



საქართველოს ეროვნული უნივერსიტეტი სეუ
GEORGIAN NATIONAL UNIVERSITY SEU

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Human Resources Management Policy

2020

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1. Vision of System Development

Human Resources Management at the Georgian National University SEU mainly serves to provide the University with properly competent staff, its management and development. To achieve this, it is necessary to have a human resource management system that is focused on attracting high potential, properly motivated professionals within the framework of transparent and fair approaches on the basis of analysis of the development potential of the staff in the desired direction; To ensure the high quality of work performance, the continuous development of staff and the targeted realization of their potential; To retain professional staff and maximize their capabilities; On effective management; Creating appropriate working conditions and environment; Providing an adequate compensation system and other benefits to motivate and retain staff to the required level, taking into account organizational interests.

2. Goal

The aim of the strategy is to define the directions of the human resources management system in the Georgian National University SEU, to describe the constituent components and management mechanisms, to outline the indicators of the desired result and success and the ways of implementing the system. The strategy also aims to inform the staff of the organization about the introduction of the planned system in the university and to involve all stakeholders in the process of system development to take into account the best approaches and views.

3. Dissemination area

This policy document applies to the professors of the Georgian National University SEU, the invited staff and the staff of the various structural units of the University. Different or supplementing conditions from this document for academic and visiting staff may be determined in accordance with the work to be performed by them, by agreement with the University and / or other internal acts of the University.

4. Elaboration of Policy

According to the requirements of the Georgian National University SEU, in order to achieve maximum effect, it is necessary to develop the right policy, for which it is necessary to determine the optimal process. This includes the following stages:

- ❖ Identifying the organization's human resource requirements for strategic purposes;
- ❖ Analysis of the requirements of the organization and the existing human resources in order to determine the needs;
- ❖ Analysis and evaluation of the organization's capabilities (financial, infrastructural and material-technical) to meet the needs of human resources, based on which strategic human resources planning (short, medium and long-term) will be carried out in the following main areas:
 - Developing the structure of the organization;
 - Attraction and selection
 - Staff development;
 - Retention

At each stage of the implementation of the strategic plan of human resources, the results will be analyzed and evaluated. Defined policies will be adjusted if necessary.

4.1. Strategic review of the organization

In order to establish an optimal organizational structure, it is necessary to carry out a complex process of organizational analysis step by step. The process involves the following stages and steps:

- ❖ Analysis of the goals and objectives of the organization;
- ❖ Identifying the main areas of activity based on the goals and objectives of the organization;
- ❖ Analyzing each area to determine which areas require a separate structural unit and which grouping is possible;
- ❖ Structural unit analysis to identify areas of activity;
- ❖ Analyzing each direction to identify key functions.

4.2. Defining the types and hierarchy of structural units:

- ❖ Analyzing the function of each structural unit to determine key tasks, processes, and workloads;
- ❖ Determining the number of staff and hierarchy of positions according to the type of structural unit, stages of work process and volume;
- ❖ Developing tasks for structural units.
- ❖ Analysis of the areas of activity of the structural units according to the content and levels of responsibility in order to determine the structure of the organization in which the structural units are also optimally distributed.

4.3. Staff structure and requirements at the organizational level:

- ❖ Determining the number of staff according to specialties and qualifications;
- ❖ Description of qualification according to the specifics of the activity;
- ❖ Job description
- ❖ Defining functions
- ❖ Defining the basic qualification requirements;

4.4 Job analysis and description:

For the successful operation of the structural units, it is important for each position to have clearly defined functions and responsibilities and the requirements necessary for the performance of a specific job with high quality. This requires proper management of the job description process, which is primarily related to the complex analysis of a particular work process.

In the process of job analysis, depending on the function of the structural unit, the type of work to be performed is determined and then the work process, based on the analysis of which functions-responsibilities, qualification requirements are determined for the specific position: required education and experience, competencies, skills, performance indicators and other parameters.

Job description, as a mechanism, also serves to regulate the employment relationship between the employee and his / her head in terms of the authority to perform a specific task and the obligation to perform it.

4.5. Management of competencies

In the modern sense, competence is a combination of knowledge, experience and skills, which is manifested in an individual's specific behavior. Job descriptions usually include specific knowledge, experience, and skills that are discussed in terms of the importance of each in relation to the job. However, world experience has shown that it is important to evaluate these elements in terms of competence expressed in specific behaviors in relation to job requirements (e.g. vision, in-depth analysis, persuasion of others, adaptation to change, analytical thinking, change management, leadership, etc.).

Competencies at the Georgian National University SEU are defined at the level of organization, responsibilities, job categories and specific job. The goal of the competency management system will be to develop the staff employed in the system in order to achieve maximum compliance with the requirements of their individual competencies.

In the context of competency management, the analysis of personal characteristics in terms of the natural and acquired potential of the individual is of particular importance, because in addition to having the relevant competence on demand, it is necessary to determine the potential corresponding to the specifics of the work to be performed.

4.6. Stages of staff selection and hiring rules

One of the important prerequisites for effective human resource management is a planned and organized recruitment and selection process using well-calculated mechanisms; Which is carried out by existing qualified staff in accordance with the requirements set out in the current and future vacancies and job descriptions.

4.6.1. Internal Selection

In order to maintain highly qualified human resources and facilitate their development, before the process of finding and attracting a candidate for a vacancy in the Georgian

National University SEU, the internal staff of the University may be transferred or promoted according to the relevant qualification requirements, job description and experience. The submission is made by the head of the relevant department and the personnel management service.

4.6.2. Attraction

In order to ensure an effective attraction process, systematic analysis of information on the situation in the labor market from competent sources will be carried out so that the recruitment process is carried out in a planned manner, by selecting information sources adequately, and using recourses optimally.

Different sources are used to attract staff:

- ❖ University Website
- ❖ Vacancies web portals
- ❖ Social networks

4.6.3. Selection of Academic Staff

The selection of the academic staff at the Georgian National University SEU is carried out through an open competition in accordance with the legislation of Georgia and the rules for holding an academic position at the SEU. The competition is held in accordance with the principles of equal opportunities, objectivity and transparency. The open competition consists of three stages by default:

1. Receiving and selecting applications,
2. Testing
3. Interview

In some cases, testing may not be necessary and the process will be carried out in two stages. The interview is aimed at identifying and assessing the competencies of the candidate, where in addition to technical knowledge, it is important to assess the competencies (skills, approaches and behaviors) taking into account the relevant

qualification requirements. Interviews with academic and visiting staff may include a demonstration lecture.

4.6.4. Hiring

Admission of administrative and invited staff at SEU is based on the decision of the Rector. The appointment of the academic staff by the University is made on the basis of the submission of the competition commission by the order of the Rector. The selection of a candidate does not guarantee that the selected employee will be able to perform the duties assigned to him / her properly or in good faith, adapt to the new work environment, share organizational culture, etc. Selected employees will be appointed for a probationary period of up to 6 months. Determining the success or failure of the probationary period will be an assessment of the quality of work performed. The employment contract is concluded after the successful completion of the probationary period.

4.6.5. Internship

The internship program is actively implemented at SEU in order to create a human resource reserve, train highly qualified staff, develop and improve professional and practical skills for students and graduates. The goal of the internship program is for the intern to acquire the knowledge, experience and skills needed to carry out the job effectively and quickly over a pre-defined period of time. In case of need for internship, the head of the structural unit submits a report card to the Human Resources Management Service.

Students and graduates of Georgian National University SEU can participate in the internship program.

The selection of interns is carried out:

- Based on competition;
- Based on the recommendation of the Program head / Faculty Dean;

The internship process is paid and lasts from 1 month to 3 months. After the completion of the internship program, the interns are evaluated. In case of a vacancy in the structural

unit, the candidacy of those interns who have successfully completed the program will be considered.

4.6.6. Adaptation

The final stage of selecting a new employee is managing the adaptation process, when the new employee is maximally informed and involved in the activities and daily life of the university. The goal of adaptation and orientation procedures is to create a pleasant, comfortable environment for the new employee to help manage stress and adapt quickly to the new environment.

The adaptation of the new staff at the University is provided and facilitated by the Personnel Management Service, the immediate supervisor and colleagues.

The immediate supervisor and colleagues do their best to create a comfortable environment for the new employee to adapt to his / her new environment.

The new employee submits the following documents to the Human Resources Management Service:

- ❖ Statement on behalf of the Rector
- ❖ Copy of ID card;
- ❖ Resume / Questionnaire;
- ❖ Higher education certificate / copy of documents;
- ❖ Information on published scientific publications (for academic and invited staff)
- ❖ Certificate of work experience;
- ❖ Other documents required by higher education law;

The Human Resources Management Service provides:

For academic and visiting staff

- ❖ Conducting a semester orientation meeting, the aim of which is for lecturers to get acquainted with the specifics of the work of the various departments of the University and to receive information on issues important to them.

- ❖ Sharing university bylaws and service regulations;
- ❖ Preparing corporate email;
- ❖ Registration in relevant databases;
- ❖ Introducing with organizational culture and benefits;
- ❖ Introducing with the job description to the employee;
- ❖ Advising on various issues;

For Administrative Staff

- ❖ Supporting for organizing workspace;
- ❖ Introducing to the heads of departments.
- ❖ Preparing corporate email;
- ❖ Registration in relevant databases;
- ❖ Introducing with organizational culture and benefits;
- ❖ Introducing with the job description to the employee;
- ❖ Advising on various issues;

5. Management of job performance quality

5.1. An importance of evaluation

One of the most important goals of human resource management is to improve the quality of work performed, for which the quality management process of the work is carried out. This process serves to promote the development of employees and maximize their capabilities, which makes it possible to analyze the qualifications of employees in relation to the main requirements, goals and objectives, reveals the circumstances that determine the quality of work, additional professional development needs and career development opportunities. It is important for SEU that managers and employees develop a positive attitude towards evaluation. They need to take this into account to provide added value and understand how time consuming this case is. Only through this attitude its full potential can be assessed.

The quality of job performance is significantly influenced by employee motivation, which essentially depends on how adequately the work performed by him/her is evaluated.

While job quality needs to be improved, the evaluation process will be the best source of information on what areas and ways an employee should be able to make progress.

5.2. Evaluation criteria and quality indicators:

In order for the evaluation process to be complete, the employee is evaluated according to pre-established criteria, taking into account the functions and competencies defined in the job description, and according to the degree of achievement of the set goals and performance of the tasks. At the beginning of each year, evaluation components and indicators of their success are defined for each employee.

5.3. Evaluation Method

Administrative staff is evaluated using a combined method - Objective Management (MBO) and Behavioral Competence Assessment (BARS). Based on the strategic development plan and action plan, the goals of the structural units are defined and the annual plan of the department / service is developed, which is based on the strategic and departmental priorities and considers the annual priorities. It sets out the appropriate program for each priority, which includes activities, deadlines and required budgets. It also provides the appropriate institutional KPI for the department or service as a measure of success. At first, an annual plan for the department is written, and then, managers distribute to their team members the activities needed to achieve the goals. Depending on the specifics of the goal, each goal must meet the SMART criteria. The evaluation procedure consists of three main stages: setting goals at the beginning of the year, an interim meeting in the middle of the year and evaluation at the end of the year.

Georgian National University SEU uses the four-level system already adopted in Georgia for assessment.

Academic, affiliate and invited staff are evaluated in the following areas:

Affiliated Staff:

- Academic Performance

- Research Performance
- Contribution to the development of the organization
- Community Related Performance

Academic Staff

- Academic Performance
- Contribution to the development of the organization
- Community Related Performance

Invited Staff

- Academic Performance
- Contribution to the development of the organization

Each area of evaluation is evaluated individually, based on relevant performance criteria and data obtained from different sources. Summary of overall results is the result of a final evaluation based on results from different areas of evaluation.

5.4. Evaluation Results

Upon completion of the evaluation process, the immediate supervisor will develop a personal development plan for the employee. This plan should be developed jointly by the employee and his / her immediate supervisor. It may consist of development activities that can be carried out by the employee itself and may require the development of external capabilities in the form of organized professional development activities.

Depending on the results of the evaluation, the following activities may be carried out:

- ❖ Employee incentives (using material and / or non material incentive methods)

- ❖ Professional development (for the purpose of further professional and / or career development of the employee, to plan the necessary developmental activities after identifying the weaknesses and strengths of the employee)
- ❖ Dismissal of an employee.

6. Motivation and encouragement

The organizational priority of the University is to develop the established environment in the organization, organizational culture and trust in the fairness and objectivity of the management mechanisms. Integrating the incentive system into personnel management policies is a priority to increase the organizational climate and employee motivation. A motivated employee is confident in achieving his or her goal. SEU can provide an atmosphere where it is possible to achieve a high level of motivation through benefits, incentives, learning, opportunities and qualifications.

The affiliate rule in SEU is a component of the human resource management process focused on attracting, motivating and retaining academic staff. The requirements and procedures of this rule ensure the transparency, openness, access to information of the process and are aimed at creating a competitive environment in the SEU.

Affiliates are fully or partially funded by the SEU with:

- ❖ Textbooks, monographs, methodological, teaching or research materials prepared on behalf of the SEU;
- ❖ Participation in international conferences, seminars, etc. On behalf of SEU;
- ❖ Publishing an article on behalf of the SEU in high-ranking scientific publications (the recommended list of high-ranking journals is annually updated by the SEU administration);
- ❖ Research activities,
- ❖ Limitless access to SEU electronic databases related to the field of academic research;
- ❖ In-university or in-faculty grant projects that are in line with the priorities of the SEU Strategic Development Plan;

Incentive measures will be implemented both within the framework of objective criteria and a transparent process, where significant emphasis will be placed on the information obtained as a result of performance appraisal, as well as through universal incentives, bonuses or funding for team involvement in specific activities. The incentive system envisages the right to receive assistance from the organization in the health and social realization of oneself and family members, offering special conditions (partial or full funding) for family members to study at university, motivating employees to be involved in academic and scientific environments. The University facilitates the involvement of its administrative staff in the educational process, both in terms of studying in the relevant master's programs and in terms of involvement in the teaching process. The learning process at the university is free for its staff. The study-teaching period will be considered as working time.

Organizational involvement of employees is important for SEU, it contributes to both employee and organizational well-being. A high level of involvement leads to enthusiastic performance of work by staff, satisfaction with personal and team achievements, develops self-esteem and a sense of pride; Employees actively strive to carry out the mission of the organization and embrace the success achieved as a result of the workload. To determine the level of staff involvement, the university conducts annual surveys among administrative, academic and visiting staff. The results of the survey are used to determine the level of satisfaction and involvement of academic, administrative and visiting staff, to determine motivation and demotivation factors, to respond appropriately and to measure the areas where motivation practices need to be improved.

Teambuilding

The organization needs motivated employees at all stages of development, one of the methods of this is the so-called team building. SEU strategic goals can only be achieved with a cohesive team of employees who can work together to achieve the goals set by the organization. Teambuilding is a modern method of forming a cohesive team, in which the capabilities and talents of employees are revealed, it allows employees to communicate informally, strengthens corporate relationships, reveals employees' talents

and leadership skills, is a means of effective relaxation and removal of accumulated stress. There are several indicators to identify the need for team building, including low productivity, conflicts, low apathy and engagement, communication difficulties, lack of innovation and service initiatives, complaints about service quality, high employee outflows, low job satisfaction, low level of motivation and difficulties during making decisions.

At SEU periodically will be conducted team building activities, both at the overall organizational level and at the departmental level. Team building activities are planned by the Personnel Management Service.

7. Electronic Information System

Proper management and analysis of multidisciplinary personnel data is particularly important to ensure the effectiveness of the personnel management system. Data management will be carried out through an electronic personnel management system tailored to the specific requirements of the Georgian National University SEU. The system will enable to properly generate the information needed in the near, medium and long term to implement the right personnel planning and management policies, to make the optimal decision.

For the implementation and introduction of the human resource management strategy, it is important to establish appropriate procedures to be agreed with the Governing Board of the Georgian National University SEU and approved by the Rector of the University. Approved procedures will be reviewed and made available to all SEU staff. Such activities ensure a transparent, effective and consistent human resource management policy.