HR POLICY
L.N.GUMILYOV EURASIAN NATIONAL UNIVERSITY
FOR 2019-2021
1 DEVELOPED AND INTRODUCED BY: HR department

2 APPROVED AND IMPLEMENTED: from 01 01 2019

3 The REVISING frequency of the document as needed
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HR policy of L.N. Gumilyov Eurasian National University (here in after - the University) is designed in accordance with the following regulatory documents:
- Constitution of the Republic of Kazakhstan;
- Labor Code of the Republic of Kazakhstan;
- The Law of the Republic of Kazakhstan “On Employment”;
- Law of the Republic of Kazakhstan “On Education”;
- Qualification characteristics of managers, professionals and other employees;
- Standard rules for activities of educational organizations implementing educational programs of higher and (or) postgraduate education.

HR policy determines the policy in the field of human resource management. The purpose of the **HR policy** is to meet theneds of the University in human resources ensuring effective solution of the objectives assigned to the University.

The main priorities for the implementation of HR policy:
1. Ensuring the development of an integrated system of personnel planning, taking into account the needs of the University, their rational and effective use.
2. Coordination of staff professional development and development of their business careers.
3. Ensuring the legal and social protection of employees of the University;
5. Ensuring a favorable socio-psychological climate.
6. Automation of personnel office work.

The achievement of the goals and objectives of the personnel policy is ensured by the continuous improvement of the mechanisms for its implementation, above all, the regulatory, methodological, informational, financial and logistical ones.

The formation of personnel policy begins with the identification of opportunities in the field of management and strengthening of potential areas of work with personnel.

Personnel policy at the University is implemented on the basis of a number of principles.

**The principle of legality provides for:**
- knowledge of administrative, labor, civil, criminal and other branches of law in the scope of the position and their correct application by the management of the University;
- strict compliance with legal requirements and procedures in dealing with personnel issues;
- observance of the rights of workers in hiring and in the course of their professional activities.

**The principle of meritocracy requires:**
- nomination of the University employees with due consideration of their professional competence and personal merits;
- an objective approach of the University management to determine the level of professionalism and competence of employees in the selection and placement of personnel;
- active use of personnel assessment technology personnel - contests, certification, qualification examinations.

**The principle of continuity of personnel requires:**
- personnel stability and preservation of qualified personnel in the interests of the production and management activities of the organization;
- a balanced and objective approach of the University management to the issues of admission and dismissal of staff;
- maintaining in the workforce a combination of experienced workers with young personnel;
- periodic updates, attraction of new formation managers.

**The principle of publicity requires:**
- the greatest possible openness on the staffing of the University;
- holding open competitions at the University for the filling of vacant posts, in accordance with internal regulatory documents;
- periodic certification of workers;
- promptness, fairness and publicity in making decisions about rewards and penalties.

### 2 Staff number and organizational structure of the university

The university is managed in accordance with the legislation of the Republic of Kazakhstan based on a combination of unity of command and collegiality.

To effectively manage and ensure the quality of education, responsibilities and authorities are defined at all levels of university management.

Collegial elected representative body of the university is Research Council. The activities of the Research Council are based on publicity and collective discussion of issues within its competence.

In accordance with the Charter, Collegial elected representative body In terms of the areas of activity, the authorities are delegated to the vice-rectors: for academic work, international relations and innovations, research work, strategic development, socio-cultural development, and financial and economic issues.

The organizational structure of the university is obliged to provide vertical and horizontal interaction between the rector, vice-rectors, collegial bodies, structural divisions and faculty, employees and students. Each unit of the structure, fulfilling its functions, contributes to the achievement of the strategic goals of the university.

In accordance with the Charter of the University, its staff structure is developed and the staffing and staff levels are determined and approved. The official and numerical composition of the University with the indication of the wage fund is fixed in the staff list, approved by the Rector of the University.

### 3 HR Policy

The ENU acts according to the following internal regulatory documents governing personnel policy:
- Collective agreement;
- Framework agreement on the consolidation of the principles of meritocracy in personnel policy with the Ministry of Education and Science of the Republic of Kazakhstan;
- Inner order rules;
- Qualification characteristics of ENU L.N. Gumilyov employees;
- Regulations on the procedure for recruitment, admission, adaptation, transfer, competitive substitution and dismissal of employees;
- Procedure “Improving the skills of ENU employees”;
- The provision on personnel reserve for the replacement of leadership positions ENU. L.N. Gumilyov;
- Regulations on wages, the establishment of additional payments and allowances, bonuses and the provision of material assistance to employees of the ENU. L.N. Gumilyov;
- Regulations on KPI faculty, heads of departments, deans of faculties at RSE REM “L.N. Gumilyov Eurasian National University”;

- Regulations on the procedure and conditions for granting creative vacations to the faculty of the RSE REM “L.N. Gumilyov Eurasian National University”;
- Regulations on measures to encourage faculty, staff and students of L.N. Gumilyov Eurasian National University upon the results of publications in research journals;
- Regulations on attracting foreign specialists and the procedure for reimbursement of expenses for invitations;
- Regulations on the disciplinary commission;
- Instructions on the drafting of regulations on the structural unit and job descriptions of employees;
- Job descriptions;
- Code of corporate culture of teachers and employees of RSE on REU "Eurasian National University. L.N. Gumilyov."

4 The main principles of HR policy

Staff recruitment and adaptation

The strategy for finding and applying for full-time vacancies corresponds to the principles of publicity and equality, which is ensured by a competitive basis for filling vacant positions of faculty and staff, availability of employment contracts, evaluation of performance of labor duties during a probationary period (Regulations on the procedure for recruiting staff, reception, adaptation, transfer, competitive replacement and dismissal of employees).

The selection and formation of administrative and management personnel, educational support staff and engineering staff is carried out at the expense of their own staff, by training ENU graduates in areas of activity, as well as attracting new employees from outside. At the same time, the search is carried out from both the resumes sent to the HR department, applications placed on recruiting Internet portals, and on the website of the authorized labor authority www.enbek.kz in the manner prescribed by law.

The requirements for the competence of faculty are defined in job descriptions developed on the basis of the “Qualification characteristics of the positions of ENU employees”.

In all cases of appointing employees to posts, the main criterion for selecting a candidate is to take into account the performance of previous work, which makes it possible to confidently assume the effectiveness and success of his work in a new post.

Evaluation and certification of personnel

Personnel certification involves assessing the compliance of the level of labor, the qualities and potential of the individual with the requirements of the activity performed.

The results of employee performance evaluations are the basis for increasing the amount of remuneration, establishing incentive payments, career advancement, enrollment in the personnel reserve, determining training needs, and can also serve as grounds for transferring to another position and terminating the employment contract.

Development of staff competencies

HR policy at the University should ensure the linkage of the goals of training and relevant training programs with the objectives of the development of specific activities of the university.

The staff of the University do professional development under the Plans of structural units approved annually through a combination of self-education, training within specially created programs and courses at the University and other universities, internships at specialized
organizations in the Republic of Kazakhstan and abroad, and participation in seminars. Professional development of University employees is carried out as necessary, but at least once every five years.

Staff motivation
The process of personnel motivation aims at encouraging and encouraging employees, increasing their efficiency, job satisfaction, unlocking potential, improving the social climate, and strengthening the commitment to corporate values.

High performance professional and social activities of university employees are encouraged by:

- monetary remuneration depending on the results of each employee’s work activity and his personal contribution to the achievement of university goals in accordance with the “Regulations on KPI of faculty, heads of departments and deans of faculties of L.N. Gumilyov Eurasian National University”, “Regulations on the KPI Administrative staff of L.N. Gumilyov Eurasian National University”;
- monetary encouragement of employees for the proper fulfillment of official duties, the provision of material assistance to them in accordance with the “Regulations on remuneration, the establishment of additional payments and allowances, bonuses and the provision of material assistance to employees of L.N. Gumilyov ENU”;
- encouraging the faculty and staff of the University based on the results of publications in scientific journals in accordance with the “Regulations on measures to encourage faculty, staff and students of the Eurasian National University. J.I.H. Gumilyov according to the results of publications in scientific journals”;
- Additional payment for conducting classes in multilingual groups;
- Additional payment to graduates of the Bolashak program;
- prizes to young scientists from the fund of the rector of the University;

In addition to staff remuneration, the following types of intangible incentives are used to stimulate the desire for efficiency:

- public recognition of the results of the work of employees in the form of gratitude, awarding the title of “Best …”;
- awards: status insignia, diplomas, diplomas;
- change of employee status - promotion;
- training - internship, seminars, trainings provided by the employee;
- additional benefits.

To improve employee performance, the following personnel policy tools are used:

- personnel planning (staffing analysis and placement of personnel);
- current personnel work;
- personnel management;
- measures for its development and advanced training;
- social support measures;
- reward and motivation.

5 Implementation of HR policy

The implementation of HR policy is carried out through:

- the actualization and development of basic documents defining the organization of work with human resources and aimed at raising the professional level of workers, enhancing motivation and social guarantees, improving working conditions;
- formation of the personnel potential of an organization that is responsible in its quantitative and qualitative parameters, professional qualification and age structure, effectiveness and competitiveness, and perspective needs of the University.

The main results of the activities should be:
availability of a clear HR-strategy at the University, transparent and understandable for all employees;
early identification of problem areas in the field of human resource management;
rapid response to changes in the competitive environment;
an increase in the annual influx of young professionals;
the creation of personnel reserve;
the creation of an effective system of motivation for workers;
 improvement of the system of adaptation of newly hired specialists;
implementation of an effective certification system for faculty and staff;
 improvement of effective professional system.

FINAL PROVISIONS

The provisions of the ENU HR Policy for 2019-2021 is mandatory for all employees of the University. For this purpose, the top management of the University, heads of departments, HR Department will take all necessary actions for their implementation.
## Approval sheet

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<th>Fullname</th>
<th>Date of Approval</th>
<th>Person's Signature</th>
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<tbody>
<tr>
<td>1. First Vice-Rector for Academic Affairs</td>
<td>Moldazhanova A.A.</td>
<td>19.02.2019</td>
<td>(signature)</td>
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<td>2. And about. Vice-rector for financial and economic issues</td>
<td>Aydargaliyeva N.G.</td>
<td>08.02.2019</td>
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<tr>
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<td>08.02.2019</td>
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### Sheet of registration of changes and additions

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