Approved by Order #01-122 of 19 October 2022,
of the Chancellor

Staff Management Policy

The objective of the Staff Management Policy is to facilitate the achievement of the university's mission and goals and ensure the effective work of the employed staff. Also, identify strengths and weaknesses in the work process and respond effectively. Competent, motivated and targeted human resources play an important role in providing high-quality services to students.
Staff Management Policy is focused on the establishment of a unified organizational culture in the university, which is based on the principles of fairness, transparency, equality, diversity and teamwork.

Article 1. General Provisions

1. Staff Management Policy (hereinafter referred to as the "Rule") establishes the standard for attracting and retaining administrative, academic and scientific staff with high-level of qualifications and practical experience, evaluating the effectiveness of their activities and working out the mechanisms of their development for to achieve the overall development of Caucasus International University (hereinafter referred to as the "University").
2. The university is guided by the principles of modern organizational development and uses open, transparent and effective mechanisms for attracting and managing staff.

Article 2. Main Directions of Staff Management Policy Implementation

1. Main directions of Staff Management Policy implementation are:
   a) selection/recruitment of administrative and academic staff;
   b) professional development;
   c) staff motivation system;
   d) career management;
   e) professional needs survey;
   f) control of the work performed by administrative and support staff;
   g) evaluation of staff activities;
   h) satisfaction survey;
   i) promotion of organizational culture;
2. The implementation of the Staff Management Policy of the University is coordinated by the Human Resources Management Service.

Article 3. Recruitment of Staff

1. Ensuring the attraction of highly qualified staff is an important task for the university.
2. University activities are carried out by academic, administrative and support staff subject to selection and appointment.
3. The academic position is selective and the procedure for selection is determined following the "Rule for selection to an academic position".
4. Appointments to administrative and support positions are made following the provisions of this article and Statutes of structural units.
5. A person selected for an academic position at the university who has organizational management skills, speaks foreign languages and has business and correct communication skills with students and staff can be appointed to the position of Dean of the Faculty.
6. A person with a higher education, who has education or work experience in a specific field, is distinguished by the skills of business and polite communication with students and staff, may be appointed as a Head of the structural unit.
7. A person with higher education or a graduating student can be appointed to an administrative position in structural units, following the qualification requirements determined by the Statute of the service/department, who has education or work experience in a specific direction, is distinguished by the skills of business and polite communication with students and staff.

8. A student can be appointed as an intern, for a period of up to 1 year, (by order of the Chancellor of the University) who, according to the field direction, is distinguished by high academic performance.
9. Appointment to an administrative position is made through competition or without competition, at the chancellor's decision. In case of announcing the competition, the selection conditions will be published in advance.
10. Competition for the administrative position is announced by the order of the Chancellor/Rector, which determines:

a) position;
b) deadline for receiving documents;
c) composition of the Competition Committee;
d) additional qualification requirement, if a qualification requirement is different from the one defined by the Statutes of the relevant structure for a specific position.

11. In the case of a contest/competition, preference is given to a person with a master's or doctorate academic degree, who speaks a foreign language (determined by an interview), has successful work experience in the relevant field (determined by a report, workbook, job description), has a clearly defined work vision and development plan of the direction.
12. No person older than 70 years can be selected/appointed to the administrative and/or support position of the university. A person who has reached 70 years of age in the process of working in an administrative and/or support position shall retain the position until the end of the contract.

Article 4. Stages of Recruitment

1. The main steps of the staff recruitment process are:

a) determination of staffing needs;
b) attracting candidates;
c) selection of candidates;
d) mentor program.

Article 5. Determination of staff needs

1. Determination of the staff unit - the basis for the need for new staff can be the increase in the number of students, as well as the implementation of new educational programs and the addition of a structural unit, dismissal of employees, or the need for additional resources.
2. Heads of the faculty, academic programs, and structural units, before announcing the vacancy, submit a report card to the Human resources management service regarding the request for a new staff unit, based on which the Human resources management service fills out an explanatory form to determine the need for a new staff unit (**Appendix N. 1**)
3. After passing the stage determined by paragraph 2, an order is issued regarding the announcement of a vacancy (for the administrative position – of chancellor, for the academic position - of rector), which determines the composition of the competition committee.
4.
5. Prior to the publication of the vacancy, the human resources management service, together with the head of the relevant structural unit, will develop the qualification requirements and functions-duties, which are spelled out in the regulations of the structural unit, based on which the applicant is selected. The call for application specifies mandatory conditions, qualification requirements, job duties and additional requirements.

Article 6. Candidate attraction and selection

1. In the process of attracting staff, the Human resources management service uses several alternative options:

a) Placement of the call for application on the university website and public employment websites;
b) Communication with academic circles and candidate search;
c) Use of profile groups on social networks;

d) Sharing information among university students and alumni about vacancies to ensure their attraction.

2. After the publication of the call for competition, the initial stage of selection is carried out in compliance with the competition deadlines, which means the initial selection of the documents of the incoming applicants.

3. The competition committee checks the compliance of the person with the established qualification requirements based on the documentation submitted by the contestant. If the qualification requirements are not met, the contestant cannot move to the next stage of the selection. After meeting the eligibility requirements for the selection the following takes place:

a) Appointment of the interview - as a result of communication with the applicant, an agreement is made on the appointment of the date of the interview;

b) Interview - the interview process is a very important part of the candidate selection process because in a short period of time the candidate must present his/her abilities as concisely as possible. To conduct an interview effectively, it is also important to plan the process well and create a healthy environment so that the applicant feels free and equal. Interviews can be scheduled both face-to-face and remotely.

c) Evaluation of the applicant - evaluation of the applicant is done using questions asked according to the specific position, which is carried out by the head of a specific structural unit/representative of the Human resources management service, as well as those members of the committee who are determined in advance by order and are directly related to the specific position. Through the questions, the candidate's abilities, skills, presentability, personal characteristics and in-depth knowledge of the specific position that is advertised are determined. The members of the committee may request to schedule an additional interview and give the applicant a written or practical assignment. For example, testing or giving a presentation to determine language competence, if necessary. The applicant is also allowed to ask questions in order to clarify the conditions important to him/her. The procedure is carried out following the principle of transparency, without any discrimination or bias.

4. After the end of the interview, considering the questions asked and the answers received, the Committee makes a summary assessment according to the assessment form (**Appendix N2**) and the head of the Human resources management service submits a recommendation to the Chancellor/Rector regarding the appointment of the candidate.

5. After the completion of the selection procedures, it is possible to contact the applicant's recommenders and verify the information, as well as find information about him/her in a specific field. The verification of the candidate should be done in compliance with the norms of ethics so that the reputation of the person is not damaged.

6. After the final decision, a decree of the Chancellor/Rector will be issued on the appointment of the applicant subject to a probationary period of up to 6 months.

Article 7. Mentoring Program

1. The Human resources management service and the official direct supervisor introduce the new employee to the relevant structure, introduce the staff to the material-technical base and other resources.

2. The new employee gets acquainted with the university's mission, development plan, bylaws, regulations of the relevant structural unit and other internal legal acts and regulations.

3. For full integration, at the first stage, a newly employed person is attached to an experienced employee (mentor) for a period of one month.

Article 8. Organization of training of newly hired employee

1. Preliminary training is provided for a newly hired employee, which includes the following stages:

a) Drawing up a plan for administrative staff's workplace instruction (**Appendix N 3**)

b) Evaluation of the mentor and the newly hired employee after the completion of the initial training of the administrative staff.

2. After the administrative/support staff mentoring program is completed, the mentor and the newly hired employee evaluate each other according to the established forms. (**Annex N4 and Annex**

N5). In case of a negative assessment, the university is entitled to cease cooperation after the probationary period.

3. In case of a negative assessment by the mentor, a committee is established by the order of the Rector, which will consider a specific issue and submit a recommendation to the Rector/Chancellor.

Article 9. Professional Development

1. The Human resources management service provides the necessary education/training for academic and administrative staff whose activities affect the quality of final services and student satisfaction.

2. The Human resources management service, in coordination with the Quality Assurance Service, at the beginning of the year, with the involvement of the heads of the structural units, will work out the needs for the development and professional training of the administrative and academic staff of the university. Based on surveys, establishes a one-year continuous professional development action plan for the following year separately for academic staff and separately for administrative staff, which is approved by order of the Chancellor/Rector. In the action plan, the name of the study/training, the content, the estimated trainer, the estimated period of implementation and the financial need are outlined.

3. Professional training is planned for academic and administrative/support staff and the effectiveness of training is evaluated in practice through appropriate evaluation forms. (**Appendix 6**).

4. Training registration forms are kept in the Human resources management service. Teaching/training is carried out by internal staff (on issues related to internal regulations) and by invited professional trainers (for the purpose of developing/improving general skills). (**Appendix N 7**)

Article 10. Staff incentive system

1. Constant growth and maintenance of staff motivation is an important task of the university. Mechanisms for increasing motivation have been developed for this purpose:

a) adequate remuneration for labor;
b) financial incentives, taking into account the qualification and additional labor volume;
c) promotion, position advancement;
d) objective evaluation of the work performed;
e) positive emotional support of the employee in the labor process;
f) modern material and technical conditions necessary for the smooth conduct of the educational process;
g) conducting group engagement activities for the purpose of integration of employees.
h) social assistance and incentive programs for staff.

2. The university, in addition to being a center of higher education, is also an important employer of its students and graduates. An important direction of the university's staff management policy is to employ excellent, hardworking students and graduates in administrative, support and academic positions at the university. among them to discover talents and to support them in order to reveal their abilities as much as possible. The university also has an internship program for students for up to 1 year.

3. The university promotes the academic development of employees on the condition of preferential payment (halving or full exemption of fees) for the higher education programs available at the Caucasus International University.

4. The university, as an organization distinguished by the research of demographic problems, is focused on encouraging employees, which is expressed in the maintenance of full salary during the period of maternity leave for 6 months.

5. In order to promote young families, the university provides one-time financial assistance to an employee in the amount of 1000 GEL in case of having the first child, which increases for each subsequent child.

6. The university finances the activities of administrative and academic staff (business trips, participation in conferences, support in the printing of articles and monographs, support in research activities in the form of internal grants and separately presented projects, financing of advanced training

courses, etc.), which on the one hand is aimed at increasing scientific productivity and on the other hand, provides continuous professional development of staff.

6[1]. The university renews the activities of the staff in the activities defined by the 3rd mission by announcing grant contests, by financing presented projects, by awarding bonuses based on the report of implemented events, such as:

a) sharing the knowledge and practice accumulated in the university space, popularizing science for the general public, including school students and young people;

b) implementation of diverse certificate, continuing and professional education courses, thereby also continuing education and professional development;

c) involvement in the development of legal framework/regulatory framework documents at the national level;

d) Development of small and medium-sized businesses and new innovative entrepreneurial ecosystem. (01-86, 29.07.2024)

7. If necessary, the University finances the costs of the surgical operation and treatment of the employees.

8. The development of motivation mechanisms is a continuous process and is based on the results of the staff satisfaction surveys and interviews.

Article 11. Staff Retaining

1. Along with attracting staff, an important task of the university is to ensure the retention of highly qualified staff and increase motivation. In order to retain staff, it is necessary to create a healthy and stress-free environment on the part of the organization. Also, it is important to organize meetings with structural units both in the service environment and outside of it. To plan team events, corporate meetings, team competitions, sports and health activities, where each of them will better present their abilities.

2. The university is focused on actively involving employees in the development of the strategic and action plans of the university.

3. To evaluate the results achieved by the employees and provide positive feedback. To promote and ensure the implementation of employee retraining/training/teaching programs in order to raise the qualifications.

4. To offer employees the best conditions of health insurance and sports and wellness corporate events.

5. Human Resources Management Service provides appropriate surveys and planning of necessary measures for staff retention.

Article 12. Mechanisms of staff evaluation

1. Transparent and fair assessment of staff performance is an important task. Staff evaluation mechanisms are different according to the categories of employees, and heads of relevant structural units and academic programs are involved in their development. Technical support for the evaluation process is provided by the Human Resources Management Service in coordination with the Organizational Development Service.

2. University carries out performance evaluation and satisfaction survey of administrative, support, academic, scientific and visiting staff.

3. The objectives of the staff development needs and satisfaction survey are:

- Revealing the strengths and weaknesses of the staff, increasing work motivation, and developing knowledge and skills related to their activities;
- Revealing mutual expectations between the university and the staff;
- Improving the quality of performance of duties assigned to the staff.

4. Staff development needs and satisfaction survey is carried out according to the pre-established forms, which are approved by a separate document.

Appendix N 1

Application for the need for staff

Department/ Service	Position	The need for the position/purpose of the request	Number of staff units	Field of study (to be filled in during the academic competition)	Responsibilities (to be filled during the administrative positions)	Terms of competition	Additional Requirements	Work time Full or Part time	Estimated salary

---------- ---------- -------- -------

Signature of the Head of the Structural Unit		Name and Last name		Date of completion

Appendix 2

Candidate Evaluation Form

Name:
Department:
Position:
Interview date:
Salary Requested:
Date of starting the work:

Evaluation Key:

5 - Very good; 4 - Good; 3 - Normal; 2 - Unsatisfactory; 1 - Very Unsatisfactory

Criteria	1	2	3	4
Education/academic degree				
Work Experience Experience working in a similar position				
REQUIRED SKILLS • presentability • sociability • leadership.				
ENTHUSIASM Seems enthusiastic about coming to work for the company.				
Clearly established vision of work				
Foreign Language				

ATTITUDE Positive, confident, readiness to overcome challenges.				
Total:				
Total sum:				
Comment				

comment

Recommendation Not employ ☐ the Next level of election ☐

Evaluator:

Head of HR Service _____ _____

Direct supervisor:_____ _____

Other members of the Committee: _____ _____
Secretary to the Committee: _____ _____

Appendix N 3

Initial training registration log (for newly recruited staff)

#	The date of the start of the mentoring program	New Staff		Name of instruction document	Mentor's Name last name, position	Signature	
		Surname, First name	Position			New staff	Mentor

Appendix #4

Evaluation form of the employee by the mentor/supervisor during the probationary period

Evaluation condition	
Mentor's name and surname	
The form is returned to:	Human Resources Development Service

Data about staff	
First name, last name:	
Position:	
Start date of the mentoring:	
Structural unit	
Workplace	

Details of evaluation Rate the qualities and skills below with the appropriate score **1 - unsatisfactory 2 - satisfactory 3 – very good**			
Evaluation	**1**	**2**	**3**
Quality of work			
Attitude towards work			
Attendance and orderliness			
Information acquisition			
Teamwork			
Sense of responsibility			
Relations with employees			
Knowledge of work, competence			
Execution of work instructions			
Equilibrium with employees:			
Total evaluation	**30**		

Points: 26-30 good; 20-25 medium; <20 unsatisfactory.

Additional characteristics of the employee

_____

_____

_____ Signature

Appendix N 5

Mentor evaluation form by the employee

Conditions of evaluation	
Name and Surname	
Position	
Date of return of the filled-out form	
Form is returned to	Human Resources Management Service

Data about the Mentor	
First name, last name:	
Position:	
Start date of the mentoring:	
Structural unit	
Workplace	

Details of evaluation Rate the qualities and skills below with the appropriate score **1 - unsatisfactory 2 - satisfactory 3 – very good**			
Evaluation	**Evaluation**	**Evaluation**	**Evaluation**
Quality of work			
Attitude towards the work			
Orderliness			
Information exchange/training			
Teamwork			
Sense of responsibility			
Communication			
Knowledge of work, competencies			
Knowing work instructions			
Total Evaluation			

Points: 18-27 good, 10-17 average, <10 unsatisfactory

Additional description of the employee

_____

_____

_____ Signature

Appendix 6

Determining the effectiveness of teaching

Structural unit	
Name and surname of the head	
Who is evaluated (name, surname)	
Position	
Day of filling in	
Form is returned to the Human Resources Management Service	

Details for filling

1. Please rate your knowledge of the subject from 1 to 3 after the training

(1 = unsatisfactory; 2 = satisfactory; 3 = very good)

2. How effectively is teaching used directly in practice?

3. Skills obtained as a result of training.

Signature of the head of the service

Appendix N 7

N	Name of the training	Trainer	Period of implementation	Type of training	Number of participants	Feedback	Confirming materials Appendix N..)