

 <p>SATBAYEV UNIVERSITY</p>	<p>MINISTRY OF EDUCATION AND SCIENCE OF REPUBLIC OF KAZAKHSTAN</p> <p>NON-COMMERCIAL JOINT STOCK COMPANY « KAZAKH NATIONAL RESEARCH TECHNICAL UNIVERSITY NAMED AFTER K.I.SATBAYEV »</p>	
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**PERSONNEL POLICY OF  
KAZNRTU named after K.I.SATBAYEV**

**PP 029-06-02.03.01-2021**

**FOREWORD**

**DEVELOPED** by the Human Resources Department of NJSC “Kazakh National Research Technical University named after K.I.Satbayev”

**2 AGREED**

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## **1 GENERAL PROVISIONS**

1.1 Personnel policy of NJSC “Kazakh National Research Technical University named after K.I.Satbayev” (hereinafter – the University) – a holistic, strategically oriented work policy in the field of human resource management. The personnel policy is implemented in strict accordance with the requirements of the legislation of the Republic of Kazakhstan and internal acts of the University.

1.2 The personnel policy defines the goals and objectives in the field of work with the staff of the University, the principles, norms and rules of work with the personnel, establishes the main values of the University, defining its corporate culture and the possibility of achieving the goals of the university.

## **2 MAIN GOALS AND OBJECTIVES**

2.1. **Purpose** of the University’s Personnel policy is to create a system for the formation and development of the university’s personnel, which has a high level of professionalism necessary to solve the strategic tasks, assigned to the University, the realization of its Mission.

2.2. **Objectives** of Personnel policy:

- development of the regulatory framework for the University’s Personnel policy;
- analysis (quantitative and qualitative) of the state and development of the University’s human resources;
- development of forecasts, determination of current and future needs for the university’s human resources;
- organization and conducting of competitive selection and attestation of university employees, methodological and informational support, development of measures for the implementation of decisions of competitive and attestation commissions;
- formation of the personnel reserve and ensuring its effective use;
- development of proposals for creating conditions and stimulating University staff to professional growth.

2.3 **Principles of personnel policy:**

- strict compliance with the norms of the Constitution, labor legislation;
- democratic approach to University personnel management;
- equality of opportunities for growth (according to the principles of meritocracy) and the realization of professional potential, initiative and creativity of university staff;
- focus of personnel policy on the growth of professional competence of university staff, on stimulating their activities;
- high level of requirements and objectivity in personnel evaluation;
- continuity and consistency of the training process of the staff and reserve of the university;
- continuity and renewal of University personnel.

### **3 REGULATORY DOCUMENTS**

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- Constitution of the Republic of Kazakhstan;
- Law of the Republic of Kazakhstan “On Education”;
- Labor Code of the Republic of Kazakhstan;
- Standard rules of activity of organizations of higher and postgraduate education, approved by the Decree of the Government of the Republic of Kazakhstan №499 from 17.05.2013;
- Regulations of NJSC “K.I.Satbayev Kazakh National Research Technical University”, approved by the order of the Minister of Education and Science of the Republic of Kazakhstan №57 from 16.02.2021;
- Quality policy of NJSC K.I. Satbayev KazNRTU;
- Code of Corporate Ethics (rules of service ethics of NJSC KazNRTU employees);
- Regulations on attestation of employees of NJSC K.I.Satbayev KazNRTU;
- The rules of attestation of the academic and teaching staff of NJSC “K.I.Satbayev Kazakh National Research Technical University” P 029-06-03.3.01 - 2021;
- Regulations on labour payment, financial incentives and social support of KazNRTU employees, approved by the decision of the Board of KazNRTU from 01.07.2016 №10.

### **4 MAIN DIRECTIONS OF PERSONNEL POLICY IMPLEMENTATION**

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The main directions of Personnel policy implementation at the University are:

- planning of personnel needs;
- recruitment, selection, placement and adaptation of personnel;
- evaluation and attestation of personnel;
- personnel development (training, professional development and career planning);
- formation of the personnel reserve;
- maintenance and maximum effective use of human resources;
- motivation and stimulation of work;
- creating decent working conditions;
- formation of corporate culture.

#### **4.1 Planning the need for personnel**

Planning of personnel needs is carried out in accordance with the goals of the University development. The need for academic and teaching staff is determined in accordance with the Current in the conditions of the development of the university's activities should be a long-term planning of the need for personnel which will be carried out.

#### **4.1 Recruitment, selection, placement and adaptation of personnel**

Decision of the issues of attracting highly qualified personnel is a complex task of improving the image of the University and creating attractive working conditions for future employees - for people who are ready and able to contribute to the achievement of the University's strategic and tactical goals by their work.

The main criteria for the selection of candidates for vacant positions include:

- high professionalism;
- focus on results;
- initiative;
- responsibility;
- striving for development and self-improvement;
- ability to work in a team;
- respect for colleagues, partners.

When appointing all other things being equal, preference will be given to the "internal" candidates, thus expanding the opportunities for realizing the career expectations of University employees.

In all cases of appointments of employees to positions, the main criterion for selecting a candidate should take into account the effectiveness of previous work, proving or allowing one to confidently assume the effectiveness and success of his/her work in a new position.

An equally important task is to hold special events to find and attract young graduates of the University with high potential.

At the same time the task of personnel policy in this area should be to inform candidates and university employees about the mission, development strategy, values, corporate culture, priorities and opportunities provided by the university to its employees.

Recruitment and selection of personnel can be carried out not only by its own personnel service, but also, if necessary, by using the services of professional recruitment agencies.

The personnel policy assumes the implementation of measures for the adaptation of new employees for their early integration into the workforce.

Due to the specifics of positions at the university, the adaptation of new employees will be carried out by the head and employees (mentors) of structural units in accordance with the established requirements, adaptation goals.

### **4.3. Assessment and attestation of personnel**

Periodic staff assessment with the provision of feedback to the employee about his/her professional activities and work behavior is a management tool that helps to plan, direct and motivate the activities of subordinates.

The results of an employee's work assessment are the basis for increasing the amount of wage, establishing incentive payments, career advancement, enrollment in the personnel reserve, determining training needs, and can also serve as grounds for transfer **to** another position and dismissal.

The personnel policy will determine the system of personnel evaluation and attestation.

### **4.4. Personnel development**

Continuous development of the university staff (competencies, knowledge, abilities, skills of employees) takes a leading place in ensuring the competitiveness and efficiency of the university activity.

The personnel policy should ensure that the objectives of professional development and relevant training programs are linked with the objectives of developing specific areas of the university's activities.

The professional development system should include training and internships, both directly at the university and in other Russian and foreign universities, as well as participation in the Russian and international conferences, seminars, symposiums, trainings, etc.

The personnel policy will establish the need to increase the level of managerial competencies among the heads of all levels of management of the university.

### **4.5. Formation of the personnel reserve**

The ability to identify and successfully train future heads is today the most important factor of success in the competitive struggle. Therefore, the creation of a special system for the selection, development and relocation of future heads (reserve managers) and the management of this system is a strategically important task for the university.

The personnel reserve is a group of managers and specialists who have the ability to manage, meet the requirements of a position of a particular rank, has been selected and has undergone systematic targeted qualification training. Working with the reserve, like many other HR technologies, is complex. The personnel policy will determine the procedure for the formation and training of the personnel reserve, as well as the rules for managing the career of employees.

### **4.6. Preservation and maximum effective usage of human resources**

The personnel policy should create a basis for the preservation and effective use of the personnel potential of the university. The realization of this task is possible through:

- optimization of the organizational structure of the university by eliminating duplication of functions, small structural units;
- optimization of the number of personnel;

- bringing the staffing table of the university in line with the admission plan, the contingent of students, directions of training of students;
- organization of systematic work on retraining and advanced training of teachers;
- involvement of teachers to participate in internal projects in the field of university development;
- organization of systematic work on the reproduction of human resources potential, including: the formation of conditions for attracting and retaining young teachers and other employees, ensuring the possibility of their professional and career growth; active work at faculties, institutes for the selection of promising students and young teachers, recommended for postgraduate study;
- systematic work on the formation of an effective personnel reserve, including using such forms of education as postgraduate and doctoral studies.

#### **4.7. Motivation and stimulation**

In the classical sense the motivation system should encourage employees to carry out activities with the expenditure of certain efforts at a certain level of diligence and conscientiousness with a certain degree of perseverance in the direction of achieving the goals of the university.

Conditions for self-realization and effective work of staff should be created at the university, a team of professional, talented and active employees, ready and able to bring maximum benefit to the university should be formed.

The motivation system should include the following elements:

- basic salary in combination with incentive payments, additional opportunities to increase wages (royalties, participation in commercial projects of the university, etc.);
- a system of non-material incentives;
- opportunities for professional and career growth;
- opportunities for scientific, professional, creative self-realization.

The personnel policy determines a strict order for the establishment and appointment of incentive payments, which will allow for the fullest consideration of all types of employee activities, including: participation in the educational process, publication of monographs, textbooks, research work, etc.

The procedure for determining incentive payments to employees will be transparent and objective, and the amount of wages will be more predictable. At the same time, the individual contribution of each employee to the final result of the activities of both a specific structural unit and the university as a whole will be taken into account.

#### **4.8. Creating decent working conditions**

The effectiveness and success of work is largely determined by the conditions created at the workplace.

The priority tasks that will be solved through the implementation of the personnel policy are:



- development of the general scheme of the university's divisions, which will avoid spontaneous conversion of individual premises, and reduce the associated unproductive costs;
- regular attestation of workplaces, organization of mandatory periodic and extraordinary medical examinations of employees at the expense of the university, creation of an information database on the condition of educational and office premises, which will serve as the basis for the development of a repair plan;
- securing the sphere of responsibility for the comprehensive solution of issues related to ensuring decent working conditions for a specific official.

## **5 PROFESSIONAL DEVELOPMENT**

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The high level of professional competencies of the University staff is maintained and developed in the system of continuous and advanced trainings. The main emphasis in this process is on intra-corporate training, which comes in various forms: on-the-job training, mentoring, intra-university seminars and trainings. The desire of employees to improve their skills is supported and stimulated morally and financially.

The training is planned and carried out in order to prepare the staff to solve the tasks facing the University and improve the professional level of the staff.

It is possible to pay for the training of employees at the expense of the University in cases of industrial necessity.

## **6 EMPLOYEE MOTIVATION AND COMPENSATION ON THE RESULTS OF LABOUR**

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6.1 Motivation of university employees is a fair assessment of the contribution of each employee, attracting highly qualified specialists, stimulating employees to achieve their tasks with a high degree of efficiency and effectiveness.

6.2 To implement this task, the following measures are necessary:

- introduction of a motivating and transparent remuneration system based on the level of qualification, competence and performance of employees;
- development and improvement of a bonus system linked to the achievements of certain results of an activity by employees;
- motivation of an academic-teaching staff for conducting scientific research and training activities;
- providing employees with various social benefits, material incentives and assistance in special cases, ensuring social guarantees and norms of social protection of employees;
- non-material motivation by recognizing the merits of employees for high performance indicators, as well as the introduction of a system for presenting employees to corporate, state and other awards and distinctions;

– continuous development of the system of material and non-material motivation of employees to increase labor productivity, increase the efficiency of service provision and employee interest in solving the tasks facing them.

## 7 RISK MANAGEMENT

7.1 The effectiveness of the work of employees depends on the constant monitoring and consideration of various internal and external risk factors.

HR risk management is a process that begins at the stage of developing a HR management strategy and covers the entire HR management system at all its levels.

Both the external and internal environment serve as a source of risks.

The main reasons for the risk, on the one hand, are objective incompleteness or insufficiency of information, on the other hand, subjectivity of information perception and the possibility of making an incorrect decision by a head or an employee, a low level of an employee involvement in the internal policy of the University.

<b>Naming and description of risk</b>	<b>Causes of risk</b>	<b>Consequences of risk</b>	<b>Risk prevention and reduction measures</b>	<b>Supporting documents</b>
Staff turnover	Lack of motivation and stimulation of staff activities	Reduction in the number of professional and qualified employees	Motivation and stimulation of staff activities, conducting advanced training courses (international and national)	Employment contract, University Regulations on motivation and stimulation of employees
Transmission of deliberately false information to the employer	Provision of false information	False information, distrust of the employee	Request information about newly hired employees from previous employers	Characteristics, letters of recommendation, resume
Theft of material assets of the university	Lack of control	Financial losses, material damage to the university	Signing of a contract on material liability	Contract
Violation of confidentiality of information	Employee dissatisfaction with the position and working conditions and dismissal of the employee	Misconception about the university, loss of image	Signing of confidentiality agreement	Agreement
The insufficient level of foreign language proficiency of students, academic-teaching staff and researchers of the university, as well as the lack of certificates confirming the level of language proficiency, will prevent the development of the given grants for	Low level of foreign language proficiency	Reduction in the number of exchanges, students and academic-teaching staff traveling abroad, downgrade of HEI rating	For the active use of foreign languages by employees, to organize language courses for researchers and academic-teaching staff. To develop an effective system of interaction between the Department of Foreign Language and students.	The number of incoming applications for programs

academic mobility and other educational programs				
Low level of internationalization of the staff of teachers, staff and students	Lack of similar practice	Introduction of innovations and different approaches in the performance of work / training	To organize exchange programs of academic, teaching and administrative staff of university departments with foreign colleagues	

**AMENDMENT RECORD SHEET**

Sequential number of amendment	Section, paragraph of the document	Type of amendment (amend, cancel, add)	Notification number and date	Amendment made	
				Date	Surname and initials, signature, position