

The Personnel Management Policy of BSU

Article 1. General provisions

1. Legal entity under public law - Batumi Shota Rustaveli State University (hereinafter - "University" or "BSU" or "Employer") personnel management policy (hereinafter - "Policy" or "Rule") is developed in accordance with the legislation of Georgia, the Organic Law of Georgia, In compliance with the requirements of the Labor Code of Georgia, the Law of Georgia on Higher Education, the BSU Charter and the Code of Ethics.

2. BSU personnel management policy establishes general principles and rules of BSU personnel management, including:

- a) The procedure of hiring (selection/appointment) of personnel;
- b) The terms and conditions of affiliation of academic and scientific personnel with BSU;
- c) Principles of participation of academic and scientific personnel in decision-making processes regarding educational, research, and other important issues;
- d) Approaches and strategies of professional development of personnel;
- e) Principles of remuneration and incentives;
- f) The procedure for integration new employees into the work environment and effectively involving them in the work process.
- g) A gender equality policy.

3. The purpose of this policy is to establish a strict and fair strategy for personnel management at BSU, which aims to attract qualified and motivated personnel, effectively utilize their abilities and promote their professional development, enhance the competitiveness and success of the university in the educational and research spheres, and support other activities relevant to the mission of BSU as determined by the strategic development plan.

4. The implementation mechanism of this policy involves introducing a transparent and fair personnel management system, which will be focused on:

- a) Attracting high-potential, properly motivated professionals and maximizing their potential and effective management;
- b) Taking into account the organizational interests to motivate and maintain the work of the personnel, ensuring the introduction of adequate motivational mechanisms;

- c) The analysis of the development potential of the personnel and the continuous development of the personnel to ensure the high quality of work performance and the targeted realization of their potential;
 - d) Creating proper working conditions and a healthy and safe environment;
5. The policy document applies to all members of the university staff, including BSU administrative, academic, scientific, support officials employed at BSU staff units, as well as freelance staff such as specialists hired on the basis of an employment contract, assistants, teachers/senior teachers and vocational teachers (hereinafter referred to as 'staff').
6. The University ensures the public availability of this document, which includes the BSU personnel management policy, labor regulations and other regulations on the main activities of the University. These documents are accessible on the on the BSU website and in the legal directory. The University informs the employee before the beginning of the employment relationship (prior to signing the employment contract).

Article 2. Basic principles of employment policy

1. The university's employment policy is based on the following basic principles:
- a) Ensuring equality/equal opportunities – Ensuring equal conditions for candidates/contestants and employees when starting labor relations with them based on the equality of the parties with the agreement reached as a result of free expression of will, strictly observing the principle of prohibiting any kind of discrimination (The university prohibits any kind of discrimination based on race, skin color, language, ethnic and social affiliation, nationality, origin, property or rank, place of residence, age, gender, sexual orientation, disability, religious, public, political or other associations, including professional connection, affiliation, marital status, political or other opinion or on other grounds);
 - b) Transparency - ensuring the clarity and public accessibility of this policy document, the university's employment policy, the relevant rules/procedures for staff recruitment;
 - c) Mutual respect and mutual support - respect for the opinions of others, compromise decision-making by the subjects of the labor relationship (on the one hand the employer - BSU/University, and on the other hand - the employee).
2. The labor relations with the university staff are based on the principles defined in this policy document, in addition, it is possible to define different/supplementary conditions by the contract signed with the staff and/or internal legal acts of the university, taking into account the specifics of the work to be performed by the staff.

Article 3. Administration and coordination of personnel management policy execution

1. The University's personnel management policy is primarily administrated by the structural unit responsible for managing university personnel. Coordination and

monitoring are overseen by the head of the administration and the head of the quality assurance service, in accordance with the competences of the mentioned management bodies.

2. To administrate the implementation of the personnel management policy, the university's structural unit responsible for personnel management, along with other structural units of BSU (within the scope of the functions defined by the statute), carries out relevant activities in accordance with the bylaws of BSU, the regulatory legal acts of personnel recruitment, evaluation, affiliation, workload management, determination of remuneration and /or professional development and incentive measures, including:

- a) Taking into account the official letter from the faculty and independent scientific and research institutes and the duration of the labor contracts concluded with the staff, the university's structural unit responsible for personnel management organizes the determination of vacant academic and scientific personnel positions, announcement and conducting competitions;
- b) Taking into account official letters from the faculties, together with the department of educational process management, organizes the determination of vacant hours and the announcement and holding of the selection competition for invited personnel;
- c) In agreement with the university rector/head of administration, develops and implements the strategy of attraction, selection (with or without competition) and employment of administrative and support staff and plans relevant activities;
- d) In agreement with the university rector/head of administration/quality assurance service, determines the relevant qualification requirements for the positions of academic/scientific/visiting/administrative/support staff, taking into account the applicable legislation, the specifics of the functions/work to be performed provided by the regulations of the structural unit and/or the job description of the staff approved by the legal act of the employer (in case of existence of such a legal act);
- e) In agreement with the university rector/ head of administration and quality assurance service, the structural unit responsible for personnel management develops strategies and mechanisms for professional development and training, as well as incentive measures for university personnel.

Article 4. BSU structure, structural units and personnel

1. The structure of BSU approved by the decision of the representative council includes BSU management bodies and structural units, including:

- a) Management bodies - representative council, academic council, rector, head of administration, quality assurance service;

- b) Basic educational units - faculties, which include faculty management bodies: faculty council, dean, head of quality assurance service, and may include structural units (laboratory, center, etc.);
- c) Independent scientific-research units - institutes, whose management bodies are: the director of the institute and the scientific council;
- d) Auxiliary Educational Structural Unit – professional Program Management and Continuing Education Center;
- e) Ilia Chavchavadze library;
- f) Fab-lab;
- g) Auxiliary structural units of the university administration: secretariats/departments/services/divisions/centers of management bodies.

2. According to the structure mentioned in the regulations of the university structure and relevant structural units, the BSU staff schedule determines the name, quantity and monthly salary of each position.

3. According to the staff schedule of BSU, the following composition of the university staff is provided:

- a) Academic officials: professor, associate professor, assistant professor, assistant;
- b) Scientific officials: chief scientific employee, senior scientific employee, Science worker
- c) Administrative officials: rector, vice-rectors, head of administration, head of university quality assurance service, faculty dean, deputy dean of faculty, head of faculty quality assurance service and director of independent scientific-research institute.
- d) **auxiliary officials:**

d.a) Director of Ilia Chavchavadze Library and other library staff (heads of library departments, librarians and specialists);

d.b) Staff of BSU administration auxiliary structural units - departments/services/divisions/centers (heads of these structural units, chief specialists, leading specialists, specialists, technicians, building administrators, security guards, cleaners, gardeners and others, provided for by the BSU staff schedule personnel employed in support positions);

d.c) Support staff of faculties (dean's office specialist, dean's assistant, specialist of the faculty's sectoral department, other non-executive officials required for the faculty's activities, specified in the staff schedule);

d.d) Support staff of independent scientific-research units of the university (except for the director, scientific staff and heads of scientific structural units).

4. The following personnel are invited to the university under employment contracts, through competition or without competition (hereinafter referred to as non-staff position):

- a) Teaching staff responsible for implementing higher education programs (teacher - a person without a doctoral degree and head teacher - a person with a doctoral degree) and specialists with relevant qualifications, from the university to participate in and/or lead the educational and/or scientific-research processes.
- b) staff of vocational education teachers implementing professional educational programs, as well as staff implementing professional training/retraining programs or short-term educational programs;
- c) Personnel necessary for the activities of the auxiliary structural units of the university administration or faculties or independent scientific research units (hereinafter, "support personnel").

Article 5. Recruitment of BSU personnel

1. One of the important prerequisites for effective personnel management is the planned and organized process of recruitment and selecting personnel, which is carried out in order to receive personnel with qualifications corresponding to the requirements outlined in job descriptions for both current and future vacancies.
2. An important direction of the university's personnel management policy is to employ outstanding and diligent students and graduates. Based on the above, BSU students/graduates, including those who successfully completed an internship and were employed at BSU in accordance with the "Rule of Internship at BSU" approved by the Representative Council, are considered in the process of recruiting personnel.
3. To maintain qualified personnel and promote their development, the university prioritizes the utilization of internal resources and facilitates the transfer or promotion of existing BSU employees before initiating the search and recruitment from the external sources to fill vacancies within university, taking into account the employee's qualification requirements, job description and work experience, in accordance with the procedure for hiring assistant personnel at BSU.
4. Various sources can be used to attract personnel, including:
 - a) University website and social networks;
 - b) job search web portals;
 - c) social networks;
 - d) various events (conference, workshop, professional development event and/or others).
5. The quality of higher education and the success of the university are directly related to the qualification and professionalism of the personnel implementing educational programs. Therefore, the most important task of the university is to attract and retain qualified professors and teachers.

Article 6. Selection and admission of BSU personnel

1. Employment (recruitment) at the staff units provided for by the BSU staff schedule is carried out through selection, open/internal competition, or non-competitive appointment/invitation (as a result of the interview with the employer based on the application). This includes:

a) Academic Position - on the basis of an open competition, in accordance with the "Legal Entity of Public Law - Batumi Shota Rustaveli State University academic staff recruitment rule" approved by the BSU representative council;

b) Scientific Position – on the basis of an open competition, in accordance with the “Legal entity of public law - additional requirements for hiring scientific staff and holding a scientific position at Batumi Shota Rustaveli State University”, approved by the BSU representative council.

c) Administrative position - 1. as a result of the appointment by order of the rector - on the position of deputy rector/deputy dean/acting director of an independent research unit and 2. As a result of elections/competition - for the positions of rector, head of administration, faculty dean, heads of university and faculty quality assurance services, and director of an independent research institute, in accordance with BSU statutes and BSU election regulations;

d) Ilia Chavchavadze library director position -- based on the competition announced and conducted by the Academic Council.

e) Assistant/helping positions (except for the director of the library of Ilia Chavchavadze) - according to the "Rules for recruiting auxiliary staff of BSU" approved by the decision of the representative council of BSU, and in case of hiring according to the competition - the legal act on the announcement of the competition, on the recruitment of personnel of BSU in accordance with the regulation and the legislation of Georgia;

2. Recruitment at university (for non-staff position) is conducted with or without competition, based on an employment contract:

a) Recruitment of teachers/senior teachers implementing higher education programs, invited professors and specialists with relevant qualifications - based on the decision of the representative council of BSU on the basis of "Affiliation of academic staff of BSU, determination of academic workload and the rule of remuneration" and/or official statements from the faculties, and on the basis of the conditional employment contracts signed with the personnel implementing the programs;

b) Based on the "Rule of Selection, Workload Determination and Remuneration of Vocational Education Program Personnel of BSU" approved by the order of the BSU Rector and/or the official statements of the Vocational Program Management and Continuing Education Center, on the basis of the conditional employment contracts signed with the personnel implementing the programs;

c) Staff responsible for implementing professional training or short-term educational programs - on the basis of the the legal acts about the approval of the programs, the regulation of the vocational program management and continuing education center and the official letter from the same center;

d) Auxiliary structural units/faculties/independent scientific-research units of the university administration and other auxiliary personnel – in accordance with the regulations of the relevant structural unit, the substantiated statement from the head of the structural unit and/or initiated by the employer (rector/head of administration).

3. The time and duration of the employment relationship shall be determined by the legal act/employment contract signed with the employee regarding employment in BSU.

4. The labor contract concluded with the BSU employee determines the rights and obligations of the subjects of the labor relationship, which derives from Georgian legislation and university regulations (Among them: Labor Code of Georgia; Law of Georgia "On Higher Education"; Law of Georgia "On Personal Data Protection", BSU Charter, BSU Personnel Management Policy, BSU Code of Ethics; Bylaws of BSU; BSU procedure instruction; Regulation of the relevant structural unit where the person is employed; other legal acts, which are related to the employee's activities and official functions and duties). The mentioned legislative and university legal acts, according to the internal regulations of the BSU and the employment contract concluded with the employee, are considered a constituent part of the employment contract, and it is ensured that the employee is familiar with them before the beginning of the labor relationship/before the signing of the employment contract (the structural unit responsible for personnel management provides support for familiarization with the regulations), as well as It is publicly available on the university's website, in the field "Legal Reference".

Article 7. Personnel qualification requirements

1. For the successful operation of the structural units, for each position (place of employment) the functions and duties and the necessary requirements for the high-quality performance of specific work are clearly defined.

2. The duties and qualification requirements for each position (place of employment) are based on legal requirements, the statute of the BSU, and the statute of the relevant structural unit.

3. In the process of job analysis, the tasks to be performed are determined based on the function of the structural unit. This analysis is used to establish the duties, qualification requirements, including education, experience, competencies, and skills, for each specific position.

4. The job description, as a mechanism, also serves to regulate the service relationship between the employee and their supervisor, in terms of the authority to issue a specific task and the obligation to perform it.

5. The qualification requirements of BSU staff are determined as follows:

a) Academic personnel - According to the regulation for hiring academic staff - "Legal Entity of Public Law – Batumi Shota Rustaveli State University regulation for hiring academic staff" approved by the decision of the representative council of BSU";

b) Scientific Personnel – According to the decision of the representative council of BSU; Approved "Legal Entity of Public Law - Batumi Shota Rustaveli State University requirement for hiring scientific staff and additional requirement for scientific positions";

c) Administrative staff (rector, head of administration, faculty dean, heads of university and faculty quality assurance services, director of an independent scientific-research institute) - according to the statutes of BSU and the regulations of the relevant structural unit (faculty/institute);

d) Ilia Chavchavadze Library Director - according to the resolution of the BSU Academic Council on the announcement of a competition for the position of the library director;

e) Support staff - according to the legislation of Georgia, according to the "Rules for recruiting support staff of BSU" approved by the decision of the representative council of BSU, the corresponding structural unit (faculty/institute) regulation and/or job description and/or legal acts of the rector/head of administration on the announcement of the competition.

f) In case of announcing a competition, the relevant legal acts of BSU shall determine:
a) competitive position; b) deadline for receiving documents; c) composition of reception/procedural/competition/appeal commissions; d) Competition conditions/main qualification requirements, as well as additional qualification requirements (if any/necessary).

Article 8. Functions and duties of BSU staff

1. The staff of BSU is obliged to perform the functions-duties corresponding to the position held, in accordance with the legislation of Georgia, the Law of Georgia on "Higher Education", the internal rules of BSU, the code of ethics, other legal acts regulating the activities of BSU, diligently and in good faith, including:

a) An academic official - the terms of the employment contract, the requirements of other legal acts defining the academic workload and regulating the educational process, the "rules for affiliation of BSU academic staff, determination of academic workload and remuneration" approved by the decision of the representative council;

b) A scientific official - the terms of the employment contract, the requirements of the regulation of the relevant independent scientific-research unit and other legal acts regulating the activity;

c) The administrative official:

C.1 . The rector and the head of the administration - the requirements of the legislation of Georgia, the statutes of BSU, the internal regulations, the code of ethics and other regulating legal acts;

C.2. The head of the quality assurance service - the requirements of the legislation of Georgia, the statutes of BSU, the bylaws, the code of ethics, the regulation of the quality assurance service and other regulating legal acts;

C.3. The deputy rector - the requirements of Georgian legislation, BSU charter, bylaws, code of ethics, functions defined by the rector's order and other regulating legal acts;

C.4. The dean and deputy dean of the faculty - requirements of Georgian legislation, BSU statutes, bylaws, code of ethics, regulations of the relevant faculty and other legal acts regulating activities;

C.5. The head of the quality assurance service of the faculty - the requirements of the legislation of Georgia, the statutes of BSU, the bylaws, the code of ethics, the regulations of the relevant faculty, the regulations of the quality assurance service and other legal acts regulating the activities;

C.6. The director of the independent scientific-research institute - in accordance with the legislation of Georgia, the statutes of BSU, the bylaws, the code of ethics, the requirements of the statute of the institute and other legal acts regulating its activities;

d) The assistant official:

d.1) The representatives of the library director and other staff (librarians and department heads) - the requirements of Georgian legislation, BSU statutes, bylaws, ethics code, library regulations, rules for using the library and other legal acts regulating activities;

d.2) The personnel of administrative support structural units - the requirements of the legislation of Georgia, BSU statutes, bylaws, code of ethics, the regulations of the relevant structural unit approved by the decision of the representative council and/or the job description of the personnel of the relevant structural unit approved by the order of the head/rector of the administration;

d.3) Head of the Secretariat of the Academic Council - the requirements of Georgian legislation, BSU statutes, bylaws, ethics code, academic council regulations and other legal acts regulating activities;

d.4) The head of the secretariat of the representative council - the requirements of Georgian legislation, BSU charter, bylaws, code of ethics, regulations of the representative council and other legal acts regulating activities;

d.5) The representative of the faculty's support staff (dean's office specialist, field department specialist, specialists and others) - the requirements of Georgian legislation, BSU statutes, bylaws, code of ethics, regulations of the relevant faculty and other legal acts regulating activities;

d.6) Vocational program management and continuing education center staff - the requirements of Georgian legislation, BSU charter, bylaws, code of ethics, statute of this center, legal act on approving job description of center staff and other legal acts regulating activities;

2. The functions and duties of the BSU staff, in addition to the legal acts specified in the first paragraph of this article, may also be determined by other acts and official decrees of the BSU management bodies (academic council, representative council, rector, head of administration), in accordance with the employment position and competencies.

3. The function-duties (job description) of BSU invited staff are defined:

a) specialists/teachers/senior teacher staff - according to the labor contract, BSU bylaws, code of ethics, legal acts on the announcement of the competition, approved by the decision of the representative council, "the rule of affiliation, academic workload and remuneration of the academic staff of BSU" (such in case of issuance of the act), with other legal acts defining the academic workload and regulating the educational process;

b) Vocational education teachers implementing vocational education programs - Approved by the order of the Rector of BSU, "Selection of personnel implementing professional educational programs of BSU, the rules for determining the workload and the payment of labor remuneration, labor contracts signed with the personnel implementing the programs, by other legal acts defining the workload and regulating the educational process of professional programs;

c) The auxiliary personnel invited for the needs of the auxiliary structural units of the university administration/faculties/independent scientific-research units - according to the labor contract, the regulations of the corresponding structural unit and the official orders of the head of the structural unit.

Article 9. Affiliation, workload and certification of academic and scientific personnel

1. The affiliation of an academic official with BSU is determined on the basis of an employee's application, with a written agreement between the university and the

employee, which is formed upon the commencement of the employment-legal relationship and is valid for the duration of the employment relationship.

2. The form of affiliation agreement with BSU is approved by the order of the Rector of BSU.

3. The conditions for affiliation of an academic official with BSU are:

a) is employed in an academic position only at BSU, doesn't hold a scientific position at another institution, carries out educational, scientific-research activities at BSU and connects (is considered) only BSU with the results of his scientific research;

b) participates in the processes of community development and knowledge sharing on behalf of BSU;

c) is actively involved in the decision-making processes of BSU regarding educational, research and other important issues;

d) is actively involved in the processes of academic counseling and academic/scientific guidance of students.

4. BSU academic official who has not signed an affiliation agreement with BSU or has terminated it, in accordance with this rule, is not affiliated with BSU.

5. BSU professor must be affiliated with BSU. Violation of the terms of affiliation by a BSU professor is grounds for termination of employment.

6. The rules for affiliation of academic staff of BSU, determination of workload of academic and invited staff and payment of remuneration (hereinafter - the rule of affiliation) will be developed by the academic council and approved by the representative council. Annual work (academic) workload categories of BSU academic officials are determined in accordance with the affiliation rule, taking into account their affiliation with BSU, their workload in BSU and/or other institutions.

7. The rules of affiliation and remuneration of scientific personnel will be developed by the academic council and approved by the representative council.

8. BSU professors and chief scientific employees elected for life are subject to attestation once every 5 years, based on the BSU statutes, the attestation rules developed by the academic council and approved by the representative council.

Article 10. Mechanisms of professional development of personnel

1. In order to improve the university's activities and increase its competitiveness in the educational space, the university promotes the professional development of the staff through various measures, namely:

- a) financing of professional training/development courses/trainings (with full financing or co-financing from the BSU budget), in accordance with the Georgian legislation and the decision of the BSU Representative Council "Rule of financing the professional development of BSU staff and encouraging the publication of articles";
- b) paid creative leave of an academic official (the so-called "academic leave") for a period of not less than 1 semester and not more than 1 academic year;
- c) Permissibility of an active labor relationship by an academic or scientific official during the period of participation in the international grant project (with maintenance of the salary), in compliance with the conditions defined by the internal regulations of BSU or other legal act approved by the decision of the representative council;
- d) support for participation in professional development events (conferences, trainings and others) by self-financing/on the initiative/desire of the employee (counting absence at work for the specified reason as valid excuse);
- e) Introduction of new technologies and electronic programs in the university, in order to promote and improve activities.

Article 11. Staff retention, motivation and encouragement

1. The University strives to increase confidence in the fairness and objectivity of the environment, organizational culture and management mechanisms established in BSU, to enhance motivation, incentives, encouragement, learning, capabilities and qualifications of the staff.

2. An important task of the university is to ensure the maintenance of highly qualified personnel and increase motivation, accordingly, staff development projects/events are planned taking into account the results of the conducted research, the evaluations of the quality assurance services and/or the monitoring of the progress of the educational process/the evaluations of the heads of the programs.

3. The mechanisms for increasing staff motivation are:

- a) Adequate compensation for labor;
 - b) financial incentives, taking into account the qualification and additional labor volume;
 - c) opportunities for promotion, official advancement;
 - d) freedom in the process of making decisions;
 - e) positive emotional support of the employee in the labor process and objective evaluation of the work performed;
 - f) creation of modern material and technical conditions necessary for the smooth conduct of activities/educational process;
4. The development of motivation mechanisms is a continuous process and is based on the results of staff satisfaction questionnaires and interviews.
5. The requirements and procedures of the applicable affiliation rule in BSU ensure the transparency of the process, openness, availability of information and are aimed at the formation of a competitive environment.
6. The academic and scientific staff of BSU was fully or partially financed in accordance with the rules established by internal university legal acts:
- a) publication of a work prepared for use in the educational process of BSU and recognized as a guide, in accordance with the regulation of publishing activity of BSU and/or other legal act;
 - b) participation in international conferences, seminars, etc. on behalf of BSU;
 - c) publishing an article on behalf of BSU in highly rated scientific publications;
 - d) research and activities;
 - e) unlimited access to BSU electronic databases related to the employee's research field;
 - f) intra-university targeted/faculty grant projects that are in compliance with the priorities of the strategic development plan of BSU;
7. Staff encouragement measures will be implemented within the framework of objective criteria and a transparent process, based on the information/material obtained as a result of the evaluation of the quality of work performance.

8. In the form of an encouraging measure, it is possible to use the support of a representative of the administrative and/or support staff of BSU for involvement in the educational process (studying in an educational program compatible with the position held, as well as in the process of implementing/teaching training courses of relevant programs), which means including the study/teaching period as working time, as well as giving a discount in the tuition fee/financing of participation in the professional development event (only in accordance with the decision of the representative council).

9. Organizational involvement of personnel is important for BSU, which contributes to both employee and organizational well-being. A high level of engagement leads to enthusiastic performance of work by staff, satisfaction with personal and team achievements, develops self-esteem, employees actively try to implement the mission of the organization and absorb the successes achieved as a result of workload.

Article 12. Quality management of work performance

1. One of the most important goals of personnel management is to improve the quality of the work performed, for which the process of managing the quality of work is carried out. This process serves to promote the development of personnel and the maximum manifestation of their abilities, makes it possible to analyze the qualifications of employees in relation to the main requirements of work, set goals and tasks, reveals the conditions determining the quality of work performance, additional needs for professional development of employees and development opportunities for career planning.

2. For the university, it is important for the employees to develop a positive attitude towards the assessment (to understand how laborious their work is).

3. The quality of the work needs to be improved, based on the above, the evaluation process is the best source of information for determining the ways/directions to achieve progress in the employees' activities.

Article 13. Personnel evaluation process, criteria and methods

1. For the completeness of the personnel evaluation process, it is important to determine the evaluation criteria in advance, taking into account the functions and competencies defined by the structural unit's statute and/or job description, according to the achievement of the set goals and the quality of the tasks.

2. The BSU Academic Council approves the BSU academic and visiting teacher personnel evaluation rules.

3. The BSU Academic Council approves the BSU academic and invited teacher personnel evaluation rules.

4. In the evaluation process of administrative and support staff, the description of the functions of the employees and the annual work plan of the structural unit are used (the heads of the structural units assign the necessary activities/functions to the staff of this unit).

5. Evaluation of administrative and support staff may be:

a) Excellent - the duty and/or the work more than expected was performed in the best way, the employee is clearly distinguished by the results and/or professional skills;

b) Good – the duty was well performed, the employee's results and/or professional skills are stable in accordance with the established requirements;

c) Satisfactory – the duty was partly well performed and needs improvement;

d) Unsatisfactory – the duty was not fulfilled, the employee's results and/or professional skills do not meet the established requirements.

6. After the evaluation process is completed, the direct supervisor will develop a personal development plan with the involvement of the employee. The abovementioned plan may consist of development activities that can be implemented by the employee himself and may require the use of professional development measures.

7. Based on the results of the assessment, the following decision may be made:

a) Encouraging the employee (using material and/or non-material incentive measures);

b) Professional development (for the purpose of further professional and/or career development of the employee, in order to plan the necessary developmental activities after identifying the weak and strong points of the employee);

c) Dismissal (in accordance with the Labor Code of Georgia, BSU bylaws and/or the labor contract concluded with the employee).

8. The evaluation forms of the administrative personnel are approved by the order of the Rector of BSU.

9. Evaluation forms for support staff are approved by the order of the head of BSU administration, in agreement with the rector of BSU.

Article 14. Adaptation of a new employee

1.The structural unit responsible for personnel management and the official direct supervisor introduce the new employee to the relevant structure, introduce the working environment, personnel, material and technical base and other resources.

2.The new employee is informed about the mission of the university, the strategic development plan, present personnel management policy, internal regulations, the code of ethics, the sexual prevention policy document, the procedure instruction, the regulation of the relevant structural unit and other legal acts regulating the activity.

3.In the first stage for the full adaptation of the new employee to the workplace, the head of the relevant structural unit, in coordination with the structural unit responsible for personnel management, provides support by the employee with working experience in accordance with the needs of the new employee.

Article 15. Teamwork in the work process (the so-called "team building")

1. BSU's strategic goals can be achieved only through joint efforts and teamwork of employees.

2. "Team building" is a modern method of forming a cohesive team, during which employees' abilities and talents are revealed, corporate relations are established, employees' talents and leadership abilities are revealed, it is a means for effective relaxation and stress relief.

3. Some indicators for identifying the need for "teambuilding" are: low productivity, conflicts, apathy and low engagement, communication difficulties, lack of innovation and initiative, complaints about the quality of service, high employee turnover, low levels of job satisfaction and motivation, difficulties in the decision-making process .

4. "Team building" activities will be held periodically in BSU, both at the level of the general organization and individual structural units.

5. "Team building" activities are planned by the structural unit responsible for personnel management.

Article 16. Gender equality policy

1. A legal entity under public law - Shota Rustaveli State University of Batumi is an open, inclusive and intercultural institution focused on gender equality and family values, which considers the diversity of its members as a productive resource and opposes any kind of discrimination based on personal or social characteristics.

2. The university is focused on creating favorable conditions and a motivating working environment for students and university staff and considers any kind of discrimination on the basis of ethnic origin, sex, religion or worldview, age, special needs or gender identity to be inadmissible.

3. BSU expresses its commitment to the protection and implementation of the principle of gender equality and its commitment to the relevant values in its mission and vision, as well as in the university's code of ethics, the present personnel management policy, the internal regulations, and also confirms and disseminates the gender equality plan approved by the order of the rector. The abovementioned plan reflects the approach defined by BSU regarding the introduction of the principle of gender equality both at the institutional and academic culture levels and the tasks and measures to be implemented in this direction.

Article 17. Final Provisions

1. In order to enforce, introduce and implement this personnel management policy document, the rector of BSU and the head of administration will issue relevant legal acts within their competence.

2. In order to facilitate the implementation of a transparent, effective and consistent policy in the direction of human resources management, taking into account the changes and additions made to this policy document, internal regulations, as well as other legal acts related to personnel management (if any), the codified legal acts will be posted publicly on the BSU website (in the field, legal reference").