



თბილისის ჰუმანიტარული სასწავლო უნივერსიტეტი

Human Resources Management Policy

2019



Contents

Page 2 Normative base of the HRM policy
Page 2 Goals of the HRM policy
Page 3 Fields of the HRM policy
Page 4 Principles of the HRM policy
Page 5. Cycle of the HRM
Page 5 Role and functions of the HRM service
Page 9 University personnel
Page 10 - employment policy, personnel planning methodology
Page 11 Distribution of functions and duties on the personnel level and the description of works
Page 12 Mechanisms for attracting academic personnel
Page 13 - Maintenance of personnel
Page 13 Procedures for the recruitment of personnel
Page 15 The selection of personnel for appointment on the positions by way of internal competition
Page 16 The selection of personnel for appointment on the positions on the basis of the recommendation
Page 16 - Procedures for occupying the position of a teacher
Page 16 - Personal case of an employee
Page 17 Affiliation of the academic personnel
Page 17 Subjects of labour relations of the University
Page 18 The programme of adaptation of employees in the University
Page 18 - The probation period
Page 19 The policy and procedures for the assessment of activities of personnel
Page 21 Personnel development policy
Page 22. Internship
Page 23 Incentives and motivation
Page 23 Remuneration
Page 24 Confidentiality

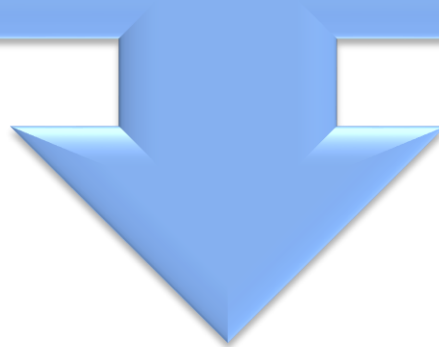




The given document regulates the Human Resources Management Policy (hereinafter the HRM Policy) of Tbilisi Humanitarian Teaching University LLC (hereinafter THU), which involves the increase of the intellectual potential of human resources/personnel of the University and the achievement of high results in the educational activities.

The goal of the policy is to attract, select, develop and maintain the academic personnel which is competitive on the local and international labour market, which is highly qualified, moral, and is with high scientific and pedagogic potential. The staffing of the University by such administrative/assisting personnel, which will facilitate the achievement of high educational and scientific goals by the academic personnel.

The requirements stipulated by the given document shall apply to all THU personnel (academic, administrative, assisting and invited), both in-house and freelance employees. The HRM policy of THU is based on the acknowledgement of the highest importance of human resources on all levels of the activities of the University.



Normative base of the HRM policy

- The Law of Georgia on Higher Education
- The Organic Law of Georgia - Labour Code
- The Statute of Tbilisi Humanitarian Teaching University
- The Regulation of Tbilisi Humanitarian Teaching University
- The Internal Rules of Procedure of Tbilisi Humanitarian Teaching University
- The Regulations of the Human Resources Management Service of Tbilisi Humanitarian Teaching University LLC
- The Human Resources Management Policy of Tbilisi Humanitarian Teaching University LLC

Goals of the HRM policy

- The staffing of the University with highly qualified and motivated personnel





- The fair and effective employment policy
- Clearly identified functions and goals of each staff unit
- Clearly identified organizational structure
- Distribution of functions and responsibilities of personnel to positions under the organizational structure
- Development of the assessment system for identifying strong and weak sides of the personnel, for the purpose of their professional development
- Development of their motivation mechanisms for the purpose of increasing the efficiency of the work of personnel
- Attraction of foreign experts in the process of the achievement of the strategic goal of internationalization of THU and the capacity raising of THU, which involves not only the implementation of short-term projects by way of the conduct of master classes, trainings, etc., but also by way of long-term cooperation.

Goals of the HRM policy

- Development and management of the staffing system
- Determination of necessary resources, HR planning and management
- Development and management of personnel development systems
- Development and management of personnel adaptation systems
- Development and management of personnel assessment systems
- Development and management of corporate culture management system
- Development and management of remuneration and incentive systems
- Development and management of personnel labour motivation systems

Operational:

- Selection of personnel, organization of competitions and selection processes, the conduct and management of interviews
- Management of trainings, personnel qualification raising and knowledge management
- The policy and procedures for the assessment of personnel
- Official functions - distribution of duties and management of procedures

Administrative





- Administration of human resources management process
- The control of labour legislation processes, and the development of regulations
- Organization and management of personal data
- Preparing draft orders and distribution of regulations
- Ensuring and management of statistical data, and completion of bases

Principles of the HRM policy

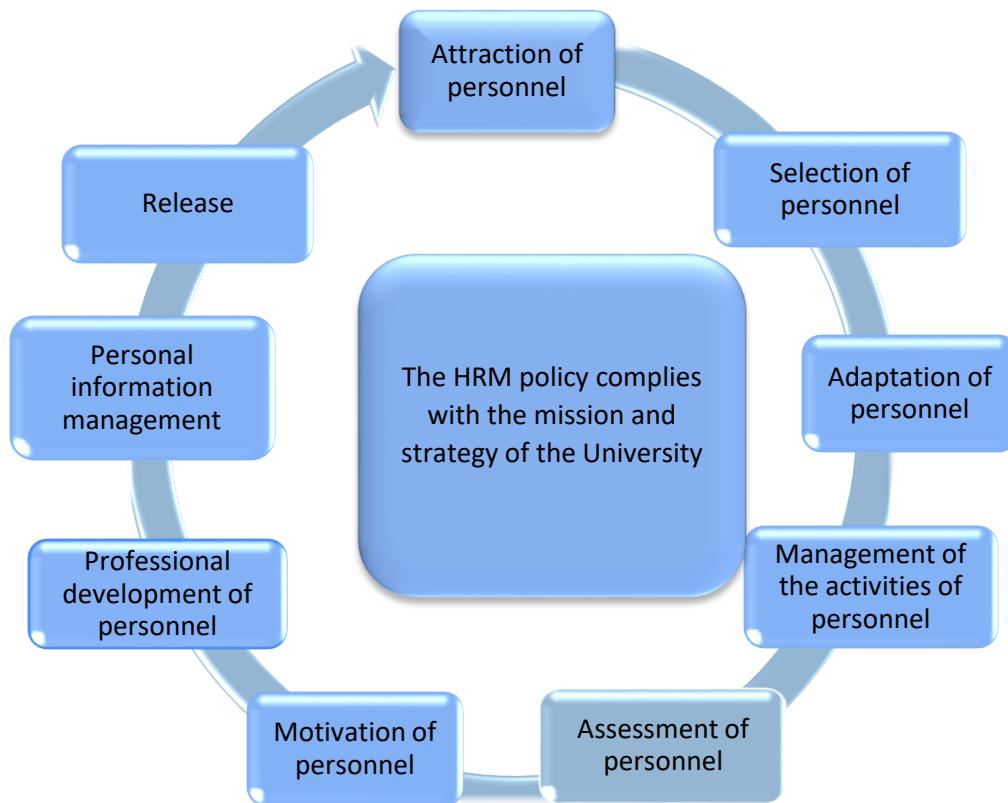
- Equality/ensuring equal opportunities - involves equal conditions for candidates for employees and the employees despite their age, sex, ethnicity, religion and race, social origin and political belief
- Variety - involves the attraction of different and various experienced staff with variety of belief and values, social status, nationality and ethnic origin and the facilitation of their employment
- Transparency - involves the clear representation of the employment policy of the University, the development of relevant procedures and rules and ensuring the availability from public
- Free expression of will - involves the taking of a decision by an employee and an employer independently for carrying out mutual cooperation
- Mutual respect and mutual support - involves the respect of the opinion of another person by the subjects of labour relations, and the taking of compromised decisions
- Honesty - means the performance of the work in a timely and quality manner, the protection of the density/prestige of the University, the provision of impartial/true information, the acknowledgement of own mistake and its correction
- Taking into account personal interests - means the ensuring of correlation/consideration of the interest of the University as of the corporation and of its subjects as of individuals
- Openness - means the ensuring/facilitating the personnel engagement and availability in the process of corporate decision making
- Optimality - means the exclusion of duplication of the functions of personnel and the suggestion of goals and integration by way of quality assurance.





Cycle of the HRM

The HRM process represents a continuous cycle which flow sin the following main directions interchangeably or in a parallel manner:



Role and functions of the HRM service

The HRM service (hereinafter the HRM service) ensures the organization of works under the education process and strategic plan of the University, their coordination, control and realization, the determination of general rules and principles which are related to the management of the personnel of the University.



➤ *The functions of the HRM service shall be to:*

- A) develop personnel management policy for the purpose of carrying out educational process And other actions determined by the strategic plan;
- B) conduct personnel management policy and procedures in accordance with the strategic plan of the University, the normative acts regulating labour relations and individual administrative and legal acts of the University;
- C) coordinate and participate in the development of the University structure and staff schedule;
- D) develop and implement a single year action plan of activities of the service;
- E) ensure the attraction and selection of professional staff to the University and prepare relevant methods;
- f) develop and manage personnel development systems;
- G) develop and manage personnel adaptation systems; manage the processes of the integration and socialization of new staff in the University for their effective engagement in a new work environment;
- H) develop and introduce personnel assessment system, its implementation, the permanent development of the process, management and communication with engaged parties;
- I) ensure the process of the needs assessment and staff satisfaction by way of ensuring the relevant organizational research and manage the results; including to cooperate with the quality assurance service for the purpose of the assessment of academic and invited personnel, and the level of satisfaction;
- j) develop and manage personnel labour motivation systems;
- K) develop and manage the corporate culture management system; clear out the interests of parties participating in labour relations, consistent solution of personnel management problems.
- L) the control of academic/invited personnel, including the affiliated personnel quantity and load;
- M) organization and consistent implementation of the attraction of personnel (academic/administrative/assisting/invited), their selection and appointment procedures (competitions, competition stages, interview, informing the candidates on the results of competitions, their appointment, conclusion of labour contract, probation period);
- N) organizational and informational support of the contest and competition commission, and ensuring the preparation of appropriate documents, including the commission meeting protocols;





- O) administration of the human resources documents: Preparing draft orders and draft labour agreements and responsibility for their correctness in terms of business letters, personnel appointment and release, job leave, professional development, encouragement and disciplinary liability;
 - P) ensuring qualification of the University personnel in cooperation with the structural units;
 - Q) formation and management of personal files of the personnel;
 - R) management of the personal information of the employees in accordance with the acting legislation;
 - S) analysis of information related to personnel and preparing statistical indices;
 - T) organization and conduct of internship process;
 - U) creation of information of the human resources;
 - V) reflecting information on personnel in the registry of educational institution and its updating where necessary;
 - W) Giving consultations to the University employees with regard to the matters related to the human resources;
 - X) with regard to matters related to competence, the analysis of own activities, and development of recommendations for improving the quality of activities and for the increase of efficiency
 - Y) based on the functions and aims of the University, cooperation with other structural units of the University;
 - Z) periodic analysis of stability, movement and liquidity of staff in the University;
 - Z1) Development of the internal rules of procedure if the University management bodies and representatives of other structural units and participating in the improvement procedure, the control of the observance of internal rules of procedure for consolidating the labour discipline and personnel interest raising, the prance of personnel to the work area and the rules for their mobility (recruitment, release from position, vacancies, paid leave, job leave, etc). Analysis
 - Z2) fulfilment of separate tasks and instructions for the University rector and/or head of administration.
- *HRM service authority, obligation and responsibility:*
1. The office, while fulfilling the functions imposed by him/her, shall be obliged:
 - A) require information/documents required for the assessment of the staff;
 - B) request from the management the allocation of relevant resources for raising and developing the motivation of personnel;
 - C) Request from educational and ancillary structural units of the University information on matters related to the job matters;
 - D) refuse to fulfil any task given by the management, if it contravenes the legislation of Georgia.
 - E) become aware of experience of the relevant institutions of foreign countries in the field of human resources management and development, of their best practice and where possible, have business cooperation with such institutions;
 2. Human resources management service shall be obliged to:





A) timely present to the management and reasonable claim for the addition of personnel from the side of the structural unit of the University, for qualification raising, encouragement and on other matters related to employment;

B) care for the raising of motivation and satisfaction of personnel;

C) keep information known to it confidential;

D) timely ensure the introduction and implementation of the developed and approved methodology;

E) create positive work environment, observe the ethical norms and the principles of subordination;

F) care in daily activities for the rational spending of the material resources of the University;

G) maintain a good business reputation of the University.

3. The responsibilities of the HRM service shall be to:

A) carry out personnel management cycle (planning/organization, entry into the institution, works management, leaving the institution) without any delay;

B) implement in a qualified and proper manner the tasks and functions determined by the regulations of the University and this Regulation;

C) carry out the instructions and tasks specified by the University management bodies;

D) care for the property assigned to it.





University personnel

1. There are the following forms of employment in the University:

- In the form of an appointment (based on the application);
- Based on the open selection/competition;
- By means of invitation.

2. The personnel in the University is employed mainly by two key status:

- The employee in the staff list (based on term agreement or without it);
- Freelancers/temporary staff (based on the term agreement).

3. The categories of the positions of personnel employed by the University, are:

- The academic personnel;
- The administrative personnel;
- The invited (freelancers - senior teacher and a teacher);
- And the assisting personnel.

4. The following shall belong to the academic personnel: A professor, an associate professor, an assistant-professor, and as assistant.

5. The academic position involves the acknowledgment of the academic and scientific achievements of a person and the special responsibility in terms of the fulfilment of educational and research tasks of the University.

6. One of the component parts of the HR of the University is the invited personnel, which integrates the teachers and senior teachers;

- The teachers do not belong to the nomenclature of the academic personnel, but functionally they are one of the subjects of the academic process - directly participates in the educational and teaching process.
- The teacher's position involves the acknowledgement of professional achievements of the person and the relevant responsibility within the scope of competence.
- The position of a senior teacher involves the acknowledgement of professional experience and achievements of the person with an academic degree, with the relevant responsibility, in the matters related to the solution of educational tasks.

7. The following belong to the administrative personnel:

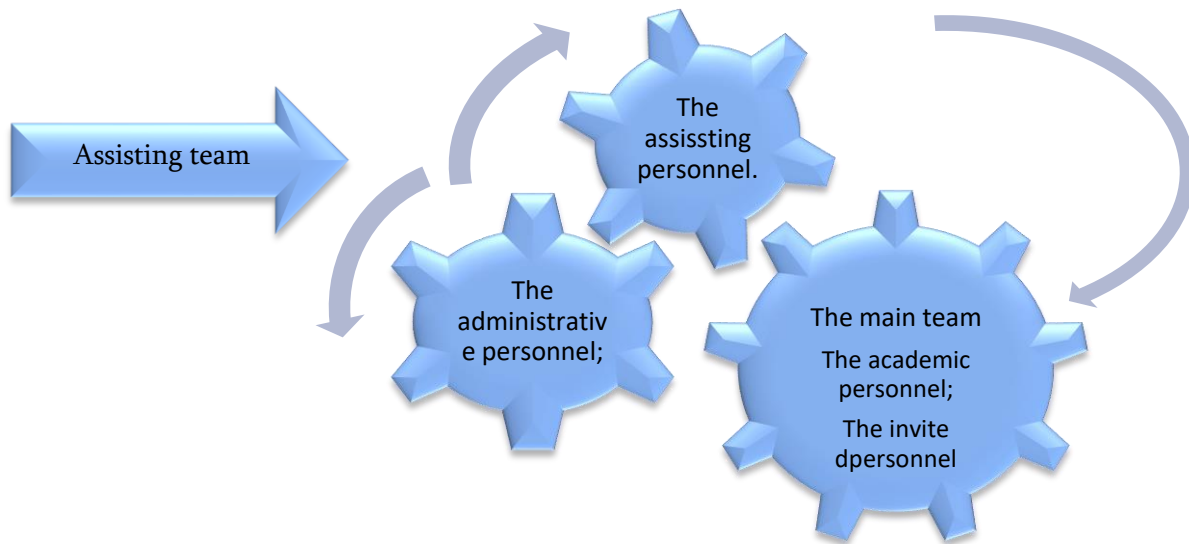
- The Rector
- The Vice-Rector;
- The Head of administration
- The Head of the Quality Assurance Service;
- The faculty Dean;
- The persons employed in the structural units, who, according to the strategic plan of the University, are granted the responsibility to carry out particular tasks and sub-tasks.





8.To the assisting personnel belong all those employees of the structural units, who ensure the medical service and technical support of the University.

9.All employees of the University share and recognize HRM policy of the University, its internal regulations and the functions and obligations relevant to the position.



Employment policy, personnel planning methodology

The employment policy involves several stages:

- The analysis of staffing
- The attraction of relevant candidates
- The selection of candidates
- The preparation of documents and the offering of work (the conclusion of an agreement)





The employment policy of the University shall be created on the basis of the Law of Georgia on Higher Education and the Labour Code of Georgia and shall ensure the protection of the rights of personnel.

1. The employment policy of the University shall be established by the management, and it shall be implemented by the HRM service;
2. The necessity of new staffing may be caused by:
 - The suggestion of new services;
 - The release of an employee;
 - The increase of the volume of work and the other necessity.
3. Before the beginning of each academic year, the head/the deal of the structural unit shall submit to the Rector of the University a proposal on the new position, which shall be accompanied by the work description, a list of necessary qualification and experience necessary for the position and information on the financing of the mentioned staffing unit.
4. In the cases where the volume of work is increased and additional HR are necessary, the management of the University shall analyse whether it is possible to allocate functions for acting employees in another manner, or whether there is actually the necessity to recruit additional staff (such cases refer to administrative and assisting personnel).
5. After the determination of the new staffing unit, the following will be required for the precise completion of analysis:
 - For a particular position a particular work description is found, including the qualification requirements, including:
 - Education;
 - Work experience;
 - Special knowledge, e.g. the knowledge of software, etc.
 - The skills necessary for the mentioned positions;
 - After the completion of analysis of the staffing unit, the vacancy application shall be drafted, which shall provide to the interested candidates precise and detailed information on the suggested position. This helps the University to choose relevant candidate, and the interested persons - whether the said position is adequate for him/her.

Distribution of functions and duties on the personnel level and the description of works

1. The function of the structural unit - after determining the duties, which shall be completed by the development of the relevant regulations of the structural unit, the functions shall be cancelled and shall be distributed according to the level of personnel, which shall be reflected in the work description of the personnel.





2. The work descriptions of the academic/administrative/assisting personnel and the qualification requirements set for the relevant positions are specified in the document - Work Description and Qualification requirements of Tbilisi Humanitarian Teaching University LLC

Mechanisms for attracting academic personnel

For attracting the academic personnel the University applied the following below give strategies:

1. **Studying favourable and hindering factors of the University from the viewpoint of attraction of academic personnel** - the University ensures the correct assessment of those factors, which contribute to or hinder the attraction of highly qualified personnel by the University. Such analysis will help the University to develop the correct policy of the attraction of academic personnel.
2. **Developing the priorities for the attraction of academic personnel** - based on the strategic development plan, the University shall ensure the development of long-term priorities for the attraction of academic personnel. This will enable the University to determine the strategies of the attraction of academic personnel and the particular target groups.
3. **The use of active forms of the attraction of academic personnel** - in terms of the attraction of highly qualified personnel and considering the competition between the Universities, together with the passive forms of the attraction of the personnel by the University (such as announcement of the vacancy), the University applies active forms of attraction of personnel as well: The use of direct contact details of personnel of the University for contacting the qualified candidates and for their attraction; dissemination information on vacancies of the University during different academic conferences, workshops and meetings and establishing professional relations the potential candidates; also the invitation of famous professors for delivering a lecture, where they shall be allowed to get acquainted with the academic personnel of the University, its management, students, etc.
4. **Attraction of candidates from professional development programmes of the academic personnel** - the University shall ensure the establishment of links with those governmental structures, local and international NGOs that carry out professional development programmes for academic personnel (if any), in order to require the contact information of participants of the programme for establishing professional relations with such persons. For this purpose the University shall ensure the finding of information on similar programmes regularly, in order to take the maximum from available opportunities.
5. **The suggestion of assistance programmes for the young representatives of the academic personnel** - by suggesting the similar programmes, the University shall ensure the successful attraction of start-up academic personnel. The University considers that young staff represent significant human resource for the University, because they are





more motivated and have interest, skills and desire to gain and introduce new ideas and approaches. For the attraction of start-up personnel, the University generally ensures the conduct of different activities. One of the methods for attraction may be the printing of special promotional booklets, in which attention shall be paid to strong sides of the University, to benefits for start-up teachers and to different assistance programmes, also educational environment within the University, etc. During the academic year the University shall ensure the organization of the meeting with the candidates for Doctors' academic degree, and the provision of information to such candidates. On the said meetings the representatives of the University shall pay their attention to those assistance programmes that may be offered to start-up personnel of the University. Such assisting programme may be a programme of mentors, within which the experienced teachers of the University will help young staff in the research activities, also research programmes administered by the University for young scientists, flexible work schedule, etc.

6. Ensuring high remuneration for qualified academic personnel - during the planning of the budget and determination of payment rate for the academic personnel, the University shall ensure the conduct of fair remuneration policy.

Maintaining the personnel

1. For avoiding the draining of academic personnel from the University, and for the motivation of personnel and for their active engagement in the academic processes of the University, the following means of maintaining the University personnel shall be ensured by the University:

- A) remuneration - in accordance with work load, qualification and works performed;
- B) favourable work load - in accordance with their functions and abilities;
- C) professional development programmes of academic personnel - ensuring scientific and research leaves by the University;
- D) creation of financial and logistical support appropriate to the professional development, education and research;
- E) effective communication and establishment of relations based on mutual respect.

Procedures for the recruitment of personnel

1. A person may be recruited by the University in accordance with the provisions determined by the Regulations of the University (THU Regulations, Article 19, and paragraph 2 - procedure for occupying an academic position).





2. A person may be recruited to an administrative/assisting position based on the relevant qualification requirements established by the University, to whom, based on the decision (order) of the Rector, and in accordance with the legislation, a labour contract shall be concluded.
3. The administration/assisting personnel of the University may engage relevant positions on the basis of the appointment - according to the results of competition and/or recommendation. In the case of recommendation the decision shall be taken by the Rector of the University, in agreement with the HRM service and based on the interview with the candidate.
4. The relevant candidate may be selected for the relevant position on the basis of meeting the requirements and conditions for publishing vacancies (on the University websites and/or hr website), the predetermined qualification requirements and relevant competition conditions, by identifying the winning candidate, in accordance with the following procedures:
 - For the purpose of selecting the relevant candidate for the position of an administrative/assisting position, the head of the relevant structural unit of the University or the Dean, shall address in writing the Rector of the University, who shall instruct the HRM service to ensure the organization of procedures for finding, selecting and appointing candidates to the relevant positions.
 - For the purpose of the selection of relevant candidate to the position, a competition commission (the Commission) shall be established based on the order of the Rector of University.
 - For the attraction of personnel on the basis of the competition, the HRM service, based on the developed qualification requirements, appropriate job description and the competence required for the performance of the relevant work, shall establish the requirements to candidates to be recruited, a list of documents to be submitted, their submission period and shall place the relevant vacancies together with the said information on the University website and on other electronic portals of vacancies.
 - The notification for the competition for occupying vacancies shall contain the following data:
 - A) the name of the vacant position;
 - B) the requirements to candidates;
 - C) works to be performed;
 - D) period for the submission of an application and other necessary documents;
 - E) the address of the competition commission;
 - F) the stages of competition;
 - G) the term of the final decision of the competition commission;
 - h) the form of the final decision of the competition commission.
5. For participating in the competition the candidate shall submit in the electronic form the following:
 - A) an application;
 - B) Curriculum Vitae (CV);
 - C) a copy of a diploma;





- D) a copy of a document certifying work experience (a labour record or a certificate issued by an authorized body);
- E) a photograph (3X4);
- F) a document certifying relevant qualification and/or professional skills (if any, a certificate);
6. During the selection of administrative personnel /assisting personnel on the basis of the competition, the following stages shall be determined for the competition:
- A) the selection of documents, which means the verification of the compliance of documents submitted by the candidate with the qualification requirements;
- B) interview.
7. After the expiry of the term for submitting the documents, the HRM service shall read the documents presented by the candidate, shall present them to the commission, which shall identify the winners during all stages of competition.
8. The composition of the commission, based on the specificity of the vacancy, shall be determined by the Rector;
9. The commission shall comprise the following: The chairman of the commission, deputy chairman of the commission and commission members;
10. The commission shall be authorized to take a decision if the commission meeting is attended by more than a half of the members of the commission, not no less than 3 members;
11. In the case of the absence of the chairperson of the commission, his/her duties shall be fulfilled by the deputy chairman;
12. The commission shall be authorized to take decision on the basis of casting votes, and the decision shall be deemed taken if it is supported by more than a half of the members of the commission attending the meeting, in the case where votes are equal, the vote of the chairman of the commission shall be decisive;
13. The substantiated result of the assessment of candidates by the commission shall be reflected in the protocol of the commission, which shall be signed by the chairman of the commission and the members of the commission;
14. The commission shall be obliged to take a decision on the vacancies no later than 2 months from the expiry of the date of submission of the application;
15. The candidate who wins the last stage of the completion shall be nominated to the Rector by the HRM service for the appointment to the position;
16. After being appointed to the position on the basis of the order of the Rector, an agreement shall be concluded with the candidate selected on the basis of the competition;
17. The HRM service shall ensure the formalities of the arrangement of personal files of an employee (selected on the basis of the competition and the recommendation);





18. The University shall be authorized, before the announcement of the vacancy for the position, on the basis of recommendation and the Rector's decision, appoint a person to the relevant position for the fulfilment of relevant duties.

The selection of personnel for appointment on the positions by way of internal competition

1. The aim of the selection of personnel by means of internal competition is to ensure the promotion of the University staff, and promotion of the staff from lower positions to the higher positions on the basis of the assessment results and gathered knowledge and experience, and the contribution to their professional development, and the raising of motivation of personnel;
2. The University shall select candidates first for holding vacant positions from internal resources, including by considering their qualification requirements, and then among the students. For this purpose, the head of the HRM service shall prepare a proposal on the selection of candidates based on the study of portfolio of students and personnel, and submit it to the Rector;
3. The Rector shall consider the candidates with the head of the relevant structural unit. While there are two or more candidates presented, in the case of their consent, an internal competition (using the internal informational resources of the University) shall be announced for holding the relevant vacant position;
4. The candidates shall be selected on the basis of the interview, where the Rector, Vice Rector and the head of the relevant structural unit participate. Other persons may also be invited on the basis of the Rector's decision.

The selection of personnel for appointment on the positions on the basis of the recommendation

1. The personnel may be selected to the vacant positions:
 - By the academic/administrative personnel of the University/of another university of high reputation, for graduates or eternal persons, on the basis of the recommendation
 - By searching candidates in different databases
 - From the reserve human resources of the University
2. The interview with the recommended candidates shall be conducted by the Rector/Vice Rector, the head of the relevant structural unit.

Procedures for occupying the position of a teacher

1. A person may be appointed to the position of a teacher on the basis of the recommendation of the faculty dean, and the individual legal act of the rector.
2. A citizen of Georgia or of a foreign country may be appointed to the position of a teacher, who meets the qualification requirements determined for holding a teacher's position.





3. The person appointed to the position of teacher, in agreement with the head of the structural unit of the University, shall not be prohibited from working in another educational institution and the teacher of another higher educational institution, including of a foreign county, may be appointed to the position of a teacher of the University.
4. The teacher may present to the Rector relevant documents and require the occupation of a senior teacher.

Personal file of an employee

1. Personal files for each staff member shall be maintained during the recruitment of an employee to the position.
2. The following shall be kept in the personal file:
 - A) an application in the name of the Rector;
 - B) copies of documents certifying education or relevant qualification/professional knowledge (diploma, qualification documents, and certificates, if any);
 - C) a photograph (3/4 - 2 pieces);
 - D) (Curriculum Vitae) / CV;
 - E) copy of an ID;
 - F) a copy of the order of the Rector on the recruitment to the relevant position (to a position under the staffing list);
 - G) employment contract.

Affiliation of the academic personnel

1. Affiliation means:
 - A) a written agreement between the institution and the person with academic position, based on which the person with academic position shall determine its affiliation with only a single higher educational institution (the HEI), shall participate in the name of the HEI in the development of the public awareness and knowledge sharing processes;
 - B) the affiliated academic personnel shall integrate those persons with academic positions, who are related to THU on the basis of the agreement and lead main educational and scientific activities here, participate in students' consultation, scientific manuals development and in different processes of decision making, and p[resent the achieved results to the public in the name of THU;
 - C) in terms of affiliation, there shall be an agreement concluded between the person with academic position and University, which shall be an integral part of the employment contract and shall be effective throughout the whole period of effectiveness of the employment contract.





2. In the cases where the person being on the academic position of the University affiliated with another HEI, the employment contract shall be terminated with such employee.

Subjects of labour relations of the University

1. Subjects of labour relations of the University are:

A) the employer - Tbilisi Humanitarian Teaching University LLC;

B) employees - natural persons employed by the University who perform the functions determined by an employer, in consideration of the relevant compensation.

The programme of adaptation of employees in the University

1. After the recruitment of the candidate to the official position and conclusion of employment contract with him/her, the University shall ensure the development of a successful adaptation programme in the University, for which purpose the HRM service shall plan a combination of actions for a new employee, which shall ensure the fast adaptation of personnel with environment and the transfer of significant information related to the University..

2. The programme of adaptation shall include:

A) the introduction of the work space to a new employee;

B) the introduction of a new employee to the University personnel;

C) the introduction of the new employee to the internal regulations, personnel management policy and employment contract and organizational and regulation documentation;

D) the conduct of an introductory brief training in the field of case management or other necessities;

E) the transfer of significant documentation;

F) the assignment of a mentor, etc.

Probation period

1. In the case of the appointment of a person to a new position, the University shall be authorised to conclude an employment contract with him/her from 3-to- 6 months of the probation period.

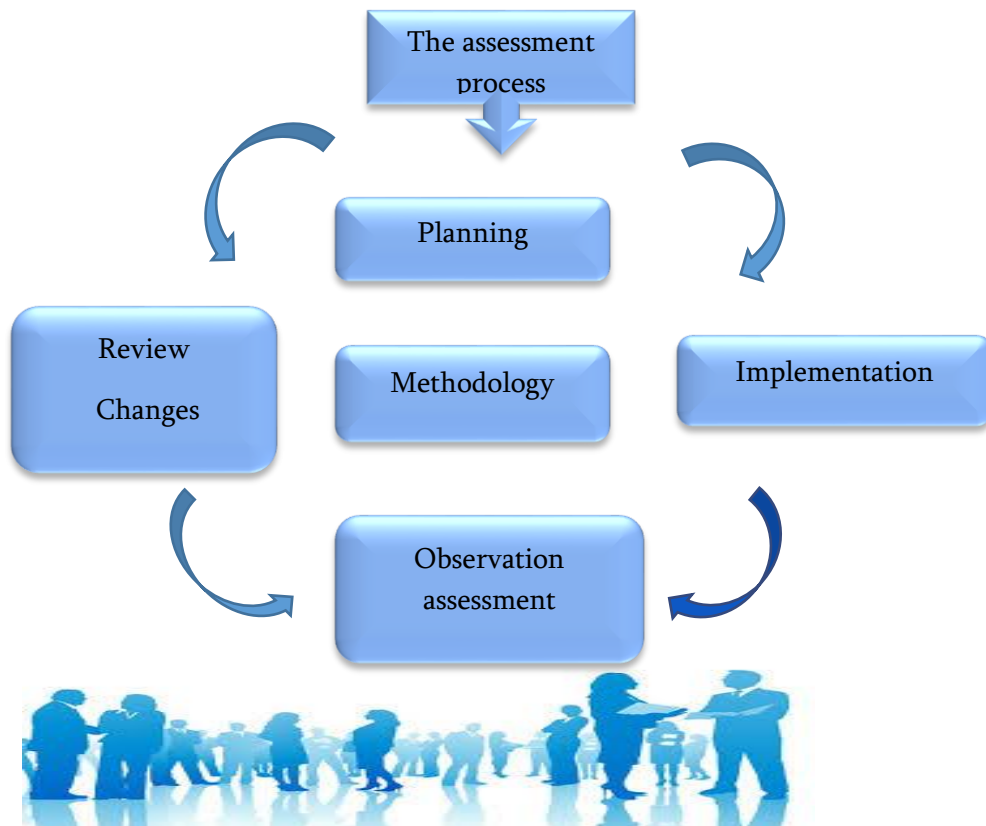
2. During the probation period the professional skills of the person shall be checked and the compliance of his/her capabilities with the position held.

If there are such results that do not meet the requirements, the Rector shall be authorised to release the person from the position held, and where the results are such that they meet the requirements, the Rector shall appoint the person on the basis of his/her order (an employment contract shall be concluded, or the employment contract concluded for the probation period shall be terminated).





- Ensure the institutional and organizational development of the University;
- 5. The performance assessment system applicable in the University is based on the principles of impartiality and fairness.
- 6. The employees of the University are assessed in the following manner:
 - A) assessment of the performance of employees based on their functions and obligations;
 - B) assessment of employees based on their competence.





6. The assessment of administrative and assisting personnel is carried out twice a year, at the end of the semester and it involves the assessment of the performance during the past period and the determination of the compliance with educational goals of the University.
The HRM service shall, in agreement with the head of the administration and Quality Assurance Service, ensure the assessment of the performance of freelancers.
8. Each employee shall be assessed by his/her direct manager.
9. The personnel performance system shall include the following stages:
 - Introducing the new employee to the work description, after which he/she shall determine the procedure of the performance of functions, and shall realize the requirements toward him/her better;
 - Fulfilling functions and determining the existing problems;
 - Recording and appreciation of achievements;
 - Developing the future development plan for subordinated employees by the relevant head.
 - Identifying those fields, where additional education-training is required.

Personnel Development Policy



The aim of the professional development of personnel shall be to increase the organizational capacities of employees, their knowledge, skills and competence, which, as an investment, shall be put in the productiveness and effectiveness of the University

1. There is the following professional development mechanism applicable in the University:
 - Trainings/workshops/seminars planned in cooperation of THU within the scope of different international projects;





- Trainings/workshops/seminars planned in cooperation of THU by different governmental and non-governmental organizations;
 - THU shall ensure the following additional activities for the professional development of administrative and assisting personnel:
 - sending to trainings and scientific conferences;
 - paid scientific/educational and training leaves, etc.
2. The activities for the professional development of personnel shall be ensured by the University, and the time for attending such activities shall be deemed working hours and shall be paid.
 3. For the purposes of the professional development of an employee, the relevant training, internship and/or other activities may be planned for new employees and old employees when moving to another position, on the basis of the analysis of the works done by him/her, as well as those to be performed by such employee.
 4. In the case of inviting personnel to participate in foreign internship and/or qualification enhancement programmes, the University shall ensure the financing of such programmes.

Internship



1. For the purpose of training of highly qualified, competitive staff and their professional development and for helping them develop practical skills, by a decision of the Rector of the University, interns shall be recruited in the University, which will create opportunities for the young specialists to be employed in the future.
2. Any person may be recruited as an intern in the University, who studies for the Bachelor's degree on the accredited educational programme, who is a student of the graduation semester (of the last two semesters), or who studies for the Master's programme and has high academic assessment as certified by GPA. Also a person, who has completed Bachelor's, Master's or Doctor's educational programmes, and no more than two years have passed since the graduation from these faculties, and who has high academic assessment as certified by GPA.
3. Any capable citizen of Georgia may pass the internship sources, who has obtained education in the foreign educational institution acknowledged in accordance with the procedure determined by legislation, which is confirmed by a decision on the education received abroad issued by the legal entity under public law called Education Quality Enhancement, if no more than two years have passed since the graduation and has high academic assessment.
4. The qualification of an intern or his/her educational programme, where an intern studies, shall be in compliance with the profile of the structural unit of the University.





5. The interns are selected based on the interview, which shall be conducted by the internship commission, or the head of the structural unit, or the faculty Dean.
6. The composition of the internship commission shall be determined by the individual legal act of the Rector;
7. The theme of interview with the candidate for internship shall be determined depending on the functions of the structural unit;
8. After the successful interview, on the basis of an individual legal act of the Rector, the intern shall be appointed in the relevant structural unit, where the supervisor of the intern shall also be specified, who will coordinate the internship process and the internship term.
9. After the completion of internship, a certificate will be issued in the case of positive assessment.

Incentives and motivation

1. The motivation of personnel involves material and non-material stimulation of personnel, which is aimed at attracting and maintaining qualified, productive personnel to the University and towards the performance of tasks in accordance with the strategic development plan.
2. The motivation of personnel is directly associated with the quality of performance.
3. The aim of the introduction of the personnel motivation system is to create positive attitude towards hard work, for achieving the strategic goals of the University.
4. The motivation system shall be based on:
 - The taking of responsibility by the personnel for good performance;
 - The engagement in the process of taking management decisions and the existence of responsibility before the organization;
 - The satisfaction of the employee by work conditions;
 - The fairness of remuneration and stimulation systems.
5. For the success achieved in academic/pedagogic activities and in professional work, for the active participation in the social life of the University, for performing the official duties honestly, for performing works of special complexity or significance, and for the raising of motivation of the University personnel with high achievements, different forms of encouragement are used:
 - A) gratitude;
 - B) valued gift;
 - C) issuance of the premium;
 - D) increase of salary.
6. The use of encouragement methods is based on the principles of fairness and transparency, And the analysis of the results and achievements of employees.





7. In the case the results of the assessment of employees are not good, such sanctions may be applied, as:
- rotation;
 - retraining;
 - demotion;
 - release.

Remuneration

1. The amount of remuneration and the procedures for paying such remuneration for employees of the academic position shall be determined in accordance with the conditions of the prior agreement between the University and employees.
2. In accordance with the academic position held, and hourly load and other circumstances, special conditions and/or remuneration may be determined on the basis of the contract.
3. The University shall be authorizes, for those on the same positions, and based on the individual agreement, determine the different scheme of compensation.

Confidentiality

1. The University shall be obliged to protect the personal data of employees and to act as provided for by the Constitution of Georgia and the Law of Georgia on Personal Data.
2. All employees of the University, as provided for by law, shall have the right to be introduced to information and/or official documents concerning him/her that are kept in the University.

