

Human Resources Management Policy

Approved by :	Resolution number and date
	Decision of the Academic Council of Tbilisi Humanitarian University LLC No. 10 dated May 20, 2019. Amended by the decision of the THU Academic Council dated September 3, 2021, No. 13 Amended by the decision of the Academic Council of the Tbilisi Humanitarian University dated March 4, 2022, No. 3

This document regulates the Human Resources Management Policy (hereinafter referred to as the HRM Policy) of Tbilisi Humanitarian University LLC (hereinafter referred to as THU), which aims to increase the intellectual potential of THU's human resources/staff and achieve high results in educational activities.

The policy aims to attract, select, develop and retain academic staff who are competitive in the local and international labor market, highly qualified, morally sound, and have high scientific and pedagogical potential by introducing research-oriented teaching and learning. Staffing THU with administrative/support staff that will support the achievement of high educational, scientific and research results by academic staff.

The requirements set forth in this document apply to all THU personnel (academic, administrative, support and visiting), both full-time and part-time. The THU ARM policy is based on the recognition of the paramount importance of human resources at all levels of university activities.



The regulatory framework for HR policy:

- Law of Georgia "On Higher Education";
- Organic Law of Georgia – Labor Code;
- Charter of the Tbilisi Humanitarian University;
- Charter of the Tbilisi Humanitarian University;
- Internal rules of the Tbilisi Humanitarian University;
- Charter of the Human Resources Management Service of Tbilisi Humanitarian University;
- Advanced local and international experience.

Objectives of HR policy

- Providing THU with highly qualified and motivated personnel;
- Fair and effective employment policy;
- Clearly defined goals and objectives for each staff unit;
- A clearly established organizational structure;
- Distribution of functions and responsibilities of personnel according to positions provided for by the organizational structure;
- Developing an assessment system to identify the strengths and weaknesses of staff and support their professional development
- Improving staff efficiency and creating motivation mechanisms
- Attracting foreign specialists and expanding THU's capabilities in the process of achieving the strategic goal of internationalization, which includes not only the implementation of short-term projects through master classes, trainings and other chats, but also long-term forms of cooperation.

Directions of HR policy

Strategic:

- Development and management of a staffing system;
- Determination of necessary resources, planning and management of personnel;
- Development and management of a personnel development system;
- Development and management of a personnel adaptation system;
- Development and management of a personnel assessment system;
- Development and management of a corporate culture management system ;
- Development and management of the remuneration and incentive system;
- Development and management of a personnel motivation system.

Operational:

- Recruitment, transparent organization of competitions and selection processes, conducting and managing interviews;

- Management of training, professional development and knowledge of personnel;
- Personnel assessment process and procedures;
- Job responsibilities - distribution of duties and management of procedures.

Administrative

Conducting personnel disputes;

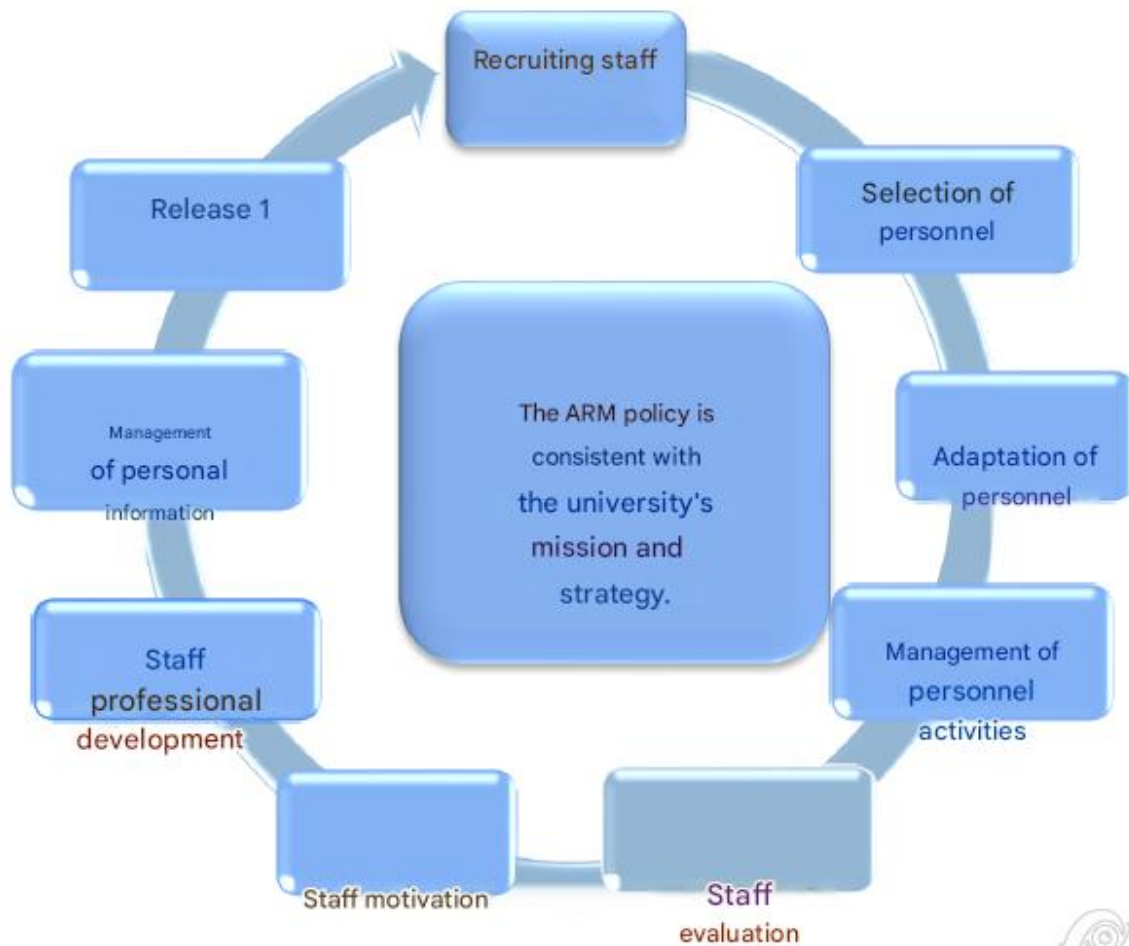
- Monitoring the progress of labor relations, development of regulations;
- Organization and maintenance of personal data;
- Preparation of draft orders and distribution of regulatory acts in the field of personnel records management;
- Improvement and maintenance of personnel statistics and databases.

Principles of Policy UCHR

- Equality/Equal Opportunity - providing equal conditions to job applicants and employees regardless of age, gender, ethnicity, religion, race, social origin or political beliefs;
- Diversity – attracting and promoting the employment of personnel with different experiences, beliefs or values, social status, nationality and ethnic origins;
- Transparency – involves clearly establishing THU’s employment policies, relevant rules/procedures and ensuring public access;
- Freedom of expression – implies independent decision-making by the employee and the employer in order to implement mutual cooperation ;
- Mutual respect and mutual support – implies respect for the opinions of other parties to labor relations, and the adoption of compromise solutions;
- Integrity – involves completing work in a timely and high-quality manner, protecting the dignity/prestige of THU, providing objective/undistorted information, recognizing and correcting one’s own mistakes;
- Taking into account the interests of personnel – involves ensuring consistency/taking into account the interests of THU as a corporation and its subject – the individual;
- Openness – involves ensuring/stimulating the involvement and accessibility of personnel in the corporate decision-making process;
- Optimality – involves eliminating duplication of personnel functions and combining/integrating areas to ensure quality.

The cycle of human resources management

The THU personnel management process is a continuous cycle that alternates or runs in parallel in the following main areas:



The role and functions of the Human Resources Management Service

The Human Resources Management Service (hereinafter referred to as the HRM Service) ensures the organization, coordination, control and implementation of the educational process and the work envisaged by the strategic plan of the THU, as well as the determination of the general rules and principles related to the management of the teaching university's personnel.



Functions of the HR service:

a) Development of personnel management policies for the implementation of the educational process and other activities defined by the strategic plan;

- b) Implementation of personnel management policies and procedures in accordance with the THU strategic plan, regulations governing labor relations, and individual administrative and legal acts of the THU governing bodies;
- c) Participation in the development of the structure and staffing of THU;
- d) Drawing up and implementing an annual action plan for the service's activities;
- d) Ensuring the processes of attracting and selecting professional personnel at THU and developing the corresponding methodology;
- e) Development and management of a system of professional development of personnel;
- g) Development and management of a personnel adaptation system; Management of the process of integration and socialization of new employees at THU with the aim of their effective integration into the new work environment;
- c) Development and implementation of a personnel assessment system, continuous improvement of the process, management and communication with stakeholders;
- i) Ensuring the process of identifying employee satisfaction and needs and managing the results through relevant organizational research; Including interaction with the Quality Assurance Service for the purpose of assessing academic and visiting staff, conducting satisfaction surveys;
- k) Development and management of a personnel motivation system;
- l) Development and management of a corporate culture management system; clarification of the interests of the parties to labor relations, consistent resolution of personnel management issues.
- m) Control of the number and workload of academic/visiting staff, including affiliated staff;
- i) Organization and consistent implementation of procedures for recruitment, selection and appointment to a position (competition, stages of the competition, interview, informing candidates about the results of the competition, appointment to a position, conclusion of an employment contract, probationary period);
- o) Organizational and informational support for the competition and the work of the competition committee, ensuring the preparation of relevant documentation, including the minutes of the meeting of the competition committee;
- p) Maintaining personnel document flow: preparing official letters, draft orders on the appointment/dismissal of employees, business trips, recommendations from the place of work, advanced training, incentives and disciplinary action, draft employment contracts and responsibility for their accuracy;
- p) Ensuring the development of qualification requirements for THU personnel in conjunction with structural divisions;
- c) Maintenance and management of personal files of employees;
- t) Management of personal data of employees in accordance with applicable law;
- u) Analysis of personnel information and preparation of statistical indicators; t) Organization and implementation of employee internships;
- f) Creation of an information base for personnel management;
- x) Reflection of information about personnel in the register of educational organizations and its updating as necessary;
- c) Consulting THU staff on human resources management issues;
- c) Analysis of one's own activities on issues within one's competence, development of recommendations for improving the quality of activities and increasing their efficiency;
- ъ) Interaction with other structural divisions of the institution, based on the functions and goals of THU;
- yu) Periodic analysis of the stability, movement and turnover of THU staff;

i) Participation in the development and periodic improvement of internal labor regulations together with representatives of the governing bodies of THU and other structural divisions, monitoring compliance with internal labor regulations in order to strengthen labor discipline and increase employee responsibility, analysis of attendance and personnel mobility (hiring, dismissal, vacancies, vacations, business trips, etc.).

i) Carrying out individual assignments and instructions of the rector and/or head of the THU administration.

Powers, duties and responsibilities of the HR department:

1. In performing the functions assigned to it, the service is authorized to:

a) request information/documentation necessary for employee evaluation;

b) request from management the allocation of necessary resources to increase employee motivation and development;

c) request information from educational and auxiliary structural units of THU on issues related to the activities of the service;

d) refuse to carry out any instructions from management if they contradict the legislation of Georgia.

d) get acquainted with the experience of other institutions, including relevant institutions of foreign countries, in the field of personnel management and human resources development, get acquainted with their best practices and, where possible, establish business cooperation with them;

2. The HR department is obliged to :

a) promptly submit to the management a justified request from the THU structural unit regarding staffing, advanced training, incentives and resolution of other issues arising from labor relations;

b) take care to increase staff motivation and satisfaction;

c) protect confidential information known to him;

d) ensure the timely implementation and realization of developed and approved methods, rules and procedures;

d) create a favorable working atmosphere, observe the principles of ethics, collegiality and subordination; e) ensure the rational use of the university's material resources in daily activities;

g) take care of the image and reputation of THU.

3. The Human Resources Department is responsible for:

a) uninterrupted implementation of the personnel management cycle (planning/organization, admission to the institution, work management, dismissal from the institution);

b) conscientious, competent and proper performance of the tasks and functions defined by the Regulations on THU and these Regulations;

c) implementation of orders and instructions of the governing bodies of THU;

d) the safety of the property transferred to him.

THU staff

1. At THU The following forms of employment are provided:

- By appointment (based on an application);
- By selection/open competition;
- By invitation.

2. At THU Employees work in two main statuses:

- Full-time employee (fixed-term and permanent employment contract);
- Temporary employee (fixed-term employment contract).

3. Categories of employee positions at THU:

- Teaching staff;
- Administrative staff;
- Invited staff;
- Support staff.

4. The teaching staff includes: professor, associate professor, assistant, assistant.

5. An academic position implies recognition of a person's academic and scientific achievements and responsibility for the implementation of THU educational and research objectives.

6. One of the components of the THU staff is invited staff, which includes teachers and senior teachers;

□ Invited staff do not belong to the teaching staff, but are functionally one of the subjects of the academic process – they directly participate in the process of teaching and learning.

□ The concept of invited personnel implies:

a) recognition of a person's professional achievements and corresponding responsibility within the framework of assigned competence.

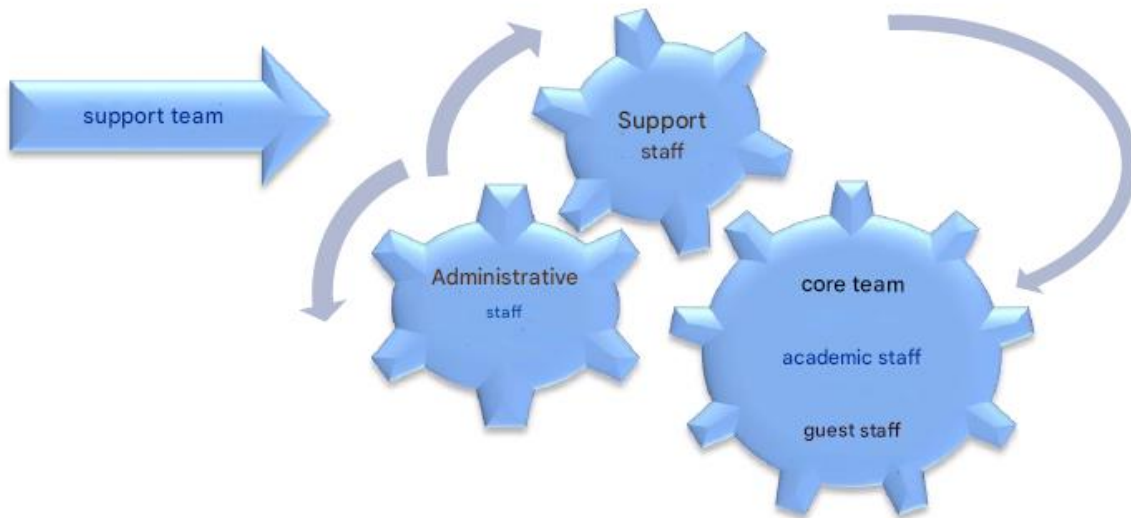
b) recognition of the professional experience and achievements of a person holding an academic degree, with corresponding responsibility in solving educational problems.

7. Administrative and managerial personnel include:

- Rector;
- Head of administration ;
- Head of Quality Assurance Service;
- Dean of the faculty;
- Persons working in structural divisions and responsible for the implementation of specific tasks and subtasks in accordance with the THU strategic plan .

8. Support staff includes employees of all structural divisions providing medical services and technical support for processes occurring at THU.

9. All THU employees share and accept the THU HR policy, internal rules, as well as the functions and responsibilities corresponding to their position.



Employment policy, personnel planning methodology

Employment policy includes several steps:

- Analysis of staff units;
- Attracting suitable candidate(s);
- Selection of candidate(s);
- Preparation of relevant documentation and job offer (signing of contract);

The employment policy of THU employees is formed in full compliance with the Law of Georgia "On Higher Education" and the Organic Law of Georgia "Labor Code of Georgia" and ensures the protection of employees' rights.

1. The employment policy of THU is formed by the management, and its implementation is carried out by the HR Service;

2. The need for new staff positions may be caused by:

- Offering a new service;
- Dismissal of staff;
- Increased load, etc.

3. Before the beginning of each academic year, as necessary, the head of the structural unit/dean submits to the Rector of THU a proposal to create a new position, which must be accompanied by a job description, a list of requirements for qualifications and work experience, as well as information on the funding of this staff position.

4. In cases of increased workload and the need to attract additional human resources, THU management analyzes the need for urgent recruitment of additional personnel (this especially concerns administrative, technical and support personnel).

5. After determining the need for a new position, in order to conduct an accurate analysis of the position, it is necessary to do the following:

For a specific position, a detailed job description and qualification requirements are developed, including:

Education;

Work experience;

Specialized knowledge, such as knowledge of certain computer programs, etc.;

Skills required for this position;

After completing the staffing analysis, a job posting is created, which should provide interested candidates with accurate and detailed information about the position. This helps THU select the appropriate candidate, and the interested candidate determines whether the position is a good fit.

Distribution of functions and responsibilities at the personnel level and job descriptions

1. After the functions and responsibilities of the structural divisions have been defined, culminating in the development of the relevant regulations on the structural divisions, the functions are “dismantled” and distributed at the personnel level, which is reflected in the personnel job descriptions.

2. Job descriptions of teaching/visiting/administrative support staff and the qualification requirements established for the relevant position are defined in the document “Description of positions and qualification requirements of the Tbilisi Humanitarian Educational Institution”.

Mechanisms for attracting scientific personnel

THU uses and considers the following strategies to attract research and teaching staff :

- 1. Study of factors facilitating and hindering the attraction of academic personnel to THU .** THU ensures a proper assessment of the factors facilitating and hindering the attraction of qualified personnel. This analysis will help THU develop an appropriate academic recruitment policy.
- 2. Developing Priorities for Attracting Researchers –** Based on the strategic plan, THU will develop long-term priorities for attracting researchers. This will allow THU to identify research recruitment strategies and specific target groups.
- 3. Using active methods of faculty recruitment.** To attract highly qualified personnel, given the competition between universities, THU , in addition to passive recruitment methods (such as posting vacancies on the THU website), also employs active methods: for example, inviting renowned professors to give one-off lectures where they can meet faculty, management, students, etc.
- 4. Attracting candidates from faculty development programs.** THU establishes contacts with government agencies and local or international non-governmental organizations implementing faculty development programs (if any) to obtain contact information for participants in these programs so they can be introduced to them and establish professional connections. To this end, THU regularly collects information about such programs to maximize the use of all available opportunities.
- 5. Implementing programs to support young faculty.** By offering such programs, THU attracts aspiring faculty. THU believes that young faculty are an important resource for the university, as they are particularly motivated and possess a keen interest, ability, and determination to absorb and implement new ideas and approaches. THU organizes various events to attract young faculty. Throughout the academic year, THU organizes meetings with doctoral students from various universities and provides them with information about THU . At these meetings, university representatives will discuss the support programs THU offers to young faculty. Examples of such support programs include a mentoring program, through which experienced THU staff assist young faculty in their research, as well as THU research programs for young scientists, flexible work schedules, and more.
- 6. Ensuring high remuneration for qualified faculty -** THU ensures a fair remuneration policy when planning the budget and determining faculty salary rates.

Retention of personnel

- 1. In order to prevent the outflow of scientific and pedagogical personnel from the Technical University, to motivate personnel and to actively involve them in the educational process, the Technical University defines the following methods of personnel retention:**
 - a) Remuneration – in accordance with the workload, qualifications and work performed;
 - b) Preferential workload – in accordance with functions and capabilities;

- c) Programs for improving the qualifications of scientific and pedagogical staff – provision of technical universities with scientific and research trips and vacations;
- d) Creation of appropriate financial and material-technical conditions for professional development, teaching and scientific research;
- d) Effective incentive mechanisms;
- e) Fruitful communication and establishment of relationships based on mutual respect.

Rules for the recruitment of academic staff

1. A person is accepted to the position of a research and teaching staff member at the Technical University (TU) in accordance with the conditions specified in the Regulations on the Technical University (clause 2, article 19 of the Regulations on the Technical University – Rules for filling the position of a research and teaching staff member).
2. A person is hired for the position of administrative support worker in the TU taking into account the qualification requirements established by the TU, with whom an employment contract is concluded on the basis of a decision (order) of the Board in accordance with the law.
3. The corresponding position may be filled by administrative and support staff of the University of Technology by appointment – based on a competition and/or recommendation. In the latter case, the decision is made by the University Rector following consultations with the Administrative Workforce Service and an interview with the candidate.
4. The selection of a candidate for the relevant position on a competitive basis is carried out as a result of the public announcement of a vacancy (by posting it on the TU website and/or the employment website), compliance with the established qualification requirements and conditions of the competition, and the determination of the winner in accordance with the following procedures:
 - To select a candidate for an administrative/support position, the head of the TU structural unit or the dean applies in writing to the TU rector , who instructs the ARM Service to ensure the organization of the procedures necessary for the search, selection and appointment of a candidate to the relevant position.
 - To select a candidate for the relevant position, a selection committee (hereinafter referred to as the committee) is created by order of the rector of the Technical University.
 - In order to attract personnel on a competitive basis, the ARM Service, taking into account the developed qualification requirements, the job description of the relevant position and the competencies necessary to perform this work, establishes requirements for the candidate being hired, a list of documents to be submitted, deadlines for their submission and, together with the specified information, posts the relevant vacancy on the THU website and other electronic employment portals.
 - The announcement of the competition must contain the following information: a) the name of the vacant position;
 - b) Requirements for the candidate; c) Types of work;
 - d) The deadline for submitting the application and other required documents; d) The address of the competition committee;
 - f) Stages of the competition;

- g) The deadline for making the final decision by the tender committee; h) The form of the decision of the tender committee.
5. To participate in the competition, the candidate must submit in electronic form: a) an application;
b) resume (CV); c) a copy of the educational document;
d) a copy of a duly executed document confirming work experience (work record book, if available, or a certificate issued by an authorized body);
d) photograph (3X4);
e) a document confirming the relevant qualifications and/or professional knowledge (if available (certificate, ID card));
g) a certificate of conviction for committing a crime against sexual freedom and personal inviolability.
6. When selecting administrative and economic personnel on a competitive basis, the competition may be divided into stages:
a) Selection of documentation, which involves determining whether the documentation submitted by the candidate meets the qualification requirements;
b) Interview.
7. After the deadline for submitting documents, the ARM Service reviews the documentation submitted by the candidates and presents it to the commission, which determines the winners at all stages of the competition.
8. The composition of the commission, based on the specifics of the vacancy, is determined by the rector;
9. The commission shall include: the chairman of the commission, the deputy chairman of the commission and members of the commission;
10. The commission is authorized to make a decision if more than half of its members, but not less than 3, are present at the commission meeting;
11. In the absence of the chairman of the commission, his duties are performed by the deputy;
12. The commission is authorized to make decisions by voting. A decision is considered adopted if more than half of the commission members present at the meeting vote in favor. In the event of a tie, the chairperson's vote is decisive;
13. The substantiated result of the candidate's assessment by the Commission is reflected in the minutes of the Commission meeting, which is signed by the Chairman of the Commission and the members of the Commission present at the meeting;
14. The commission makes a decision no later than 2 months from the date of expiration of the deadline for submitting applications for the vacant position;

15. The AWP Service presents to the Rector the candidate recognized as the winner based on the results of the final stage of the competition for appointment to the relevant position;
16. After the appointment to the position of a candidate selected based on the results of the competition, an employment contract is concluded with him by order of the rector;

17. The ARM service ensures the maintenance of the employee's personal file (selected by competition and by recommendation);

18. The University has the right to appoint a person to the relevant position as an acting employee by decision of the Rector before the announcement of a competition for an existing vacant position, by submitting a recommendation.

Rules for attracting invited personnel

1. An educational institution has the right to involve a specialist with the necessary qualifications in the educational and/or scientific research process and/or in its management, without holding an academic position.

2. A visiting faculty member may be a person with at least a master's degree or equivalent academic degree and, taking into account the language of instruction of the component, a foreign language proficiency at the appropriate level. Teaching experience is desirable.

3. The need to announce a competition for invited faculty is determined by the dean of the faculty based on an application from the head of the educational institution or with the approval of the rector, which is communicated to the Human Resources Service no less than two months before the start of the semester. A condition for hiring a visiting faculty member may be giving a public lecture, a presentation, etc.

4. The need to attract a visiting lecturer may be due to an increase in the number of students, the formation of a group to develop a new program, the refusal of current staff to cooperate with the University, as well as for the purpose of attracting a reserve and creating its base.

5. The workload of visiting faculty is determined in accordance with the educational component(s) they implement. Before the start of each semester, the program director determines the workload of visiting faculty, and a job description is developed for each faculty member, including the content and volume of work in hours. The content of this job description is variable and is an integral part of the contract.

Recruitment based on internal competition

1. The purpose of the internal competition is to ensure career growth of THU employees, the transfer of employees from lower to higher positions taking into account the results of the assessment and accumulated knowledge and experience, as well as promoting professional development and increasing the motivation of employees;

2. To fill a vacant position, THU first selects candidates from internal resources, including, taking into account qualification requirements, from among students. To this end, the leadership of the Human Resources Service, based on a review of employee and student portfolios, prepares a candidate selection proposal and submits it to the Rector.

3. The rector discusses candidates with the head of the relevant structural unit. If there are two or more candidates, and they agree, an internal competition (using THU 's internal information resource) is announced to fill the relevant vacant position. 4. Candidates are selected through interviews with the rector and the head of the relevant structural unit. Other individuals may be invited at the rector's discretion.

Recruitment for a position based on recommendations

1. Recruitment of personnel for vacant positions is permitted:

- From among the authoritative scientific and pedagogical staff of TUI/another university, university graduates or from outside on recommendation;
- By searching for candidates in various databases;
- From among the candidates in the TUI personnel reserve.

2. The interview with the recommended candidate is conducted by the rector or the head of the relevant structural unit.

Employee personal file

1. Upon hiring at THU , a personal file is opened for the employee.

2. The personal file contains:

- a) Application for employment addressed to the rector;
- b) Copies of documents on education or relevant qualifications /professional knowledge/certificates (diploma, qualification certificate, certificates - if available);
- c) Photograph (2 copies in 3/4);
- d) Autobiography (Curriculum Vitae) / CV;
- d) A copy of the identity card;
- e) A copy or extract from the rector's order on hiring (for a position determined by the team);
- g) Employment contract;
- h) A certificate of conviction for committing a crime against sexual freedom and personal integrity.

Affiliation of scientific and pedagogical staff

1. Affiliation means:

- a) a written agreement between an educational institution and a person holding an academic position, by means of which the person holding an academic position determines his or her affiliation with only one higher education institution (hereinafter referred to as the university), and participates in community development and knowledge exchange processes on behalf of the university;

b) affiliated scientific and pedagogical staff unite persons holding an academic position who, on the basis of an agreement, are associated only with THU and carry out the main educational and scientific research activities, participate in the process of consulting students, preparing scientific manuals and making various decisions, and also present to the public the results achieved on behalf of THU under its auspices;

c) an affiliation agreement is concluded between the research fellow and THU, which is considered an integral and inseparable part of the main employment contract for the entire term of the employment contract. 2. In the event of an academic employee's transfer to another university, the employment contract with him is subject to change or termination.

Subjects of labor relations in the TU

1. The parties to labor relations at THU are:

a) Employer – Tbilisi Humanitarian Pedagogical University LLC;

b) Employee – employees/persons working at THU who perform functions determined by the employer for appropriate remuneration.

University employee adaptation program

1. After hiring a candidate and signing a contract, THU ensures the development of a successful onboarding program for them. To this end, the onboarding service plans a series of activities for new employees that will ensure rapid adaptation to the new environment and the transfer of important information regarding THU.

The adaptation program includes:

a) familiarization of new employees with the workplace;

b) introduction of new employees to the university team; c) familiarization with the internal work regulations, personnel management policy, employment contract and other organizational and administrative documentation;

d) conducting a brief introductory briefing on the case management system or other necessary issues;

d) transfer of important documents; e) possible appointment of a mentor, etc.

Probation

1. In the event of appointment of a person to a new position, THU has the right to conclude an employment contract with him for a probationary period of 3 to 6 months.

2. During the probationary period, the individual's professional skills and abilities are tested to determine their suitability for the position. In the event of unsatisfactory results, the rector has the right to dismiss the individual from their position. In the event of satisfactory results, the rector has the right to appoint the individual to the position by order (conclude an employment contract with them or terminate the employment contract concluded during the probationary period).

3. Before the expiration of the probationary period, at any time, by decision of the rector, the employment contract may be terminated, and/or the person may be hired at THU in accordance with the procedure established by law.
(See Probationary Period Evaluation Form).

Policy and procedures for evaluating personnel performance

The evaluation system is an opportunity for each employee or his immediate supervisor to evaluate the work performed by the employee.

1. Performance evaluation is the process by which THU evaluates

Each employee's contribution to the university's operations is assessed. Performance evaluations help identify shortcomings and weaknesses in the work process (making it clear what needs to be improved). Therefore, employee performance evaluations are essential for the smooth operation of THU .

2. The results of the assessment may serve as the basis for promotion, incentives, disciplinary measures, transfer, demotion and dismissal of personnel.

3. The assessment methodology involves a qualitative and quantitative assessment of the performance of personnel in various positions using various methods.

4. The objectives of the THU personnel evaluation policy are:

□ Ensuring the participation of THU employees in the development of goals and objectives of the relevant faculties, research and support units;

□ Providing the necessary resources to achieve the goals and objectives set by THU employees and agreed upon with the THU management;

□ Identify the potential of THU employees and promote their further development;

□ To facilitate the effective performance of their duties by each THU employee ;

□ Timely identify potential difficulties in the process of achieving professional goals by THU employees and identify strategies to address them;

□ Evaluate the activities of THU employees in the teaching, research and administrative-organizational spheres;

□ Identify the needs for professional development of THU employees;

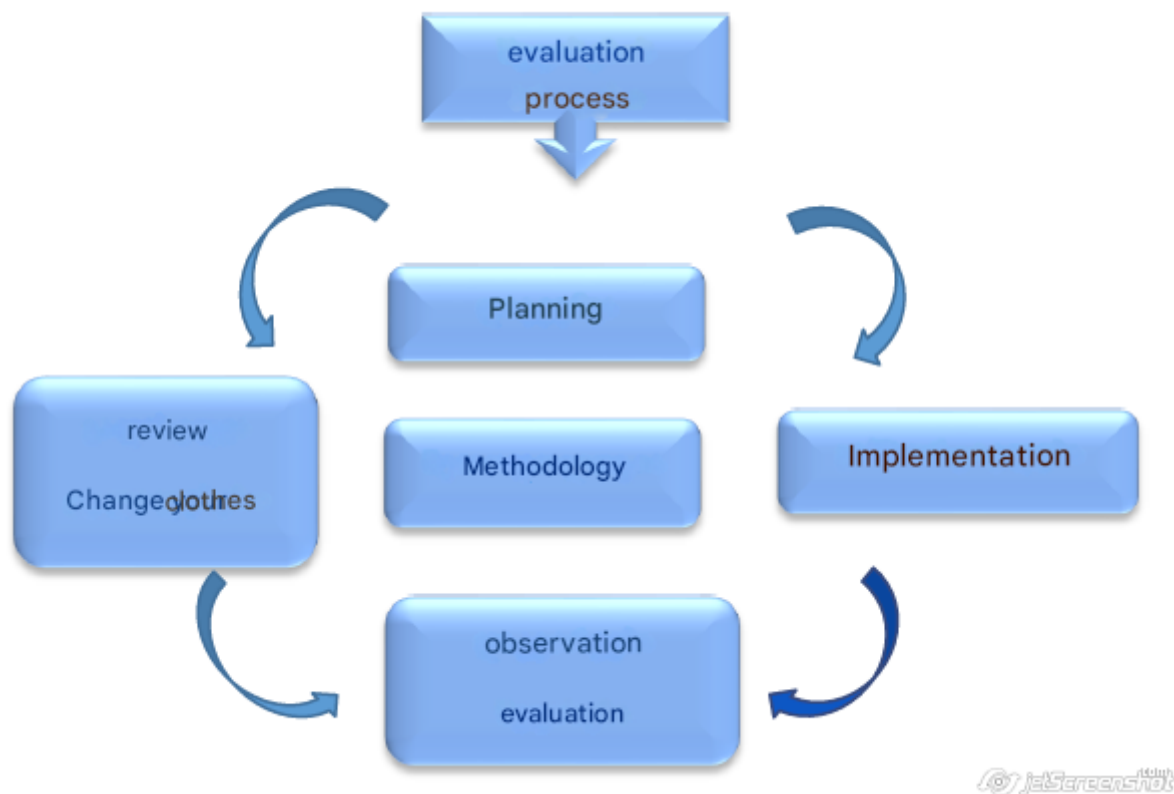
□ To promote the institutional and organizational development of THU ;

5. The performance evaluation system in place at THU is based on the principles of objectivity and fairness.

6. Evaluation of the performance of THU employees will be carried out in the following forms:

a) Evaluation of the performance of employees in accordance with their functions and responsibilities;

b) Evaluation of employees according to their competencies.



7. Administrative and support staff are evaluated annually, following the academic year, and include an assessment of the quality of work performed during the past period and a determination of compliance with the University's educational goals. The Human Resources Service, in coordination with the Quality Assurance Service, ensures the implementation of the staffing schedule and the evaluation process for part-time employees.

8. The personnel assessment tool is a systematic assessment questionnaire.

9. The personnel assessment system includes the following stages:

- Familiarization of the employee with the job description, after which he himself evaluates the progress of the functions performed and better understands the requirements placed on him;
- Performing functions and identifying existing problems;
- Accounting and evaluation of achievements;
- Development by the manager of a plan for the further development of subordinate employees;
- Identifying areas requiring additional training.

Personnel development policy

The goal of professional development of personnel is to increase organizational capabilities, knowledge, skills and competencies of employees, which, as an investment, will return to the organization in the form of productivity and efficiency .

1. THU has the following mechanisms for the professional development of its employees:

- Trainings/seminars/workshops conducted within the framework of various international projects jointly with THU ;
- Trainings/seminars/workshops conducted by various government and public organizations jointly with THU ;

□ THU additionally provides the following activities for the professional development of both academic and administrative-technical staff: - internships and business trips to scientific conferences;

□ Paid scientific/study leaves, etc.

2. Funding for employee development activities is provided by THU , and time spent participating in events is considered working time and is paid.

3. For the professional development of both new and existing employees upon transfer to another position, appropriate training, internships, and/or other activities may be planned based on an analysis of past and upcoming work. 4. In the event of an invitation to an internship and/or advanced training program abroad, THU will provide funding for the advanced training program abroad.

Internship

1. In order to train highly qualified, competitive personnel, develop their professional skills and acquire practical skills, the University accepts interns by decision of the THU Rector, which creates opportunities for the future employment of young specialists.

2. Interns are eligible to apply if they are currently studying in an accredited bachelor's degree program, are in their final semester (or final two semesters), or are pursuing a master's degree and have demonstrated high academic achievements during their studies, as evidenced by their grade point average. Also eligible are individuals who have completed a bachelor's, master's, or doctoral program within two years of completing their studies in the program, and who have demonstrated high academic achievements during their studies, as evidenced by their grade point average.

3. An internship may be completed by a legally competent citizen of Georgia who has received an education in a higher educational institution of a foreign state recognized in accordance with the procedure established by law, which is confirmed by a decision of a legal entity under public law - the National Center for Education Quality Development - on the recognition of education received abroad, from the date of completion of which no more than two years have passed and who has distinguished himself with high academic achievements during the period of study.

4. The intern's qualifications or the educational program under which he/she is studying must correspond to the profile of the structural unit of THU .

5. The selection of interns is carried out on the basis of an interview conducted by the internship committee or the head of the structural unit/dean of the faculty;

6. The composition of the internship committee is determined by an individual legal act of the rector;

7. The topic of the interview with the internship candidate is determined based on the functions of the structural unit;

8. After successfully passing the interview, the intern is assigned to the relevant structural unit by an individual administrative-legal act of the rector, indicating the internship supervisor, who will coordinate the internship process and its timing.

9. After completing the internship, if the assessment is positive, a certificate is issued.

Stimulation and motivation

1. Personnel motivation is material and non-material incentives that are aimed at attracting and retaining qualified, productive personnel at THU , and achieving the set objectives in accordance with the strategic plan.

2. Staff motivation is directly related to the quality of work.

3. The purpose of introducing the personnel motivation system is to form a positive attitude towards productive work and the achievement of THU 's strategic goals.

4. The motivation system is based on:

- responsibility of personnel for their work;
- involvement in the process of making management decisions and the presence of organizational responsibility;
- employee satisfaction with their work;
- fairness of the remuneration and incentive system.

5. For success in educational, pedagogical and work activities, for active participation in the public life of THU , for conscientious performance of official duties, for the completion of particularly complex or important tasks, to increase the motivation of THU personnel with special achievements, various forms of incentives are used:

- a) announcement of gratitude; b) presentation of a commemorative gift;
- c) issuance of a bonus;
- d) increase in wages.

6. The application of incentive methods is based on the principles of fairness and transparency, analysis of results and achievements of employees.

7. In case of unsatisfactory results of the performance assessment of employees, sanctions may be applied to them, such as:

- Rotation;
- Retraining;
- Demotion;
- Dismissal.

Remuneration

1. The amount of remuneration and terms of remuneration of an employee holding an academic/visiting/administrative position are determined individually in accordance with the preliminary agreement and terms of the contract between THU and the staff.
2. In the case of occupying an academic/visiting position, taking into account the volume of the hourly workload and other circumstances, special conditions and/or the amount of remuneration may be determined on the basis of the contract.
3. THU has the right to establish a different remuneration system for employees occupying the same position, taking into account their experience and qualifications.

Confidentiality

1. THU is obliged to ensure the protection of personal data of employees and act in accordance with the procedure established by the Constitution of Georgia and the Law of Georgia "On Personal Data".
2. THU employees, in accordance with the procedure established by law, have the right to become familiar with information and/or official documents available at THU .