



# Personnel Management Policy

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“Approved”

Rector of the Georgian Aviation University

D.T.Sc., Professor

\_\_\_\_\_ S. Tepnadze

\_\_\_\_\_ 2020

Statement \_\_\_\_\_

Georgian Aviation University



# Personnel Management Policy

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**i. Revisions**

Implementation of any Revision can only be performed through participation of the Head of Quality Manager and Governing Board. No revision will have legal power, unless it is reviewed and approved.

Created by:	Approved by:
Head of Quality Manager	Rector
Date:	Date:

Deleted Pages				Added Pages			
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## 2. Documentation Control

Control of documentation is provided by the rules and procedures written in the Quality Manual of Georgian Aviation University. The aim of rules and procedures is to create system to identify and use all documents easily by employees within the organization. All documentation must be created, and storage by the format and terms indicated in Quality Manual. These procedures will establish effective system to create, renew and share documentations easily.

### Document Distribution List

Organization	Format	Copy N:
Quality Service	Hard Copy	Master Copy
Quality Service	Electronic Version	Electronic Version
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### 3. General provisions

#### Article 1. Staff Management General Principles and Regulations

1. The Unified and Consistent Human Resource Management Policy of the Georgian Aviation University is in line with the University's mission, vision and strategic goals. The major principle of the University employment policy is to recruit and retain qualified and professional staff and make the most of their capabilities and experience.
2. The University Human Resources include:
  3. Academic Staff;
  4. Scientific Staff;
  5. Professional Education Teacher;
  6. Invited Staff;
  7. Administrative Staff.
8. The activities of the staff of the Georgian Aviation University are regulated by the Internal Regulations of the Georgian Aviation University LLC and the Labour Code of Georgia. The staff labour relations are regulated on the basis of the Employment Contract signed with the University (and by the Annexes to the Employment Contract).

#### Article 2. Mechanisms for Recruiting And Retaining The Qualified Staff

1. The academic and administrative workforce of the Georgian Aviation University is staffed with highly qualified and experienced personnel, which in turn ensures the efficient and quality performance of university activities. The University Administration is aware of the risks associated with the high average age of qualified staff and is constantly concerned about educating young teachers and scientists and/or qualified and experienced staff from outside resources as they are highly motivated, have a keen interest, ability and endeavor to introduce new ideas and approaches.
2. At the same time, the most important factor for the University is to retain staff having a long work experience at the University, and the University has spent significant administrative and financial resources in developing its employees into professional staff.

#### Determination of the need for staff recruitment

1. Based on the communication with the faculties and the reviewing of the applications submitted by them in accordance with Annex 1, the University Administration pre-determines the demand for academic staff for the next and/or several academic years according to the following components:
  2. Number of vacancies for academic staff expected during the next two or three years;
  3. Vacancies of academic staff units expected according to academic disciplines;
  4. Vacancies of academic staff units expected according to qualification;
    - 4.1. Demand for administrative and support staff will be determined in case of need arising from structural or legislative changes.

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### Staff recruitment

1. Staff recruitment process (selection/appointment) is a transparent and objective procedure ensuring the employment of qualified staff to academic, scientific, administrative, support and invited staff positions.
2. In case of available vacancy, the University uses the forms provided by the Law of Recruitment as follows:
  - 2.1. Announcement of a competition on the University website and/or e-employment portals;
  - 2.2. Establishment of contact with successful Master and Doctor Degree graduates in order to offer them to participate in the competition;
  - 2.3. Dissemination of information about vacancies available in the University at various academic conferences, seminars and meetings and establishment of professional relations with potential candidates;
  - 2.4. Use of the personal contacts of the academic staff members employed by the University to contact with and recruit young staff.

## Article 3. Procedures for Staff Selection and Hiring

### Academic Staff

1. Academic and scientific staff is selected through an open competition regulated in accordance with the Law of Georgia on Higher Education, the University Statute and the Unified Regulation for Holding Academic and Scientific Positions. In order to announce an open competition for academic positions, the Faculty Deans make an application in accordance with Annex 1 that will be sent to the Human Resources Manager.

### Invited Staff/Lecturer, Professional Education Teacher and Training Center Teacher

1. The invited staff/lecturer, professional education teacher and training center teacher may be selected without a competition, on the basis of a recommendation/representation, taking into account the compliance with the respective qualification requirements.
  - Qualification requirements for a **professional education teacher**:  
Higher education or at least 3-year experience of work in the respective profession; Teacher Certificate (if necessary, depending on the module) and a document certifying the respective language competence of a professional education teacher in a foreign language professional education curriculum.
  - Qualification requirements for a **training center teacher**:  
Higher education, Teacher Certificate and/or at least 3-year experience of work in the respective profession; In case of a foreign language training course, a teacher will also be required to provide a document certifying the respective language competence.

### Administrative and Support Staff

1. The appointment to the administrative and support positions of the GAU is made by the Rector on the basis of an contract signed by and between the employer and the employee, in accordance with the GAU structure and the functions and responsibilities defined, and shall be based on:
  - 1.1. the compliance of a person with the functions and duties;

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- 1.2. the qualification of a person;
- 1.3. the work experience;
- 1.4. additional requirements relevant for the position.
- 1.5. A candidate may be found and recruited to a vacancy in the University by giving a reference, direct contact with a certain person, etc.
2. Prior to the start of a process of finding and recruiting a candidate to a vacancy in the University from outer sources, it is possible to transfer or promote the internal staff of the University, taking into account the respective qualification requirements, job description and experience.

#### **Article 4. Staff Professional Development Approaches and Strategy**

1. The essence of GAU professional development is to deepen professional knowledge and to perfect skills. By introducing an effective system of professional development, the University continuously improves its activities and easily adapts to the changing educational environment.
2. When developing a professional development program, the management of the University and the Faculty assures their compliance with both the goals and objectives of the University's strategic development and the individual needs of the academic, scientific, administrative and invited staff.
3. The University will develop a continuous professional development plan, which will be reviewed/revised and, if needed, altered appropriately on a yearly basis. This plan includes criteria for evaluating professional development results.
4. When planning professional development activities, the University Management will:
  - 4.1. ensure the systematic, continuous and result-oriented nature of the professional development program;
  - 4.2. allocate the financial and administrative resources required for the effective implementation of the professional development program.
5. In order to develop a professional development plan:
  - 5.1. the Quality Assurance Office and the Human Resources Manager will periodically conduct various types of employee surveys to identify their respective needs and to plan measures required for appropriate development.
  - 5.2. the Quality Assurance Office/the Human Resources Manager will submit the results of the survey to the University Rector, who, if necessary, will review these results together with the Head of Administration and other responsible persons and plan further activities.
  - 5.3. For these purposes, the Human Resources Manager will provide planning of various trainings, socio-cultural and educational events in cooperation with the respective structural units of the University, through internal and/or external resources.
  - 5.4. For these purposes, when an employee attends an event planned by the employer, such as various types of vocational trainings, socio-cultural and other events, if the attendance period includes working hours, this will be counted in the employee's working period and will be paid in full.
  - 5.5. For the purposes of the employee professional development, the respective training, internship and/or other event may be planned to transfer him/her to another position based on an analysis of the work performed and to be performed by him/her.

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## **Article 5. Integration of A New Employee into The University Environment**

1. In order to integrate a new employee of the University into the work environment and to effectively involve him/her in the work process:
  - 1.1. the Human Resources Manager will: introduce a new employee to the University society; acquaint him/her with job description, University mission, strategic plan, internal regulations, code of ethics; acquaint him/her with the material and technical base of the University and other resources;
  - 1.2. the Administration will provide organizing of the comfortable working environment to a new employee, allocation of workspace with appropriate inventory and technical equipment;
  - 1.3. an official e-mail will be created for a new employee and together with other contact data will be sent to the University staff for further effective communication.

## **Article 6. Remuneration and Incentives**

1. In GAU the labour remuneration and payments are regulated by the Internal Regulations of the Georgian Aviation University LLC and contracts signed with employees.
2. Forms of incentives are also specified in Article 11 of the Internal Regulations of the Georgian Aviation University LLC.
3. Forms of incentives are:
  - 3.1. awarding a commendation;
  - 3.2. awarding a bonus;
  - 3.3. rewarding with a valuable gift.
4. Several forms can be used simultaneously.
5. The Rector of the University has the right to use incentives.
6. The basis of incentives is the results of the employees work evaluation.

## **Article 7. Staff Retention**

1. In order to ensure the effective management of university activities and in parallel with the changes to the applicable regulations in the field of civil aviation, the University constantly makes provisions for enhancing the qualification of its staff. Consequently, over the years the staff becomes an important asset of the University, the retention of which is critical.
2. The University Quality Management Office conducts a staff satisfaction survey every 2 years (Annex 2), the analysis of the results of which, along with other critical information, shows the staff's vision of what is needed to change the University's activities and environment/spaces. The changes respective to the survey results have a positive influence on employee satisfaction and productivity and deepen their sense of contribution to the University's activities and development.

## **Article 8. Internal Communication**

1. In order to effectively implement the activities of the University, the following means of communication are used for communication between the structural units:
2. Internal telephone;

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3. Gmail platform;
4. Groups created on popular messenger platforms to achieve certain goals.

### **Article 9. Principles for Participation of Academic and Scientific Staff in Decision-Making Processes Related to Educational and Research Issues**

1. The activities of the University academic staff include pedagogical, scientific & research and administrative activities.
2. One of the key responsibilities of the academic staff is to effectively use their knowledge in the teaching process and to introduce the results of the latest researches.
3. Criteria for successful performance of teaching/pedagogical function of GAU academic staff are:
  - 3.1. Curriculum/syllabus development;
  - 3.2. Supervision of the research work of students of different levels of higher education;
  - 3.3. Use of innovative teaching methods in the teaching process;
  - 3.4. Providing students with timely and qualified assessments and recommendations;
  - 3.5. Development and implementation of training projects;
  - 3.6. Striving for continuous improvement of the teaching quality by using the experience of colleagues and other professionals and the latest research findings, etc.
4. The University will use the following indicators to evaluate the above activities:
  - 4.1. The results of student surveys and assessments;
  - 4.2. The results of the academic staff assessments.
5. Scientific & research activities of the University staff include: preparation, translation, editing, reviewing of publications made for and on behalf of the University, preparation of a research grant project, implementation of a research project, involvement of master and doctor degree students in the research, patent & invention activities, organization of a scientific conference or preparation of a conference speech; preparation and publication of monographs and textbooks, etc.
6. University indicators for evaluation of the scientific research of academic and scientific staff are:
  - 6.1. Scientific publications in the University journal “Air Transport”;
  - 6.2. Scientific publications in various peer-reviewed journals in Georgia and abroad;
  - 6.3. University grants;
  - 6.4. Research grants;
  - 6.5. Patents obtained;
  - 6.6. Participation in/reading reports at scientific conferences (local, international);
  - 6.7. Monographs and textbooks published;
  - 6.8. Evaluations of staff involved in scientific & research activities;
  - 6.9. Titles or awards received in the field of research.
7. Administrative activities help the academic staff to advance professionally, and the University - to successfully carry out its mission and strategic goals.
8. The administrative activities of the GAU academic staff include: membership in the governing bodies and structural units of the University and the faculties; participation in attracting students and recruiting qualified academic staff; participation in the activities of professional organizations operating in the respective field; organizing conferences, seminars, trainings; collaboration with other

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universities and organizations working in the field of aviation; scientific editing/reviewing of books, etc.

### **Article 10. Staff Academic Workload Principles**

1. The maximum workload of the staff (academic/invited) implementing higher education curriculums of the Georgian Aviation University and the procedures for hourly workload division are regulated by the Academic Workload Regulation of the Georgian Aviation University LLC.
2. The maximum workload of the professional education teacher and the procedures for hourly workload division for the professional education curriculums of the Georgian Aviation University are regulated by the Professional Education Teacher Workload Regulation of the Georgian Aviation University LLC.

### **Article 11. Academic and Administrative Staff Evaluation**

3. The purpose of the evaluation of academic and administrative staff is to ensure the constant compliance of employees with the requirements/standards (qualification requirements, job descriptions) set by the University and to further enhance/improve their professionalism. Evaluation of the University staff performance helps each employee of the University to carry out their functions effectively. As part of the evaluation process, the University Management annually evaluates the staff activities, identifies the factors to be improved and implements improvement measures.
4. The objectives of the University Staff Activity Evaluation Policy are:
  - 4.1. Determination of the staff professionalism and compliance with the qualification requirements and performance standards set by the University.
  - 4.2. Timely identification of potential difficulties in the process of implementation of professional goals by the University staff and planning/implementation of measures to eliminate them;
  - 4.3. Evaluation of the activities of the University academic staff in the teaching, research and administrative/organizational fields;
  - 4.4. Identification of the capabilities of the University staff and promotion of their further development;
  - 4.5. Identification of professional development needs of the University staff;
  - 4.6. Identification of the weaknesses of the University staff and provision of appropriate assistance to them in order to improve them;
  - 4.7. Management of satisfactory and unsatisfactory activities of staff, etc.

### **Article 12. Procedures for Evaluation of Academic and Scientific Staff**

1. Evaluation of academic staff is performed annually. The evaluation process is performed by the Scientific Research Center, along with the Faculty and the Quality Assurance Office.
2. In the evaluation process, the University uses the following evaluation mechanisms:
  - 2.1. The results of student surveys and assessments;
  - 2.2. The results of the academic staff assessments.
3. The activities of the academic staff are evaluated according to the following criteria:
  - 3.1. **Teaching**
    - 3.1.1. Curriculum development;

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- 3.1.2. Supervision of the research work of students of different levels of higher academic education;
- 3.1.3. Supervision of student grant topic.
- 3.2. **Research and grant activities**
  - 3.2.1. Publication of a scientific article
  - 3.2.2. Grant project
  - 3.2.3. Sharing research experiences
- 3.3. **Participation in scientific & technical conferences, meetings**
  - 3.3.1. In international conferences
  - 3.3.2. In local conferences
- 3.4. **Publishing of scientific publications**
  - 3.4.1. Published by an international publishing house
  - 3.4.2. Published by a local publishing house (accompanied by authorized reviews)
- 3.5. **Membership in a professional organization**
- 3.6. **Consulting - expert - editorial activities**
  - 3.6.1. Consulting to solve problematic issues
  - 3.6.2. Consulting in the performance of thesis or other research issues
  - 3.6.3. Expertise by invitation
  - 3.6.4. Editing of textbook, collection, magazine, monograph
  - 3.6.5. Reviewing of scientific letter, monograph, textbook and doctorate thesis
- 3.7. **Evaluations, recognition**
  - 3.7.1. Obtaining a state award in the field of science and technology
  - 3.7.2. Obtaining a nominal award in the field of science and technology
  - 3.7.3. Obtaining a foreign certificate (diploma)
  - 3.7.4. Obtaining a local government, field certificate
- 3.8. **Administrative activities**
  - 3.8.1. Mentoring of academic staff
  - 3.8.2. Participation in attracting students and recruiting qualified academic staff
  - 3.8.3. Active participation in the activities of professional organizations operating in the respective field
  - 3.8.4. Collaboration with other universities, state and non-governmental organizations
  - 3.8.5. Organizing conferences, seminars and trainings, etc.
- 4. In July of each year, the Scientific Research Center and the Quality Assurance Office, based on the analysis of information obtained through the above mechanisms, evaluates the academic staff activity criteria using the academic staff evaluation form and issues an evaluation report on the basis of which appropriate measures are set and carried out in accordance with the procedures specified in subsection Evaluation Results Management.
- 5. The Evaluation Report is confidential and access to it is available only by the assesses and the persons involved in the evaluation process.

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### **Article 13. Procedures For Evaluation Of Professional Teachers, Academic And Invited Staff**

1. The academic staff is evaluated every semester. The evaluation process is performed by the faculty along with the Quality Assurance Office.
2. In the evaluation process, the University uses the following evaluation mechanisms:
  - 2.1. The results of student surveys and assessments.
3. The activities of professional teachers, academic and invited staff are evaluated according to the following criteria:
  - 3.1. Explanation and communication skills;
  - 3.2. Their ability to answer the questions posed;
  - 3.3. Communication during non-lecture period;
  - 3.4. Materials selected for the training course;
  - 3.5. Evaluation objectivity;
  - 3.6. Evaluation definition;
  - 3.7. Quality of audit workload performance;
  - 3.8. Evaluation frequency.

### **Article 14. Procedures for Evaluation of Administrative Staff**

1. Administrative and support staff is evaluated annually by self-evaluation and evaluation of the employee by the immediate supervisor.
2. In July of each year, the faculty management starts an employee evaluation campaign, during which the immediate supervisors fill in the evaluation form (template) for each subordinate, through which they evaluate the activity performed by the employee during the year and its compliance with the job descriptions, qualification requirements and activity standards set for a particular position.
3. The employee's activity is evaluated by the following criteria:
  - 3.1. Job knowledge;
  - 3.2. Ability to make decisions and solve problems;
  - 3.3. Quality of work performed;
  - 3.4. Productivity;
  - 3.5. Reliability (stable performance of duties, adherence to deadlines set, adherence to the University policies and procedures);
  - 3.6. Discipline at workplace;
  - 3.7. Communication skill;
  - 3.8. Interpersonal qualities;
  - 3.9. Group working ability;
  - 3.10. Ability to work in a stressful situation.
4. The criteria are evaluated by a 5-point system. In the evaluation form, the immediate supervisor specifies the aspects to be improved (if any) and gives recommendations for improvement to the employee. The supervisor is obliged to familiarize the respective employee with the evaluation results. The employee has the right to express his/her comments and views in the evaluation form.

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5. In parallel with the evaluation form, the employee fills in the self-evaluation form, where in parallel with the evaluation of the specified criteria, he/she expresses his/her point of view on the necessity of developing additional skills or deepening knowledge and substantiates his/her point of view.
6. The evaluation and self-evaluation form is reviewed by the Human Resources Manager. The results of the evaluation and self-evaluation forms are compared in this process. Based on the evaluation results, the appropriate measures will be set and implemented in accordance with the procedures specified in subsection Evaluation Results Management.

### **Article 15. Evaluation Result Management**

1. Based on the evaluation results, the Human Resources Manager together with the Quality Assurance Office prepares a report on the activities of the academic, administrative and support staff and professors and teachers, which is submitted to the Governing Board.
2. On the basis of a positive report, it may be decided to give an incentive to professors, teachers and administrative staff in accordance with the rules set out in the University Internal Regulations.
3. In case of unsatisfactory report, a plan for the implementation of the recommendations for improvement of the activities specified in the evaluation report should be developed in order to improve the activities of the administrative and support staff, professors and teachers.
4. Management of unsatisfactory activities means identifying and eliminating weaknesses in the process of both administrative and supportive, and professors and teachers activities. If the measures taken by the University to manage and correct the work performed unduly do not work, the issue of dismissal of the employee may be placed on the agenda in accordance with the terms and conditions of the Employment Contract signed by and between the University and the employee.



4. Annexes

Annex 1 Open Competition for Selection of Academic Staff

Georgian Aviation University

Open Competition for Selection of Academic Staff

Curriculum (Full title)	Teaching Level	Major/Sub-Major/Field	Professor (Vacancy)	Associate Professor (Vacancy)	Assistant Professor (Vacancy)	Assistant (Vacancy)	Mandatory Requirement

Faculty: \_\_\_\_\_

Faculty Dean: \_\_\_\_\_

Date: \_\_\_\_\_

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## Annex 2. Employee Satisfaction Questionnaire

The aim of the survey is to provide the Administration with information on the basis of which it will be determined the overall level of satisfaction of the University staff, to identify the aspects to be improved and as a result to improve them. Please, mark the box next to each item that you think most closely corresponds to the reality.

The evaluation is made by 5-point scale where 5 is positive, and 1 is negative.

The survey is anonymous!

1. How many years do you work at the University?

2. How many years do you hold this position?

3. Please, evaluate

Contract terms and conditions	1 2 3 4 5
Work environment	1 2 3 4 5
Inventory necessary for the performance of duty	1 2 3 4 5
Relations with the Administration	1 2 3 4 5
Employees' attitude towards you	1 2 3 4 5
Communication and awareness	1 2 3 4 5
Workload	1 2 3 4 5
Labour remuneration	1 2 3 4 5
Leave terms and conditions	1 2 3 4 5
Professional development capability	1 2 3 4 5

4. Advice and recommendations

The involvement of each employee in the development of the University is very important to the Administration. Therefore, please specify in the box below what you consider necessary to be improved, and provide advice and/or recommendation.

**Annex 3. Academic and Scientific Staff Evaluation Questionnaire**

<b>First Name, Surname:</b>
<b>Scientific Degree:</b>
<b>Position held at GAU</b>
<b>Accounting Period:</b>
<b>Date of filling in:</b>

	Activity	Coefficient	Number (hours)	Confirmation
<b>1</b>	<b>Teaching</b>			
<b>1.1</b>	<b>Give training curriculums</b>			
	at the Bachelor Degree level	2 for one contact hour		
	at the Master Degree level	2.5 for one contact hour		
	at the Doctoral level	3 for one contact hour		
	in other language	0.5 added to the coefficient of a similar Georgian language course		
<b>1.2</b>	<b>Thesis supervision</b>			
	Bachelor Degree thesis supervision	15 (for one student)		
	Master Degree thesis supervision	30 (for one student)		
	Doctoral thesis supervision	120 (for one year)		
<b>1.3</b>	<b>Reviewing</b>			
	Master Degree thesis reviewing	4		
	Doctoral thesis reviewing	5		
<b>1.4</b>	<b>Defense Commission Membership</b>			
	Master Degree thesis Defense Commission Membership	0.25 (for one student)		
	Doctoral thesis Defense Commission Membership	3 (for one student)		
	Participation in reviewing Doctoral thesis	3 (for one student)		
<b>1.5</b>	<b>Creation of a new training curriculum</b>	5		
<b>1.6</b>	<b>Practical training organizing and supervision</b>	10 (for one group)		



<b>2</b>	<b>Research Activity</b>			
<b>2.1</b>	<b>Grant topic supervision</b>			
	at the Master Degree level	20 (for one student)		
	at the Doctoral level	35 (for one student)		
<b>2.2</b>	<b>Grant Project</b>			
	Supervisor	80 hrs per month		
	Participant	60 hrs per month		
<b>2.3</b>	<b>Publishing of Scientific Publications</b>			
	Published by an international publishing house (in peer-reviewed scientific journal and journal having impact factor)	200		
	Published by a local publishing house (accompanied by authorized reviews)	100		
<b>2.3.3</b>	<b>Article (with ISSN Number)</b>			
	In a high-rated journal	150		
	in a Georgian peer-reviewed scientific journal	50		
<b>2.3.4</b>	<b>Monograph (with ISBN Number)</b>			
	In foreign	4 hours 1 sheet		
	In Georgian	3 hours 1 sheet		
<b>2.3.5</b>	<b>Publishing of Professional Textbook (with ISBN Number)</b>	3 hours 1 sheet		
<b>2.3.6</b>	<b>Publishing of lecture notes</b>	1 hours 1 sheet		
<b>2.3.7</b>	<b>Publication editing</b>	1 hours 20 sheets		
<b>2.3.8</b>	<b>Publication reviewing</b>	1 hours 10 sheets		
<b>2.4</b>	<b>Participation in Scientific &amp; Technical Conferences, Meetings</b>			
<b>2.4.1</b>	<b>In International Conferences</b>			
	Deliver a speech	10		
	Participation	6		
<b>2.4.2</b>	<b>In Local Conferences</b>			
	Deliver a speech	6		
	Participation	4		



<b>3</b>	<b>Administrative Activity</b>			
<b>3.1</b>	<b>Educational Curriculum</b>			
	Membership in Faculty Board	2 hrs 1 meeting		
	Educational Curriculum Supervision	2 hrs 1 meeting		
	Participation in curriculum development/improvement process	2 hrs 1 meeting		
<b>3.2</b>	<b>Participation in Commission</b>			
	Participation in recruiting qualified academic staff	4 candidates 1 hr		
	Organizing of conferences, seminars and trainings, etc.	10		
	<b>Total number of hours</b>			

Total recommended number of hours cumulated by the academic and scientific staff during 1 year is 1600 hours.

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#### **Annex 4. Professional Teacher, Academic and Invited Staff Evaluation Questionnaire by a Professional Student/Student**

**Subject:**

**Lecturer:**

**1. How satisfied are you with the lecturer's ability to explain and communicate?**

No, I am not 0 1 2 3 4 5 Yes, I am

**2. How well did the lecturer answer the questions posed by you?**

Bad 0 1 2 3 4 5 Well

**3. How do you evaluate your communication with lecturers during non-lecture time?**

Bad 0 1 2 3 4 5 Well

**4. Were the materials presented by the lecturer interesting and understandable to you?**

No, they were not 0 1 2 3 4 5 Yes, they were

**5. Was the lecturer objective in assessing the students?**

No, he/she was not 0 1 2 3 4 5 Yes, he/she was

**6. Did you get explanations from the lecturer on the assessment of your paper?**

- I always got and agreed with the explanation
- I always got and didn't agreed/agreed partially with the explanation
- I got explanations, if needed, on request
- I didn't get explanations

**7. Work performed during the teaching load**

- is in line with the purpose and objectives of the training course
- is not in line with the purpose and objectives of the training course
- No work is done in the lecture hall

**8. How regularly did the lecturers test/evaluate the tasks/quizzes?**

- at each meeting
- once a week
- 5-7 times a semester
- They do not

**9. Are you willing to take another subject with the said lecturer?**

- Yes, I am
- No, I am not

**10. Would you recommend other students to select the subject of this lecturer?**

- Definitely
- I would refrain from recommendation
- I would not

**11. Please briefly describe the process of working with the lecturer, subject, administration, university (remark/recommendation/satisfaction)**



### Annex 5. Administrative Staff Evaluation Questionnaire

Employee First Name and Surname:

Position:

Faculty/Department:

First Name, Surname and Position of Immediate Supervisor:

Evaluation Period:

**A written employee evaluation report is a summary of the employee's activities made by the immediate supervisor during the specified period.**

**Employee/position basic duties:**

1. Please list the key duties and responsibilities of the employee during the evaluation period.

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List the goals set for the employee during the prior evaluation period and improvement recommendations, and evaluate their level of achievement/performance.

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Please evaluate his/her activity according to the table below. Select the appropriate answer for each factor. If any of the factors cannot be used to evaluate the employee, mark N/A.

Definitions:

- Unacceptable (1) - The employee's activities do not meet the basic requirements set for the position;
- Needs Improvement (2) - The employee's activities partially meet some requirements set for the position and needs improvement to meet all basic requirements;
- Satisfactory (3) - The employee's activities meet the basic requirements and standards set for the position;
- Good (4) - The employee's activities meet the basic requirements and standards set for the position; in some cases they are better than expected;
- Very Good (5) - The employee's activities are much better than the basic requirements and standards set for his/her position;
- N/A - The evaluation criteria cannot be used



Activity Evaluation Factors	
Job knowledge	
Ability to make decisions and solve problems	
Quality of work performed	
Productivity	
Reliability (stable performance of duties, adherence to deadlines set, adherence to the University policies and procedures)	
Discipline at workplace	
Communication skill	
Interpersonal qualities	
Group working ability	
Ability to work in a stressful situation	
Total evaluation:	

2. Please verbally evaluate the employee’s activity in terms of compliance with the standards and requirements set for his/her position. Give examples to support the arguments (if necessary).

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Aspects identified to be improved for the next year and goals to be achieved:**

List the aspects to be improved and the goals to be achieved for the next year

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Employee:

Read and understood the evaluation report.

Employee’s comments:

The evaluation report is accepted by me:

The evaluation report is not accepted by me: Explain

\_\_\_\_\_  
\_\_\_\_\_

Immediate Supervisor’s signature:

Date

Faculty Dean’s/Deputy Dean’s signature

Date

Employee’s signature



Employee First Name and Surname:

Faculty/Department:

Position:

Immediate Supervisor First Name and Surname:

Evaluation Period:

Position/employee basic duties and responsibilities:

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Recommendations for improvement and goals (if any) set for the prior evaluation period, current status of their implementation:

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In your opinion, what additional knowledge or skill development would help you to perform your duties better? Justify your answer.

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Please answer the below question based on your work experience gained over the past year (evaluate according to a 5-point scale)

1. Work quality: In my opinion, the work performed by me is always quality

1	2	3	4	5	Note/Comment:

2. Productivity: I always perform the tasks set within the time required

1	2	3	4	5	Note/Comment:

3. Job knowledge: I have the knowledge and skills needed to perform my job duties

1	2	3	4	5	Note/Comment:

4. Discipline at workplace: I always follow the discipline established by the internal regulations

1	2	3	4	5	Note/Comment:

5. Communication skill/interpersonal qualities: Relationships with co-employees and students

1	2	3	4	5	Note/Comment:

What knowledge and skill development do you find appropriate for your duty to handle things better?

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