

HUMAN RESOURCES POLICY

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Table of Contents

Introduction

Introduction	3
Significance of employment policy and its fundamental principles.....	5
Fundamental steps of the employment policy.....	5
Procedure for determining the necessity of new staff units	6
4. When employing an academic, scientific and invited personnel, the dean of the school announcing the vacancy fills in the <i>Vacancy Announcement Request Form</i> (appendix #1) and submits it to the Human Resources Department with a view to announcing a contest. The form is filled in individually for each job opening by indicating the number of the staff required, the concentration/field, the vacancy title, relevant qualification requirements, personal qualities of candidates, a list of the documents to be submitted on the basis of which the University President shall issue an order on announcing the contest.	7
Personnel selection	8
Personnel Selection Procedures.....	8
Document submission	8
Candidates selection stages.....	9
Primary selection.....	9
Written test.....	10
Presentation	10
Interview	10
Written assignment.....	10
Practical assignment.....	10
Contest Commission.....	11
Completion of the selection process	11
Evaluation criteria and indicators	11
Academic/scientific personnel evaluation criteria.....	12
Evaluation criteria for administrative/support staff	13
Preparation of documentation and job offer	14
Procedure for hiring employees.....	14

Employee orientation (induction) program	15
Employee Dismission Rule	17
Strategies and Programs for attraction, Retention, Encouraging, Motivating and Developing Administrative and Support Staff.....	18
Attracting administrative staff.....	18
Administrative Staff Retention	18
Staff motivation system.....	20
Forms of motivation	21
Preferential Tuition Tariffs for Employees.....	21
Vacation for educational purposes	21
Administration and support staff's international mobility programs	21
Training and development	22
Incentives	22
Working conditions improvement programs	22
Corporate Social Responsibility	22
Maternity leave	23
Insurance package.....	23
Other benefits:.....	23
Attraction and maintenance of academic personnel	23
Attracting academic personnel	23
Strengthening internationalization has always been a strategic goal of Caucasus University manifested in the personnel's maximum involvement in international projects, inviting foreign experts, holding trainings and masterclasses, inviting persons with experience in international projects and sharing their experience. It is essential to reinforce internationalization through attracting academic/invited personnel and facilitating their academic trips, participation in local and international exchange programs, inviting foreign experts for participation in conferences etc.	25
Retention of academic personnel	25
Professional development.....	26
Importance of professional development.....	26
Professional development programs for academic personnel.....	27
Research grant programs.....	27

Academic leave.....	27
Cooperation among universities	27
Revision and renewal of duties and obligations.....	27
Cooperation with the local and international organizations.....	27
Evaluation of the academic and scientific personnel’s performance	28
Assessment of academic/scientific and invited personnel	28
Evaluation of the academic and invited personnel’s performance by the administration....	28
1) Planning/professional goals identification and elaboration of an action plan.	29
2) consideration/assessment stage	30
Evaluation criteria and indexes.....	31
Assessment criteria:.....	31
Assessment indexes	32
Management of dissatisfactory outcomes.....	32
Evaluation of the work done by the University administrative and support personnel.	33
Academic personnel affiliation	33
Academic personnel workload.....	33
.....	34
The principle of participation and involvement of the academic and scientific personnel in the education-related decision-making processes, research and other essential University processes	34
Final Provisions.....	34

Introduction

The aim of Caucasus University is to ensure collective, successful performance of its staff; to help reveal their strengths and correct their weaknesses. The University’s success largely depends on the right management of its staff. The University has elaborated a common and consistent Human Resources Policy, which:

1. is in line with the University mission, vision and strategic development plan;
2. facilitates uniting the personnel around the common goal;

3. provides every staff member with the continuous professional development opportunities and allows them to fully reveal their capacity and potential;
4. facilitates demonstration and fulfillment of innovative ideas and initiatives by the University staff members;
6. is based on the principle of fairness, justice, transparency, diversity, and equality;
7. facilitates establishment and reinforcement of corporate culture which is one of the vital aspects of the organization's success. The organizational culture is in full accord with
 - a. its mission based on preparing, through research-oriented teaching and learning, competitive, highly-qualified, morally-grounded professionals committed to the ideals of democracy and thus satisfy society's educational needs and requirements
 - b. the strategy consisting of three major components;
 - Intensifying scientific research and its relevance
 - Constant enhancement of the education quality
 - Internationalization
 - c. the vision envisaging becoming an internationally recognized and ethically-grounded University in the Caucasus region and beyond by creating the educational space where every stakeholder will achieve his/her maximum potential.

8. With a view to efficiently managing its personnel the University has:

- a. Clear organizational structure and structural units;
- b. The rule and procedures of election/appointment to the administrative bodies;
- c. Job descriptions and qualification requirements for each structural unit;
- d. Rules and terms of the academic staff affiliation;
- e. Methodology for determining the academic, scientific and invited personnel's quota;
- f. Efficient employment policy, the rule of employing and dismissing the personnel; clear staff retention and development procedures/programs;
- g. Professional development and re-training programs;
- h. Evaluation system and indicators for measuring the academic/scientific/invited and administrative staff's performance; mechanisms for monitoring and evaluating the

employee performance and giving incentives; mechanisms for managing the evaluation findings and follow-ups stages;

- i. The staff's motivation system;
- j. The classifier of the the administrative staff's employment agreements according to the types of employment, which increases staff's attraction and retention opportunities;
- k. The rule and terms of selecting the academic, scientific, administrative and invited personnel through contests.

Significance of employment policy and its fundamental principles

The personnel plays an essential role in the organization as their efforts allow the University to achieve the set goal and provide quality education and carry out meaningful research. The fundamental principle of Caucasus University employment policy is to attract and retain qualified and professional staff and allow them to apply their abilities and experience to the fullest extent.

The University employment policy is based on the following major principles:

Fairness – any forms of discrimination against any staff member is inadmissible at the University where the objectivity and impartiality are ensured.

Equality (provision of equal opportunities) –the University provides equal opportunities to its personnel irrespective of their age, sex, ethnic, religious or racial origin and/or social background or political opinions. All the staff members of the University enjoy equal rights in terms of participation in the University life and have equal opportunities for professional development.

Diversity – the University promotes attraction and employment of the staff having different and diversified views or values, social and economic status, nationality or ethnicity.

Transparency – employment policy and procedures developed by the University are transparent and accessible.

Fundamental steps of the employment policy

The employment policy is comprised of the following fundamental steps:

1. Analysis and determination of staff unit necessity;
2. Attraction/recruitment of candidates;

3. Selection of candidates;
4. Provision of the orientation program for new staff members.

Procedure for determining the necessity of new staff units

Timely determination of the necessity of a new staff unit is one of the essential factors for successful operation of the University. Establishment of a new school or accreditation of a new academic program, introduction of academic disciplines, and enrollment of an increased number of students, increased number of academic personnel, enrollment of foreign students and development of other types of innovative services/products can become the basis for the creation of such a necessity. Another basis of the aforementioned necessity can be termination of employment of the existing staff members or the need to expand the existing resources.

Human Resources Department shall perform a timely analysis of the necessity of the staff units and immediately provide information to the University Financial and Budgeting Department. The Human Resources Department, along with the heads of schools/departments/offices, determines the necessity of hiring new staff. The functions of the units can either be changed or revoked or certain function or duties can be distributed among the staff members.

In the first place, the Human Resources Department, in cooperation with the heads of schools/departments/offices, performs analysis of the need of the staff units, after which the relevant job description is provided, the structural changes project prepared and a new statute is drawn or the existing one is amended.

It is necessary to establish a job description for each specific position which will be included in the regulation of the appropriate structural unit and include the following components:

1. The title, role and importance of the staff unit;
2. Head of the structural unit and persons in the relevant department/division;
3. The scope of activity, functions, rights, and obligation;
4. Qualification requirements;

In addition, the statute may lay down the following according to the positions at each department/office/school:

5. Forms of accountability;
6. Working hours;

7. Remuneration and bonus packages offered to staff by the University.
8. Other terms and conditions.

Given the requirements of any specific positions, the Human Resources Department, in cooperation with the relevant structural unit, shall develop a list of qualification requirements on the basis of which the applicant shall be evaluated and selected.

The vacancy announcement includes - the key terms and conditions and qualification requirements for a specific position. The requirements provided in the job application form can be broken into the following two major categories: mandatory and additional requirements.

The list of qualification requirements can include the following components:

1. Education and qualification;
2. Minimum work experience;
3. Necessary skills required for the job;

The job application also includes the following essential requisites:

1. Personal qualities: the ability to work as a team member or individually, analytical thinking, communication skills, punctuality, ability to work under pressure etc.
2. Information on the application submission date, the deadline of the submission, a list of the documents to be submitted, the date of announcement of the contest results;
3. Email of the contact person, representative of the HR department and/or School/Department/Office which receives the documents.
4. When hiring academic, scientific and invited personnel, the dean of the school announcing the vacancy fills in the *Vacancy Announcement Request Form* (appendix #1) and submits it to the Human Resources Department with a view to announcing a contest. The form is filled in individually for each job opening by indicating the number of the staff required, the concentration/field, the vacancy title, relevant qualification requirements, personal qualities of candidates, a list of the documents to be submitted on the basis of which the University President will issue an order on announcing the contest.

Personnel selection

The selection process of the candidate starts once the vacancy is announced in full compliance with the employment procedures. The selection process can be prolonged or the contest results can be revoked due to certain objective reasons. The grounds for this can be nonexistence of appropriate candidates, emergency situation or a force majeure at the University and/or in the country.

Any natural person who has relevant education and experience and attained the age of 18 can be hired at the University. The Caucasus University personnel selection process is based on the following fundamental principles:

- a) **Competence** – persons who have relevant competence can be included in the competition commission. In addition to this, the evaluation criteria, as well as qualification and education requirements for the open vacancy, should be in line with the existing professional principles of the appropriate area.
- b) **Impartiality** – all the candidates shall have an opportunity to participate in the contest on equal terms and the decision reached shall be unbiased. The decision must be taken impartially on the basis of objective evaluation. It is inadmissible to take a final decision until all the stages of the selection process are finalized.
- c) **Transparency** – the selection process shall be transparent for participants and the general public. The right to lodge a complaint against the the University decision shall be guaranteed.

Personnel Selection Procedures

The candidates are attracted through job applications which are posted on the relevant web-portals. The competition procedure shall be conducted and governed by the statute about *“the Procedure for conducting a competition for academic/scientific, administrative and invited personnel”* at the Caucasus University. The selection of the employees is carried out on the basis of the following procedures:

Document submission

The interested candidates shall be requested to submit the documents required within the prescribed deadlines.

The list of the necessary documents may include:

- a. Resume (CV) in the Georgian and English languages (CV with information on the teaching and scientific activities);

- b. The course(s) syllabus/syllabi in the Georgian and English languages in the case the course is offered in the English language;
- c. A copy of the ID;
- d. Copies of the documents certifying education (qualification and academic degree/title) (documents to certify PhD/Master's/Bachelor's or any other equaled academic degrees); a certificate to prove being PhD student, if applicable.
- e. In the case of the academic degrees earned abroad the documents certifying their authenticity;
- f. a certificate to prove scientific-teaching experience and workload at other HEIs in the past one year;
- g. information on the PhD/PhD candidate's thesis (the title, field, concentration);
- h. full information on the articles, the books, the monographs or any other scientific papers, including: the title of the paper, the place and the date of publication, the number of pages and the name of the Publishers as well as the cover copies (essential are the papers in the past 5 years);
- i. certificates, honours/awards and other documents;
- j. cover letter (on the teaching interests and/or research activities);
- k. other information relevant to the concentration/field.

Candidates selection stages

The process of selecting a candidate may be different depending on the specificity of the open vacancy and competition stages. The selection process shall involve three stages for all open vacancies inter alia administrative and academic positions.

I stage – initial selection based on the submitted documentation;

II stage – written testing/presentation/practical assignment etc.;

III stage – Summary of the competition

The different stages of the selection allow to assess the candidates in the different terms and facilitates to take the unbiased decision.

Primary selection

The list of the applications submitted can be reduced as a result of selection of resumes which can be carried out in two stages. On the first stage, the resumes of the candidates who fail to meet the mandatory qualification and education requirements are dismissed. If the majority of the candidates meet the mandatory requirements, the second stage will be

performed to select the candidates who satisfy the other additional requirements. Any form of discrimination shall be impermissible during the selection process.

Written test

The next stage of the selection can be a written test. The importance of the test shall boost in the instance when the technical knowledge of the candidates is required. The University management takes a decision regarding the expediency of applying test method in each specific case. The testing can be performed in different forms including multiple choice tests or open-ended questions, etc. The testing can be either computer-based or paper-based.

Presentation

The short-listed candidates may be requested to give a 15-20 minute presentation on the specific issues before the commission. The candidates who have to give presentations shall be notified at least 2 working days earlier.

Interview

The interview is one of the most common forms of the selection process. The interview is aimed to get comprehensive information about the abilities of a candidate within a limited period of time. The interview should be planned thoroughly in order to be effective and meaningful. The interview can be held in different formats – face-to-face or remotely. The decision on the type of interview is reached by taking into account different conditions and needs.

Written assignment

The University administration may request a candidate to perform a written assignment which will be directly related to his/her activity/area. If it is the case, the candidate will be given a time limit for doing the assignment. The written assignment can be given to the candidate on the spot and the deadlines will be set.

Practical assignment

Giving a practical assignment is one of the most effective methods of evaluating the candidate's abilities. The candidates may be requested to give a demonstration lecture or perform small-size research. If this is the case, the commission is granted an opportunity to assess the candidate's abilities of planning or conducting a class/lecture, managing students, ensuring discipline and conducting research etc.

Contest Commission

The University administration shall set up a contest commission upon the announcement of the vacancy. The procedure for staffing the commission and conducting the contest is regulated by the *Rule on Contest of Academic, Scientific, Administrative and Invited Staff*.

The commission members evaluate the candidates in accordance with the forms (appendix#2, appendix#3, appendix #4) drawn in advance. The resumes of the candidates shall be sent to the commission beforehand in order to have sufficient time to plan an interview. The commission shall prepare the questions in advance which are connected to the functions and required qualifications within the framework of a job vacancy. The sequence and content of the questions can be different in each particular case, however, it is preferable to ask specific questions to each candidate.

The schedule of the interviews is made on the basis of the consultations with the members of the commission. The short-listed candidates shall be notified about the place, the date and the time of the interview in advance. At the outset of the interview, a representative of the Human Resources Department shall briefly introduce the members of the commission to the candidate. The questions put to the candidate shall be formulated clearly and cogently to allow the candidate to provide a comprehensive answer to such a question.

The commission shall ensure the interview is conducted in a friendly way. The candidate should be allowed to ask the questions himself/herself to specify the functions, rights, obligations, benefits and other essential terms and conditions.

Completion of the selection process

Upon the completion of all stages of the selection process, the commission might deem it appropriate to contact the recommenders to verify the information about the candidates. In the event of contacting the recommenders, the members of the commission should take into account the fact that the former employers may, due to certain reasons, refrain from giving a negative assessment or vice versa. The procedures for selection of candidates including the competition or various methods shall be defined by the statute on The Rule on Contest of Academic, Scientific, Administrative and Invited Staff.

Evaluation criteria and indicators

Within the scope of the competition, after the presentation/interview are over, the short-listed candidates on the third stage can be evaluated in accordance with oral opinions expressed by the members of the commission as a summarized result or on the basis of the established evaluation form wherein the criteria and indexes of the candidate is indicated.

The form of assessment established for the academic/scientific positions (appendix #2 and appendix #3) differs from the forms established for administrative/support personnel (appendix #4). The members of the commission complete the forms of assessment for each candidate wherein the candidate can be assessed in accordance with the criteria and indexes referred to in the form, using 5 point evaluation system (wherein 1 refers that it is not subjected to evaluation while 5 refers to the excellent) based on the unified assessment system (5 point system) which will be reflected in the form according to 3 main columns of the final assessment in the decision column and will be verified by a signature in the specified column. The column for note is also considered in the form.

1. Final assessment column includes the following options:
2. excellent
3. acceptable
4. The candidate cannot be considered for the position.

Appendices #2 and #3 of the academic and scientific personnel are different in their contents. Appendix #2 is used only during the interview, and the maximum point for each criteria is 5, with total 20 points. While appendix #3 is used during the interview as well as when conducting a demo class and evaluates the presentation preparation and class conducting skills, with total 15; in addition, it evaluates competencies prescribed for the interview with total 20 points. In this case, the maximum points is 35.

[Academic/scientific personnel evaluation criteria](#)

The evaluation criteria/indexes for academic/scientific personnel are as follows:

The interview criteria are as follows:

- **Scientific-reasearch potential**
- **Practical experience**
- **Teaching experience**
- **Personal traits**

The presentation criteria are as follows:

- evaluation of the texts prepared in advance;
- Evaluation of represented visualizations: slides, audio-video materials, board etc.
- succinctness;

- ability to convey the information clearly;

Self-presentation

- ability to introduce oneself;
- verbal behavior culture;
- non-verbal behavior culture;
- ability to influence the audience.

Topic of presentation

- the depth of topic-related knowledge;
- level of expressing individuality;
- understanding the terminology;

Evaluation criteria for administrative/support staff

The evaluation criteria/indexes for administration/support staff are as follows:

- Education
- Work experience
- Task-specific computer skills
- Being training and development oriented
- Presentation and communications skills
- Planning and organizing skills
- Motivation and initiatives
- Compatibility with the organizational culture and values
- Enthusiasm and motivation
- Discipline and punctuality
- Knowledge of foreign languages (if applicable)

The evaluation of both academic and administration applicants can be performed by a dean, head of the department/division on the basis of an explanatory card provided by him/her which will include the detailed description of the skills of a candidate, objective arguments are supported which are considered along with the members of the commission who make the joint final decision in the form of minutes of meeting.

Preparation of documentation and job offer

The selected candidate will be offered a job and the conclusive information about the remuneration will be provided by the University including the commencement date of the work and detailed description of the job to enter the work relationships with the candidate. The offer can be made at a face-to-face meeting or by a notification sent through electronic mail.

Procedure for hiring employees

The University administrative and support staff are selected through an open contest or without it. The issue of hiring employees with or without a contest is regulated by the Statute on Contest of Academic, Scientific, Administrative and Invited Staff, while the right to initiate new staff employment and the related procedures are regulated in the present document in the chapter – *Identifying the Need for a New Staff Unit and Related Procedures*.

New employees can be either hired on the position prescribed by the staff list or beyond it on the basis of the employment agreement.

When being hired, academic/scientific, administrative/invited staff shall fill in the *Personal Records* in the University electronic database by uploading the required documents and personal data, which shall be protected in accordance with the Law of Georgia *on Personal Data Protection*.

The University electronic system (database) includes:

- personal data and the employee's contact information
- information on education and relevant certifying documents
- work experience
- electronic agreements (for academic and invited personnel)

When a new employee is hired, he/she is warned about being imposed relevant responsibility in the case of confidential information disclosure. He/she is informed about the above mentioned in the form of the University statute and the Code of Integrity and Conduct.

When hiring a new employee or transferring to another position, the Human Resources Department shall:

- a. inform the employee about the functions and duties imposed on him/her and rights and obligations thereto;
- b. inform the employee about the University regulations, mission and the strategic development plan, the working mode and daily working schedule of the given structural sub-division which are mandatory for him/her, which shall be verified by his/her signature. The staff member shall not be responsible for the non-performance of the acts that content and requirements of which are unfamiliar for him/her.

Employee orientation (induction) program

The orientation program for new staff members is designed to:

1. introduce new employees to the University;
2. inform new employees about the mission, strategic plan, internal regulations and code of conduct of the University;
3. familiarize new employees with the material-technical databases and other resources of the University.
4. introduce to the established standards and required resources available at the University.
5. communicate information about the University regulations orally or via email.

The head of the relevant department together with the representative of personnel management department will have regular meetings with new employees during the first six weeks where they discuss the existing challenges and solutions to such challenges in order to facilitate his/her comprehensive adaptation to the new working environment.

After hiring a new employee, the Human Resources Department holds an orientation meeting to arrange the following issues:

- Prepares an employment agreement in which lays down the functions and responsibilities of the given position;
- Explains the meaning and significance of the probationary period;
- Informs about the remuneration, benefits and future career prospects;
- Provides the working space, required equipment and office furniture (a desk, a chair, a computer, a printer and others);
- Introduces to the University corporate culture, its mission, vision and fundamental values;
- Informs about the University standards and bans;

- Sends the labor regulations via email and discusses its key aspects orally during a face-to-face meeting (the rule on vacation and business trips, regulations on job absenteeism and tardiness, etc.);
- Introduces to the norms of ethics and conduct;
- Registers him/her in the University electronic system and explains peculiarities of filling in the Personal Records and its significance;
- Creates the University electronic mail for him/her and explains its significance and necessity;
- Ensures opening an account at the partner bank and informs about the terms and conditions of the service orally and in the form of presentation;
- Informs about the system of benefits operating at the University; sends offers of the partner organizations and ensures opportunities of using the offered services (corporate number with certain benefits, health insurance package, seasonal offers from partner companies, e.g. swimming pools, fitness center etc);
- Informs about career growth and professional development opportunities offered by the University to all its employees (the staff's exchange programs locally and globally; special fee rates on the educational and training programs; a series of measures to facilitate obtaining educational and/or research grants).

In the framework of the orientation program, the Human Resources Department, in the form of presentation, introduces its new employees to all the required procedures and the information on the University. In the Question-Answer format, the employees can get more specific information if and when needed.

The new employees orientation program							
		Date:					
Name, surname	Position	I have been given the University internal regulations, and information on the regulations and required procedures electronically	I have been introduced to the University regulations and norms at the meeting	The University has provided me with all the necessary equipment needed for my job	Evaluate the degree of integration of the new employees with the existing ones	Comment on the needs and expectations	Signature to confirm attending the meeting

When inviting the invited personnel, an orientation meeting is held at the beginning of the semester, where they are introduced to all the regulations and terms and conditions operating at the University. Like the administrative staff, they are also sent the above-mentioned information via electronic mail. After the meeting the minutes of the meeting are drawn.

The orientation program for the invited lecturers/teachers/instructors							
Date:							
Name, surname	Position	I have been given the University internal regulations, and information on the regulations and required procedures electronically	I have been introduced to the University regulations and norms at the meeting	The University has provided me with all the necessary equipment needed for my job	Evaluate the degree of integration of the new employees with the existing ones	Comment on the needs and expectations	Signature to confirm attending the meeting

Employee Dismission Rule

The labour relations between the employer and the employee can be terminated on the grounds envisaged by the Labor Code of Georgia (article 37).

The rule of termination of labor relations and the reimbursement paid to the employee are regulated according to the Labour Code of Georgia and the internal regulations of Caucasus University.

Strategies and Programs for attraction, Retention, Encouraging, Motivating and Developing Administrative and Support Staff.

Attracting administrative staff

The attraction and retention of professional staff is a rather complicated process, which largely depends on the reputation of the organization. Nevertheless, attraction and retention of high caliber, competitive staff remains a major challenge for employers.

The University is committed to showcasing the unique working conditions which make the University the most desirable workplace.

Based on the existing practice the workforce can be found within the University. In case of absence of internal resources, it is necessary to attract the staffs from outside. To this end, it is essential to perform market analysis and offer competitive conditions to potential candidates.

Caucasus University often applies the strategy of attracting highly-competent staff. The University can seek talents among the students and graduates that are raised and developed within the University. The University can assess the future prospects of the students on the basis of their academic performance and offer students and graduates internship programs and employment opportunities.

In order to attract the experienced staffs, the University basically applies the contest announcement strategy, social media, and employment agencies if necessary.

Administrative Staff Retention

With a view to retaining qualified personnel, the organization endeavors to improve the working conditions and thereby satisfy the employees' social, recognition-respect and self-fulfillment needs.

Social Needs

- The organization shall always strive to create a work environment that will enable its employees to maintain healthy relations;

- The organization shall plan a set of activities in order to fuel the unified collaborative spirit among the employees;
- Hold periodical meetings with the subordinates, including in the non-working environment;
- Promote the social activities of the employees beyond the organization such as corporate parties, field tour competitions, excursions and so forth.

Recognition-respect requirements

- The organization should offer the employees a meaningful job in order to increase their work motivation;
- provide positive feedback with the employees in compliance with the results achieved by the organization;
- Appropriately assess and encourage the results achieved by the employees and pay attention to their contribution to the success;
- Actively involve the employees in the decision-making process and set organizational goals;
- Periodically delegate additional responsibility to the subordinates within their competence;
- Care for career development and motivation of its employees.

Need for Self-fulfillment

- The organization shall provide training, retraining, qualification enhancement and professional development opportunities for its employees that enable them to fully utilize their potential;
- Grant its employees an important opportunity to enhance their self-confidence and potential through giving them valuable jobs;
- Encourage employees to develop their creative abilities in every way.

The University carries out regular surveys to measure the staff satisfaction level and identify their needs; identify the existing faults and find ways of their solution. It nurtures the staff satisfaction and monitors its level with a view to retaining and creating safe and comfortable work environment.

Staff motivation system

The staff motivation system is the main tool of the Human Resources Department which helps it attract and retain productive and highly-qualified staff at the University. The system is based on the principles of fairness and equality. The motivation is directly related to the quality of the employees' performance. The staff motivation system is designed to fuel positive attitudes towards the productive labor by taking account of the University requirements and objectives.

The employees' job satisfaction is directly connected to the motivation which can be the result of the following factors:

- remuneration;
- co-workers;
- managers/heads;
- stability;
- appreciation;
- flexible work schedule;
- comfortable working environment.
- Career growth opportunity.

In addition to this, it is essential to ensure the involvement of personnel within the work and promote their high organizational responsibility.

With a view to motivating its employees and creating career growth opportunities, the University has set the minimum and maximum salary ranges, which envisages evaluation of the employee performance at certain intervals and offering them promotional opportunities and/or pay-raise.

With a view to measuring the staff performance, the University regularly evaluates the staff performance. The process allows the University not only to evaluate its employees' endeavours but also praise and appreciate them.

It is worth mentioning that the evaluation process helps improve communication among its staff, HR Department and the University administration.

The evaluation findings help launch a new stage – career planning.

It is very much in the University interests to create attractive work environment and opportunities for its staff so as to allow them to stay at the organization and continue planning their professional career here. Job promotion can become a way of planning future career, however, the promotion shall not take the form of an award of any kind. Promotion shall be based only on the employee's qualification and competencies, real needs and healthy challenges. In the case any employee's potential is high but his/her qualification does not fully correspond to the challenges posed by the position, the administration shall draw the employee professional growth and development plan; in addition, a detailed plan of appropriate measures and trainings shall be elaborated so as to allow him/her to fulfill his/her professional obligations and responsibilities.

Forms of motivation

With a view to increasing the administrative/support staff's motivation, the University has special programs of the staff development, encouragement (incentives) and work environment development.

Preferential Tuition Tariffs for Employees

Caucasus University promotes the professional development of the administration and support personnel and gives them an opportunity to enjoy preferential tuition tariffs for Bachelor's, Master's and Doctoral degree programs offered by the University. The family members of the employees can also enjoy the aforementioned benefits. The students are also granted an opportunity to enjoy 100% funding on the basis of an individual decision.

Vacation for educational purposes

The vacation for educational purposes is an important contributor to professional development. The University is authorized to ensure its administration and support personnel professional development and give them paid leave for educational purposes.

Administration and support staff's international mobility programs

On the sideline of cooperation among the universities, Caucasus University implements professional development exchange programs on the local and international levels.

In the framework of the administrative staff mobility program, contest is announced each year to allow majority of the administrative staff to participate in the exchange programs through which they familiarize with educational, academic and administrative processes of different universities, their management styles and new developments in the field. The

mobility allows its participants to share their knowledge and experience, which they can use and implement in their work after returning to the University.

Training and development

Caucasus University Training Center allows the University administrative and support staff to enjoy preferential (halved) rates of training fees and receive relevant certificates. With a view to facilitating the employees' professional growth and development, the University covers external trainings and workshops' costs.

The University regularly conducts trainings which maximally facilitates to the perfection of the work process and the employee professional development: trainings in Excel, different levels of the English language, manager-centered trainings for managers, etc. The University allocates a few places for its employees in each of the trainings announced; the employees are offered the training opportunities depending on their job functions and responsibilities.

The University systematically invites certified trainers and holds trainings for its employees on the topic – Labour Safety, Fire Safety, Emergency Situations and Evacuation.

Each University employee has his/her electronic mail. It is important to train the lower (first line) management so as to allow them to use email more efficiently, which is regularly done by the University.

Incentives

The organization can apply both financial and non-financial methods in order to appreciate its employees' excellent performance. Forms of incentives can include bonus, letter of gratitude, financial reward/compensation and others as per the Regulations of the Caucasus University.

Caucasus University has launched a new initiative - the employees who have been with the University for at least 10 years or more are given financial awards and certificates of gratitude, which are handed to them publicly in a festive occasion, which further increases the employee motivation.

Working conditions improvement programs

Caucasus University has developed the programs for improvement of working conditions which are as follows:

Corporate Social Responsibility

The University undertakes the social responsibility and provides its employees with financial aid and paid leaves.

Caucasus University puts special emphasis on enhancing the role of corporate culture. With a view to developing corporate culture, the University carries out a number of CSR projects, including: World run, Down syndrome's day, environmental events dedicated to the Earth's Day, less paper usage day and economizing on paper, waste paper donation to relevant organizations, donating old furniture and equipment to schools and groups with special needs, preferential rates of tuition fees for the employees and their family members; corporate tours, hiking, excursions, corporate parties and many more.

In the scope of the corporate social responsibility the University shares the employees' social responsibility and gives them financial assistance; gives more paid-leave days in excess to the days prescribed by the Labor Code of Georgia.

Maternity leave

The maternity leave system also operates at the University. The University pays 50% of salary to its employees who are on maternity leave during the first three months and 25% within the remaining three months.

Insurance package

The University offers its employees a competitive health insurance package compared to the prices and products at the market. The package also includes life and travel insurance.

Other benefits:

The University provides its employees with mobile connection funding according to their positions and free fuel according to their functions.

Attraction and maintenance of academic personnel

Quality of higher education is directly connected to the qualification and professionalism of the academic personnel. In the first place, the academic personnel is credited with the University's success which is why the University is committed to attracting and retaining qualified professors and teachers. With this view, the University has developed the terms and conditions for academic personnel affiliation, which is regulated in compliance with the procedure established at the University.

Attracting academic personnel

It is essential to identify advantages and disadvantages in terms of attracting the academic personnel – that is why the University should determine the factors which promote or prevent the attraction of qualified personnel. The performance of the analysis will help the University to develop an appropriate policy for the attraction of academic personnel.

The University shall take appropriate measures in order to eliminate obstacles (where necessary) and improve facilitating factors and circumstances. The examples of the staff attraction supporting factors include favorable geographic location, number of students, reputation and image of the University and so forth.

The obstacles may include: lack or absence of academic personnel development programs, low remuneration etc.

The following strategies can be applied for the attraction of academic personnel:

1. Examination of supporting and hindering factors in terms of attracting the academic personnel;
2. Developing priorities for the attraction of academic personnel;
3. Application of active forms to attract academic personnel;
4. Attracting candidates from academic personnel workshops and professional circles;
5. Offering support programs for new academic personnel's benefit;
6. Identifying needs and goals of the academic personnel and creating conducive environment.
7. Ensuring high salaries for the qualified members of the academic personnel etc.

One of the essential sources of attracting qualified personnel to the University is through the existing employees' personal contacts and references given by them.

Another essential factor is offering high salaries to the qualified staff, which is allowed by financial sustainability of the University.

Another factor is Caucasus University building, infrastructure and material-technical base along with other major advantages provided by the University to its personnel (well-appointed auditoria, modern equipment, professor's lounge and educational and recreational space and other amenities).

Another factor is qualification enhancement opportunities provided for the staff's benefit, including trainings, participation in international conferences, exchange programs, promotion of research activities envisaging funding scientific projects and activities and facilitating obtaining scientific-research grants.

The elaboration of priorities for the attraction of academic personnel – the University should develop long-term priorities for attracting the academic personnel on the basis of a strategic plan. This will enable the University to determine the strategies for attracting academic personnel and specific target groups.

Strengthening internationalization has always been a strategic goal of Caucasus University manifested in the personnel's maximum involvement in international projects, inviting foreign experts, holding trainings and masterclasses, inviting persons having experience in international projects, sharing their experience. It is essential to reinforce internationalization through academic/invited personnel and facilitating their academic trips, participation in local and international exchange programs, inviting foreign experts to participate in conferences etc.

Retention of academic personnel

The University may attract qualified professors and teachers successfully but in case of absence of suitable conditions, they will leave the University soon. Therefore, particular attention should be paid to academic personnel retention.

The best way to solve the problem of academic personnels' defection is to detect and eliminate its causes. The academic personnel is the most reliable and objective source of information on the challenges facing the University. The University shall endeavor to ascertain the reasons for the academic personnels' dissatisfaction through listening to their views and opinions and providing an appropriate feedback.

It is particularly important to interview the representatives of the academic personnel who have been working at the University for a long time or just left the University. This will enable the University to receive objective and reliable information about the existing challenges and supporting factors in terms of the academic personnel retention. There can be numerous reasons for personnel defection:

- Low remuneration;
- Low reputation;
- Unfavorable geographic location;
- Unfavorable working environment (lack or absence of equipment and resources necessary for effective communication, new initiatives of the leadership, research activities);

- Unfavorable labor conditions (absence of medical insurance and incentive programs, stressful workload) and others.

With a view to offering the personnel competitive terms and conditions, the University has developed *the Rule of Workload and Affiliation and Classifier of Agreements of Caucasus University Academic Personnel* in the framework of which the University offers its employees the work and professional environment meeting the labor market requirements and standards, improved contract terms and conditions and competitive remuneration policy, enhanced benefits and conditions for professional growth and development.

Pursuant to the above-mentioned document, the University has three major (A, B, C) types of agreements and their eight subtypes, which are signed by taking into account the employer's and the employee's interests. The University has set the salary rates according to the agreement types.

The University gives a chance of promotion to the invited personnel too and offers 2 types (C1 and C2) of agreements. Initially the University signs C1 type of agreement with the invited personnel, which, depending on the personnel's performance, can be replaced with C2 type and may become a precondition for selecting him/her for an academic position.

Professional development

Importance of professional development

The professional development is aimed at enhancing professional knowledge and improving the skills and capacity. The University will regularly improve its activities through implementation of the effective system of professional development and easily adapt to the changing educational environment.

During the professional development programs elaboration process, the University management and relevant schools shall ensure their compliance with the strategic development objectives and individual needs of the academic, administration and support personnel.

The University is constantly involved in the personnel's qualification enhancement process. The Human Resources Department two times a year meets the invited and academic personnel to update them on the new developments and future plans and enquire about their needs. The HR Departments regularly sends them information and invitations to participate in the events to enhance their qualification. The Department has implemented a program – The Course – Academic Writing: Teaching and Modern Trends, the training was conducted

in the framework of the Integrity program; all the instructors of academic writing have been retrained. Testing in all the IT courses are conducted through Moodle. Homework assignments are checked through Turnitin.

Professional development programs for academic personnel

The goals of the professional development of academic personnel can be achieved through various activities.

Research grant programs

The internal research grant programs are one of the basis for the research activities carried out by the University academic personnel. The procedure is established which regulates the fundamental issues of participation in the University grant programs.

With a view to increasing the research potential, the University budget has allocated funds to finance academic personnel's research projects submitted. The mentioned contest is announced two times a year – in spring and in summer.

Academic leave

The academic leave is one of an essential supporting factors for professional development. The University is entitled to give a paid scientific-creative leave to the academic personnel for their qualification enhancement.

Cooperation among universities

The professional development programs may be developed within the framework of the cooperation among the universities at the local and international level. Examples of such cooperation include: exchange programs for academic personnel, inviting outstanding professors (who will have working meetings or seminars with the local academic personnel), organizing joint conferences etc.

Revision and renewal of duties and obligations

With a view to promoting encouraging professional development, it is vitally important to periodically review and renew the academic personnels' teaching, research and administrative functions. The examples of renewal of the academic functions include the change of workload (change of pedagogical, research and administrative functions), imposing new responsibilities, participation in the various projects, acquisition of functions of a mentor etc.

Cooperation with the local and international organizations

From time to time, the local and international organizations offer the academic personnel of the universities different types of professional development programs. In order to enjoy such

opportunities to the full, the University should build close cooperation with the aforesaid organizations to be timely informed about the programs implemented by them. Such a cooperation is beneficial for the University on the one hand and for the academic personnel on the other as well as for the organization implementing the project.

Evaluation of the academic and scientific personnel's performance

The evaluation process of the University staff activities includes a one-year cycle of activities. The application of the basic principles and mechanisms is possible within the process of evaluating the academic, administrative and support personnel activities.

Evaluation of academic/scientific and invited personnel

The academic/scientific/invited personnel is evaluated by the students every semester at Caucasus University which is attached to their class schedules. The evaluation procedure of the academic/scientific/invited personnel by the students is comprised of the following three stages:

1. The administrative, as well as academic and invited personnel, is evaluated by the students at the University.

At the end of each semester, the students evaluate the personnel and the program components electronically on the basis of an established questionnaire. The students evaluate lecturers/teachers in each teaching discipline. The questionnaire includes closed and open questions. The open questions are not rated by scores.

The results of the inquiry are kept in the school and/or by the director of the Quality Assurance Department. The dean of the school considers the generalized results at the school sessions if necessary and sends to the lecturers individually and manages the obtained results. The evaluation process is anonymous and feedback is directly provided to the lecturers/teachers and appropriate recommendations are developed in compliance with the evaluation findings.

2. The School dean and/or Quality Assurance Department perform the analysis of the students' evaluation. The findings and recommendations can be discussed on the school board meeting.

Evaluation of the academic and invited personnel's performance by the administration

Evaluation of the academic and invited personnel's performance by the administration encompasses two stages:

1. Planning/professional goals and development of action plan – academic personnel defines the priorities and professional goals and develops a one-year individual action plan.
2. Review/evaluation – the dean, direct supervisor of the evaluation team and academic personnel controls the quality of their performance throughout the year and fulfillment of pre-defined tasks.

1) Planning/professional goals identification and elaboration of an action plan.

The identification of the professional goals implies mutual communication between the University management and academic personnel which is aimed at promoting individual professional development of professors and teachers and realizing their abilities to the fullest extent within the process of the University mission and strategic objectives. At the beginning of each academic year, academic personnel shall identify individual professional goals and develop an action plan by taking account of the University priorities, objectives, tasks, and available resources.

It is essential to define the professional goals in the main three areas: teaching, research, and administrative activities. The goals set by the academic personnel should be innovative and challenging but realistic and achievable.

The document describing the professional goals consists of the following components:

Professional goals for the next year - the goals and relevant indicators are established by which professors and teachers are enabled to evaluate the efficiency of their activities.

Priorities for improvement of activities – enlightens the fields of activities which require particular efforts to be improved. The specific tasks are identified which should be fulfilled to improve the activities in the relevant fields.

Professional development needs – professors and teachers take the necessary measures to improve their activities (pieces of training, mentorship and so forth).

The professional goals defined by professors and teachers are reviewed and agreed with the school dean, administration or direct supervisor as per the procedures developed by the University. After reviewing the aforementioned issues and reaching a bilateral agreement, the professor-teacher shall develop a one-year individual action plan which is comprised of the following main components:

The agreed professional goals and tasks which will include the remarks and recommendations issued by the professor-teacher;

The professional assistance which should include the measures that must be taken by the University and school management with the aim of providing assistance to professor-teacher within the process of fulfillment of professional goals;

The professional development opportunities or the list of the measures that should be taken by the professor/teacher for his/her professional development.

Once the action plan is finally reviewed and approved it is signed by the professor-teacher and supervisor or dean of the relevant faculty. The action plan obliges a professor-teacher to carry out individual professional goals properly and in a timely manner, and on the other hand, the direct supervisor is obliged to provide professional assistance and develop opportunities mentioned in the action plan.

2) consideration/assessment stage

The main purpose of evaluating the activities of the professor-teacher is to identify his/her achievements and failures and determine the requirements for his/her professional development.

It is preferable to evaluate the activities of academic personnel by the team set up by the school management or/and the Quality Assurance Department at the end of the academic year. Considering the numerousness of academic personnel and diversity of academic disciplines, it is desirable that the evaluation team be comprised of at least 5 members 2/3 of whom shall be professors.

The evaluation team should review the annual report submitted by the academic personnel as well as other documents about their activities.

The representatives of the academic personnel prepare the annual report of their activities for the process of review and evaluation. The report shall include:

1. Review of main functions and right-obligations;
2. Significant changes taking place throughout the year with regard to functions and rights-obligations of academic personnel;
3. Description of the main achievements in the field of teaching, research and administrative activities;

4. Circumstances that prevented the member of academic personnel from fulfilling the professional goals successfully;
5. Review and identification of professional development opportunities taken by the member of academic personnel throughout the academic year.
6. Opinions expressed by the member of academic personnel about the factors that may facilitate the effective fulfillment of his/her activities.

The office shall prepare a report about the activities of the professor-teacher on the basis of the annual report which will be submitted to the school dean and the Quality Assurance Department. In the case of a positive report, a decision can be made about the promotion of professor-teacher, increase of his/her remuneration and other incentives.

In the event of the unfavorable report, a plan can be developed regarding the improvement of the activities of the professor-teacher.

Evaluation criteria and indexes

It is necessary to develop proper assessment criteria and indexes in order to make a successful assessment. It is desirable to elaborate those criteria and indicators in all the areas of activities of academic personnel, including teaching, research, and administrative activities.

Assessment criteria:

Learning-teaching

One of the main duties of the academic personnel is to efficiently use his/her knowledge in the learning process and implement outcomes of the most recent research and innovative methods of teaching. In the learning-teaching process it is essential to deepen professional knowledge and strive for continuous development.

Research

The University research function is deepening the personnel's knowledge, facilitating their involvement in active scientific-research activities and integrating its results in the educational process.

Administrative activities

The administrative activity is an important function of the academic personnel. On the one hand, it helps academic personnel in their professional growth and on the other, it enables the University to successfully carry out its mission and strategic objectives.

Assessment indexes

The qualitative and quantitative evaluation of the above-listed activities of the academic personnel shall be possible by means of the following indexes:

1. Outcomes of the evaluation of annual report by professor-teacher;
2. Self-evaluation by professor-teacher;
3. Opinions and views of the University and school management team;
4. Acquired ranks or awards conferred in the period of evaluation;
5. Certificates verifying the activities performed at the professional institutions etc.

Management of unfavorable results/findings

The management of unfavorable results/findings implies the identification and elimination of weaknesses within the process of activities of academic and invited personnel. If the measures taken by the University to manage and correct the dissatisfactory performance are not helpful there might be raised an issue of terminating the employment agreement (contract) with him/her in accordance with the procedures established by the Labor Code of Georgia.

If the evaluation team negatively assesses the work performed by academic or invited personnel, the school management, and Quality Assurance Department shall develop a plan for the improvement of the activities with the participation of the respective professor-teacher. The plan shall be different in each particular case, however, it shall include the following major issues:

The strength and weaknesses of the professor-teacher;

The solutions to rectify the weaknesses and provision of necessary resources;

The criteria for the evaluating improvement of the activities performed by the professor-teacher.

If the academic and invited personnel fail to rectify the weaknesses within the set period of time, the school administration will initially give him/her verbal and later written warning. If the warnings do not yield desirable results, the University administration may consider termination of the labour relations with the personnel.

Evaluation of the work done by the University administrative and support personnel.

The evaluation of the work performed by the administrative and support personnel of the University shall be made in compliance with the approved document “Caucasus University Administrative and support personnel work assessment manual”.

The personnel evaluation is done on a 10-point scale. A. Professional knowledge and experience, B. the quality of the work performed; C. interpersonal skills and D. personal traits sections. The mentioned sections are further divided into sub-sections.

Apart from periodic surveys and evaluations, the University allows its personnel or his/her superior to come forward with initiatives and opinions on career growth/promotion or changes of other kinds. The changes are carried out when asked to do so by the employee or his/her direct superior. The University almost inevitably takes into account the employee’s interests, competencies and relevant skills.

Academic personnel affiliation

The academic personnel affiliation implies a written agreement between the University and the person taking an academic position. Every person taking an academic position defines his/her affiliation with only a single higher educational institution and participates in the development and knowledge sharing process on behalf of this higher educational institution. The affiliated academic personnel carries out the main educational, research/scientific activities which are included or ascribed to Caucasus University. They are actively involved in the decision-making process related to educational, scientific and other significant issues of the University as well as provide consultations to the students in terms of academic/scientific guidance. The conditions and procedures of affiliation to Caucasus University shall be regulated as per the Rule of Affiliation of Academic Personnel, their Workload and Classifier of the Employment Agreements adopted by the University.

Academic personnel workload

The procedure for academic personnel workload regulates the procedure for marginal and hourly workload distribution of academic and invited personnel and also their workload schedule pursuant to the Rule of Affiliation of Academic Personnel, their Workload and Classifier of the Employment Agreements adopted by the University.

The principle of participation and involvement of the academic and scientific personnel in the decision-making processes related to education, research and other essential University processes

1. The principle of equality allows the academic and scientific personnel equal opportunities of being elected to the University boards, the school boards, academic and scientific personnel selection commission, conference commission, seminar/Master's degree commission/dissertation board etc..

2. The principle of academic freedom which allows the academic and scientific personnel to perform the teaching activities autonomously without any interference, independently define the content of the curricula (syllabi) within the framework of educational programs as well as teaching strategies and resources and publish the research results unlimitedly; participate into the evaluation of educational programs teaching and research components as members of the commission assessing bachelor, master and doctoral dissertations.

Final Provisions

1. The present document comes into force upon being considered and approved by the University Board of Governors;
2. Any changes or amendments shall be made in accordance with the rule established at the University;
3. The changes shall be discussed by the University Board of Governors and approved by the University President.