



Georgian Institute of Public Affairs

Human Resources Management Policy

Target group: Personnel employed at any position of the University
5-8-2018

Employee Recruitment Procedure

General Part:

The present document regulates complete process of employee selection and hiring procedures to recruitment of essential, qualified personnel within university.

Employees are selected and hired at university by following the principles of transparency, equality and justness.

1. Profile of Georgian Institute of Public Affairs Employee:

During selection of the employee, attentions is paid to the knowledge and expertise required for executing certain kind of job as well as competencies, which shall be shared by each employer of university. Particularly:

- Focus on development and outcomes
- Openness towards innovations
- Professionalism
- Teamwork
- Responsibility

University Human resources includes:

1. Academic personnel
2. Visiting lecturers
3. Administrative personnel
4. Support personnel
5. Vocational education teachers

2. Rule of concluding the necessity of a candidate

- Before the start of each academic year, School Dean/Head of Structural Unit defines the requirement of a candidate (academic as well as administrative) and submits the latter to the Head of Administration.
- Necessity of the support personnel shall be evaluated by the Head of University Administration and submitted to the Rector for approval.
- The Rector finally ratifies employee selection plan and hiring procedure.
- Human Resources Manager ensures providing candidates for a vacant position in accordance with the defined procedures.
- Final list of permanent personnel shall be ratified by the Rector. \

3. Types of vacancies

Internal and external vacancy announcement procedures are used for the selection of candidates. Academic personnel shall be selected through open competition. During the selection of the support personnel, announcing internal as well as external competition is allowed. Announcement of internal vacancy implies informing the students as well (whereas applicable).

Whether being announced via internal and external vacancy announcement, employee selection process is identical.

4. Sources for recruiting the candidates

4.1. Different sources are used for searching the candidates:

- Web page of the university
- Online job search web pages
- Mass media

4.2. During selection of the support personnel for the positions, which require carrying out simple, invariable functions and does not require specialized education/competencies, approval based on the references can be considered optional.

5. Employee Selection Stages and Rules

Employee selection process consists of several cycles. The number and sequence of cycles shall be defined in accordance with the positions.

5.1. Academic Personnel Selection and Hiring Rule:

Academic personnel shall be selected in accordance with the Legislation of Georgia and requirements set by the mentioned procedure. Date and conditions of the competition for the academic personnel shall be announced not less than 1 (one) month before submitting competition application and required documentation.

Academic personnel consists of the following positions:

1. **Professor** - academic position of a professor includes effective leading of academic and research-scientific activity in accordance with the academic standards and internal regulations of university.
2. **Associate Professor** - academic position of an associate professor includes effective leading of scientific-pedagogical activity in accordance with the academic standards and internal regulations of university.
3. **Assistant Professor** - academic position of an assistant professor includes effective leading of scientific-pedagogical activity in accordance with the academic standards and internal regulations of university
4. **Assistant** - position of an assistant includes active support of scientific and educational process within the framework of academic process in accordance with the academic standards and internal regulations of university

Academic personnel shall be selected in accordance with the following qualification requirements and selection cycles:

1.1. Qualification requirements for a professor:

- Having PhD or equivalent degree in the relevant discipline;
- At least 6-year experience of scientific-pedagogical activity;
- Participation in scientific conferences/seminars (published works/articles);

- High level of fluency in a foreign language (oral and written);
- Knowledge of office programmes

1.2. Selection cycles for a professor:

- Consideration of resumes and submitted documentation;
- Individual interviews with the selected candidates;
- In case of necessity, Selection Commission has a right to request from a candidate a syllabus of an implemented program or/and conducting the demo lecture.

2.1 Qualification requirements for an associate professor:

- 3 Having PhD or equivalent degree in the relevant discipline;
- At least 4-year experience of scientific-pedagogical activity;
 - Participation in scientific conferences/seminars (published works/articles, if applicable);
 - High level of fluency in a foreign language (oral and written);
 - Knowledge of office programmes

2.2. Selection cycles for an associate professor:

- Consideration of resumes and submitted documentation;
- Individual interviews with the selected candidates;
- In case of necessity, Selection Commission has a right to request from a candidate a syllabus of an implemented program or/and conducting the demo lecture.

3.1. Qualification requirements for an assistant professor:

- Having PhD or equivalent degree in the relevant discipline;
- At least 3-year experience of scientific-pedagogical activity;
- Participation in scientific conferences/seminars (published works/articles, if applicable);
- High level of fluency in a foreign language (oral and written);
- Knowledge of office programmes

3.2. Selection cycles for an assistant professor:

- Consideration of resumes and submitted documentation;
- Individual interviews with the selected candidates;
- In case of necessity, Selection Commission has a right to request from a candidate a syllabus of an implemented program or/and conducting the demo lecture.

4.1. Qualification requirements for an assistant:

- PhD student;
- High level of fluency in a foreign language (oral and written);
- Knowledge of office programmes

4.2. Selection cycles for an assistant:

- Consideration of resumes and submitted documentation;
- Individual interviews with the selected candidates;

After the announcement of an open competition, Human Resources Manager ensures the recruitment of Selection Commission in accordance with the rules given below.

A candidate may be allowed to fill in an academic position if he/she satisfies the requirements of Paragraph 5 of Article 35 of the Law of Georgia regarding Higher Education:

“5. The statute of a higher education institution may provide an opportunity for filling in the academic positions envisaged by Paragraph 1, 2, 3 and 4 of this Article by the qualified personnel according to professional merits. In this case the qualification of the person can be evidenced by professional experience, special training or/and publications. A person with relevant qualification shall mean a person, who has competences necessary to attain the learning outcomes envisaged by the programme concerned”.

Rule of recruiting the Commission:

Selection Commission - Pre-recruited team who ensures the proceeding of the candidate evaluation process in an impartial and objective manner.

Commission members:

1. Dean of School (concentration);
2. Member of the Academic Board;
3. Human Resources Manager;
4. Visiting expert – neutral party who has expertise /experience and is not a member of permanent personnel of University.

Selection Commission has a right to take a decision if more than half of the members attended the meeting.

5.2. Cycles and rule of selection of administrative and support personnel:

Cycles and rule for selection of administrative and support personnel shall be defined in accordance with the specificity of the position through open competition. Administrative personnel shall be appointed in accordance with the Legislation of Georgia and Statement of University.

Selection Commission for administrative and support personnel:

- Head of University Administration
- Head of relevant structural unit or an authorized person represented by him/her
- Human Resources Manager

During selection of administrative and support personnel, the following stages may be used:

- Consideration of resumes and submitted documentation;
- Testing;
- Individual interviews.

5.3. Cycles and rule of selection of a vocational education teacher

Teacher of vocational education shall be selected through open competition.

Qualification requirements of a vocational education teacher:

- Higher education or qualification of IV or V stage of vocational education or at least 3-year experience of working with the relevant profession.

Cycles for selection of a vocational education teacher:

- Consideration of resumes and submitted documentation (copy of identification card, proof of education);
- Individual interview;

5.4 Visiting lecturer may be selected without a competition, on the basis of submitting a recommendation.

6. Hiring the employer

Selected candidate shall be submitted to the Rector of University for approval, after which a relevant contract will be drawn up with him/her.

Employer, on its hand, shall submit the following documentation with the purpose of signing a contract and creating a personal portfolio:

- Copy of an identification card;
- Copy of a diploma;
- Copies of certificates (if applicable)

New employer shall introduce to and state his/her written consent regarding the following documentation:

- Labor contract;
- Internal Regulations of University;
- Job profile;

7. Dismissal of the employer

The employer can be dismissed from the position assigned to him/her on the following basis:

- Initiative of the employer (on the basis of a personnel application);
- Decision of university;

7.1. In case of terminating labor contract of the employer, the employer is obliged to inform University Administration 30 days prior in a written form.

7.1. In case of not fulfilling or fulfilling improperly the duties defined by the labor contract and internal regulations, university has a right to terminate the contract in accordance with the Internal Regulations of university and a rule defined by the Labor Code of Georgia.

7.3. Dismissal of the employer shall be confirmed by a document in accordance with the rule of proceeding at university.

Professional Development System

The purpose of Professional Development System of the university is to support continuous professional development of the employers with the purpose of raising the level of their skills and competencies necessary for fulling work duties. For the mentioned purpose, University ensures the accessibility of development and equal conditions for each employer.

Taking into consideration the categories of positions, the following components of professional development are used at University:

1. Participation in international conferences and trainings
2. Involvement in local scientific-research activity
3. Exchange programs with different international higher educational institutions and research organizations
4. Involvement in local and international projects
5. Involvement in trainings of university and educational courses planned at Training and Consulting Center
6. Rotation among the programmes of different schools
7. Providing with teaching materials (books)

The necessity for professional development of an employer shall be initiated by his/her direct supervisor.

Performance Evaluation System

The purpose of the Performance Evaluation System is to ensure objective evaluation of professional skills and competencies of university employees and based on that, define proper activities for rewarding successful employees and raising their motivation.

Evaluation Methodology:

Evaluation System implies qualitative and quantitative evaluation of performance of employees at different positions by the means of different methods. Evaluation shall be carried out once in a year (at the end of an academic year) and include evaluation of the quality of job performance during the academic year and relevance with the learning purposes of university.

Process of Annual Evaluation

Before the end of an academic year, at least one month earlier, Human Resources Manager, with coordination and agreement of the Head of Administration and Quality Assurance Department, ensures implementation of the process of evaluation of employees in permanent personnel. Particularly:

1. Definition of the target group that is to be evaluated
2. Recruiting Evaluation Commission and submission to the Rector for approval
3. Request of data from the evaluator bodies and registering in common base

Evaluation of the academic personnel:

Academic personnel shall be evaluated in accordance with the regulatory rules of the learning process of Georgian Institute of Public Affairs.

Responsibility for summing and analyzing the data shall be imposed on the Quality Assurance Department. Finally processed data (evaluation) shall be submitted to the deans of schools and Academic Board of University.

Data of annual evaluation shall be gathered in the portfolio of the academic personnel. Portfolio of the academic personnel is used for attestation of the academic personnel, held once in 5 years and sets as its purpose defining the appropriateness of professional skills, academic and scientific activity with the requirements of the job.

Vocational education teacher shall be evaluated after completing each module based on a survey filled in by the students in advance. Based on the surveys, head of the programme shall create an analysis document and submit to the Rector for further actions.

Evaluation of Administrative and Support Personnel of University

Employees of administrative positions of University, particularly, those positions which, in accordance with the Strategic Plan, are imposed on a responsibility of achieving specific goals, shall be evaluated annually in accordance with the indicators of performing a one-year activity plan. The mentioned evaluation shall be executed by the Academic Board of University, in accordance with the Statement and submit the results to the Rector.

For evaluation of administrative and support personnel of University, an evaluation of an employee (see Annex #1) shall be used by the direct manager, by the means of which the competencies and their qualities revealed throughout a year needed for performing a job shall be revealed.

Final results of evaluation shall be calculated by the principle of arithmetic mean of the points indicated in the surveys.

Data received from evaluation of the administrative, support personnel are categorized by the means of the following scheme, and rating score of each employee will be defined.

Rating	Evaluation score (max. 5)	Description of the category
1	score ≥ 4	Excellent
2	$4 > \text{score} \geq 3$	Good (efficiently deals with his/her functions and duties)
3	$3 > \text{score} \geq 2$	Satisfactory (requires mastering certain competencies)
4	score > 2	Weak (requires significant improvement)

With the purpose of evaluation of the job performance of the administrative and support personnel of the university, the results of internal organizational environment and student surveys are also utilized.

Evaluation involves each component of administrative and support function that ensures receiving information regarding job performance of each member of administrative and support personnel.

HR manager is responsible for conducting the mentioned process, collecting data and analyzing them and submits final processed results to the Quality assurance department head and the Head of Administration.

On the basis of the research conducted and analyzed at the end of the academic year, the Head of Quality Assurance Department and Head of Administration submit to the Academic Board of University the report regarding efficiency of functioning of each structural unit.

Introducing the results of evaluation (feedback)

Direct supervisor, face to face, via individual communication, introduces to an employee the results of evaluation and identifies 2-3 competencies / skills, which require development/improvement (if applicable) and together with him/her defines the plan of development.

Employee Reward and Motivation

General Part:

The mentioned procedure regulates recognition of the achievements of the employees and rule of using methods for rewarding them.

Using methods of rewarding shall be based on the principles of justness and transparency.

Methods for rewarding and rule of application:

At the end of each academic year based on the system of evaluation implemented at university the results and achievements of the employees shall be analyzed. With the purpose of raising motivation of the employees having special achievements, different methods of rewarding are used:

1. Announcing gratitude towards them;
2. Granting certificate for the best results and achievements in the specific field;
3. Publishing information regarding the best results and achievements on the internal web page of university;
4. One-time financial award (bonus);
5. Awarding with different kinds of presents;
6. Career development;

Remuneration System

General Part:

Salary system of university regulates the rule of appointment and payout of salary to the employees. Payment for the employees of university shall be defined in accordance with the labor contracts.

Salary system of University includes the following approaches (schemes) to payout of the salary:

1. Salary – fixed monthly payment;
2. Variable Payment – payment calculated/issued in accordance with the workload;
3. Combined - which includes fixed salary as well and variable payment calculated in accordance with the workload.

Rule of defining payment for the employees of University:

Amount and conditions of payment for the person employed at an academic position shall be defined individually in accordance with the conditions of the advance agreement and contract between University and the employee.

In accordance with the academic position, taking into consideration the volume of workload and other circumstances, special conditions or/and amount of payment may be defined on the basis of the labor contract.

University has a right for the employers employed at the same positions, on the basis of individual agreement, to define a different scheme of payment.

Rule of calculation of variable payment

Every month the Dean, on the basis of an account submitted by the Director of the programme or/and coordinator, shall submit to the Head of Administration data regarding the job done by the academic personnel. The Head of Administration based on the mentioned data provides calculation and issuance of payment in accordance with the workload.

Variable payment shall be issued in accordance with the date defined by the internal regulations, in case of a combined scheme – together with the primary salary of the month.

Annex #1

Survey for evaluation of an employee by the manager

Name, surname of an employee _____

Position _____

Direct supervisor _____

Position of the direct supervisor _____

Date of evaluation _____

5 - *always*

4 - *often*

3 - *mostly*

2 - *seldom*

1 - *rarely*

	Employee Evaluation Survey	5	4	3	2	1
1	Focus on outcomes					
1.1	Fulfills tasks in time					
1.2	Follows procedures and standards/regulations					
1.3	Setting priorities – allocates tasks in accordance with priorities					
1.4	Focused on accuracy and details					
2	Flexibility					
2.1	Quickly reacts in unusual situations					
2.2	Open towards innovations					
3	Teamwork					
3.1	Able to fulfill additional tasks for common job					
3.2	Supportive towards the colleagues/exhibits readiness for helping others					
4	Effective Communication					
4.1	Considerate towards the colleagues/students					
4.2	Possesses skill of argumentation and confidence					
5	Skill of collecting and analyzing data					
5.1	Able to obtain information necessary for fulfilling a task					
5.2	Able to define alternative sources for obtaining information					
5.3	Checks the authenticity of the obtained information by the means of different sources					