

New Higher Education Institute - NEWUNI

HUMAN RESOURCES MANAGEMENT POLICY

დამტკიცებულია რექტორის ბრძანებით N 9-ა
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Chapter 1. About the Document

Article 1. Purpose, Scope, and Revision of the Policy

- 1.1. The Human Resource Management Policy (hereinafter referred to as "the Policy") of the New Higher Education Institution – "Newuni" (hereinafter referred to as "the Institution") sets out and ensures the essential principles for the recruitment, employment, and retention of qualified personnel and consolidates key policies, procedures, and regulatory matters related to human resource management.
- 1.2. The purpose of this Policy is to guide the Institution's human resource management processes through formalized approaches and standardized procedures, aiming to create a working environment that enables employees to fully demonstrate their capabilities and develop their personal skills, in compliance with applicable laws.
- 1.3. This Policy shall be periodically reviewed and revised based on the results of such evaluations, as well as in accordance with changes in the legislation of Georgia and/or decisions made by the Institution.
- 1.4. The Human Resources Management Department of the Institution is responsible for updating the Policy, informing the staff about the changes made, and ensuring access to the updated document.
- 1.5. The Policy Manual consolidates all rules and documentation necessary for the effective functioning of the Institution in terms of human resource management. It also provides guidance for employees to fulfill their responsibilities effectively and to protect their rights.

Chapter 2. Human Resources Management Policy

Article 2. Human Resources Management Policy

- 2.1. The Human Resource Management Policy is aligned with the mission, values, and strategic objectives of the New Higher Education Institute – "Newuni". It also reflects the main challenges of local and international best practices that the Institution aims to meet in the field of human resources and undertakes appropriate actions to achieve these goals.
- 2.2. The primary objectives of the Institution's Human Resource Management Policy are:
- To attract, select, and retain highly qualified personnel;
 - To effectively implement administrative and scientific processes through sound HR policies;
 - To promote employee motivation, self-realization, and purposeful, productive activity.
- 2.3. In order to achieve its declared objectives, the Institution follows established procedures and regulations for the recruitment, integration, development, and performance evaluation of academic, invited, administrative, and support staff;
- 2.4. The Human Resource Management Policy ensures both the effective operation of the Institution and the professional self-realization of its employees.
- 2.5. The Policy is based on core principles and values such as:
- **Merit-based Approach:** Key decisions in HR management (hiring, compensation, promotion, rewards, etc.) are made based on the individual's competencies and merits to the Institution and society.
 - **Fairness:** Every decision is supported by justifiable reasoning and objective criteria.
 - **Equality:** All employees are treated equally, without discrimination on the basis of gender, ethnicity, religion, or other grounds.
 - **Equal Opportunity:** All staff must have equal opportunities to achieve their goals. The evaluation system should be fair and transparent, while also ensuring confidentiality and privacy.
 - **Rationality:** Decisions are based on analysis and chosen from among alternatives by financial and practical reasoning.
 - **Transparency:** All aspects of HR management are conducted with openness, and the procedures and regulations are publicly available.
 - **Professional Development:** The Institution continuously supports the professional development of academic, invited, administrative, and support staff.

- **Participation:** The Institution ensures the full involvement of staff in the evaluation process.
 - **Quality Orientation:** The Institution promotes the enhancement of educational standards.
- 2.6. The Institution considers the staff incentive system as a key mechanism in human resource management, contributing to the attraction of qualified and motivated personnel.
- 2.7. In addition to incentive mechanisms, the Institution strives to create a comfortable and equitable environment for everyone, enabling staff to express their abilities and skills.
- 2.8. The Human Resource Management Policy is built on a continuous HR cycle comprising four interrelated areas:
- **Organization/Planning** – Includes organizational development, HR policy formation, and preparation/update of job descriptions.
 - **Entry into the Organization** – Covers recruitment, selection, and socialization processes.
 - **Job Management** – Encompasses evaluation, disciplinary action, and motivation processes.
 - **Exit from the Organization** – Includes the processes of employment termination.
- 2.9. HR policies, procedures, and regulations are also applied to the employment and internship of international staff and students within the Institution.
- 2.10. These HR practices are based on the PDCA (Plan-Do-Check-Act) continuous improvement cycle proposed by Deming.
- 2.11. The HR Department ensures the implementation of HR procedures with high involvement of structural units, while oversight is conducted by the Institution's Quality Assurance Department.

Article 3. Main Approaches to the Employment Activities of the Institution's Staff

- 3.1. The Institution's Main Approaches Toward Employees Are as Follows:
1. Supporting employees in exercising their rights and freedoms and protecting their interests when interacting with third parties;
 2. Defining working conditions for employees and regulating work-related relations in accordance with the requirements of Georgian legislation;
 3. Rational use of working time, improving work quality and efficiency;
 4. Ensuring and strengthening labor discipline;
 5. Fair remuneration for labor;
 6. Creating safe and healthy working conditions for employees;
 7. Ensuring adherence to ethical norms in the workplace.
- 3.2. Labor-related matters for the Institution's employees are regulated by the Organic Law of Georgia "Labor Code of Georgia" and the Institution's internal regulations.

Chapter 3. Organizational Support for the Human Resources Management System

Article 4. Organizational Support for the Human Resources Management System

4.1. Organizational support for the human resources management system is provided by the Human Resources Management Department (hereinafter referred to as “the Department”), which operates in accordance with the legislation of Georgia, the legal acts of the Institution, and the Regulation of the Human Resources Management Department.

4.2. The functions and responsibilities of the Human Resources Management Department are as follows:

- Developing and implementing the human resources management strategy;
- Preparing a set of recommendations for attracting qualified personnel, optimizing HR policy, motivating staff, and increasing employee satisfaction;
- Providing organizational support for the processes of attracting qualified personnel, improving qualifications, professional development, hierarchical changes (transfer, promotion, demotion, dismissal), and retraining;
- Developing and implementing a transparent and effective system for the affiliation of academic staff;
- Implementing staff motivation and satisfaction mechanisms, as well as performance evaluation, disciplinary procedures, and accountability systems;
- Managing employment contracts and administrating the collection and storage of employee data;
- Supporting and managing the socialization process for new employees to ensure their effective integration into the work environment;
- Conducting periodic analysis of staff stability and turnover, identifying key causes and trends, and submitting recommendations to the Rector as needed;
- Providing consultations and assistance to structural units of the Institution within the scope of the Department's competencies.

Article 5. The Staff of the Institution

5.1. The staff at the institution work on a full-time or part-time basis.

5.2. The staff at the institution may have two main statuses:

- Staff with a permanent position (with fixed-term and indefinite contracts).
- External/temporary staff (with fixed-term contracts).

5.3. The positions of the staff working at the institution are divided into the following types:

5.3.1. **Academic Staff:**

1. **Professor** - Leads the educational process and supervises the students' scientific and research activities.
2. **Associate Professor** - Participates in the educational process and supervises students' educational and scientific research activities.
3. **Assistant Professor** - Participates in the educational and scientific research process.
4. **Assistant** - Under the guidance of a professor, associate professor, or assistant professor, carries out seminar and research activities within the current educational process.

5.3.2. **Visiting Staff** - A specialist with the relevant qualifications who conducts and/or leads educational and/or scientific research activities. A visiting lecturer does not hold an academic position at the institution.

5.3.3. **Administrative Staff** - The heads of the management bodies and main structural units of the institution.

5.3.4. **Support Staff** - All employees of the structural units that provide financial, material-technical, human resources, or other means of support for the institution's educational process.

Article 6. Distribution of Academic Staff's Semester Workload

6.1. The methodology for academic staff workload is based on the principles of fairness and equality, ensuring the proper and effective performance of the academic staff's rights and obligations, as well as the completion of academic, scientific-research, grant, and administrative functions within a reasonable timeframe.

6.2. When determining the workload of academic staff, the following requirements must be taken into account:

- 6.2.1. The academic staff workload scheme must fully reflect the complete scope of each professor's activities. Specifically, this includes teaching/academic work, scientific-research and grant activities, professional qualification development initiatives, administrative tasks (if applicable), teaching methods and the development of educational programs and curricula, activities within the institution or broader public sphere, and other relevant responsibilities.
- 6.2.2. The academic staff's workload should be distributed throughout the year on a semester basis, taking into account all aspects of their activities.

- 6.2.3. The academic staff workload should be planned in a way that anticipated (possible) changes, as well as the institution's key priorities and directions, are taken into account.
 - 6.2.4. The academic staff workload scheme should be optimal, efficient, and fair. It is permissible for academic staff to allocate their time for each specific task they are to perform.
 - 6.2.5. The academic staff workload scheme should not be obstructive or restrictive to the academic staff in the thorough execution of their respective duties.
 - 6.2.6. The list of academic staff duties should be compiled reasonably and must fully align with the academic position.
- 6.3. The control of academic staff workload is carried out by the person responsible for maintaining the registry, who enters the workload data of academic/visiting staff into the Education Management Information System - www.emis.ge.

Article 7. Personnel File

- 7.1. The personnel file is confidential and is kept in the Human Resources Management Department.
- 7.2. The personnel file may be viewed only by the employee themselves, as well as, based on written consent for the processing of personal data, the rector of the institution, the head of the structural unit where the employee works, and other authorized persons or subjects in accordance with the requirements of the Georgian law on personal data.
- 7.3. The personnel file consists of mandatory and optional documents. The documents included in the personnel file are:
 - A copy of the identification card or passport;
 - A photograph (3x4);
 - A questionnaire;
 - Consent for the processing of personal information;
 - Affiliation agreement (for affiliated academic staff only);
 - Resume (CV);
 - Employment book (optional);
 - Copies of educational documents (diplomas, certificates of additional qualifications, etc.);
 - Recommendation(s) from previous employment (optional);
 - Employment contract(s) and relevant annexes (job description, internal regulations,

- affiliation rules, other necessary documents);
- Annual performance evaluation of the employee (if available);
- Copies of orders related to the employee's activities during their employment (promotion, disciplinary actions, rewards, etc. – if applicable);
- A certificate of criminal conviction for crimes related to sexual freedom and inviolability.

Article 8. Personnel Job Description

- 8.1. The purpose of the job description is to clearly, relevantly, coherently, and concisely outline the functions, duties, responsibilities, and qualification requirements related to the position to be held by the academic/visiting/administrative/support staff at the institution.
- 8.2. The personnel job description document is used in the human resources management procedures.
- 8.3. The job description of the institution's employed academic, visiting, administrative, and support staff serves as the basis for human resources planning, selection and hiring of new employees, socialization of newly appointed staff, employee evaluation, and motivation within the institution.
- 8.4. In order to standardize and unify data related to human resources management, a job description form has been developed for all positions in the main educational, support, and administrative structural units (see Annex 1), which reflects the following for each specific position:
 - Structural unit;
 - Position;
 - Subordination to other positions;
 - Subordinate position(s);
 - Main functions and duties;
 - Responsibilities and qualification requirements;
 - Other matters that better describe the specific position.
- 8.5. A probationary period may be determined at the institution, depending on the specific positions of the staff:
 - 1-6 months for administrative/support staff;
 - 6 months for academic staff.
- 8.6. In relation to academic staff, information about subordination to other positions within the structure and subordinate positions is not specified.
- 8.7. The salary for the position is specified in the employment contract, and its amount depends on:

- The workload scheme of academic and visiting staff and the type and volume of administrative and support functions they perform;
- The volume and complexity of work performed by administrative and support staff, the need for making high-responsibility decisions, as well as the assigned rights, duties, and responsibilities;
- The employee's status at the institution: staff with a permanent position or external/temporary staff;
- Other criteria.

8.8. In relation to the personnel job description, the Human Resources Management Department ensures the adherence to established quality standards, which are as follows:

- The relevance of the requirements;
- Completeness, informativeness;
- Clarity of the requirements;
- Consistency;
- Conciseness of the communication and ease of understanding.

8.9. The Human Resources Management Department ensures the development and modification of the personnel job descriptions, with active involvement of the staff of the institution's structural units and their leaders in the process.

8.10. In order to reflect all significant changes in the functions and duties of specific positions and based on periodic analysis, the Human Resources Management Department's staff and the heads of the relevant structural units carry out the updating of the personnel job descriptions.

Article 9. აფილირების წესი და პირობები

9.1. The affiliation of academic staff by the institution is considered one of the tools for their loyalty and motivation. It is an integral component of the staffing policy and personnel management, aimed at creating an internal competitive academic environment, increasing the motivation and activity of academic staff.

9.2. Affiliation for academic staff at the institution is voluntary.

9.3. The affiliation agreement is a written agreement concluded between the New Higher Education Institute – NEWUNI and the person appointed to an academic position, outlining the rights and obligations of the parties regarding affiliation-related matters.

9.4. Within the framework of the affiliation agreement:

- Affiliated academic staff defines their scientific activities' affiliation (affiliation) solely with the institution and participation in the development of society and knowledge-sharing processes under the institution's name;
- The institution provides additional incentive mechanisms for affiliated staff compared to other academic staff.

9.5. According to the affiliation agreement, affiliated academic staff is obliged to:

- Carry out the main educational, research/scientific activities at the institution, with the results of their research attributed to the institution;
- Be actively involved in decision-making processes related to educational, research, and other significant matters at the institution;
- Actively participate in providing consultations to students and in the process of academic/scientific supervision.

9.6. The institution offers affiliated staff:

- Support for scientific/research activities, full funding for the implementation of research/scientific activities;
- Free publication of articles in the international journal "Diplomacy and Law" funded by the institution;
- Free publication of articles in local or international refereed journals;
- Full funding for participation in local or international conferences/forums;
- Full funding for participation in training and certification courses aimed at professional development;
- Full funding for the creation of textbooks/methodological materials, provided the institution's criteria are met;
- Financial incentive mechanisms: one-time monetary reward, bonus, salary supplement, etc.

9.7. A person who wins the competition for an academic position, if they are also holding another academic position at a different institution, is authorized to sign an affiliation agreement with the institution before the employment contract is finalized.

9.8. A violation of the requirements of these rules automatically results in the termination of the employment contract.

Article 10. Employment contract

- 10.1. The institution has an employment contract with each employee, either for a fixed term or indefinitely; it is signed by the rector of the institution.
- 10.2. The employment contract must reflect the rights and obligations of the employer and the employee, the duration of employment, the position salary, conditions, and other related matters.
- 10.3. An integral part of the employment contract is the relevant personnel job description and internal regulations.
- 10.4. Before signing the employment contract, the relevant individual must review and agree to (confirmed by signature) the employment contract, job description, and internal regulations.
- 10.5. The effective date of the contract is specified in the contract. The employee must begin work and earn compensation from this date.
- 10.6. The date of the employee's or rector's signature does not count as the effective date of the contract.
- 10.7. In the case of a new appointment, the institution has the right to conclude an employment contract with a three-month probationary period.

Chapter 4. Recruitment/Selection, Hiring, Adaptation-Orientation, Development, and Internship of Employees

Article 11. Recruitment, Selection, Hiring, Adaptation-Orientation, and Internship Policy

- 11.1. The main task of the institution's Human Resources Management Department is to ensure the recruitment, selection, hiring, and initial adaptation-orientation of individuals with the necessary skills, knowledge, experience, and values, in line with the institution's goals and strategic/action plans, in accordance with job requirements.
- 11.2. When staffing the institution, special attention is given to conducting a transparent, objective, and impartial recruitment and hiring process, as well as ensuring equal opportunities for all applicants and creating conditions that support their self-realization to the fullest extent.
- 11.3. The announcement of a vacancy is made both within the institution and externally.

Article 12. Planning of the Staff Selection Process

- 12.1. The goal of planning the staff selection processes is to establish the job requirements for the vacant position in the institution's structural unit and ensure the process of creating conditions for recruitment/selection.
- 12.2. The prerequisites for starting the staff selection planning process at the institution are:
 - The current staffing deficit in the organization;
 - The necessity to hire new staff;
 - The results of staff performance evaluations.
- 12.3. The administration of the staff selection planning process is carried out by the Human Resources Management Department and is guided by the applicable legislation in Georgia, the human resources management policy, and the institution's policies and regulations.
- 12.4. If there is no document describing the job requirements for the announced position, the Human Resources Management Department, in communication with the relevant structural unit(s), will develop a job description that outlines the required knowledge, experience, skills, and personal qualities for performing the job, taking into account the requirements and selection criteria.
- 12.5. The staff selection planning process must also determine the number of vacancies needed and the expected duration of the competition.

12.6. After consulting with the relevant/involved structural unit, the Human Resources Management Department determines the method of filling the vacancy:

- Fulfilling the vacancy requirement from the existing staff reserve database (which is mainly composed of individuals who have completed internships at the institution);
- Announcing an open competition, which involves recruiting external resources based on the specific staffing requirements.

12.7. The Human Resources Management Department, in consultation with the head of the relevant structural unit, prepares a report card on the competition's needs and a draft of the competition procedure, which is presented to the Academic Council. The Academic Council, in turn, refers the matter to the rector for a final decision.

Article 13. Recruitment of Qualified and Young Personnel

13.1. The institution views the recruitment of highly qualified and young personnel as one of the key sources for future development prospects, for which it uses the following methods:

- Internship opportunities for interested individuals;
- Employment and salary policy;
- Incentive and professional growth system;
- Affiliation policy;
- Direct communication with promising candidates at the local and international levels;
- And others.

13.2. These methods are used in relation to academic, visiting, administrative, and support staff.

Article 14. Procedure for Conducting a Competition for Filling a Position

14.1. The purpose of the procedure is to define the principles and main requirements, stages, timelines, and other related matters for conducting a competition to fill a position.

14.2. This procedure is applied when conducting a competition to fill academic, visiting, administrative, or support staff positions at the institution.

14.3. The implementation and subsequent development of this procedure are the responsibility of the Human Resources Management Department, in collaboration with the institution's structural units.

Article 15. General Requirements

- 15.1. The appointment to an academic position can only be made through an open competition, which must comply with the widely recognized principles of transparency, equality, and fair competition.
- 15.2. The appointment to administrative/support positions can be made either through an open competition or by appointment.
- 15.3. A competition for filling a position is announced in the following cases:
 1. To recruit the necessary staff for the implementation of a new educational program;
 2. To fill a vacancy resulting from the renewal of an existing educational program;
 3. To terminate an employment contract with staff due to a violation of the institution's regulations;
 4. To terminate an employment contract with an employee at their own request;
 5. Based on the evaluation results of all types of staff at the institution;
 6. In all other cases where the recruitment of staff with specific competencies is required.
- 15.4. The need for conducting a competition is determined by the faculty in agreement with the Quality Assurance Department and is approved by the Academic Council.

Article 16. Formation of the Competition Commission and Its Rights and Responsibilities

- 16.1. The competition is conducted by the competition commission, the composition and chairperson of which are determined by the rector of the institution, based on the proposal of the head of administration. The following stages are defined for conducting the competition:
 - Development of the competition procedure;
 - Formation of the competition commission;
 - Receipt of competition applications;
 - Evaluation of the candidates;
 - Decision-making.
- 16.2. The competition procedure must define the following matters separately for each position:
 - Position title;
 - The main duties, responsibilities, and qualification requirements for the competition position;
 - Number of vacancies;
 - Type of employment (full-time, part-time);
 - Probationary period;
 - Start date for registration of competition applicants;
 - Deadlines for receiving applications and making decisions;

- List of documents to be submitted for the competition;
- Stages of the competition process;
- Candidate evaluation system;
- Appeal procedure;
- Contact information;
- Any other additional information, if necessary.

16.3. The main duties, responsibilities, and qualifications defined in the competition procedure must align with the job description of the relevant staff for the competition vacancy.

16.4. The stages of the competition depend on the type of staff position. For filling a position through a competition, the following key stages must be used:

- Application review;
- Interview.

16.5. Additionally, the following additional stages may be used:

- Written assignment;
- Testing;
- Public lecture/seminar;
- Other actions aimed at effectively demonstrating the applicant's competence.

16.6. The list of required documents depends on the type of staff position and may be submitted either in physical or electronic form.

16.7. The date and conditions for conducting the competition must be published at least 1 month before the start of the application submission period.

16.8. To ensure publicity and accessibility for interested parties, the announcement of the competition must be posted on the institution's website and displayed in a visible location within the institution until the application submission deadline. It may also be published on employment internet portals (such as jobs.ge, hr.ge, or others) and in print media.

Article 17. Additional Conditions for the Selection of Academic Positions

17.1. For the position of professor:

a) A person with a doctoral degree or an equivalent academic qualification, who has at least 6 years of experience in scientific-pedagogical work, may be appointed to the position of professor for a term of 5 years;

b) A person who meets the requirements specified in subparagraph "a" of this article and has exceptional professional achievements and/or scientific accomplishments (for example, having scientific publications in leading local and international journals and other publications, participation in national and international scientific research projects, etc.) may be appointed to the position of professor for an indefinite term.

17.2. A person with a doctoral degree or an equivalent academic qualification, who has at least 3 years of experience in scientific-pedagogical work, may be appointed to the position of associate professor.

17.3. A person with a doctoral degree or an equivalent academic qualification may be appointed to the position of assistant professor for a term of 3 or 4 years.

17.4. A doctoral student may be appointed to the position of assistant for a term of 3 or 4 years.

17.5. It is possible for qualified personnel to hold academic positions based on professional criteria. In this case, the person's qualifications must be supported by professional experience, specialized training, and/or publications.

Article 18. Registration of the Candidate

18.1. The list of documents to be submitted by the candidate to the competition commission is determined by the rector's order, depending on the position, and may include the following documents:

- Application addressed to the competition commission;
- Candidate's questionnaire;
- Resume (CV);
- Motivational letter;
- A copy of the relevant academic qualification certificate;
- A document confirming professional experience;
- Information about references;
- A copy of the identification card;
- And others.

18.2. In the case of academic staff, the following should additionally be submitted:

- A document confirming work in the academic/educational field;
- A document confirming scientific work in the relevant field;
- Information about implemented projects;
- A list of published scientific papers;
- A list of articles published in refereed and non-refereed journals;

- Information on participation in international educational and scientific projects, as well as international exchange programs.

18.3. It is mandatory for the candidate to explicitly consent, either in writing or electronically, to the processing of their personal information and to indicate whether they wish for their documents to be returned after the completion of the competition.

Article 19. Procedure for Handling Competition Documentation

19.1. The secretary of the competition commission registers the materials submitted by the candidate. The application submitted for the competition must be recorded in a special journal and then handed over to the competition commission by the rector. Following this, a list of the document requisites must be created in two copies. One copy is given to the candidate, and the other is sealed in an envelope with the submitted documents in the presence of the candidate.

19.2. The sealed envelopes are handed over to the chairperson of the competition commission with a receipt and delivery act.

19.3. After the completion of the competition, the documentation of the selected candidate is placed in their personal file, while the documents of other candidates are returned to them (if they wish) or sealed and handed over to the archive.

Article 20. The Process of Evaluating Candidates

20.1. The goal of the candidate evaluation process is to determine each candidate's qualification based on merit, using the principles of fairness and equality, and relying on predefined criteria.

20.2. A person is considered to have the appropriate qualifications if they possess the competencies required by the job description. For an academic position, this refers to having the necessary competencies to achieve the learning outcomes outlined in the program.

20.3. The review of the competition documents will be conducted no later than 2 (two) weeks after the receipt of the competition documentation.

20.4. The competition commission will develop and present the criteria for evaluating candidates, based on the principles of fairness, transparency, objectivity, and impartiality, and will assess the candidates using these criteria.

20.5. A positive evaluation is considered when the candidate scores at least 21 points out of the maximum 100 points.

Article 21. Approval of the Competition Results

- 21.1. The rector of the institution approves the competition results based on the minutes presented by the competition commission, through the issuance of an order.
- 21.2. The public announcement of the competition results will take place no later than 1 (one) week after the issuance of the rector's order. Employment relationships with the successful candidates in the academic staff selection competition may be further regulated through the signing of an employment contract, which must be concluded within 3 (three) weeks from the publication of the results.

Article 22. Appeal of the Competition Results

- 22.1. The decision of the competition commission (competition results) can be appealed within three weeks from the public announcement of the competition results.
- 22.2. In case of a complaint, the competition participant has the right to address the rector of the institution with a written request.
- 22.3. The rector forms an appeal commission consisting of 3 members. A member may be a person who has not participated in the competition commission and has no conflict of interest with the candidate filing the appeal.
- 22.4. The appeal commission will reconsider all the documentation presented by the candidate and created during the competition stages, review the competition procedures, and determine the fairness of the decision made.
- 22.5. Based on the review, the appeal commission will make one of the following conclusions:
 - a) The candidate's complaint is justified, and the competition commission is requested to reconsider the final decision;
 - b) The candidate's complaint is unfounded, and the appeal commission recommends that the rector approve the competition results.
- 22.6. After receiving a negative response, the candidate also has the right to appeal the decision of the competition commission in court, in accordance with the procedures established by Georgian legislation.

Article 23. სასწავლებელში სტაჟირება

- 23.1. The goal of the internship at the institution is for the person undergoing the internship to acquire, within a predetermined period, the necessary knowledge, experience, and skills to perform the job as effectively and quickly as possible.

- 23.2. The administration of the internship processes at the institution is managed by the Human Resources Management Department.
- 23.3. Interns at the institution may be final-year students or graduates who gain work experience at the institution.
- 23.4. Internship acceptance may be carried out based on a competition.
- 23.5. The internship may be either paid or unpaid.
- 23.6. The duration of the internship is determined to be a maximum of 6 months.
- 23.7. Before the start of the internship, a plan must be developed by the head of the structural unit/faculty dean in consultation with the Human Resources Management Department, detailing the tasks to be performed by the intern and the evaluation criteria.
- 23.8. After the completion of the internship, the intern's performance must be evaluated.
- 23.9. In terms of future employment, the institution maintains and continuously develops a database of interns.
- 23.10. In case of a vacancy at the institution, priority is given to individuals who are included in the reserve database (those who have completed an internship).

Article 24. The Socialization and Adaptation-Orientation Process for Newly Appointed Staff

- 24.1. The goal of the socialization and adaptation-orientation process is to facilitate the rapid and effective integration of newly appointed staff into the work process, increase awareness of the institution's goals, strategic/action plans, and current policies, procedures, and regulations, as well as to support their adaptation to the institution's community.
- 24.2. The socialization and adaptation-orientation process is also applied when staff members are promoted or transferred from one structural unit to another.
- 24.3. The administration of the socialization and adaptation-orientation process for newly appointed staff is the responsibility of the Human Resources Management Department.
- 24.4. As needed, a probationary period may be applied to newly appointed staff, during which a temporary employment contract will be made with them.
- 24.5. Within the framework of the socialization and adaptation-orientation process:
- The Human Resources Management Department will introduce the newly appointed staff to the institution's goals, values, and strategic plan, as well as to the internal regulations and procedures in place at the institution.

- The direct supervisor will provide the newly appointed staff with the job description, explain the current tasks, the expectations, how and on what criteria they will be evaluated in the future, and outline all the necessary orientations needed for properly performing their duties.

24.6. If necessary, the Human Resources Management Department and the direct supervisor will jointly develop a specific training program for the new staff, which will outline the additional knowledge and skills the employee needs to acquire during the probationary period.

24.7. During the probationary period, the employee's performance will be monitored to assess how effectively and appropriately they carry out the assigned tasks, and an evaluation will take place at the end of the period.

24.8. The employee must confirm their agreement with the evaluation by signing. If the employee disagrees with the evaluation, they must contact the Human Resources Management Department or their superior for appropriate action.

24.9. Based on the evaluation, the direct supervisor will make one of the following decisions:

- Propose the signing of an employment contract;

- Reject the employment contract.

24.10. The direct supervisor will submit a report to the rector of the institution regarding the decision made.

24.11. After the probationary period ends, the staff will evaluate the socialization and adaptation-orientation procedures for the newly appointed employee (see Annex 8). The Human Resources Management Department will analyze the submitted evaluations and, if necessary, plan ways to improve the processes.

Chapter 5. Staff Performance Evaluation and Professional Development

Article 25. General Provisions

- 25.1. The performance evaluation of the personnel at the New Higher Education Institute – NEWUNI is an integral part of the institution's human resources management policy, which enables all employed individuals to effectively carry out their functions and duties. The evaluation of staff activities contributes to both the development of goals and tasks by the staff and the regular assessment of collaborative activities by the administration.
- 25.2. The personnel performance evaluation policy of the institution is based on the following objectives:
- Identify the needs and weaknesses of the institution's staff and determine ways to address them;
 - Identify the relevant capabilities of the institution's staff and support their further professional development;
 - Evaluate the activities of the institution's staff in the areas of teaching, research, and administrative/organizational fields;
 - Timely identify clear difficulties in the process of the institution's staff implementing professional goals and tasks, and define solutions to address them;
 - Based on the institution's goals and strategic plan, identify the need for qualified personnel.

Article 26. Staff Evaluation

- 26.1. The institution evaluates not only the staff's performance, achievements, and specific professional qualifications but also their other professional skills using a pre-established, highly tailored evaluation method.
- 26.2. The administration of the evaluation procedures is the responsibility of the Human Resources Management Department.

Article 27. Monitoring of the Academic Staff's Semester Workload

- 27.1. The goal of the monitoring process of academic staff's semester workload is to determine the alignment between the volume of work performed by the academic staff during the semester and the workload scheme established by the institution for academic staff.

- 27.2. The process of monitoring academic staff's semester workload is conducted by the faculty in collaboration with the Educational Process Management Department, while the general administration is carried out by the Human Resources Management Department.
- 27.3. At the end of each semester, the Educational Process Management Department verifies the academic workload information of the institution's academic staff in the Education Management Information System, which reflects the workload in hours for teaching, research, administrative, and other activities during the reporting semester, both within the institution and at other higher education institutions.
- 27.4. Based on the workload scheme for academic staff and visiting lecturers, the academic/teaching workload should not exceed 40 hours per week.
- 27.5. Academic staff members and visiting lecturers who have academic/teaching workload at other educational institutions are required to submit information about their academic workload, including their supervision of master's and doctoral students, to the Educational Process Management Department before the start of each academic year and within one week of any changes in their workload.
- 27.6. The faculty dean, in collaboration with the Educational Process Management Department, verifies the accuracy of the submitted data and its compliance with the requirements of the position held.
- 27.7. If, after consulting with the Educational Process Management Department, the dean believes that additional evidence is needed from the academic staff to make a decision, they have the authority to request any information reflected in the personal workload scheme form.
- 27.8. Based on the analysis of the personal workload, the faculty dean prepares a report for the Faculty Council, where, based on the results, the following decisions may be made:
- A change in the academic staff's personal workload;
 - A revision of the employment contract;
 - The development of a personal professional development plan;
 - The use of incentives or disciplinary actions.
- 27.9. To implement the Faculty Council's decision, the Faculty Council personally informs the staff and, in collaboration with the Human Resources Management Department, creates a work plan to address weaknesses.

- 27.10. In cases of systematic non-compliance with personal workload by academic staff, and in exceptional cases, the Faculty Council has the authority to bring the issue of dismissal from the academic position before the Academic Council.
- 27.11. If the academic staff does not agree with the decision of the Faculty Council, they have the right to appeal to the institution's Academic Council.
- 27.12. The Academic Council will review the submitted documentation, analyze the evaluation procedures, and determine the fairness of the decision made.
- 27.13. Following the review, the Academic Council will issue one of the following conclusions:
- a) The complaint is justified, and the Faculty Council is requested to reconsider the decision;
 - b) The complaint is unfounded, and the Faculty Council's decision is recommended for approval by the faculty dean.

Article 28. Procedure for the Certification of Professors

- 28.1. The goal of the certification procedure for professors is to define the principles and main requirements for the competition for the position, as well as the stages, timelines, and other related matters.
- 28.2. This procedure is applied when conducting a competition for filling academic, visiting, administrative, or support staff positions at the institution.
- 28.3. 28.3. The implementation and subsequent development of the procedure are the responsibility of the faculty(ies), while the general administration is carried out by the Human Resources Management Department.

Article 29. General Requirements

- 29.1. Every five years, all permanently appointed professors at the institution are required to undergo certification.
- 29.2. The goal of the certification is:
- a) To determine the professional habits, qualifications, and capabilities of the staff in accordance with the requirements of the position held;
 - b) To assess the potential for utilizing the staff's professional level;
 - c) To identify the need for staff qualification enhancement, professional training, or requalification.

29.3. The rules and conditions for the certification of professors are defined in the "Regulation for the Certification of Permanently Appointed Professors at New Higher Education Institute – NEWUNI."

The procedure for evaluating academic/visiting staff.

- 1.1. The main objective of the procedure for evaluating academic/visiting staff activities is to identify the strengths and weaknesses of the personnel for the purpose of professional development, improving the quality of the educational process, and promoting personal development, as well as to support their subsequent growth.
- 1.2. The evaluation of personnel's academic and scientific-research activities is carried out by the Human Resources Department, with the involvement of the Scientific-Research Center, in accordance with the procedures defined by the Human Resources Management Policy. The implementation and subsequent development of these processes are the responsibility of the Human Resources Department, in collaboration with the Quality Assurance Department and the Scientific-Research Center.

The evaluation tool(s) for academic/visiting staff.

- 2.1 The evaluation tool for academic/visiting staff is a standardized assessment questionnaire, aimed at improving the quality of performed activities and scientific-research activities. It is also designed to reveal the staff's capabilities and provide support for their further development.
- 2.2 The following evaluation forms are used for evaluating academic staff:
 - Annual report on the scientific-research activities of academic/visiting staff (Annex 3);
 - Evaluation of academic staff by the dean (Annex 10);
 - Evaluation of academic/visiting staff by the program director (Annex 9);
 - Evaluation of academic/visiting staff by the Educational Process Management Department (Annex 12);
 - Evaluation of academic/visiting staff by students.
- 2.3 The following evaluation forms are used for evaluating visiting staff:
 - Annual report on the scientific-research activities of academic/visiting staff (Annex 3);
 - Evaluation of visiting staff by the dean (Annex 11);
 - Evaluation of academic/visiting staff by the program director (Annex 9);
 - Evaluation of academic/visiting staff by the Educational Process Management Department (Annex 12);
 - Evaluation of academic/visiting staff by students.

Target benchmarks for evaluating the activities of academic/visiting staff:

3.1 The established requirements for academic staff regarding scientific-research activities and professional development activities are as follows:

- **Annual report on scientific-research activities of academic/visiting staff:**
For Professors – a total of at least 70 points;
For Associate Professors – a total of at least 50 points;
For Assistant Professors – a total of at least 40 points;
For Assistants – a total of at least 35 points;
For Visiting Staff – a total of at least 10 points.
- **Evaluation of academic staff by the dean** – at least 60% of the maximum possible score.
- **Evaluation of visiting staff by the dean** – at least 50% of the maximum possible score.
- **Evaluation of academic/visiting staff by the program head** – at least 60% of the maximum possible score.
- **Evaluation of academic/visiting staff by the Educational Process Management Department** – at least 60% of the maximum possible score.
- **Evaluation of academic/visiting staff by students** – at least 70% of the maximum possible score.

3.2 The minimum established requirement for the evaluation of visiting staff's activities is to accumulate at least 40% of the maximum possible score for this component.

3.3 The components used for the semester and annual evaluation of academic/visiting staff, as well as the weight assigned to each component in the final evaluation, are defined in this document (Annex 13 – Academic Staff Evaluation Scheme and Annex 14 – Visiting Staff Evaluation Scheme).

3.4 The number of points accumulated in the annual report of academic staff is accounted for in the academic staff annual evaluation scheme as follows: In case the minimum requirement is met (or more points are accumulated), the established share (30%, or 1.5 points) of the final maximum evaluation (5 points) is counted fully. If fewer points are accumulated, the evaluation is reduced proportionally based on the missing points (for example, a professor who accumulated the required 50 points or more will receive the full 1.5 points in the 5-point annual evaluation, representing 30% of the maximum final annual evaluation. If 40 points are accumulated, 1.2 points will be counted; if 30 points are accumulated, 0.9 points will be counted, and so on).

Frequency of evaluation implementation:

4.1 The evaluation of academic/visiting staff is carried out annually by the relevant departments during the academic year, specifically:

- Self-assessment report of academic/visiting staff – at the end of the academic year;
- Evaluation of academic/visiting staff by the faculty dean – twice a year, after the completion of each semester;
- Evaluation of academic/visiting staff by the Educational Process Management Department – twice a year, after the completion of each semester;
- Evaluation of academic/visiting staff by program leaders – twice a year, after the completion of each semester;
- Evaluation of academic/visiting staff by students – twice a year, after the completion of each semester.

Personnel Development Plan

5.1 Based on the analysis of the personnel performance evaluation results, the Human Resources Management Department, together with the structural units involved in the process, will develop a personnel development plan, which is an integral part of the personnel evaluation system. After identifying the strengths and weaknesses of the staff, the plan will outline the paths for further development.

- The personnel development plan includes:
- The direction of knowledge, skills, and competencies;
- The duration of the personnel development plan;
- Various activities that promote professional development;
- Indicators of results;
- Necessary resources.

Monitoring Mechanisms:

6.1 The monitoring of the implementation of the personnel development plan is carried out by the Human Resources Management Department of the institution, in collaboration with the Quality Assurance Department and the Scientific-Research Center, with the involvement of the direct supervisor of the evaluated personnel/evaluation subject.

6.2 In the case of two consecutive failures by academic/visiting staff to fulfill their assigned rights and duties, the institution reserves the right to terminate the employment contract with the employee.

Mechanisms for personnel professional development:

6.1 The institution uses the following mechanisms for the professional development of academic, administrative, and support staff:

- Offers professional development training and consulting sessions developed by the institution's Quality Assurance Department;
- Facilitates participation in training, seminars, and workshops organized through international projects and in collaboration with various government/non-governmental organizations;
- Allocates financial resources for participation in training and scientific conferences;
- Offers a paid scientific-creative leave for a period of six months;
- Supports participation in scientific conferences;
- And others.

6.2 The institution offers additional forms of incentives to affiliated academic staff, as outlined in the internal document "Rules and Conditions for the Affiliation of Academic Staff."

The procedure for evaluating administrative staff:

1.1 The goal of evaluating administrative staff is to support the effective execution of their functions, determine professional development needs, and ensure the continuous evaluation of the institution's administrative staff activities. The responsibility for its implementation and subsequent development lies with the heads of the institution's structural units, while the overall administration is carried out by the Human Resources Management Department.

1.2 The administration of the process of evaluating the work performed by administrative staff is carried out by the Human Resources Management Department.

1.3 The Human Resources Management Department ensures the purposeful and comprehensive management of the evaluation process by providing:

- Identification of evaluation methods and tools;
- Determination of evaluation timelines and procedures;

- Analysis of evaluation results;
- Responding to evaluation results through feedback;
- Monitoring of employee job performance;
- Submitting a report to the Quality Assurance Department on the evaluation results of administrative staff and the actions taken/planned to improve them.

Evaluation tool(s) for administrative staff:

2.1 The evaluation tool is a standardized assessment questionnaire aimed at improving the quality of the tasks to be performed. It is also designed to reveal the staff's capabilities and provide support for their further development.

2.2 The administration of the personnel performance evaluation process is carried out by the Human Resources Management Department, which processes the collected information to conduct a final analysis of the evaluation results and determine the appropriate recommendations.

2.3 The evaluation of administrative staff is carried out with the involvement of all levels using the following questionnaires:

- Self-assessment of administrative staff (Annex 6);
- Evaluation of the subordinate level by the supervising individuals (Annex 4);
- Evaluation of supervising individuals by the subordinate level (Annex 5);
- Administrative staff satisfaction survey (Annex 7).

Benchmarks for evaluating the activities of administrative staff:

3.1 Administrative staff must fulfill their assigned rights and duties and accumulate the minimum required number of points throughout the calendar year:

- For administrative staff, no less than 50% of the maximum number of points;
- For support/technical staff, no less than 40% of the maximum number of points.

The frequency of the evaluation process.

4.1. The evaluation questionnaire for the personnel under the supervision of the leaders is filled out once a year, at the end of the academic year.

4.2. The evaluation of leaders by the subordinate level – the satisfaction survey is filled out once a year, at the end of the academic year.

4.3. The self-assessment of administrative staff is filled out once a year, at the end of the calendar year.

4.4. The satisfaction/needs survey of administrative staff is filled out once a year, at the end of the calendar year.

Management of Administrative Staff's Performance Evaluation Results and Development Plan

5.1. After analyzing the evaluation results, the Human Resources Management Department is authorized to present the aggregated information to the staff, with the involvement of their direct supervisor (if applicable), individually.

5.2. Staff members have the right to request additional arguments/explanations regarding specific issues through feedback.

5.3. The results of administrative staff performance evaluations may be used for:

- For staff promotions: For administrative staff, if they score more than 80% of the maximum evaluation score, and for support/technical staff, if they score more than 70% of the maximum evaluation score.
- For financial incentives for staff: For administrative staff, if they score between 50-80% of the maximum evaluation score, and for support/technical staff, if they score between 40-70%.
- For supporting professional development: For administrative staff, if they score between 30-50% of the maximum evaluation score, and for support/technical staff, if they score between 20-40%.
- For disciplinary actions for staff: For administrative staff, if they score below 30% of the maximum evaluation score, and for support/technical staff, if they score below 20%.

5.4. Based on the analysis of the staff performance evaluation results, the Human Resources Management Department, in collaboration with the structural units involved in the process, will develop a staff development plan, which is an integral part of the evaluation system. The plan will identify the staff's strengths and weaknesses and outline paths for further development.

5.5. The staff development plan includes:

- The direction of knowledge, skills, and competencies;
- The duration of the staff development plan;
- Various activities that support professional development;
- Indicators of results;

5.6. The implementation of the staff development plan is monitored by the Human Resources Management Department of the institution, in collaboration with the Quality Assurance Department, and with the involvement of the direct supervisor of the evaluated staff.

5.7. In the case of two consecutive failures by the staff member to fulfill their assigned duties, the institution reserves the right to terminate the employment contract with the employee.

Staff Professional Development Mechanisms:

6.1 The institution uses the following mechanisms for the professional development of academic, administrative, and support staff:

- Offers professional development training and consulting sessions developed by the institution's Quality Assurance Department;
- Facilitates participation in training, seminars, and workshops organized through international projects and collaboration with various government/non-governmental organizations;
- Allocates financial resources for participation in training and scientific conferences;
- Offers a six-month paid scientific-creative leave;
- Supports participation in scientific conferences;
- And others.