



**AVICENNA**  
Batumi Medical University

*„Approved by “  
General Meeting of Partners of  
Avicenna – Batumi Medical University, LLC  
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**The Staff Management Policy  
of Avicenna – Batumi Medical University**

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## Chapter I. General Provisions

### Article 1. Regulation Sphere

- 1.1.** The Staff Management Policy (hereinafter - “Policy” or “Document”) of “Avicenna - Batumi Medical University” LLC, defines the procedures and regulations for selection, recruitment, workload organization of the academic, administrative, support and invited staff (hereinafter-staff); participation in the staff evaluation, provision of incentives and participation in professional development events;
- 1.2.** The Policy together with the University Internal Regulation and Code of Ethics, is the legal basis for organizing the procedures related to the labor relations of the University personnel;
- 1.3.** The purpose of the Policy is to organize the University activities, enhance the staff motivation, create an objective and transparent system for the evaluation of the effectiveness-efficiency of the performed work, and to support the University academic or administrative activities in compliance with the requirements of the good practices of the staff management as well as the Labor Code of Georgia;
- 1.4.** Based on the given Policy, the rights and responsibility of the University staff are determined by the official position related instruction (job descriptions) approved by the Rector’s Order for the relevant position of Avicenna as well as the employment contract with the employee;
- 1.5.** Compliance with the procedures described in the present Policy and the requirements of the Internal Regulation is mandatory for all University employees.

### Article 2. Principles of Staff Management and Development

- 2.1.** The University staff management and development principles are:
- a) Equality** - that implies an unbiased and equal attitude to all employees both during holding a position and performing the work while getting benefit from advantages offered by the employer in equal pattern;
  - b) Objectivity** –that implies taking any decision related to employment of an entity within the established rule based on the transparent criteria;
  - c) Openness**- that implies the employer’s orientation on the attraction of personnel through open selection or competition;
  - d) Multifaceted evaluation**- that implies evaluation of the personnel not only with the key task indicators or the supervisor’s opinion, but also through the participation of all members of the University community;
  - e) Development** - that implies promotion of the professional growth and development of the personnel by the employer.

### Article 3. Inadmissibility of Discrimination and Harassment in the Staff Management Process

- 3.1.** In labor and pre-contractual relations, including the period of publication of an announcement on a vacant position as well as at the selection process, any kind of discrimination based on race, skin color, language, ethnical and social affiliation, nationality, origin, property or title possession, place of residence, age, gender, sexual orientation, disabilities, religious belief, affiliation to public, political, including professional, unions, property possession, marital status, political or other opinions is prohibited;
- 3.2.** Discrimination is intentional or negligent differentiation or exclusion of or giving preference to a person on the basis of race, skin color, language, ethnical or social affiliation, nationality, origin, property or title possession, status of a labor agreement, place of residence, age, gender, sexual orientation, disabilities, health condition, affiliation with religious, social, political or other unions (including

professional unions), property possession, marital status, political or other opinions or on any other ground, that aim or result in denying or interfering in equal opportunity or treatment in employment or professional performance;

**3.3.** Discrimination is direct when, due to any of the ground considered by the first paragraph of the present article, a person is the subject of unequal treatment compared to another person who in the same or similar situation, was or could have been the subject of more favorable treatment;

**3.4.** Discrimination is indirect when a neutral provision, criterion or practice puts a person at a disadvantage compared to another person due to any ground envisaged by the first paragraph of the present article, unless such provision, criterion or practice is objectively justified by a legal purpose and the means applied to achieve this purpose are necessary and proportionate;

**3.5.** In case equal work is performed by female and male employees at the University, equal remuneration for labor is ensured;

**3.6.** Harassment in the workplace (including sexual harassment) is a form of discrimination, in particular, unfavorable behavior towards a person, that aims at or causes humiliation of a person and creation of intimidating, hostile, humiliating, degrading or insulting environment for them;

**3.7.** Sexual harassment is unfavorable behavior towards a person, that aims at or causes humiliation of a person and creation of intimidating, hostile, humiliating, degrading or insulting environment for them;

**3.8.** The University Internal Regulation envisages prohibition of discrimination and harassment, and also implementation of appropriate measures in case of violation of the mentioned prohibition.

## Chapter II. University Personnel

### Article 4. University Personnel

**4.1.** The University personnel consists of persons employed in academic, administrative or support staff positions of the University, as well as persons employed on non-staff positions under an employment contract, visiting professors and teachers;

**4.2.** In order to manage the work processes efficiently, the University is authorized to hire interns in the structural units of the University.

### Article 5. Academic Positions of the University

**5.1.** The academic staff of the University consists of: professor, associate professor, assistant professor and assistant;

**5.2.** Professor determines the concept of the educational program or its separate component (public health and basic medicine, preclinical, clinical directions), implements the educational process and scientific-research activities;

**5.3.** Associate professors and assistant professors define and direct the content of separate study courses and implement research activity;

**5.4.** Assistant professor, under the guidance of a professor, implements seminars and research work in the frame of the current educational process in the main educational unit of the University.

## **Article 6. Administrative and Support Positions of the University**

**6.1.** The administrative staff of the University is comprised of the following: officials (Rector, Deputy Rector, Head of Quality Assurance Service) carrying out the governing/administrative functions of the University; Dean of the School of Medicine and the Dean's Office employees (Deputy Dean, Head of Educational Program) and Heads of all structural units of the University;

**6.2.** The support staff of the University consists of other persons employed in the structural units of the University administration in addition to the positions specified in the first paragraph of the present chapter.

## **Article 7. Invited Professors and Teaching Personnel of the University**

**7.1.** Persons with appropriate pedagogical, practical or clinical experience will be invited to implement the University educational program components/study process without holding an academic position:

- a) As an Invited Professor-a person on the academic position from the other educational institution (as an invited professor/ associate professor, depending on which academic position they are elected in other educational institution);
- b) As an Invited Senior Teacher-a person with a doctoral degree;
- c) As an Invited Teacher-a person without a doctoral academic degree.

**7.2.** Invited personnel are authorized, independently or together with the academic personnel, to determine the content of the study course, teach theoretical, practical, laboratory or clinical part of the course; as well as ensure the assessment of students in accordance with the content and format considered by the syllabus of the relevant study course/component of the educational program.

## **Article 8. The University Intern**

**8.1.** An intern is a person who performs short-term work in the structural unit of the University with or without compensation, to improve qualification, gain professional knowledge, skills or practical experience;

**8.2.** The term of unpaid internship is a maximum of 6 months, while the term for paid internship -1 year;

**8.3.** The decision on hiring an intern and then their employment is taken by the University Rector.

## **Article 9. Staff Number Ratio Benchmarks**

**9.1.** For the smooth implementation of the study, research and administrative processes in the University and insurance of sustainability of the organization activities, target benchmarks have been established in relation to the number of personnel;

**9.2.** Target benchmarks are good practice-based measurable indicators, the achievement of which determines the sustainability of the organizational processes;

**9.3.** The target benchmarks in relation to the University personnel are as follows:

- a) the ratio of the academic staff number to the total number of the administrative and support staff;
- b) the ratio of the academic staff number to the total number of the staff of the institution;
- c) the ratio of the academic and scientific staff number to the number of the invited staff;
- d) the ratio of the academic and invited staff number to the number of the students;

- e) the ratio of the academic and invited staff number to the number of higher educational programs;
- f) the ratio of the number of the administrative staff to the students' number;
- g) the ratio of the number of the affiliated staff to the total number of the academic and invited staff;
- h) the ratio of the number of the affiliated academic staff to the total number of students;
- i) retention rate for academic staff;
- j) retention rate for invited staff;
- k) retention rate for administrative and support staff;

**9.4.** Specific numerical characteristic of the target indicator in relation to the University personnel is defined by the University Academic Council;

**9.5.** The structural unit responsible for the management of human resources processes the statistical data at its disposal according to the relevant targets and submits an annual report to the Deputy Rector in Administrative and Financial Affairs regarding the compliance of the established ratio of the number of the personnel/target indicators (achieving or failing to achieve the target).

### Chapter III. Selection and Employment of Personnel

#### Article 10. Determination of Vacancies and the Need for Recruitment

**10.1.** Vacancies for the academic staff are determined based on the initiative of the head of the educational program of the main educational unit (school) of the University and the School Council decision in accordance with the rule for recruitment of the academic and invited staff approved by the University Academic Council;

**10.2.** The need for the invited personnel for the implementation of the educational program is determined based on the initiative of the head of the educational program of the main educational unit (school) of the University and the decision of the School Council in accordance with the rule of recruitment of the academic and invited staff approved by the Academic Council of the University;

**10.3.** Vacancies for the administrative and support personnel are determined taking into account the needs of the University activities, based on the request of the head of the structural unit in which a new employee is to be recruited, or on the initiative of the Rector. If necessary, changes (additions) to the staff schedule of the University are made and the terms and procedures for the selection of the new staff are determined by the Rector's order, their initiative or /and on the basis of the report letter of the Deputy Rector in Administrative and Financial Affairs;

**10.4.** Places for internship are defined on the basis of the request of the Head of the Structural Unit, in which the intern is to be recruited or by the Rector's initiative. The admission procedure (through or without a competition) and the deadlines are determined by the Rector's order of the University by their initiative or/and on the basis of the report letter of the Deputy Rector for Administrative and Financial Affairs.

#### Article 11. Personnel Selection Form

**11.1.** Coming out from the requirement of the legislation and the needs of the University, the University is authorized to use the following forms of personnel selection:

- a) Open competition;
- b) Open selection;

c) Closed selection;

**11.2.** Open competition is held for the purpose of selection of the academic and invited staff of the University, in accordance with the conditions and procedures established by the “Rules of Recruitment of the Academic and Invited Staff” approved by the Academic Council of the University and envisages evaluation of all participating candidates by an objective and independent commission, with public evaluation criteria and availability of efficient mechanisms of evaluation appeal.

**11.3.** Open selection is carried out in the public space through posting the information/announcement about the University’s administrative or support staff position vacancies. The number or type of the selection process phases are defined by the University Rector’s order. The University is not obliged to justify the decision made to the candidate.

**11.4.** Closed selection can be carried out without posting a vacancy in the public space, through the existing channels of the University, through the forms of candidate search or transfer-promotion of a person appointed to another position.

**11.5.** The selection of the academic staff is done only in the form of an open competition, based on the principle of selecting candidates through a fair competition.

**11.6.** For the implementation of the educational program, the invitation of the teaching staff, selection of the administrative and support staff through the open or closed form. In order to comply with the principle of a fair competition, the University, within the scope of the possibility, will give preference to the application of the open form competition in the selection of the mentioned personnel.

## **Article 12. Personnel Qualification Requirements**

**12.1.** The qualification requirements of the academic and invited personnel are determined by the “Rule of Recruitment of the Academic and Invited Personnel” of the University, Georgian Legislation, the Law of Georgia “On Higher Education” and the sectoral characteristics of medicine;

**12.2.** The qualification requirements for the administrative and support staff are determined by the University regulations and/or the job description of the relevant position in accordance with the functions defined. The qualification requirements for support staff may be defined by the head of the structural unit in which the person is to be employed.

**12.3.** The qualification requirements of interns are determined by the head of the structural unit in which the internship is to be carried out.

## **Article 13. Announcement on Recruitment, Competition, Vacancy**

**13.1.** The academic staff selection competition is announced publicly, on the University website and/or recruitment websites, one month prior to starting receiving documents for participation in the competition.

**13.2.** The legal act and the announcement (information) on the academic staff selection competition will include the vacant academic positions, competition conditions (qualification requirements), list of to be submitted documentation, the form the documentation has to be submitted in (hard copy/or electronic form), competition deadlines and procedures;

**13.3.** The competition/open selection for the position of the invited/administrative/support staff is announced publicly on the University website and/or websites for employment;

**13.4.** The information about the competition is posted as well as the contestants/candidates are consulted by the Human Resource Management Service and Chancellery.



#### **Article 14. Personnel Selection**

**14.1.** The open competition for the selection of the academic staff of the University is a two-staged process; at the first stage the evaluation of the competitors' applications and the documentation /information is carried out, while the second stage considers the interviews with the competitors (if necessary, conducting a lecture and/or other activity in compliance with the specifics of the workload).

**14.2.** The Dean of the main educational unit (school) ensures the preparation of the issue of recruitment of the invited staff, for the discussion at the School Council and inclusion in the agenda of the School Council. The head of the program as well as the heads of the sectoral department take part in the discussion of the issue. The School Council discusses taking into account the arguments presented and takes decision regarding the determination of the working hours to be performed in each sectoral department, the number of vacancies for the invited personnel, as well as the selection procedure (through or without competition) of the personnel to be invited.

**14.3.** The invited personnel are recruited as a result of the open competition or without the competition. It is possible to recruit without the competition:

- a) a person holding an academic position in another educational institution –with the status of an invited professor/associate professor;
- b) persons with at least 3 years of work experience in the direction of the workload to be performed-with the status of an invited senior teacher or a teacher;

**14.4.** The evaluation of the candidates for the positions of the administrative and support staff, in the case of recruitment through the competition, is carried out by the commission which includes the head of the service relevant to the vacant position and a representative of the Human Resource Management Service and Chancellery and other persons in accordance with the Rector's decision;

**14.5.** The evaluation of the candidates for the positions of the administrative and support staff, in the case of recruitment without the competition, is carried out by the commission which includes the head of the service relevant to the vacant position and a representative of the Human Resource Management Service and Chancellery and other persons in accordance with the Rector's decision;

**14.6.** The evaluation of the internship candidates is carried out by the University Rector or the Deputy Rector in the relevant direction based on the Rector's order, representatives of the Human Resource Management Service and Chancellery or/and other employees;

**14.7.** After the completion of the personnel competition/selection process, the Human Resource Management Service and Chancellery informs all candidates/applicants participating in the competition/selection process, on the decision made regarding them;

#### **Article 15. Appointment of Personnel**

**15.1.** The University personnel is appointed on the position by the Order of the Rector-the entity responsible for the University management and representation;

**15.2.** The Rector's order on the appointment of a person on the relevant position is issued in compliance with the University Statute, Provision, the Present Policy of Personnel Management, the requirements of the Rule of Recruitment of the Academic and Invited Staff, the relevant structural unit, the Human Resource Management Service and Chancellery, Deputy Rector's report letters, upon presenting by the Competition Commission or the Rector's Initiative;

**15.3.** A person is appointed on the academic position on the basis of the University Rector's order issued based on the results of the conducted open competition presented by the Competition Commission and an employment contract is concluded with them, in accordance with the form approved by the Rector's order and the Rule established by the Legislation of Georgia;

**15.4.** In order to implement the educational program of the University, the Rector's order on inviting the teaching staff and determining their workload, is issued based on the report of the Dean of the main educational unit (in case of recruitment without a competition) and upon presenting the results of the conducted competition by the competition commission (in case of recruitment through the competition). An employment contract with the invited staff is concluded in accordance with the form approved by the Rector's order following the rule established by the Legislation of Georgia;

**15.5.** The University Rector's order on the appointment of the administrative and support staff is issued on the basis of the submission of the competition or open competition results by the competition commission (in the case of recruitment through the competition or open selection) or on the basis of the submission of the direct supervisor of the recruited personnel or the Deputy Rector or the Rector's initiative;

**15.6.** An interim may be appointed on the basis of the presentation of the supervisor of the recruited person or the University Rector's order/employment contract issued by the Rector's initiative.

#### **Article 16. Content of the Employment Contract**

**16.1.** The Employment Contract is signed with the employee appointed by the University Rector's order (including the academic and invited staff implementing the educational program in the form approved by the Rector's order) reflects the information in compliance with the requirements of the Labor Code of Georgia, the University Statute, Provision and other University regulations including:

- a) Information about the parties;
- b) Title of the position held and job description (the latter is approved by the Rector's order and may be indicated in the employment contract as part of the given employment contract);
- c) Rights and obligations of the parties (employer and employee);
- d) The amount of remuneration and the pattern of its payment;
- e) Rules for business trips and vacations;
- f) Term of validity of the agreement, grounds for suspension and termination;
- g) The manner of processing the employee's personal data;
- h) On the obligation of submission of the reference on having no previous conviction for committing a crime against sexual freedom or inviolability or deprivation of the right to work for the employee or/and the reference issued by the Service Agency of the Ministry of Internal Affairs of Georgia within the period determined by the employer;
- i) Other information defined by the Legislation or/and legal acts of the University;

**16.2.** Pursuant to the University Rector's decision, it is allowed to conclude the employment contract with the employee appointed on the position for the first time for a trial period, not exceeding 6 months, in compliance with the Labor Code. The probation period does not apply in case of appointment on the academic position;

**16.3.** As a result of the conducted elections, the winner (Dean of the educational unit or another person) is appointed by the Rector's order and the employment contract with them is concluded by the Rector in

compliance with the requirements of the Georgian Legislation, the University Statute, the University Provision and the present Personnel Management Policy;

**16.4.** The managing entity of the University-Rector, is appointed on the position by the decision of the general meeting of partners and instead of the employment contract, a working contract is concluded, in accordance with the Georgian Law “On Entrepreneurs” and the Civil Code of Georgia;

#### **Article 17. Position Holding Period**

**17.1.** An employee is appointed on the position and the employment contract is concluded for a fixed (term-based) or indefinite (unlimited) period;

**17.2.** The academic staff is appointed on a position for the following term:

- a) professor- for 6 year-period;
- b) associate professor-for 4 year-period;
- c) assistant-professor and assistant-3-3 year-period;

**17.3.** The staff implementing the educational program to perform hourly-performance-based work will be invited for the duration of the relevant semester/academic year;

**17.4.** The administrative and support staff are appointed for a term of at least one year or unlimited period;

**17.5.** The Dean of the main educational unit (school) is elected for a term of 4 years;

**17.6.** According to the University Rector's decision, it is allowed to conclude the employment contract for a period of 6 months with the person appointed on the position for the first time (with a person who has no work experience at the university), pursuant to the requirements of the Labor Code. Probation period does not apply in the case of the appointment of the staff on the academic position and the election of the Dean of the main educational unit (school);

**17.7.** An interim is appointed for a period of up to 6 months, in the case of an unpaid internship, and for a period of up to one year-in the case of a paid internship;

#### **Article 18. Adaptation to the Workplace (“Onboarding”)**

**18.1.** Adaptation to the workplace refers to the process of adapting the newly appointed employee to the work environment, colleagues, and the culture of the organization, during which the employee becomes familiar with the regulations for the performance of their work functions, the sources and subjects of receiving information, and can present initial recommendations regarding the development of the work environment.

**18.2.** Adaptation at the workplace is provided by the direct supervisor of the new employee, and the adaptation process is monitored by the Human Resource Management Service and Chancellery;

**18.3.** The process of adaptation to the workplace lasts from two weeks to one month;

**18.4.** After the end of the adaptation period at the workplace, the Human Resource Management Service and Chancellery conducts an interview with the new employee in order to study the following factual circumstances:

- a) Sufficiency of existing working resources to perform tasks;

- b) The needs of the employee's professional skills development and the ways to achieve it-training, mentoring, etc.;
- c) The effectiveness of the University communication, information retrieval and transmission channels;
- d) Ideas, opinions and initiatives based on the existing experience of the employee, the introduction of which is beneficial for the activity of the relevant structural unit;
- e) other information that will support the effective implementation of work functions by the employee;

**18.5.** Based on the results of the adaptation of the new employee, the Human Resource Management Service and Chancellery prepares a report letter that is presented to the Head of the Employee's structural unit and the Deputy Rector in the Administrative and Financial Affairs.

## **Chapter IV. The Staff Evaluation System**

### **Article 19. The Staff Performance Evaluation**

**19.1.** For evaluation of the staff, the University uses so-called 360-degree feedback system (hereinafter - "360 evaluation") which provides employee performance evaluation alongside assessment of an employee's abilities for effective integration into educational community and demonstration of transferable skills with objective, versatile and unbiased instruments.

**19.2.** 360-degree evaluation system is used to evaluate academic, invited, administrative and support personnel (hereinafter - employees) of the University annually, no later than 1 month after the end of the calendar year.

**19.3.** Teaching (pedagogical) activity of academic personnel (Professor, Associate Professor, Assistant Professor, Assistant) and invited personnel (Visiting Professor/Associate Professor, Invited Teacher/Senior Teacher) implementing educational programs of the University is evaluated in compliance with the rule for evaluation of educational activities established by this policy.

**19.4.** Scientific-research activities/performance of academic personnel (Professor, Associate Professor, Assistant Professor) implementing educational programs of the University is evaluated in accordance with the rule for evaluation of scientific-research activities established by this policy.

**19.5.** On the submission of Quality Assurance Service, Rector of the University approves the following types of personnel evaluation forms by order:

- a) Form N1 - Form for Evaluation of Teaching Activities of Academic and Invited Personnel;**
- b) Form N2 - Form for Evaluation of Scientific-Research Activities of Academic Personnel;**
- c) Form N3 - Form for 360 - degree Feedback Evaluation.**

Personnel evaluation forms mentioned in this article are integrated on electronic platform by the University, with coordination of Quality Assurance Service of the University and involvement of Information Technology Service.

**19.6.** The results of employee performance evaluation are reported to the evaluated employee, his/her immediate supervisor, Quality Assurance Service and Rector of the University. Disclosure of the results and materials of the employee's assessment or transfer of the material to other persons, except for the cases set by legislation and legal acts of the university, is not allowed without written consent of the evaluated employee.

19.7. Preservation of employee's performance evaluation report and relevant materials is ensured by Human Resource Management and Chancellery and Quality Assurance Service, in accordance with the law.

## Article 20. The Principles and the Rule of 360-degree Evaluation of the Personnel

20.1. Basic Principles of 360 –degree Evaluation are:

a) **Multi-faceted feedback**- 360-degree evaluation provides the evaluation of an employer based not only on the direct supervisor and the customer satisfaction index, but also, in parallel with the mentioned, involves the students, their direct colleagues and persons with whom the employee to be evaluated has daily professional cooperation;

b) **Team development** – the involvement of colleagues in the working process ensures the formation of a team around one goal and corporate values, the formation of team spirit and common work ethics;

c) **Development of organizational effectiveness - 360** evaluation demonstrates the dynamics of organizational development, its weaknesses and strengths to the evaluator; reveals the areas of effective and less effective areas of the work and their causes which ultimately allows the University to focus on development of the strengths and elimination of weaknesses;

d) **Career development** – as a result of receiving evaluations from many sources, both the evaluated employee and the evaluating University receive objective and less biased information about the need for development, potential and ways and forms of improving work efficiency, which is the basis for planning of career development by both the employer and in terms of individual professional development of the employee;

e) **Reducing the risk of bias and discrimination**-comparing the evaluations of evaluators of different job positions excludes the evaluation of the subjective opinions, representations and other individual qualities of the supervisor on the evaluation of the employee, that create this risk of a discriminatory approach;

f) **Improving the quality of work** - comparing the evaluations of the efficiency of achieving the organization's goals, customer satisfaction, as well as cooperation and other collegial skills from the people involved in daily professional activities, is a clear indicator for the evaluator of what organizational processes need to be improved, and this will have a positive impact on any position in terms of administering the daily processes as well as the indicators of final satisfaction with the result of the work;

20.2. The purpose of the 360-degree evaluation is to provide the evaluation of the activities of the University academic, invited, administrative and support staff representative (hereinafter-the employee) in compliance with the requirements of the University Statute, the Code of Ethics of the staff, the Internal Regulation, “The Rule of Recruitment of the Academic and Invited Staff,” „Rules for Affiliation of Academic Staff, Determination of Workload of Academic and Invited Staff and Remuneration” and the University regulations/legal acts related to the activity of the relevant employee;

20.3. The 360-degree evaluation provides a comprehensive assessment of all key skills and qualities demonstrated by the University employee, from their supervisors, colleagues and those benefiting from the results of their work-the University staff and the students (hereinafter-evaluators);

20.4. The following assessment components are used for the 360-degree evaluation of the employee;

a) **Conscientiousness** – carrying out a person's activities in accordance with the set organizational goals, using appropriate time, resources, attention and attentiveness;

b) **Awareness** - possessing, understanding, and objectively interpreting internal or external information necessary for proper performance of activities;

- c) **Professionalism** - the professional standard in one's own work, or in the absence of it, the meticulous fulfillment of official requirements, and in case of impossibility - the ability to inform the supervisor in this regard;
- d) **Teamwork** - the ability to effectively communicate with colleagues, superior and subordinate structural units in the performance of a task, effective communication, coordination, integrated efforts with superior and subordinate structural units in the process of carrying out activities and tasks;
- e) **Collegiality** - willingness and ability to share one's own knowledge and experience and to listen, respect and take into account the opinions of others, and in the case of not taking it into account - maintaining the form of professional correctness, not allowing pressure by using the official position;
- f) **Accountability** - providing information about the implemented activities and the work performed within the scope of official subordination;
- g) **Mutual respect** - recognition, support and respect of the activities of the students, the academic, invited and scientific, administrative and support staff in the activities of the University, without interfering in it or influencing it;
- h) **Recognition of public interests** - realizing the role of the University as a public organization and its importance; acknowledging the role of public importance of the University in one's own activities;
- i) **Neutrality** - abstaining from political propaganda, religious proselytism, dictating individual philosophical beliefs to others in the process of the University activities;
- j) **Respect for universal human rights and freedom** – acting according to the values established in a democratic society and recognizes the universal rights of the individual in their own activities.
- k) **Inadmissibility of harassment** - unwanted behavior towards any colleague, student, or third person, which aims at or causes humiliation of their dignity, creation of an intimidating, hostile, humiliating, degrading or insulting environment;
- l) **Respecting the work of others** – not allowing colleagues to interfere with or cause delay in the implementation of work, obligation to provide possible help and support; not allowing the presentation of the results of other's work as their own;
- m) **Principle of taking care of the reputation of the organization** - the obligation to share the mission, vision and key values of the University, and to act in accordance with them, not allowing a reputational damage to the organization, to the person employed in it or to its students by one's own actions or expressed opinions;
- n) **Exclusion of conflict of interest** - using one's official position, existing information or other means to the detriment of the University, a person employed in it or its student, or without their consent – with the purpose of their or another person's benefit;
- o) **Respect and protection of confidential information** - non-disclosure of information containing personal data, objects of intellectual property rights of other persons or commercial secrets of the University to unauthorized persons, intentionally or negligently, or creating a risk of disclosure;
- p) **Respect for a safe and healthy working environment** - recognition and adherence to the usual rules of safety, hygiene and labor protection at the workplace;
- q) **Respect for the academic appearance and image** - compliance of the employee's dressing, communication manners and other expressive patterns with the standards of conformity in the academic community;

**r) Taking care of the environment** – awareness of the environmental issues in one's own activities as much as possible, optimal use of resources, striving to reduce harmful effects on the environment.

**20.5.** As a result of the 360-degree evaluation of the employee, the final evaluation is determined by 4 types of evaluation: „High”, „Average”, „Low” and „Unsatisfactory”, according to the extent to which the employee (person to be evaluated) satisfies the requirements envisaged by the assessment components in the 360-degree evaluation form;

**20.6.** The structural unit responsible for the administration of the 360-degree evaluation of the employee's activities is the University Human Resource Management Service and Chancellery that manages the evaluation process in coordination with the Quality Assurance Service;

**20.7.** Every year, at least one month before the end of the calendar year, the 360-degree employee evaluation form is sent to the employee (self-evaluator-to fill in the self-evaluator's field) and the persons responsible for the employee's evaluation (evaluators), in order to fill in the relevant evaluation fields in the form;

**20.8.** Based on the information reflected in the employee's evaluation form, the Quality Assurance Service, with the involvement of the Human Resource Management Service and Chancellery, Deputy Rector for Administrative and Financial Affairs, develops proposals for the staff professional development and/or incentive measures;

**20.9.** The University Rector reviews the staff activity report and proposals for the staff professional development and/or incentive measures presented by the Quality Assurance Service and issues relevant legal acts, taking into account the budget of the University.

## **Article 21. The Rule for Evaluation of Teaching Activity of Academic and Invited Staff**

**21.1.** The educational process of the University is implemented by the academic and invited staff of the University (hereafter-teaching staff).

**21.2.** The University teaching staff carries out the theoretical, laboratory, practical or clinical classes considered by the University educational program as well as evaluates the students based on the content and the requirements of the University educational program and the study course syllabus of the educational program, the Regulation of the University Educational Process and the „Rules for Affiliation of Academic Staff, Determination of Workload of Academic and Invited Staff and Remuneration;”

**21.3.** The purpose of the evaluation of the teaching staff is to promote the teaching/pedagogical activity and encourage the employee with outstanding results in the process of activity, to determine the scheme and assessment components of the effectiveness of the teaching performance as well as carry out the evaluation of the effectiveness of the pedagogical activity of the teaching staff, by reporting on the completed teaching activity;

**21.4.** Evaluation of the academic staff teaching activities is carried out taking into consideration the data of the academic year, using the “Evaluation scheme of the academic and invited staff teaching activity” (hereafter-the evaluation scheme).

**21.5.** Each component of the teaching activity evaluation scheme is assessed with maximum of 5 points, depending on the extent to which the employee exhibits/has or does not exhibit/does not have a competence/skill envisaged by the component to be assessed in the reporting period (based on the data of the academic semester/year).

**21.6.** The below given components are used to evaluate the teaching activities (both classroom and non-classroom workload components) carried out by the staff:

- a) Involvement in the process of elaboration, development and implementation of the educational program (participation in the elaboration of study course syllabuses, modules or separate components of the program);
- b) Participation in the process of preparation, update and improvement of the teaching/learning materials, teaching/learning resources, mid-term and final exam topics, tests;
- c) Students' evaluation within the content as well as the form envisaged by the syllabus of the study course of the educational program (students' evaluation in compliance with the established procedures, transparent and reliable criteria);
- d) Students in due time, qualified and oriented on learning outcomes evaluation (students' provision with the feedback on their strong sides as well as the sides to be improved);
- e) Students counseling (students' provision, within the competences, with the information on planning of the study process, improving their academic achievement, their employment, research projects, grant competitions, various local and international conferences, projects and events);
- f) Within the scope of the competence/authority participation in the University events (attending/participating in the meetings of the Medical School Council, Sectoral Department, participating in the implementation of the functions assigned as to a member of the department, participating in the activities planned by the Rector or the Medical School Dean, in the working groups/commissions established by the governing bodies of the University and the Medical School);
- g) Ability to transfer and share knowledge during the educational process and academic relevance (compliance of the given ideas, opinions and theories with the existing context of science development);
- h) Administration of the electronic system of the student's educational process and application of the educational platforms within the competences/authority;
- i) Application of modern teaching /learning and evaluation methods during the implementation of the educational process;
- j) Recognition of the principle of pluralism of ideas (ability to listen to, respect and share ideas, different opinions provided by the students, the academic/invited staff);
- k) Inadmissibility of favoritism (inadmissibility of behavior, expressions and favoritism by other signs towards the University staff and the students);
- l) Adherence to the professional scope of communication (communication with the University staff and the students in an appropriate format for the academic environment);
- m) Recognition of the students' rights and interests (uncompromised protection of the students' rights and legal interests, recognition of superiority of the students' interests while assessing the issue and making a decision);
- n) Other academic activity (participation in educational-cognitive events, the events planned in the frame of the mission and determined social responsibility of the higher education institution, summer schools, projects, professional development training courses, extracurricular activities; participation in promotion of the higher education institution and extension of international partnership network; participation in strengthening international relations and management of public relations of the University, etc.)

**21.7.** As a result of the evaluation of the teaching activities carried out during the academic year, the academic staff representative shall accumulate at least 18 points in the components envisaged by the present article;



**21.8.** As a result of the evaluation of the academic and invited staff, for the purpose of the final (summary) evaluation of the teaching activities:

a) in the case of accumulation of 53-70 points, the employee is awarded the rating - "high", which means that the employee's competence, activity, practice and achieved results, as a result of the evaluation of the teaching activities carried out during the academic year, exceptionally meet (or exceed) the requirements of the provision of the Higher Educational Institution, the Code of Ethics of the staff, the University Internal Regulations, "The Rule of Recruitment of the Academic and Visiting Staff", "Rules for Affiliation of Academic Staff, Determination of Workload of Academic and Invited Staff and Remuneration" and other legal acts of the University regulating academic (pedagogical) activities;

b) in the case of 35-52 points, the employee is awarded the rating - "average", which means that as a result of the evaluation of the teaching activities carried out during the academic year, the employee's competence, activity, practice and achieved results meet the requirements of the provision of the Higher Educational Institution, the Code of Ethics of the staff, the University Internal Regulations, "The Rule of Recruitment of the Academic and Visiting Staff", "Rules for Affiliation of Academic Staff, Determination of Workload of Academic and Invited Staff and Remuneration" and other legal acts of the University regulating academic (pedagogical) activities;

c) in the case of 18-34 points, the employee is awarded the rating - "low", which means that the employee's competence, activity, practice and achieved results as a result of the evaluation of the teaching activities carried out during the academic year partially meet the requirements of the provision of the Higher Educational Institution, the Code of Ethics of the staff, the University Internal Regulations, "The Rule of Recruitment of the Academic and Visiting Staff", "Rules for Affiliation of Academic Staff, Determination of Workload of Academic and Invited Staff and Remuneration" and other legal acts of the University regulating academic (pedagogical) activities;

d) in the case of accumulation of 0-17 points, the employee is awarded the rating—"unsatisfactory", which means that as a result of the evaluation of the teaching activities carried out during the academic year, the resource, competence, ability, activity, practice and the achieved results of the employee do not meet (cannot ensure) the requirements of the provision of the Higher Educational Institution, the Code of Ethics of the staff, the University Internal Regulations, "Rules for Affiliation of Academic Staff, Determination of Workload of Academic and Invited Staff and Remuneration" and other legal acts of the University regulating academic (pedagogical) activities.

## **Article 22. Persons Entitled to evaluate Teaching Activities of Academic and Invited Personnel**

**22.1.** The structural unit responsible for administering evaluation of educational activities of the teaching staff is Quality Assurance Service, which directs performance evaluation process in coordination with Deputy Rector for Academic and Strategic Development and the School of Medicine.

**22.2.** Every year, at least one month before the end of the academic semester/year, the representative of the teaching staff of the University fills in self-assessment fields of the Evaluation Form of Educational Activities provided (sent) by Quality Assurance Service. After the employee fills out the form, the Evaluation Form is sent to the entitled persons responsible for evaluating educational activities of academic and invited personnel for the purpose of filling in the relevant fields of the Evaluation form.

**22.3.** The Head of Quality Assurance Service, after filling out the Evaluation Form, based on the information presented in the Evaluation Form, prepares a report on educational performance of the academic and invited staff, which will be submitted to Human Resources Management Service and Chancellery, Deputy Rector for Academic and Strategic Development and Rector of the University.

**22.4.** Based on the information presented in the report on educational performance evaluation of teaching staff, Quality Assurance Service, with the involvement of Human Resource Management Service and Chancellery, Deputy Rector for Academic and Strategic Development and Deputy Rector for Administrative and Financial Affairs, makes (offers) a proposal for professional development and/or incentive activities/forms for teaching staff.

**22.5.** The report on educational performance of the academic and invited staff and the proposals for professional development and/or incentive activities/forms developed in accordance with paragraph 4 of this article, is reviewed at the meeting of Academic Council of the University.

### **Article 23. The Rule for Evaluation of Scientific-Research Activities of the Academic Personnel**

**23.1.** The academic personnel conduct scientific-research activities in accordance with “„Rules for Affiliation of Academic Staff, Determination of Workload of Academic and Invited Staff and Remuneration”, the Code of Ethics for personnel, the code of ethics for research and other legal documents of the University regulating scientific-research performance.

**23.2.** The purpose of evaluation of scientific-research activities of the academic staff is to promote scientific performance of the academic staff and to encourage research activities bringing high scientific results, as well as to determine assessment scheme and components and evaluate scientific productivity of the academic staff alongside a report submission on the performed scientific-research activity.

**23.3.** The scientific-research performance of academic staff is evaluated according to "Evaluation Scheme of Scientific-Research Activities of Academic Personnel" (hereinafter - Evaluation Scheme) using the data of the calendar year.

**23.4.** Evaluation Scheme includes the components for assessment of a scientific-research activity and the corresponding assessment indicator expressed in points for each component, namely:

- a) a scientific paper published in a journal with the impact factor (Clarivate Analytics /Web of Science) or SCOPUS or a scientific journal indexed in other international databases) - 7 points for each publication;
- b) a scientific paper published in a refereed scientific journal indexed in Clarivate Analytics /Web of Science, SCOPUS or other international databases - 4 points for each publication;
- c) oral presentation at local conferences - 2 points for each presentation;
- d) oral presentation at international conferences - 4 points for each presentation;
- e) management of the funded scientific grant project - 10 points for each grant;
- f) participation/involvement in the scientific grant project - 4 points for each grant;
- g) management of funded university grant project - 7 points for each grant;
- h) participation/involvement in the university grant project - 4 points for each grant;
- i) publication of a textbook/monograph (in the field of the position held) on behalf of the university - 8 points for each publication;
- j) editing/reviewing a textbook/monograph - 3 points for each work;
- k) supervision of a student’s scientific-research paper - 2 points for each paper;
- l) supervision of a student’s conference paper - 1 point for each paper;
- m) other scientific activities: cooperation with international scientific associations (membership of the scientific/research organization, society, association, editorial board), editing, reviewing, participation in

organizing scientific events, delivery of scientific seminars, attendance to workshops, seminars, trainings, etc. - 1 point for each activity.

**23.5.** As a result of the assessment of the scientific - research activity carried out during the calendar year, academic personnel must accumulate the following points in the assessment components provided for the paragraph 2 of this article:

- a) by Professor - at least 9 points;
- b) by Associate Professor - at least 7 points;
- c) by Assistant Professor - at least 5 points.

**23.6.** For the purpose of the final (summative) assessment of scientific-research activities of the academic staff, the following performance evaluation ratings are assigned to the employee:

**23.6.1. Professor:**

- a) in case of accumulation of more than 25 points, the employee is awarded rating "**high**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, performance and achieved results exceptionally meet (or exceed) the requirements defined by the legal acts regulating scientific-research activity;
- b) in case of accumulation of 15- 25 points, the employee is awarded rating "**average**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, performance and achieved results meet the requirements defined by the legal acts regulating scientific-research activity;
- c) in case of accumulation of 9 - 14 points, the employee is awarded rating "**low**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, activity, practice and achieved results partially meet the requirements defined by the legal acts regulating scientific-research activity;
- d) In case of receiving 0-8 points, the employee is awarded rating "**unsatisfactory**", which means that the employee's resource, competence, performance and achieved results in the relevant calendar year (reporting period) do not meet the requirements defined by legal acts regulating scientific and research activities.

**23.6.2. Associate Professor:**

- a) in case of accumulation of more than 23 points, the employee is awarded rating "**high**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, performance and achieved results exceptionally meet (or exceed) the requirements defined by the legal acts regulating scientific-research activity;
- b) in case of accumulation of 13- 23 points, the employee is awarded rating "**average**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, performance and achieved results meet the requirements defined by the legal acts regulating scientific-research activity;
- c) in case of accumulation of 7 - 12 points, the employee is awarded rating "**low**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, performance and achieved results partially meet the requirements defined by the legal acts regulating scientific-research activity;
- d) In case of receiving 0-6 points, the employee is awarded rating "**unsatisfactory**", which means that the employee's resource, competence, activity, practice and achieved results in the relevant calendar year

(reporting period) do not meet the requirements defined by legal acts regulating scientific and research activities.

### 23.6.3. Assistant Professor:

a) in case of accumulation of more than 17 points, the employee is awarded rating "**high**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, performance and achieved results exceptionally meet (or exceed) the requirements defined by the legal acts regulating scientific-research activity;

b) in case of accumulation of 10- 26 points, the employee is awarded rating "**average**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, performance and achieved results meet the requirements defined by the legal acts regulating scientific-research activity;

c) in case of accumulation of 5 - 9 points, the employee is awarded rating "**low**", which means that as a result of the evaluation of the scientific-research activity carried out during the calendar year, the employee's competence, activity, practice and achieved results partially meet the requirements defined by the legal acts regulating scientific-research activity;

d) In case of receiving 0-4 points, the employee is awarded rating "**unsatisfactory**", which means that the employee's resource, competence, performance and achieved results in the relevant calendar year (reporting period) do not meet the requirements defined by legal acts regulating scientific and research activities.

## Article 24. Persons Entitled to Evaluate Scientific-Research Activities of Academic Personnel

**24.1.** The structural unit responsible for administering evaluation of the academic personnel research productivity is the Scientific-Research Center for Health and Longevity of the University (hereinafter - the center), which conducts the evaluation process in coordination with the Quality Assurance Service of the University.

**24.2.** Every year, at least 1 month before the end of the calendar year, the academic staff of the University fills out the scientific-research activity evaluation form (self-assessment column/field) provided by the center. After the employee fills in the self-assessment fields, the Evaluation Form is sent to the entitled persons who are responsible for filling in the relevant fields of the Evaluation Form in order to assess scientific-research activity of academic staff .

**24.3.** After filling out the Evaluation Form, the head of the Center, based on the information presented in the Evaluation Form, prepares a report on the research activity of the academic personnel and submits it to the Human Resource Management Service and Chancellery, Quality Assurance Service, the Deputy Rector for Academic and Strategic Development and the Rector.

**24.4.** Based on the information presented in the report, the Center, with the involvement of the Human Resource Management Service and Chancellery, Quality Assurance Service and the Deputy Rector for Academic and Strategic Development and the Rector, makes (offers) a proposal for professional development and/or incentive activities/forms for the academic staff.

**24.5.** The report on research performance of academic staff and the proposals for professional development and/or incentive activities/forms developed in accordance with paragraph 4 of this article, presented by the Center, is reviewed at the meeting of Academic Council of the University.

#### **Article 25. Evaluation of the Intern**

**25.1.** Evaluation of the intern's performance is provided by the head of the structural unit in which the internship was carried out. The supervisor's office memo regarding evaluation of the intern is presented to the Rector of the University and then kept in the intern's personal file in the Human Resource Management Service and Chancellery.

**25.2.** Publicizing the results and materials of the intern's evaluation or handing them to other persons, except for the cases established by the legislation and legal acts of the University, is not allowed without the written consent of the evaluated intern.

#### **Article 26. Periodicity of Evaluation**

**26.1.** A representative of academic, invited, administrative and support personnel of the University is evaluated with the 360 – degree Assessment System annually, no later than one month after the end of the calendar year. Before conducting the 360 - degree assessment, educational activities of the representative of the Academic and Invited Personnel as well as the scientific-research activity of the Academic Personnel shall be evaluated in accordance with the rules determined by this policy.

**26.2.** In compliance with the order of the employer, early evaluation of the employee can be conducted in the cases of expiration of probationary period, promotion opportunity or salary increase, announcement of a competition, as well as the study of the issue of non-fulfilment of contractual duties in the manner prescribed by the internal regulations of the University.

**26.3.** The decision on early evaluation of personnel is made by the Rector of the University, upon the recommendation by Deputy Rector for Administrative and Financial Affairs of the University, Head of the Quality Assurance Service, Human Resource Management Service and Chancellery or on the immediate supervisor of the employee.

#### **Article 27. Responding to Employee's Performance Review**

**27.1.** The information about an employee with "high" performance rating is submitted to the Rector of the University and the immediate supervisor of the evaluated employee for the purpose of considering the issue of his promotion. The employee with this rating is entitled to appeal to the University for his involvement in professional development activities that are important for his future development.

**27.2.** An employee with "average" performance rating is entitled to develop a self-development plan with a view to improving 1-3 indicators from his/her evaluation feedback in coordination with Human Resource Management Service and Chancellery and Quality Assurance Service of the University. An employee with this rating is entitled to participate in the professional development activities organized by the University.

**27.3.** An employee with "low" performance rating is obliged to develop a self-development plan with a view to improving 3-5 indicators from his/her evaluation feedback in coordination with Human Resource Management Service and Chancellery and Quality Assurance Service of the University. The plan is agreed with the immediate supervisor of the employee and Deputy Rector for Administrative and Financial Affairs. An employee with this rating is obliged to participate in the professional development activities organized by the University.

**27.4.** In relation to an employee with "unsatisfactory" performance rating, Human Resource Management Service and Chancellery, together with the employee and his immediate supervisor, studies

the causes of poor performance and elaborates possible remedies, and then submits one of the following recommendations to Deputy Rector for Administrative and Financial Affairs:

- a) the need for the employee's professional development activities;
- b) a proposal to transfer an employee to another job position, with the employee's consent;
- c) an initiation of taking disciplinary action against the employee.

**27.5.** In the event of performance evaluation rating set by paragraphs 3 and 4 of this article and the decision provided in subparagraphs "a-b" of paragraph 4, the employee is obliged to develop a self-development plan and participate in professional development events organized by the University.

**27.6.** Receiving "unsatisfactory" rating twice in succession is the basis for raising the issue of termination of employment relationship with an employee.

**27.7.** The procedure for starting disciplinary action against an employee, imposing the level of responsibility and considering the issue of termination of the employment relationship is determined by the internal regulations of the University.

#### **Article 28. Further Evaluation of the Personnel**

**28.1.** The employee's performance evaluation outcomes are compared with the evaluation outcomes of the previous period, as a result of which Human Resource Management Service and Chancellery, in agreement with Quality Assurance Service of the University distinguishes between improved and deteriorated indicators.

**28.2.** If the change in the assessment of a specific component of the employee's assessment exceeds 20%, the employee, whose assessment has deteriorated, is given a mandatory recommendation to develop a self-development plan aimed at improving the relevant indicator. This recommendation is issued even if the employee received "average" performance rating as a result of the last evaluation.

#### **Article 29. Conflict of Interest of Evaluators**

**29.1.** Conflict of interest is defined as a relative, social, or economic relationship between the persons participating in evaluation - the evaluator and the appraisee, as well as any other circumstance that can affect impartiality of the evaluator in a positive or negative way.

**29.2.** Persons who are related by family relationship for a long period of time are also considered to be kin for the purposes of this article.

**29.3.** The conflict of interest excludes the evaluator's participation in evaluation process of the relevant employee.

**29.4.** If there is a conflict of interest, the evaluator is obliged to declare self-disqualification, or evaluation conducted by the evaluator with a conflict of interest shall not be taken into consideration when making conclusive evaluation.

**29.5.** If the evaluator with a conflict of interest is the only evaluator or the only representative of Human Resources Management Service and Chancellery, the Rector of the University makes a decision to reject/remove this evaluator from the evaluation component or assign the evaluation function to another structural unit.

### **Article 30. Professional Development of Staff**

**30.1.** The purpose of professional development of an employee is to deepen and improve professional knowledge and competence, as well as to develop basic skills of communication, cooperation, teamwork, time and stress management.

**30.2.** To determine professional development directions for an employee, the following components are used:

- a) self-development plan presented by the evaluated employee;
- b) professional development needs determined by the heads of the structural unit of the University;
- c) information collected by Human Resources Management Service and Chancellery;
- d) Information collected by Quality Assurance Service.

**30.3.** Based on the information specified in paragraph 2 of this article and taking into account the budget allocated for professional development, Human Resource Management Service and Chancellery, in coordination with Quality Assurance Service, develop an annual plan for professional development of the employee, with a list of development activities, and submit it to Deputy Rector for Administrative and Financial Affairs. In accordance with identified needs, the University is authorized to plan the appropriate professional development activity on his own, purchase a trainer service or send the employee to the training organized by other institutions at the University expense.

**30.4.** The selection of participants for professional development activities, except for the cases established by paragraph 4 of this article, is conducted in compliance with the principle of free selection.

**30.5.** Depending on the number of teaching staff, for inclusion in professional development activities the University is entitled to give priority to academic staff compared to invited, and affiliated academic staff - compared to non-affiliated.

## **Chapter V. Other Issues Related to Staff Management**

### **Article 31. Remuneration for Staff**

**31.1.** The number of academic positions and monthly remuneration are determined by the staffing schedule of academic staff of the University. The threshold amount of the mandatory academic (labor) annual workload of a person employed in academic position is determined by the Rule for Academic Staff Affiliation, Academic and Invited Staff Workload Determination and Remuneration (hereinafter - the "Affiliation Rule").

**31.2.** The person holding academic position who has a full workload during one academic year (2 semesters) receives the salary specified in the staff schedule of the academic personnel and in his/her employment contract every month during one academic year (for 12 months, before the start of the new academic year). The person holding academic position who does not have a full workload during one academic year (2 semesters) will be paid according to the corresponding hourly workload, in proportion to the staff workload, for which a relevant legal act of the Rector will be issued.

**31.3.** The amount of compensation for the hourly work of invited personnel (pedagogical load/contact hours with students: lecture/seminar/practical hours) is determined by the order of the University rector.

**31.4.** Salary for administrative and support staff is determined in accordance with remuneration for the corresponding position provided by the University staffing schedule and with the amount specified in signed labor contract.

**31.5.** Remuneration for support personnel (temporarily, in case of employment on the basis of the Labor Code) is determined by the labor contract concluded with them.

**31.6.** Remuneration for interns is determined by the internship contract concluded with them.

**31.7.** It is permissible to determine remuneration of the employee under conditions different from this article, information about which is indicated in the labor contract concluded with the employee.

**31.8.** In order to determine remuneration for the personnel especially important for the University in a manner that is different from this article, immediate supervisor of the employee applies to Deputy Rector for Administrative and Financial Affairs. Based on this recommendation or on his own initiative, Rector of the University makes a decision.

**31.9.** The time and form of payment of labor compensation is determined by the internal regulations of the University.

### **Article 32. Personnel Motivation System**

**32.1.** The staff motivation and incentive system is based on the results of staff performance evaluation feedback and aims at informing the staff about their contribution to success of the university.

**32.2.** One or more of the following incentive measures may be applied to an employee for exemplary performance of job duties, long and conscientious work, performance of a particularly difficult or important task, and/or active participation in public life of the university:

- a) showing appreciation/saying thanks;
- b) one-time monetary reward/bonus;
- c) gift award;
- d) salary increase;
- e) partial or full financing of professional development/participation in a scientific event/publication of a scientific paper/article;
- f) Premature removal of the measure of disciplinary responsibility.

**32.3.** Rector makes a decision on encouraging the employee, on his own initiative and/or based on reasoned (argument-based) recommendation submitted by relevant Deputy Rector (under whom the structural unit is subordinate), Quality Assurance Service or Deputy Rector for Administrative and Financial Affairs or the employee's immediate supervisor, and taking into account the results of the personnel evaluation.

### **Article 33. Internal Regulations of the University**

**33.1.** The internal regulations of the University are a written document that regulates labor relations with the University personnel and determines a general standard for employees' behavior alongside the use of incentives and disciplinary measures against them.

**33.2.** The internal regulations of the University define:

- a) rights and duties of subjects in labor relations (employer and employee);
- b) working conditions, duration of the working week, starting time and ending time of work on a working day, break and rest time/duration;
- c) rule for using the employee's business trip and vacation;



- d) time, place and form of remuneration for an employee;
- e) regulation of the use of incentive measures and measures of responsibility towards the employee;
- f) rule for providing safe environment conditions for work and study;
- g) rule for prohibiting any discrimination, harassment (including sexual harassment) hate speech;
- h) rule for using material, technical and library resources of the University.

**33.3.** The internal regulations of the University are part of the labor/employment contract concluded with the employee.

**33.4.** Before signing employment contract, an employee is informed about the internal regulations of the University and confirms his awareness by signing employment contract and/or with a separate signature.

**33.5.** The structural unit responsible for human resources ensures that the employee is informed about the internal regulations before the start of the employment relationship/before the conclusion of the employment contract; In case amending regulations, an employee is informed about the changes made to internal regulations within 14 calendar days from the date of modification.

**33.6.** The provision of the internal regulations, which contradicts the individual labor contract concluded with the employee, is invalid.

**33.7.** The internal regulations of the University are publicly available on the official website of the University - [www.avicenna.ge](http://www.avicenna.ge).

#### **Article 34. The Code of Ethics**

**34.1.** The code of ethics of the personnel establishes ethical principles for behavior at the University and the procedures for responding to their violations.

**34.2.** The purpose of the code of ethics is to establish high professional and moral standards in the University, to share principles of the University performance, to establish a corporate culture and image and create work environment based on respect, fairness and professionalism.

**34.3.** Compliance with the requirements of the code of ethics is mandatory for all persons employed at the University.

#### **Article 35. Employee's Job Description**

**35.1.** The employee's job description (job description) sets qualification requirements for the specific position held by an employee at the University, describes his/her subordination and hierarchy in the structure of the University, defines the job specifics for a particular position and the employee's essential skills for the corresponding position.

**35.2.** Job description specifies (defines):

- a) Name of the relevant structural unit;
- b) Name of the employee's position;
- c) Hierarchy of the structural unit in the University;
- d) Official subordination and accountability;
- e) Functions of the structural unit/direct function- employee duties;

f) Qualification requirements (regarding education, experience, field-specific and personal skills and/or knowledge of languages);

g) Requirements for knowledge of documents important for job performance (legislation and legal acts of the University).

**35.3.** Job description is a part of employment contract concluded with the employee, which the employee, as usual, is informed about prior to conclusion of employment contract (confirming his awareness by signing employment contract and/or with a separate signature).

**35.4.** An employee's job description is approved by the Rector's order. If, after signing employment contract, a new job description is planned and approved for the relevant position or changes are made to job description that an employee was familiar with, the employee needs to familiarize himself with a new/modified job description document, provided by the University.

## Chapter VI. Transitional Provisions

### Article 36. Transitional Provisions

**36.1.** The first edition of this staff management policy has been adopted and approved by the General Meeting of Partners of the University, according to the University statute.

**36.2.** No later than one year after implementation of this policy, with the accumulated experience in the process of recruiting, managing and evaluating personnel at the University, Deputy Rector for Administrative and Financial Affairs ensures project planning for changes and additions to the personnel management policy (if necessary) and submits it to Rector of the University for approval.

**36.3.** Approval of a modified version of the policy and changes or additions to this document is provided by Rector of the University.

**36.4.** In the initial period of the University performance, before formation of the personnel and full implementation of the activity, it is possible to select the staff through a procedure different from selection rules defined by this policy, in compliance with the requirements of the applicable legislation. In this case, selection procedure is determined by the Rector's order.

**36.5.** Before the end of the current year, Rector ensures approval of job descriptions for the staff units of the University.

**36.6.** Prior to formation of academic council, a specific numerical indicator of the target benchmark in relation to the University staff provided for by the Article 9 of the present policy is established by the General Meeting of Partners of Avicenna on the recommendation submitted by Rector.