

Approved by  
the Academic Council meeting of the  
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Rector, Professor Marina Pirtskhalava

## **University Geomedi LLC**

### **Personnel Management Policy**

#### **1. General Principles and Rules of Personnel Management**

1. The Personnel Management Policy of University Geomedi LLC (hereinafter referred to as the "University") has been developed in accordance with the legislation of Georgia and defines the principles and approaches related to personnel management.
2. The Personnel Management Policy:
  - complies with the University's mission, objectives, and strategic development plan;
  - ensures the effective implementation of the University's human resource management processes;
  - is based on the principles of integrity, fairness, equality, equal opportunities, mutual respect, non-discrimination, and transparency;
  - promotes the attraction, retention, motivation, and professional development of qualified and professional personnel; facilitates the fullest realization and utilization of employees' capabilities and supports the establishment of a corporate culture.
3. For the effective management of personnel, the University has: an organizational structure and structural units; transparent, fair, and legally compliant procedures for recruitment (election/appointment) and dismissal; qualification requirements and job descriptions corresponding to each position; regulations governing the affiliation of academic personnel; mechanisms for professional development, performance evaluation, satisfaction surveys, and staff incentives; rules of ethics and conduct.

#### **2. Recruitment, Selection, and Appointment of Personnel**

1. The University's personnel planning process includes the analysis of human resources required to achieve the institution's objectives, the determination of requirements for specific positions, and changes to the staffing schedule. The annual personnel planning process includes the preparation of the staffing schedule and identification of vacancies. This involves determining vacancies expected during the following year based on an analysis of the personnel required to

accomplish the tasks established by the action plan. The need for recruitment shall be determined by the Head of the Human Resources Management Service and/or the head of the relevant structural unit in agreement with the Rector of the University or the Vice-Rector for Administrative and Economic Affairs. The need for administrative and support personnel shall be determined where such necessity arises as a result of structural or legislative changes. The announcement of a competition for an academic position shall be carried out on the basis of the personnel planning methodology for the purpose of implementing a new educational program and/or filling an existing vacancy. The need to announce a competition shall be determined by the faculty, which shall submit its decision to the Academic Council of the University.

Based on a resolution of the Academic Council, the Rector shall issue a legal act announcing the competition, specifying the positions, deadlines, required documentation, and the composition of the Competition and Appeals Commissions. The Human Resources Management Service shall ensure the administration of vacancies.

2. The recruitment and selection of University personnel (administrative, support, academic, scientific, and invited personnel) shall be conducted in accordance with the legislation of Georgia and based on the principles of transparency, equality, and fair competition.
3. The University shall prepare vacancy announcements based on job descriptions, taking into account the relevant qualification requirements, and shall ensure the implementation of all stages of the selection process.
4. In the event of a vacancy, the University may use the following methods for attracting candidates:
  - publishing vacancy announcements on the University's website, employment web portals ([www.hr.ge](http://www.hr.ge) / [www.jobs.ge](http://www.jobs.ge)), in the Georgian periodical press, and on social media platforms;
  - offering competitive remuneration;
  - establishing contact with successful graduates for the purpose of inviting them to participate in competitions;
  - utilizing the personal contacts of current employees to identify and attract qualified candidates.
5. The personnel selection process is a clear, consistent, and transparent procedure that ensures the attraction and selection of qualified candidates.
6. Prior to announcing a competition, the requirements applicable to candidates and the documentation to be submitted in accordance with the qualification requirements shall be determined in advance based on the job description of the relevant position.
7. Academic and scientific personnel shall be selected exclusively through an open competition. Candidates for academic and scientific positions shall be selected by the Competition Commission based on the review of submitted documentation and an interview, in accordance with the scores accumulated under the ranking evaluation criteria. To participate in a

competition for an academic position, a candidate must provide prior consent regarding affiliation with the University and, upon election to an academic position, must enter into a written affiliation agreement with the University. The procedures and conditions for the selection of academic personnel shall be regulated in accordance with the University's "Rule for the Election and Appointment of Academic Personnel." The procedures and conditions for the selection of scientific personnel shall be regulated in accordance with Article 9 of the Statute of the University's Scientific Research Institute of Experimental and Clinical Medicine.

8. The selection of invited personnel shall be carried out by the head of the relevant educational program together with the Dean of the Faculty, in accordance with the established requirements and based on the review of the invited person's curriculum vitae, qualifications, documentation confirming relevant work experience, and the results of an interview. The decision shall be submitted to the Rector of the University for the issuance of the relevant legal act. If no suitable candidate is selected, a competition shall be announced. The selection of invited personnel shall be regulated in accordance with the University's "Rule for the Selection of Invited Personnel for the Implementation of Educational Programs."
9. Appointment to an administrative or support position shall be carried out in compliance with the University's "Rule for Appointment to Administrative and Support Positions." Administrative personnel shall be appointed through a competition process, taking into account the qualification requirements established by the job description for the specific position. The competition shall be conducted in two stages: 1. Submission of documentation; 2. Interview. By a legal act of the Rector, a Competition Commission shall be established with the authority to:
  - a. receive and review applications and attached documentation;
  - b. conduct interviews;
  - c. identify the successful candidate based on the accumulated evaluation scores.

The Commission shall make decisions regarding the competition results by a majority vote. The decision adopted by the Competition Commission shall be submitted to the Rector of the University for the issuance of the relevant legal act. The Rector shall issue the legal act after the expiration of the period established for appealing the competition results. Support personnel may be appointed either through a competition or without a competition. The decision regarding the method of appointment shall be made by the Rector. Before initiating the process of searching for and attracting candidates for an existing vacancy, the University may transfer or promote an internal employee, taking into consideration the relevant qualification requirements, job description, and experience.

A candidate selected for an administrative or support position shall be appointed for a probationary period of three months. Upon completion of the probationary period, based on the evaluation of the immediate supervisor, the individual shall either be appointed for the term specified in the employment contract or be denied appointment to the position.

10. Following selection, an employment contract shall be concluded with the employee. The main aspects of employment relations shall be regulated by the University's "Internal Regulations

and Disciplinary Responsibility Norms," which constitute an integral part of the employment contract concluded with personnel.

11. In order to retain existing human resources, the University strives to improve working conditions and satisfy employees' social and self-fulfillment needs.

### **3. Affiliation Rules and Conditions, Maximum Workload, and Remuneration**

1. The affiliation of academic personnel plays an important role in ensuring the sustainability of educational programs. The University has established regulations governing the affiliation of academic personnel and the principles of participation in decision-making processes related to educational, research, and other significant matters. The "Rules and Conditions for the Affiliation of Academic Personnel" are regulated by Article 19 of the University's Statute.
2. The workload of affiliated academic personnel includes teaching, methodological, organizational, and scientific-research activities, consultations, and, in clinical fields, clinical activities.
3. The maximum hourly workload of invited personnel shall be determined with due regard to the need for the uninterrupted and effective conduct of the educational process.
4. The workload and remuneration of academic and invited personnel shall be regulated in accordance with the University's "Rules Governing the Activities, Maximum Workload, and Remuneration of Affiliated Academic Personnel" and the "A", "A1", and "B" contracts concluded with personnel.

### **4. Integration of New Employees into the Working Environment and Their Effective Involvement in the Work Process**

1. The integration and adaptation of a new employee into the working environment is a complex and important stage. The University has established a "Procedure for the Adaptation of New Employees to the Working Environment," which assists newly hired employees in adapting quickly and smoothly to their new workplace. This includes both effective socialization and the productive and efficient performance of work duties.
2. The effectiveness of the adaptation process is determined by the cooperation and coordination of the parties involved. The participants in the adaptation process are: the new employee, the Human Resources Management Service, the immediate supervisor, and the predecessor. Upon completion of the selection process, the Human Resources Management Service contacts the employee and informs them of the employment decision. It provides all necessary information and familiarizes the employee with the University's mission, corporate culture, internal

regulations, code of ethics, and the values of university activities. Communication may be conducted either by telephone or via e-mail. The immediate supervisor is responsible for supporting the professional development of the new employee, setting goals and assigning tasks, facilitating integration into the team, and assisting adaptation to the working environment. The supervisor shall ensure that the predecessor provides support to the new employee as necessary. The predecessor shall transfer all information and knowledge required for the performance of duties to the new colleague.

3. Three months after commencing employment, the new employee undergoes a performance evaluation. The immediate supervisor assesses the employee's adaptation to the position, the extent to which their personal and professional competencies correspond to the occupied position, and their potential for further development.

#### **5. Principles of Personnel Participation in Decision-Making Processes Related to Educational, Research, and Other Significant Issues**

1. The University ensures the involvement of personnel in decision-making processes concerning educational, research, and other significant issues. Decisions are made with the participation of the relevant structural units and all interested parties.
2. The University ensures the membership and participation of academic and scientific personnel in the governing bodies of the University and its faculties, including participation in decision-making processes.
3. The principles governing the participation of academic and scientific personnel in decision-making processes related to educational, research, and other significant matters are regulated by the University's Statute.

#### **6. Approaches and Strategy for Professional Development of Personnel**

1. When developing professional development plans, the University and faculty administration ensure their alignment both with the University's strategic development goals and objectives and with the individual needs of academic, scientific, administrative, and invited personnel.
2. Professional development plans are based on performance evaluation results and the identification of employee needs.
3. Professional development activities include training programs, qualification enhancement courses, conferences, international and local exchange projects and research activities that

support professional development and/or the development of teaching skills, as well as the sharing and implementation of international experience.

4. Prior to the implementation of professional development activities, the University provides employees with information regarding the objectives, details, schedule, and expectations of the activity and offers the necessary support. The University also obtains feedback from participants in order to assess their satisfaction and the anticipated effectiveness of the programs.
5. To ensure the effective implementation of professional development programs, the University allocates the necessary financial and administrative resources.

## **7. Personnel Evaluation**

1. The implementation of evaluation serves as a mechanism for increasing organizational effectiveness and provides personnel with an opportunity to receive incentives and professional development opportunities based on fair and transparent principles.
2. The University systematically evaluates the work performed by personnel in the areas of teaching, research, and administrative/organizational activities. The purpose of evaluation is to:
  - identify employees' capabilities, strengths, areas requiring improvement, and professional development needs;
  - support personnel in the effective performance of their duties and professional development;
  - contribute to the implementation of the University's Strategic Development Plan.
3. The University has developed evaluation mechanisms for administrative, support, academic, scientific, and invited personnel. In accordance with the "Strategic Planning Methodology," heads of structural units are required to submit reports on the activities performed under their responsibility (an Action Plan Implementation Report at the end of each academic semester and a Strategic Plan Implementation Report at the end of each year). Evaluation is conducted by the Strategic Development Monitoring Group. The scientific activities of affiliated academic personnel are evaluated annually in accordance with the "System for Evaluating the Productivity and Quality of the Scientific Activities of Affiliated Academic Personnel." The "Internal and External Mechanisms for Evaluating Teaching Quality" provide for the periodic conduct of surveys through questionnaires. The "Methodology for the Analysis of Evaluation Data" establishes the evaluation criteria and indicators for assessing the effectiveness of personnel activities. The Quality Assurance Service evaluates the activities of academic, invited, and support personnel based on pre-developed questionnaires. Based on the analysis of the obtained results, the Quality Assurance Service develops appropriate recommendations, which are submitted to the relevant structural units, and decisions are made regarding the professional development of personnel.

## **8. Personnel Motivation and Incentives**

1. Personnel motivation includes both material and non-material incentives aimed at attracting and retaining qualified personnel. It is based on the principles of fairness and equality and is directly linked to the quality of employees' performance.
2. Mechanisms for increasing personnel motivation include:
  - opportunities for career and professional growth;
  - adequate remuneration;
  - favorable working conditions;
  - involvement in decision-making processes;
  - objective evaluation of work performed;
  - fair and equal treatment.
3. The following forms of incentives may be applied for exemplary performance of official duties, completion of particularly difficult or significant assignments, conscientious service, and based on the results of personnel evaluations: expression of gratitude, awarding of bonuses, presentation of valuable gifts.

## **9. Termination of Employment Relations**

Employment relations may be terminated by mutual agreement of the parties, upon the expiration of the employment contract term, or at the initiative of either party in the cases and on the grounds provided for by the Labour Code of Georgia. The procedure for termination of an employment contract shall be determined in accordance with the legislation in force in Georgia, the employment contract concluded with the employee, and the University's "Internal Regulations and Disciplinary Responsibility Norms."