

**Approved by the UnMode (then RuNPUD) Board, November 2020.**  
*(with additions approved by the General Meeting of UnMode, June 16, 2021, Batumi, Georgia).*

## **UnMode HR POLICY**

### *The Human Resource Management Manual*

**UnMode** — community movement for access to justice is an international civil society network. Geographic coverage: countries of Central and Eastern Europe and Central Asia.

Membership is free and open to people who use/used drugs, prisoners or people with the experience of imprisonment, people who have skills or desire to openly protect human rights, share our mission and goals, follow our principles, and are ready to act within our security framework.

#### **Our mission**

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

#### **Our values**

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

#### **Our 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.

## **1.General Provisions**

- 1.1.Human Resources Policy is a holistic, strategically oriented policy for working with UnMode (hereinafter referred to as the Organization).
- 1.2.Personnel policy defines goals, objectives, principles and methods of their implementation in the field of ensuring human resource management and preparation of effective human resources of the Organization.
- 1.3.The Personnel Policy shall be developed or adjusted annually and
- 1.4.approved by decision of the Board of the Organization no later than January 15 of each year. 1.4. Amendments to the Regulation on HR Policy are made based on the results of assessment of the staff, the results of the Organization, assessment of the management system of the Organization.

## **2.The main objectives of the personnel policy**

- 2.1.Optimization and stabilization of the staff composition of the executives of the strategic directions of the Organization.
- 2.2.Creation of an effective system of motivation of all members of the Organization, including volunteers and employees of the Organization.
- 2.3.Creation and development of a system of accessible training and professional development of each member of the Organization, including specialists and managers.
- 2.4.Creation and maintenance of organizational order in the Organization, strengthening Employees' performance, responsibility for their duties, formation and strengthening of corporate ethics and work discipline, establishing and strengthening corporate ethics and labor discipline.

## **3.Optimization of staff composition**

- 3.1.The optimization of staffing involves the rotation of staff, both internally internal, i.e. implementation of position relocations within the Organization, and external, i.e. dismissal of employees that do not meet the requirements of their qualities and professional competencies for a particular workplace or position.
- 3.2.Assessment of professional level and quality of performance of functional duties of employees is carried out in accordance with the annual assessment procedure developed and approved by the Management Board of the Organization (UnMode Annual Personnel Assessment Rules, 360).
- 3.3.The implementation of the principle of professionalism and personal competencies is carried out in accordance with the selection and admission procedure on a competitive basis (UnMode Financial Management, Procurement Procedures). In this case, the assessment of the professional competence of the candidate is carried out by the direct supervisor (line manager of the future employee (the first stage) and a specially created competitive commission of the Organization. The Commission can be created by inviting specialized external experts. Conclusion on the compliance of knowledge, skills, experience, business and personal qualities of the candidate with the requirements of the position, as well as the compliance of the candidate with the corporate culture of the Organization is made in accordance with the approved form, is brought to the management of the Organization and is decisive in hiring in the Organization.
- 3.4.The procedure for organizing work to optimize the staff of the Organization is designed to:
  - 3.4.1.To determine the necessary and sufficient number of employees based on the functional tasks and

scope of work performed. Strategic and financial plan of the Organization, work plans and budgets of the current projects of the Organization and the results of annual assessment of the personnel of the Organization are the basis for forecasting of personnel requirements.

- 3.4.2. To determine the qualification requirements for specific positions and jobs.
- 3.4.3. To search for and select personnel for vacant positions in accordance with the qualification and professional requirements, personal, professionally important psychological and social qualities.
- 3.4.4. Recruitment is carried out mainly from internal sources (among the members of the Organization). In the absence of a specialist who meets the established requirements within the Organization, it is allowed to engage external consultants.
- 3.4.5. The principle of staff rotation is used in the selection of employees. Rotation involves the provision of opportunities for growth for each member and employee of the Organization and the adoption of measures in the absence of professional growth.
- 3.4.6. The selection for vacant positions is made on the basis of competition. The conditions of the competition are set separately for each category of employees in agreement with the line manager and the head of the Organization. The competition is held on the basis of openness of its conditions and the objectivity of the selection and results. In each case of competition a separate Regulation on the competition is provided and approved by the management of the Organization.
- 3.4.7. While hiring employees the requirements of labor legislation of Georgia shall be observed, a probation period may be established. The final decision on employment is made based on the results of the probationary period by the management of the Organization.
- 3.4.8. All employees newly hired by the Organization shall go through the procedure of induction Code of Ethics, Conflict of Interest Regulation, Security Policy of the Organization.
- 3.4.9. Professional adaptation of newly hired employees is carried out in accordance with individual plans with the use of mentoring.
- 3.4.10. Other principles of selecting employees, such as commonalities in previous jobs with the Relationships, family ties, friendship, and personal loyalty are not allowed, others are not allowed.

#### **4. Creating an Effective System of Motivation and Incentives for Personnel**

- 4.1. The goal of the personnel motivation and stimulation system is to ensure direct and stable interest of each employee in achieving the planned results of personal and collective performance, and, if possible, to improve the results as compared to the planned ones.
- 4.2. The basic component of the system of motivation and stimulation of employees of the organization is the mechanism of material remuneration, which provides the relationship of remuneration and labor results. The basic principle of material remuneration is equal payment for equal work, which means an equal level of salaries for employees holding positions (jobs) of the same complexity and importance and showing equal levels of performance.
- 4.3. The material remuneration of employees consists of a constant guaranteed part of their salary in the form of a full-time job, salary and a bonus part in the form of additional opportunities: training, participation in international events, retreats, etc. at the expense of the Organization.
- 4.4. The amount of salary depends on the job category and job grade, which is established based on the results of the evaluation of the employee's work for the year.
- 4.5. Variable bonus part in the form of providing additional opportunities is paid:
  - for the management of the organization - based on the results of the entire organization based on;
  - financial performance indicators;
  - for line managers - by the results of one project and/or one line of activity;
  - for those categories of positions where separate operational accounting of the employee's performance is possible, the variable part directly depends on the performance of

personal activity.

- 4.6. As the organization's economic and financial efficiency increases, the social package will be expanded to include organization and partial compensation for the cost of employees' meals during working hours, supplementary health insurance policy, life insurance policy, compensation for transportation costs, organization of leisure events, etc.
- 4.7. The procedure and mechanisms of remuneration of employees of the Organization are regulated by internal regulatory documents of the Organization.

## **5. Creating and maintaining organizational order**

- 5.1. The most important sign of achieving the strategic goals of the Organization is unconditional performance by all employees of their job duties, strict compliance with ethics and labor discipline requirements, demanding managers to subordinates, compliance with orders, instructions, work assignments by subordinates.
- 5.2. The basis of diligence is the organizational order in the organization, when the employees know and perform their job duties, which are fixed in job descriptions; the managers are responsible for the decisions made within their area of responsibility; planning, reporting and control over execution of the decisions made in accordance with the adopted and approved rules, regulations and guidelines.
- 5.3. Since the organizational order is the basis of the Organization's activities, any violation of the requirements of the documents regulating this order is considered as a serious misconduct, which entails liability, both economic and administrative, up to the dismissal of the employee.

## **6. Creation and development of a system of training and professional development**

- 6.1. The high level of professional competence of the Organization's employees is maintained and developed in the system of constant training and professional development. The main emphasis in this process is placed on internal corporate training, which can be in various forms: on-the-job training, coaching, seminars and training. The desire of employees to improve their qualifications is supported and stimulated by the management of the Organization.
- 6.2. To determine the need for training, the Organization regularly conducts surveys of members of the Organization and personnel evaluation procedures, namely:
- Member surveys are conducted at least once every 6 months;
  - Performance evaluation of individual staff members is conducted monthly, as part of recording and monitoring the performance of current tasks;
  - performance evaluation of managers is conducted annually;
  - evaluations of specialists may be conducted on a sample basis at the recommendation of the manager. Individual development plans are drawn up based on the results of the evaluation.
- 6.3. Training is planned and conducted to motivate the professional development of the Organization's members and to prepare current employees to meet the Organization's
- 6.4. Training is planned to motivate the members of the Organization and prepare current employees to meet the Organization's objectives and improve the professional level of employees.
- 6.5. Organization's expenses on training are approved by the Board of the Organization as part of the formation of the annual financial and operational plans of the Organization.
- 6.6. Training of employees can be paid at the expense of the Organization in case of operational necessity and availability of financial capabilities of the Organization. After training, the specialist must work in the Organization for a period determined in the apprenticeship agreement, or reimburse the Organization for the cost of their training.

## **7. Formation and Strengthening of Corporate Culture**

- 7.1. Strengthening of corporate culture is carried out through corporate-wide activities aimed at fostering a sense of community, of belonging to the Organization, loyalty and reliability in their work. Creation of a positive image both within the Organization and outside contributes to the promotion of corporatism and positive social and psychological atmosphere in the workplace.
- 7.2. The principles of corporate behavior are formulated in the Code of Ethics of the Organization.

## **8. Final Provisions**

- 8.1. In order to implement its human resources policy as effectively as possible, the Organization's management shall ensure the development of appropriate programs and normative documents, allowing the achievement of the objectives.
- 8.2. Control over the implementation of the Personnel Policy Provisions is exercised by the Executive Director of the Organization.
- 8.3. To assess the effectiveness of the human resources policy implemented in the organization monitoring, which includes a system of indicators reflecting the effectiveness of personnel work in the organization, the methodology of its evaluation and development of recommendations.
- 8.4. This document is brought to the attention of all employees and members of the Organization for mandatory use in their work.
- 8.5. Amendments to the personnel policy may be made at the motivated request of the Executive Director and approved by the Board of the Organization.