

Strategy for professional development of personnel

Approved by the decision of the Academic Council

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The goal of professional development is to deepen the professional knowledge of employees, improve their qualifications, and develop organizational capabilities, knowledge, skills, and competencies that, as an investment, will return to the university in the form of increased productivity and efficiency.

According to the university's human resources management policy, the human resources management process at TSU is a continuous cycle that is carried out in the following main areas:

- Recruitment of personnel
- Recruitment
- Personnel adaptation
- Personnel management
- Personnel assessment
- Staff motivation
- Professional development of staff
- Personal information management
- Dismissal

To improve the qualifications of its staff, the university develops relevant programs based on the university's strategic development goals and the needs of academic, visiting, administrative, and support staff.

Determination of the required knowledge and skills for academic staff is carried out on the basis of personnel assessment, which is also one of the important stages of the personnel management process.

According to the HR policy, performance appraisal is a process by which the university evaluates each employee's contribution to the university's activities and identifies professional development needs. Performance appraisals help identify shortcomings and weaknesses in performance (making it clear what needs to be improved).

The purpose of staff development programs is:

1. Improving the professional competence of academic and visiting staff in the following areas:

- Development of industries;
- Academic assessment strategies;
- Research and teaching methods;
- Use of new technologies in the educational and research process;
- In the case of single-level dental education programs, annual retraining in teaching and assessment methods

2. Developing skills for faculty, visiting and administrative staff, such as:

- Ability to work in a team;
- Ability to identify problems and respond quickly;
- Ability to work in a stressful environment;
- Leadership skills;
- Communication skills.

The University develops a professional development plan. At the end of each calendar year, the Rector of the University approves a list of trainings, seminars, and other events planned for the year for both faculty and visiting faculty, as well as administrative, technical, and support staff. When developing the plan, the following must be taken into account:

1. Professional needs identified during the personnel performance assessment process;

2. Specific needs individually presented by employees to the University during a satisfaction survey (e.g., a University employee satisfaction survey conducted once a year at the end of the academic year).

The annual plan developed and approved by the University is subject to revision/amendment. The University also utilizes various programs to enhance the professional skills of its employees:

Internal grant funding system

Tbilisi Humanities University funds scientific research with the participation of university staff in priority research areas pre-determined by the university in order to support and develop scientific research activities.

Only TSU staff members may lead projects. The internal grant funding system is one of the foundations of staff research activities, ensuring the implementation of the obtained results in the teaching and research process.

Paid scientific/educational leave

Paid research/study leave is an important factor in promoting professional development. With this in mind, the university is committed to providing research and teaching staff/visiting faculty with paid research/creative leave for a period of no more than one academic year once every five years to enhance their skills.

Cooperation between universities and with various government and non-governmental organizations

Organization of joint conferences:

Teacher exchange programs;

Inviting renowned professors and experts in the field to conduct trainings and seminars for faculty and invited staff.

Trainings/seminars/master classes planned jointly with TSU within the framework of various international projects ;

Identifying and establishing relationships with local and international organizations that offer university-based professional development programs for faculty and visiting staff.

Implementation of programs to support young teachers (mentoring programs).

By offering such programs, TSU ensures the recruitment of young faculty. To attract young faculty, TSU organizes various events. The program aims to support the professional

development of young faculty through collaboration with experienced colleagues. The program may include organizing seminars and workshops, sharing experiences through lectures and practical classes, individual work with young faculty, mentoring their research, and more.

The development and implementation of plans for the professional development of personnel is organized by the Center for Continuing Education in cooperation with the Human Resources Management Service, the Quality Assurance Service, and other structural units involved in this process.