Universum International College
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Regulation on Salaries

July, 2025

Article 1:

Purpose

This Regulation establishes the principles, procedures and institutional framework governing salaries and remuneration at Universum International College (UNI). Its purpose is to ensure that remuneration is fair, transparent, consistent, competitive, non-discriminatory and aligned with the responsibilities, qualifications and performance requirements of each position.

The Regulation supports UNI's commitment to providing appropriate and sustainable remuneration for academic, administrative, professional, technical and other employees.

Article 2:

Scope

This Regulation applies to all employees of Universum International College, including:

1. Academic staff;
2. Administrative staff;
3. Professional and support staff;
4. Technical and operational staff;
5. Employees engaged on full-time or part-time contracts, where applicable;
6. Other categories of employees as defined by UNI's applicable employment regulations and contracts.

Article 3:

Principles of Salary Administration

UNI shall administer salaries according to the following principles:

1. **Fairness and equity** – employees performing work of comparable responsibility and complexity shall be treated fairly in remuneration decisions.
2. **Non-discrimination** – salary decisions shall not discriminate on the basis of legally protected characteristics.
3. **Transparency** – salary structures and remuneration decisions shall be governed by clear institutional criteria.
4. **Qualification and responsibility** – remuneration shall reflect the qualifications, professional responsibilities, experience and requirements of the position.
5. **Performance and contribution** – where applicable, salary progression and additional remuneration may take into account performance, institutional contribution and achievement of assigned responsibilities.

6. **Legal compliance** – all salaries shall comply with applicable legislation and regulatory requirements in the Republic of Kosovo.
7. **Financial sustainability** – salary decisions shall take into consideration UNI's financial capacity and long-term institutional sustainability.
8. **Living-wage consideration** – UNI shall periodically review its lowest applicable salary levels against relevant national living-wage or poverty-income benchmarks and shall seek to ensure that institutional remuneration provides an adequate standard of living for employees.

Article 4:

Salary Structure

UNI shall maintain an institutional salary structure based on job categories and levels of responsibility.

The salary structure may include, as applicable:

- Academic positions;
- Academic leadership positions;
- Administrative and managerial positions;
- Professional and specialist positions;
- Technical and operational positions;
- Other positions established through the institutional organizational structure.

Each position shall have an established salary range or remuneration level determined according to the nature and responsibilities of the position.

Article 5:

Determination of Salaries

The salary assigned to an employee shall be determined with consideration of:

1. The position and level of responsibility;
2. Required academic and professional qualifications;
3. Relevant professional experience;
4. Scope and complexity of duties;
5. Academic rank, where applicable;
6. Management or supervisory responsibilities;
7. Relevant professional certifications and competencies;
8. Institutional responsibilities;
9. Applicable legal requirements;
10. Relevant labour-market and living-wage benchmarks;

11. UNI's approved salary structure and available financial resources.

Salary decisions shall be documented and approved through the institutional procedures established by UNI.

Article 6:

Minimum Salary Protection

UNI shall ensure that the salary of every employee is not lower than the minimum wage established by the competent authorities of the Republic of Kosovo, in accordance with the applicable legislation on labour and minimum wage. In accordance with Article 57 of Law No. 03/L-212 on Labour, as amended and supplemented, the determination of the minimum wage takes into consideration the cost of living, the level of unemployment, the general situation in the labour market, and the overall level of competitiveness and productivity of the country. Any statutory change to the minimum wage shall be reflected in UNI's salary administration and employment contracts, as applicable.

UNI shall periodically review its minimum institutional salary levels against relevant national living-wage, cost-of-living and income benchmarks. Where an applicable living-wage benchmark is higher than the statutory minimum wage, UNI shall assess its salary structure against that benchmark and consider appropriate measures to maintain adequate and equitable remuneration for all employees, subject to institutional financial sustainability.

Article 7:

Equal Pay and Non-Discrimination

UNI is committed to equal pay for work of equal or comparable value.

Salary decisions shall be made independently of discrimination based on legally protected characteristics. Differences in remuneration must be objectively justified by factors such as position, qualifications, experience, responsibilities, performance, workload or other legitimate employment-related criteria.

UNI shall periodically review salary structures to identify and address unjustified disparities.

Article 8:

Academic Staff Remuneration

The remuneration of academic staff shall take into account, as applicable:

1. Academic rank;
2. Academic qualifications;
3. Teaching responsibilities;
4. Research and scholarly activity;

5. Professional experience;
6. Programme and institutional responsibilities;
7. Additional academic or managerial duties;
8. Other responsibilities assigned by UNI.

Additional remuneration may be provided for approved responsibilities or activities in accordance with UNI's applicable policies and procedures.

Article 9:

Administrative, Professional and Support Staff

The remuneration of administrative, professional, technical and support staff shall be determined according to the responsibilities and requirements of the relevant position.

Consideration may be given to:

- Job complexity;
- Required qualifications;
- Professional experience;
- Level of responsibility;
- Supervisory duties;
- Professional competencies;
- Performance and institutional contribution.

Article 10:

Salary Review

UNI shall conduct a salary review periodically and, where appropriate, annually as part of its institutional planning and budgeting process.

The review may consider:

1. Changes in the cost of living;
2. National wage and labour-market conditions;
3. Applicable minimum-wage requirements;
4. Relevant living-wage indicators;
5. Inflation;
6. Institutional financial sustainability;
7. Recruitment and retention needs;
8. Internal salary equity;
9. Changes in responsibilities or organizational structure.

The outcome of the salary review shall inform institutional budgeting and, where approved, salary adjustments.

Article 11:

Salary Increases

Salary increases may be granted based on:

1. Institutional salary reviews;
2. Promotion or advancement;
3. Increased responsibilities;
4. Outstanding performance;
5. Changes in academic rank;
6. Market or cost-of-living considerations;
7. Institutional priorities;
8. Other justified circumstances approved under UNI procedures.

Salary increases shall be subject to the approved institutional budget and authorization procedures.

Article 12:

Additional Payments and Benefits

In accordance with applicable UNI policies and employment contracts, employees may be eligible for additional payments or benefits, including:

- Approved additional duties;
- Bonuses;
- Performance-related payments;
- Overtime, where applicable;
- Leadership or coordination responsibilities;
- Professional development-related benefits;
- Other benefits approved by UNI.

Such payments shall be documented and authorized in accordance with institutional procedures.

Article 13:

Salary Review and Living-Wage Assessment

The Human Resources Office, in cooperation with the Finance Office, shall periodically assess UNI's salary structure against relevant external benchmarks.

The assessment may include:

- National statutory minimum wage;
- Official national income and poverty indicators;
- Available living-wage estimates;
- Labour-market salary information;
- Sectoral salary benchmarks;
- Relevant higher education remuneration data.

The purpose of the assessment is to ensure that UNI maintains a fair and sustainable remuneration structure and to identify opportunities for improvement.

Article 14:

Confidentiality of Individual Salary Information

Individual employee salary information shall be treated as confidential and shall be accessed only by authorized personnel in accordance with applicable data protection and confidentiality requirements.

Institutional salary scales, principles and procedures may be communicated transparently to employees without disclosing confidential individual remuneration information.

Article 15:

Responsibilities

15.1 Human Resources Office

The Human Resources Office shall:

1. Maintain the institutional salary structure;
2. Ensure compliance with this Regulation;
3. Maintain relevant salary and employment records;
4. Coordinate periodic salary reviews;
5. Monitor internal salary equity;
6. Assess relevant living-wage and labour-market benchmarks;
7. Recommend salary adjustments where justified;
8. Report relevant findings to the competent institutional authority.

15.2 Finance Office

The Finance Office shall:

1. Ensure that salary payments are properly budgeted;
2. Process approved salary payments;

3. Provide financial data required for salary reviews;
4. Assess the financial implications of proposed salary adjustments;
5. Maintain appropriate payroll records.

15.3 Management

Institutional management shall review and approve salary-related recommendations in accordance with UNI's governance and authorization procedures.

Article 16:

Salary Records and Documentation

UNI shall maintain appropriate records concerning:

- Employment contracts;
- Salary levels;
- Salary adjustments;
- Promotions and related remuneration changes;
- Approved additional payments;
- Salary reviews;
- Institutional salary scales.

Records shall be maintained in accordance with applicable data protection, confidentiality and records-management requirements.

Article 17:

Monitoring and Reporting

UNI shall periodically monitor the implementation of this Regulation.

The monitoring process may include:

1. Review of salary distribution;
2. Review of minimum salary levels;
3. Analysis of salary equity;
4. Comparison with relevant external benchmarks;
5. Assessment of staff retention and recruitment trends;
6. Identification of potential remuneration-related risks;
7. Recommendations for improvement.

Where appropriate, aggregated findings may be incorporated into institutional planning, quality assurance and human resources reporting.

Article 18:

Complaints and Review

Employees who believe that their remuneration has been determined inconsistently with this Regulation may raise the matter through the institutional grievance or complaint procedures.

Complaints shall be handled confidentially, fairly and without retaliation.

Article 19:

Relationship with Other UNI Regulations

This Regulation shall be implemented together with:

- The UNI Human Resources Management Regulation;
- Employment contracts;
- Staff promotion and advancement procedures;
- Performance evaluation procedures;
- Applicable financial regulations;
- Data protection and confidentiality policies;
- Other applicable UNI policies and procedures.

Where provisions conflict, applicable legislation shall prevail, followed by the relevant institutional governing documents.

Article 20:

Review and Amendment

This Regulation shall be reviewed at least once every three (3) years, or earlier where necessary due to:

1. Changes in Kosovo legislation;
2. Changes in minimum-wage requirements;
3. Changes in relevant living-wage benchmarks;
4. Changes in institutional strategy;
5. Changes in the organizational structure;
6. Findings from internal reviews or quality assurance processes;
7. Other institutional requirements.

Any amendments shall be approved by the competent institutional authority.

Article 21:

Final Provisions

This Regulation shall enter into force on the date of its approval by the competent institutional authority.

All UNI employees shall be informed of the provisions relevant to their employment.

The Human Resources Office shall be responsible for coordinating the implementation and periodic review of this Regulation.

This regulation will be reviewed at least every three years.

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Arlinda Qehaja
Vice President of Operations