



**HUMAN RESOURCE MANAGEMENT  
POLICY**

Approved by:

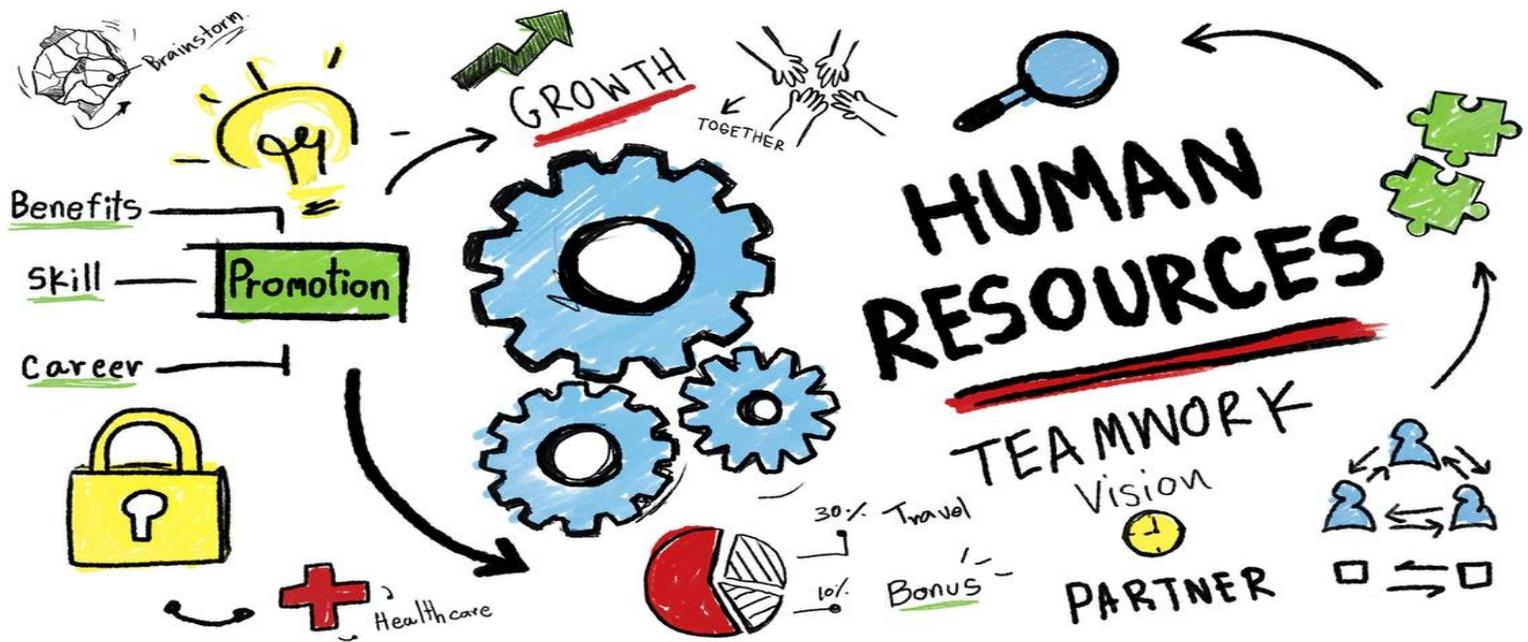
Decree of Board of Representatives

#05, 25.08.2020

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## Introduction

**East European University (hereinafter – the EEU)** represents the higher educational institution focused on achieving sustainable success, strives for the integration of institutional goals with personnel achievements and their active and high engagement in the mission accomplishment.

**EEU** – understands that having competent, motivated and development-oriented staff is especially significant to meet the expectations of students and stakeholders, as it is based on: providing high quality services, creating new opportunities and services, introducing innovations, different approaches to the university, and create, maintain and sustain its corporate niche!

In order to implement the context of the human resources role stated above, the EEU has developed the "Human Resource Management Policy" which includes: staff recruitment and hiring procedure, new employee familiarization methodology, staff relations management, personnel assessment, working environment and workflow assessment and applicability of results in further management, personnel professional growth mechanisms.

The HRM policy goal is to implement unified principles of human resource management and establish a unified culture of its perception in the EEU, to develop a human resource management system based on the principles like: fairness, transparency, teamwork, mutual respect and knowledge and to ensure staff potential effective applicability!



## General aspects of Human Resource Management System

EEU- HRM system is an integrated management system that represents a significant and integral part of the unified management in the institution. It assists the EEU in effectively applying of staff potential, maintaining, developing and increasing the students, staff and other stakeholders' satisfaction level. It is a bunch of principles, processes, methods and procedures used to manage EEU staff efficiently.

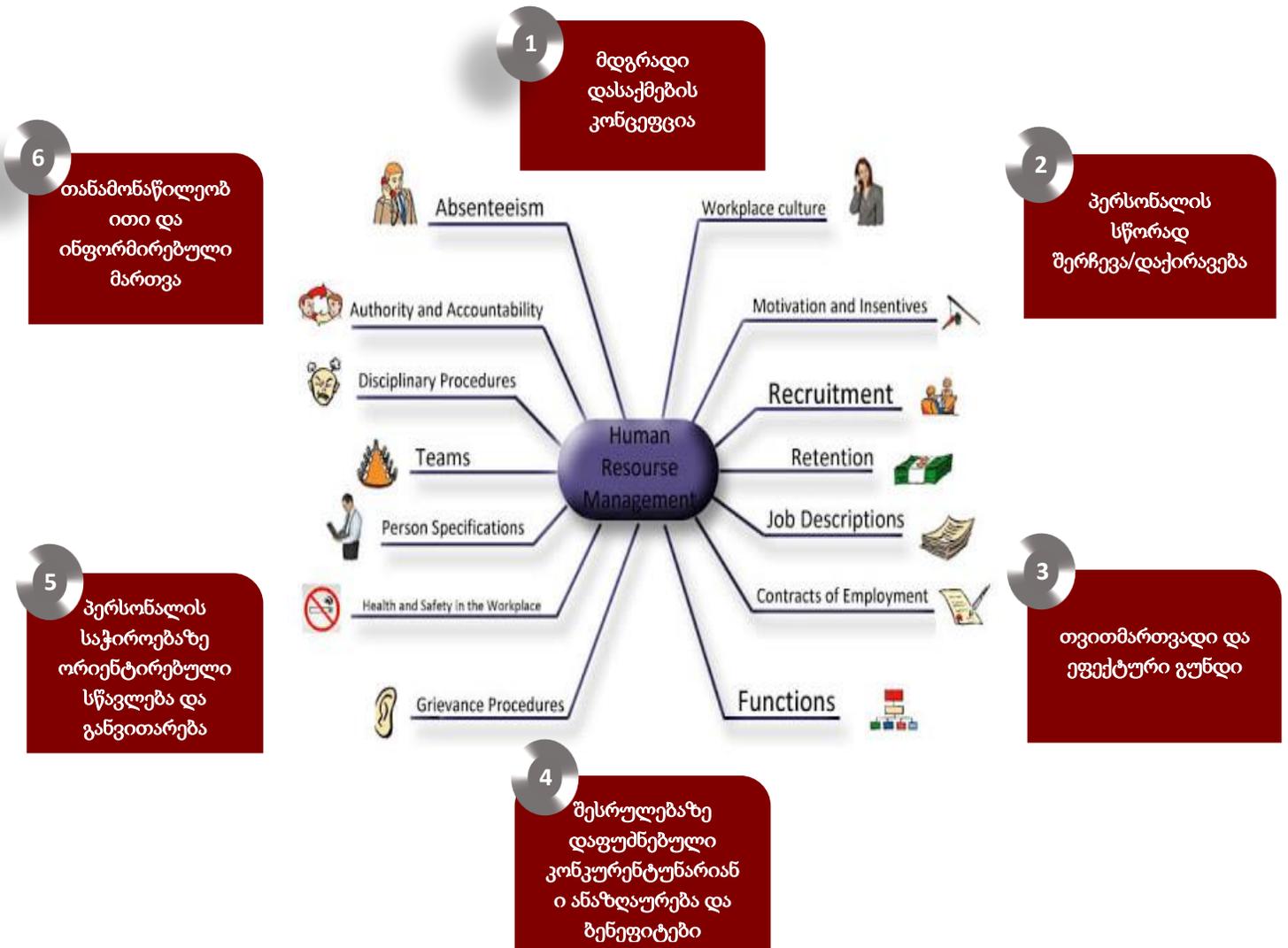
By applying the EEU HRM System along with process descriptions and measurements, it is ensured that competent staff are continuously and systematically recruited, retained, evaluated and developed to achieve the University's sustainable success!

The purpose of the EEU HRM System is to assist the university community and its members in developing a HRM framework; to contribute to the achievement of the mission and goals and to introduce the best recognized approaches and principles of the HRM system in the EEU, for which the university has established the following: Principles, key aspects of HRMS, mechanisms, procedures and tools, the implementation of which ensures the consistent and effective implementation of the HRM system in the institution.

HRM system is developed based on an external and internal regulatory framework. HRM system takes into consideration the Organic Law of Georgia "Labor Code", the standard ISO 21001: 2018 Educational Institutions Management Systems (EOMS), the EEU mission, the internal quality assurance system strategy and principles.



## General principles of HRM System





**The approaches and principles named in the EEU HRM Management System are tailored to the context of the university, taking into account the working experience of university personnel, the results of the staff satisfaction survey, the specifics of educational activities, increasing competition on the education market, the institution's corporate niche and aspiration to achieve sustainable success!**

1. **The concept of sustainable employment** - as mentioned above, the EEU strives for sustainable success, therefore, it cares to create a feeling of stability for its personnel. The so-called approach is mutually beneficial, as on one hand it allows employees to financially ensure the wealthiness of their families, as on the other hand, there is both a formal contract (labor agreement) and an informal contract (employee's initiatives on his/her own to become a full-fledged member of the EEU and brings its effort to an overall success; he/she strongly believes that the successful results will have a positive impact on him / her and the employer will always take care of his / her interests). In addition, the concept of sustainable employment will be beneficial for the EEU in staff maintenance. The EEU is aware that proper selection of the personnel and their professional growth is a significant investment, thus, the EEU is focused on ensuring and maintaining its staff and make them feel sustainable and protected.
2. **Proper staff selection / recruitment** - The EEU focuses on attracting competent and motivated individuals to selected positions, as the EEU is confident that attracting the right people into the team is a crucial key to building a competitive advantage.
3. **Self-managed and effective team** - teamwork is crucial for the EEU in achieving the goals. In teamwork, each process is evaluated critically and thoroughly, because the team is made up of people who think differently, but work towards a common aim. This means that different ideas are generated.

4. **Performance-Based Competitive Remuneration & Benefits** - The EEU clearly understands that well-selected personnel represent competent and successful people, hence, offering them competitive remuneration is not only an attraction and a maintenance tool for them, but also has a substantial impact a lot on the EEU image and brand loyalty. In addition, the EEU seeks to develop performance-based incentive mechanisms, and at the same time, it is vital that the University retains key "critics". They are people with unique, universal skills (so-called "difficult to replace") who are invaluable for the long-term development and sustainability of the institution. For such category of personnel, only a remuneration increase and / or a one-time bonus may be a source of frustration instead of motivation. Thus, the EEU will develop individual incentive tools for the full realization of such staff members, which will raise their interest and motivates to achieve the EEU goals.
5. **Training needs & professional growth of the staff** – Taking into account the reforms and changes worldwide approaches, the personnel of the university has to adapt to innovations and meet stakeholder expectations, the university shall be confident that upon hiring the best candidates, they will remain at the forefront in this area. To this purpose, the university invests a lot in the introduction of specific, need-based programs for personnel professional development and modern management systems with participation of the staff. This approach is an innovative way of teaching, towards rapid growth and maintaining a competitive advantage.
6. **Management of participatory and informed** - Each employee is a valued member of the university, an equal culture, an integral part of the university's corporate culture and an important element. The university ensures that its staff is fully informed about the main aspects and characteristics of the institution, as well as the introduction of updated management systems. Sharing information is highly crucial, open communication primarily instills a culture and creates a working environment where people feel trusted. Secondly, in order to get adequate, sincere feedback from the staff, to share their ideas, they need to have complete information about what stages the university is going through, what its vision and priorities are. Encouraging open communication and sharing relevant information creates an "improvement culture", where the employees are free to make suggestions and work together to improve primary processes.

# What Does the Human Resources Department Do?



## Implementation competency of Human Resource

### Management System

The EEU is focused on using the potential of its staff to create an inclusive synergy to achieve team goals.

The EEU cares about creating a variety of inspirations for its employees so that they can generate new ideas and seize opportunities for positive impact.

The EEU protects the rights of its employees and their legitimate interests in order to ensure long-term sustainability with them.



The EEU Human Resources Management Department oversees and coordinates the effective and efficient implementation of the HR Management System. HRMD responsibilities include adapting and introducing modern staff management systems at the EEU; Facilitate the recruitment of competent and motivated staff with high potential and manage their hiring process; Development of corporate culture. Managing the familiarization process of the personnel; Development and management of staff motivation system; Develop and implement a personnel appraisal system; Planning and coordinating activities related to staff development and training; Staff selection / appointment / promotion process / coordination; Implementation of health and safety programs; To regulate other important personnel relations of the administration.



## Article 1. Attraction & Selection of the personnel

1.1 The University ensures recruitment and employment of competent and motivated individuals for academic, administrative and support staff positions.

1.2 The personnel consists of program implementers (academic and invited), administrative and support staff.

1.3 The EEU academic personnel consists of: professors and assistants. Professors include: Professor, Associate Professor, Assistant Professor.

1.4 The EEU is authorized to invite a specialist with relevant qualifications to participate in the teaching and / or research process and / or to conduct this process without holding an academic position at the University (guest lecturer).

1.5 The EEU administrative personnel consists of: Rector, Vice-Rectors, Head of Quality Assurance Service, Deputy and staff, Dean of the Faculty, Deputy and heads and staff of departments and other structural units defined by the structure and employees.

1.6 The status of auxiliary staff at the EEU is considered to be those persons who are not included in the staff list and as per contract, they are invited to carry out specific activities according to the EEU needs.

1.7 The University uses different forms and methods in the recruitment process.

1.8 EEU Academic positions can only be taken through an open competition, which must comply with the principles of transparency, equality and fair competition;

1.9 The rules for the selection and activities of the academic personnel of the EEU shall be determined by the "Selection / Appointment rules of Academic and Invited Personnel" at the University.

1.10 The rules for hiring an invited lecturer to the EEU are determined by the "Selection / Appointment rules of Academic and Invited Staff".



1.11 The rules and procedure for hiring the administrative and support staff of the University are defined in the "Selection / Appointment rules of Administrative and Support Staff" at the University.

1.12 The planning process of personnel recruitment at the EEU includes the Human resource analysis required to achieve the goals of the institution, the definition of requirements for specific positions, number of positions and salary changes.

1.13 Position requirements and wage changes are reviewed at reasonable intervals to determine compliance with labor and education market trends and / or as needed. The annual personnel planning

1.14 The Human Resources Management Department ensures the administration of planned and unplanned vacancies, in terms of the program implementers in collaboration with the faculties.

1.15 The EEU approaches the following methods to attract the personnel:

- a) posting vacancies on employment web portals or social networks and on the EEU official website;
- b) using the personal contacts of the employees working at the EEU in order to contact and attract competent persons;
- c) offering competitive remuneration to candidates with high potential;
- d) offering real professional development opportunities and programs;
- e) selection from the candidates attracted by the internal internship program;

1.16 The personnel selection procedure includes the following steps:

- a) analyze the vacant position and determine proper qualification requirements based on the relevant job description;
- b) selection of the priority segment corresponding to the position;
- c) announcing a vacancy;
- d) selection of submitted applications;
- e) establish and implement a competition procedure.

1.17 A candidate is accepted for an administrative position through a competition (internal and external) and / or appointment.

1.18 The selection of administrative personnel is based on internal or external competition.

1.19 If a vacancy is not recruited through the internal human resources, the external competition will be announced. The Human Resources Management Department reviews the external databases of the candidates and / or publishes the vacancy together with appropriate job description content and qualification framework requirements.

1.20 The competition procedure may include the following stages:

- a) initial selection of submitted applications;
- b) test;
- c) interview.

1.21 The EEU is authorized to carry out the competition stages specified in paragraph "1.20" when announcing each specific vacancy, as well as to determine the additional stage.

1.22 Selection of the personnel through a competition is carried out by a special commission. In case of each vacancy, the Human Resources Management Department defines the commission and selection stages sequence in advance. The decision will be made by a majority vote of those present.

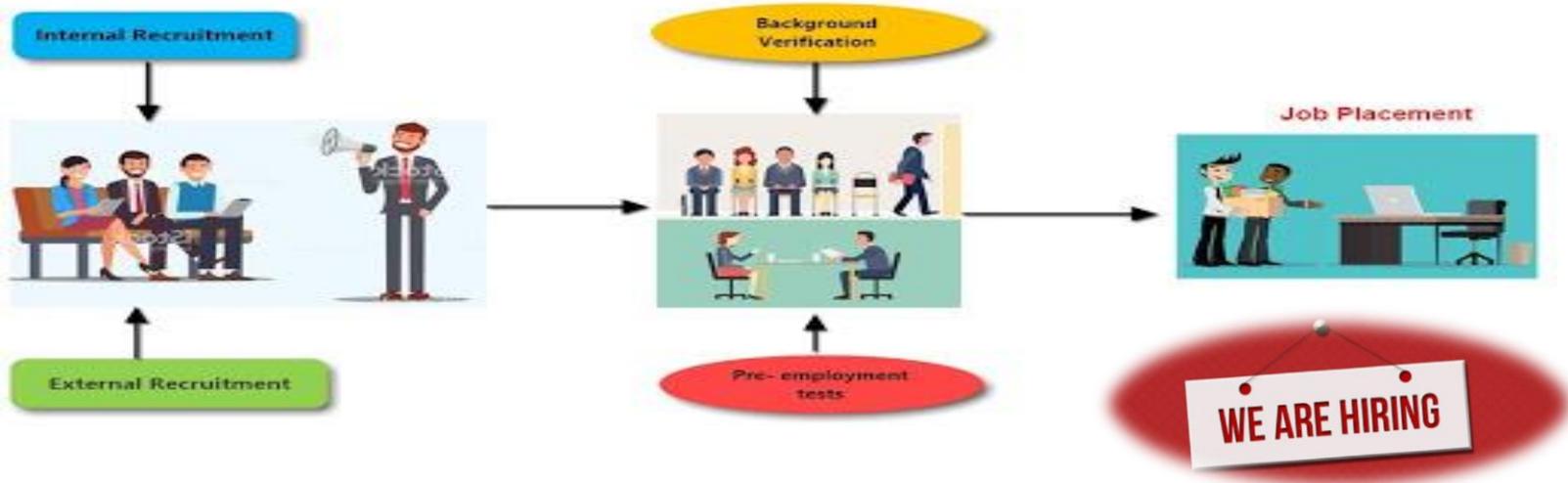
1.23 Human Resources Department shall notify the selected candidate of its decision and shall notify the remaining finalists. Refusal notification is made in writing and / or by telephone.

1.24 The competition commission is authorized to review the suitability of candidates without a final acceptance approval, however, they may consider it appropriate to include them in the EEU reserved candidates register.

1.25 A person may be temporarily appointed to a relevant administrative position without a competition, prior to hiring a person selected through a competition (internal or external) for the relevant position.

1.26 A person who has been temporarily appointed to an administrative position, after the expiration of the relevant time, his / her assessment is carried out in accordance with the established rules at the university. In case of a positive assessment he / she can be appointed without competition (internal and external).





## Article 2. Hiring of the personnel

2.1. In order to hire a candidate, upon completion of the selection phase, the Human Resources Management Department of the university contacts the selected person and starts the procedure of administering of mandatory documents for personal work and preparation of an employment contract.

2.2. As soon as the mandatory documentation is submitted by the candidate, an employment contract is concluded with him.

2.3. The Human Resources Management Department is obliged to inform the employee about the terms of the contract, internal labor regulations and norms of ethical behavior (Code of Ethics), as well as internal regulatory acts related to the performance of his work.

2.4. Legal relations with the employee are regulated in accordance with the terms of the contract with him.



### **Article 3. New employee familiarization / adaptation**

3.1. Once a candidate is hired and contracted, the EEU ensures a successful familiarization program of him/her in the organization. Human Resources Management Department provides different activities for the new employee, ensures the familiarization of the employee to quickly adapt and share important information related to the new environment and the university.

3.1. Familiarization program includes:

3.2. A) introducing a new employee to the university staff;

3.3. B) conducting introductory training;

3.4. C) filling the familiarization "checklist";

3.5. C) sharing of important documents;

3.6. D) mentoring, etc.

3.7. Familiarization process of an employee at the university takes at least 1 month to fully enroll in the working process, environment and EEU specifications.

3.8. Additional methods and procedures for adapting a new employee to the university are set out in the New Employee Familiarization Program Document.



## Article 4. Labor Agreement Management

4.1. Labor agreements in the EEU prove the recognition and upholding the principles of equality, mutual respect, impartiality, integrity and collegiality.

4.2. The major aspects of labor relations management are regulated by the EEU Internal Regulation document, which presents an integral part of the employment contract with the personnel and include the following issues:

- A) basic rights and responsibilities of the employer and the employee;
- C) work, break and rest time;
- D) work delay and its consequences;
- E) general rules of conduct;
- F) leave of absence;
- G) business trip;
- H) remuneration, deduction and overtime pay rules;
- I) labor protection;
- J) conflict of interest;
- N) change, suspension, termination of an employment contract.

4.3. The University ensures safe and healthy working conditions provision for employees taking to account the requirements established by the legislation of Georgia, such as:

- a) supporting employees' rights and freedom;
- b) ensuring and strengthening the protection of labor discipline;
- c) fair remuneration;
- d) determining the employees' working conditions;
- e) regulating the workflow issues during the implementation;



## Article 5. Personnel assessment and assessment results applicability

5.1. The purpose of the EEU personnel assessment system is to improve the performance of the employee, identify his / her professional development needs, determine professional skills, professional abilities and personal qualities to the position held, and the organizational development of the EEU.

5.2. EEU personnel assessment is conducted in accordance with the principles of legality, fairness, objectivity, transparency, impartiality, trust and the principle of proportionality of the interests of the EEU and the personnel themselves.

5.3. The assessment of the academic and scientific activities of the EEU academic and invited staff is carried out in accordance with the "Personnel Scientific-research and academic activities assessment rule".

5.4. The academic and research activities of the academic and visiting staff are evaluated by the Quality Assurance Service and the Scientific Research and Development Department, with the involvement of the faculties and the support of the Human Resources Management Department.

5.5. Assessment of academic personnel includes:

- a) assessment of academic activity;
- b) annual evaluation of scientific-research activities using the annual report of scientific-research activities of the academic personnel.

5.5.1. The University provides semester assessment of the academic personnel performance by different parties, using the following mechanisms:

- a) Assessment of academic personnel by the Dean of the Faculty using the relevant questionnaire;
- b) Assessment of academic personnel by the program manager using an appropriate questionnaire;

- c) Assessment of academic personnel by the head of the Department of Education using the relevant questionnaire;
- d) Assessment of academic personnel by the head of the examination center using the relevant questionnaire;
- e) Assessment of academic personnel by the student using the relevant questionnaire.

Criteria and procedures for the evaluation of administrative personnel are defined in the "Administrative personnel assessment rules".5.5.2. Procedures, criteria, tools, methods and forms for the evaluation of academic staff are additionally regulated by the "Personnel Scientific-research and academic activities assessment rule".

5.6. Semester assessment of the academic performance of the invited staff is carried out by different parties in accordance with the criteria set out in sub-paragraph "5.5.1." of the given document. Issues related to the semester assessment of the academic performance of the invited staff are additionally regulated by the "Personnel scientific-research and academic assessment rule".

5.7. The assessment of the administrative staff of the university is carried out once a year - at the end of the academic year. The EEU is empowered to conduct an interim evaluation of the administrative staff, the results of which have a developmental role to play.

5.8. Assessment of administrative personnel is performed by different methods and tools depending on which unit he/she is employed in. Staff employed in managerial and non-managerial positions at the University are assessed in accordance the relevant criteria and procedure. The assessment criteria include the evaluation of the quality of performance of the assigned functions, as well as the assessment of behavioral and technical competencies.

5.9. The achievement of annual goals by the administrative staff and their workflow assessment is carried out by the Human Resources Management Department, which ensures:

- a) Development of assessment methods and tools;
- b) Establishing evaluation deadlines and procedures;
- c) Processing and analysis of results;
- d) Feedback on the evaluation results;
- e) Monitoring the progress and / or regression in the work performed by the staff;
- f) Annual comparative analysis of the assessment of the workflow performed;
- g) Submit a report to the Quality Assurance Service upon the assessment results of the administrative staff together with the measures implemented / planned to improve them.

5.10. Personnel assessment criteria, methods, forms and periodicity are known in advance to the personnel. The current assessment is completed before the start of the new assessment period.

5.11. Questionnaires filled out during the assessment process are confidential to any interested parties. The Human Resources Management Department is responsible for the protection of this information.

5.12. After processing and analyzing the results of the personnel assessment, the results are provided to the staff. The employee has the opportunity to receive feedback and to ask questions himself / herself. After reviewing the assessment results, feedback is provided, during which it is determined whether the assessment results, recommendations and future development plan (if any) are acceptable to the employee.

5.13. If the employee does not agree with the assessment results of when providing feedback, he / she is entitled to appeal the results of his / her assessment. In such a case, based on the submission to the Human Resources Management Department, a relevant grievance commission shall be established by order of the Rector. The commission may not include the person responsible for the assessment process, the direct supervisor of the assessor and the author of the complaint. The assessor has the right to request information concerning commission members.

The Commission may make one of the following decisions:

- a) leave the assessment results unchanged;
- b) fully abolish the current assessment results and assign re-assessment to be conducted.

Commission meets each other at the closed meeting, the decision made thereby – is considered to be confidential, except for those cases, when the author of the appeal requires to publish the meeting protocol and decision taken.

5.14. The personnel assessment system implemented at the university (academic, invited and administrative) is a pervasive tool, the results of which are used for increasing the efficiency of the EEU management in terms of teaching learning, services and research activities. The University will apply the results of the personnel assessment:

- a) For the personnel professional development - in order to determine the need for training / individual development the Human Resources Management Department, in agreement with the assessor and his / her immediate supervisor, draws up an individual personnel development plan and ensures its implementation.
- b) For personnel career development - which may include promotion, job description amendment, etc.
- c) Incentives for the personnel - which may include both tangible and intangible forms. (for example Monetary reward, bonus, gift, acknowledgement, etc.)
- d) Disciplinary measures;

5.15. In order to develop a personnel assessment system, the university conducts personnel satisfaction survey (personnel satisfaction survey) by applying the assessment system tools. The assessment results will be used for further development of the improvement system.



*I* ❤️ *my job*

## **Article 6. Personnel satisfaction survey and applicability of results**

6.1. The results of the EEU Staff Satisfaction Survey are critical to measuring the efficiency of the institution's management and it is also a significant tool for identifying the staff professional development needs themselves. The satisfaction research system contributes to the development of a quality culture in the EEU and creates a real opportunity to identify how the EEU can attract, retain and maintain competent and motivated personnel. Different types of special questionnaires surveys are used as a research tool.

6.2. The purpose of the staff satisfaction survey is to:

- a) determine the level of engagement and satisfaction of all EEU employees;
- b) assessment of the personnel sharing of the EEU mission, goals and values;
- c) identify the strengths and improvements of the EEU in terms of human resources, as well as risks and opportunities for organizational development;
- d) identify training and development / career advancement needs.

6.3. According to the research results, the following will be determined / revised:

- a) remuneration of the employee (salary increase, material incentives, etc.)
- b) future development (education and training, possible career growth)
- c) measures to be taken by the EEU in the form of creating a suitable working environment and safe environment for the personnel.
- d) develop appropriate tools to increase engagement of the personnel and encourage participatory processes;



## Article 7. Personnel Professional Growth

- 7.1. The stated goal of EEU is to ensure sustainable success in a challenging, demanding and ever-changing environment. In the context of achieving this goal, taking care of the continuous development of the university personnel is vital for the institution. Accordingly, the EEU ensures staff-oriented training and development.
- 7.2. To the purpose of the personal and professional development of the employees, the EEU has established a Continuing Education Center, who periodically conducts various types of research of the employees in cooperation with the Human Resources Management Department, to identify the appropriate needs and arrange the necessary measures for their professional growth.
- 7.3. Personnel professional development plan is arranged for the beginning of the academic year, which represents an integral part of job performance management, reflecting staff development knowledge, skills and competencies. Upon personnel assessment, it is vital to summarize their strengths and weaknesses and identify those aspects for improvement, which affect their job performance in a more efficient way.
- 7.4. The overall implementation of personnel professional development tools by the University is supported at the institutional and budgetary level. At the same time, strengthening the personnel development system represents a prioritized activity, which is considered as a continuous process of personnel workflow improvement, which assists them better realizing their potential and is doubly beneficial for both individual development and EEU strengthening.



## Article 8. Dismissal of personnel

8.1. Employment contract and internal regulations of the university contain all the information concerning grounds for personnel dismissal and termination of labor agreement.

8.2. Prior to termination of the employment contract with the employee for any reason, the HRM department of the EEU, together with the head of the relevant structural unit and / or the Vice-Rector / Rector, conducts a pre-dismissal interview with him / her:

- ▶ On the one hand, to acquaint him with the complaints regarding his / her activities and to explain the grounds for his dismissal;
- ▶ On the other hand, in case of employee personnel voluntary resignation, all the reasons and a detailed complaints / wishes expressed towards the university are noted for further analysis.
- ▶ In both above-mentioned cases, the EEU gives the employee the opportunity to express his / her opinion on the fairness and objectivity of the evaluation of his / her activities. The employee is also authorized to name the obstacles that prevented him / her from performing his/her duties properly.



## HR system development

9.1. HRM system represents an integral part of university-unified management, thus, the development of the last will reflect on management efficiency of the institution.

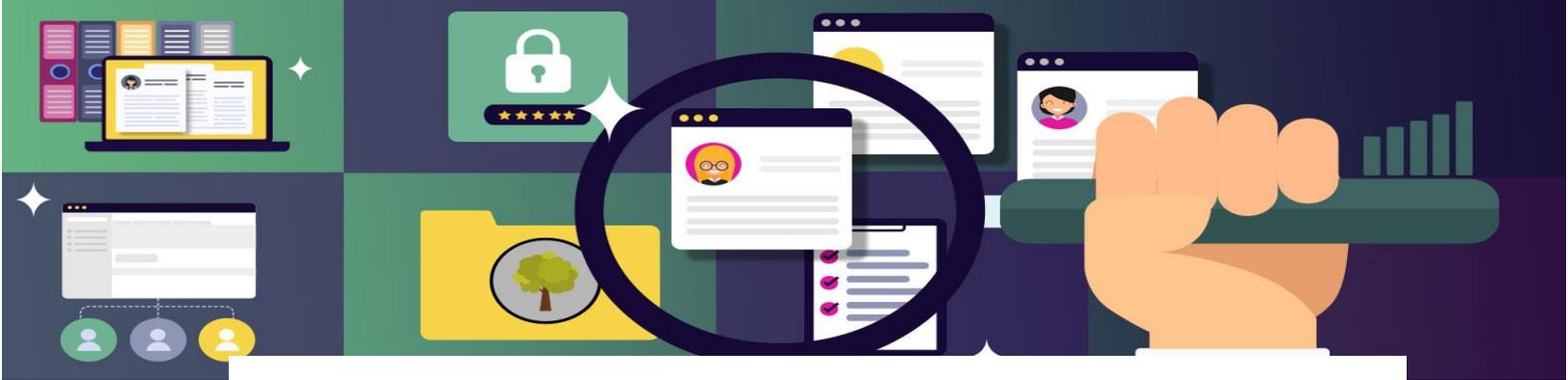
9.2. The University will apply the following tools during further development of a HRM system:

A) implementation and maintenance of modern HR technologies in HRM system for personnel data document flow;

B) systematic review and sharing of international best practices in HR management process;

D) Ensure hiring of the personnel in HRM department, based on their competency and proficiency in HR skills;

E) Training of the HRM department staff, raise their awareness and introduce the latest tendencies in HRM management.



# HRM Documentation

The content and principles of HRM policy in the EEU are integrated into the university's internal regulations, which are merged into the internal regulatory framework and include: provisions related to personnel management issues; rules, instructions, policy documents, action plans, procedures, guidelines, manuals, which forms a holistic HRM system.

**EEU- The following documents have been developed for HRM policy:**

- ✓ „Academic & Invited personnel selection / hiring rule;
- ✓ „Administrative Personnel selection / hiring rule;
- ✓ „New employee familiarization procedure;
- ✓ Jod Descriptions / Positions Instructions;
- ✓ Decrees of the structural units;
- ✓ „Academic & Invited Personnel Assessment Rule;
- ✓ „Administrative Personnel Assessment Procedure;
- ✓ „Internal Regulation”
- ✓ „Ethics & Academic conscientiousness code”
- ✓ „Ethics code”
- ✓ „Academic Personnel Motivation Rule”
- ✓ Academic, invited and administrative personnel labor agreements.

## References

The present HRM policy document was developed by a working group established within the EEU, in coordination with the Human Resources Management Department and the Quality Assurance Service. Competent experts formed the working group.

National and international best practices were studied and analyzed while working on the document. The document forms and considers the majority of British universities approaches, American and Japanese models of HR management. The basic principles of the document are based on the ISO 21001:2018 - Educational Institutions Management Systems (EOMS) standard, the EEU internal Quality Assurance System, personnel management experience, as well as the knowledge and experience of the group members' in terms of HRM system.

Shared models, approaches, EEU staff management experience and needs are analyzed in a contextualized manner and presented in a consolidated form in the document.