

Human resources development

PERSONNEL POLICY

- Phase: 2+
- **Comments:** **S.** Legal framework, Standards-procedures-quality improvement, starting to be focused on growth of the institution
W. Quasy regulatory processes, some procedures and regulatory documents are not clear
- **Work points:** education towards QI strategy, establishing tools for promotion, denomination, establishing criteria for selection, training
- **Opportunities:** team work, collaboration with other HEI, Academy
- **Urgent demands:** financial support, clear & open communication, clear & developed procedures

TASKS, RESPONSIBILITIES AND COMPETENCIES

- Phase: 2
- **Comments:** **S.** Statute, Regulation about organisation, job profiles and responsibilities, Contracts **W.** No evaluation criteria, no updated job profiles
- **Work points:** Update job profiles, Establish criteria for evaluation, Define competency-oriented job profiles
- **Opportunities:** team work, collaboration with other HEI, Academy
- **Urgent demands:** education

FOLLOW UP AND PROMOTION OF EMPLOYEES' PERFORMANCE

- Phase: 2-
- **Comments:** **S.** Personnel administration, legal administration, focus on optimization of employees' performance **W.** No follow up interviews, no written individual reports, no follow up system with agreements and procedures
- **Work points:** Establish: follow up interviews, written individual reports, follow up system with agreements and procedures
- **Opportunities:** clear vision and strategy, collaboration with other HEI, Academy
- **Urgent demands:** education for management of improving employees' performance

TRAINING

- Phase: 2-
- **Comments:** **S.** Training is supported, Training needs are identified at organizational level, Effective training offer, Training plan exists **W.** Training needs are not identified at individual level, Training plan is not improved
- **Work points:** Establish training plan according to training needs, Identify individual training needs according to strategic goals and optimizing competency
- **Opportunities:** clear vision and strategy, collaboration with other HEI, Academy
- **Urgent demands:** education

CONCLUSIONS

- There are a lot of things to do, especially in the area of follow up and promotion of employees' performance, as well as training
- Academy with services, logistic and collaboration with others, can provide necessary support.