



UNIVERSITATI I EVROPËS JUGLINDORE  
УНИВЕРЗИТЕТ НА ЈУГОИСТОЧНА ЕВРОПА  
SOUTH EAST EUROPEAN UNIVERSITY

**SOUTH EAST EUROPEAN UNIVERSITY**

**Tetovo**

# **Staff Manual**

**Issued by the Human Resource Office**

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**September 2011**

**This Manual is reviewed annually  
The latest version is on the University website**

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## I. INTRODUCTION

### **Purpose**

This manual offers guidance for South East European University staff by providing a description of important employment policies, procedures, working conditions, employee rights, obligations and benefits.

Please ensure that you read it carefully so that you are familiar with its content. The University will make all reasonable efforts to keep this manual up to date with its current policies and practices, but it retains the right to modify or change any policy or practice described in the manual at any time. Members of staff will be informed of key changes via the University webpage, University publications or through e-mails.

If you are a new member of staff, we would like to welcome you to the University and hope that this Manual is useful.

If any member of staff has a question on how to interpret any topic in the manual, please consult the Human Resource Office.

### **The Mission of the University**

The Mission of the University is enshrined in its deed as brought by its founders.

#### **The Mission is to:**

- pursue excellence in teaching and research;
- be open to all on the basis of equity and merit regardless of ethnicity;
- actively seek cooperation with other universities, both in the Republic of Macedonia and in South East Europe as a whole.

#### **It has as its main aims:**

- to contribute to the use of the Albanian language in higher education;
- to promote inter-ethnic understanding;
- to ensure a multi-lingual and multi-cultural approach to teaching and research
- to develop its teaching programme with a broad international and European perspective.

#### **The deed requires that the University should:**

- be socially committed and open to all students on the basis of equity and merit, regardless of their ideological, political, cultural, and social background;

- be committed to the Albanian culture, language, and population, while defining itself within a broad international perspective and in a multilingual approach to teaching and research;
- offer a broad spectrum of courses in the socio- economic disciplines and sciences, underpinned by strong transferable skills-training and by research attuned to current academic developments;
- develop permanent and continuing education continually and selectively;
- position its academic offering in the wider social context and engage in constant dialogue with its environment;
- develop and promote research in its academic fields of activity;
- aim to be an enterprising higher education institution fostering social and economic applications and activities.

### [Human Resource Office – mission](#)

The Mission of the Human Resource Office is to develop and implement relevant activities in accordance with the University Mission and [Strategic Plan](#) and, in particular, to attract, develop, motivate and retain highly qualified and competent staff, who contribute to the University’s reputation as a prominent educational institution.

The Human Resource Office aims to ensure that all staff are treated fairly, enjoy a work environment that is equitable, free from unacceptable personal or external influence, discrimination and harassment and receive training opportunities and professional staff development to maximize their potential.

The Human Resource Office supports effective and sustainable human resource management for the University; and the assessment, reorganization and improvement of staff members’ productivity and accomplishment, with respect for the dignity and merits of each member of staff. In order to maintain these aims, the Human Resource Office operates the [service standard](#), in line with the [University Communication Standard](#).

## [II. EMPLOYMENT POLICIES AND PROCEDURES](#)

### **Categorisation of employees**

All positions are categorized in a rank or level defined according to qualifications, skills, experience, complexity, level of authority and impact and each member of staff has a Job Description based on this ranking. The ranking is linked to the University’s [Ranking and Remuneration Policy](#).

In accordance with legal and University needs, staff members are either full-time or part-time employees, defined as follows:

## **Full-time employees**

Full-time staff work 40 hours per calendar week, normally divided five/eight-hour per day although some staff may be required to have a flexible working time such as during evenings and weekends as defined in individual Job Descriptions. The University pays contributions in line with current legal requirements.

## **Part-time employees**

Part-time staff work less than full-time i.e. 40 hours per week, and are usually hired to work for a shorter, specified period. Such staff members are remunerated pro-rata in accordance with the Ranking and Remuneration Policy.

## **Administrative Full-Time Employment Contracts**

When a working relationship is established for the first time with an administrative member of staff, the contract is a probationary contract, with full benefits, for 3 (three) months. This probation period must be completed satisfactorily. Thereafter, the contract is until 31 August of that academic year. Administrative staff with at least (3) three positive Annual Staff Evaluations in accordance with the Staff Evaluation Procedure, have a 3 (three) year contract, subject to performance management. The exception is for cover positions which are for the period of cover.

## **Academic Full-Time Employment Contracts**

For staff with teaching-scientific title (Docent, Associate and Full Professor for first appointment), the period in title is 5 (five years) but the employment contract is for a period of four years and five months from the day of appointment. This contract includes expectations for the successful completion of teaching (about 70% of the workload) and research (about 30% of the workload). Before the end of the four years and seven months contract, the Dean/Director reviews the position in accordance with the academic requirements and business needs of the Faculty/Centre and legal provision. At least two months before the end of this contract, the Dean provides a written recommendation that the position remains, is changed or is closed, for confirmation by senior management. They inform HR in writing of their decision at least one month before the end of this contract, and HR informs the member of staff. If the decision is to continue with the position, the member of staff has an additional contract for seven months until the completion of the election process. If the position is closed, the member of staff's employment relationship is not continued.

For staff with teaching-professional titles (High Lecturer/Lecturer) the period in title is 4 (four) years but the contract is for a period of three years and three months from the day of appointment, which is in line with the legal period of title. The process for review is as above.

For Assistant PhD Student, the election period is for 5 (five) years but the contract is for one year. The process for review is as above but annually.

All positions are subject to performance management (see section below) in line with the Contract of Employment, the [Ranking and Remuneration Policy](#), the [Rule on Appointment in Scientific Title](#), the [Rule on Scientific Research](#) and the Staff Evaluation Procedure.

### **Part-Time Academic Authorship and Administrative Contract**

Part time academic and administrative staff is employed with specific contracts appropriate to the duties, period of work required and other specific details. All positions are subject to performance management in line with the Rules and procedures of the University.

### **Attendance, Punctuality and Use of Working Time**

In order to maintain the efficiency of the workplace and effective availability of and access to staff, the University expects all staff to be punctual and to respect the work schedule. Absence and delays at work negatively affect the work of other employees. Should you find yourself in a situation where you cannot arrive to work on time, you must contact your Supervisor. The University registers the staff presence electronically, in line with legal requirements and staff members are obliged to use this system. Frequent absence and delays may be dealt with in accordance to the [Rule on Working Time and Allocation of Working Time](#) and [University's Disciplinary Rule](#).

### **Personal Appearance and Clothing**

Staff is expected to maintain a clean and neat appearance, consistent with a constructive and professional work environment and which supports a positive image of the University internally and to the community.

Some University services such as Security and Janitors require a uniform and this should be worn, and kept presentable, during working hours. Safety clothing may be provided and must be worn as required. Diversity is respected but use of slogans or graphics on clothing contrary to the mission of the university is not acceptable.

### **Performance Management**

The University operates a number of procedures which manage the performance of staff and support them in their work for the effectiveness of the university. These include procedures for recruitment, probation for new staff, promotion (especially academic promotion), staff development, disciplinary and competency, staff evaluation,

redundancy. Staff are advised to check these procedures or ask the Human Resource Office in person or by email: [hroffice@seeu.edu.mk](mailto:hroffice@seeu.edu.mk).

### **Performance Evaluation**

The University operates an annual Staff Evaluation Procedure for all members of staff in order to evaluate their performance. Its purposes are to acknowledge achievement, support improvement and development, and to provide a quality assurance mechanism. It also deals with under-achievement and renewal of contracts.

### **Resignation**

Resignation is a voluntary act, initiated by the employee to terminate their work relation with the University. The Staff member should address a letter of resignation to the Human Resource Office. Employees are required to give a minimum of one month's notice although they may be released earlier with agreement. A proper exit interview and handover of responsibilities should be carried out.

### **Personnel Records**

The Human Resource Office keeps evidence and maintains personnel records. Personnel records are the property of the University. SEE University and its employees have a mutual interest in ensuring that personnel records are properly used. SEEU Managers may request access to personnel records for their own staff. HR employees have access to personnel records as authorized by the Director of HR. Any employee who wants to see his/her file, should address a written request to the Human Resource Office who will provide access to or copies of the information kept about him/her, in accordance with [data protection legislation](#) and University procedures for data protection. This means that confidential and personal information pertaining to other employees will not be provided, unless on the official and lawful request of an authority which is duly authorized. If the employee is not satisfied with the accuracy of any information contained in their record, he/she can request the Human Resource Office to initiate an investigation with the aim of ensuring that all information in their record is accurate and non-discriminatory.

### **Confidentiality**

All students and staff records are considered as confidential information. All employees are expected to respect this confidentiality and conduct themselves with the utmost discretion with regard to such information, both inside and outside the university.

## **Personal Data Change**

It is the responsibility of every employee to inform the University about possible changes of personal data such as change of home address, marital status or phone number with supporting documentation as required.

## **Personal Data Storage**

According to the [Law for Personal Data Protection](#) (PDP), each employee signs a statement regarding their obligation for the protection of personal data. Signed statements are filed in their staff dossier.

In line with the PDP law, the Ranking and Remuneration Policy and Job Descriptions, there are specified positions in the University which, in accordance with their Job Description, are responsible for the storage of and access to personal data.

## **Equal Opportunity**

The University aims to create conditions where every member of staff is treated with respect and the University is compliant with all applicable laws regarding non-discrimination plus European guidelines and good practice. This relates to all areas of equalities.

All procedures, such as recruitment and promotion for staff and enrolment and assessment for students, acknowledge diversity, are designed to ensure non-discrimination and to operate objectively. Issues and non-compliance are investigated and dealt with actively.

## **[Computer and Network Use](#)**

The computer and network systems and equipment are for staff and student use and work-related purposes only.

A computer account should be used only by the person assigned. Any other person without proper authorization may not use that account. Employees who use the University computers, networks, related resources and the information they contain have a responsibility not to abuse those resources and to respect the rights of others. They should not misrepresent themselves as someone else or hide their identity during official communication.

A new member of staff is provided with an official account which is active for the length of their employment with the University. When a member of staff leaves, the account is closed in conformation with the procedure for opening and closing an e-mail account. HR hands over personal documentation as requested.

## **Use of E-mail**

E-mail is an important mechanism for official communication within South East European University. Employees are expected to check their email on a regular basis to stay up to date with University-related information and news. The University has a right to delete unread emails which are waiting in a server more than one week. Staff are expected to make emails courteous, professional and accessible.

## **[Use of telephone](#)**

All employees have the right to use the telephone network. Telephone lines should be kept open for business use i.e. University and work-related needs. Personal calls without due authorisation are not allowed.

## **University Property**

All property and equipment provided by the University should be used carefully, with appropriate training as required. Faults and breakdowns should be reported promptly. No University property such as furniture, equipment, machines or tools may be removed without written permission from the Finance Office. Office materials should be used for University purposes only and not personal ones. University vehicles may be used for work related purposes and driven only with the necessary legal licences and with authorization.

## **[Use of Alcohol and Narcotic Substances](#)**

To achieve the objective of providing an alcohol and drug free environment for all University students and staff, the University prohibits distribution, dispensation, possession or use of narcotic substances and alcohol on its property or as part of any of its activities. Alcohol may be permitted with the permission of the Rector. Staff and students, who consume or are under the influence of alcoholic beverages or narcotic substances without permission, are dealt with in accordance with the Disciplinary Rule. Visitors are expected to conform to this environment.

## **No Smoking**

Smoking is not permitted inside any building, including classrooms, offices, lecture halls, meeting and conference rooms, restaurant/cafe areas, hallways or corridors. It is allowed in certain places outside where there is no safety risk. All staff, students and visitors are expected to comply with the no-smoking rule in order to protect health, University property and environment.

After confirmation by the Security Service that an employee has not complied with the prohibition on smoking in an indoor environment, the member of staff receives a sanction of 10 Euros for each violation, imposed through the HRO.

### **Safety at Work**

Maintaining safety at work is an integral part of the University's working life and must be respected by all members of staff. Staff and students have an obligation to conduct themselves in a safe and responsible way, for themselves and others, to follow relevant instructions, seek training before using equipment, operate machinery and equipment safely and according to advice, and report hazards and accidents in a timely way. The University aims to provide a safe and secure environment and to provide all necessary information, advice and training. Machinery and equipment is checked by the relevant Department. The Facilities Department deals with unforeseen accidents, events or emergencies, headed by the Director under the guidance of the Secretary General.

## **III. COMPENSATION**

### **Salary Compensation**

Every employee engaged at the University shall receive compensation in accordance with the [Ranking and Remuneration Policy](#). Salaries are issued once a month. Salaries are paid directly into individual bank accounts on a monthly basis and the Finance Office informs staff by email when each salary is realized. In addition, the Finance Office provides an individual salary breakdown electronically ([my.seeu.edu.mk](mailto:my.seeu.edu.mk)). An employee's wage consists of the basic salary, as well as performance elements or other agreed additional payment in line with the Ranking and Remuneration Policy which are counted in the gross salary.

## **IV. VACATION**

### **Annual leave**

Employees are entitled to annual leave of between 20 to 26 working days on full pay per annum upon the completion of six months continuous service at the University. Annual leave can be used at the University in two parts, as determined in the Academic Calendar.

Usually, one week of leave is used at the beginning of January and three weeks from the middle of July until the middle of August. Dates are published in the academic calendar which is published on the University web page.

The employer is obliged to ensure that all employees take the minimum of 12 days annual leave during the current calendar year. Outstanding leave must be taken before June 30 of the next calendar year, otherwise it will be lost.

Women of 57 years and men of 59 years and over, a disabled employee, an employee with at least 60% of physical impairment, or an employee who takes care of a physically or mentally disabled child, has the right to an additional 3 work days of annual leave.

### **Paid Leave**

Paid leave can be granted to employees for family and personal needs up to seven days per year, as a result of:

- personal marriage – 3 days
- child marriage – 2 days
- birth of a child (father) – 2 days
- adoption of a child – 2 days
- death of a spouse or a child (son, daughter) – 5 days
- death of mother, father, sister, brother – 2 days
- death of spouse's parents – 2 days
- death of grandfather or grandmother - 1 day
- looking after a family member – 2 weeks and then by Medical Commission
- first day of school for first-year elementary students – 1 day
- family transfer to another city – 2 days
- family transfer to another house (the same city) – 1 day
- pressing personal or business-related issue – 1 day
- for exams, for the first time of sitting only – 1 day per exam

Requests must be in writing to the HR Director and Manager for authorization.

### **Unpaid Leave**

An employee can be absent from work (without wage compensation or contributions) up to three months, as a result of:

- care for a family member
- house/apartment construction or repairs
- attendance at a cultural or sports event
- attendance at a congresses or conference
- medical treatment on his/her own expense
- civic duty such as standing as a candidate in an election, being on a public body up to (up to 15 working days maximum)

Requests must be in writing in advance to the HR Director and Manager for authorization. The supervisor of the applicant and the university authorities are consulted and depending on the volume of work and specific circumstances, a decision is made about the request within 15 days. The HR Office informs the applicant of the decision.

### **Absence from Work due to Civic Responsibility**

An employee has the right to be absent from work with compensation when taking part in compulsory civic responsibilities which are in line with specific national laws. These duties could include but are not limited to national service, service appointed by a court, military defence, national security and emergency response work. (Article 150, Law on Work Relations).

An employee has the right to be absent from work if they are selected or appointed to a state or public function (article 151, Law on Work Relations), either internally or abroad. In this case, the University does not remunerate the member of staff but holds the employment contract for the first period of service. The member of staff has the right to return to her/his previous employment contract position and to be employed to carry out duties, not necessarily the same as previously, but which are in line with their rank and professional knowledge, skills and experience. They must return to work within 15 days of the end of the elected or appointed civic service.

### **Sabbatical Leave for Academic Staff**

Academic staff who have worked full time for specified periods at the University are entitled to short and long sabbatical leave. This provides staff with study leave opportunities including the possibility of studying abroad. The conditions and compensation for this are regulated in separate rule ([Rule on Sabbatical Leave](#)).

### **Medical Leave**

An employee has a right to medical leave in the case of illness and injury. Identifiable and verifiable medical evidence (medical certificate) must be provided to the Human Resource Office. This should be provided to HR within 3 days of returning to work.

After serious or prolonged illness, the employee should provide a medical certificate to say they are fit to return to work. The University may discuss support or flexible time for a short period of time after returning to work.

An employee who voluntarily donates blood has a right to be absent from work 2 consequent days from the day of donation, in order to regain their strength, unless this is done on a Friday.

## **Maternity Leave**

A female member of staff may take maternity leave 45 days before her due date, and is obliged to take maternity leave 28 days before the due date. An employee is entitled to nine months' maternity leave, and one year if she gives birth to more than one child (e.g. twins). No salary compensation is paid during maternity leave by the University but this compensation is covered by the Pension and Disability Fund. During this period, the member of staff's email account remains open and HR informs the member of staff of anything which might be of importance for the person's position.

## **Holidays**

Employees will be given paid leave for all public holidays in the Republic of Macedonia, defined by the Law on Public Holidays in the R. of Macedonia.

## **Pension – (Retirement based on age)**

In order to qualify for retirement, all male employees must have at least 15 years work experience and be 64 years old. Female employees must have at least 15 years work experience and be 62 years of age. This entitles a person to start receiving their full pension.

The employer terminates the employment contract when an employee reaches 62 years (women) and 64 years of age (men). Academic staff can continue to the end of the relevant academic period.

The worker may submit a written statement to the employer requesting the employment contract to be extended to a maximum of 67 years of age (males) and 65 years of age (females). This must be submitted at the latest by 15 July of the actual on-going year for continuation of the working contract and for every future request for continuation of the contract. This is considered by University management in accordance with the needs of the department or University and a decision is given to the employee.

## **VI. The History of the University**

In the spring of 2000, the High Commissioner for National Minorities of the OSCE initiated discussion on the foundation of a new University in the Republic of Macedonia, supported by international donors. After adoption of the Law on Higher Education by the Parliament of the Republic of Macedonia, which permitted the foundation as a private entity and supported studies in the Albanian language, detailed plans for the establishment of the University started at the end of 2000. Construction started in March 2001 and South East European University opened its doors six months later, on 20 November 2001. By November 2002, the number of students had increased to 2250

and by October 2003 the number of students had reached 3700. Currently there are about 7000 enrolled students at SEE University.

SEE University is a unitary institution with five faculties: Faculty of Law, Faculty of Business and Economics, Faculty of Public Administration and Political Sciences, Faculty of Contemporary Sciences and Technologies, and Faculty of Languages, Cultures and Communications, as well as the following units: the Language Centre, the e-Learning Centre, the Institute for Environment and Health, Institute "Max van der Stoel" and Institute for Applied Research in Business and Informatics.

SEE University plays a leading role in the development of modern higher education in the Republic of Macedonia and in the Southern Balkans. The University is the first in the Republic of Macedonia to have a policy of flexible use of languages, teaching mainstream subjects not only in the Albanian language, but also in Macedonian and English. All students learn English and have the opportunity to learn or improve their Albanian and Macedonian. Developing good English and flexible language skills is extremely important for those who want to build a career where English is a main language of communication and multi-linguistic skills highly valued.

The initial development of SEE University was enabled by donations from OSCE, EU and USA member states, which gave a total of 36 million Euros. One part of this contribution from the United States was dedicated to a three-year collaboration agreement with Indiana University (IU) which gave great support during the first three years in the development of teaching staff and curricula. Support from IU continued for the next three years, from 2004/2005. The University provides on-going critical evaluation through external program review, EUA external evaluation and other quality initiatives.

The University has two campuses, the main one in Tetovo and one in the city centre of Skopje. Both occupy purpose-built accommodation which includes large lecture halls, small teaching rooms and staff offices. The Tetovo Campus also has state-of-the-art computer centres and labs, a highly equipped library (resources available in Skopje also) and comfortable residential accommodation for students. All buildings and accommodation have good disability access. The University's IT system is connected to the Internet by satellite uplink providing opportunities for video-conferencing and high-speed data transfer.

Pursuant to the Law on Higher Education, the University is classified as a public-private, not for profit institution (a higher education institution founded by a not for profit foundation with funding deriving from foreign and local public sources, which creates and generates public good and builds the public interest; and which may also access public funds). The Law on Higher Education requires all higher education institutions to submit to processes of licensing and accreditation, to assure quality of academic provision (including a verification of the academic qualifications of teaching staff). South East European University has complied fully with these requirements and all its

programs are accredited by the State. All courses are modular and follow the pattern of the European Credit Transfer System.

SEEU seeks continuously to develop solid links with other academic institutions to promote exchanges of information, staff and students, and to enhance the quality of its academic programs and experience for students. We have collaboration agreements with a number of regional and international Universities.

SEEU presents an ideal place for academic staff who want to conduct scientific research in the Balkans, and for younger staff taking their first steps toward an academic career.

The University actively supports students in setting and reaching their individual goals. In order to help graduates in furthering their employment and career aims, the University offers support and practical advice regarding work experience (practical teaching), internship, employment vacancies and other career opportunities and has signed a collaboration agreement with public and private enterprises so as to continuously engage students and use their broad knowledge and skills gained at SEE University.