



NATIONAL EDUCATIONAL UNIVERSITY

Personnel Management Policy



Preamble

The formula for the success of a university is its staff, and no success can be achieved without staff. The goal of effective personnel management at “NEU - National Educational University” (hereinafter referred to as the “University”) is to ensure the joint successful work of employees and better identify their strengths. At the same time, to contribute to the correction of weaknesses. The success of the university is directly related to the proper management of personnel. The personnel management policy developed by the university is consistent with the mission, vision and strategic development plan of “NEU”. The personnel management policy is an effective means of implementing the strategic goals of the university, which promotes the unification of university personnel around a common goal, ensures the professional development of each university employee and the maximum manifestation of their abilities, clearly establishes the functions, rights and obligations of each employee in the development of the institution, promotes the implementation of innovative ideas and initiatives by employees, and is based on the principles of justice, transparency, diversity and equality.

Article 1. University Personnel

1.1. “NEU - National Educational University” (hereinafter referred to as the “University”) has the following classification of personnel: administrative personnel and support personnel, academic personnel (professor, associate professor, assistant professor, assistant), scientific personnel, invited personnel;

1.2. For effective personnel management, the University has:

- A clearly established organizational structure;
- Fair and clear procedures for hiring and firing;
- An effective employment policy;
- A program for professional development and retraining of employees;
- An employee evaluation system, including mechanisms for monitoring employee performance and encouraging them.

Article 2. Employment Policy and Procedures

2.1. Each employee of the University plays an important role in ensuring the high quality of teaching and research. Accordingly, the main principle of the employment policy is to attract, retain qualified and professional

staff and make the most of their capabilities and experience. The employment policy developed by the University is in accordance with the Law of Georgia “On Higher Education” and the Labor Legislation of Georgia.

2.2. Stages of employment:

- Analysis of the staff unit;
- Attracting candidates;
- Selecting candidates and others.

2.3. Determining and analyzing the need for a new staff unit:

When planning each subsequent academic year, the University administration determines the needs for new staff units. The need to hire new employees may be due to various reasons:

A. Dismissal of a university employee;

B. Request by existing employees for additional human resources to properly perform their functions;

C. Addition of new schools or programs;

D. Offering new services, etc.

2.4. Personnel Selection

The qualification requirements and selection procedure for academic and visiting personnel, as well as administrative and support personnel, are determined by the University Personnel Management Rules;

2.5. A new employee at the University, in an administrative/support position, is hired for a probationary period of up to 6 (six) months, in order to determine his/her skills and abilities, as well as the subject's compliance with the organizational culture and requirements of the institution.

Article 3. University Staff Performance Evaluation Policy and Procedures

3.1. The purpose of the staff performance evaluation policy is to support each employee in the effective implementation of their functions. On the one hand, it allows the staff to develop individual goals and objectives corresponding to the strategic goals of the University, and on the other hand, it ensures regular assessment of the performance of employees by the University management. The purposes of the University Staff Performance Evaluation Policy are:

- A. To enable the University staff to participate in the development of goals and objectives for the development of relevant administrative and supporting structural units, schools;
- B. To determine the resources necessary for the implementation of the goals and objectives set by the University staff and agreed with the University management;
- C. To timely identify potential difficulties in the process of implementing the professional goals of the University staff and to determine strategies for their resolution;
- D. To evaluate the activities of the university staff in the areas of teaching, research and administrative/organizational activities;
- E. To identify the capabilities of the university staff and promote their further development;
- F. To identify the professional development needs of the university staff;
- G. To identify the weaknesses of the university staff and provide them with appropriate assistance.

To achieve these goals, the university has developed a personnel performance evaluation policy and procedures for both academic/visiting, and administrative and support staff. University employees are directly involved in the process of developing the evaluation policy, their suggestions and recommendations are generated. The evaluation policy is consistent with the university's strategic development plan and creates the basis for its effective implementation.

3.2. The university staff performance evaluation policy and procedures are based on the following basic principles:

- A. Fairness - the university administration ensures non-discrimination, objectivity and impartiality of the assessment;
- B. Equal opportunities - all university employees have equal opportunities in the process of setting goals and objectives, implementing them and evaluating the work performed. The university personnel assessment system is transparent and fair, however, the confidentiality of the individual is protected and the principle of inviolability of his private life is respected;
- C. High standards - the first and most important task of the assessment system is to promote the improvement of the standards of educational services of the university;

D. Professional development - in order to promote the professional growth of university personnel, the individual development needs of academic/visiting and administrative, as well as support personnel are taken into account;

E. Participation - all university employees are involved in the process of evaluating the work performed.

3.3. Main stages of academic/visited staff performance evaluation

The academic/visited staff performance evaluation process is a one-year cycle and includes the evaluation of both academic and invited staff performance. The evaluation process is carried out in the following stages:

1. Planning - development of academic/visited staff evaluation and self-evaluation questionnaires, determination of the survey frequency.

2. Review/evaluation - the Quality Management Service checks the quality of the work performed by academic/visited staff during the year and the fulfillment of predetermined tasks. The main goal of performance evaluation is to identify its achievements and failures, determine the needs for further professional development. Analyzes the results of the evaluation and self-evaluation and develops conclusions and recommendations.

The University has developed unified procedures and mechanisms for evaluating the performance of academic/visited personnel, which are reflected in the evaluation system of the University's quality assurance mechanisms and determine the evaluation procedure and the functions of evaluators, evaluation criteria, self-evaluation form of academic/visited personnel, evaluation form, etc.

3.4. Evaluation of the performance of administrative/supportive personnel of the University

The University has developed unified procedures and mechanisms for evaluating the performance of administrative/supportive personnel of the University, which are reflected in the monitoring mechanisms and evaluation system of the effectiveness of university management.

3.5. Management of unsatisfactory performance

Managing unsatisfactory performance involves identifying and eliminating weaknesses in the process of personnel activities. In case of unsatisfactory assessment of personnel activities, the Quality Management Service, with the participation of relevant personnel, develops a plan for improving personnel activities, which reflects the following main issues:

A. Strengths and weaknesses of personnel performance;

B. Ways to correct the identified weaknesses and necessary resources;

C. Criteria on the basis of which the improvement of their performance by personnel will be assessed.

Article 4. Personnel recruitment and analysis

4.1. Personnel recruitment at the University:

- Posting vacancies on various web portals and social networks;
- Using personal contacts of persons employed at the University to connect with qualified personnel and attract them;
- Employment of young personnel, both inside and outside the institution;
- Creating a competitive environment;
- Constant care for improving the qualifications of personnel;
- Incentive mechanisms;
- Offering affiliation.

4.2. In order to attract qualified personnel, the University studies/analyzes favorable and unfavorable factors. Such an analysis will help the University develop the right personnel recruitment policy.

4.3. In terms of attracting personnel, facilitating factors may include: favorable geographical location, number of students, image of the university, etc. Obstacles may include low wages, etc.

4.4. Development of personnel attraction priorities - the university establishes long-term priorities for personnel attraction based on the strategic development plan. This allows it to determine personnel attraction strategies and specific target groups.

Article 5. Personnel Retention

5.1. In order to retain personnel, the University implements effective mechanisms, such as:

- Bonuses;
- Material and non-material rewards;
- Expressions of gratitude;
- Awarding with a paid gift;
- Other types of incentives.

5.2. In order to reduce the outflow of academic personnel, the University conducts an investigation of the reasons for the outflow, which may be:

- Low remuneration;
- Lack of prestige of the University;
- Unfavorable geographical location;
- Non-academic work environment;
- Lack or absence of goodwill of the management, technical equipment and resources necessary for research activities.

5.3. In order to retain personnel, the University may take the following measures:

a. Creation of a fair and objective system of assessment and encouragement

The university management ensures the creation of a fair system of annual assessment of each staff member according to teaching, research and administrative activities.

B. Preferential workload

To support the professional goals of the staff, the university management ensures that when determining the workload of the staff, a balance is maintained between, on the one hand, the teaching, research and administrative-organizational functions of the staff, and, on the other hand, their professional development opportunities.

C. Creation of appropriate conditions for teaching and research

The university has created conditions and opportunities for teaching and research, which are ensured by the existence of such material and technical resources as a library rich in modern publications, a computer classroom equipped with computer equipment, well-equipped individual work rooms, a conference hall, etc.

D. Effective Communication

In order to ensure the effectiveness of communication, the university has created an environment that facilitates the free exchange of information and the introduction of successful practices. In order to eliminate ineffective communication, regular working meetings are held in the structural units of the university to share and discuss achievements and problems in teaching, research, and organizational and administrative activities.

E. Working environment

A conflictual and unhealthy working environment is one of the main reasons not only for the outflow of academic personnel, but also for the unsuccessful educational activities of the institution in general. Accordingly, the university leadership maximally contributes to the formation of relationships based on mutual respect among employees, the introduction of teamwork practices. Before making decisions, the university leadership actively cooperates with the staff for consultations and sharing their views, which helps the staff feel their own contribution to the successes of the university and strengthens their motivation to take a more active part in management.

Article 6. Professional Development Mechanisms

6.1. The importance and essence of professional development lies in deepening professional knowledge and improving skills. By implementing an effective professional development system, the university continuously improves its activities and adapts to a constantly changing environment; Professional development programs for personnel aim to increase professional competence in the following areas:

- Application of legal regulations in force in the field of education;
- Personnel evaluation systems;
- Modern teaching/learning methods;
- Application of new technologies in the teaching and research process;
- Application of information technologies;
- Use of international electronic services;
- Application of implemented electronic services and systems;
- Development of new educational programs;
- In the case of nursing educational program personnel, retraining in teaching and evaluation methodology once every 2 (two) years, etc.

6.2. When planning professional development activities, the university management ensures systematic, continuous and result-oriented professional development programs. It allocates appropriate financial and human resources for the effective implementation of professional development programs;

6.3. After the personnel assessment, the strengths and weaknesses of the subject are summed up, and those aspects of development that are important for better performance of the work are determined.

Article 7. Personnel involvement in the process of making important decisions

7.1. The university ensures the involvement of personnel in decision-making bodies;

7.2. The university ensures the involvement of personnel in educational and research activities.

Article 8. Final provisions

8.1. This provision is approved by the University Senate;

8.2. This provision of the university comes into force upon signing;

8.3. The adoption, cancellation, amendments and additions to the provision are carried out by the Senate;

8.4. This regulation shall cease to be valid upon approval of the new regulation.