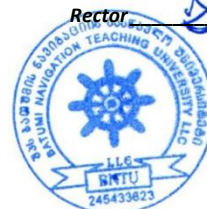




Rector's order №01-23 Approved
27.03.2024
Rector  B. Khvedelidze



Management effectiveness monitoring mechanisms and assessment system

sd-No2-020101-49

General provisions

1.1. The purpose of the management effectiveness monitoring and evaluation system is to continuously monitor and evaluate the institution's activities in order to fulfill the tasks defined by the university's mission and strategic development plan, as well as to create opportunities for the effectiveness of the management policy and sustainable development of the institution.

1.2. Monitoring and evaluation of university management should be carried out in terms of quality education, research and their costs, relevant processes and measurement of results.

2. General approaches to monitoring and evaluation

2.1. In order to carry out management monitoring, the University uses the following general types (approaches) of monitoring and evaluation:

2.1.1. Registration, storage, protection of existing data within the main educational units (faculties) and (supporting structures). The purpose of this type of monitoring is to store and maintain data at the appropriate level and to ensure their reliability and objectivity. This implies the data on academic, invited and administrative staff, students; finance and other material support mechanisms.

2.1.2. Monitoring of the statistical data system of the university. Its purpose is to provide information to management; Monitor various administrative and structural levels by collecting, compiling, collating and analyzing data.

2.1.3. Performance monitoring - This type of monitoring focuses on academic and research achievements.

2.1.4. Compliance monitoring - is an administrative type of monitoring to determine the extent to which the university's pre-established standards and norms, as well as external regulations, are fulfilled and what is the contribution of university entities in this direction; How university processes and needs are supported by appropriate means. Thus, the mentioned type of monitoring is focused on resource monitoring.

2.1.5. Diagnostic monitoring - this type of monitoring focuses on the learning process. Its purpose is to determine the quality of teaching and research processes at the university and what is the role of the entities participating in these processes in relation to achieving results;

3. Management effectiveness monitoring and its mechanisms

3.1. Monitoring of the effectiveness of university management is carried out and includes the following:

3.1.1. Monitoring of the university at the full, institutional level, which means evaluating the results achieved by the university; also, evaluation of the efficiency/effectiveness of the organizational structure of the university and the activities of the management bodies.

3.1.2. Monitoring at the level of individual structural units of the university, which means monitoring of the activity of the structural unit, analyzing its achieved results and, accordingly, provides an opportunity to check the degree of correct distribution of positions and competencies in the university; at the same time, opportunities for effective implementation of management should be revealed.

3.1.3. Monitoring at the individual level of the university, which means evaluating the satisfaction, activities and achievements of the university staff and students.

3.2. The main mechanisms for monitoring management effectiveness:

3.2.1. Monitoring of performance of the strategic development and the action plan;

3.2.2. Staff assessment;

3.2.3. Assessment of the education process;

3.2.4. Assessment of the research activities;

3.2.5. Monitoring of the financial and business processes;

3.2.6. Monitoring of services.

4. Monitoring of performance of the strategic development and the action plan

4.1. Monitoring of performance of the strategic development and the action plan is carried out by the commission, formed on the basis of order of the Rector of the university.

4.2. The Quality Assurance Service of the university annually, based on interim data, submits a monitoring report on the implementation of the university's strategic plan to the Academic Council of the university.

5. Staff assessment

5.1. The assessment of the academic and invited staff of the university is carried out annually by the Quality Assurance Service. The Quality Assurance Service of the university, based on the information received from the faculties, annually systematizes the results of the assessment of the academic and invited staff's activities and develops recommendations.

5.2. Assessment of the administrative and support staff of the university is carried out annually by HR management service of the university.

5.3. Quality Assurance Service of the university, within the scope of its competence, participates in the process of analysis of assessment results of the administrative and support staff, and the development of recommendations.

6. Assessment of the education process

6.1. Supervision over the assessment and monitoring of the education process in the university is carried out by the deputy rector of the university in the field of academic development.

6.2. Continuous monitoring of the academic process in the university and its assessment on the basis of the monitoring results is carried out by the faculty dean (within the scope of his/her competence), the head of the Quality Assurance Service of the university.

6.3. Entities, provided in clause 6.2 submit the results of the assessment of the educational process to the university rector every year.

7. Assessment of the research activities

7.1. Annual assessment of the research activities in the university is carried out by BNTU Research Center.

7.2. Quality Assurance Service submits the assessment results of the research activities to the university rector.

8. Monitoring of the financial and business processes

8.1. Continuous monitoring of the university's financial and business processes, identification and analysis of relevant risks is carried out by the Finance Service of the university, which is accountable to the Chancellor and the Rector of the university.

8.2. Assessment of the university's financial and business processes can be performed from time to time by means of internal or external audit, on the basis of decision of the Chancellor of the university.

9. Monitoring of services

9.1. Monitoring and annual assessment of the services offered by the university is carried out by BNTU Quality Assurance Service in active coordination and cooperation with the relevant persons.

10. Monitoring and assessment results

10.1. Based on the operation of the monitoring and assessment system, provided for by this document, the following results are achieved in the university:

10.1.1. Implementation of the university's strategic plan, both in terms of the fulfillment of individual priorities, goals and objectives, as well as in terms of making relevant, timely and adequate changes and additions to it;

10.1.2. Establishment and implementation of the high corporate culture of the management;

10.1.3. Providing relevant information to all entities and structures for assessment, self-evaluation and making relevant decisions;

10.1.4. Improvement of the quality of teaching and learning an research process;

10.1.5. Strengthening of university services;

10.1.6. Ensuring financial sustainability of the university

10.2. Based on the results of the assessment, from the point of view of its consideration in management efficiency, it is possible to use such measures as organizational changes, promotion of personnel, the use of incentive measures for them and the offer of measures focused on qualification growth.

11. Assessment system

11.1. Management effectiveness in the university includes the planning, implementation, reporting and feedback stages.

11.2. The assessment planning stage involves defining the issues to be evaluated and the required resources, along with the development of appropriate questionnaires and reporting procedures.

11.3. The assessment implementation stage involves collection of information in relation to the issues determined at the planning stage, processing the collected information and preparing it for analysis, analyzing the processed information and developing conclusions.

11.4. The assessment reporting stage involves the evaluation process and the systematized reflection of the results and recommendations in the report.

11.5. The feedback stage of the assessment involves presenting the report (results, conclusions) developed as a result of the assessment to the interested and competent persons, together with them discussing the relevant issues in order to correct the problems and further improve the processes.

11.6. Evaluation of management efficiency in the university is carried out by a four-level system:

11.6.1. Fully applicable- set goals and objectives are fully achievable.

11.6.2. Mostly applicable- set goals and objectives are mostly achievable, there are minor gaps in management effectiveness that need to be corrected.

11.6.3. Partially applicable- set goals and objectives are partially achievable, there are gaps in management efficiency that require timely correction with active intervention.

11.6.4. Not applicable - set goals and objectives are not achievable, there are significant gaps in management efficiency that require substantial and fundamental changes.

12. Analysis of the assessment results and recommendations

12.1. After the completion of the monitoring process, an evaluation document is drawn up during the evaluation process, which includes the analysis of the monitoring results, their review, and the identification of the detected gaps, strengths, and opportunities for improvement. The results of the assessment necessarily include recommendations, which in turn should describe the gap, the goals of the recommendation and the appropriate changes to be implemented.

12.2. The results of the assessment should also include reference to those structural units of the university, which are responsible for the consideration of the individual recommendations and/or taking care of their perfection and realization.

13. Implementation and development of the management effectiveness monitoring and assessment system

13.1. Coordination of the management effectiveness monitoring and assessment system and development of recommendations for its proper functioning in BNTU is the competence of the BNTU Quality Assurance Service.

13.2. BNTU management effectiveness monitoring and assessment system, provided for by this document is approved by BNTU Rector.

mf-2-№86-05-01.03.2024

Annex №1

Survey of satisfaction of the staff/student/vocational student/trainee with the management effectiveness

Please, answer the questions honestly and objectively.

Your feedback is important to improve the effectiveness of university management.

We remind you that the responses received as a result of the survey are **anonymous and confidential**.

Assessment rating scale

Your status:

- Academic staff;
- Vocational education teacher;
- Invited staff;
- Administrative staff;
- Student;
- Vocational student;
- Trainee;

No	Assessment indicator	5	4	3	2	1
	Management/Administration					
1	Rights and obligations correspond to the work to be done					
4	Rights and interests of the staff/student are protected					
5	The university provides professional development of staff					
6	The university ensures the systematic application of incentive forms/methods (award, certificate of appreciation, salary)					
7	Quality Assurance Service provides continuous assessment and development of the university's activities					
	Infrastructure					
8	The university has modern infrastructure necessary for educational and research activities (library, technical support, Internet resources, electronic management system, electronic databases, recreational space)					
9	Assessment of environment adapted for people with special needs in the university					
10	Assessment of the safe and aesthetic environment in the university (corridors, sanitary-hygienic conditions, safety norms, canteen/cafeteria)					

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Revision: 0

Approval act: Rector's order №01-23, 27.03.2024

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Quality of services						
11	All documentation is prepared and provided to staff/students in a timely manner					
12	The competitions announced by the Human Resources Service are transparent and are carried out in accordance with the rules effective in the university					
13	Human resources service prepares documents/agreements in a timely manner					
14	e-Services and management e-System are available and operate without interruption					
15	The university library resources (book collection and e-Catalog) is constantly updated					
16	The library provides high quality services to staff/students					
17	The book collection in the library includes the necessary literature provided by the programme					
18	Staff/students are provided with high-quality resources necessary for scientific work (work space, library resources, computers, uninterrupted Internet connection, scientific databases)					
19	Classes and educational laboratories are equipped with computers and uninterrupted Internet connection for the educational process;					
20	Financial provision and reporting of resources in the university is open and transparent					
21	The website is constantly being updated; Updates and information to staff/students are provided on an ongoing basis					
Strategy/ action plan						
22	All structural units are involved in the development/implementation of the strategy and action plan					
23	Action plan implementation reports are submitted by all structural units in a timely manner					
24	Changes made in the action plan are introduced to all structural units					



Your opinions and wishes:

Thank you for your cooperation!

Document Revision Sheet

Revision №	Revision date	Content of revision