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 January 15, 2020

PERSONNEL POLICY
Revision 3

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Glossary

The following defined terms are used in the Personnel Policy of “International Information Technology University” JSC:

PERSONNEL	– human resources
Grading systems for remuneration	– ranking, classification and point-factor methods of job evaluation
Business skills set	– business skills and abilities necessary for the effective implementation of activities at the University
Employee pool	– a group of University employees with the potential to occupy positions in the future in accordance with the directions of career development, determined as a result of appropriate selection
Qualifying requirements	– requirements applicable to the employee in terms of work experience, level of professional training, special skills, knowledge of the legislation of the Republic of Kazakhstan, other documents, methods, tools, as well as competencies (skills and abilities) that the employee must apply in the employment context
University	“International Information Technology University”
Corporate ethics code	– a set of corporate values and standards of business conduct, business behaviour, which are guided in their activities by University employees
Business integrity	– the culture of behaviour of the company’s employees, their beliefs, traditions, the level of relationships between middle-ranking managers
Corporate culture	– a combination of norms, values and beliefs of the organization that guide and stimulate the daily conduct of employees
Line manager (supervisor)	– a director (head, officer) of the business subdivision, functional manager, sector leader and other designated person directly supervising the executors
Recent graduate	– a graduate of an educational institution who has received secondary or higher professional education on an intramural basis, whose primary employment was carried out within a year after graduation from the educational institution. The status is valid once for two years from the date of execution an indefinite term employment contract with the employee.
Motivation	– a mechanism of influence on labour productivity, the process of stimulating an employee or a group of employees to activities aimed at achieving the goals of the University
Coach	– a high-skilled University employee who directly manages the activities of young professionals, providing support in their professional development
Performance evaluations	– the procedure for determining the effectiveness of employees performing their official duties and achieving the goals set for them
Occupational standard	– a multifunctional regulatory document defining the requirements for the qualifications and competencies of employees at various qualification levels in a specific field of professional activity

General provisions

The personnel policy of “International Information Technology University” JSC (hereinafter referred to as the University) has been developed in accordance with the University’s Development Strategy and represents the main directions and approaches of personnel management for the implementation of the mission and declared strategic objectives.

The success of the personnel policy implementation depends largely on the recognition of the high economic importance of human resources as an important component of its strategic potential.

The personnel policy of the University is designed to combine available approaches, established methods and tools of personnel management, taking into account the best experience in the field of personnel management, thus allowing to use a unified approach and maintain the corporate value system of the University in the field of staff management.

The Personnel Policy is based on the following fundamental principles:

- Complexity – coverage of all areas of human resources management;
- Consistency – consideration of all the constituent elements of the policy in the relationship;
- Transparency – openness at all stages of the human resource management process;
- Validity – usage of modern scientific developments in the field of personnel management, which could provide maximum economic and social effect;
- Efficiency – expenditures connected with personnel management activities should be recouped by the results of business performance.

The personnel policy defines the following flagship approaches:

- The University staff is considered as a human resource capable of providing competitive advantages and leadership positions, subject to its planning and ensuring its optimal utilization, qualitative development;
- The staff of the University is the bearer of its corporate culture and values, and contributes to the creation of a trusting attitude of the public towards the University's activities at the regional, state and international levels;
- The human resource is considered as an intangible asset acquired in the course of competition, and personnel costs are considered as long-term investments in the development of the University.

The provisions of the Personnel Policy of the University are obligatory for all employees of the University, while the top management, line managers, employees, the personnel service of the University must take all necessary actions to implement them.

Purposes and objectives of the personnel policy

The personnel policy of the University is focused on effective personnel support for the implementation of a Development Strategy with a strong corporate culture, providing for uniform approaches in working with personnel within the framework of best corporate practice.

The major goal of the personnel policy is to increase the efficiency of personnel management aimed at maximizing profits and ensuring leadership in a competitive environment based on economic incentives and social guarantees, and promoting a harmonious combination of interests of both the employer and the employee and the development of their relations for the benefit of the University.

The human resources system is based on rational and well-founded planning of human resources, the use of modern HR technologies and effective motivational mechanisms to ensure efficient production and solve strategic tasks at a high professional level.

The main conceptual challenges for the implementation of the Personnel Policy are as follows:

1. Ensuring the implementation of personnel policy in a single format adopted at the University;
2. Adoption and development of a comprehensive manpower planning system taking into account the needs of the University, their rational distribution and effective use;
3. Bringing the remuneration system in line with the complexity and level of work performed;
4. Providing social protection and improving the working conditions of employees.

The accomplishment of the objectives should ensure an optimal balance of the processes of updating and bringing the quantitative and qualitative composition in line with the needs of business, the requirements of current legislation and the state of the labor market.

Principal directions of the University's personnel policy

1. Employment and recruitment policy

1.1 Introduction of a comprehensive system of qualitative and quantitative human resource planning

The system of qualitative and quantitative human resource planning of the University is formed and operates in accordance with the Development Strategy. The basis of the planning system is a forecast of the need for human resources for a long-term period, built taking into account the natural loss and movement of personnel, additional demand for labor resources and other qualitative characteristics.

Human resource planning is a priority for the University as a whole.

In order to successfully implement this direction, the following activities will be carried out:

- Functional analysis, analysis of the number and structure of staff, elimination of duplication of functions between structural units within the University;
- Assuring compliance between administrative and managerial and production personnel;
- Analysis of University staff turnover and turnover factors;
- Development of an integrated approach to increasing loyalty and reducing staff turnover;
- Ensuring compliance of the number of administrative, managerial and production personnel (teaching staff, teaching and support staff) with the established requirements of the legislation of the Republic of Kazakhstan.

1.2 Development and implementation of Youth Policy

Our vision in the field of development, adoption and implementation of Youth Policy is high attractiveness and the status of a preferred employer for the most talented young people (including University graduates) who have basic knowledge in the professional field, understand and accept the corporate values of the University, motivated for a top result of personal contribution to the success of the University.

In implementing the personnel policy, the University adheres to the principle of providing support to gifted young professionals. This category includes graduates of the University, the Bolashak program, and leading foreign universities:

- having a diploma with honors or a high GPA score (at least 3.5);
- winners of international/republican academic and scientific competitions;
- having other outstanding academic and/or scientific achievements.

The specified category of recent graduates is given preference when passing through the competition for the positions of the academic staff of the University, as well as the right to occupy a position one step higher than that for which a young specialist could apply according to the qualification requirements for positions established at the University.

The program of professional lifting of young professionals is applied within the qualification requirements for the positions of the teaching staff, scientific, managerial and other employees established by the legislation of the Republic of Kazakhstan.

1.3 Development of the personnel selection and recruitment system

The vision in the field of improving the system of selection and recruitment of personnel is a transparent competitive selection procedure for vacant positions, providing equitable opportunities to all candidates who meet the qualification requirements for an objective assessment of their professional qualities. For the selection and recruitment of staff, the University has signed a contract with HeadHunter (hh.ru). HeadHunter Group of Companies (hh.ru) has been working on the Internet recruitment market since 2000 and is one of the best online resources for job search and recruitment.

The strategic goal in the field of improving the system of selection and recruitment of personnel at the University is the introduction of unified approaches in the field of selection and recruitment of personnel to meet the needs of the University for highly qualified specialists by improving the quality of search and selection of specialists, as well as the implementation of adaptation measures.

In order to apply a unified approach, the following activities will be implemented:

- a unified database of internal candidates is a priority form of searching for specialists, including for appointment (election) to senior positions, aimed at retaining highly qualified and promising employees through systematic career development at the University, and preserving corporate knowledge, skills and abilities;
- consistent and mandatory compliance with the conditions of external competitive selection – publication of a vacancy announcement on the University's website and/or mass media, analysis of candidates' CV for compliance with qualification requirements, selection procedures (testing, interview, etc.) and final decision-making by the employer on the recommendation of the competition commission;
- regular implementation of adaptation measures in order to ensure the accelerated entry of a new employee into the position, reduce psychological tension in the new team, develop satisfaction and increase motivation, form a positive image of the University.

2. Personnel development policy

2.1 Improvement of the personnel training system

The vision in the field of improving the personnel training system is to provide equal opportunities and support in professional development to every University employee through regular advanced studies courses to acquire or develop the necessary knowledge and skills that contribute to more effective performance of tasks.

The strategic aim in the field of improving the personnel training system at the University is the introduction of unified corporate approaches to personnel training and development in accordance with the strategic targets of the University, allowing to proactively respond to the needs

for professional training of personnel for the qualitative fulfillment of the tasks assigned to the University.

The University considers the staff training expenses as a long-term investment in the development of its human resources.

In order to introduce unified corporate approaches to staff training and development, the University provides for determining training requirements based on comparing the results of assessing the professional development of an employee with the necessary knowledge and skills to achieve the strategic and/or operational objectives.

2.2 Improving the personnel evaluation system

The strategic goal in the field of improving the personnel evaluation system at the University is to introduce a transparent personnel evaluation system based on uniform requirements for evaluating the effectiveness and professional development of personnel for adequate material and non-material remuneration in accordance with the degree of involvement of employees in achieving the strategic objectives of the University.

Our vision in the field of improving the personnel evaluation system is a flexible transparent system of employee performance management aimed at timely and qualitative achievement of strategic objectives through objective assessment and ensuring the effectiveness of activities and professional development of employees.

In order to successfully implement this direction, a Key Performance Indicators (KPI) system or a motivation system based on key performance indicators has been introduced. The performance evaluation system based on key performance indicators allows not only to conduct a final assessment, but also to monitor the progress of the tasks set, the formation of the goals of the activities of all employees, including management personnel, in accordance with the strategic objectives of the University and the formulation of clear criteria for evaluating achievements.

2.3 Formation and development of the personnel reserve

Our vision in the field of formation and development of the personnel reserve is the presence at all levels of the organization of promising, highly professional and motivated employees to achieve high results by constantly building up internal human resources and educating their own managerial personnel capable of ensuring consistency and high efficiency in achieving the strategic targets of the University, the development of corporate culture, continuity of best business practices and corporate traditions.

The strategic goal in the field of formation and development of the personnel reserve of the University is the succession pipeline with the subsequent development of reservists for positions in case of replacement in the event of a vacancy, as well as in the case of expansion of the scope of activity of the organization, the introduction of a regulated unified mechanism for the selection and succession pipeline of the University, ensuring its transparency, fairness and honesty, understandable to every employee.

In order to successfully implement this direction, the following activities are planned:

- formation of the administrative personnel reserve of the University in accordance with the uniform requirements for the assessment and development of reservists;

- introduction of a unified procedure for reviewing and appointing reservists to job openings of the University.

3 Improving the quality of employment conditions

3.1 Development the system of remuneration and material incentives for employees

The vision in the field of remuneration is a competitive remuneration system that makes it possible to attract the “best of the best” employees in the field of education, which has a sufficient motivational effect to increase labor productivity, allowing an objective assessment of the employee’s contribution to achieving the goals of the University.

The strategic aim of improving the University’s job compensation system is the formation and implementation of a unified policy in the field of payment for labor, aimed at developing a system of remuneration, encouragement and payoff depending on the results of work.

The following types of remuneration are used in the development of the motivation and incentive mechanism at the University:

- direct material remuneration;
- indirect material incentives (for example, social protection programs for employees, including programs provided for by internal guidelines of the University);
- non-financial recognition.

Taking into account the fundamental nature of the issue of remuneration in relations with employees, the University plans to implement the following measures in order to achieve its goals:

- 1) Introduction of a grading system for staff remuneration, which allows taking into account the relative weight of the position, reflected in its belonging to a certain grade, as well as the level of professional competence of the employee, reflected in the salary level within the existing range.

- 2) Building a remuneration system that takes into account the growth of labor productivity by determining the basic remuneration that employees receive for performing their official duties, and a built-up system of bonus payments/fees to reward employees for the results achieved and work efficiency over a certain period.

- 3) Analysis of wage growth taking into account the correlation of labor productivity growth.

- 4) System implementation of indicators that assesses the effectiveness of employees.

- 5) Steady monitoring of the level of staff satisfaction with the motivation system by conducting a questionnaire, which will make it possible to assess the effectiveness of the efforts undertaken by the University.

- 6) Feedback from employees, which allows them to inform them about the initiatives taken by the University to improve the existing wage system aimed at improving the standard of living of employees.

- 7) Revision of the salary level taking into account inflation and financial possibilities of the University.

3.2 Development of the social support system for employees

The vision in the field of social support is a socially protected employee of the University, confident in the social responsibility of his employer, confirmed and fixed by the provisions of the Internal Regulations.

The strategic goal of improving the system of social support for employees at the University is to develop and implement unified corporate approaches to the implementation of social policy.

The University will take measures to inform employees about the list of services provided, compared with the social packages of other organizations, the initiatives taken by the University aimed at improving the social security of the employee in order to present the employee with a complete picture that allows him to form confidence and justified loyalty to the University.

In order to successfully implement this direction, the following activities will be carried out:

- 1) Health activities:
 - ensuring hygiene and sanitation requirements of all workplaces and creating comfortable working conditions;
 - organization and provision of financing of measures aimed at protecting the health of employees;
 - carrying out preventive examinations of employees;
 - carrying out systematic healthy lifestyle promotion and preventive medical measures among employees using corporate mass media;
- 2) In the field of providing a package of social benefits to employees:
 - improvement of the system of providing financial assistance and other types of social benefits to employees;
- 3) In the field of development and maintenance of a healthy lifestyle:
 - Conducting corporate culture and health programs;
- 4) In the field of employee incentives:
 - identification of the best employees who have shown themselves during the performance of their official duties, declaration of gratitude with entry in the employment book.

4. Policy in the field of corporate culture and rendering of the goals and values of the University

4.1 Development of corporate culture

The vision of the corporate culture of the University is a high level of responsibility of all University employees, which implies both identification with the core values of the University and proactive implementation, high quality of work and results thereof, working conditions – workplace, job depth, high job satisfaction, as well as the employee himself.

The strategic goal in the development of corporate culture at the University is to create a creative, open to innovation atmosphere that promotes a high level of involvement in solving strategic tasks of the University, each employee at any level.

In order to successfully implement this direction, the following activities will be carried out:

- Familiarization of employees with the fundamental provisions of the University's Corporate Ethics Code, which enshrines the core values and ethical principles on which the work of the entire University is based, defining uniform standards of behavior for employees; introduction of the core values and principles established by the Code into the practice of the University and employee behavior;
- Improving the process of informing about the goals and objectives of the University;
- Active development of all available communication channels;
- Holding various corporate events that strengthen teamwork, increase employee loyalty;

- In order to receive feedback, staff surveys will be conducted on a periodic basis for the satisfaction, involvement, loyalty of the University staff;
- To regulate and monitor compliance with the basic principles of the University, a feedback system on ethical issues will be created, designed for employees of any level. If necessary, any employee can contact the Personnel Service of the University. Absolutely all “signals” will be taken into account, and internal investigations will be conducted on them.

4.2 Strengthening the responsibility of officers and line managers in the implementation of Personnel Policy

The vision in confirming the liability for the implementation of personnel policy is:

- expanding the role of line managers who are supported by HR specialists,
- assigning responsibility for the implementation of personnel decisions to officers,
- using tools developed by the personnel service in such a way that the emphasis is shifted to the managerial level.

The strategic goal in the field of strengthening the responsibility of managers in the implementation of a unified personnel policy is to create such an organizational integration in which the top management of the University adopts a developed and well-coordinated human resource management policy, and implements it in its operational activities, working closely with the personnel service.

Management assumes responsibility for meeting the following requirements:

- 1) comply with the Labor Code of the Republic of Kazakhstan;
- 2) ensure timely and sufficient level of equipment and condition of employees' workplaces;
- 3) inform employees about the goals and objectives of the University, the most important events in the activities of the University;
- 4) encourage employees to achieve high results;
- 5) support the professional growth and development of employees;
- 6) achieve compliance with the principles of this Personnel Policy;
- 7) develop the corporate culture and corporate spirit of the University.

Line managers assume responsibility for compliance with the following requirements:

- 1) provide the employee with the necessary conditions and authority to perform his work;
- 2) inform the employee about the goals and objectives facing the University, structural unit, develop individual goals and objectives together with the employee, give feedback on the results of their implementation;
- 3) inform the employee about all significant events in their field of activity;
- 4) provide the employee with opportunities to develop his potential;
- 5) direct the employee to training activities based on the need for training and in accordance with the training plans, analyzing the extent to which the employee uses the acquired knowledge and skills in practice;
- 6) motivate the employee to achieve results and performance-based compensation;
- 7) support and actively implement the corporate values of the University;
- 8) effective implementation of the main provisions of this Personnel Policy, extensive use of personnel management tools developed and implemented at the University.

In order to strengthen the responsibility of officers and line managers in the implementation of the unified personnel policy of the University, the following activities will be carried out:

- development of line managers' competencies necessary for working with personnel, explanation of the importance of ongoing personnel management activities;

- inclusion in the day-to-day duties of line managers to work with personnel, through an evaluation system and job descriptions;
- development and implementation of a clear and clear system for evaluating the work of officers and line managers;
- providing consulting support to the head from the personnel service.

4.3 Reorganization of the personnel service in accordance with the principles and requirements of the personnel policy

In order to successfully implement this direction, the following activities will be carried out:

- Analysis of business processes and search for best practices in the field of personnel management;
- Optimization of HR business processes;

In order to determine the target indicators of the effectiveness of the personnel service, monitoring and analysis of its achievements, the following directions are established for the main target indicators of the effectiveness of activities in the field of personnel policy:

- preventing an increase in the staff turnover rate (with the exception of measures related to the optimization of the University's management structure);
- maintaining a high degree of staff satisfaction;
- maintaining the average annual level of personnel training costs;
- appointment to leading positions mainly from the personnel reserve of employees who have passed consistently all stages of individual career development;
- conducting a 100% competitive selection for external candidates of the teaching staff;