



UNIVERSITETI I TETOVËS
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Pursuant to Article 94 of the Law on Higher Education ("Official Gazette of the Republic of Macedonia", No. 82/2018 and "Official Gazette of the Republic of North Macedonia", No. 178/2021) and Article 85 of the Statute of the University of Tetova, the Senate of the University of Tetova, at its session held on 24.11.2022, adopted:

RULEBOOK
on Professional Development and Career Advancement of Employees
at the University of Tetova

I. GENERAL PROVISIONS

Subject Matter

Article 1

- (1) This Rulebook regulates the conditions, manner, procedures, and forms of professional development and career advancement of employees at the University, as well as the rights and obligations of employees in relation to their professional development.
- (2) This Rulebook, in particular, regulates: the types and forms of professional development and career advancement; planning and determining professional development needs; the professional development of teaching and scientific staff; the professional development of non-teaching staff; sabbatical leave and paid and unpaid leave for professional development, in accordance with the law; mobility, study, research, and professional stays; the conditions and procedure for exercising rights in the area of professional development; financial and institutional support for professional development; and monitoring and reporting on completed professional development activities.

Purpose

Article 2

- (1) The purpose of this Rulebook is to provide conditions for systematic, continuous, and high-quality professional development and career advancement of employees at the University.



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with the aim of enhancing their professional competencies, knowledge, and skills and improving the quality of their work.

- (2) The professional development of employees shall be carried out in accordance with the requirements of the position, the professional development of the employee, and the strategic and development goals of the University.

Application

Article 3

- (1) This Rulebook shall apply to employees at the University, in accordance with their status, position, and type of professional development.
- (2) The provisions of this Rulebook shall apply to teaching and scientific staff and non-teaching staff, unless otherwise regulated for matters by law, a collective agreement, the Statute, or another act of the University.
- (3) Regarding matters concerning the rights and obligations of teaching and scientific staff arising from the specific nature of higher education and scientific research activities, the specific provisions of this Rulebook shall also apply.

Principles

Article 4

- (1) Professional development and career advancement of employees shall be based on the following principles: legality; equal opportunities and non-discrimination; transparency and objectivity; accessibility and fairness; continuity of professional development; alignment of professional development with the position and professional competencies; consistency with the strategic and development goals of the University; efficient and purposeful use of funds; responsibility of the employee and the institution; and enhancement of the quality of teaching, scientific research, and professional work.

Terms

Article 5

- (1) Certain terms used in this Rulebook shall have the following meanings:



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“Professional Development” means the organized or individual acquisition, deepening, and enhancement of the knowledge, skills, abilities, and competencies required for the successful performance of work tasks and professional development.

“Career Advancement” means a continuous process of enhancing the employee’s professional knowledge, abilities, skills, and competencies through various forms of learning, professional development, practical work, and exchange of experience.

“Professional Training” means a process of acquiring and enhancing professional knowledge, skills, and competencies related to the employee’s position and professional field.

“Scientific Research Development” means professional development aimed at enhancing the scientific and research competencies, knowledge, and abilities of teaching and scientific staff.

“Form of Professional Development” means a specific activity through which professional development is carried out, such as training, seminar, workshop, conference, study visit, scientific research stays, mobility, specialization, and other appropriate forms.

“Beneficiary of Professional Development” means an employee of the University who has been approved for, or who undertakes, a specific form of professional development in accordance with this Rulebook.

“Institutional Support” means support provided by the University for the implementation of professional development activities, within the scope of its responsibilities and available resources.

“Financial Support” means the provision of funds by the University to cover all or part of the justified costs related to professional development, in accordance with this Rulebook and other relevant acts.

- (2) Other terms used in this Rulebook shall have the meaning established by law, the collective agreement, the Statute, and other relevant regulations and acts.



II. TYPES AND FORMS OF PROFESSIONAL DEVELOPMENT AND CAREER DEVELOPMENT

Types of Professional Development and Career Development

Article 6

- (1) The professional development and career development of employees at the University shall be carried out through various types and forms of activities, depending on the nature and requirements of the position, the professional field, the status of the employee, and the objectives of the professional development.
- (2) Depending on the purpose and manner of implementation, professional development and career development may be:
 - continuous professional development;
 - long-term professional development;
 - individual professional development;
 - institutional professional development and career development;
 - other appropriate forms of professional development established by law, a collective agreement, the Statute, or another act of the University.

Continuous Professional Development

Article 7

- (1) Continuous professional development shall constitute the continuous and systematic enhancement of the employee's knowledge, skills, abilities, and professional competencies throughout the employment relationship.
- (2) Continuous professional development may be carried out through:
 - training and professional development programmes;
 - seminars, workshops, and professional consultations;
 - conferences, congresses, symposia, and other professional and scientific gatherings;
 - courses and programmes for acquiring or enhancing specific knowledge and skills;
 - online and other forms of learning and professional development;
 - exchange of knowledge and experience;
 - practical work and learning through work;
 - other appropriate activities.



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- (3) Continuous professional development may be carried out within or outside the University, in the country or abroad.

Long-Term Professional Development

Article 8

- (1) Long-term professional development refers to professional development that, by its nature, duration, or objectives, requires a longer period of implementation and may be related to acquiring, deepening, or enhancing specific professional, specialized, scientific, or other competencies.
- (2) Long-term professional development may be carried out through:
 - study visits;
 - scientific research stays;
 - professional stays;
 - specialization and other forms of professional training;
 - mobility;
 - sabbatical leave;
 - other forms of long-term professional development in accordance with the law and the acts of the University.
- (3) The conditions, manners, and procedure for undertaking individual forms of long-term professional development shall be regulated by this Rulebook and other relevant acts governing this matter.

Individual Professional Development

Article 9

- (1) Individual professional development is professional development undertaken independently by the employee, in accordance with their professional needs, the requirements of the position, and opportunities for professional development.
- (2) Individual professional development may include self-directed learning, studying professional and scientific literature, participation in online programmes, and other activities aimed at acquiring and enhancing knowledge, skills, and competencies.
- (3) An employee may include individual professional development in their professional development plan, in accordance with the identified needs and priorities.



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Institutional Professional Development and Career Development

Article 10

- (1) Institutional professional development and career development comprise activities organized, encouraged, or supported by the University, faculties, institutes, and other organizational units, with the aim of enhancing the professional competencies of employees and developing institutional capacities.
- (2) Institutional professional development may be carried out through:
 - internal training and professional development programmes;
 - professional and scientific workshops and seminars;
 - exchange of knowledge and good practices;
 - mentoring and other forms of knowledge and experience transfer;
 - team-based and inter-institutional activities;
 - activities aimed at enhancing organizational and professional competencies;
 - other activities of significance for the development of the University.
- (3) Institutional professional development may be organized for teaching and scientific staff, non-teaching staff, or both categories of employees.

Professional Development in the Country and Abroad

Article 11

- (1) The professional development of employees may be carried out in the Republic of North Macedonia or abroad, at higher education and scientific research institutions, professional and specialized organizations, institutions, training centres, and other relevant institutions and organizations.
- (2) When selecting the institution or organization where the professional development is to be carried out, its relevance, the quality of the programme, and its connection with the position, professional field, and objectives of professional development shall be taken into consideration.

Forms of Implementing Professional Development

Article 12

- (1) Professional development may be carried out as:
 - an individual or group activity;



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- an internal or external activity;
 - in-person, online, or blended format;
 - a short-term or long-term activity;
 - an activity organized by the University or another entity;
 - an activity financed fully or partially by the University, from other sources, or by the employees themselves.
- (2) The form of implementation shall be determined depending on the objectives, content, and nature of professional development.

Alignment with Professional and Institutional Development

Article 13

- (1) The professional development and career development of employees should contribute to:
- enhancing the competencies required for the successful performance of work tasks;
 - improving the quality of teaching, scientific research, and professional work;
 - keeping abreast of and applying contemporary scientific, professional, pedagogical, and technological developments;
 - developing the individual professional potential of employees;
 - enhancing institutional capacities;
 - achieving the strategic and development goals of the University.

III. PLANNING AND DETERMINING PROFESSIONAL DEVELOPMENT NEEDS

Determining Professional Development Needs

Article 14

- (1) The professional development and career development needs of employees shall be determined based on the requirements of the position, the development of employees' professional competencies, the needs of the organizational units, and the strategic and development goals of the University.
- (2) When determining professional development needs, particular consideration shall be given to:
- the nature and complexity of work tasks;
 - the need to acquire or enhance knowledge, skills, and competencies;
 - changes in the scientific, professional, technological, and regulatory fields;
 - work performance results and identified needs for improvement;



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- needs related to the development of teaching, scientific research, and professional activities;
- needs related to enhancing organizational and administrative capacities;
- opportunities to apply the acquired knowledge and competencies in the workplace;
- other needs of significance for professional and institutional development.

Planning of Professional Development

Article 15

- (1) The professional development and career development of employees shall be planned annually, in accordance with the identified needs and available resources.
- (2) Planning shall be carried out at the level of the organizational unit and at the University level.
- (3) In planning, priority areas and forms of professional development shall be determined, in accordance with the needs of employees, the organizational units, and the University.
- (4) The manners and deadlines for the preparation and adoption of the annual plan shall be determined by an act of the competent body of the University.

Proposals of the Organizational Units

Article 16

- (1) The organizational units of the University shall identify and submit proposals regarding the professional development needs of employees within their respective areas of responsibility.
- (2) The proposals shall be prepared based on:
 - the identified professional development needs;
 - the needs and priorities of the organizational unit;
 - proposals and interests of employees;
 - the need to enhance the quality of work;
 - the strategic and development priorities of the University;
 - available financial and other resources.
- (3) When proposing professional development activities, the organizational unit shall, within its capabilities, ensure the smooth functioning of the work process.



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Individual Professional Development Plan

Article 17

- (1) An employee may prepare an Individual Professional Development Plan, which shall define the objectives, areas, and forms of professional development relevant to their professional development.
- (2) The Individual Professional Development Plan shall be aligned with the requirements of the position, the needs of the organizational unit and, where applicable, with the strategic and development goals of the University.
- (3) The Individual Professional Development Plan may serve as a basis for proposing and planning professional development activities and for obtaining appropriate institutional and financial support, in accordance with this Rulebook.

Alignment with the Strategic and Development Goals

Article 18

- (1) The planning and implementation of professional development and career development shall be aligned with the strategic and development goals of the University and with the needs for enhancing the quality of its activities.
- (2) When determining professional development priorities, preference may be given to activities that contribute to:
 - enhancing the quality of teaching and scientific research;
 - developing scientific and professional competencies;
 - introducing and applying modern methods, technologies, and practices;
 - developing digital and other contemporary competencies;
 - enhancing administrative and organizational capacities;
 - fulfilling the strategic priorities and development plans of the University;
 - other activities of significance for the development of the University.



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Priorities in the Event of Limited Resources

Article 19

- (1) When the available financial or other resources do not allow for the implementation of all proposed professional development activities, priority shall be given to activities assessed as priorities in accordance with the identified needs, the plans of the organizational units, and the strategic and development goals of the University.
- (2) When determining priorities, due consideration shall be given to ensuring equal and fair access of employees to professional development opportunities.

IV. PROFESSIONAL DEVELOPMENT OF TEACHING AND SCIENTIFIC STAFF

Forms of Professional Development of Teaching and Scientific Staff

Article 20

- (1) Teaching and scientific staff shall undertake professional development and career development through various forms of professional, pedagogical, scientific research, and academic development.
- (2) Professional development may be carried out through:
 - professional training in the field of teaching and scientific activities;
 - pedagogical and didactic development;
 - scientific research;
 - participation in scientific and professional gatherings;
 - scientific, study, and professional stays;
 - academic and professional mobility;
 - participation in national and international scientific research and professional projects;
 - publication of scientific and professional papers;
 - preparation and publication of scientific monographs, textbooks, teaching materials, and other academic publications;
 - participation in knowledge and experience exchange programmes;
 - specializations and other forms of academic and professional development;
 - other activities of significance for enhancing the quality of teaching, scientific research, and professional activities.



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Professional and Pedagogical Development

Article 21

- (1) The professional and pedagogical development of teaching and scientific staff shall be aimed at the continuous enhancement of professional, teaching, pedagogical, and didactic competencies.
- (2) Pedagogical development may include activities aimed at:
 - enhancing teaching methods and techniques;
 - applying modern approaches to learning and assessment;
 - developing and applying digital tools and technologies in teaching;
 - enhancing inclusive approaches to students;
 - developing competencies for mentoring and working with students;
 - other areas of significance for the quality of the teaching process.

Scientific Research Development

Article 22

- (1) Scientific research development shall aim to enhance the scientific and research competencies of teaching and scientific staff and contribute to the development of scientific research activities at the University.
- (2) Scientific research development may be carried out through:
 - independent or team-based scientific research;
 - participation in scientific research projects;
 - research stays at higher education and scientific research institutions;
 - use of scientific infrastructure and research resources;
 - development and application of modern scientific research methods;
 - participation in scientific networks and research groups;
 - other activities related to scientific research activities.

Participation in Scientific and Professional Gatherings

Article 23

- (1) The University may support the participation of teaching and scientific staff in scientific and professional gatherings in the country and abroad, when such participation is related to the field of teaching, scientific research, or professional work.



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- (2) The support may cover active or passive participation, in accordance with the conditions established by this Rulebook and the available funds.
- (3) When determining priorities for support, particular consideration shall be given to the scientific and professional relevance of the gathering, its contribution to the employee's professional development, and its contribution to the promotion and development of the University.

Scientific, Study, and Professional Stays

Article 24

- (1) Teaching and scientific staff may undertake scientific, study, and professional stays at higher education and scientific research institutions, institutions, centres, organizations, and other relevant entities in the country and abroad.
- (2) The stay shall have a clearly defined purpose and shall be related to the employee's professional teaching or scientific research activities.
- (3) Institutional and/or financial support may be provided for the stay, in accordance with this Rulebook, depending on the available funds and established priorities.

Mobility

Article 25

- (1) The mobility of teaching and scientific staff shall be carried out through participation in programmes and activities for academic and scientific research exchange, in the country and abroad.
- (2) Mobility may include:
 - teaching mobility;
 - scientific research mobility;
 - professional mobility;
 - study stays;
 - exchange of knowledge, experience, and good practices;
 - other forms of mobility of significance for career development.
- (3) Mobility may be carried out within the framework of international, national, institutional, and other programmes and projects.



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Scientific Research and Professional Projects

Article 26

- (1) The University should encourage and support the participation of teaching and scientific staff in national and international scientific research and professional projects.
- (2) Participation in projects may contribute to:
 - enhancing scientific and professional competencies;
 - acquiring new knowledge and research experience;
 - establishing and developing scientific and professional partnerships;
 - international cooperation and mobility;
 - enhancing scientific research infrastructure and capacities;
 - transfer and application of knowledge and results.

Support for Scientific and Professional Publications

Article 27

- (1) The University may provide institutional and financial support for the publication of scientific and professional papers by teaching and scientific staff, in accordance with the established criteria and available funds.
- (2) The support may apply to scientific and professional papers published or accepted for publication in relevant scientific and professional publications.
- (3) When determining the support, consideration shall be given to the scientific and professional relevance of the publication, the quality and visibility of the publication, as well as its contribution to the development and promotion of the University.

Publications with International Scientific Visibility

Article 28

- (1) The University may provide special support for the publication of scientific papers in international scientific journals and other publications with appropriate scientific visibility, in accordance with applicable regulations and the acts of the University.
- (2) When determining the conditions for support, international indexing, the impact factor, or another appropriate measure of the scientific influence and visibility of the publication may be taken into consideration.



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- (3) The manners and conditions for obtaining support shall be determined in accordance with this Rulebook and other relevant acts of the University.

Scientific Monographs, Textbooks, and Other Academic Publications

Article 29

- (1) The University may provide institutional and financial support for the preparation and publication of scientific monographs, textbooks, teaching materials, and other scientific and academic publications of significance for teaching and scientific research activities.
- (2) The support shall be provided in accordance with the established conditions, procedures, and available funds.

Knowledge and Experience Exchange

Article 30

- (1) The University shall encourage the transfer and sharing of knowledge, experience, and good practices acquired through professional development activities.
- (2) An employee who undertakes professional development with institutional or financial support may be required, in accordance with the conditions for approval of the support, to contribute to the sharing of the knowledge and experience acquired with other employees.

Other Forms of Professional Development

Член 31

- (1) Teaching and scientific staff may also undertake other forms of professional development that are not expressly specified in this Rulebook, if they are related to their professional, teaching, or scientific research activities and contribute to their career development and the development of the University.
- (2) The provisions of this Rulebook shall apply accordingly to the forms of professional development referred to in paragraph (1) of this Article.



V. SABBATICAL LEAVE AND PAID AND UNPAID LEAVE FOR PROFESSIONAL DEVELOPMENT

Right to Sabbatical Leave and Leave for Professional Development

Article 32

- (1) Teaching and scientific staff shall have the right to sabbatical leave, as well as paid or unpaid leave for professional, academic, and scientific research development, in accordance with the Law on Higher Education, the Statute of the University, and this Rulebook.
- (2) The rights referred to in paragraph (1) of this Article shall be exercised under the conditions and in accordance with the procedure established by the Law on Higher Education, the Statute of the University, and this Rulebook.
- (3) In exercising these rights, due consideration shall be given to the employee's professional development needs, the quality and continuity of teaching and scientific research activities, and the needs of the organizational unit.

Sabbatical Leave

Article 33

- (1) Sabbatical leave shall be used for intensive professional, academic, or scientific research development, research, development of scientific or professional work, preparation and implementation of scientific research activities, or other activities of significance for the career development of teaching and scientific staff.
- (2) Sabbatical leave shall be used under the conditions, for the duration, and in the manner established by the Law on Higher Education and the Statute of the University.
- (3) During sabbatical leave, the employee shall exercise their rights and fulfill their obligations in accordance with the law, the Statute of the University, this Rulebook, and the decision approving the leave.



Objectives of Sabbatical Leave

Article 34

(1) Sabbatical leave may be used for:

- scientific research;
- preparation and implementation of a scientific research project;
- a scientific or study stay at a higher education or scientific research institution;
- professional development in a specific scientific or professional field;
- development and enhancement of curricula, teaching methods, and materials;
- preparation of a scientific monograph, textbook, or other scientific or academic work;
- other activities that contribute to the employee's career development and the development of the University.

Paid Leave for Professional Development

Article 35

- (1) Paid leave may be granted to teaching and scientific staff for professional, academic, or scientific research development, in accordance with the law and the acts of the University.
- (2) Paid leave may be used for professional development at a higher education or scientific research institution, research centre, professional organization, or other relevant institution in the country or abroad.
- (3) When approving paid leave, consideration shall be given to the purpose and significance of professional development, its relevance to the employee's work, and its contribution to the teaching, scientific research, or professional activities of the University.

Unpaid Leave for Professional Development

Article 36

- (1) Unpaid leave may be granted to teaching and scientific staff for professional, academic, or scientific research development, in accordance with the law and the acts of the University.
- (2) Unpaid leave may also be used for long-term study, scientific research, or professional stay in the country or abroad.
- (3) The provisions of the Law on Higher Education, the collective agreement, and other relevant acts shall apply to the duration of unpaid leave.



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Application for Sabbatical Leave and Leave for Professional Development

Article 37

- (1) The application for sabbatical leave or paid or unpaid leave for professional development shall be submitted by the employee to the competent body of the University, through the organizational unit in which the employee is employed.
- (2) The application shall be accompanied by a professional development plan or a document specifying:
 - the purpose and justification of professional development;
 - the type and form of professional development;
 - the place and institution where it will be carried out;
 - the duration and period of implementation;
 - the expected results;
 - the manner in which professional development will contribute to the employee's career development and to the activities of the University;
 - information on secured or planned funding, where applicable;
 - other documents relevant to the specific form of professional development.

Opinion of the Organizational Unit

Article 38

- (1) The organizational unit shall provide a reasoned opinion on the application referred to in Article 37 of this Rulebook.
- (2) In providing this opinion, particular consideration shall be given to:
 - the justification and significance of professional development;
 - its relevance to teaching, scientific research, or professional activities;
 - its contribution to the employee's career development;
 - its contribution to the development of the organizational unit and the University;
 - the possibility of ensuring the smooth continuation of the teaching and work processes during the leave.



Decision-Making

Article 39

- (1) The competent body of the University shall decide on the use of sabbatical leave and paid or unpaid leave, in accordance with the law, the Statute of the University, and other relevant acts.
- (2) The decision approving the leave shall contain information on the type, purpose, and period of the leave, as well as other conditions relevant to the implementation of the professional development.
- (3) The decision shall be delivered to the employee and to the organizational unit in which the employee is employed.

Obligations of the Beneficiary

Article 40

- (1) An employee who uses sabbatical leave or paid or unpaid leave for professional development shall:
 - carry out professional development in accordance with the approved plan;
 - comply with the conditions established in the decision approving the leave;
 - use the leave exclusively for the approved purpose;
 - notify the University of circumstances that may affect the implementation of the professional development;
 - upon completion of the professional development, submit a report and appropriate evidence of its implementation;
 - fulfill other obligations established by law, the Statute, this Rulebook, and the decision approving the leave.

Report on Completed Professional Development

Article 41

- (1) Upon completion of the sabbatical leave, paid or unpaid leave, the beneficiary shall submit a report on the completed professional development to the competent body of the University, through the organizational unit.



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- (2) The report shall contain information on the activities carried out, the knowledge and competencies acquired, the results achieved, and their contribution to teaching, scientific research, or professional activities.
- (3) Appropriate evidence of the completion of professional development shall be attached to the report.
- (4) The knowledge and experience acquired through professional development may, depending on the nature of the activity, be shared with other employees of the University.

Interruption or Amendment of the Approved Plan

Article 42

- (1) If, after the approval of sabbatical leave or leave for professional development, circumstances arise that prevent professional development from being carried out in accordance with the approved plan, the employee shall promptly notify the competent body of the University.
- (2) Any amendment to the approved plan, the duration, or the purpose of the leave shall be made with the approval of the competent authority, in accordance with the law and the acts of the University.
- (3) In the event of interruption or failure to complete the professional development, action shall be taken in accordance with the law, this Rulebook, and the conditions stipulated in the decision approving the leave.

VI. PROFESSIONAL DEVELOPMENT OF NON-TEACHING STAFF

Professional Development of Non-Teaching Staff

Article 43

- (1) Non-teaching staff shall have the right and obligation to engage in continuous professional training and professional development, in accordance with the requirements of their position, the description of their job duties, their professional competencies, and the needs of the University.
- (2) The professional development of non-teaching staff shall aim to enhance the knowledge, skills, and competencies required for the efficient, high-quality, and responsible performance of their job duties.



Areas of Professional Development

Article 44

- (1) The professional development of non-teaching staff may relate to:
- professional training in the field of the position;
 - enhancement of administrative and organizational competencies;
 - development of digital competencies and the application of modern technologies;
 - enhancement of communication and language competencies;
 - financial, accounting, and budgetary operations;
 - legal, administrative, and regulatory matters relevant to the work;
 - human resources management;
 - quality management and institutional development;
 - project management and the project cycle;
 - public procurement and other specific areas, in accordance with the position;
 - information security and personal data protection;
 - occupational health and safety;
 - managerial and leadership competencies;
 - other areas relevant to work and professional development.

Forms of Professional Development of Non-Teaching Staff

Article 45

- (1) The professional development of non-teaching staff may be carried out through:
- training sessions and professional development programs;
 - seminars, workshops, and consultations;
 - courses and programs for acquiring or enhancing specific knowledge and skills;
 - certified programs and professional examinations, where related to the position;
 - study visits and professional placements;
 - exchange of experience and good practices;
 - mentoring and on-the-job learning;
 - conferences and other professional gatherings;
 - online and blended forms of learning;
 - other appropriate forms of professional development.



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Professional Development in accordance with the requirements of the position

Article 46

- (1) The professional development of non-teaching staff shall be planned and implemented in accordance with the specific requirements of the position and the need to enhance the competencies required for the performance of job duties.
- (2) When determining professional development priorities, particular consideration shall be given to:
 - changes in legislation and subordinate legislation;
 - the introduction of new work processes, systems, and technologies;
 - the need to acquire new or enhance existing professional competencies;
 - work performance results and areas requiring improvement;
 - the needs of the organizational unit;
 - the strategic and development goals of the University.

Certification and Acquisition of Professional Qualifications

Article 47

- (1) The University may support the participation of non-teaching staff in certification and licensing programs, programs for acquiring professional qualifications, or professional examinations, where such participation is relevant to the performance of job duties or the development of professional competencies.
- (2) Such support shall be provided in accordance with the needs of the University, the conditions stipulated by this Rulebook, and the available funds.

Development of Managerial and Organizational Competencies

Article 48

- (1) The University encourages the professional development of employees who perform managerial and coordinating duties through professional development in areas related to:
 - management and leadership;
 - strategic and operational planning;
 - human resources management;
 - process and change management;
 - decision-making and problem-solving;



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- communication and teamwork;
- project management;
- risk and quality management;
- other competencies relevant to successful management.

(2) Digital and Other Contemporary Competencies

Article 49

- (1) University encourages the continuous enhancement of the digital competencies of non-teaching staff, particularly regarding the use of information systems, digital tools, and modern technologies relevant to the position.
- (2) Professional development may also include other contemporary competencies arising from developments in technology, organizational processes, and the needs of the University.
- (3) Internal Transfer of Knowledge and Experience

Article 50

- (1) Non-teaching staff who have participated in training, a study visit, a professional exchange, or another form of professional development with institutional or financial support may be required to share the knowledge and experience acquired with other employees, in accordance with the nature of professional development.
- (2) The transfer of knowledge may be carried out through presentations, internal training sessions, workshops, mentoring, the preparation of materials, or other appropriate forms.

Other Forms of Professional Development

Article 51

- (1) Non-teaching staff may also engage in other forms of professional training and development that are not expressly specified in this Rulebook, if they are relevant to the position, the professional development of the employee, or the development of the University.
- (2) The provisions of this Rulebook shall apply accordingly to the forms of professional development referred to in paragraph (1) of this Article.



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VII. MOBILITY AND STUDY, RESEARCH, AND PROFESSIONAL VISITS

Mobility and Visits

Article 52

- (1) Mobility and study, research, and professional visits constitute forms of professional development and professional advancement of employees of the University.
- (2) Mobility and visits shall be carried out for the purpose of acquiring and enhancing knowledge, skills, and competencies; exchanging experience and good practices; developing scientific and professional cooperation; and enhancing teaching, research, and professional activities.

Types of Mobility and Visits

Article 53

- (1) Depending on the purpose and content, mobility and visits may include:
 - teaching mobility;
 - research mobility;
 - professional mobility;
 - study visits;
 - research visits;
 - professional visits;
 - mobility for the exchange of knowledge and experience;
 - other appropriate forms of mobility and visits.
- (2) Mobility and visits may be short-term or longer-term, in accordance with the purpose and program of the activity.

Beneficiaries of Mobility and Visits

Article 54

- (1) Teaching and research staff and non-teaching staff may participate in mobility and visits, in accordance with the nature of their position and the purpose of the activity.
- (2) For teaching and research staff, mobility and visits may be used to enhance teaching and research activities.



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- (3) For non-teaching staff, mobility and visits may be used to acquire and enhance professional, administrative, organizational, digital, and other competencies relevant to the position.

Host Institutions and Organizations

Article 55

- (1) Mobility and visits may be carried out at higher education and research institutions, public and private institutions, professional and vocational organizations, research centers, international organizations, and other relevant institutions and organizations in the country and abroad.
- (2) When selecting the host institution or organization, its relevance, professional and scientific competence, the quality of the program, and its relevance to the employee's work and professional development shall be taken into consideration.

Mobility or Visit Program

Article 56

- (1) Mobility or a visit shall be carried out based on an appropriate program or plan, which shall specify the purpose, content, duration, and expected outcomes.
- (2) The program or plan shall be aligned with the professional development needs of the employee and, where applicable, with the needs and priorities of the organizational unit and the University.
- (3) For research visits, the program may also include a description of the research topic, methodology, expected outcomes, and planned research activities.

Mobility within Programs and Projects

Article 57

- (1) Mobility and visits may be carried out within the framework of national and international programs and projects, institutional partnerships, cooperation agreements, and other forms of inter-institutional cooperation.
- (2) The University encourages and supports mobility opportunities that contribute to the development of academic, research, and professional cooperation with other institutions and organizations.



Funding and Support

Article 58

- (1) Full or partial financial and institutional support for mobility and visits may be provided by the University, in accordance with this Rulebook and the available funds.
- (2) Mobility and visits may also be financed by other sources, including national and international programs, projects, host institutions and organizations, and other sources of funding.
- (3) Where an activity is financed from multiple sources, the financial support provided by the University shall be determined in accordance with the rules governing the use of funds and the principles of earmarked and efficient use of funds.

Approval of Mobility and Visits

Article 59

- (1) An application for mobility or a visit shall be submitted in accordance with the procedure established by this Rulebook.
- (2) The following shall be attached to the application, where applicable:
 - an invitation, acceptance, or confirmation from the host institution or organization;
 - a mobility or visit program or plan;
 - information on the period and location of implementation;
 - information on the method of financing;
 - other documents relevant to the specific activity.
- (3) The decision approving the mobility or visit shall be adopted by the competent authority in accordance with the law, the Statute, and the acts of the University.

Rights and Obligations of Beneficiary

Article 60

- (1) The beneficiary of mobility or a visit shall have the right to use the approved institutional and/or financial support, in accordance with the conditions under which it was approved.
- (2) The beneficiary shall be obliged to:
 - carry out the mobility or visit in accordance with the approved program;
 - comply with the rules of the host institution or organization;
 - use the approved funds for their intended purpose;



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- notify the University of any circumstances that may affect the implementation;
- upon completion, submit a report and provide appropriate evidence of the activity carried out.

Report and Outcomes of Mobility and Visits

Article 61

- (1) Upon completion of the mobility or visit, the beneficiary shall submit a report on the activities carried out and the outcomes achieved.
- (2) The report shall contain information on:
 - the activities carried out;
 - the knowledge, skills, and competencies acquired;
 - the scientific, professional, or other outcomes achieved;
 - contribution to the professional development of the employee;
 - the contribution to the teaching, research, or professional activities of the University.
- (3) Where appropriate, the knowledge, experience, and good practices acquired shall be shared with other employees of the University.

Inter-Institutional Cooperation

Article 62

- (1) The University encourages the establishment and development of long-term forms of cooperation with the institutions and organizations where mobility and visits are carried out.
- (2) The outcomes of mobility and visits may serve as a basis for the development of joint teaching, research, professional, and other activities.

VIII. FINANCIAL AND INSTITUTIONAL SUPPORT

Types of Support

Article 63

- (1) Within the scope of its competencies and available resources, the University shall provide financial and institutional support for the professional development and advancement of its employees.



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- (2) The support referred to in paragraph (1) of this Article may be provided for activities that are in accordance with this Rulebook, the identified professional development needs and priorities, and the strategic and development goals of the University.

Financial Support

Article 64

- (1) Financial support may be provided for the full or partial coverage of justified expenses related to the implementation of professional development activities.
- (2) Financial support may cover:
- costs of participation in training sessions, seminars, conferences, congresses, symposia, and other scientific and professional gatherings;
 - costs of study, research, and professional visits;
 - mobility costs;
 - costs of certification, licensing, and professional examinations, where related to the position;
 - costs related to the publication of scientific and professional papers;
 - costs related to the preparation and publication of scientific monographs, textbooks, and other academic publications;
 - other justified expenses related to professional development.
- (3) Financial support shall be approved in accordance with the financial capabilities of the University and the rules governing financial and material operations.

Institutional Support

Article 65

- (1) Institutional support shall include activities and measures through which the University facilitates, encourages, or enables the professional development and advancement of its employees.
- (2) Institutional support may include:
- providing conditions for participation in professional development activities;
 - providing access to relevant scientific, professional, educational, and digital resources;



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- support for participation in national and international professional development and mobility programs;
- support in establishing contacts and cooperation with host institutions and organizations;
- enabling the use of relevant infrastructure and equipment of the University;
- support for the exchange and transfer of knowledge and experience
- other measures relevant to the professional development of employees.

Sources of Funding

Article 66

- (1) Funds for financial support for professional development may be provided from:
 - funds from the University budget;
 - funds of the organizational units;
 - funds from national and international programs and funds;
 - funds from research and other projects;
 - funds provided based on cooperation agreements;
 - donations and other permitted sources;
 - other sources in accordance with the law.
- (2) The use of funds shall be carried out in accordance with their intended purpose and the regulations governing financial and material operations.

Conditions for Financial Support

Article 67

- (1) Financial support may be approved for professional development that:
 - is related to the employee's position or professional field;
 - contributes to the enhancement of their professional competencies;
 - is in accordance with the needs and priorities of the organizational unit and the University;
 - has a clearly defined purpose and expected outcomes;
 - meets the conditions established by this Rulebook and other relevant acts.
- (2) When deciding on financial support, the available financial resources shall also be taken into consideration.



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Scope of Financial Support

Article 68

- (1) Financial support may be full or partial, depending on the nature and significance of the activity, the justification of the expenses, the available funds, and the established priorities.
- (2) Where the professional development activity is also financed by other sources, the financial support provided by the University shall be determined in accordance with the rules governing the use of funds and the principle of avoiding double funding of the same expenses.
- (3) The specific scope and conditions of financial support shall be determined by the decision approving the support, in accordance with this Rulebook and other relevant acts.

Priority in Providing Support

Article 69

- (1) Where financial resources are limited, priority in providing financial and institutional support shall be given to activities that:
 - are of particular importance for the development of teaching, research, or professional activities;
 - arise from the established priorities;
 - are related to the strategic and development goals of the University;
 - contribute to the acquisition or enhancement of scarce or strategic competencies;
 - have the potential for broader application of the knowledge and experience acquired;
 - contribute to the development of inter-institutional and international cooperation;
 - meet other criteria established in accordance with this Rulebook.
- (2) When determining priorities, equal opportunities and fair access for employees to professional development opportunities shall be ensured.

Co-Financing

Article 70

- (1) Универзитетот може да учествува со кофинансирање на активностите за усовршување кога дел од трошоците се покриваат од други извори.



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- (2) Кофинансирањето се одобрува доколку активната е од значење за професионалниот развој на вработениот и е во согласност со приоритетите и можностите на Универзитетот.

Financial Support for Teaching and Research Staff

Article 71

- (1) Teaching and research staff may be provided with financial support for activities related to:
- research activities;
 - participation in scientific and professional gatherings;
 - scientific and research visits;
 - academic and research mobility;
 - publication of scientific papers;
 - publication of scientific monographs, textbooks, and other academic publications;
 - participation in research and professional projects;
 - other forms of academic, research, and professional development.

Financial Support for Non-Teaching Staff

Article 72

- (1) Non-teaching staff may be provided with financial support for activities related to:
- professional training;
 - certified training sessions and programs;
 - acquisition or enhancement of professional qualifications;
 - taking professional examinations, where related to the position;
 - professional and study visits;
 - professional mobility;
 - other forms of professional development relevant to the position and the University.



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Purpose-Specific use of funds

Article 73

- (1) Funds approved for professional development shall be used exclusively for the purpose for which they were approved and in accordance with the regulations governing financial and material operations.
- (2) The beneficiary shall be responsible for the proper and conscientious use of the funds and for submitting appropriate documentation for the expenses incurred.
- (3) The procedure for accounting for the use of funds shall be carried out in accordance with the regulations and acts governing the financial and material operations of the University.

IX. CRITERIA AND PROCEDURE FOR EXERCISING RIGHTS

Exercise of Rights

Article 74

- (1) Employees shall exercise their rights to professional development in accordance with the law, the collective agreement, the Statute of the University, this Rulebook, and other relevant acts.
- (2) The exercise of these rights may include participation in professional development activities, taking professional development leave, mobility, study, research, and professional visits, as well as the use of financial and institutional support.

Criteria for Exercising Rights

Article 75

- (1) When considering requests for the exercise of rights in professional development, particular consideration shall be given to:
 - the relevance of the professional development to the employee's position and professional field;
 - the clearly defined purpose and justification of professional development;
 - the expected outcomes and benefits of professional development;
 - contribution to the employee's professional development;



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- the contribution to the development and enhancement of the work of the organizational unit;
 - the contribution to achieving the strategic and development goals of the University;
 - the quality and relevance of the program or activity;
 - the possibility of applying and sharing the knowledge and experience acquired;
 - any financial and institutional support previously received from the University, where relevant;
 - the available financial and other resources.
- (2) In applying the criteria, equal opportunities, transparency, and objectivity in decision-making shall be ensured.

Application

Article 76

- (1) The procedure for exercising the right to professional development or receiving financial and institutional support shall be initiated by the employee submitting a written or electronic application, in accordance with the established procedure.
- (2) The application shall contain information on:
- the type and form of professional development;
 - the purpose and justification;
 - the place and time of implementation;
 - the organizer, institution, or organization where the professional development is carried out;
 - the expected outcomes;
 - the required institutional and/or financial support;
 - the method of financing, where applicable;
 - other information relevant to decision-making.

Documentation

Article 77

- (1) The application shall be accompanied by documentation proving the circumstances relevant to the exercise of the right.
- (2) Depending on the type of professional development, the documentation may include:
- an invitation, acceptance, or confirmation of participation;
 - a professional development program or plan;



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- confirmation of acceptance of a paper, where applicable;
- information on the expenses and method of financing;
- proof of funding secured from other sources, where applicable;
- other documents relevant to the procedure.

Consideration of the Application

Article 78

- (1) The application shall be considered by the competent organizational unit and/or authority of the University, in accordance with its respective competence.
- (2) During the consideration of the application, the following shall be determined:
 - whether the conditions established by this Rulebook have been met;
 - the relevance and justification of the proposed professional development;
 - whether it is aligned with the needs and priorities of the organizational unit and the University;
 - the possibility of providing financial and institutional support;
 - the impact of the employee's absence on the smooth functioning of the work process, where applicable.

Processing of the Application

Article 79

- (1) If the application is incomplete or is not accompanied by the required documentation, the applicant may be requested to supplement the application within a specified period.
- (2) If the applicant fails to supplement the application within the specified period, the application may be rejected.
- (3) An application that does not meet the conditions established by law, the Statute, this Rulebook, or another relevant act may be rejected by a reasoned decision.

Decision-Making

Article 80

- (1) Decisions concerning the exercise of the rights under this Rulebook shall be made by the competent authority of the University or the organizational unit, in accordance with the law, the Statute, and other relevant acts.



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- (2) In making the decision, the established criteria, the opinion of the competent organizational unit, the available resources, and other circumstances relevant to the specific application shall be taken into consideration.
- (3) The decision to approve or reject the application shall be issued in writing and shall contain a statement of reasons.

Priority among multiple applications

Article 81

- (1) Where the available funds or capacities do not allow all applications that meet the conditions to be approved simultaneously, priority shall be given to applications that, in accordance with the established criteria, make a greater contribution to the professional development of the employee and to the development of the organizational unit and the University.
- (2) When determining priorities, due consideration should be given to equal access of employees to professional development opportunities and, where applicable, to the appropriate allocation of support among the organizational units.

Decision on Approval

Article 82

- (1) The decision approving the professional development activity shall, depending on the nature of the activity, specify:
 - the type and form of professional development;
 - the period and duration;
 - the place and host institution or organization, where applicable;
 - the type and scope of the approved institutional and/or financial support;
 - the rights and obligations of the beneficiary;
 - the method of reporting and submission of evidence of the activity carried out;
 - other conditions relevant to the implementation of the activity.



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Objection

Article 83

- (1) Against a decision adopted in the procedure for exercising a right in accordance with this Rulebook, the employee shall have the right to file an objection with the competent authority, in accordance with the law, the Statute, and other relevant acts.
- (2) The objection shall not suspend the execution of the decision, unless otherwise provided by law, the Statute, or the decision.

X. RIGHTS AND OBLIGATIONS OF EMPLOYEES

Rights of Employees

Article 84

- (1) Employees of the University shall have equal and non-discriminatory access to opportunities for professional training and professional development, in accordance with the law, the collective agreement, the Statute of the University, and this Rulebook.
- (2) Subject to the conditions established by this Rulebook, employees shall have the right to:
 - information on professional development opportunities and programs;
 - participate in professional training and development activities;
 - take paid or unpaid leave and other forms of leave for professional development, where the statutory and other established conditions are met;
 - take a sabbatical year, where the conditions established by law and the acts of the University are met;
 - participate in mobility and study, research, and professional visits;
 - receive financial and institutional support, in accordance with the conditions and criteria established by this Rulebook;
 - receive information on decisions and conditions related to the submitted application;
 - equal and transparent treatment in procedures for exercising the rights under this Rulebook;
 - other rights established by law, the collective agreement, the Statute, and other acts of the University.



Obligations for Employees

Article 85

- (1) Employees who participate in professional development activities shall be obliged to:
- use professional development opportunities responsibly;
 - act in accordance with the approved plan or program;
 - comply with the conditions and deadlines established by the decision approving the activity;
 - regularly fulfill the obligations related to the professional development activity;
 - use financial funds for their intended purpose and in accordance with the regulations;
 - provide accurate and complete information and documentation;
 - promptly notify the University of any circumstances that may affect the implementation of the professional development activity;
 - upon completion of the professional development activity, submit a report and appropriate evidence, where required;
 - share the knowledge and experience they have acquired with other employees, where appropriate;
 - comply with the rules and obligations established by law, the Statute, this Rulebook, and other relevant acts.

Responsibility for the proper use of funds

Article 86

- (1) An employee who receives financial support for professional development shall be obliged to use the approved funds exclusively for the purpose for which they were approved.
- (2) The employee shall be obliged to submit documentation demonstrating the proper use of the funds, in accordance with the applicable regulations and the acts of the University.
- (3) In the event of improper use of the funds or failure to submit the appropriate documentation, action should be taken in accordance with the law and the relevant acts of the University.



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Obligation to notify

Article 87

- (1) The employee shall be obliged to notify the University without delay of:
- any change in the circumstances based on which professional development was approved;
 - any amendment to or interruption of the professional development program;
 - any inability to carry out the approved activity;
 - any change in the period or duration of the activity;
 - any other circumstances that may affect the exercise of the approved right or the use of financial and institutional support.

Professional Responsibility and Integrity

Article 88

- (1) In carrying out professional development activities, employees shall be obliged to comply with the principles of professionalism, academic and professional integrity, responsibility, and ethical conduct.
- (2) Teaching and research staff shall be obliged, in conducting research and academic activities, to comply with the principles and standards of academic integrity and research ethics.

Application of Acquired Knowledge

Article 89

- (1) Employees shall be encouraged to apply the knowledge, skills, and competencies acquired through professional development in the performance of their job duties and in improving work processes.
- (2) Organizational units shall create conditions for the appropriate application and sharing of the knowledge and experience acquired.



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Equal Opportunities and Non-Discrimination

Article 90

- (1) Equal opportunities and equal access to professional development opportunities shall be ensured in the planning, approval, and implementation of professional development activities.
- (2) Discrimination on any grounds established by law shall be prohibited.
- (3) Objective, transparent, and predetermined criteria shall be applied in the allocation of limited funds and opportunities.

XI. RESPONSIBILITY AND REPAYMENT OF FUNDS

Responsibility of the beneficiary

Article 91

- (1) An employee who receives financial or institutional support for professional development shall be responsible for fulfilling the obligations assumed under the decision approving the support and for carrying out the activity in accordance with the approved plan or program.
- (2) The employee shall be responsible for the accuracy and authenticity of the data and documentation submitted in the procedure for exercising the right.

Grounds for Repayment of Funds

Article 92

- (1) An employee may be required to repay the funds paid to them for professional development if:
 - the funds were used for purposes other than those for which they were approved;
 - they submitted false or inaccurate information or documentation based on which the financial support was approved;
 - without justified reason, they fail to carry out the activity for which the funds were approved;
 - without justified reason, they discontinue the activity before its completion;



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- they fail to fulfill the obligations established by the decision approving the support, where the decision provides that such failure constitutes grounds for repayment;
 - they fail to submit appropriate documentation demonstrating the proper use of the funds, in accordance with the applicable regulations and the acts of the University.
- (2) Repayment of the funds shall be determined in an amount corresponding to the unfulfilled obligation or the funds used for purposes other than those for which they were approved, considering the circumstances of the case.

Justified Reasons

Article 93

- (1) There shall be no grounds for repayment of the funds where the failure to complete or the interruption of professional development is due to circumstances beyond the employee's objective control and which could not reasonably have been foreseen or prevented.
- (2) The competent authority shall determine whether the reasons referred to in paragraph (1) of this Article are justified, based on the evidence submitted and the circumstances of the case.
- (3) Where possible, the employee may be allowed to change the date, program, or other conditions for carrying out the professional development activity instead of being required to repay the funds.

Change in the Conditions for Implementation

Article 94

- (1) If, after the approval of financial support, justified circumstances arise that affect the implementation of the activity, the employee shall be obliged to notify the University without delay.
- (2) Depending on the circumstances, the competent authority may approve a change to the period, program, method of implementation, or other conditions, if this does not affect the intended purpose of the approved funds.



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Procedure for Determining the Obligation to Repay Funds

Article 95

- (1) Before a decision on the repayment of funds is adopted, the employee shall be given an opportunity to provide an explanation regarding the reasons why the obligations were not fulfilled or the use of the funds was not properly documented.
- (2) The decision on the repayment of funds shall be issued in writing and shall state the grounds, amount, and deadline for repayment.

Method and Deadline for Repayment of Funds

Article 96

- (1) The funds shall be repaid in the manner and within the deadline specified in the decision on repayment, in accordance with the regulations governing the financial and material operations of the University.
- (2) In justified cases, the competent authority may approve repayment in installments, in accordance with the applicable regulations and acts of the University.

Responsibility for Breach of Employment Obligations

Article 97

- (1) Failure to comply with the obligations established by this Rulebook, where such failure constitutes a breach of employment obligations or gives rise to another form of liability, shall result in action being taken in accordance with the law, the collective agreement, the Statute, and other relevant acts of the University.
- (2) Repayment of funds shall not exclude the employee's liability on other grounds, where the conditions for such liability are met in accordance with the law.

Exclusion of Double Funding

Article 98

- (1) The employee shall be obliged to notify the University if financial support from another source has been secured for the same activity or the same expenses.
- (2) Financial support from the University may not be approved or paid for an expense that is fully covered by another source of funding.



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- (3) If it is subsequently determined that the same expense has been financed from multiple sources, the employee shall be obliged to repay the improperly paid amount, in accordance with the applicable regulations and the acts of the University.

XII. MONITORING AND REPORTING

Monitoring of Implementation

Article 99

- (1) The University shall monitor the implementation of professional development activities and the extent to which professional development activities are carried out.
- (2) The monitoring shall include:
- activities carried out;
 - participation of employees by organizational unit and area;
 - the extent to which planned activities have been implemented;
 - the use of financial resources;
 - the results achieved;
 - the contribution of professional development to the improvement of work;
 - identified needs for further professional development.

Monitoring the Effects of Professional Development

Article 100

- (1) In monitoring professional development, its contribution to the following may be assessed:
- enhancement of the professional competencies of employees;
 - improvement of the quality and efficiency of work;
 - enhancement of teaching, research, and professional activities;
 - improvement of work processes and organizational capacities;
 - introduction of new knowledge, methods, technologies, and good practices;
 - development of national and international cooperation;
 - achievement of the strategic and development goals of the University.
- (2) Reports, surveys, self-evaluation, feedback, performance indicators, and other appropriate instruments may be used to monitor the effects.



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Report on Completed Professional Development

Article 101

- (1) An employee who has received financial or institutional support for professional development shall, upon completion of the activity, be obliged to submit a report in accordance with the provisions of this Rulebook.
- (2) The report shall be submitted within the period and in the manner specified in the decision approving the activity or in another act of the University.

Use of Data for Planning

Article 102

- (1) The data obtained through monitoring and reporting shall be used for:
 - determining future professional development needs;
 - determining priorities for financial and institutional support;
 - assessing the effectiveness of the funds invested;
 - improving policies and practices for professional development;
 - planning the institutional development of the University.
- (2) The data shall be processed and used in a manner that ensures the protection of personal data and the confidentiality of data, in accordance with the law.

XIII. TRANSITIONAL AND FINAL PROVISIONS

Alignment of Existing Procedures

Article 103

- (1) Procedures for professional development that were initiated before the entry into force of this Rulebook shall continue in accordance with the regulations and acts applicable at the time of their initiation, if this is not contrary to law.
- (2) Procedures initiated after the entry into force of this Rulebook shall be conducted in accordance with its provisions.



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Rights and Activities Already Approved

Article 104

- (1) Rights to professional development, paid and unpaid leave, a sabbatical year, mobility, study, research, and professional visits, as well as other activities approved before the entry into force of this Rulebook, shall be exercised in accordance with the conditions under which they were approved.
- (2) Financial and other obligations undertaken by the University before the entry into force of this Rulebook shall remain in force in accordance with the decisions adopted and the applicable regulations.

Entry into Force

Article 105

- (1) This Rulebook shall enter into force on the date of its adoption.
- (2) On the date of application of this Rulebook, the provisions of the acts of the University governing matters regulated by this Rulebook shall cease to apply, insofar as they are inconsistent with its provisions.

President of the Senate,
Prof. Dr. Vullnet Ameti