

**UnMode -**

**Community Movement for Access to Justice N(N)LE**

**Management Review Report**

**April, 2024**

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## **Executive Summary**

In this comprehensive management review, UnMode reflects on its operations, practices, and adherence to regulatory frameworks. The document provides an in-depth assessment of the organization's compliance with labor laws, alignment with the Labor Code, management policies, and internal control systems. Recommendations for improvement have been outlined to enhance organizational efficiency, address areas of concern, and mitigate risks.

## **Mission Value and Principles**

### **Mission Statement**

Provide access to justice as an effective tool to protect human rights of prisoners/ex-prisoners with experience of drug use.

### **Values**

Life Freedom Human rights Gender equality Security Team Altruism Personal experience Trust Self-development Personal Responsibility Dignity Reputation

### **Principles**

- The priority of life — protection and preservation of human life under any circumstances.
- Striving for freedom and supporting this aspiration in other people.
- Active intolerance to violations of the fundamental human rights and freedoms, stigma and discrimination.
- Safety of the members' lives and activities as a basic condition of the organizational development.
- Complementarity, interchangeability, and importance of everyone's contribution as the basis of teamwork.
- Desire to benefit other people and assess one's performance in terms of the positive changes in the society.
- Respect to other people's experiences in any issues related to their lives.
- Striving to build trust both inside the organization and in cooperation with partners.
- Independence and focus on self-development as a personal need of each one of us.
- Personal responsibility and self-discipline as an integral part of the human freedom.
- Respect to the personality of every individual, avoiding pity and paternalism.
- Efficiency. Striving to use time, money and human resources as effectively as possible
- Professionalism and open-mindedness.

## **Strategic Goal Review and Communication at UnMode**

Ensuring cohesion between the organization's mission and goals is a dynamic process at UnMode, subject to periodic reviews aligned with the strategic plan. This plan undergoes reevaluation every three years, with adjustments made in response to geopolitical shifts, given their significant influence. By the conclusion of 2024, a pivotal General Meeting of the board is scheduled to unveil the freshly crafted strategic plan for the upcoming three-year period. This approach reflects UnMode's commitment to adaptability, ready to recalibrate its strategy if an analysis of the previous three years indicates a deviation from the intended trajectory.

Crucially, UnMode prioritizes transparent communication with its employees from the very beginning of their journey with the organization. During recruitment, the mission and goals are articulated to potential employees, setting the tone for a shared vision. In instances of strategic modifications, informative emails are disseminated, elucidating the evolving vision. This information is not confined to internal channels but is also prominently featured on the organization's website. Furthermore, UnMode ensures broad dissemination through newsletters distributed to partners and donors alongside internal stakeholders.

Reiterating their commitment, UnMode embeds their mission and values across all organizational policies, fostering a culture where these guiding principles are seamlessly integrated into every aspect of their operations.

## **Organization's Compliance with Labor Laws and Employment Regulations**

Organization has undergone a comprehensive review to ensure compliance with relevant labor laws and employment regulations. The assessment covered various aspects:

### **Minimum Wage Adherence**

We have verified compliance with minimum wage laws, ensuring that all employees receive remuneration in line with legal requirements.

UnMode has the "Rules for Calculating Wages" section in the financial management guide outlines the organization's annual payroll procedures, approved by the Management Board and overseen by the Executive Director. These rules establish a framework for positions, procurement, and staffing based on the strategic and financial plan. The document emphasizes alignment of remuneration with qualifications and responsibilities for various roles, specifying minimum hourly rates for managers, specialists, and technical personnel. Additionally, it addresses consultant reporting procedures, evaluating work quality for payment, and considers security and legal aspects in employment contracts. This comprehensive overview reflects the organization's commitment to transparent and compliant payroll practices.

## **Working Hours and Breaks**

Organization adheres to regulations governing working hours, overtime, and break times to guarantee fair labor practices.

UnMode adheres to regulations governing working hours, overtime, and breaks to ensure fair labor practices. The organization takes a proactive approach to managing work hours, specifying responsibilities and tasks for employees based on their qualifications. Tracking work hours, if required by donors, is done through timesheets. However, UnMode prioritizes efficient task completion, allowing employees flexibility in managing their time to meet deadlines.

## **Non-discrimination Policies**

A thorough examination has been conducted to verify the implementation of fair employment practices, including non-discrimination policies in our hiring and employment processes.

During the hiring process, emphasis is placed on aligning with the organization's values, while the organization actively supports diversity by not limiting anyone from working with them.

## **Documentation and Contracts Management**

Employee documentation, contracts, and personnel files have been reviewed to ensure completeness and compliance with legal standards.

Ensuring the integrity and compliance of employee documentation, contracts, and personnel files is a priority for UnMode. Our management review has not only verified the systematic approach outlined in the "Guidelines for organizing document flow\_UnMode" but has also witnessed exemplary practices in action. Here's a breakdown of UnMode's practices:

### **1. Structured Document Management**

UnMode follows a structured process for compiling contracts and agreements, involving key stakeholders such as the line manager, financial manager, and executive director. This approach ensures a comprehensive review and approval mechanism.

### **2. Secure Cloud Storage**

All organizational documents, including personnel files, find a secure home in a cloud storage system (Google Drive). This not only ensures easy accessibility but also adheres to stringent security protocols to safeguard sensitive information.

### **3. Executive Director's Security Responsibilities**

The responsibility for establishing and securing the organization's account lies with the Executive Director. This includes implementing advanced security measures like two-factor authentication and backup codes. Monthly reviews and prompt adjustments in response to potential security threats or unauthorized access attempts are part of the Executive Director's proactive approach.

### **4. Personnel Access Protocols**

Access to the organization's account is carefully managed, with key personnel, including the Executive Director, financial manager, line managers, and operations assistant, granted access. Regular updates to access protocols and plans for acquiring an individual server in 2024 further demonstrate UnMode's commitment to superior quality and secure information management.

### **5. Upcoming Adoption of Docusing Program**

UnMode is gearing up for the adoption of the Docusing program, a future initiative aimed at streamlining and securing the handling of documents requiring signatures.

### **6. Contractual Commitments**

Employees entering into contracts with UnMode commit to upholding the organization's Security Policy, Personnel Policy, and Personal Data Protection Policy. This includes maintaining strict confidentiality regarding acquired information. Breaches of contractual conditions are addressed with specified sanctions, aligning with Georgian legislation and adjudicated through the Tbilisi City Court.

UnMode's approach to information and document handling is underpinned by the core principles articulated in the organization's Security Policy. This commitment ensures a responsible and ethical foundation for managing critical organizational assets.

## **HR Practices Alignment with the Labor Code**

The alignment of HR practices with the Labor Code has been carefully examined, covering key areas:

### **Recruitment and Hiring**

Recruitment and hiring procedures are in accordance with the Labor Code, ensuring fair and transparent employment practices. All job openings are publicly listed on the UnMode official website, ensuring equal access to potential applicants. For example, their recent listing for a Lawyer position gathered attention from a number of highly qualified candidates. The specific requirements for the role are clearly defined by our executives, ensuring that they attract individuals who not only have the necessary legal expertise but also align with the organizational mission and values. The process unfolds in several stages:

### **1. Job Description Development**

Job descriptions are collaboratively developed, involving key stakeholders like the Executive Director, department heads, and managers. The Executive Director, in consultation with the line manager, ensures compliance with labor laws and internal policies, crafting comprehensive job descriptions. The final documents are subject to review and approval by the Organization's Board or relevant governing body before publication for recruitment.

### **2. Human Resources Policy Framework**

UnMode's Human Resources Policy provides a systematic framework for organizing qualifications and requirements for each position within the organization.

### **3. Professionalism and Competency Assessment**

Professionalism and competency assessments are central to the competitive selection and recruitment process. Immediate supervisors and specialized competition committees or external experts evaluate candidates, focusing on alignment with position requirements and organizational culture.

### **4. Optimizing Organization's Personnel**

The optimization process determines the required workforce based on functional tasks, workload, and strategic plans. Staff qualifications, psychological traits, and social qualities are considered in the personnel search and selection. Staff rotation principles are applied for growth opportunities and professional development.

### **5. Competition-Based Selection**

Vacant positions are filled through objective and open competitions, with separate regulations established and agreed upon with immediate supervisors and organizational management.

### **6. Hiring Procedures and Ethical Considerations**

Compliance with Georgian labor legislation is paramount during the hiring process, including the establishment of a probationary period. The final hiring decision hinges on the results of this period. Ethical considerations strictly prohibit factors like familial connections, friendships, or personal loyalty in the employee selection process.

The comprehensive approach ensures a systematic, ethical, and values-aligned process for recruiting and integrating new personnel within UnMode. Internal policies govern the candidate selection process, while procurement methods, outlined in the "Financial Management Guidelines," prioritize safety and transparency. The Executive Director, considering safety aspects, crafts contracts for consultants, detailing technical specifications, payment schedules, and project specifics. UnMode remains steadfast in its commitment to fair, secure, and transparent recruitment and procurement practices.

## **Employee Onboarding**

The onboarding process has been assessed for effectiveness in integrating new employees into the organization.

The onboarding process at UnMode adheres to the provisions in its HR policy. Newly hired employees comply with Georgian labor laws, possibly undergoing a probationary period, with the final employment decision based on this trial period. All new hires go through an orientation process covering the Code of Ethics, Conflict of Interest Policy, and Organizational Security Policy. Professional adaptation is facilitated through individual plans and mentorship. UnMode strictly prohibits hiring based on personal connections, ensuring fair and unbiased recruitment practices.

## **Performance Management**

Performance management and evaluation procedures align with the Labor Code, promoting a fair and constructive approach to employee appraisal.

UnMode employs a comprehensive personnel assessment system to achieve administrative, informational, and motivational objectives. This system guides decisions on career progression, training needs, and employment status based on individual performance evaluations. The assessment process ensures accurate performance data, enabling continuous improvement for employees and informed decision-making for management. The motivational aspect recognizes that fair and adequate assessment serves as a crucial incentive for productive work. UnMode's personnel assessment tasks include gauging promotion potential, refining training strategies, ensuring fairness, providing feedback, and designing employee development programs.

Furthermore, UnMode's HR policy outlines an effective system for motivating and incentivizing employees. The organization emphasizes a fair pay structure, combining guaranteed salaries with variable bonuses tied to individual, managerial, or organizational achievements. This bonus system includes opportunities such as training, participation in international events, and organization-funded retreats. As the organization achieves greater economic and financial efficiency, it commits to expanding its social package, encompassing benefits like subsidized meals, additional health and life insurance, transportation expense compensation, and recreational activities.

In summary, UnMode's personnel assessment practices and motivational strategies collectively contribute to fostering a motivated, skilled, and efficient workforce, aligning with the organization's commitment to sustained growth and success.

## **Training and Development**

Ongoing training and development programs have been reviewed to ensure they comply with labor regulations.

The organization places a strong emphasis on continuous learning and skill improvement, primarily through in-house training methods such as on-the-job training, coaching, seminars, and workshops. The commitment of employees to enhance their qualifications is encouraged and incentivized by the organization's leadership.



To assess the training needs, UnMode regularly conducts surveys among its members and implements personnel evaluation procedures. Individual development plans are crafted based on these assessments, which occur biannually for participants, monthly for individual employees, and annually for managers. Specialized training is planned and executed to motivate professional growth among the members and prepare current employees for the organization's evolving requirements.

Financial allocations for training expenditures are approved by the organization's Board as part of the annual financial plan. While the organization generally covers the costs of employee training, there may be instances where employees are required to fulfill a designated period in the organization after training, as specified in the apprenticeship agreement, or reimburse the organization for the training expenses incurred on their behalf. This strategic approach ensures that the high level of professional competency among UnMode's workforce is sustained and enhanced over time.

In 2023, UnMode conducted five targeted trainings for employees, focusing on enhancing skills critical to operations and mission. They have conducted series of specialized trainings, reflecting their dedication to upholding and advocating for human rights.

## **Employee Relations and Dispute Resolution**

Mechanisms for employee relations and dispute resolution have been evaluated for fairness and compliance.

UnMode prioritizes the maintenance of high professional ethics among its Board members, employees, and all members. Emphasizing values of openness, transparency, and adherence to clear rules, the organization fosters a horizontal organizational structure to enhance collaboration and efficiency.

In terms of reporting procedures, UnMode encourages an open-door policy, inviting all members, including the Board, employees, and Network participants, to share concerns, suggestions, or complaints. This inclusive approach allows reporting violations of the Code of Ethics, Charter, or relevant laws.

The policy provides protection against retaliation, with punitive measures for retaliatory actions hindering investigations. A non-retaliation assurance guarantees that individuals reporting violations or suspected legal breaches in good faith won't face adverse measures.

The review process under the Reporting Protection Policy encourages reporting problems within the Organization. An impartial Ethics Committee ensures fair hearings, preventing persecution of reporters. Appeals and complaint procedures are detailed in the Code of Ethics, with the Board assuming the role in the absence of an Ethics Committee.

Individuals filing complaints are expected to act in good faith, having reasonable grounds to believe in the validity of disclosed information, avoiding baseless and malicious accusations.

Confidentiality is maintained for reporters, protecting them from third-party sources but not from the accused individuals who have the right to defend themselves. The policy aims to establish a framework for ethical reporting and fair treatment within the Organization.

## **Employee Satisfaction Measurement and Feedback Mechanisms**

The effectiveness of UnMode's employee satisfaction measurement and feedback mechanisms has been assessed. These practices play a crucial role in the successful development of UnMode, promoting understanding, rectifying mistakes, and fostering continuous improvement among all organization members. The objectives of employee assessments, as outlined by UnMode, are as follows:

### **Administrative Objective**

Involves making well-founded administrative decisions based on the assessment results, such as promotions, job transfers, retraining, contract extensions, or terminations.

### **Informational Objective**

Aims at obtaining reliable information about personnel activities. This is crucial for employees to enhance their work and provides leaders with insights into the actual state of affairs, enabling informed decision-making.

### **Motivational Objective**

Employee performance evaluation serves as a key motivator for effective work. Adequately assessed efforts lead to increased productivity, but this is only achievable when the employee's work is evaluated according to their expectations.

### **Objectives of UnMode's Employee Assessment:**

1. **Evaluate Promotion-Worthy Potential:** Assess the potential suitable for promoting employees, simultaneously reducing the risk of promoting incompetent workers up the career ladder.
2. **Specify Costs and Training Directions:** Clarify the costs and directions for the training of specialists.
3. **Enhance Work Motivation:** Boost employee motivation and maintain a sense of fairness among the workforce.
4. **Facilitate Feedback with Personnel:** Foster continuous feedback with employees about the quality of their work.
5. **Develop Current Programs for Employee Growth and Training:** Devise relevant development and training programs for employees.

## **Management Policies and Procedures Alignment with Practical Implementation**

In this comprehensive review, we delve into the practical implementation of UnMode's management policies and procedures. Our analysis aims to provide insights into how these guidelines are translated into everyday operations, ensuring a seamless alignment between strategic vision and operational execution. Here's a detailed breakdown of our findings:

### **Decision-making Processes**

Decision-making processes have been reviewed to assess their effectiveness and consistency across the organization.

The Board, as the key decision-making body, holds the authority to approve strategic and operational plans, ensuring alignment with the organization's goals. It evaluates and adjusts plans based on regional considerations and member needs, demonstrating a commitment to flexibility and responsiveness.

The Board plays a crucial role in overseeing the organization's performance, including approving annual reports and monitoring the results of the staff evaluation process. This involvement ensures that decisions are informed by accurate and comprehensive information about the organization's activities and personnel.

Moreover, the Board exercises control over financial aspects by approving budgets, funding concepts, and partnerships, emphasizing a strategic approach to resource allocation. The decisions made by the Board in these areas directly impact the organization's direction and effectiveness.

On a day-to-day operational level, the Document Flow Management Guide establishes procedures for financial decision-making, particularly in payment processes. Roles are defined clearly, with the accountant following an analytical note and the Financial Manager ensuring document completeness before approving payments. The Executive Director, as a key decision-maker, signs off on payment orders and other critical banking documents, ensuring the financial integrity of the organization.

In summary, UnMode's management decision-making is characterized by a strategic focus at the Board level, ensuring alignment with organizational goals, flexibility in response to changing needs, and a well-defined operational approach to financial management.

### **Communication Channels**

Communication channels within the organization have been analyzed to ensure efficiency and transparency.

The organization utilizes various communication channels for efficient internal collaboration. Email communication is conducted through the official organization's Gmail account, complemented by Google

Drive for document sharing and storage. Work-related discussions are facilitated through Signal (for the Board and employees) and Telegram (for the accounting department and general meetings).

For telephony, internal communications within Georgia are managed through traditional phone systems, while international calls are exclusively made through internet-based services.

To ensure data security, sensitive information is not transmitted online. Access to specific documents or folders on the organization's drive is granted for a defined period and specific purposes. Physical copies of information are stored securely at the organization's office in Georgia, with the Executive Director directly overseeing the safety of paper documentation. This approach reflects the organization's commitment to maintaining secure and purpose-driven communication practices.

## **Organization's Performance Measurement**

Systems for performance measurement and management have been evaluated to enhance overall organizational efficiency.

Measurement of Performance:

The organization evaluates its effectiveness through various indicators:

### **1. Achievement of Project Goals**

Success is measured by the accomplishment of goals, tasks, and outcomes set within different projects undertaken by the organization.

### **2. Monitoring of Strategic Plan Implementation**

Performance is assessed through the results of monitoring the execution of the organization's strategic plan, ensuring alignment with organizational objectives.

### **3. Beneficiary Satisfaction**

The degree of satisfaction among beneficiaries with the organization's services is a key metric. Feedback from beneficiaries is collected through a dedicated form available on the organization's website or through other channels.

This multi-faceted approach allows the organization to comprehensively gauge its performance, ensuring that it not only meets its internal objectives but also delivers services that satisfy the needs and expectations of its beneficiaries.

## **Feedback Mechanisms**

Mechanisms for gathering and responding to employee feedback have been assessed to foster a culture of continuous improvement.

### **1. Annual Self-Assessment Questionnaires**

During the annual staff evaluation process, employees complete self-assessment questionnaires. These questionnaires provide an opportunity for employees to express their aspirations for professional development within the organization.

### **2. Feedback Surveys in Strategic Plan Monitoring**

In the monitoring of the organization's strategic plan, certain tools, including staff feedback surveys, are utilized to gather insights from employees.

### **3. Individual Requests for Professional Development**

Employees have the option to submit motivated requests for professional training or skill enhancement directly to their line managers. When performance is commendable and growth prospects exist within organization projects, the organization covers the costs of employee training.

### **4. Incorporation into Organizational Plans**

Employee feedback, obtained through various channels, plays a role in shaping both the operational and strategic plans of the organization.

This approach ensures that employee perspectives are considered at different levels, promoting a culture of continuous improvement, individual growth, and alignment with organizational objectives.

## **Risk Mitigation Strategies**

UnMode actively utilizes a monitoring strategy that includes a calendar plan for monitoring. This plan ensures a systematic approach to tracking and evaluating the implementation of the strategic plan, incorporating key events and participants. A clear and flexible plan facilitates the identification of issues, their resolution, and continuous improvement of strategic initiatives, especially in a dynamic business environment. Regular assessment and adjustment of the strategy, involvement of all stakeholders, and the use of appropriate tools contribute to effective risk mitigation and management of identified weaknesses, fostering the achievement of the organization's long-term goals.

The failure of any initiative is a possibility. To minimize this risk, all recommendations from external experts (once approved by UnMode's Board) are incorporated into the organization's annual work plan and become mandatory considerations in the formation of the monitoring calendar plan. Additionally, all project proposals from the organization include a risk assessment and measures to mitigate these risks.

This approach ensures that recommendations are systematically integrated into the organization's operational and strategic plans. By reflecting these recommendations in project work plans, the organization proactively addresses potential challenges. This proactive stance allows for the timely identification of deviations from the intended course, enabling necessary actions or urgent adjustments to be made to achieve set objectives.

## **Adapting Policies and Procedures to Changing Circumstances**

In UnMode, the organization employs the "Strategic Plan Implementation Monitoring Strategy," a flexible tool allowing for the assessment and adjustment of policies and procedures to meet the evolving needs of the business environment. The organization fosters open communication, regularly analyzes data, and is prepared to make strategic adjustments in response to changes, such as the adoption of remote work practices.

## **Weak Points and Recommendations for Improving Practices**

Based on the assessments conducted, we present several areas where improvements could significantly enhance performance and security. The following recommendations are designed to address these weak points:

### **Integration of Communication Platforms:**

- *Observation:* The current use of multiple communication platforms may lead to fragmented information flows and potential inefficiencies.
- *Recommendation:* It is advisable for UnMode to consider the integration of a unified communication system. Such a system could centralize project management, messaging, and document sharing, improving collaboration and reducing the risk of information silos.

### **Advancements in Data Security:**

- *Observation:* While existing data security protocols are adequate, they may not suffice against increasingly sophisticated cyber threats.
- *Recommendation:* It is advisable that to invest in advanced encryption technology and secure data storage options to fortify defenses against unauthorized access.

### **Infrequency of Open Competitions:**

- *Observation:* Due to security threats, open competitions are seldom conducted, which might limit the organization's access to a diverse pool of candidates and the transparent selection process that is critical for NGO credibility.
- *Recommendation:* It is advisable to develop and implement enhanced security measures for holding open competitions, ensuring that transparency can be maintained without compromising safety. Consider secure, encrypted platforms specifically designed for sensitive processes.

## Conclusion

It is commendable to note that UnMode demonstrates a robust and well-structured organizational framework. The organization exhibits a high level of adherence to established regulations, policies, and ethical standards. The comprehensive management review reveals that UnMode has implemented practices that align closely with industry norms and internal guidelines.

Despite its current size, UnMode has carefully documented every procedure and policy, even those not currently in use. While these documents may not be actively utilized at present, they serve as a blueprint for future expansion and regulatory compliance. By having these protocols in place, UnMode demonstrates foresight and preparedness for future growth and operational challenges.

While the evaluation identified areas with potential for improvement, it's noteworthy that these recommendations are not indicative of major weaknesses but rather suggestions for refinement and enhancement. UnMode's commitment to compliance, employee well-being, and continuous improvement is evident throughout its policies and procedures.

The organization's strategic focus on aligning decision-making processes, communication channels, and performance measurement systems contributes to a cohesive and effective operational environment. The implementation of feedback mechanisms and adaptation strategies in response to changing circumstances further underscores UnMode's adaptability and commitment to excellence.

Overall, UnMode stands as a model for organizations aspiring to maintain a high standard of governance, transparency, and employee satisfaction. With its adaptability and dedication to best practices, UnMode is well-positioned for sustained success as it continues to grow and evolve in the future.



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