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Analytica Staff Handbook

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I. ABOUT ANALYTICA

Analytica founded in 2005 is a non-profit independent institution dedicated to helping individuals and institutions with the aim to foster lasting improvement in the democracy and governance in Macedonia and elsewhere in the region of South Eastern Europe.

Analytica is a unique institution - public policy research organization and a "think tank". It draws solutions to contemporary problems from the ideas, principles and traditions that make Macedonia such an important historical and geopolitical place. It is dedicated to promoting greater cooperation and understanding among the people in Macedonia and wider in the region of South Eastern Europe.

Analytica does this by supporting individuals and institutions working on these issues, by convening leaders to discuss the most pressing themes, and by examining ways in which cooperation can address a variety of national and regional policy challenges.

Analytica benefits in its work from diversity at all levels of its operation. We are proud of our broad base of supporting among the various layers of our society. Analytica values those who understand and share its commitment to tolerance, dialogue and diversity and it believes that the way to tolerance, living together, peace, happiness and calmness passes through tolerance, dialogue and diversity.

Analytica's value is rooted in the local tradition of philanthropy in Macedonia and elsewhere in the region. Its most important niche is that it channelizes and institutionalizes this philanthropic tradition for the promotion and achievement of the strategic goals of Macedonia and other countries in the region in the integration to the Euro-Atlantic structures.

Analytica believes that ideas have consequences, but that those ideas must be promoted aggressively. So, it constantly tries to find ways to support those ideas. Its vision is to build a Macedonia and South Eastern Europe where freedom, opportunity, prosperity and civil society flourish.

- **Public Policy Analysis and Administration program** - produces analysis and reports that enhance policy and administrative capacities by providing effective solutions to policy issues and challenges in the area of public administration reform.

- **Foreign and Security Policy program** - encompasses the activities of Analytica which deal with contemporary security issues from a traditional and non-traditional standpoint and looks into the issue of governance as an emerging phenomenon in the relationship between governing institutions and citizens.



- **EU approximation and Integration Advocacy program** - intends to contribute to the overall success of the EU approximation process by providing necessary tools, recommendations, analyses and concrete steps to be undertaken by the policy makers.
- **Energy and Infrastructure program** – provides comprehensive analysis of the relevant institutions, including independent energy regulators and also review possibilities offered by the potential of establishment of the regional market through the Energy Community Treaty
- **Agriculture, Rural Development and Environment program** - gives importance and deliberately concentrates on subjects of rural development and environment as crucial for the overall socio-economic development.

II. Analytica policies and procedures

a. Operation

Office hours

Analytica working hours are 09:30-17:30. There is a one hour break for lunch. Please inform the Management Coordinator of daily absence and leave. If you are out of office, please make sure that the Management Coordinator know that you are absent and your estimated time of return. In and out timesheet for working hours is provided by the Management Coordinator and has to be signed daily by the full-time staff.

Interns' working hours in general are Monday to Thursday from 10:00 to 15:00 with 1 hour lunch break. Please consult the Internship Coordinator for details.

Logistics and support services

All services and logistic support requests (event organization, travel, procurement, translation, support staff assignments, etc) should be addressed to the Management Coordinator. He/She will coordinate requested logistic/support staff services.

Salaries

Salaries are generally disbursed first Friday of every month. Payday may be moved to accommodate outstanding circumstances (first Friday is a holiday, etc.) In addition, full-time staff are paid all local fringe benefits (health, pension, and unemployment insurance). On payday, the staff will be presented with a compensation data sheet receipt-outlining details of net payment, benefits for



signature. All disputes about compensation calculation and disbursements should be cleared with the Management Coordinator.

Informing the team

One of the most important aspects of the overall operations of the office is that the team is well informed about what is going on in the office and in the project. To help facilitate sharing of information and being on top of all aspects of the project, regular staff meetings are instituted as follows:

- General administrative and project issues Mondays 10:00. Headed by the Management Coordinator. Discussion of professional and management issues concerning project tasks, work-plans, project progress, administrative policies, staff issues, etc.
- Strategic issues- Mondays 12:30. Headed by the rotating presidency. Management and Research Coordinator identify potential strategic opportunities and challenges of Analytica's work.
- Quarterly strategic meeting. First Monday of every third month with full time staff and rotating presidency as well as members of founding council or Advisory board. Headed by the Research Coordinator. Agenda is set in consultations with staff, executive director and rotating presidency.

Communicating

Telephone calls should be picked up within three rings. The Staff will pick up calls in order of availability (first person available from professional staff). Outgoing telephone calls should generally be limited to business only. There is a cell phone available for general Analytica use when calling a mobile number.

Emails are the encouraged form of written communication within the staff. Please use email whenever possible.

Chain of command

Attached as Annex please find an organizational chart of the Analytica. Please respect the way in which the work is organized in the Analytica. Please identify to whom you need to raise a certain issue with. You should try to avoid landing all issues on the Management Coordinator.

b. Employment and performance issues

Staff development policy



Aim

Analytica encourages all staff to make a full contribution to the success of the organization. For this reason, Analytica will provide professional development opportunities so that staff may gain new knowledge, develop new skills and build on their experience.

Scope

The policy applies to full time staff at Analytica. Staff development includes any learning activity, undertaken by staff, either as an individual or in a group; whether on site or off-site; whether through direct training or through self-directed reflective activities.

Probation period

A newly appointed Analytica employee will be placed on a period of probation. This probation period is designed to allow the individual to work towards his/her full potential. The probation period also gives managers the opportunity to provide for periodic assessments of the capability, skills and aptitude of their new staff.

The probation period is to last five (5) months. Analytica is responsible for payments of taxes and social benefits from commencement of employment. (Annex: Evaluation Form for the Research Fellows after the probation period)

During their Probation Period the potential RF (full time staff member) are subject to limited attendance in outside activities.

Performance

Staff performance is evaluated periodically after each 12 months following initial employment. The evaluation is done together by the immediate supervisors (Management and Research Coordinator) and the program mentor. These forms are attached as **Annex I**.

Raises

Analytica has a limit of 5% annual raise, subject to positive performance evaluation.

Project allocation policy

In order to increase and stimulate winning project applications, Analytica management team has developed policy for “project allocations” (**Annex II**). When developing project applications we strongly encourage use of Analytica staff experience and know how for the success of project applications.



Translation policy

For achieving better visibility of Analytica the Founding Council has made a decision for every report and brief to be translated from English into Macedonian and Albanian, within a reasonable period of time after their publication. The translated documents will be published on Analytica's website after the original English version. The compensation for the translation services will be 1.200 denars per report/brief.

Disciplinary rules

The Disciplinary Rules provide guidance on the standards of behavior that Analytica expects of its employees. Breach of the rules may result in disciplinary sanction (financial or contract termination), so it is important that all employees carefully read these rules: and in case of clarification of those rules you should feel comfortable to contact the Management Coordinator.

Equal Opportunities

Analytica has an equal opportunity and diversity policy and is committed to eliminating discrimination and will at all times seek not to discriminate directly or indirectly through applying conditions or requirements which cannot be shown to be justified. Unlawful discrimination will make employees liable to disciplinary action.

Health and Safety

At all times you must conduct yourself in such a way that you do not create a potential risk or injury or danger to yourself or anyone else. Analytica does not cover the costs of accidental insurance for injuries at the work place.

You must comply with the procedure for reporting an accident. If you are uncertain about what to do you should seek advice from the staff.

You must maintain general hygiene standards.

Smoking

Analytica's premises are smoke free and you must not smoke within office.

Gross Misconduct

Certain acts of misconduct are so serious that the appropriate penalty is summary dismissal – this is dismissal without notice or pay in lieu of notice. These acts are termed gross misconduct and are likely to include the following:



- a) Physical violence
- b) Bullying or harassment, including use of abusive or threatening language
- c) Unlawful discrimination
- d) Serious breach of the Analytica's equal opportunity and diversity policy
- e) Deliberate damage to property
- f) Bringing Analytica into serious disrepute
- g) Serious negligence of job responsibilities which causes or might cause unacceptable loss
- h) Breach of confidentiality

Outside activity

Staff members are permitted to carry out outside activities providing that such work does not prevent the staff member from meeting his/her obligations in terms of working hours in Analytica and they do not constitute a job in themselves.

Staff members wishing to engage in an assignment or outside activity within the meaning of Article 1 of the outside Activity Policy must request permission from Analytica's management. (**Annex III**) Request must be submitted by e-mail to Management Coordinator 10 days before the beginning of the activity or assignment (**Annex IV** - Request Form for Outside Activities)

In assessing requests to engage in outside work, Analytica management takes account of the following:

- The nature of the work (relevance with the research program and compatible with professional ethics associated with current post);
- The amount of work involved and its potential effect on the ability to work for Analytica;

Analytica reserves the right to assess each case on its merits as regards the type of work proposed before making its decision.

No outside work may be performed either on the premises of Analytica or during normal working hours.

Leave

Annual Paid leave

Paid leave of 20 working days and the public holidays granted by the Director. Within the first 6 months of the employment including the Probation period, the employees are not granted paid Annual leave. The employees are provided with a separate *Annual paid leave form*. Before every leave is undertaken this form should be filled by the employees (the days of the leave) and the Management Coordinator approves the leave by signing.



The employees should ask for approval from the Management Coordinator one week before the first day of the requested paid leave, the latest.

Unpaid leave

After the termination of the paid annual leave, the employees are allowed to take unpaid leave in emergency cases. The Management Coordinator should be informed about the leave, and since the unpaid leave is granted for emergency cases the request can be made on an ad hoc basis.

The employees are provided with a separate *Annual unpaid leave form*. Before every leave is undertaken this form should be filled by the employees (the days of the leave) and the Management Coordinator approves the leave by signing.

Sickness leave

The following absence reporting procedure applies to all staff. Failure to follow the reporting procedures may result in a loss of pay.

- The employee must notify the Management Coordinator along with the FC members, by 9.00am (latest) on their first day of absence that they are unable to attend work.

- Wherever possible employees should telephone personally and if possible, provide an estimate of their expected length of absence.

- If possible employees should notify of any important work e.g. classes, tutorials, meetings that need to be rearranged during the length of absence.

Termination of employment

In case of resignation, the period of advance notice you are required to provide applies as follows:

Research Fellows: One (1) month in advance

Interns: One (1) week in advance

Your resignation should be made in writing to the Management Coordinator with a copy to the Executive Director.



II. ANALYTICA RESEARCH GUIDANCE AND PROCEDURES

a. How to write a report?

These guidelines concern the whole process of preparing a research product at Analytica – reports, brief, and other types of publication (below referred to as ‘reports’). The guidelines are aimed to assist the researchers to better structure the (stages of the) research process as well as the research reports themselves.

PROCESS:

a: A Clearly Defined Research Topic – In coordination with the programme mentor and Analytica’s annual research priorities (defined in annual research plan) an appropriate research topic/question is selected. The topic should nevertheless be a policy issue or problem relevant to think tank work, one which is important and timely and for which a possible policy course and solution can be recommended.

b: Desk-top Research – Relevant and up-to-date theoretical articles and field studies related to the topic analyzed. This is to help us gain/refresh understanding of the basic concepts and theories and produce reports relevant to the literature in the field.

c: Outline – After a couple of weeks desk-top research (max.) a short, 1-2 pg outline is prepared presenting the structure and main elements/arguments of the report. (The outline is submitted to the supervisor as well.) The outline serves as a blueprint for the report.

d: Field Research – Three to six weeks suffice for conducting a field research, depending on the type of research that is conducted. The researcher can use interviews, surveys/questionnaires, focus groups, archive search, statistical data and other research techniques and methods as deemed fit for the research topic. Collected data is subsequently analyzed and summarized. Original transcripts on interviews, groups discussions etc., are archived.

e: Report Drafting/Writing – The final stage involved drafting of the report and structuring it according to the content guidelines listed below. During this stage and before publishing, the reports shall be subjected to quality control procedure.

I. CONTENTS:

A: Approach to the Problem – Concise statement explaining what aspect/s of the above problem will be analyzed and why those. This section should also include an explanation of what is the purpose of the analysis that follows: whether to advertise/promote a certain policy course, analyze an existing problem, present/educate about a new issue/problem etc.



B: Methodology – Brief paragraph on the methodological aspects of the research explaining what data was used, how it was collected (interviews, archive etc.) and how it was analyzed, as well a note on the time frame/span of the research.

C: Causes/Reasons – Substantive analyses of the causes/roots of the problem analyzed, as resulting from the research findings – what are the various types of factors which contributed to the current situation, legal vs. practical, domestic vs. external etc. Those should provide a solid foundation on which a solution/recommendation can be presented afterwards.

D: Recommendations – Based on the above analysis of the problem and the topic set at the beginning, the report should present a single policy solution or several recommendations about the issue analyzed. The recommendations should preferably be as clear and concise as possible, with practical tips and examples from similar situations.

b. Analytica's policy on quality control

SUBJECT TO QUALITY CONTROL:

Reports, Briefs, Newsletters, Funding applications and Conference Papers (as related to Analytica) and all other related visibility products of Analytica, shall be subject to Quality Control procedure outlined below.

QUALITY CONTROL PROCEDURE

A. PRE-WRITING PROCESS:

1. **Decision on topic to be researched and accordingly assignment of the mentor:** Before the beginning of each research project the mentor is assigned as responsible for the research program along with the Research Fellow. The Research Coordinator along with the mentor are responsible for quality control of the research conducted by the Research fellow.

2. **Desktop Research:** The Research Fellow conducts background/desktop research based on their ideas and the guidelines of the mentor and the Research Coordinator if needed.

3. **Field Research:** Designing the method of field research (interviews, questionnaires, etc.) is a joint responsibility of the Research Fellow and the mentor. The Research Fellow is implementing the agreed manner of field research, with the eventual assistance of the mentor, in case the Research Fellow encounters difficulties.

B. WRITING PROCESS:



1. Draft Report: The Research Fellow writes the draft version of the report and sends it to the mentor for feedback.

2. Feedback: The mentor is responsible for checking the quality of the draft against the following criteria:

- Factual correctness
- Logical consistence
- Methodologically sound
- Objective
- Complete (contains all necessary parts of report)

Within a reasonable period (preferably within 5 days time), the supervisor will return her/his feedback to the Research Fellow in the document itself in track changes – no comments without concrete or alternative proposals along with recommendation about changes.

2.a. The Research Fellow accepts the feedback and proceeds to preparing a final draft.

2.b. The Research Fellow does not accept the feedback, s/he explains why and the supervisor and the Research fellow reach a joint decision.

2.c. Sunset clause applies in case there is no feedback from supervisor (i.e. if by deadline given the supervisor has not responded, it is considered that by silence she/he agrees with the proposal).

The final draft (prepared by the Research Fellow) is sent to Research Coordinator with cc to all members of Analytica including all Council members and residential interns, for feedback.

3. Research Coordinator and Council Feedback: Within a reasonable period (preferably within 5 days time) the Research Coordinator and Council members will send their feedback to the research fellow with cc to the mentor.

3.a. The Research Coordinator is obliged to provide a feedback to the RF. The RF should critically assess the feedback and make changes if necessary.

3.b. The Council members are encouraged to send their feedback to the program mentor and Research Fellow.

4. Final Proofreading: Before the report is published it must be subject to final proofreading by the Research Fellow and other member of staff.



5. Publishing: The Research Fellow is responsible for final editing, proof reading, publishing (together with the RC and IT staff) and distribution of the press-release to the media (use standardized procedure for sending the report).

C EXTERNAL QUALITY CONTROL:

If possible, before publishing, the research fellow sends the final draft to stakeholders in the field and to the people who have been interviewed. In-house workshop with selected external stakeholders can be organized in order to discuss the final draft. Additionally, the supervisor and the research can select an external reviewer and send the final draft for an opinion. Final decision about accepting/rejecting the feedback of the external supervision lies with the mentor and the Research Fellow.

D. POST-PUBLISHING

1. Internal Responsibility: The internal responsibility about the quality of the publication (within Analytica) is shared both by the Research Fellow, the mentor and the Research Coordinator.

2. External Responsibility: Externally, the responsibility about the quality of the publication is with Analytica, as an organization.

3. Every Research Fellow is responsible for archiving his/hers reports (in Word and PDF) and their Macedonian and Albanian translations (in Word) in Analytica Database→Publications→Reports→the year folder (ex: 2009)→the respective programme (ex: Energy and Infrastructure)→the report folder.

4. Impact: Following the publication, efforts to be made to meet with relevant beneficiaries (e.g. ministries) in order to explain the aims and results of the research.

5. Visibility: Comments provided by readers of the publication are archived by the Research Fellow and shared with the staff in the first General and administrative as well as Quarterly Strategic meetings.

6. After publishing the report/brief on Analytica webpage each RF is responsible for preparing Press-release for the media in English, Macedonian and Albanian and send it to our media contacts (see template in the Analytica Database→Addresses→Press-release folder).

