



KOSOVO ART ACADEMY

INSTITUTIONAL AND PROGRAM EVALUATION

HUMAN RESOURCES POLICY

21st of October, 2019, Prishtina

HUMAN RESOURCES POLICY

Update from 06/11/2019

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According to Section 30 Item 23 of the Statute of the Kosovo Art Academy SH.P.K Prishtina the Board of Directors of Kosovo Art Academy SH.P.K Prishtina, on 29 September 2019.

Human Resources Policy

A human resources policy is a set of systematic, codified and pervasive rules and regulations that guide how Human Resources should be treated in an organization, what rights and responsibilities they have, and what rights and responsibilities managers have.

The main purpose of HR Policies is to make the procedures and regulations that apply to all employees of Kosovo Art Academy SH.P.K as clear as possible.

These policies are intended to:

- Help all employees feel at their best within Kosovo Art Academy SH.P.K
- To serve as a reference for standardizing practices and procedures within workplaces.
- Helps all employees to complete all official duties and individual goals for their career development.

The Human Resources Policy is intended to include all relevant issues related to the work of Kosovo Art Academy SH.P.K employees as follows:

- Recruitment and selection policies
- Individual Performance Evaluation
- Training and Development Policies

- Communication Procedures
- Personnel registers
- Categorization of jobs and employees.

Recruitment and selection policies

Objectives

This section aims to promote and maintain high standards of professional recruiting practice by encouraging recruiters to adhere to best practices.

Main goals are:

- Ensure that recruitment is considered an essential part of human resources;
- Drafting the strategy and consequently incorporating it as an integral part of the overall business strategy;
- Ensure best practice is applied to all types of recruitment;
- Maintain professional standards even when candidates are easy to find;
- Ensure equality of opportunity is considered an integral part of recruitment practices and procedures.

Recruitment Authorization Procedures

- The Department Manager must complete the Employment Authorization Form.
- The Department Manager is responsible for ensuring accurate authorization procedures.

- The Director of the Department will submit to the HR Director a form authorizing the commencement of recruitment.
- The HR director should check that the authorization is correct. When everything is in the right order then the recruitment process can begin.

Newly created or restructured positions

The full authority will be assigned to the Board to consider the requirement for activating a newly created or reorganized position.

- Activation of a vacancy will be allowed upon submission of an “Employment Authorization” form by Department Manager for Human Resources Director.
- Once the need to fill a vacancy has been identified, the Department Manager will submit a recommendation to the Board to activate the position.
- Internal advertisements will be e-mailed or via other means to all employees by the HR Director. Whereas External advertisements will be placed in the specified local newspapers.

Employment Procedures

- The Human Resources Officer will receive all job applications and certify their receipt in writing. All job applicants will be directed to the HR Director.
- The HR officer will classify all applications that meet the minimum requirements for the appointment mentioned above and then send these applications to the Department Manager, together with a complete list of all applications received.
- The Department Manager, in consultation with the HR Director, will compile the list of candidates for the interview.
- The HR Director will invite nominees for interviews and then notify the Chief Executive Officer of the appointments.

- A summary of the interviews will be prepared by the HR Director and held for registration purposes.
- The HR Officer will ensure that the list of selected candidates is ready. Then will draft and propose the final salary offer of employment in consultation with the concerned Department Manager, to the selected candidate. After the candidate acceptance will follow by a letter signed by the President/CEO or his assignee. After the selected candidate has accepted the job offer, the HR Officer will send information letters or email to all candidates who did not obtain the job.

Employment Interview Panel

The Employment Interview Panel will conduct the interview(s) one candidate at the time, following principles of:

- Integrity;
- Collaboration;
- Accountability;
- Professionalism.

The Panel shall consist of the following persons:

- Manager of the Unit in question.
- Human Resources Officer.
- CEO / President, (for management positions) as well as an elected Board of Directors Member.

Appointment

Appointment Letters: The official letter of appointment will be held by the signature of the Chief Executive Officer or Academic Director and shall includes all the terms of the employment, salary, working hours, duties and responsibilities. The letters must bear the signature of the nominee for an appointment before the appointment is considered effective.

Job Duties and Obligations of Employment: After the acceptance of the appointment from both the parties involved, the employee during a meeting with the employer will receive and complete job description which will specify the purpose and terms of reference for the position is responsible for. Each staff member is obliged to dedicate its time and attention to its work and not engaging in activities that may conflict with the interests of the company or adversely affect even after the work hours. Job descriptions should be reviewed annually.

Practice Period Work: Any appointment made by the company will be subject to a probationary period as specified in the appointment letter (the probational period is variable based on the position). At the end of the probationary period, the probationary employee's supervisor/manager/head will make an evaluation report recommending confirmation or termination of the employee's services. Where necessary, the probationary period may be extended if deemed necessary by the company. An employee who is part of a probationary job may be terminated at any time without notice. In such cases, the employee will be paid for the period of work up to the time of termination.

Confirmation of Appointment. On the recommendation of the direct supervisor through the Evaluation Report the President CEO/Director of Studies will confirm the appointment in writing.

Personal Data

Upon the appointment of a new staff member, information is required to complete his personal data form. The new employee must provide the Academy with a statement of dependents, such as a spouse and his / her children; relatives- and provide photocopies of personal certificates and other evidence.

Any changes in personal status must be reported immediately to the HR Officer to complete the new personal data form. The confidential personal data will be treated in confidence at all times.

Involvement within the employing Academy

All new staff members will undergo training to assist them in the process of integration into the institution in the shortest possible time. The relevant Supervisor in co-operation with the HR Officer will deliver relevant training based on the job position.

Individual Performance Assessment

Individual Performance Assessment is a systematic and practical process that is about judging and evaluating job positions. Also, this process helps management staff to clearly understand the concrete performance of each unit of the institution and at the same time to make comparisons between them. The Individual Performance Appraisal procedure does not directly set pay levels but defines a ranking of job positions within the institution.

There are several criteria that the institution uses to create a list that will evaluate and differentiate different job positions when building a Performance Assessment.

The HR department has the task of organizing and operating the process of evaluating the individual achievement of each employee.

Valuation is based on performance for 12 months. The valuation year starts from 01 January to 31 December of the working calendar year. At the outset, all staff should know the objectives of the work on which the evaluation will be conducted.

Work performance is based on the evaluation of two types of factors:

- a) Achievement of objectives
- b) Assessing the key skills needed to meet these objectives

Performance evaluation is an open procedure, which is performed by the Reporting Superintendent & Authorizing Superintendent.

The Superior Rapporteur appreciates the work of employees who are directly dependent on him/her. The Authorizing Officer is the superior who is hierarchically superior to the Reporting Officer. By signing, the Authorizing Officer confirms what the reporting superior has evaluated.

The hierarchical rating scale is as follows:

- For the evaluation of subordinate employees: Unit Manager
- For the evaluation of Heads of Units: CEO / President

- For the evaluation of the Sector / Office Manager. CEO / President
Within one evaluation year 4 general assessments are carried out.

The Superintendent must carefully and continuously observe the progress of the employees for whom he will report. He / She should specifically record the progress of the work, highlighting any problems as soon as they arise.

Performance evaluation is based on the objectives of the workplace. It is recommended to present 4-5 objectives that should contain the main activities that the employee uses to realize his product.

Objectives should be listed by importance, the time required to accomplish them, and determined by consulting the employee directly. The relative importance of each objective must be borne in mind to achieve the purpose of the work. For example, if the employee has 3 objectives and they are evaluated: one at one level and the other two at another level, this does not necessarily mean that the overall performance evaluation is that of the two objectives if the objective the other is more important than the other two combined.

Also very important is the self-evaluation of the performance performed by the employee himself. Form e Self-assessment is accomplished by raising some questions that each employee must answer, from which the supervisor receives direct information.

Another milestone in performance appraisal is the “Essential Skills Assessment” of each employee. This path helps to identify the strengths and weaknesses of each employee: Key skills are assessed for two types of levels

1-For the Responsible Sector level

2-For the managerial level (Unit Manager)

The rating is divided into 5 levels:

- Excellent (5) = Performance is significantly above the required level
- Very Good (4) = performance above the expected level
- Good (3) = performance reaches the expected level completely

- Satisfactory (2) = achievements are below the expected level (hence more commitment and skills required).
- No - Satisfactory (1) = not attained and recommend measures.

The HR Division distributes (electronically) the evaluation forms (relevant tables + Explanatory) and ensures that they are returned completed and archived in each employee's file for a period of 3 years.

The probation person must first have very clear objectives for the workplace he/she is covering. The performance of this category of employees should be discussed between the employee himself and the Reporting Superintendent. For the probation officer the word "In Proof" above the standard form shall be noted.

In case the employee moves (shifts) the job within the institution where he/she works, the evaluation of his / her work performance is performed by the new superior. The latter should also consult with the former superiors of the employee being evaluated. It should be borne in mind that the time spent in each workplace should be fairly evaluated.

Complaints - The employee, after being acquainted with his / her evaluation, has the right to appeal within 10 days from the day of receiving the evaluation. Disagreements usually have to be resolved by discussing with the Reporting Superintendent. When this is not possible, the employee files a written complaint reflecting all his arguments. Thereafter, the Reporting and Authorizing Officers shall comment in writing on all points of complaint of the employee. If the supervisors fail to come up with a common solution regarding the evaluation, it will be the Authorizing Officer who will ultimately and officially decide on the matter.

How does this process affect the activity of the institution?

The Individual Performance Assessment process is a supportive process for both the HR department and the management staff who can be informed accurately and at any time about the work performance, current difficulties or training needs.

Training Development Policies

Objectives

The objectives of the Training and Development Policies are to:

- Inform the members of the Board of Kosovo Art Academy SH.P.K, KAA and Management in the training and development of all employees, primarily to fit the business philosophy, mission, vision, and Business Plan;
- ensure that development and training is provided to Kosovo Art Academy SH.P.K employees;
- recognize that training and development can only be carried out when resources are available and in line with the budget planned for these activities;
- ensure that training and development needs are equitably distributed across all staff categories and levels of Kosovo Art Academy SH.P.K;
- provide equal opportunities in the training and development of all sectors of the KAA;
- ensure the development and retention of qualified staff (Academic, Technical, Administrative and Professional) in the K.A.A;
- create an environment conducive to self-development and career advancement for staff members;
- provide and support with financial assistance;

Process and criteria

Kosovo Art Academy SH.P.K will strive to train its staff consistently to give employees new skills, through the following ways:

- Kosovo Art Academy SH.P.K will from time to time identify training courses, solicit funds, and identify personnel to attend such courses.
- Kosovo Art Academy will also encourage staff to pursue further training and support them when funding is available.
- Specialized staff will be encouraged to attend various training.

The training and development program can be tailored to the needs of the Human Resources officer with the advice of the department manager.

If a candidate cannot attend the training for one reason or another, the candidate must notify the HR Officer in writing before the start of the course by his / her supervisor.

The role of the HR Officer in this context will be to:

- A. Determine the training and development needs that currently exist as well as those that are designed for the future. All employees have an individual development plan, which will be developed by the department supervisor.
- B. Select and write the training and development objectives to determine the content and of course the order of each employee.
- C. Preparing and providing appropriate training and development programs.
- D. In particular the opportunities for exchange visits with local and foreign institutions involving professional development.

Communication Procedures

Managers can enhance their communication skills with commitment, dedication, and practice using the following five strategies that help determine what, when and how to communicate more effectively.

Listening

The most effective leaders know when to stop speaking and when to start listening to others. This is especially important in three particular situations:

First, listening is critical when emotions are high.

Extreme emotions such as anger, resentment and nervousness distract attention from business goals. Managers, who ignore employees' feelings, can create some sort of distance with their employees, destroying this relationship, which affects the work environment.

From a business perspective, emotions can interfere with thinking clearly. When employees are allowed to make their remarks, then this helps them to go beyond their means efficiently and to return to work. Managers can build strong relationships with their employees simply by listening to them attentively during difficult times for them to boost productivity.

The second most important point to listen to is the team environment. In a team environment different personalities with complex dynamics are involved. By listening carefully, managers can ensure that all staff is working towards a common goal.

Listening also helps executives identify and resolve conflicts promptly to facilitate relationships between team members.

Third, listening is vital when employees are expressing their ideas. When executives stop listening to these ideas, then employees no longer offer new ideas. This means that managers are inherently disconnected from the creativity and expertise of the people in their team. In this way leadership becomes an illusion.

The basic basics of a better listener are as follows:

1. Following closely what is said and not what you want to say.
2. Allowing others to finish that speech before you speak.
3. Repeating what you have heard to allow the speaker to clarify the message.

By applying these tips, managers can clearly show that they care about what the speaker has said and want to help.

Facilitating communication

Facilitating communication is more than just listening to co-speakers. Good facilitation is a continuous three-step cycle: Listening to what is being said, integrating within the topic and saying something to advance the conversation.

Good facilitation is one of how managers become leaders. This requires gathering the data of all members in a group while keeping them focused on their responsibilities. This is especially useful when leading the team to the desired outcome - for example when developing a strategic plan or coordinating activities.

Questions

Most executives need information but aren't sure how to find it. Like employees may have information, but they do not know how to transmit it. Managers have the opportunity to pave the way for communication by asking the most appropriate questions. Therefore it should be noted that different questions can yield different results.

Confidential situations can be created by different circumstances that arise at work. The following are some situations in which a fourth communication strategy is needed:

1. One employee has a direct conflict with another employee.
2. An employee is concerned about the behavior of another employee.
3. An employee's performance has dropped significantly.
4. An employee has a health problem or a personal problem.

In one of these cases, the employee is faced with circumstances that affect him personally as well as his work if he does not turn to his supervisor. A manager who invites the employee into a confidential conversation can help him to discuss the situation openly and develop strategies to handle it better. But when a manager's credibility is questionable by the employee, then there will be no honest discussion between them. This can have consequences and can affect the employee's ability to perform at work.

How can managers communicate to become trustworthy? One way is to tell employees directly that they are ready for private conversations when needed. Managers, who do this, assure employees that their conversations will remain confidential. In conclusion, actions speak louder than words. When managers talk about their employees behind their backs, then employees will have doubts, so their judgments and opinions will be kept secret. As a result, communication routes are closed causing potential harm to the team.

Direction

Direction comes last in the list of communication strategies. This is not to say it is less important, but it is something less commonly used. Most managers always try to direct their employees because they believe that is the only way to achieve their goals, but in fact the opposite is the case. We mentioned above other forms of communication (facilitation, listening, etc.) that are much more efficient for employees. They are more productive in a spirit of cooperation and a friendly environment than in the direction of the manager.

However, the direction has its place. Direction means giving clear and unambiguous instructions such that:

Employees know exactly what and when to do their job. This type of communication is most appropriate when there is confusion from employees or when efficiency is the most important objective. Although it may be effective, management can lead to employee complacency because they can maintain the attitude "I do just what I was told to do". So managers should be able to use it properly.

Benefits in Communication

To have healthy communication requires a lot of effort and the effort achieved has its obvious benefits. All employees will feel valued and respected, their ideas can be shared with the rest of the staff and most importantly, their relationship will be based on trust. One last tip: when you are practicing as a manager, communication works best. The results of smart communication prove that communication is the key to successful management.

Personnel Registry

Keeping records in the field of personnel, at its best, is a very delicate matter. Employers must keep sufficient records to ensure that they have all the information needed for an employee about his position, benefits and other circumstances related to his employment.

GENERAL CONTENT OF A PERSONNEL FILE.

- Job Description.
- Application form and related documents, eg. Test results.
- Documents with the job offer, terms and final job offer, including payment.
- Copies of documents that may be necessary to prove eligibility for the workplace.
- Requirements for reasonable accommodation, where appropriate.
- Employee benefit forms including medical benefits, retirement and other benefits that require information about the employee.
- Form certifying receipt of the Employee Manual.
- Employee evaluation forms, sorted by the order.
- Data on participation in training and education programs.
- Documentation of any job promotion, gratitude or special awards
- Written reprimands and other decisions for disciplinary action.

Date and Place

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Head of Senate/President CEO

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Board of Directors

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General Regulations and Procedures Affecting Students 2019/2020