

HR POLICY



1. GENERAL PROVISIONS

1.1. The HR policy of the Joint-Stock Company "M.S. Narikbayev KAZGUU University" (hereinafter - KAZGUU) is a holistic long-term personnel development strategy, which is aimed at the formation of highly qualified teaching, scientific and administrative personnel, ensuring high competitiveness. The HR policy defines the main goals, objectives and mechanisms for the development of personnel potential, the procedure for managing the HR policy of the University.

1.2. The HR policy was developed in accordance with the Labor Code of the Republic of Kazakhstan No. 414-V dated November 23, 2015, the Civil Code of the Republic of Kazakhstan, the Law of the Republic of Kazakhstan "On Education" dated 27.07.2007 No. 319-III, other regulatory documents, as well as the Charter of KAZGUU and the Strategic Development Plan of KAZGUU for 2021-2023.

1.3. HR policy is developed by the Department of Strategy and HR and defines the basics of working with personnel and requirements for them. The HR policy of the University is based on the principles of strict compliance with the norms of the Constitution of the Republic of Kazakhstan, the laws of the Republic of Kazakhstan, including labor legislation, the norms of international law in the field of higher education, based on the current regulatory framework of the University.

1.4. The personnel support system includes structural units that ensure HR policy and monitor its implementation, as well as a set of measures to train highly qualified personnel for the University, to improve the qualifications of the teaching staff and University staff at all levels.

2. PRINCIPLES, GOALS AND OBJECTIVES OF THE UNIVERSITY'S HR POLICY

2.1. The key principles of HR policy at KAZGUU are as follows:

2.1.1. Adherence to and implementation of international agreements and norms ratified by the Republic of Kazakhstan, including those on combating human trafficking, eliminating all forms of racial discrimination, and eliminating all forms of discrimination against women.

2.1.2. Optimizing human resource management policies while adhering to the principles of labor equality for employees, regardless of their gender, age, race, nationality, or religious beliefs

2.1.3. Alignment of employees' competencies, knowledge levels, and skills in educational and scientific activities with modern standards, methods, requirements, and the tasks of the Strategic Development Plan of KAZGUU.

2.1.4. Ensuring equal rights and opportunities in recruitment, professional advancement, training, and development, as well as access to resources and services for all employees, regardless of their gender.

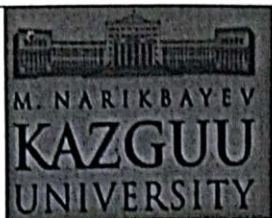
2.1.5. Differentiation of support and motivation mechanisms for employees, aimed at creating equal opportunities regardless of gender, age, race, nationality, or religious beliefs.

2.1.6. Continuity, cultivation of the best personnel for the University from student benches, the formation of a social elevator, and mechanisms of socialization for KAZGUU students, securing young specialists in schools and other structural units while adhering to the principles of the prohibition of forced labor;

- 2.1.7. Supporting the development of professionalism and improving work efficiency through the creation of a competitive environment, utilizing objective methods for assessing results and achievements
- 2.1.8. assessment and certification of personnel.
- 2.1.9. formation of the personnel reserve.
- 2.2. The main goals, objectives and directions of the HR policy of KAZGUU are:
- 2.2.1. development of new effective programs for the development and advanced training of personnel;
- 2.2.2. development of an effective evaluation system for faculty and management personnel;
- 2.2.3. organization of continuous monitoring of the personnel situation at the University using modern methods of personnel management;
- 2.2.4. timely provision of the University with personnel meeting the qualification requirements and the required number;
- 2.2.5. development of human capital and professionalism;
- 2.2.6. ensuring the conditions for the implementation of the rights and obligations of citizens provided for by labor legislation;
- 2.2.7. Ensuring measures to prevent the infringement of the rights and dignity of employees.
- 2.2.8. Rational use of human resources potential;
- 2.2.9. Improvement of the HR management system at KAZGUU, including the development of mechanisms for proactive comprehensive assessment of the need for professional staff of faculty members and corresponding planning of professional development;
- 2.2.10. Enhancement of the efficiency of University staff in educational and research activities;
- 2.2.11. Recognition and rewards for particularly distinguished University staff;
- 2.2.12. Development of forecasts, determination of current and prospective needs in the University's human resources potential;
- 2.2.13. Organization and conduct of certification for academic and administrative staff of the University, methodological and informational support, development of measures for implementing the decisions of certification commissions;
- 2.2.14. Development of a normative framework for the University's HR policy;
- 2.2.15. Analysis (quantitative and qualitative) of the state and development of the University's human resources potential.
- 2.2.16. Ensuring equal pay for all employees, regardless of their age, gender, ethnic, or racial background.
- 2.2.17. Conducting an analysis and monitoring of job duties and functions to ensure equal pay for equal work.
- 2.2.18. Securing and facilitating salary disbursement to KAZGUU employees in cases involving the engagement of specialized service providers under civil law contracts, commonly referred to as outsourcing.

3. HUMAN RESOURCES MANAGEMENT SYSTEM

3.1. The human resources management system is based on the principles of ensuring equal rights, opportunities, and responsibilities for all employees, regardless of their gender. It also relies on the collaboration of the University's structural units to address common tasks;



3.2. HR training is carried out through postgraduate education programs (LLM, PhD), the system of additional education.

3.3. The HR policy of the University is implemented by structural divisions on the basis of professional development plans and the Strategic Development Plan of KAZGUU.

Planning of advanced training of academic staff is carried out by the Department of Strategy and HR.

3.4. The activities carried out by the human resources management system and aimed at solving the tasks of HR policy include:

3.4.1. training of higher qualification personnel training (PhD and LLM);

3.4.2. professional development of the faculty members and administrative and managerial staff of the University.

4. LEGAL AND REGULATORY FRAMEWORK OF HR POLICY

- Constitution of the Republic of Kazakhstan;
- Civil Code of the Republic of Kazakhstan;
- Administrative Procedural Code of the Republic of Kazakhstan
- Labor Code of the Republic of Kazakhstan;
- The Law of the Republic of Kazakhstan "On Education";
- Charter of JSC "M.S. Narikbayev KAZGUU University";
- Staff Regulations of JSC "M.S. Narikbayev KAZGUU University";
- Regulations on the teaching staff of JSC "KAZGUU University named after M.S. Narikbayev»;
- Strategic Development Plan of JSC "M.S. Narikbayev KAZGUU University";
- Regulations on the rating assessment of the teaching staff of JSC "KAZGUU University named after M.S. Narikbayev";
- other internal regulatory documents, orders, instructions, instructional letters of the Ministry of Education and Science of the Republic of Kazakhstan, etc.

5. RETENTION AND OPTIMAL UTILIZATION OF HUMAN RESOURCES POTENTIAL

5.1. The HR policy should create a basis for the preservation and effective use of the HR potential of the University. The realization of this task is possible by:

5.1.1. optimization of the organizational structure of the University by eliminating duplication of functions;

5.1.2. optimization of the number of staff;

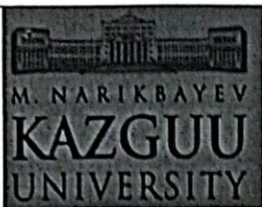
5.1.2. bringing the staffing table of the University in line with the admission plan, the contingent of students, the direction of training of students;

5.1.3. organization of systematic work on retraining and advanced training of faculty members;

5.1.4. involvement of faculty members to participate in projects in the field of University development;

organization of systematic work to create conditions for attracting and retaining young faculty members and other employees, providing opportunities for their professional and career growth;

5.1.5. active work on the selection of young faculty members recommended for PhD studies.



6. RECRUITMENT, SELECTION, PLACEMENT, AND ADAPTATION OF STAFF

The solution of the issues of attracting highly qualified staff members 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 task of HR policy in this area is to create a team of professionals to achieve high results by the University.

6.1. The order of organizational work on the search, selection, selection and placement of personnel:

6.1.1. to determine the necessary and sufficient quantitative composition of divisions, based on the functional tasks and the volume of work performed;

6.1.2. determine the qualification requirements for specific positions and workplaces;

6.1.3. to carry out the search and selection of staff members for vacant positions in accordance with the qualification requirements and professional competence of candidates, to their personal, professionally important psychological and social qualities (selection for vacant positions is carried out mainly from internal sources and by announcing a competitive selection to fill vacant positions of the teaching staff and administrative and managerial staff members through placement on the official website of the University and the mass media);

6.1.4. the principle of personnel rotation may be used in the selection of employees;

6.1.5. when hiring employees, the requirements of the Labor Code of the Republic of Kazakhstan are observed, a probationary period is established (the final decision on admission to the staff is made based on the results of the probationary period);

6.1.6. professional adaptation of newly accepted employees is carried out locally in accordance with the probation plan.

7. DEVELOPMENT AND PREPARATION OF SUCCESSION RESERVE

7.1. When forming and preparing a personnel reserve, equal rights and opportunities for all employees must be observed, regardless of their gender, ethnic, and racial background.

7.2. The formation and preparation of the personnel reserve should be a priority for all leaders of structural units.

7.3. Work with the University's staff reserve includes the following directions: planning, selection, formation, and reserve training.

7.4. When planning the staff reserve, it is necessary to consider vacant positions at the University, continuously search and monitor prospective graduates, University staff, and employees of other organizations to invite them to available vacant positions.

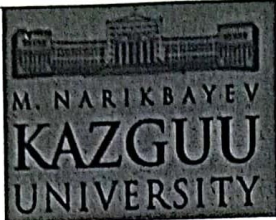
7.5. Working with the staff reserve (regardless of the management level) includes:

7.5.1. making a forecast and a plan of expected personnel changes at the University;

7.5.2. preliminary selection of candidates for the reserve;

7.5.3. obtaining information about the business, professional and personal qualities of these candidates;

7.5.4. formation of the staff reserve.



8. RIGHTS AND OBLIGATIONS OF EMPLOYEES IN THE IMPLEMENTATION OF HR POLICY

8.1. University employees have the right to:

8.1.1. participate in the development of programs, plans for the formation of human resource management of the University;

8.1.2. request and receive regulations and necessary information on the HR development of the University;

8.1.3. Undergo professional development and training to enhance professional skills.

8.2. University staff members are required to:

8.2.1. comply with the regulations and Regulations of the University aimed at achieving the goals and mission of the University;

8.2.2. constantly improve their own level of professional qualifications, study and implement best practices in accordance with the field of professional activity, as well as involve students, undergraduates and PhD students of the University in this work;

8.2.3. perform official duties, conduct active scientific, educational, methodical and educational work.

9. RIGHTS AND RESPONSIBILITIES OF UNIVERSITY LEADERS AT ALL LEVELS IN IMPLEMENTING HR POLICY

9.1. The university leaders at all levels are obliged to:

9.1.1. To formulate and regulate the HR policy of the University in accordance with labor legislation requirements and based on comprehensive assessment and systematic forecasting of HR situations;

9.1.2. To establish a talent reserve in relevant structural units and provide quotas for young specialists;

9.1.3. To contribute to the establishment of a system for the professional development of the University's faculty;

9.1.4. To develop a system of continuous improvement measures for incentives that support and enhance the professional competence of pedagogical, academic, and other categories of University staff.

9.1.5. Conduct continuous monitoring of employee salaries to ensure fairness in compensation.

9.2. Leaders at all levels of the University have the right:

9.2.1. To develop the normative framework for the University's personnel development;

9.2.2. To establish a unified procedure for collecting, processing, summarizing, analyzing, accumulating, and transmitting information, enabling monitoring of the University's staffing resources;

9.2.3. To develop strategic and operational plans for the reproduction and expansion of the University's human resources potential;

9.2.4. To complete the staff of the University with highly qualified specialists by implementing organizational schemes and technologies for certifying HR based on performance;

9.2.5. To create material and moral incentives for the professional growth of University staff;

9.2.6. To improve the staffing structure of the University.



10. THE RESPONSIBILITY OF UNIVERSITY LEADERS AND STAFF

10.1. University Leaders of all levels and University staff are personally responsible for non-fulfillment of tasks, regulations, plans, comprehensive programs on HR policy.

11. CRITERIA FOR EVALUATING THE IMPLEMENTATION OF HR POLICY DIRECTIONS

11.1. Evaluation of the implementation of the directions of HR development and HR policy is carried out by two factors:

1. The effectiveness of the impact of personnel development and HR policy on achieving the goals of the University.
2. High-quality fulfillment of tasks by responsible executors in the implementation of HR policy directions.

11.2. Evaluation criteria:

- 11.2.1. improvement of personnel indicators;
- 11.2.2. results of competitive selection and certification of faculty members;
- 11.2.3. stability of the team (balance and dynamics of hired and dismissed employees, dynamics of age and gender characteristics of employees).

12. FINAL PROVISIONS

12.1. The HR policy carried out at the University is designed to strengthen the confidence of employees in the demand for their work, a fair assessment of activities to ensure the long-term high economic potential of the University, the preservation and enhancement of its intellectual capital.

12.2. The documents, the adoption of which is necessary in order to implement the HR Policy, are regulated by the internal acts of the University.