

Approved by Academic Council

protocol N2 (24.02.2025)

Human Resources Management Policy

Tbilisi

2025

Introduction

The Human Resources Management Policy of LTD "Alterbridge" University represents an integrated management system that is a significant and integral part of the unified management of the institution. It helps the university to fully and effectively leverage its staff potential, increase the satisfaction level of students, staff and other stakeholders, and retain and develop them. This is a compilation of principles, processes, methods and procedures that are used to achieve effective management of university staff. Through the application of Human Resources Management Policy, description and measurement of processes, it is ensured that attraction, retention, evaluation and development of competent staff is conducted continuously and systematically to achieve the sustainable success of the university. The objective of HEI's Human Resources Management Policy is to help the university community and its members in developing staff management framework, to promote the achievement of the university's mission and goals and to implement the best recognized approaches and principles of staff management systems in HEI, for which the university has determined: Staff management principles, fundamental aspects, mechanisms, procedures and tools, whose implementation ensures consistent and effective realization of the staff management system within the institution.

The Human Resources Management Policy is based on such fundamental principles and values as:

Merit - based approach - crucial decisions in human resources management (recruitment, remuneration, incentives, promotion, etc.) are made based on competence of each individual, considering his/her contribution(s) to the university and society.

Equity: Behind every decision there is a fair argument and objective criteria for decision-making.

Equality - uniform approach is applied toward staff. Discrimination based on gender, ethnic, religious or other characteristics among employees is unacceptable.

Equal opportunities - university staff should have equal opportunities to implement their goals and objectives. Additionally, the assessment system functioning in the educational institution should be fair and transparent, however, at the same time, it is essential that staff confidentiality and the principle of privacy protection be maintained.

Rationality - decisions are made thoughtfully and based on analysis. From existing alternatives, the most acceptable decision is developed based on financial or other rational criteria.

Transparency - in all aspects of human resources management, the university uses open and public approaches, whereas management procedures and regulations are public.

Professional development - considering individual needs, the university constantly ensures the professional advancement of academic, invited, administrative and support staff.

Participation principle - the university ensures complete engagement of staff in the assessment process of performed work.

Focus on quality - the university ensures promotion of educational activity standards refinement in the institution. Human Resource Management Policy, procedures and regulations rely on Deming's cycle of continuous improvement (Plan-Do-Check-Act, PDCA).

Staff Attraction mechanisms

1. The following staff classification exists at the university: Academic staff (professor, associate professor, assistant professor, assistant), invited staff, administrative staff and support staff.

2. Taking into account the competition present in the job market and generally among universities, the university employs different approaches regarding staff attraction,

which include:

a) Posting vacancies on various web portals and social networks (this method is much more cost-effective, has extensive reach and consequently, gives effective outcomes);

b) Utilizing personal networks of staff employed at the university to establish contact with qualified candidates and attract them;

- c) Attracting novice, prospective individuals, while planning their subsequent professional development. Younger, less experienced individuals require fewer financial resources, while their motivation is much higher, both in terms of self - development and contributing to the organizational success, as well as in generating innovative ideas;
- d) Offering competitive remuneration to qualified candidates;
- e) Ensuring suitable work environment for staff (well - equipped auditoriums, contemporary equipment, appropriately furnished faculty and learning spaces, etc.);
- f) Providing staff with opportunities for qualification development (trainings, international conferences, exchange programmes, research activity promotion, etc.);
- g) Providing staff with various incentive mechanisms;
- h) Focusing on enhancing the overall brand prestige of the university, which presents the organization as a competitive employer; In this direction, one well - proven approach is having a careers page on the website. (The careers page should not represent only a platform for posting information concerning current vacancies and advertised competitions. It should also serve as a showcase of the organizational culture of the university. Therefore, information should be placed here regarding the university's successful staff, internal team activities and diverse professional development initiatives, as well as all activities related to human resources management within the organization).

Staff Selection

1. At the university, a person is appointed to academic position solely through open competition. The rules and conditions for selecting academic staff are regulated in accordance with the rules approved by the Academic Council of the university.
2. Individuals are recruited to administrative/support positions through appointment. The rules and conditions for selecting administrative/support staff are regulated in accordance with relevant regulations operating at HEI. Administrative staff selection may be carried out using multiple forms: Rotation, staff selection based on provided recommendations and competition.

3. Invited staff are recruited through appointment. The rules and conditions for selecting invited staff are regulated in accordance with the rules approved by the Academic Council of the university.
4. The objective of the competition announced for occupying positions is to choose the best candidate based on pre - established criteria at the university, ensuring equal access to available positions. The competition can be advertised on HEI's website, different job web platforms and social media, as required. The competition committee ensures that competitions are conducted objectively, transparently and fairly.
6. Prior to announcing the competition, considering the job description of the respective position, essential requirements for the candidate are established in advance, along with the documentation/information to be presented in accordance with qualification requirements.

Probationary period

Within the university, a new staff member in administrative/support position is hired for probationary period of up to 6 months, to establish their skills and potential, as well as the compatibility with the organizational culture and requirements.

Job descriptions

Within the university, taking into account the specifics of administrative positions, a corresponding job description has been developed, through signing which the individual verifies their agreement and undertakes the responsibility that is determined for their position by the respective job description.

Adaptation

1. Within the university, new staff member adaptation is ensured and supported by the Human Resource Management Service, the direct supervisor and colleagues who welcome the individual at the workplace.

2. Current staff, as well as the direct supervisor are required to maximally support creating comfortable environment for the new employee.

Staff assessment

1. Administrative staff assessment is one of the important elements of the employee work performance management cycle. Work performance management, in turn, is a complex human resources management process that ensures engagement of every staff member in the implementation of the mission of the organization and achievement of goals.

The goal of assessment is:

a) staff career development, professional skills enhancement, encouragement, determining professional development needs and organizational development of the university;

b) Establishing the alignment of staff's professional skills, professional capabilities and personal qualities with the occupied position. The administrative/support staff assessment system of the university is based on assessment of staff competencies. Competency assessment, considering the position of the staff member, involves evaluation of those skills that are necessary to perform the goal(s)/task(s) provided for the relevant position and/or the work defined by the job description. The staff assessment procedure and criteria are provided in the university document: "**Rule for Assessing Administrative Staff Activities**".

2. Assessment of academic and invited staff is conducted according to the existing university document: "**Rule for Assessing Academic and Invited staff Activities**". Assessment of academic and scientific - research activities of the staff promotes the growth of scientific - educational activity productivity, enhancement of staff qualifications and professionalism, encouragement of creative initiative, which is directed toward the development and quality improvement of the university.

Professional development

1. The staff development plan represents an integral part of work performance management, where the knowledge, skills and competencies to be developed by staff are reflected. Following

staff assessment, it is important to summarize their strengths and weaknesses and determine those aspects of development that are important for better work performance.

2. Following staff assessment, it is important to summarize their strengths and weaknesses and plan their development through various activities:

a) Training;

b) Study course;

c) Development tasks - assignments provided by the supervisor that present a new challenge for the staff, represent novelty for them and target their professional development.

d) Assigning a mentor - mentoring represents the transfer of knowledge and experience by a more experienced individual (staff member) to less experienced employee;

e) Assigning the role of a mentor - being in a role of a mentor develops the staff, as they mobilize their knowledge and experience, improve communication skills and prepare for a leadership position.

f) Project management - managing new so-called projects represents new experience which develops coordination, planning, and communication skills. It is also significant for motivation, as staff perform and master new types of activities and content.

g) Coaching - a coach assists staff in developing certain skills or competencies. The goal of the coach is for the staff to discover solutions and alternatives on their own. The aim of coaching is to develop and strengthen staff.

h) The aforementioned list is incomplete and other developmental activities may be added to it by decision of the supervisor.

Incentives and Disciplinary Responsibility

1. For exemplary performance of official duties by staff, long - term and diligent service, completion of assignments of special complexity or importance, as well as based on the results of their performance assessment, various forms of incentives are used. Forms of incentives are:

- a) Declaration of gratitude;
- b) Awarding of appropriate certificate;
- c) Granting of monetary reward (bonus);
- d) Giving of valuable gift.

2. In case of violation of internal regulations and/or other internal rules of the university, a disciplinary responsibility measure may be imposed on the staff member. Disciplinary responsibility measures are:

- a) Written warning;
- b) Reprimand;
- c) One - time deduction of amount from labor remuneration, the total amount of which should not exceed 50 percent of labor remuneration;
- d) Dismissal from position.

Communication and informal relationships among employees.

1. Modern technologies - in the form of electronic mail, electronic document management systems, social networks or phone - provide the means to simplify work, but also create new problems, which is manifested in the shortage of face - to - face relationships and, accordingly, in increased risk of incorrect interpretation of information. In order to continue adapting to new challenges and environment, it is necessary to pay attention to communication development schemes, but at the same time, it is also essential to encourage face - to - face meetings so that people feel more closeness and team spirit with each other.

2. Sound internal communication promotes the formation of strong organizational culture. It ensures the formation of strong connections between employees and structural units, effective

coordination, accountability, formation of shared vision, as well as promotes internal discussion and consensus.

3. Internal communication is one of the main tools for proper functioning of the university and represents a primary mechanism for employee motivation. Information exchange is a prerequisite for the effective functioning of the university.

4. There are various communication channels, through flexible combination of which effective development of internal communication within the university is possible. Among various communication tools,

the following should be noted:

Paper - based - paper - based communication is one of the oldest and most widespread forms (for example, official or informal letters, documents, etc.).

Verbal - internal communication should not represent only one-directional dialogue. Dialogue, Q&A sessions and holding debates should be promoted. For example: Face - to - face meetings, discussions, seminars, etc .;

Electronic - regarding communication among employees, social networks can play a positive role here. Through social media, the organization can provide information in a way that contrasts from traditional, formal, closed and overloaded emails or meetings. For example: Website, Intranet, Blog, Social Media, etc .;

Skills and values training - such as: Workshops or meetings, trainings, seminars, etc., which in their turn also enhance team spirit.

5. Improving internal communication should ensure that all employees:

a) Proper information - each employee should clearly perceive both the expectations of the university towards them and the importance of their own activities in achieving the common goals of the organization;

b) Engagement - employees should have the desire and ability to be actively involved in improving the university's performance, care about achieving common goals and feel like members of one team;

c) Sense of pride - employees should feel pride in being associated with the organization where they work, as well as towards their own achievements, daily work and assignments.

6. Internal communication within the university occurs through the participation of staff, mid-level managers and top management. Employees - the goal of internal communication development is to encourage and develop informed, motivated, detail - oriented and actively involved staff in the work process, who consider themselves as integral members of the university and share its organizational culture. Mid - level managers - mid - level managers are in an ideal position to promote internal communication. They have the ability to effectively present more complex and broad issues in a local context. Moreover, employees feel more comfortable when interacting with direct managers. Top management - research shows that improved communication from top managers is the most effective way to increase employee satisfaction. It is preferable for the following type of information to originate directly from top managers:

Regarding any organizational changes;

Vision about the future development of the organization;

Periodic report on the activities of the organization;

The financial status of the organization.