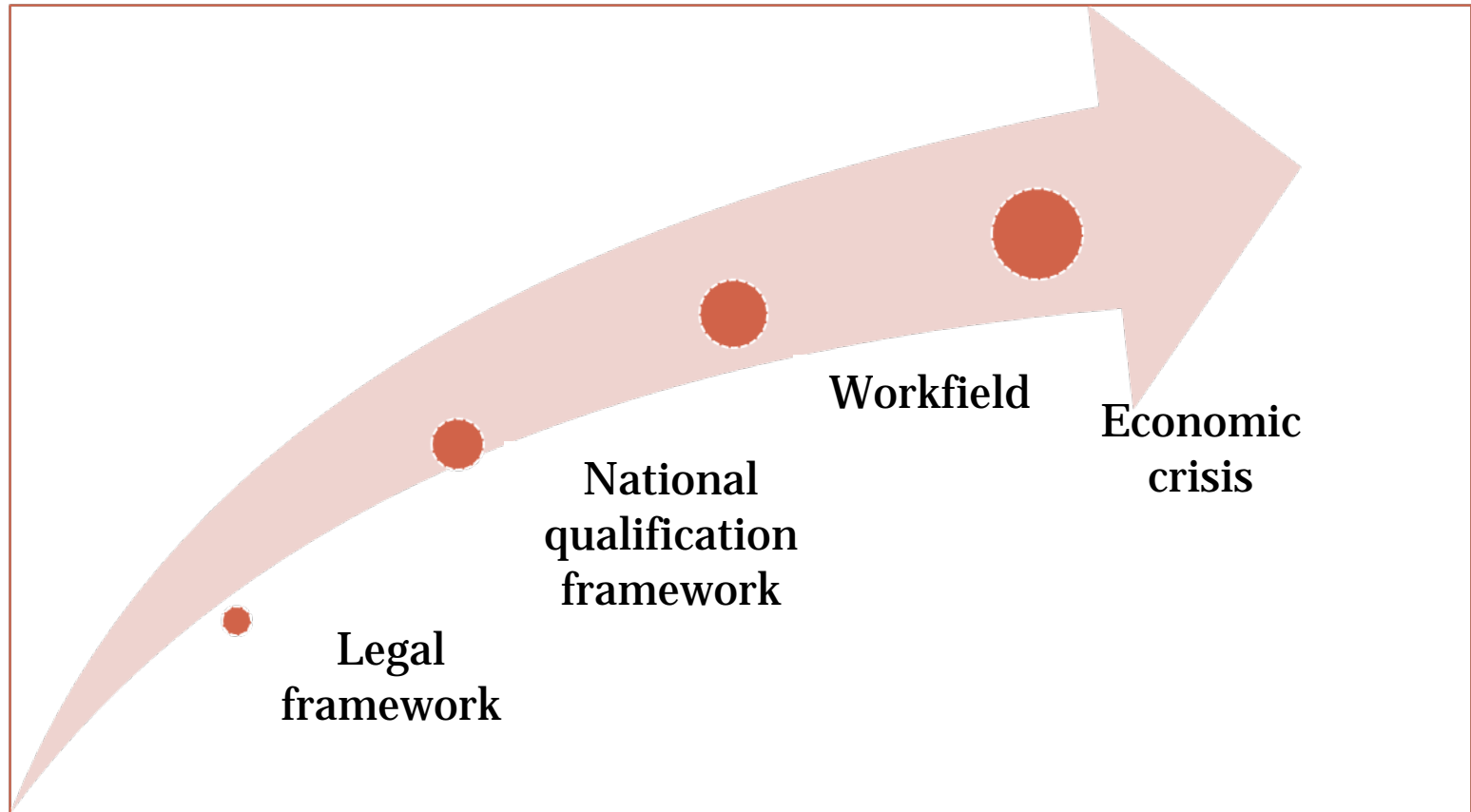
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## Aims of the reform

- Structure of study programs
- Program contents – aims and priorities
- Aims and outcomes
- ECTS
- Competences
- Economic development
- Unity of the European education area
- Richer and better society



# System Problems



# Problems of the personnel in vocational studies



## Teaching staff

- Conservatism
- Closure
- Age structure
- Legal conditions for the election to the position
- Responsibility mechanisms
- Indicators of the measurability of the results
- Legal limitations
- Readiness for professional training
- Working time
- Working conditions-equipment
- Brain drain!!!

## Non teaching staff

- Numbers
- Competence
- Closure
- Working time
- Work organization
- Legal conditions for employment and termination of employment
- Working conditions
- Readiness for professional training

## Higher education institution management

- Profiling and the management structure
- Election procedure
- Qualifications and competence
- Problem of small communities
- Incomplete advice

# Teaching staff



## 1. Election titles

- Professor of vocational studies
- Lecturer
- Assistant

2. Election conditions  
prescribed by law and  
rulebooks of a Higher  
education institution

3. Contract  
Prescribed by law

4. Payment  
Coefficient x labour cost + 0.4% per year of service + .....



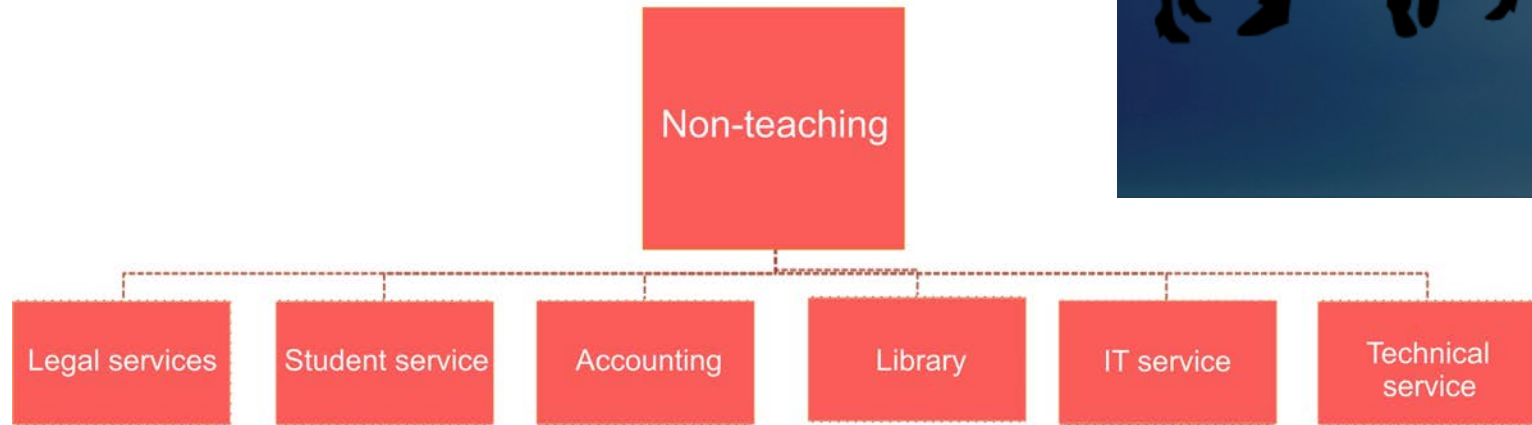
## • Advantages

- Autonomy in creating program contents
- Autonomy in implementation of program contents
- Working time
- Participation in the work of the professional bodies of the institution
- Possibility of improvement and progress
- Financial income
- Possibility of extra work
- Attractiveness of titles and employment
- Public open competition
- No. of students vs no. of teaching staff
- Retirement conditions
- Work with the young
- Possibility of overtime payment

## • Problems

- Working conditions
- Lack of research work and experience in economy
- Age structure
- Economic situation
- Nepotism
- Closure and claustrophobia
- Political influence
- Finances
- Competition with private HE institutions

# Non-teaching staff





- Advantages

- Employment procedure
- Working time
- Working conditions
- Labour contracts for  
/permanent jobs/
- Possibility for improvement
- Participation in the work of  
management bodies  
/presence in the School Board/
- Financial benefits

- Problems

- Numbers  
/ratio teaching vs non-teaching staff/
- Competence
- Readiness for acquisition of  
new knowledge and  
improvement
- Closure
- Political pressure
- Nepotism




# Management



Board

- Governing body



Academic council  
and the study  
program council

- Professional bodies



Director

- Management body

# Management



## ➤ Director – management body

*The management body is elected among the professors of a higher education institution who are employed with full time and a permanent job position. The management body is elected every three years with the possibility of one re-election. More specific conditions, as well as the way and procedure of election and dismissal, jurisdiction and responsibility of the body are stipulated by the higher education institution statute.*

- *The role of the School Board and the role of the professional bodies*
- *Control mechanisms*
- *Transparency*
- *Responsibility in the first place!*

# Efficient HR management- teaching staff



## Institutional level

- Teaching staff development plan!!!!
- Rulebooks on the improvement of the teaching staff
- Improvement of the teaching staff mobility
- Rejuvenation of the teaching staff
- Fulfillment of the KAPK standard/no.of students vs no. of teachers/
- Creating healthy competition
- Improvement of the working conditions
- Permanent analysis and improvement of the existing rulebooks and bringing the new, stimulative ones
- Monitoring of the work analysis - surveys

## System level

- Amendments to the law on higher education
- Amendments to the KAPK standard

# Efficient HR management- non-teaching staff

## Institutional level

- Rationalization
- Contracts for temporary jobs
- Modernization– introducing new technologies
- Improvement
- Maximal employment
- Regular analytics
- Rulebooks on rewards
- Monitoring
- Creating healthy competition

## System level

- Amendments to the law on higher education
- Amendments to the regulation on financing!!!!



**THANK YOU!!!**