



**NNLE GIPA-Georgian Institute of Public Affairs**  
**Human resources management policy**  
**2024**

Approved by the decision of the Academic  
Council of Georgian Institute of Public Affairs 8,  
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**Article 1. General provisions.**

1.1. This document regulates administrative, academic, invited, vocational education teachers and support staff (hereinafter personnel) selection, appointment to relevant positions, professional development, encouragement, attestation, compensation, performance evaluation and other issues related to human resource management at NNLE GIPA-Georgian Institute of Public Affairs.

1.2. The policy of human resources management in the university is carried out in accordance with the following principles:

1.2.1. Transparency: The University's employment and human resource management policies are public and available to all interested parties.

1.2.2. Equality: The University treats all employees equally regardless of their gender, race, origin, religious or political beliefs or any other characteristics. All employees of the university enjoy equal rights in the process of university activities and have equal opportunities for professional development.

1.2.3. Fairness: the human resources management policy of the university is implemented objectively and impartially, in accordance with the legislation of Georgia and internal regulatory documents of the university.

1.2.4. Organizational effectiveness: the human resources management policy of the university relies on the effective functioning of the organization in the process of personnel selection, appointment to appropriate positions, performance evaluation and incentives.

1.3. The human resources of the university include:

1.3.1. Academic personnel;

1.3.2. Administrative personnel ;

1.3.3. Invited personnel,

1.3.4.vocational education teacher;

1.3.5. Support personnel.

1.4. According to the Law of Georgia on Higher Education, academic positions include:

1.4.1. Professor - a person in an academic position who leads the educational process and directs the scientific research work of students; A person is appointed to the position of professor for a period of 5 years.

1.4.2. Associate professor - a person in an academic position who participates in the educational process and directs the educational and scientific-research work of students; A person is appointed to the position of associate professor for a period of at least 4 years.

1.4.3. Assistant professor - a person with an academic position of a higher educational institution, who participates in the educational and scientific-research process according to his competence. A person is appointed to the position of assistant professor for a period of 3 or 4 years.

1.4.4. Assistant - a person with an academic position of a higher educational institution, who, within the framework of the current educational process in the main educational unit, carries out seminar and research work under the guidance of a professor, associate professor or assistant professor. A person is appointed to the position of assistant for a period of 2 or 3 years.

1.5. Invited personnel - a person involved in the implementation of the educational program, who is confirmed to have the necessary knowledge, experience and competence to produce the learning results provided by the educational program, who is selected for the position based on a competition or recommendation. The period of work performed by the personnel is determined on the basis of the contract.

1.6. Vocational education teacher - A person engaged in delivering the educational process within the framework of vocational education (excluding vocational training programmes and vocational retraining programmes). The categories of vocational education teaching personnel are: principal teacher, visiting teacher, and instructor.

1.7. Administrative personnel - Rector; Head of administration, heads of structural units and persons employed in structural units, whose activities are related to the daily activities of the university.

1.8. Support personnel - persons with appropriate competence employed by the university on the basis of an agreement in order to run the daily activities of the university efficiently and smoothly.

## **Article 2. Determining the need to hire staff**

2.1. The need to hire staff may be due to the increased number of students in educational programs, the addition of a new structural unit, the provision of personnel necessary for the implementation of a new educational program, the existence of a vacant position or other circumstances necessary for the provision of university activities and the implementation of teaching/scientific-research activities.

2.2. The need for staff recruitment is determined by the head of the Human Resources Management Service and/or the head of the relevant structural unit in agreement with the university rector/head of administration/chancellor.

2.3. The Human Resources Management Service is obliged, in accordance with this document, to carry out all necessary procedures for recruitment and selection.

2.4. In case of adding a staff unit, changes to the staff schedule, based on the submission of the head of the Human Resources Management Service/head of administration/chancellor, are approved by the rector of the university.

## **Article 3. Staff selection and competition announcement**

**3.2.1. On the basis of open competition:** by publicly publishing information about the relevant vacant position.

**3.3. On the basis of a closed competition:** by disseminating information about the vacant position by the university through internal communication channels, which is available only to the personnel employed by the university, the selection of personnel by the university can be carried out:

3.3.1. For a predetermined circle of people, including university students and graduates. This clause applies only in case of selection of administrative staff.

3.3.2. **On the basis of recommendation:** staff selection for the position of administrative, guest or support personnel can be carried out without competition, based on the recommendation presented by an authorized person.

3.4. The selection of academic staff is carried out only through open competition, in accordance with the requirements of Georgian legislation.

3.5. In the case of staff selection based on an open competition, Human Resources Management Service is obliged to publicly publish information about the date of the competition, the documents to be sent, the name of the vacant position, the description of the work to be performed and the qualification requirements. In connection with a particular position, it is additionally possible to indicate information about the duration of working time, working rate, amount of remuneration and other requirements.

3.6. The Human Resources Management Service is obliged to publish information about the competition for the selection of academic personnel no later than 30 calendar days before receiving the documents.

3.7. The selection of administrative, guest and support staff can be made on the basis of both competition and recommendation. In the case of the personnel provided for in this paragraph, the head of Human Resources Management Service makes a decision regarding the staff selection form, in agreement with the rector and the head of the corresponding structural unit.

3.8. The position of vocational education teacher can be held on the basis of competition or without competition, by the decision of the rector of the university, which is formed by the order and/or contract of the rector of the university.

3.9. It is possible to extend the term of the competition to occupy the relevant position in the university or to declare the competition cancelled. The reason for this can be the lack of interest in the announced position or a low rate of candidates with relevant qualifications. Also, another objective circumstance.

3.10. Any physical person who has the appropriate knowledge, experience and meets the qualification requirements can be employed in the university.

#### **Article 4. Sources of recruitment**

4.1. Recruitment by the university can be done using the following sources:

4.1.1. Employment websites;

4.1.2. Social network;

4.1.3. Targeted dissemination of information across various social channels

4.1.4. Recommendation;

4.1.5. University's internal communication channels.

4.2. The Human Resources Management Service is authorized to determine one or several sources of recruitment in each specific case, taking into account the requirements of the Georgian legislation and the present regulation.

#### **Article 5. Academic personnel qualification requirements**

5.1. Professor - a person with a doctor's degree or an equivalent academic degree, who has at least 6 years of scientific-pedagogical experience, can be elected to the position of professor.

5.2. Associate professor - a person with a doctor's academic degree or equivalent academic degree, who has at least 3 years of scientific-pedagogical experience, can be elected to the position of associate professor.

5.3. Assistant Professor - A person with a doctorate degree or equivalent academic degree can be elected to the position of assistant professor.

5.4. Assistant - a person studying in a doctoral program can be selected for the position of assistant.

5.5. Knowledge of a foreign language, which is determined individually for each vacancy.

5.6. Knowledge of computer programs, which is determined individually for each vacancy.

5.7. In relation to a vacancy announced for an academic position in the university, the Human Resources Management Service, in agreement with the head of the relevant school and/or program, determines additional qualification requirements in each specific case, taking into account the specifics and needs of the relevant academic position.

#### **Article 6. Qualification requirements of administrative and support personnel**

6.1. In case of competitive selection of administrative personnel, qualification requirements may include:

6.1.1. Education;

6.1.2. Minimum work experience;

6.1.3. Foreign language/languages component;

6.1.4. Component of knowledge of computer programs;

6.1.5. Skills needed for job performance.

6.2. In case of competitive selection of support personnel, the qualification requirements of the person may include:

6.2.1. Minimum work experience;

6.2.2. Component of knowledge of computer programs in accordance with the need ;

6.3. Other skills necessary for the performance of work;

6.4. In relation to the vacancy announced for the position of administrative or support staff in the university, the Human Resources Management Service, in agreement with the rector, the head of

administration/chancellor and/or the head of the relevant structural unit, is authorized to determine additional qualification requirements in each specific case, taking into account the specifics and needs of the relevant position.

#### **Article 7. Qualification requirements of invited personnel**

7.1. Invited personnel refers to an individual involved in the implementation of an educational program who possesses a verified higher education qualification, as well as the knowledge and skills necessary to achieve the learning outcomes defined by the program.

7.2. Additional qualification requirements for invited personnel shall be determined by the Human Resources Management Department and the Head of the Educational Program.

#### **Article 7<sup>1</sup>. Status and Qualification Requirements of Vocational Education Teachers**

1. The categories of vocational education teachers shall be as follows: basic teacher, invited teacher, and instructor.
2. The status of a basic teacher shall be conferred upon an individual who satisfies the qualification requirements established for basic teachers and carries out the teaching process within the framework of vocational education.
3. The status of an invited teacher shall be conferred upon an individual who satisfies the qualification requirements established for invited teachers, is an active practitioner in the relevant field (excluding teaching experience), and carries out the teaching process within the framework of vocational education.
4. The status of an instructor shall be conferred upon an individual who represents an institution participating in the co-implementation of programs and conducts the teaching process within the same institution within the framework of vocational education.
5. A person shall acquire the status of a vocational education teacher at the University through the conclusion of a preliminary agreement, an employment contract, or a service agreement concerning the implementation of the programme.
6. The University shall enter information regarding the conferral of the status of a vocational education teacher into the electronic system.
7. In order to commence employment as a basic teacher, a candidate shall possess professional and/or higher education corresponding to the learning outcomes prescribed by the respective program/module(s), and/or at least three years of work experience relevant to such learning outcomes obtained within the last ten years.
8. In order to commence employment as an invited teacher, a candidate shall possess work experience corresponding to the learning outcomes prescribed by the respective program/module(s) and, at the time of acquiring the status of a vocational education teacher, shall be an active practitioner in the relevant field.

9. In order to commence employment as an instructor, a candidate shall possess work experience corresponding to the learning outcomes prescribed by the respective program/module(s).
10. A vocational education program shall not be implemented solely through the participation of invited teachers.
11. Matters not regulated under this Article shall be governed by Order No. 34/n of 16 March 2026 of the Minister of Education, Science and Youth of Georgia.

#### **Article 8. Staff selection stages and documentation to be submitted**

8.1. The stages of staff selection at the university through competition are:

8.1.1. Vacancy announcement by the Human Resources Management Service;

8.1.2. Review of the documentation submitted for the vacancy announced by the Human Resources Management Service;

8.1.3. Selection of candidates possessing the appropriate qualifications and experience; conducting interviews with selected candidates and, where necessary, administering a test or other type of assessment task. In the process of selecting personnel engaged in pedagogical activities, the candidate may be required to submit the syllabus of the course implemented/to be implemented and/or to deliver a demonstration lecture or meeting.

8.1.4. Making a decision on hiring a selected candidate for a vacant position.

8.2. List of minimum documents to be submitted by the candidate:

8.2.1. Resume (CV) in Georgian and English;

8.2.2. Copy of identity card;

8.2.3. Copy(s) of the document confirming receipt of higher education; In the case of higher education received abroad, a document recognized by the LEPL National Center for the Quality of Education in the appropriate manner;

8.2.4. Notice of conviction for a crime against sexual freedom and inviolability;

8.2.5. For academic staff, a list of scientific works in the relevant field (if any).

8.2.6. For a vocational education teacher who does not have a certificate of higher education or qualification of IV or V level of vocational education, a certificate of at least 3 years of experience in the relevant profession.

8.3. The Human Resources Management Department shall be authorized, taking into account the specifics and requirements of the relevant vacant position, to determine any additional documentation to be submitted by the candidate.

#### **Article 9. Competition commission and types of decisions of the competition commission**

9.1. For the purpose of conducting interviews with candidates selected through a competitive process, the Rector of the University shall determine the composition of the Selection Committee,

which shall consist of no fewer than three members. The Committee may be composed of the University's administrative, academic, and/or invited personnel, and/or vocational education teachers. Taking into account the specifics of the position and when necessary, the Committee may also include an invited expert from the relevant field.

9.2. The activity of the competition commission is directed by a person designated by the rector of the university. The competition commission is authorized to make a decision if more than half of the list is present. In case of equal distribution of votes among the members of the competition commission, the chairman of the competition commission has the right to vote.

9.3. Based on the examination of the documents submitted by the candidates participating in the competition and the interview conducted with the candidates (or the results of the additional stage), the competition commission evaluates the candidates in accordance with the "Interview evaluation form" (Appendix N1, Appendix N2) and submits one of the following recommendations to the rector of the university:

9.3.1. On the appointment of a candidate to a vacant position;

9.3.2. On refusal to appoint a candidate to a vacant position.

9.4. In the event that, under the terms of the open competition, it is permissible to hold a specific academic position on a professional basis, the competition commission is authorized, based on the study of the documentation submitted by the candidates participating in the competition and the interviews conducted with the candidates (or the results of the additional stage), to consider the person as having the appropriate qualifications and to submit the candidacy to the academic council of the school to discuss.

9.5.1 In the case provided for in the paragraph 9.4 of this article, the academic council of the relevant school will consider the presented candidacy and submit one of the following recommendations to the rector of the university:

9.5.2. On refusal to appoint a candidate to a vacant position.

9.6. A person whose qualification is proven by professional experience, research/creative productivity and/or special training and who possesses the necessary competence to produce the learning outcomes provided for in the program is considered to have appropriate qualifications.

## **Article 10. Appealing the results of the competition**

10.1 The candidate has the right to appeal the decision made by the competition commission with a substantiated written statement within 3 calendar days after sending the notification about the results of the competition.

10.2. On the basis of the service card of the head of the Human Resources Management Service, a complaint review commission (at least 3 members) is formed according to the order of the rector, which will review the case and make a decision within 5 working days from the submission of the complaint.

10.3. The complaint review commission cannot include those persons who previously participated in the evaluation of the candidate. The complaint review commission may consist of university administrative, academic and/or invited staff and/or vocational education teacher, and if necessary, an invited expert.

10.4. The complaint review commission is authorized to schedule an oral hearing and receive explanations from relevant interested parties.

10.5. The complaint review commission is authorized to make one of the following recommendation decisions:

10.5.1. About leaving the results of the competition unchanged;

10.5.2. About cancellation of competition results.

10.6. The recommendation of the complaint review commission is sent to the Rector of the University, who makes the final decision.

### **Article 11. Appointment of personnel**

11.1. The appointment of the academic personnel to the relevant position is carried out based on the order of the rector of the university, after which the Human Resources Management Service ensures the signing of the employment agreement with the person within 10 working days after the order is issued.

11.2. The appointment of administrative, support and invited staff to the relevant position is carried out based on the conclusion of a relevant agreement between the university and the person.

11.3. The appointment of administrative and support staff is carried out for a trial period, which is determined individually and does not exceed 6 months. After the expiration of the probationary period, the decision on the extension of the contract is made by the immediate supervisor, together with the head of the Human Resources Management Service, on the basis of an oral or written form (Appendix N3).

11.4. No later than 10 working days after signing the relevant agreement with the staff, the employee must be provided by the university with a corporate e-mail. Also, with the decision of the university and in the case of the employee's consent, with a corporate number and health insurance. In the mentioned period, the transfer of the equipment appropriate for the work activities of the personnel "On the basis of the new employee's equipment form" (Appendix N4) is determined.

11.5 For the purpose of facilitating the adaptation of a newly employed individual to the work environment, the University shall ensure the implementation of measures that support the effective performance of their duties;

11.6. The employee is obliged to familiarize himself/herself with the new employee's guide, the internal labor regulations, the university regulations, the rules governing the educational process, the code of ethics and conduct and other internal legal regulatory documents (hereinafter referred

to as internal university regulatory documents), the knowledge of which is necessary for the proper performance of the duties assigned to the employee.

11.7. By signing the relevant contract, the employee confirms that he/she has familiarized himself /herself with the employer's internal university regulatory documents and agrees to the obligations stipulated by the said documents and the legal consequences of their violation.

## **Article 12. Dismissal of personnel**

12.1. The legal relationship with the university staff can be terminated in the following cases:

12.1.1. Expiration of the contract;

12.1.2. Written statement of the person (see Appendix N5) on unilateral termination of the contract;

12.1.3. Violation of the contract, internal regulations of the university, code of ethics and conduct and/or other internal regulatory document(s) by a person;

12.1.4. Unilateral termination of the agreement by the university in the case provided for by the Labor Code or on other objective grounds that justify the termination of the contract with the person.

12.2. The employee is obliged to notify the Human Resources Management Service about the unilateral termination of the agreement 30 calendar days before, based on the application.

12.3. In the mentioned term, the Human Resources Management Service must ensure the handing over of the appropriate equipment for the work activities of the personnel based on the "Working Equipment Form of the Exempted Employee" (Appendix N6).

## **Article 13. Protection of personal data**

13.1. The Human Resources Management Service, in carrying out its professional activities, is guided by the "Law on Personal Data Protection of Georgia" and internal university regulatory documents.

13.2. The Human Resources Management Service is obliged to ensure the protection of the personal data of the staff and the candidates participating in the competition and not to make the said data available to third parties, except in exceptional cases established by law.

13.3. The Human Resources Management Service, in case of the candidate's consent, is authorized to keep the personal data and documentation submitted by the candidate who was not selected for the relevant position within the framework of the competition for a period of 1 year, so that the aforementioned information can be used by the university for the purpose of employing the person.

## **Article 14. Professional development of personnel**

14.1. The following supporting mechanisms have been implemented in the university for the professional development of staff:

14.1.1. **Promotion of research activities:** The University's Research Department, for the purpose of promoting scientific-research activities and professional development, allocates funding to the University's academic staff **at least three times a year** to support research and scholarly-creative activities. The matters related to the abovementioned process are regulated in accordance with the "Rule of funding of research and scientific-creative activities in NNLE GIPA-Georgian Institute of Public Affairs ". Support for academic staff also includes:

14.1.1.2 Support for the development of textbooks, including financial, technical, and expert assistance;

14.1.1.3 Covering the costs of editing an English-language article intended for publication in an internationally indexed peer-reviewed journal (native speaker's proofreading);

14.1.1.4 Covering the costs of publication in a peer-reviewed scientific journal;

14.1.1.5 Financial incentives based on exceeding publication performance targets in internationally indexed peer-reviewed journals;

14.1.1.6 Acquisition of research instruments (questionnaires; software systems required for conducting quantitative research; relevant databases for carrying out media studies);

14.1.2. **Training/Development:** The University's Training and Consulting Center provides employed staff with the opportunity to select and attend any certificate program twice a year at their discretion. In such cases, the individual is exempt from paying the fees established for the certificate program. Should a staff member wish to participate in more than one certificate program within a year, they are entitled to special benefits.

14.1.3. **Short-term/long-term trainings/activities of the Teaching Excellence Center:** taking into account the improvement of the qualifications of the university staff, the teaching excellence and the existing needs, the Teaching Excellence Center (TEC), which is part of the university's Human Resources Management Service, organizes meetings with specialists/invited experts from various fields for short-term/long-term trainings or in the form of other activities. In the event that the university cannot provide staff training in a specific direction with the available resources, it offers to finance the certificate program(s) with another supplier in the market.

14.1.4. **Participation in local and international conferences:** in order to promote the qualification and professional development of the personnel, the university offers them financial support for participation in local and/or international conferences.

14.1.5. **Participation in exchange programs:** the International Relations Service, in coordination with the Human Resources Management Service, enables personnel to participate in exchange programs organized as a result of cooperation with partner foreign educational institutions. The selection of participants in the exchange programs is carried out in accordance with the "Rules for the implementation of joint educational programs, exchange programs, ERASMUS + exchange programs and short-term training courses and the selection of students, administrative, academic and guest personnel in these programs".

14.1.6. **Tuition Funding:** The University provides funding for the tuition fees of administrative and academic personnel who are pursuing studies in the University's educational programs. Tuition fees are financed according to the academic duration of the educational program. The amount of tuition fee financing is determined by the rector of the university on the basis of internal university regulatory documents.

14.1.7. **Support for individual staff initiatives:** University staff members are entitled, with the consent of their immediate supervisor, to apply to the Human Resources Management Service for funding to participate in professionally development-oriented activities organized outside the University. The staff member's initiative is reviewed by their immediate supervisor, the head of the Human Resources Management Service, and the University administration leadership, who make the corresponding decision regarding funding;

14.1.8. **Rotation:** The University, as needed, is authorized to rotate personnel between educational programs and structural units of different schools.

14.1.9. **Involvement in local and international projects:** The university allows staff to participate in various local and international projects on behalf of the university.

14.1.10. **Provision of study materials (books):** According to the request, the university provides the staff with the latest literature and other study materials.

14.1.11. **Academic leave (sabbatical):** The university allows the administrative staff who are in the final stage of the educational program of the doctoral level to use a scientific leave, not more than 6 months, to complete the thesis.

## **Article 15. Personnel incentive mechanisms**

15.1. In order to encourage and increase the motivation of the staff, the university can use both financial and non-financial mechanisms, which may include:

15.1.1. Declaration of thanks;

15.1.2. Transfer of certificate;

15.1.3. One-time monetary reward (premium);

15.1.4. Support for physical and mental health;

15.1.5. Transfer of various kinds of gifts;

15.1.6. Posting information about the best results and achievements on the university's website;

15.1.7. Promotion;

15.1.8. Another mechanism by the decision of the rector of the university.

15.2. According to the decision of the rector of the university, it is possible to use several forms of incentives at the same time as the incentive mechanism specified in this article.

15.3. The decision on the use of incentive mechanisms specified in this article is made by the rector of the university individually or on the basis of the initiative of the head of the Human Resources Management Service/structural unit/head of the administration/chancellor.

**Article 16. Personnel evaluation system**

16.1. The purpose of the employee evaluation system is to provide an objective assessment of the professional skills, teaching methods and competencies of university employees and, based on it, to determine the needs in which it is important to train employees/improve professional skills or teaching approaches; Also, to ensure the assessment of the employees' activity and, based on it, to determine the appropriate mechanisms of encouragement and motivation.

16.2. The evaluation system involves the qualitative and quantitative evaluation of the university staff's activities, using various tools.

16.3. Evaluation of academic and visiting staff:

16.3.1. The assessment of academic and guest personnel's educational activities is carried out taking into account the relevant appendices of the "Regulating Rules of the Educational Process of NNLE GIPA Georgian Institute of Public Affairs ";

16.3.2. The evaluation of the academic staff's research activity is carried out taking into account the relevant appendices of the "Regulating Rules of the Educational Process of NNLE GIPA Georgian Institute of Public Affairs ";

16.3.3. The evaluation of academic and visiting personnel's educational activities is carried out by the Quality Assurance Service, in coordination with the Human Resources Management Service, and in the case of vocational education teachers, the Vocational Education Quality Management manager. The evaluation of the academic personnel's research competence is carried out by the Research Department, in coordination with the Quality Assurance Service;

16.3.4. In addition to the planned evaluation of the activities of academic and invited staff with the relevant annexes determined by the rules governing the educational process, it is also possible to carry out ad hoc evaluation, as needed.

16.4. Evaluation of administrative and support staff:

16.4.1. To evaluate the administrative and support staff of the university, which includes the assessment of the quality of the work performed during the past academic year, the evaluation of the employee by the immediate supervisor (see Appendix N7) and the evaluation of the immediate supervisor by the employee (see Appendix N8) are used, by means of which there are determined competencies demonstrated during the year required for work performance and quality of work performance;

16.4.2. Administrative and support staff evaluation data is categorized and a rating score is determined for each employee evaluated. Each component is evaluated on a 4-point scale: 4 – I completely agree; 3 - I agree; 2 - I do not agree (needs to develop certain skills); 1 - I completely disagree;

16.4.3. The qualitative assessment of the university's administrative and support staff is carried out once a year (during the academic year), which means a meeting of the representative of the Human Resources Management Service with the university staff;

16.4.4. An unscheduled qualitative assessment may be carried out, if necessary;

15.4.5. To evaluate the quality of the work performed by individual administrative and support staff of the university, the results of the student survey are also used;

16.4.6. In order to evaluate the effectiveness of the administrative units' activity, once a year (at the end of the academic year) a study of the effectiveness of the administrative units' activities is conducted with the participation of the university's administrative and support staff;

16.4.7. The assessment of the efficiency of the administrative units' activity is carried out on the basis of an electronic questionnaire (see Appendix N9), which measures the efficiency of the administrative units' activity according to the employees' assessment on a 5-point scale (5 - completely agree, 1 - completely disagree);

16.4.8. The Human Resources Management Service of the university is responsible for conducting the mentioned process, collecting and analyzing data, which presents the processed results and recommendations to the head of administration/chancellor and the ways of improving activities and the persons responsible for them are determined and agreed, the performance of which is monitored by the Human Resources Management Service;

16.4.9. At the end of the academic year, based on the results of the evaluation of the academic staff, the head of the quality assurance service of each school submits a recommendation report to the academic council of each school about the areas for improvement identified in relation to the academic and invited staff within the framework of each educational program within the school;

16.4.10. Acquaintance with the evaluation results of each employee (feedback) is provided by the direct supervisor, face-to-face, through individual communication, which informs the employee of the overall result of the evaluation and identifies the main competencies/skills that need to be developed/improved (if any), as a result of which a development plan is jointly determined.

16.5. Assessment of satisfaction with the organizational environment:

16.5.1. In order to assess the degree of satisfaction with the organizational environment, once a year, on the basis of an electronic questionnaire (see Appendix N10 and N11), a survey of satisfaction with the organizational environment is conducted, in which both academic, administrative and support staff participate.

## **Article 17. Salary system**

17.1. The salary system of the university determines the procedure for assigning and issuing salaries to the university staff.

17.2. The remuneration of the university staff is determined according to the amount established by the labor contract or on the basis of the relevant order.

17.3. The following components are taken into account when determining the amount of compensation for university staff:

17.3.1. Education;

17.3.2. Workload;

17.3.3. Experience of working in a similar position;

17.3.4. Other additional criteria(s) that are determined by the vacancy announced for filling a specific position.

17.4. The salary system of the university envisages two forms of payment of wages:

17.4.1. Monthly fixed salary;

17.4.2. Remuneration issued according to hourly workload.

17.5. Disbursement of wages (fixed wages) to university staff is carried out once a month, until the 25th of each month.

17.6. For University personnel who receive remuneration based on the hourly workload, the relevant remuneration is issued in compliance with the term stipulated in the agreement signed with him/her.

17.7. Salary is paid in national currency, in the form of non-cash settlement, by transfer to the bank account specified in the agreement signed between the staff and the university.

17.8. The procedure for determining the remuneration of the academic staff of the university:

17.8.1. The amount of compensation and terms of payment for an employee employed in an academic position are determined individually, based on the terms of the contract and prior agreement between the university and the employee;

17.8.2. The scope of work and remuneration of academic staff are determined taking into account four main criteria:

17.8.2.1. Teaching load;

17.8.2.2. Academic counseling;

17.8.2.3. Research-consulting activity;

17.8.2.4. Participation in academic activities.

17.8.3. In accordance with the occupied academic position, taking into account the amount of hourly workload and other circumstances, it is possible to determine the special conditions and/or amount of remuneration based on the contract.

17.8.4. The University is authorized to determine a different remuneration scheme for employees employed in the same position, based on individual agreement.

17.8.5. The remuneration for the work performed by the supervisors/consultants, reviewers and, if necessary, other experts of the research papers is carried out in compliance with the term stipulated in the relevant agreement.

17.8.6. The University is not responsible for delays in payment of salaries caused by errors in banking systems and compensation for damages caused by this.

## **Article 18. Internship**

18.1. An intern is a physical person who performs certain work at the university, with or without payment, in order to improve qualifications, gain professional knowledge, skills or practical experience.

18.2. The Human Resources Management Service is authorized, taking into account the needs of the university, to hire a person for a paid or unpaid internship on the basis of a competition or recommendation.

18.3. The stages of intern selection, the qualification requirements and the list of documents to be submitted are determined by the Human Resources Management Service, together with the person who has the need to hire an intern.

18.4. The term of unpaid internship should not exceed 6 months, and the term of paid internship should not exceed 1 year. It is possible for the same person to complete an unpaid internship at the university only once.

18.5. The relationship between the intern and the university is regulated by a written agreement, which describes the rights and duties of the parties and the work to be performed by the intern.

## **Article 19. Rules of attestation of academic personnel**

### **19.1. General provisions**

19.1.1. The present regulation determines the rules for conducting the attestation of academic staff, including scientific employees, at NNLE GIPA-Georgian Institute of Public Affairs.

19.1.2. Attestation involves determining the compliance of academic staff's professional skills, academic and scientific activities with the requirements for the position held.

### **19.1. Attestation deadlines**

19.1.1. In case of being elected to the position of academic staff for more than 5 years, the person is subject to attestation once in 5 years.

19.1.2. According to Article 35, Clause 41 of the Law of Georgia on Higher Education, a professor who has been elected to the position of professor for more than 5 years, but has less than 5 years of tenure left after being elected to the position of professor, is not subject to attestation.

### **19.1. Principles of attestation**

19.1.1. Attestation is based on the following principles:

19.1.1.1. Legality;

19.1.1.2. Justice;

19.1.1.3. Transparency;

19.1.1.4. Non-discrimination;

19.1.1.5. Objectivity;

19.1.1.6. Impartiality.

### **19.1. Procedures related to attestation**

19.1.1. At least one month before the attestation, the rector of the university makes a decision on the attestation and issues a corresponding order.

19.1.2. The date of attestation, information about the procedures, forms and conditions of attestation should be notified to the staff subjected to attestation at least two weeks before the start of attestation.

19.1.3. In order to comply with the principle of publicity of the rector's order, the university ensures that relevant information is posted on the university's official website.

19.1.4. The conditions for the attestation will be developed by the academic council of the university and submitted to the rector for approval.

19.1.5. The order of the rector of the university on conducting the attestation states:

19.1.5.1. Time and place of attestation;

19.1.5.2. List of academic personnel subjected to attestation;

19.1.5.3. Preparatory documentation for attestation and deadlines for their submission.

### **19.1. Attestation Commission**

19.1.1. No later than 5 days before the attestation, a relevant attestation commission consisting of 5 members is formed by order of the university rector.

19.1.2. The chairman of the commission is determined by the decisions of the rector of the university and/or through open voting by the members of the commission.

19.1.3. The attestation commission is authorized to make a decision, if more than half of the members of the commission are present at the session. The decision is considered adopted if it is supported by more than half of the members present at the meeting of the commission, in case of equal distribution of votes, the vote of the chairman of the commission is given priority.

19.1.4. The attestation commission makes a decision based on the study of the presented documentation and the interview.

19.1.5. During the interview, in order to determine the suitability of the person subjected to attestation to the position held, the commission listens to his report on the activities performed during the attestation period, checks the professional level and qualifications of the person subject to attestation, evaluates the compliance of academic activity and scientific activity with the requirements for the position held.

19.1.6. In case of not appearing for the attestation due to an unjustified reason, according to the decision of the commission, the person subjected to the attestation shall receive the assessment determined by subsection 19.1.3.3 according to Article 19.1 of this rule.

19.1.7. The attestation commission cannot include a person who is subjected to attestation.

### **19.1. Attestation results**

18.1.1. The commission is obliged to prepare a report on the results of the attestation of each person subjected to attestation which will be submitted to the rector of the university for a final decision.

18.1.2. The conclusion of the attestation commission is formed by the minutes of the meeting and it is signed by the chairman and members of the commission.

18.1.3. The attestation commission is authorized to make the following decision:

- 19.1.3.1. The personnel fully corresponds to the position held;
- 19.1.3.2. The personnel partially corresponds to the position held;
- 18.1.3.3. The personnel does not correspond to the position held.
- 19.1.3.4. The case of making a decision provided for in the sub-paragraph 19.1.3.3 of this article shall be the basis for the dismissal of the personnel.
- 19.1.3.5 In case of making a decision provided for in the subsection 19.1.3.2 of this article the academic staff will be given an additional term and re-attestation will be conducted.

### **19.1. Appeals Commission**

- 19.1.1. Academic staff subjected to attestation are entitled to appeal the attestation results to the Appeals Commission.
- 19.1.2. In case of an appeal of the attestation results, an appeals commission consisting of 5 members is appointed by the rector of the university to consider the claims related to the attestation procedures and results.
- 19.1.3. The chairman of the commission is determined by the decisions of the rector of the university and/or through open voting by the members of the commission.
- 19.1.4. The attestation commission is authorized to make a decision if more than half of the commission members attend the session. The decision is considered adopted if it is supported by more than half of the members present at the meeting of the commission, in case of equal distribution of votes, the vote of the chairman of the commission is given priority.
- 19.1.5. The Appeals Commission makes a decision based on the study of the submitted documentation and the interview.
- 19.1.6. A member of the commission who participated in any stage of attestation cannot be part of the appeal commission.
- 19.1.7. A person has the right to appeal to the appeals commission no later than 2 working days after the announcement of the attestation results. The application filed in the name of the appeal commission will be considered in no more than 3 working days. According to the decision, a protocol is drawn up and submitted to the Rector for consideration for a final decision.
- 19.1.8. The person subjected to attestation has the right not to use the right to appeal to the appeals commission and to submit a complaint related to the attestation procedures and results to the court in accordance with the legislation of Georgia.

### **Article 20. Final and transitional provisions**

- 20.1. This Regulation shall enter into force upon the signing of the order approving the regulation by the rector of the university.
- 20.2. The invalidity of any clause of this Regulation does not affect the invalidity of the remaining provisions of the Regulation.

20.3. Changes and additions to this Regulation can be made based on the order of the rector of the university.

20.4. Working time, lateness, observance of labor conditions, disciplinary and material responsibility, salary payment, vacation, business trips and other issues related to labor regulations are regulated by the provisions of N(N)LE GIPA -Georgian Institute of Public Affairs.

20.5. For vocational education teachers with whom the University has entered into a corresponding agreement prior to 1 January 2027, and who do not meet the qualification requirements established under Article 7<sup>1</sup> of this Policy, such requirements shall be deemed satisfied until 1 January 2029.

#### **Appendix N1. Interview Evaluation Form (for administrative personnel)**

Position:

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Name and surname of the applicant:

\_\_\_\_\_

N	Name	1	2	3	4	5
1	Motivation					
2	Communication skill					
3	General education					
4	Knowledge of the English language					
5	Knowledge of computer skills					
6	Experience					
7	Verbal presentation skills					
8	Written presentation skills					
9	Other (specify):					

General comment:

\_\_Recommendation:

- Yes
- No
- More yes
- More no

Interview committee member: \_\_\_\_\_

Interview date: \_\_\_\_\_

**Appendix N2. Interview evaluation form (for academic personnel)**

Position \_\_\_\_\_

Direction \_\_\_\_\_

Name and surname of the applicant:  
\_\_\_\_\_

N	Name	1	2	3	4	5
1	Motivation					
2	Communication skill					
3	Knowledge of the English language					
4	Teaching experience					
5	Scientific - research experience					
6	Theoretical knowledge					
7	Compliance with the program					
8	Other (specify):					
9						
10						

General comment:

\_\_Recommendation:

- Yes
- No
- More yes
- More no

Interview committee member  
\_\_\_\_\_Interview date:  
\_\_\_\_\_

### Appendix N3. Evaluation form for administrative personnel and support staff appointed on probationary period

Employee name, surname:

Employee position:

Date of appointment:

Head's name, surname:

Structural unit:

Date of assessment:

N	Evaluation criteria	1	2	3
1	Quality of work			
2	Attitude towards work			
3	Attendance and discipline			
4	Assimilation of information			
5	Team work			
6	Sense of responsibility			
7	Relations with employees			
8	Initiation			
9	Job knowledge			
10	Argumentation ability			
11	Other			

*1 - Unsatisfactory; 2 - Satisfactory; 3 - Very good*

Additional description of the employee

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Signature of the head of the structural unit: \_\_\_\_\_

#### Appendix N4. Form of work equipment of a new employee

Employee: \_\_\_\_\_

Position: \_\_\_\_\_

Date of employment: \_\_\_/\_\_\_/\_\_\_\_\_

N	Name	Yes	No
1	GIPA e-mail		
2	Printer/scanner		
3	Laptop/PC		
4	Visit card		
5	Portal.gipa.ge authorization data		
6	GIPA mobile number		
7	Insurance package		
8	Other		

Head of the relevant structural unit:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Head of Human Resources Management Service

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Appendix N5. Application form for unilateral termination of the contract**

To the Rector of NNLE GIPA-Georgian Institute of Public Affairs ",  
Ms. Marine Yoseliani.  
position of the same university  
name and surname

**A p p l i c a t i o n**

As you know, I am holding the position of \_\_\_\_\_ from the date.  
Please, on the basis of the mentioned statement, release me from the position from the date.

Sincerely,  
name and surname

Date of writing the application

**Appendix N6. Form of work equipment of a dismissed employee**

Employee: \_\_\_\_\_

Position: \_\_\_\_\_

Date of employment: \_\_\_/\_\_\_/\_\_\_\_\_

<b>N</b>	<b>Name</b>	<b>Returnable</b>	<b>Voidable</b>	<b>No change required</b>
1	GIPA e-mail			
2	Printer/scanner			
3	Laptop/PC			
4	Visit card			
5	Portal.gipa.ge authorization data			

6	GIPA mobile number			
7	Insurance package			
8	Other			

Head of the relevant structural unit:

Signature \_\_\_\_\_

Date \_\_\_\_\_

Head of Human Resources Management Service:

Signature \_\_\_\_\_

Date \_\_\_\_\_

#### Appendix N7. Employee evaluation questionnaire by direct supervisor

N	Employee evaluation questionnaire by supervisor	1	2	3	4
1	<b>Flexibility</b>				
1.1	Responds quickly in non-standard situations				
1.2	Open to news				
1.3	Demonstrates creativity/innovation in decision-making process				
2	<b>Orientation to the result</b>				
2.1	Completes tasks on time				

2.2	Adheres to procedures and standards/regulations				
2.3	Prioritization - assigns tasks according to priorities				
2.4	Focused on accuracy and detail				
3	<b>Teamwork</b>				
3.1	In order to complete the common work, takes on additional obligations/work				
3.2	Is supportive/willing to help colleagues				
4	<b>Communication</b>				
4.1	Is kind to colleagues and treats them with respect				
4.2	Is kind to students and treats them with respect				
4.3	He conveys his opinions clearly and intelligibly				
4.4	Has the ability to listen				
4.5	Has argumentation ability and persuasiveness				
5	<b>Ability to collect and analyze information</b>				
5.1	Able to obtain the information necessary to complete the task				
5.2	Can identify alternative sources of information				
5.3	Checks the correctness of the obtained information using different sources				
6	<b>Quality of work performed</b>				
6.1	The tasks performed by him/her are perfect				
6.2	He/she clearly and understandably perceives the tasks given				
6.3	Shows additional initiative during work performance				

*4 - I completely agree; 3 - I agree; 2 - I do not agree (needs some development); 1 - I completely disagree*

N	Supervisor evaluation questionnaire by the employee	1	2	3	4
1	<b>Teamwork</b>				
1.1	Participates in the process of performing joint work if necessary				
1.2	Cares about creating/maintaining a team environment				
2	<b>Distribution of tasks (delegation)</b>				
2.1	Gives me tasks based on my skills and abilities				
2.2	Proportionally distributes workload among employees				
2.3	Set realistic deadlines for completing tasks				
2.4	Is interested in the process of doing the work				
3	<b>Evaluation/feedback</b>				
3.1	Acknowledges my achievements personally with me				
3.2	Recognizes my achievements in the presence of employees				
3.3	Recognizes the achievements of other employees				
3.4	If necessary, gives me advice to achieve better results				
3.5	His/her remark is not offensive				
3.6	His/her remarks are based on specific examples and are fair				
4	<b>Planning ability</b>				
4.1	Notifies me in advance of short-term tasks				
4.2	Informs me about long-term plans (goals to be achieved within half a year/one year)				
4.3	My supervisor's work schedule does not lead to an increase in my working hours				
5	<b>Communication</b>				
5.1	Tasks given by him/her are clear and understandable to me				
5.2	My supervisor listens and gives me appropriate advice				
5.3	If necessary, takes an interest in my personal matters				
5.4	He treats me with respect				
6	<b>Ability to make decisions</b>				
6.1	His/her decisions do not interfere with my work				
6.2	His/her decisions are consistent and thoughtful				
6.3	If necessary, takes into account my opinions when making decisions				
7	<b>Teaching ability (coaching)</b>				
7.1	Takes care of my professional development				
7.2	I can learn from my supervisor				
7.3	Helps me improve/remove my weaknesses				
8	<b>Professionalism</b>				
8.1	Helps me solve problem/non-standard situations				
8.2	If necessary, gives me competent advice for effective work performance				
8.3	Has the ability to introduce news/innovations				

*4 - I completely agree; 3 - I agree; 2 - I do not agree (needs some development); 1 - I completely disagree*

**Appendix N9. Questionnaire for evaluating the effectiveness of administrative units**

N	Questionnaire for evaluating the effectiveness of administrative units	1	2	3	4	5
1	<b>Block I - demographic data</b>					
1.1	Your position at the university					
1.2	I mainly do my work					
1.3	Age					
2	<b>Block II - assessment of the effectiveness of the administrative units' activities</b>					
2.1	I believe that the activity of the head of the administration is effective:					
	Please explain the answer:					
2.2	I believe that the activities of the Human Resources Service are effective:					
	Please explain the answer:					
2.3	I believe that the activities of the Department of International Relations and Development are effective:					
	Please explain the answer:					
2.4	I believe that the activity of the Financial Service is effective:					
	Please explain the answer:					
2.5	I believe that the procurement process is effective:					
	Please explain the answer:					
2.6	I believe that the activities of the Information Technology Service are effective:					
	Please explain the answer:					
2.7	I believe that the portal.gipa.ge database is effective (evaluate if you have experience working in the database):					
	Please explain the answer:					
2.8	I believe that the activities of the Public Relations and Marketing Service are effective:					
	Please explain the answer:					
2.9	I believe that the activities of the Quality Assurance Service are effective:					
	Please explain the answer:					
2.10	I believe that the process of conducting proceedings at the university is effective:					

	Please explain the answer:					
2.1 1	I believe that the activities of the inclusion coordinator are effective (evaluate in case of experience working with the inclusion coordinator):					
	Please explain the answer:					
2.1 2	I believe that the activities of the Student Support and Career Development Center are effective:					
	Please explain the answer:					
2.1 3	I believe that the activity of a lawyer is effective:					
	Please explain the answer:					
2.1 4	I believe that the activities of the Logistics and Security Service are effective:					
	Please explain the answer:					
2.1 5	I believe that the activities of "Frontline Georgia" are effective:					
	Please explain the answer:					
2.1 6	I believe that building security services are effective:					
	Please explain the answer:					
2.1 7	I believe that the services of building cleaners are effective:					
	Please explain the answer:					
2.1 8	General comments and recommendations (please indicate other comments if any):					

**5 - the highest; 1 - the lowest.**

Appendix N10. Organizational environment satisfaction survey questionnaire (for academic personnel)

N	Supervisor evaluation questionnaire by the employee	1	2	3	4	5
1	<b>Block I - demographic data</b>					
1.1	Duration of work at GIPA					
1.2	Academic position					
1.3	Affiliation					
1.4	Gender					
1.5	Age					
2	<b>Block II - attitude towards the organization</b>					
2.1	I believe that GIPA is a successful university					
2.2	I believe that GIPA is focused on providing quality education					
2.3	I believe that GIPA is a university based on the principles of justice and equality					
2.4	I believe that GIPA is focused on introducing the latest approaches in the field of education					
2.5	I believe that GIPA provides academic staff with the opportunity to support scientific research activities					
2.6	I believe that GIPA makes a worthy contribution to the development of society and the country					
2.7	I believe that GIPA's educational programs ensure the competitiveness of graduates					
2.8	I am proud to be a member of the GIPA team					
3	<b>Block III - internal organizational environment</b>					

3.1	I share GIPA's mission and consider my work to be in line with it					
3.2	I believe that academic freedom is respected at GIPA					
3.3	My function, duties and rights are clear to me					
3.4	I feel that my work at GIPA is important					
3.5	GIPA allows me to maximize my potential					
3.6	I believe that at GIPA, the introduction of new approaches to work is encouraged					
3.7	GIPA gives me an opportunity for professional development					
3.8	GIPA's assessment of my work is fair and objective					
3.9	I believe my pay is commensurate with the work I do					
3.10	I believe that collegiality and teamwork are among the main values of GIPA					
3.11	At GIPA, I am given the opportunity to openly express my views					
3.12	I believe that GIPA has a friendly and pleasant working environment					
3.13	I believe that the services provided by GIPA are smoothly functioning:					
3.13.1	Information Technology Service					
3.13.2	Human Resources Management Service					
3.13.3	Quality assurance service					
3.13.4	Department of International Relations and Development					
3.13.5	Library resource					
3.13.6	Electronic Teaching Management System					
4	<b>Block IV - management</b>					
4.1	At GIPA, important decisions are made in a timely and smooth manner					
4.2	I believe that GIPA ensures the attraction and retention of qualified personnel					
4.3	I believe that the internal regulations of GIPA ensure the proper functioning of the training process					
4.4	In order to effectively conduct the teaching process, GIPA provides appropriate equipment and resources (literature, technical support tools, etc.)					
5	General comments and recommendations (please indicate other comments if any):					

5 - the highest; 1 - the lowest.

Appendix N11. Organizational environment satisfaction survey questionnaire (for administrative personnel)

N	Supervisor evaluation questionnaire by the employee	1	2	3	4	5
1	<b>Block I - demographic data</b>					
1.1	Duration of work at GIPA					
1.2	Gender					
1.3	Age					
2	<b>Block II - attitude towards the organization</b>					
2.1	I believe that GIPA is a successful university					
2.2	I believe that GIPA is focused on providing quality education					
2.3	I believe that GIPA is a university based on the principles of justice and equality					
2.4	I believe that GIPA is focused on introducing the latest approaches in the field of education					
2.5	I believe that GIPA makes a worthy contribution to the development of society and the country					
2.6	I believe that GIPA's educational programs ensure the competitiveness of graduates					
2.7	I am proud to be a member of the GIPA team					
2.8	I believe that GIPA is a successful university					
3	<b>Block III - internal organizational environment</b>					

3.1	I share GIPA's mission and consider my work to be in line with it					
3.2	My function, duties and rights are clear to me					
3.3	I feel that my work in GIPA is important					
3.4	GIPA allows me to maximize my potential					
3.5	I believe that at GIPA, the introduction of new approaches to work are encouraged					
3.6	GIPA gives me an opportunity for professional development					
3.7	GIPA's assessment of my work is fair and objective					
3.8	I believe my pay is commensurate with the work I do					
3.9	I believe that collegiality and teamwork are among the main values of GIPA					
3.10	At GIPA, I am given the opportunity to openly express my views					
3.11	I believe that GIPA has a friendly and pleasant working environment					
4	<b>Block IV - management</b>					
4.1	At GIPA, important decisions are made in a timely and smooth manner					
4.2	I believe that GIPA ensures the attraction and retention of qualified personnel					
4.3	I believe that the internal regulations of GIPA ensure the proper functioning of the teaching process					
4.4	In order to effectively conduct the training process, GIPA provides appropriate equipment and resources (literature, technical support tools, etc.)					
5	General comments and recommendations (please indicate other comments if any):					

*5 - the highest; 1 - the lowest.*