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LEPL Akaki Tsereteli State University

# **Policy and procedures for management of human resources**

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# Introduction – Regarding the document on human resource management policy

The document on human resource management policy (hereafter – HRM policy) and relevant appendixes unite main political, procedural and regulative aspect which is connected with human resource management and formulated, approved and functioning at Akaki Tsereteli State University (hereafter – ATSU).

Present document and all relevant appendixes are aimed at ensuring university human resource management processes and crucial issues following formalized approaches and standard procedures.

Information which is given in the document is approved by Akaki Tsereteli State University rector and presents the basis for actions performed by Human resource management service (hereafter – HRM service) and University staff.

The document consists of two parts:

**Chapter 1.  
The role, functions and political foundations of actions of human resource management**

Defining:

Akaki Tsereteli State University human resource management status, functions, aims and main principle determining working process.

It gives description of political foundations of main activities performed by the service.

**Chapter 2.  
Manual for staff – standards of behavior and internal regulation**

Describing and defining:

Regulations/ rules existing at University and main indicators and instructions, which should be followed by any member of the staff, while being a member of it and in accordance with internal rules, it regulates internal and external relationships in HRM sphere.

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<sup>1</sup> *the term human resource unites all people who make any contribution to the functioning of university*

<sup>2</sup> *in the context of human resource management, the term policy implies unity of rules and regulations and their main framework and indicators.*

Present document is flexible and subordinates to renewal in accordance with the changes of legislation or decision made by university. HRM service of university is responsible for the renewal of the document and it is also obliged to inform relevant staff members about the changes performed and ensure availability of a new document.

In case of any misunderstanding or conflict situation concerning human resource management, the document will be reviewed as one of main basis of settlement of dispute in accordance with the Labour Code of Georgia and internal regulation approved by university. In case of settlement of issues regulated by law, predominant power is conferred to law.

# Chapter 1. Role, functions and political foundations of actions of Human resource management (ARM)

## Sub-chapter 1.1 the status, main functions and working principles of human resource management service of Akaki Tsereteli State University

- 1.1.1. Human resource management service (HRM service) of Akaki Tsereteli State University is support structural unit of the university;
- 1.1.2. For its performance guidance, the service uses Law of Georgia On Higher Education, Labour Code of Georgia, University Charter, Internal regulations ( appendix #1 – internal regulation), decisions made by university governing bodies and other legislative, vested and normative acts;
- 1.1.3. Akaki Tsereteli State University is multiprofile higher educational institute which carries out all levels of academic and professional programs and conducts active research work;
- 1.1.4. University is based on the traditions of Phazisi and Gelati academies, principles Great Charter of Universities national and European standards of higher education, aspires to ensure high quality education and research, enhance personal development of the students to prepare professionals and leaders;
- 1.1.5. University is aware of being responsible to civil society and aims to make contribution to community, region and country in whole. With this purpose it ensure lifelong learning programs and provides services, generating and spreading new knowledge and together with other interested parties, it is involved in formation of social policy;
- 1.1.6. To reach the mission mentioned above, one of strategic aims of the university is establishment of complete system human resource management due to the fact that human resource is one of crucial strategic resources for any highly qualified and reliable organization;
- 1.1.7. Human resource management service uses the mission and aims of university as a guidance in its work and acts in the following direction:
  - Attraction and selection, adaptation, hiring , training and development of the staff
  - Formation and establishment of transparent and effective system for evaluation and encouragement.

- Management of the documents and database

1.1.8. Together with existing policies and procedures, the service makes a complete set of staff of necessary profession, specialty, qualification and experience for university; it enhances the process of adaptation, orientation and integration of new members of the staff at university;

1.1.9. It takes care of professional development and training of the members of the staff. In order to identify existing problems and define perspective for development, it conducts needs analysis. It works out effective and transparent system for development and movement of the staff (promotion, transfer, demotion, dismissal). It formulates recommendation packet in order to optimize personnel policy, motivate the staff, and improve employee satisfaction and devotion. Performs analysis of staff outflow;

1.1.10. It forms database of the staff; administrates information and data of the staff existing at university; establishes the system of disciplinary policy, procedures and financial accountability; establishment and refining the system of evaluation, compensation, promotion, bonus and encouragement;

1.1.11. Whilst implementing everything mentioned above University Human resource management service together with the whole university are based on the main principles and values existing at ATSU culture and they are the following:

- **Approach based on contribution** - Making basic decisions (hiring, salary, encouragement, promotion etc.) considering competence of a person and his/her contribution to the university;
- **Fairness** - There always is a fair argument and objective criteria beyond any decision;
- **Equality** - Equal approach to each member of the staff. Attitude to the staff members are equal regardless gender, religion, ethnic or any other distinguishing features.
- **Rationality** - Considering the interests of the university, decisions are made rationally, on the basis of deep analysis. The most reasonable decision is made from existing alternatives considering financial or other rational characteristics;

- **Transparency** – University uses open and public approach whilst implementing/planning all functions of human resource management. Management procedures/regulations are public.

## Sub-chapter 1.2. Akaki Tsereteli State University Staff

### 1.2.1 Status-category of the members of the staff

- Staff members work full time and on hourly wage rate;
- Staff members have two main status at university:
  - Member of the staff (contract for a limited term and contract for an unlimited term)
  - Supernumerary/temporary members (contact for a limited term)
- There are the following categories of staff positions at university:
  - Academic staff ( professor, associate professor, assistant-professor, emeritus)
  - Administrative staff
  - Teacher
  - Support staff (members of all those structural units, who ensure support of effective teaching process with material, technical, human or other resources)

### 1.2.2 Affiliation

- Affiliation is considered to be one of the tools for loyalty and encouragement of academic staff by university. It is a component of personnel policy and personnel management which is aimed at creation of competitive environment inside university, increase motivation and activity of academic staff;
- Affiliation for university academic staff is voluntary;
- Rule for affiliation of academic staff is created (see appendix #2 – about approving rule for affiliation of academic staff).
- Affiliated people are provided the following priorities:
  - Affiliated people have quota among faculty delegates in elective bodies of ATSU;
  - Finances methodological materials/books and article/publication made by affiliated person by name of ATSU;



- Covers affiliated person's or his/her student's (fully or partially) expenses of participation in international forum/conferences by name of ATSU;
- Uses financial mechanism for encouragement for affiliated person: once-only payment, bonus, etc.
- Only affiliated person is awarded the status of emeritus;
- University gives financial support (fully or partially) to affiliated person's research/scientific work;
- Ensures one year access to electronic international journal chosen by affiliated person in order to support scientific work;
- Enable the affiliated person to make corrections to annual individual loading scheme – to reduce pedagogical loading for one academic year and increase scientific/research component.

### 1.2.3 Who can be the member of the university staff?

- Any adult can be the member of university staff regardless nationality, gender, religious beliefs and political vision;
- Each member of the staff should recognize and be aware of university human resource management policy, internal regulation and his/her position's official instruction;
- Restrictions: Akaki Tsereteli State University does not accept:
  - People reaching the age of 65 to be appointed to the administrative position.

## Sub-chapter 1.3 Attraction, selection, hiring, adaptation, orientation and probation of the staff

One of tasks of university HRM service is to ensure attraction, selection, hiring of people having skills, knowledge, experience and values adequate to working requirements and their primary adaptation and orientation in the working environment of the organization.

- 1.3.1 During staffing process, the main attention is paid to implementation of transparent, objective and unbiased process of staff attraction and hiring, also each applicant is provided equal opportunities and helpful conditions to manage to realize himself/herself;
- 1.3.2 Vacancy announcement takes place inside and outside university in accordance with established regulations (for detailed information see appendix #3 procedure for selection and adaptation-orientation);
- 1.3.3 At university, there are procedures which are functioning for employing academic, support staff and teachers and they are represented by the resolution of representative board (for detailed information see appendix #4 Rule for employing academic staff; appendix #5 Rule for employing support staff; appendix #6 Rule for employing teacher);
- 1.3.4 At university, there is a rule, which is functioning for awarding the title of emeritus, according to which the member of the staff is provided a life-long payment (for detailed information see appendix #7 Rule for awarding the title of emeritus);
- 1.3.5 To employ a person at university, HRM service checks the relevance of knowledge, skills and experience of an applicant with the requirements of university for appointment on a particular working position;
- 1.3.6 in order to make highly precise and objective checking results, for employing an applicant on a particular position, HRM service is allowed to use wide range of selective methodology – interview, test based exam and other;
- 1.3.7 University forms contracts with every member of the staff including limited-term and unlimited-term ones. Before signing the labour contract, the applicant should get acquainted and agree with its content (which is approve by his/her signature), official instruction (see appendix #8 the sample of official instruction) and internal regulation. In addition, HRM service introduces HRM policy to a new employee;

- 1.3.8 Each labour contract formed with an employee is signed by the rector of university;
- 1.3.9 Effective date of the contract is included in it. Employee should start work from this date on and get payment according to it;
- 1.3.10 The date of signing the contract by the employee or the rector is not considered as the effective date of the contract;
- 1.3.11 In case of employment on a new position, university is plenipotentiary to form labour contract for three month testing term;
- 1.3.12 The list of document that should be presented by the applicant are the following:
- Identity card or passport;
  - Photo (3X4);
  - Application Form
  - Resume (CV);
  - Work record card (voluntarily)
  - Document on higher education (diploma, certificate of additional qualification etc.);
- 1.3.13 Mechanism of probation is established at university; senior students or graduates can become interns who get experience on the base of university;
- 1.3.14 During the period of probation, interns are provided all possible opportunities to gain working experience in highly effective way in short period of time and gain knowledge, experience and skills necessary for work implementation;
- 1.3.15 Probation can be remunerative or voluntary; terms of probation is determined for maximum 6 months;
- 1.3.16 University develops database of interns and in case of appearance of new vacancies, priorities are given to people who are on reserve list (have passed probation) in order to have them employed at university;
- 1.3.17 HRM service gives applicant all necessary information about applied position and provides friendly conditions to perform work properly (for detailed information see appendix#3 Procedure for selection and adaptation-orientation).

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<sup>3</sup> University leadership is plenipotentiary to ask the employee to present any type of additional document.

## Sub-chapter 1.4 Job description

- 1.4.1 Job description of an employee is confidential and is saved at Human Resource Management service;
- 1.4.2 On the basis of agreement with HRM service, job description can be seen only by: an employee himself/herself, rector of university, managers of the service he/she works in and other plenipotentiaries (Law of Georgia on Personal Data Protection);
- 1.4.3 Documents of job description saved at HRM service are the following:
- Identity card or passport;
  - Photo (3X4);
  - Application Form
  - Resume (CV);
  - Work record card (optional)
  - Document on higher education (diploma, certificate of additional qualification etc.);
  - Reference from previous work place (optional)
  - Labour contract(s) together with relevant appendixes (official instruction, internal regulation, rule of affiliation, other documents if necessary);
  - Annual evaluation of an employee (if existing);
  - Copies of orders concerning the employee during working period (promotion, punishment, encouragement and other – if existing).

## Sub-chapter 1.5 Official instruction

- 1.5.1 Official instructions for every particular university structural unit and position (see appendix #8 – sample of instruction) written description/list of main functions, duties and responsibilities;
- 1.5.2 Form of official instruction includes information about main functions, duties of the position and relevant qualificative requirements and professional skills and abilities;
- 1.5.3 Official instruction represents the basis for human resource planning, selection/hiring of new employees, orientation of newly employed people, motivation and evaluation of the HRM staff;
- 1.5.4 HRM service ensures protection of established qualitative standards of official instruction, which are the following:
  - Relevance
  - Completeness, informativeness
  - Clarity
  - Consistency
  - Laconicism and simplicity
- 1.5.5 During the process of formulation of official instruction, HRM service, in order to follow established qualitative standards, ensures active involvement of employees and their managers in the process of formulation of official instructions;
- 1.5.6 On the basis of detailed and thorough analysis of work, official instruction is worked out/renewed by HRM service staff and managers of relevant structural units;
- 1.5.7 In order to show all important changes, which have taken place in functions and duties of particular positions, University HRM service gradually performs renewal and revision of official instructions.

## Sub-chapter 1.6 mechanism for professional development of the staff

1.6.1 Mechanism for professional development of the staff functions in the following way:

- Trainings/seminars/ mobility/ meetings organised in terms of different international projects with collaboration of Akaki Tsereteli State University;
- Organised trainings/seminars/meetings in terms of collaboration with Akaki Tsereteli State University by governmental and nongovernmental organizations;

1.6.2 Additionally, for academic, administrative and support staff Akaki Tsereteli State University ensures the following:

- Trip to scientific conferences and trainings;
- Participation in meetings and trainings organized by Quality Assurance Service;
- Paid scientific-research leave which is determined for 6 months term;
- Attendance on courses organized by lifelong learning center;
- Attendance and participation in scientific conferences;
- And others

## Sub-chapter 1.7 Staff evaluation

1.7.1 University and HRM service uses highly flexible evaluative methods for evaluation of employee's working performance, achievements and particular professional qualification and other professional skills and abilities as well;

1.7.2 Evaluation can become the reason for promotion, encouragement, demotion, transfer and dismissal of the employee;

1.7.3 Existing system of evaluation at university is divided into the following stages:

- In accordance with university strategic plan, aims and tasks of the following year are defined;
- The head of structural unit sets aims of the structural unit in terms of university plans;

- The head of structural unit analysis aims mentioned above together with coworkers. They are asked to define their own individual aims which will contribute to reaching aims of structural unit;
- The head of structural unit together with coworkers define short-term working individual aims and relevant criteria of evaluation;
- The head and the employee discuss the results of staff member's evaluation and make development plan:
  - determination of existing problem;
  - better understanding of requirements which are brought to an employee;
  - Respect and record of achievements;
  - Working out a future working plan;
  - Identification of a sphere where it is necessary to perform additional teaching and trainings;
- The head works out future development plan of his/her employees;
- In accordance with the results of evaluation, there are the following forms of encouragement for an employee:
  - Salary growth;
  - Promotion;
  - Bonus;
  - Other benefits.
- In case of unsatisfying results of employee's evaluation, possible sanctions are the following:
  - Rotation
  - Retraining
  - Demotion

## **Chapter 2. University standards of behaviour, ongoing rules, additional benefits for the staff <sup>4</sup>**

### **Sub-chapter 2.1 Standards of behavior at work**

- 2.1.1 None of the university employee, regardless his/her current position and length of service, have distinguished privilege (it means giving priority while creating schedule for a business trip, schedule of coming to work and leaving it, following rules of behavior etc.) (See appendix #9 – about the code of ethics);
- 2.1.2 Every employee is obliged to obey university policy and will be held to account for (disciplinary measures, including dismissal) violation of existing professional environment at university;
- 2.1.3 Every employee is obliged to maintain reasonable relationship with other coworkers (regardless personal sympathy/antipathy). He/she is obliged to take into account characteristic features of coworkers and never make tense atmosphere at work or create conflict situation.
- 2.1.4 Any employee is held to account for dispute or embarrassing situation (between coworkers, or a staff member and a student) created on his/her reason (even if he/she was absent), which threatens university reputation;
- 2.1.5 All employees, in terms of their own behavior and distribution of information, is obliged to be cautious of university reputation and take constant care about maintaining its positive image. Staff members are also obliged to take care about their dressing style, appearance and hygiene in order to create professional image of the university;

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<sup>4</sup> Standards of behavior of university staff, regulative rule for their labour relationships, payment, leave period, disciplinary measures and other important rules concerning the work of employees, together with HRM policy, is regulated by internal regulation, which is considered inseparable part of HRM policy.



- 2.1.6 During working hours, every member of university staff should appeal to formal way of dressing. It is not reasonable to be dressed in casual, provocative (too open or short), and extraordinary (using extravagant accessories) clothes;
- 2.1.7 Every employee is obliged to be favourable, patient and attentive toward any interested person;
- 2.1.8 At university, it is prohibited: to talk loudly, to shout or any other type of behavior, which can result in offence, dissatisfaction and insult of other people;
- 2.1.9 Staff member is obliged to devote absolute attention to the student or any other interested person. In order to improve the service, employees, in terms of their competence and authority, should provide help to any interested person if it does not contradict with university principles and established rules.
- 2.1.10 Property of the university (material and technical base, equipment, stationary supplies etc.) should be treated cautiously by the members of the staff;
- 2.1.11 employees are held to account for inventory and technical damage (except the cases when equipment is worn out in a natural way and shock-absorbers get out of order) and are obliged to compensate for it according to necessity;
- 2.1.12 Without special allowance, staff members are forbidden to distribute/hand over/reveal confidential information, existing at university, in any form (oral, written, video, audio and photo materials);
- 2.1.13 In case of revelation of confidential information by the staff member on purpose or involuntarily (due to recklessness), relevant measures should be taken;
- 2.1.14 Dismissal from work takes place only when violations are more serious and on the basis of rector's order. There is a list of reasons below, which can result in dismissal of an employee:
- Damage of information on purpose, lie and dishonest action;
  - Disobedience to university policy and instructions;
  - Theft, criminal recklessness or usage of equipment without permission;
  - Missing work regularly/frequently or avoidance of work;

- Incompetence and unsatisfying working performance;
- Usage of alcohol during working hours or start working day under alcohol influence;
- Being pleaded guilty by the Court of Georgia;
- Any action, which can threaten the life of coworkers;
- Any action damaging working process and reputation of university;
- Non-professional, unethical, noncollegial action performed for several times;
- Revelation of confidential information.

## Sub-chapter 2.2 Holidays

2.2.1 Apart from fixed holidays (Saturday, Sunday, for special services – Monday, Tuesday), there are other holidays which are the days confirmed by Law of Georgia.

2.2.2 Declared holidays of the country are the following:

- January 1<sup>st</sup> – New Year
- January 2<sup>nd</sup> – Holiday of a New Year
- January 7<sup>th</sup> – Christmas
- January 19<sup>th</sup> – Baptism of the Lord
- March 3<sup>rd</sup> – Mother’s Day
- March 8<sup>th</sup> – International Women Day
- April 9<sup>th</sup> – the day of adopting the Act of Reestablishment of Independence and Commemoration Day of Deceased for Statehood Independence
- Easter holidays – Good Friday, Great Saturday, Easter - Resurrection Sunday, Easter Monday (dates vary)
- May 9<sup>th</sup> - victory of the Soviet people against fascism
- May 12<sup>th</sup> - Saint Andria’s Day
- May 26<sup>th</sup> - Independence Day of Georgia
- August 28<sup>th</sup> - The dormition of Mother of God
- October 14<sup>th</sup> - Mtskheta – Svetitskhovloba ( Celebration of Mtskheta, Svetitskhoveli; The day of Tunic of Christ)
- November 23<sup>rd</sup> - Saint George’s Day

## Sub-chapter 2.3 Benefits

2.3.1 In terms of loyalty and encouragement for staff members, University tries to provide different types of benefits to its employees;

### 2.3.2 Health insurance:

Every member of full time staff has health insurance in insurance company;

University pays health insurance bonus for each member of the staff; members are allowed to improve insurance package or/and buy family package, paying for it by adding necessary sum of money on their own.

Every supernumerary staff member is allowed to use corporate insurance by paying for it on their own;

University performs administration of certain amount of money from employee's salary;

### 2.3.3 Payment for maternity leave

For member of full time staff and supernumerary staff, maternity leave due to pregnancy, giving birth and childcare is paid according to the following principles:

Total amount of 6 month salary of the employee minus 1000laris contribution given in accordance with Labour Code of Georgia;

2.3.4 Employee is given at least 24 days off annually, for academic staff; amount of paid days can be increased up to 45 days in a year, during summer period, in order not to effective functioning of the university.