

Approved by the resolution #23/3 of the Representative
Council of Tbilisi State Medical University, March 7, 2018

Human Resource Management Policy

Article 1. General principles

1.1. The human resource management policy is a system of personnel management principles and conceptual approaches that correspond to the mission, vision, and values of Tbilisi State Medical University (hereinafter TSMU) and also ensures the development of TSMU staff.

1.2. The human resource management policy is implemented by the heads of all structural units of TSMU in coordination with subordinate employees;

1.3 The main goal of effective human resource management is to ensure that employees collaborate successfully, showcase their strengths, and address any weaknesses. The university's success is directly linked to its proper human resource management.

1.4 Every university employee is crucial in upholding high-quality teaching and research.

1.5 The main principle of the policy is to attract and retain qualified and professional personnel and utilize their abilities and experience to the fullest extent. To achieve this, an effective employment policy that complies with the "Higher Education" law and the Labor Code of Georgia is necessary.

1.6 The effectiveness of the human resource management system depends on the development of balanced indicators to evaluate each employee's performance.

1.7. Establishing a robust and thorough system will enhance employees' productivity, motivation, and career advancement.

1.8. This document is crucial in personnel management and complies with applicable legislation.

1.9. The human resource management policy is founded on fairness, transparency, diversity, and equality.

Article 2. Supporting documents

2.1. For efficient human resources management, the university has developed the following additional documents:

- Organizational structure of the university
- Function and job descriptions for each position
- Academic staff workload chart
- Affiliation rules for academic staff
- Procedure for selection and employment of support staff
- Staff evaluation procedure

2.2. These additional documents support the university's mission and facilitate effective personnel management when used in conjunction with personnel management policies.

Article 3: Recruitment and Retention of Academic Staff

3.1 The quality of higher education at TSMU is directly related to the qualifications and professionalism of the academic staff. The university's success depends primarily on its academic staff. Therefore, the university's most important task is attracting and retaining qualified professors and teachers.

3.1. When recruiting academic staff, TSMU employs the following strategies:

- Studying favorable and unfavorable factors of the university to attract academic staff
- Developing priorities for attracting academic staff
- Using active methods to attract academic staff
- Attracting candidates from professional development programs for academic staff
- Offering support programs for new academic staff members
- Providing competitive salaries for qualified academic staff members

3.3. It is important for the university to accurately assess the factors that help or hinder its attraction of qualified personnel. By studying the favorable and hindering factors, TSMU can determine the right policy for attracting academic staff.

3.4. TSMU's management pays special attention to retaining academic staff and keeping them motivated. The university management regularly conducts interviews with the academic staff

to obtain reliable and objective information about the problems and supporting circumstances at the university.

3.3. Studying favorable and hindering factors of the university in terms of attracting academic staff - it is important for the university to correctly assess the factors that help or hinder its attraction of qualified personnel. Based on such an analysis, TSMU determines the right policy for attracting academic staff.

3.4. The management of TSMU pays particular attention to the retention of academic staff and their motivation. The university management regularly conducts interviews with the academic staff, which allows the management to receive reliable and objective information about the problems and supporting circumstances at the university.

3.5. To retain academic staff, university management often applies the following measures:

- Creating an objective evaluation and incentive system
- Ensuring high remuneration of labor according to qualifications and evaluations
- Effectively balancing working time
- Providing resources for the professional development of personnel
- Creating a comfortable and healthy working environment

Article 4: Employment Policy

4.2. A properly prepared and implemented employee selection process, along with effective employment policies and procedures in general, allow the university to avoid problems such as the outflow of professional personnel and related financial costs.

4.3. The university's employment policy is based on the following basic principles:

- The university prioritizes equality by providing equal opportunities for everyone, regardless of age, gender, ethnicity, religion, race, social background, or political beliefs. All university employees have equal access to participate in university life and professional development.
- Additionally, the university values diversity and actively seeks to attract and employ personnel with diverse experiences, beliefs, values, socio-economic backgrounds, nationalities, and ethnicities.

- Furthermore, the university ensures transparency by clearly defining and disseminating its employment policies and procedures.

4.4. Tbilisi State Medical University ensures the recruitment of personnel who:

- They will be able to perform their duties at a high level and ensure the university's success in the current competitive environment.
- Possess relevant knowledge and qualifications.
- They fully share the university's vision, mission, and strategic goals and use their talents to the best of their abilities to benefit the university.
- They act in accordance with the requirements of the university's internal regulations and contribute to the university's management process by using the existing mechanisms.
- Promote a harmonious and balanced relationship between teaching and research processes.

4.5. The employment policy states that the selection process is based on the following principles:

- **Competence:** The competition commission consists of individuals with appropriate competence. Additionally, the evaluation criteria and the qualification and education requirements of the vacant staff unit must align with the professional principles in the relevant field.
- **Impartiality:** No final decision is allowed until all stages of the selection process are completed. It is necessary to ensure that all candidates are on equal terms and that an objective and fair decision is made.
- **Transparency:** The selection process should be transparent for participating candidates and the general public. An opportunity to appeal the university's decision through fair procedures should be provided.

Article 5: Personnel Evaluation Policy

5.1. The university's personnel performance evaluation policy aims to support each employee effectively carrying out their responsibilities. It allows staff to set individual goals aligned with the university's strategic objectives and ensures regular evaluation of their activities by university management.

5.2: The objectives of the university staff performance evaluation policy are as follows:

- Enable university employees to participate in setting development goals and objectives for relevant faculties, scientific research, and auxiliary structural units.

- Ensure the development of individual professional goals and objectives by university employees.
- Determine the necessary resources to implement the goals and objectives set by the university employees and agreed upon with the university management.
- Timely identification of potential difficulties in the process of implementing professional goals by university personnel and determining strategies for their resolution.
- Evaluate the activities of university staff in teaching, research, and administrative/organizational fields.
- Identify the capabilities of university employees and promote their further development.
- Identify the professional development needs of university employees.
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Article 6: Professional Development of Staff

6.1. Professional development policy consists of deepening professional knowledge and perfecting skills. By implementing an effective professional development system, TSMU will constantly improve its activities and quickly adapt to the changing educational environment.

6.2. In developing professional development programs, university and faculty leadership ensures their relevance to the university's strategic development goals and to the individual needs of academic, administrative, and support staff.

6.3. Professional development programs for professors are mainly aimed at increasing professional competence in the following areas:

- Knowledge of academic discipline;
- Academic assessment strategies;
- research and teaching methods;
- use of new technologies in the teaching and research process;
- Development of new training courses

6.4. Various measures can be implemented to achieve the goal of professional development for academic staff. Promoting professional development is considered a valuable investment for TSMU and is included in the budget.

6.5. The university periodically develops programs that minimize costs while ensuring high results.

- Research grant programs
- Academic leave
- Mentoring program
- Cooperation between universities
- Cooperation with local and international organizations