



#062/01 Order
of the Rector of the Non-Entrepreneurial (Noncommercial) Legal Entity - Saint King Tamar
University of Georgian Patriarchate

On Approval of Personnel Management Policy
Of the NNLP Saint King Tamar University of Georgian Patriarchate

December 5, 2018
Tbilisi

According to the article 35 of the Law of Georgia - Civil Code of Georgia, the Order #99/n of October 1, 2010 of the Minister of Education and Science of Georgia On Approval of Authorisation Fees and Authorisation Regulations for Educational Institutions, the 3rd part of the article 4, the first part of the article 14, the paragraphs "b", "e", "f" and "k" of the 3rd part of the article 14 and the 4th part of the same article of the Charter of the Non-Entrepreneurial (Noncommercial) Legal Entity - Saint King Tamar University of Georgian Patriarchate I hereby ORDER:

1. To approve the Personnel Management Policy of the NNLE Saint King Tamar University of Georgian Patriarchate in accordance with the Annex.
2. Copy of this Order shall be made public.
3. To send this Order to the structural units / staff of the University for fulfillment within their competence.
4. Control over fulfillment of the Order shall be conducted personally by me.
5. The Order may be appealed in accordance with the rules established by the legislation of Georgia.
6. The Order shall enter into force upon signing.

Professor, Archimandrite Adam
(Vakhtang Akhaladze)

Personnel Management Policy Of the NNLP Saint King Tamar University of Georgian Patriarchate

1. Introduction

The purpose of the Personnel Management Policy is to establish a human resources management system that ensures the effective and efficient use by the NNLP Saint King Tamar University of Georgian Patriarchate (hereinafter - the University) of its personnel to achieve the goals and also to promote the achievement of the personnel's goals.

Personnel Management Policy recognizes that it is important to select, motivate and retain the best personnel for the successful operation of the University and its strategic plans.

Human resources are the most important asset. Personnel should be selected carefully and consistently in order to select the right personnel for the right position. Personnel need to be constantly given the opportunity to develop by ensuring a healthy environment, trust, mutual respect, cooperation, enthusiasm and openness. At the same time, personnel should share the need to foster a culture of accountability and responsibility. Innovative initiatives proposed by personnel should be encouraged continuously.

The purpose of this Policy is to create the HR systems necessary for the consistent solution of human resource management processes based on modern methodological approaches and principles, such as:

- A) Planning, selection and recruitment of personnel;
- B) Development and training of personnel;
- C) Regulation of labor relations;
- D) Remuneration and material incentives;
- E) Disciplinary misconduct and responsibility;
- F) Assessment of personnel and monitoring of job satisfaction;
- G) Implementation and improvement of unified personnel management systems.

Personnel Management Policy is established by the Case Management and Informational Support Service in consultation with service managers on tactical and strategic issues related to personnel management and optimal use, and is approved by the Rector of the University.

2. General principles of human resource management

Personnel Management Policy is defined in accordance with the University's mission, goals and strategy. It is developed on the basis of the corporate values of the University, the Labor Code of Georgia, the applicable legislation of Georgia and the best practices of the relevant international regulations and is based on the following basic principles:

- Fairness and transparency;
- Involvement in decision making in various forms;
- Openness and universal access to decisions in accordance with the rules established by law;
- Academic freedom;

- Equality, regardless of ethnicity, gender, social origin, political or religious beliefs;
 - Access to communication channels;
 - Recognizing the dignity of the person and appreciating the work done;
- Foster team spirit based on mutual respect and cooperation.

3. Scope of Policy regulation

This Policy applies to the following personnel of the University:

- A) Academic personnel;
- B) Scientific personnel;
- C) Administrative personnel;
- D) Auxiliary personnel;
- E) Invited personnel.

(Rector's Order # 023/02 of 23.12.2020)

4. HR systems

4.1 Personnel planning, selection and recruitment

4.1.1 Personnel planning

Planning is based on the strategic plans of the University and includes the determination of requirements for a particular position, staffing schedule and salary changes.

In order to determine compliance with the market situation, it is advisable to review and update the requirements for the position and salary changes, if necessary, at any time of the calendar year, taking into account the parameters of the University budget.

The annual personnel planning process is the development of a staffing schedule, in particular, planning the filling of annual vacancies, dismissal and relocation of personnel.

Vacancy planning involves defining both planned and unplanned vacancies. Defining planned vacancies involves identifying the expected vacancies and possible relocations over the next year based on the analysis of annual reports and the analysis of the number of personnel required to complete the tasks set out in the Action Plan. Prior to the procedures for filling the planned vacancy, the Case Management and Informational Support Service further clarifies the planned request with the University Rector whether the request is valid for that period, and then commences the selection process. Unplanned vacancies may be resulted in dismissal of an employee and / or transfer from one position to another. The Case Management and Informational Support Service is obliged to include the administration of unplanned vacancies in its activity plan.

4.1.2 Personnel selection

When selecting staff, the University is focused on selecting professional and highly qualified personnel who are knowledgeable in their field. Personnel selection procedures vary depending on the type of staff. The issue of selection of academic personnel is regulated by the norms of the competition for academic positions defined by the University Charter.

The selection procedure for administrative, auxiliary and visiting personnel is regulated by this document.

The personnel selection procedure includes the following steps:

- Analyzing the vacancy and determining the qualification requirements based on the relevant job description of the vacancy;
- Selection of priority segment;
- Vacancy announcement;
- Selection of submitted and existing applications in the reserve fund;
- Establishing and implementing a competition procedure.

Internal competition procedure

Due to the fact that the University promotes the professional and career growth of the personnel, in case of vacancy, internal candidates are considered who meet the qualification requirements for the vacancy and are willing to be considered for the existing vacancy. In the case of several internal candidates for a vacant position, the Case Management and Informational Support Service conducts a competition or directly appoints an interview stage.

The decision on the transfer of an internal candidate is made by a commission established by a legal act of the Rector of the University, which makes the decision on:

- A) Unconditional transfer of an employee (if he / she fully meets the qualification requirements)
- B) Conducting the competition procedure for all candidate employees.

External competition procedure

When a vacancy is not filled with internal resources, the competition is announced outside the University. The Case Management and Informational Support Service reviews the external reserve fund bases and / or makes an advertising announcement. The competition procedure can consist of the following stages:

- Primary Selection - at this stage, based on the received documents (CV, letters of recommendation and / or motivation letters, qualification document (s)), it is determined the candidate's compliance with the requirements set for the position. The first selection of questionnaires is carried out by the Case Management and Informational Support Service. In some cases, the selected questionnaires are additionally reviewed by the head of the relevant service and / or the Rector;
- Professional testing - at this stage, the assessment of professional knowledge and skills required for the position is carried out. After the initial selection, a written test is conducted with the selected candidates, which is conducted by the Case Management and Informational Support Service. The same Service processes the test results and selects the candidates for the next stage to the head of the relevant service and / or the Rector. In exceptional cases where the professionalism of the candidate is known in advance, it is possible not to take the test and go directly to the next stage;
- Case (if necessary) and / or demo lecture - at this stage, additional assessment of personal and professional skills required for the position is carried out. Case discussion and / or demo lecture is attended by stakeholders, e.g. experts, students, academic and visiting staff, Administration of the University, etc. Observers complete the evaluation forms and jointly decide on the candidates' skills.
- Interview - at this stage, an additional assessment of the candidate's motivation and personal skills necessary for the position is carried out. The interview and decision-making is conducted on a commission basis by a commission established on the basis of the legal act issued by the Rector of the University.

In the case of each vacancy, the Case Management and Informational Support Service further specifies the composition of the commission and the sequence of selection stages. The decision will be made by a majority vote of those present. The final decision on recruitment of a candidate is made by the Rector of the University. Notwithstanding the consent of the majority of the members of the commission, the Rector has the right to make a negative decision on the basis of the relevant arguments. The Case Management and Informational Support Service notifies the selected candidate of the decision and also notifies the other candidates who have failed to pass the final stage. Notification of rejection is made in writing and / or by telephone.

4.1.3 Personnel recruitment

The University is committed to attracting and retaining the most highly qualified candidates to all University positions, ensuring equal employment opportunities. Recruitment decisions are made on the basis of the qualifications of the candidate for the relevant position, taking into account the labor rights. The decision to recruitment of an employee is made and the terms of employment are determined by the Rector of the University. In case of consent, he/she provides the following information to the Case Management and Informational Support Service:

- First name and last name of an employee;
- Position;
- Date of recruitment;
- Type of contract;
- Remuneration;
- Benefits and their inclusion period.

The Case Management and Informational Support Service communicates the employee no later than the next day of receiving the information and starts the procedure of submitting the required documents for the personal file and preparing the employment contract. The Case Management and Informational Support Service is obliged to complete the recruitment procedure within the relevant timeframe of the recruitment conditions indicated in the information received.

Mandatory documents to be submitted by the candidate:

- Questionnaire (depending on the specifics of the vacancy);
- CV;
- Photo (electronic and / or printed version);
- Copy of ID card and passport;
- Letter of recommendation (s) (depending on the specifics of the vacancy);
- Copies of diplomas and certificates;
- Criminal records (only in case of administrative staff).

If necessary, the candidate may be required to submit additional documentation to confirm the information provided in the CV.

After the submission of the obligatory documentation by the candidate, one of the following agreement is concluded:

A) With administrative personnel:

- Labor contract for the probationary period. The probationary period is defined as a minimum of 1 month and not more than 6 months;

- Main employment contract - is concluded in case of successful completion of the probationary period. The term of the employment contract is determined in accordance with the rules established by law.

- Term employment contract - is concluded during the temporary employment of an employee within one project;

- Contract for consulting services. The term of the employment contract is determined in accordance with the rules established by law.

B) With invited staff: the term of the employment contract is determined in accordance with the rules established by law;

C) With academic staff: the term of the employment contract is determined in accordance with the rules established by law.

The agreements are made in two copies with the equal legal force and signed by the Rector of the University. After signing, one copy is given to the employee, while the other remains in the employee's personal file in the Case Management and Informational Support Service.

If the contract is concluded with a new employee, the Case Management and Informational Support Service is obliged to inform the employee about the terms of the contract, the Charter and the Internal Regulations.

Labor relations in all types of contracts are regulated in accordance with the terms specified in the contract.

4.2 Personnel development and training

The University is focused on the continuous development of personnel and raising their qualifications. The University promotes not only the development of personnel in the relevant field of employment, but also their participation in various trainings according to their areas of interest. The goal of the University is to establish employees as leaders who will not wait for the given instructions and assignments, but will be the authors of various initiatives and thus ensure the constant development of the University, the introduction of innovations and the implementation of creative ideas.

The University is focused on building a team that will be constantly ready to share experiences, facilitate personnel development and provide the necessary advice.

Accordingly, the University ensures the involvement of personnel in both internal and external trainings. Also, it determines the mandatory planning trainings and consultations based on the evaluation of the results of the personnel activities (both in accordance with the qualification requirements of the occupied position, as well as the requirements of a possible future position), their planning and implementation.

4.3 Regulation of labor relations

Examining the interests of the parties involved, assessing possible conflicts, examining the nature of negotiations and transactions; personnel involvement in the University activities and decision-making process.

4.3.1 Conflicts, negotiations and transactions

In the work process, disputes between employees, the employee and the group of employees and / or the employee and the head of the structural unit should be discussed in accordance with the principles of equality, equity and impartiality.

The review of the disputed issue (hereinafter the complaint) includes both informal and formal stages. The employee is entitled to be represented with another employee / colleague at any stage of consideration of disputes. However, the involvement of outsiders in the procedures is not allowed.

The application of disciplinary measures against the complainant is not allowed, unless it is proven that he/she deliberately lied, blackmailed or discredited the employee or another person.

Details of the dispute consideration process are provided in the Internal Regulations of the University, in the part of Working Conditions, Ethics and Disciplinary Liability.

4.3.2 Staff involvement in University activities and decision-making

The University is focused on giving personnel the opportunity to participate in the institutional management process. The goal of personnel involvement is to develop work culture, systems and processes and to encourage employee input and feedback. To this end, the University is ready to ensure the active participation of personnel in the governance and policy development of the University in both direct and indirect ways.

Personnel involvement in the University activities and decision-making process can be ensured through the following means:

- Periodic meetings to discuss current processes at the University, to evaluate and plan for future steps;
- Participate in surveys and provide feedback;
- Group and individual meetings;
- Interviews; etc.

4.3.3 Integration of a new employee

One of the foundations for the successful implementation of the goals of the University is the integration of a new employee in the work processes of the University, which is facilitated by an orientation meeting with a new employee. At the orientation meeting, the new employee will be informed about his / her rights and responsibilities, as well as the available personal and professional development opportunities provided by the University during the employment period.

In addition to the orientation meeting, the integration is facilitated by the joint work of the old employee and the new employee in the position for a certain period of time (if such an opportunity exists) and assistance by other services in getting acquainted with the work process, creating a friendly attitude and friendly atmosphere.

4.4 Remuneration and material incentives

The issues of remuneration and incentives of the University personnel are regulated by the legislation of Georgia and the rules established by the University Charter / Internal Regulations, the remuneration ranges, the average remuneration for the relevant positions in the market and within the material incentive resource.

4.5 Disciplinary misconduct and responsibilities

Behavioral norms, disciplinary misconduct, relevant procedures and measures of the University personnel are regulated in accordance with the University Charter / Internal Regulations.

4.6 Personnel assessment, job satisfaction monitoring and usage of assessment results in management

4.6.1 Personnel evaluation

The purpose of the University personnel evaluation system is:

- A) Quality fulfillment of the strategic tasks of the University;
- B) Monitoring personnel activities, identifying strengths and weaknesses, identifying gaps and problems in order to prevent them;
- C) Involvement of personnel and high degree of contribution in the fulfillment of the goals of the University;
- D) Increase of work motivation and job satisfaction;
- E) Creating clear insight for the personnel:
 - About the annual goals of the University and his/her contribution to their fulfillment - on the basis of relevant individual and / or group goals;
 - On key indicators of performance of individual and / or group goals (KPI) / target benchmarks, which is the basis for evaluating employee results;
 - Determining the amount of material incentives for the employee in accordance with the goals.
- F) Preparation of an action plan for raising the qualification and development of the employee (if necessary).

Each individual goal must be consistent with:

- A) The goals of the organization - financial (financial performance (revenue)), stakeholders (Student Evaluation, Satisfaction Rate), internal business processes (programs (degree, non-degree, etc. - number, diversity, quality)), learning, growth, innovation (international outlook)
- B) The responsibilities of the employee, based on the job description of the occupied position.

Each goal can be both individual and group.

Participates in the evaluation of the achievement of the target benchmarks: employee and immediate supervisor. Target benchmarks are defined and their performance is reviewed based on the specifics of the service. Reviewing performance results may change them according to objective reality and also improve each benchmark to achieve a higher quality.

Goals are set annually in line with the Strategic and Action Plan and reviewed quarterly. There may be a change in goals to bring them into line with objective reality.

Achieving the annual goals and evaluating the work performed by the staff is carried out once a year by the structural unit, responsible for the administration of the evaluation system, the Case Management and Informational Support Service.

The achievement of goals is assessed by pre-defined criteria. The criteria include an assessment of the quality of performance of the assigned functions, as well as an assessment of behavioral and technical competencies. "Performance Indicators" (KPIs) are defined in agreement with the heads of structural units, taking into account the target benchmarks of the structural unit.

The personnel and its immediate supervisors are involved in the job evaluation process. Personnel evaluates their own performance according to pre-compiled evaluation criteria. Based on this evaluation and analysis of personnel activities, the evaluation score is determined by the immediate

supervisor. The assessment score may also include a 360-degree assessment according to the competencies of the position.

4.6.2 Job Satisfaction Monitoring

Personnel satisfaction is directly related to the effectiveness of the University; relevant research is an important tool for measuring and maintaining a positive culture.

Personnel satisfaction survey provides an insight into how the University can attract, retain and develop qualified staff. It even gives personnel the opportunity for personal and professional development, which significantly increases their performance and involvement.

The purpose of the personnel satisfaction survey is to:

- Determine the level of involvement and satisfaction of all employees of the University;
- Assess staff sharing of the University's mission, goals and values;
- Identify the strengths of the University in terms of human resources, as well as risks and organizational development opportunities;
- Identify training and development / career advancement needs.

As a research tool, the University can use different types of surveys, such as interviews, questionnaires, peer review, etc.

4.6.3 Use of evaluation results in management

The evaluation results are processed and analyzed by the Case Management and Informational Support Service and is used to plan the next activities.

Following are defined according to the evaluation results:

- Remuneration of the employee (salary increase, material incentives, etc.);
- Future development (education and training, possible career growth);
- Measures to be taken by the University in order to create a suitable working environment and comfort for the personnel.

4.7 Introduction and improvement of integrated personnel management systems

The University is focused on the introduction and improvement of a unified personnel management system, in particular the use of modern HR technologies in the management of the personnel data production process.

The University produces the following personnel data: statistics on staff, including: number of academic, visiting, administrative and auxiliary personnel, distribution of academic and visiting personnel by age and sex, ratio of academic and visiting personnel to administrative and auxiliary personnel; ratio of the number of academic and invited personnel to the number of students; ratio of administrative personnel to number of students; personnel retention rate. Systematization of data and compilation of statistical reports is carried out in accordance with the legislation and the direct needs of the University.

5. Final provisions

This Document enters into force upon approval. It may be amended in accordance with the legislation of Georgia and the ordinance documents of the University.