

Approved by the Order N3 of 2024 of the Rector's Council

Petre Shotadze Tbilisi Medical Academy

General Policy, Principles and Regulations of the Human Resource (HR) Department

Table of contents:

Article1. General Provisions.....	3
Article 2. Goals and Objectives .....	3
Article 3. Core Values.....	3
Article 4. Human Resource Management Cycle .....	4
Article 5. Human Resource Management Strategy .....	4
Article 6. Recruitment and Selection of Human Resources.....	4
Article 7. Staff Development.....	5
Article 8. Staff Motivation and Maintenance .....	5
Article 9: General Goals and Principles of Staff Assessment .....	5
Article 10: Adaptation of the new employee and mechanisms of effective integration within the work process .....	6
Article 11. Termination of the Employment Contract .....	7

### **Article 1. General Provisions**

1. The Human Resource Management Policy (hereinafter - the policy) of Petre Shotadze Tbilisi Medical Academy (hereinafter - the Academy) is developed in accordance with the Acting Legislation of Georgia and defines the human resource management policy, as well as the general principles and regulations;
2. This document is based on the mission, values and goals of the institution.
3. Human resource of TMA represents itself a union of persons, their experiences, personal qualities, aspirations and goals.
4. Adaptation and professional development of academic and invited staff in the working environment is regulated by the Faculty Development Department, which is guided by the following document: "The assessment and promotion guidelines for academic and invited teaching staff";

### **Article 2. Goals and Objectives**

1. The main goals and objectives of Human Resource Policy are:
  - 1.1. To facilitate accomplishment of TMA's strategic goals and objectives
  - 1.2. To ensure recruitment, selection development and maintenance of highly qualified human resource;
  - 1.3. To promote professional and personal development of employed persons;
  - 1.4. To create environment, which ensures maximum presentation and realization of each employee's capabilities.

### **Article 3. Core Values**

1. Fairness and transparency: any decision of TMA is taken based on the principle of Justice and carries an objective nature. In addition, TMA employs open and public approaches, while the management procedures and regulations remain public.
2. Equality and equal opportunities: TME employs unified approach towards each member of personnel. Unequal treatment of each employee, based on of gender, religion, ethnicity or any other characteristics is not allowed; while each member of staff has equal opportunities to achieve their individual goals and objectives, which are consistent with the institutional goals and objectives of TMA
3. Responsibility and respect - TMA continuously strives to establish relationships based on mutual respect among employees and strengthen the sense of responsibility;
4. Professional development – TMA continuously seeks to ensure development of each staff member at both professional and personal levels;
5. The principle of participation - the institution ensures involvement of its employees in the decision-making process;

6. Quality focus - TMA continuously upgrades and optimizes existing procedures, which are aimed towards improving the quality of operationalization at the institution.

#### **Article 4. Human Resource Management Cycle**

1. The human resource management policy, general principles and rules are based on the Deming cycle of continuous improvement (Plan-Do-Check-Act, PDCA). This process integrates development/update of human resource management policies and with the mission and values of TMA; developing/updating staff job descriptions and qualification requirements; the cycle and processes of human resource recruitment, selection and maintenance processes; adaptation mechanisms for new employees at TMA and staff evaluation, motivation and development processes;
2. Effective human resource management implies formation of a working environment where each employee is given the opportunity to realize their potential and personal aspirations while achieving the goals of the institution.

#### **Article 5. Human Resource Management Strategy**

1. The human resource management strategy is based on the TMA Strategic Development Plan and represents a set of goals, achievement of which is desired by the Academy in terms of human resources.
2. Strategic management of human resources is carried out at the levels of processes, employees and institution:
  - 2.1. The level of processes considers – communication, monitoring, motivation and optimization of management.
  - 2.2. The processes carried out at the employee level imply multifactorial development of professional and personal qualities of an employee, as well as their skills, relationship with the institution and significance of their performance results for the employee;
  - 2.3. Institutional level in its turn considers organization, as a social system, which is based on the legal conditions of the labor.

#### **Article 6. Recruitment and Selection of Human Resources**

1. Recruitment of an employee is carried out in accordance to the document, which is consistent with the Acting Legislation of Georgia. In particular, “Petre Shotadze Tbilisi Medical Academy Vacancy Management”.
2. Recruitment procedures at TMA are fair and transparent, which implies publicity of available vacancies and selection of personnel in accordance to pre-determined criteria.
3. Applications for vacant positions at TMA are created based on the job description and take into account relevant qualification requirements and ensures implementation of the selection stages

in accordance with the document: "Petre Shotadze Tbilisi Medical Academy Vacancy Management".

#### **Article 7. Staff Development**

1. Professional development – in order to encourage professional growth of its employees, TMA continuously promotes their individual professional development, based on the results of staff evaluation and satisfaction surveys.
2. Professional development of academic and invited teaching staff is regulated by the document: "Petre Shotadze Tbilisi Medical Academy professional development methodologies for Academic and Invited staff".

#### **Article 8. Staff Motivation and Maintenance**

1. Motivation: The degree of motivation among the employees is determined by the characteristics of the environment (institutional culture), as well as transparent and objective mechanisms of management, established at TMA. The staff motivation involves both material and non-material stimulation;
2. The incentives are implemented upon objective criteria, where an important emphasis is placed on the findings of the performance assessment processes. In order to stimulate motivation among the staff members, are implemented incentives such as a periodic review of the remuneration, bonuses, etc.
3. Maintenance: in order to ensure continuous enhancement of institutional culture at TMA, each year is conducted satisfaction survey among the staff members, which takes into account all the main factors that affect the behavior of employees, as well as motivation and quality of their performance. Objectivity of this process is ensured through preserving confidentiality of participant identities and information. These surveys help the management of TMA to identify presenting problems and challenges and effectively eliminate them, hence avoid the staff outflow and maintain existing personnel. In addition, the results of staff satisfaction survey can contribute to review of management mechanisms, work conditions and various processes and their successive modification as necessary.

#### **Article 9: General Goals and Principles of Staff Assessment**

1. TMA regularly carries out staff performance assessment, which in its turn ensures identification of strengths and areas for improvement. In accordance with the analytical review of the findings, the institution plans and implements targeted staff development processes.
2. The staff performance assessment process serves to ensure effective and fruitful accomplishment of the rights and duties by each employee. The performance evaluation system, which is implemented in TMA allows employees to develop their own (individual) goals and objectives in accordance with the TMA strategic goals. Additionally, this system ensures periodic assessment

of employees' activities and facilitates feedback from the management. The main goals of the TMA staff performance assessment policy are:

- To develop individual professional goals and objectives in accordance to the strategic development plan;
  - To determine necessary resources for fulfilling pre-determined professional goals and objectives;
  - To identify the potential of TMA personnel and empower their further development
  - To determine professional development needs among the members of TMA personnel;
  - to identify the shortcomings and areas for improvement among the TMA employees and ensure their successive transformation;
  - to identify the strengths of TMA employees and support their further development.
3. In order to ensure implementation of above listed goals, TMA has developed the assessment procedures for administrative, academic and invited staff, which are regulated under the following documents: **“The assessment and promotion guidelines for academic and invited teaching staff”** and **“Administrative staff performance assessment system”**.
  4. Each member of TMA personnel has equal opportunities in terms of determining the goals and objectives, their implementation and evaluation;

#### **Article 10: Adaptation of the new administrative employee and mechanisms of effective integration within the work process**

1. Integration, adaptation and engagement of a new employee within the working process is ensured through the mechanisms of adaptation and efficient integration, which are implemented at TMA. These mechanisms provide employees with integral information regarding the mission, values, vision and institutional culture of TMA, as well as main priorities and directions of strategic development and available infrastructure, together with any other useful, necessary, formal and informal information, which in its turn can contribute to their successful integration in the team of TMA.
2. The process of integration of the newly recruited administrative staff member within the work environment involves active participation of the representative from the Human Resource Management Department and the immediate supervisor, under whose mentorship is ensured efficient engagement of the new employee in the work process;
3. Each department of TMA, within limits of its competence introduces the new employee with the activities and procedures, which are carried out in a cooperative manner, in order to accelerate assimilation of the new staff member in the work processes.
4. The new employee is familiarized with the structure of TMA, internal code of conduct, the code of ethics, the regulation of TMA and if necessary, with other statutory documents which regulate the activities, carried out by the institution.

**Article 11. Termination of the Employment Contract**

1. Termination of the employment contract is carried out in accordance to the Acting Regulations of the Georgia;
2. Prior terminating the contract is conducted an exit interview with the departing administrative employee in terms of receiving feedback.

**Article 12. Final Provisions**

1. The preceding document is approved by the Rector's Council;
2. The preceding document is effective upon its approval;
3. The amendments and/or additions to the preceding document are introduced through their approval.