



International Balkan University

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Based on Article 70 of the Law on Higher Education (Official Gazette of the Republic of North Macedonia No. 82/2018 and No. 178/21) and Article 120 of the Statute of the International Balkan University Skopje, the Senate of the University, at the session held on 21.10. 2025, brought the following

**R U L E B O O K**  
**ON THE DISCIPLINARY LIABILITY OF THE STAFF**  
(consolidated text)

**Scope of Regulation**

**Article 1**

This Rulebook regulates the disciplinary liability and action for University employees, disciplinary violations, disciplinary authorities, enforcement of disciplinary decisions, as well as other issues related to unacceptable behavior in the workplace that has negative effects.

The rulebook includes informal and formal phases and also covers the functioning of the Disciplinary Commission.

**Article 2**

Violations can be identified as minor, medium, or serious offenses. (A Table for disciplinary measures is shown in Appendix No. 1 of this Rulebook).

The head of the Human Resources Office in coordination with the Secretary General or the University evaluates the nature of the violation and determines the category of the violation.

The head of the Human Resources Office in coordination with the Secretary General of the University may request assistance from the Legal Affairs Office or other appropriate services of the University.

**Definitions**

**Article 3**

Actions or behaviors categorized as light offenses include the following:

1. Repeated late arrival at work;
2. Non-compliance or omission in the execution of instructions or performance of work tasks;
3. Refusing to perform work tasks;
4. Unauthorized absence from teaching activities;



5. Indecent e-mail messages including threats, insults, discrimination;
6. Negative reactions to routine teaching or problems;
7. Failure to accept daily obligations for their execution in a reasonable time;
8. Actions of intentional non-cooperation and obstruction of the work process;

Activities or behaviors categorized as intermediate offenses include the following:

1. A repetition of the above examples;
2. Misbehavior that causes inefficiency or problems with workflow or with colleagues as well as intentionally creating dissatisfaction;
3. Untidiness and carelessness;
4. Providing wrong information that affects the decision-making of a competent authority as well as wrong presentation of a recording and presentation of work results;

Actions or behaviors categorized as serious offenses include:

1. Small or medium violations repeated after two written warnings;
2. Refusal or non-performance of any of the obligations specified in the employment contract;
3. Theft, fraud, falsification of information, documents and money;
4. Irresponsible, inappropriate, or indecent behavior on the work premises towards other workers (quarrels, insults, etc.), towards the direct supervisor (Dean, Director, Head of the Office, etc.) or the Rector, as well as towards third parties;
5. Causing disorder, fighting or participating in a fight on the premises of the University or on a business trip, as well as behavior that may cause disruption of interpersonal and international relations;
6. Failure to report damage done to the University or violation of work duties;
7. Repetitive and unauthorized absence from work, 3 consecutive days, 5 calendar days during the year or unannounced absence from work, abuse of the right to use medical leave as well as failure to report medical leave;
8. Violation of the regulations for protection at workspace, protection against fire, explosion, natural disasters, and harmful effects of poisonous and other dangerous substances, as well as violation of regulations and failure to take measures to protect workers, work equipment, and the environment;
9. Violation of the prohibition of psychological harassment, bullying or mobbing of any kind that abuses the dignity or academic or professional reputation of another person;
10. Intentional creation of dissatisfaction, i.e. harassment of employees, which may have harmful consequences on the work performance of the University;
11. Disclosure of business, official, or other secrets established by law or internal acts of the University, as well as violation of the non-competition clause;
12. Damage to property due to intended use or unauthorized use and illegal use of



University equipment and property;

13. Abuse of position and abuse of authority, illegal disposal of funds, illegal appropriation of material benefit, acceptance of bribes or expensive gifts related to the performance of work for the employer;

14. Unauthorized presentation and use of data that he learned at work or in connection with work;

15. Theft and damage to the University with intention or negligence;

16. Coming to work under the influence of alcohol, drugs, or other intoxicants, as well as selling and consuming them at the workplace;

17. Abuse or improper use of electronic mail, which means forwarding electronic messages that are not of business content, which may cause discomfort for the sender or is contrary to the sender's clearly expressed desire not to forward the message further, use of electronic messages for personal earning (profit), knowingly sending destructive materials (viruses, etc.) and other cases of abuse or improper use of electronic mail, provided by the acts of the Employer or the law.

18. Inappropriate acts and other similar behaviors (committing a crime at work or in connection with work, failure to return to work within the days of the expiration of the period for unpaid leave, or suspension of employment).

## **Jurisdiction and membership in the Disciplinary Commission**

### **Article 4**

The Human Resources Office coordinates and provides advice on disciplinary issues at all levels.

The Legal Services Office provides legal advice.

The head of the University unit and other responsible persons are responsible for solving issues related to small and medium disciplinary offenses. The Disciplinary Commission of the University investigates and proposes measures in relation to cases of serious disciplinary offenses.

The Rector appoints a Disciplinary Commission and the Chairman of the Disciplinary Commission takes the final decision with a majority of votes.

The Senate of the University considers and decides on appeals.

The Disciplinary Commission consists of the following members:

- Secretary General (ex officio);
- Additional member of the Rector's Administration (with a mandate of two years, with the right to one re-election);
- Member of the University Senate (with a mandate of two years, with the right to one re-election);
- Member of the academic staff (with a mandate of two years with the right to one re-election);



- Ad-hoc member from the University unit of the suspected perpetrator of the disciplinary offense, appointed by the head of the University unit.

All members of the Commission should declare that they have no conflict of interest. In case of a conflict of interest, the member of the Commission will be replaced by another temporary member.

The Human Resources Office provides support to the Disciplinary Commission in relation to:

- Advice and guidance for the members of the Commission;
- Collecting documented evidence;
- Preparation and convoking of the sessions;
- Informing the persons who are present (place, date and time);
- Keeping minutes of the committee sessions and other documents relevant for documenting the process;
- Informing all relevant stakeholders about the adopted decision;
- Other issues for the implementation of the process.

### **Minor disciplinary offense**

#### **Article 5**

The Dean/Director and head of the administrative office of the University actively participate in the management and operation and deal with the transgressions that arise, through counseling and then with verbal remarks in case of repetition. These informal approaches should be registered, in e-mail format, and then used in further decision-making in case of medium and serious disciplinary offense.

### **Intermediate disciplinary offense**

#### **Article 6**

Intermediate disciplinary offenses are resolved in the appropriate unit of the University.

In such cases, the responsible person examines the matter and receives statements from the involved. Based on the facts and evidence, the responsible person decides on the measures in accordance with the provisions of this Rulebook. The responsible person informs the Human Resources Office by submitting all documents related to the case.

The Human Resources Office prepares a written warning that is signed by the responsible person and the Human Resources Office and delivers it to the employee who committed the violation. All documents related to the case are kept in the file of the employee who committed the offense.



### **Article 7**

The measures determined by the academic/administrative unit of the University, responsible for the disciplinary case against the offender, are applied subsequently as follows:

1. First written warning;
2. A second written warning that includes a 10% reduction in salary for the following month.

The employee may submit a written objection to the Vice-Rector for Academic Affairs (for the academic staff) or to the Secretary General (for the administrative staff) within 5 days from the day of receiving the warning. The Vice-Rector for Academic Affairs / General Secretary reviews the process and the decision. The decision of the Vice-Rector for Academic Affairs / Secretary General to accept or reject the appeal is sent to all stakeholders within 10 days.

### **Serious disciplinary offenses**

#### **Article 8**

Serious disciplinary offenses are resolved by the Disciplinary Commission.

In case of serious disciplinary offenses, for security reasons or to ensure the objectivity of the disciplinary process, the Rector / Secretary General has the right to order the suspect to leave the premises of the University (various places and forums) until the Disciplinary procedure is completed.

In cases where the alleged violation has the character of a serious disciplinary offense, the person in charge of the unit reports the case in writing to the Human Resources Office.

The Human Resources Office notifies the chairman of the Commission who analyzes the case and explains it at a session of the Disciplinary Commission which makes a decision to initiate disciplinary proceedings. The chairman of the Commission sends the decision to initiate or not to initiate disciplinary proceedings to the Human Resources Office within seven working days. The service informs all concerned persons. The Chairman of the Commission may request assistance from the Human Resources Office or the Legal Office.

If there is a decision to initiate a disciplinary procedure, the Human Resources Office, in consultation with the chairman, convenes a meeting of the Disciplinary Commission within five working days. In the meantime, it undertakes the following activities:

1. Provide a written statement from the suspect, the reporter, and other witnesses;
2. Requests the person in charge of the suspect's University unit to appoint an ad-hoc member for the Commission;
3. Collect all necessary documents related to the case and deliver them to all



members of the Commission before the meeting.

## **Sessions of the Disciplinary Commission**

### **Article 9**

The sessions are chaired by the chairman of the Commission. In case the chairman is absent, an ad-hoc chairman of the Commission is appointed.

At the first session, the chairman presents the case to the Commission and the Human Resources Office submits the related documentation.

Based on the documentation and presentation of the case, the Commission decides on which additional documentation is needed and instructs the Human Resources Office:

1. To provide and distribute additional evidence for the case;
2. To schedule a main session within five working days;
3. To deliver an invitation in writing to the suspect, the reporter, and any witnesses to come to the main session and testify in person in the presence of the Commission (the meeting should be scheduled during the suspect's working hours).

### **Article 10**

At the main session, the Commission interviews the parties and possible witnesses and examines the facts, written statements, and other relevant documentation.

If one of the parties does not participate in the meeting for justified reasons (for example for health reasons), however, the Commission meets to conduct an interview with one of the present parties and decides to organize an additional session for the parties that were not present in order to testify or give a written statement.

Any absence of any of the parties who are not registered in writing and without notification before the session within a reasonable period, will not be justified and the work of the Commission will continue without their presence.

After considering the facts, the Commission adopts conclusions and a proposal in written form in accordance with this Rulebook. The decision is rendered in written form and it is taken by a majority of votes.

### **Article 11**

Depending on the seriousness of the offense, one of the following disciplinary measures is applied:

1. a final written warning that includes a 15% salary reduction for up to three months;
2. reduction to a lower administrative rank/position;
3. termination of the employment contract or the contract for service.

At the end of the procedure, the Commission submits to the rector a written



proposal regarding the case, which contains a disciplinary measure (sanction) or termination of the procedure due to insufficient evidence.

The Rector decides in accordance with the proposal of the Commission. The decision made by the Rector is delivered to the suspect and to other relevant services and responsible persons.

If the Rector does not agree with the proposal and the measure, he informs the Commission in written form about the reasons for disagreement. In this case, the commission meets again to consider the case and the written notice from the Rector and prepares the final proposal.

### **The Appeal of the Decision**

#### **Article 12**

An appeal can be filed against the Decision within 15 days.

The appeals are submitted to the Senate of the University and the university archive.

If a member of the Senate is involved in the previous stage of the process, he may not participate in the examination of this case. Members of the Senate declare in written form that they have no conflict of interest.

The Senate reviews the appealed decision within 15 days. The review of the appeal includes a review of the process and the decision of the disciplinary case. After the appeal is reviewed, the final decision is made by a majority vote.

The decision of the Senate is final.

The Senate informs the Rector and the Human Resources Office.

The Human Resources Service informs all relevant parties and takes the necessary actions.

### **CONCLUDING ARTICLES**

#### **Article 13**

This Rulebook enters into force on the day of its adoption.

**Skopje, 21.10.2025**

**President of the  
University Senate**

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**Prof. Dr. Kire Sharlamanov**



**Appendix 1  
Table of disciplinary measures**

Repetitions		Category	Disciplinary Measures
Adm	Acad		
1	1	Minor disciplinary offence	Inspection, advice, and training
2	2	Minor disciplinary offence	Oral warning
1	1	Intermediate disciplinary offense	First written warning
2	2		Second written warning and 10% salary reduction for one month
3	3	Intermediate disciplinary offense	Submission to the university's Disciplinary Committee.  Depending on the seriousness of the disciplinary violations, one of the following measures will be applied:  -last written warning, reduction of salary by 15% for up to 3 months;  -reduction to a lower administrative position/rank;  -termination of the employment contract or contract for service;

The first and second written warnings are archived for a consecutive 3 years from the day of the decision in the individual file in the human resources office and then deleted if there are no further warnings. The last written warning remains in the file.