

HUMAN RESOURCES MANAGEMENT POLICY OF VYTAUTAS MAGNUS UNIVERSITY

I. GENERAL PROVISIONS

1. The Human Resources Management Policy of Vytautas Magnus University (hereinafter referred to as the “Policy”) shall be regulated by the Labour Code of the Republic of Lithuania, the Law on Higher Education and Research of the Republic of Lithuania, the Statute of the University (hereinafter referred to as the “Statute”), and other legal acts of the Republic of Lithuania and the internal legal acts of the University that regulate the employment relations and the implementation of the Policy at the University.

2. The Policy shall be aimed at ensuring the effective management of the academic and non-academic staff of the University in achieving the strategic objectives of the University, attracting and retaining talented employees, and providing favourable working conditions for professional development and self-realisation.

3. The Policy shall cover the following aspects: human resources management and implementation strategies; setting objectives; identifying the need for employees; recruiting, selecting, employing employees and organising their activities; designing and implementing incentive schemes; assessing competences; career planning; ensuring safe and healthy working conditions; and analysing and improving the staff management process.

4. The following principles shall be followed to ensure the efficient management of human resources at the University:

4.1. attracting and retaining employees with certain competences necessary for the implementation of the strategic objectives of the University, responding in a timely manner to the needs of the University;

4.2. providing conditions for the professional, personal, and career development of employees at the University, as well as opportunities for continuous professional development and/or retraining for other positions;

4.3. ensuring optimum need for human resources necessary to achieve the strategic objectives of the University, which would be based on an objective analysis and systematic assessment of workload, occupancy of positions, and competences;

4.4. applying the procedure for calculation of remuneration in force at the University in a transparent manner, by making efficient use of the funds allocated to the University and improving staff remuneration system at the University in a way that encourages employees to achieve the objectives set out in the Strategic Plan of the University and ensures a fair and logical structure of job levels;

4.5. strengthening employees’ confidence in their own competences and personal abilities in line with the view that the University provides opportunities to contribute to the creation of the strategic value of the University, the development of the evaluation process, and fostering of a culture of performance evaluation; involving employees in important decision-making procedures;

4.6. increasing the engagement and empowerment of the employees of the University through financial and non-financial incentives, by encouraging and supporting employees’ initiatives as well as by creating attractive working conditions and a strong organisational culture;

4.7. applying the occupational safety and health regulations provided by the University in the field of human resources management; encouraging employees to comply with the said regulations in their daily work environment.

5. For the purposes of this Policy, the following terms shall be used:

Employee – a natural person employed by the University under an employment contract.

Candidate – a natural person applying for a position at the University.

Career planning – defining an employee's career goals at the University and the pathways to achieving them.

Competence – the ability to perform a given activity in accordance with the totality of acquired knowledge, skills, experience, personal qualities and values, which manifests in the employee's behaviour.

Turnover – part of career planning, the rotation of employees for the purposes of substitutability at the University.

Equal opportunities – equal opportunities for every person to get a job, earn money, and pursue career, regardless of their personal characteristics such as gender, age, disability, marital status, nationality, ethnicity, or other differences.

Organisational culture – the set of beliefs, traditions, symbols, approaches, attitudes, and behaviours common to the employees of the University that each employee demonstrates both in their interactions and in their working life and that defines the attitude of the University towards itself and its environment as well as distinguishes the University from other universities.

Position – the set of functions, rights, and responsibilities exercised by the employee, including qualification requirements, relations with the organisation, and information relevant to the performance of work.

II. PLANNING OF HUMAN RESOURCES

6. The planning of human resources shall be carried out at the University to assess internal and external resources and determine the need for employees and their level of competences, taking into account the strategic objectives of the University.

7. The need for positions shall be planned on the basis of the expected scope of activities, the functions of employees and their competences, taking into account the long-term perspective and the relevance of the need as well as the employee performance indicators and their expected change.

8. The planning of the need for teachers shall be carried out each year on the basis of the need for the competences and human resources necessary to ensure the quality of the study process, which shall be determined according to the specifics of the study programmes, the number of students, and the forecasting of the future need based on the study efficiency indicators.

9. The planning of the need for research workers shall take place each year taking into account the priority topics of research carried out at the University, their relevance to the mission and strategic objectives of the University, participation in international and national programmes, the highest scientific output, the implementation of R&D orders from economic entities, the most significant research projects, patents and expert activities, and the socio-economic and cultural impact on the development of the country within the global context.

III. ATTRACTION OF HUMAN RESOURCES

10. The aim of attracting human resources shall be to ensure that the right person with the right competences is in the right job at the right time.

11. To attract potential employees of the University, a positive, recognisable, and attractive image of the University as an employer shall be created.

12. When initiating and carrying out selections, the University shall follow the provisions of the Policy and other internal procedure documents.

IV. SELECTION OF EMPLOYEES

13. The selection and employment of employees at the University are seen as an important investment in the success of the activities of the University and its brand as an employer. The aim shall be to attract competent employees who share the values of the University.

14. The selection of non-academic staff for vacant positions shall be carried out in accordance with the Procedure for Selection and Employment of Staff at Vytautas Magnus University.

15. The selection of academic staff and their employment in vacant positions shall be carried out in accordance with the Description of Procedure for Organising Competitions for Teaching and Research Staff Positions at Vytautas Magnus University.

16. All selections shall be carried out in accordance with the following principles:

16.1. the principle of transparency – the selection for a vacant position at the University (except for cases where the position is assigned by means of internal career promotion) shall be carried out through public announcement, giving all candidates equal access to the requirements;

16.2. the principle of equal opportunities – all candidates shall be assessed objectively, irrespective of their gender, age, marital status, religion, race, colour, ethnic origin, nationality, disability, sexual orientation, political views, and other differences;

16.3. the principle of confidentiality – selections shall be carried out in full respect of the confidentiality of all candidates and the legal requirements for the protection of their personal data, both during and after the selection process;

16.4. the principle of fairness – all candidates shall be assessed impartially, taking into account their competences, motivation, and values relevant to the job;

16.5. the principle of internal career promotion – the aim shall be to encourage the employees of the University with relevant competences to apply for vacant positions.

V. INTEGRATION OF NEW EMPLOYEES INTO THE UNIVERSITY

17. When employing new employees at the University, the aim shall be to:

17.1. speed up their integration into the activities of the University by allowing sufficient time for the proper adaptation of each new employee;

17.2. assist in the assimilation of information on the activities of the University, the principles governing the activities and functions of the units, and the functions of the position;

17.3. create suitable conditions for starting to work independently;

17.4. reduce the likelihood and risk of new employees leaving their jobs;

17.5. familiarise employees with additional benefits provided by the University to employees.

18. To ensure the smooth integration of new employees into the activities of the University, both assistance and all necessary information shall be provided to facilitate the integration. New employees shall be provided with an information and benefit package as well as training.

19. New employees shall be assigned a mentor to help them integrate smoothly into the activities of the University. The mentor shall familiarise new employees with their job functions and requirements, the internal processes of the University and their deadlines as well as with other relevant information. The mentor shall be appointed by the head of the structural unit in which the new employee begins to work. If no mentor is appointed, the head of the structural unit to which the new employee belongs shall be deemed to be the mentor of the employee.

20. The adaptation period shall not exceed 3 months.

21. At the end of the adaptation period, an evaluation of the employee's performance may be carried out to determine whether the employment relationship will continue.

VI. EVALUATION OF EMPLOYEE PERFORMANCE

22. The evaluation of the employee performance shall include a set of measures aimed at improving the performance of the University, employees' structural units, or employees themselves. Performance evaluation can be carried out by planning activities related to the employee and the structural unit, agreeing on objectives, and developing the necessary competences of the employee. Performance evaluation shall consist of the self-evaluation of the employee's own performance and the evaluation by the head of the unit.

23. Employee performance evaluation shall include the following activities:

23.1. discussing the employee performance objectives and (self-)evaluating their achievement;

23.2. (self-)evaluating the employee's main job functions and agreeing on performance improvements;

23.3. (self-)evaluating and agreeing on the employee's professional development;

23.4. discussing the employee's career expectations;

23.5. providing summary assessment of the employee performance evaluation.

24. Employee performance evaluation shall be carried out during periodic (annual, semi-annual, quarterly or other) interviews between the head and the employee, during which the employee's work quality, efficiency, productivity, and other requirements related to the work functions performed by the employee shall be discussed and mutual feedback shall be provided.

25. If necessary and with the employee's consent, other responsible persons related to the employee's activities, career, competences, or other aspects of the evaluation may be involved in the employee performance evaluation.

26. The results of the employee performance evaluation shall be confidential and shall be accessible only to persons authorised by the Rector of the University.

VII. ENCOURAGEMENT AND MOTIVATION OF EMPLOYEES

27. Every employee shall be a member of the University community who shall actively participate in all the activities of the University, feel responsible for the success of the activities of the institution, actively contribute to such activities, and be continuously encouraged and motivated to strive for the highest performance.

27.1. Employees shall be encouraged to develop themselves and shall be motivated for excellent performance through a range of material and non-material incentives.

27.2. Bonuses shall be awarded for high performance, efficiency, additional activities, activities exceeding the normal workload, innovations and other activities in accordance with the Description of Procedure for Calculation of Remuneration of Vytautas Magnus University Staff.

27.3. Employees shall be encouraged to improve themselves professionally by creating conditions for them to take advantage of professional development activities and to study free of charge in study programmes or individual study courses.

27.4. The University shall ensure that the physical health and psychological well-being of its employees are taken care of by ensuring that employees are able to take part in sports free of charge at the Sports Centre and to make use of the services provided by the Psychology Clinic or other services provided by the University.

27.5. The University shall also give attention to the families of its employees by organising various family celebrations, events for young children and various discounts for participation in camps and educational activities organised by the University.

VIII. PROFESSIONAL DEVELOPMENT OF EMPLOYEES

28. The professional development of employees shall be carried out in a targeted manner, in line with the strategic objectives of the University and the needs of employees.

28.1. Professional development at the University shall be based on the principles of equal participation, openness to innovation, freedom of choice and responsibility for personal growth in order to achieve personal goals and strategic objectives of the University.

28.2. The principal aim of the professional development system at the University shall be a socially sustainable organisation that brings together high-performance employees and provides individuals with opportunities for professional development and performance excellence.

28.3. The University shall provide professional development opportunities for all employees according to the nature of their work, their needs and possibilities. Professional development of employees shall be an integral part of professional activity.

29. The University shall provide opportunities for each employee to develop their competences according to their needs and possibilities in accordance with the Description of Procedure for Professional Development of Academic and Non-Academic Staff at Vytautas Magnus University.

30. The University shall encourage the sharing of experience, i.e., sharing experience and good practices gained during business trips, internships, and training with colleagues.

31. Employees shall be encouraged to take an independent interest and look for professional development events, which shall be coordinated with their immediate superior.

32. Employees shall be encouraged and motivated to improve their competences in foreign and Lithuanian institutions in accordance with the Description of Procedures Followed by the Professional Development Fund of Vytautas Magnus University and other opportunities.

IX. EMPLOYEE WELL-BEING AND ITS ASSESSMENT

33. The University employee well-being is a multidimensional construct that encompasses the psychological, emotional, physical, social, and individual well-being of employees in relation to their work (job satisfaction, diversity and engagement, loyalty and commitment to the University).

34. To increase employee job satisfaction and reduce stress factors at work, the University shall conduct a regular Employee Well-being Survey every two years. The survey shall consist of two parts: a survey of employees' experience and an assessment of psychosocial occupational risk factors.

35. The survey of psychosocial occupational risk factors shall be carried out in a targeted manner to identify risk factors that may contribute to stress and tension at work, such as working conditions, work content, work organisation and feedback, and the relationship between employees and between the employer and employees.

36. Stress risk assessment shall be based on the following key principles: identifying the risk, deciding what action should be taken, publishing the results of the assessment, and regularly repeating the assessment.

X. BUILDING AND SUSTAINING ORGANISATIONAL CULTURE OF THE UNIVERSITY

37. The organisational culture of the University shall encompass the set of beliefs, traditions, symbols, approaches, attitudes, and behaviours common to the employees of the University that each employee demonstrates both in their interactions and in their working life and that defines the attitude of the University towards itself and its environment as well as distinguishes the University from other universities.

38. The aim shall be to build and sustain an organisational culture that would encourage the following:

38.1. employer-employee loyalty and long-term partnership relationships based on the values that unite the University community and principles of conduct consistent with such values as well as on the mutual creation of value and benefits;

38.2. tolerance and inclusion, togetherness and greater employee cohesion, cooperation and trust;

38.3. positive working environment for productive and efficient work, employee engagement and empowerment, interest in the achievement of the objectives of the University, quality and efficiency of performance, and socially responsible behaviour.

39. The University leaders shall set an example for the University employees through their behaviour and decisions and shall shape the organisational culture of the University.

40. The University shall follow the Code of Academic Ethics and other internal legal acts regulating ethical norms, which clearly and concisely direct the behaviour of employees towards the desired organisational culture.

41. All employees of the University shall be responsible for fostering the values of the University and observing the standards of conduct.

42. Any behaviour that is discriminatory, unethical, or otherwise adversely affects employees shall not be tolerated at the University.

XI. MANAGEMENT OF INTERNAL CHANGES AT THE UNIVERSITY

43. The University aims to foster a common perception that change within the University is one of the means of creating value and achieving its strategic objectives.

44. Changes within the University shall be carried out by implementing the strategy of the University, improving the performance of the University and its structural units, optimising and streamlining processes, and increasing the quality of the activities of the University as an organisation.

45. Change management shall consist of the following main stages:

45.1. identifying the need for change;

45.2. forming a change management working group and defining its responsibilities;

45.3. developing a vision and plan for change and setting objectives;

45.4. communicating in a timely and clear manner, involving employees in change management processes;

45.5. empowering employees to carry out specific tasks related to internal change management;

45.6. disseminating the results of the change and communicating with the University community;

45.7. assessing and self-evaluating the results of the change.

46. The planning and implementation of internal changes at the University shall aim to involve into this process as many members of the University community as possible in order to achieve greater approval and involvement in the activities related to internal changes at the University. It is recommended to involve employees and other members of the University community in the process of internal changes and decision-making at the University as early as possible. It is important to take into account the competences, motivation, knowledge and skills related to internal change management and its process, levels of responsibilities, and willingness to cooperate and work together to achieve common results of employees and other members of the University community.

47. A key condition for the smooth success of changes within the University shall be proper communication between the management bodies of the University and the University community. The principles of openness, timeliness, clarity, and consistency shall be applied. It shall be essential

to provide information to members of the University community as early as possible, clearly communicating the reasons for and objectives of the internal changes, the vision, the expected outcomes, and the benefits of the said changes to the University and its community members.

XII. MAINTAINING RELATIONS WITH TRADE UNIONS

48. The aim of relations with trade unions shall be social dialogue and partnership to achieve the objectives of the University.

49. Members of trade unions shall enjoy the additional benefits specified in the collective agreement for the education and science sector of Lithuania.

50. The aim shall be to work together with the representatives of trade unions to ensure employees' rights, safe and healthy working conditions, social well-being, and a high level of work culture in order to achieve employee loyalty to the University and job satisfaction.

XIII. ENSURING SAFE WORKING CONDITIONS

51. The University shall foster safety and high-quality work culture.

52. To ensure the safety and health of employees, the University shall implement various measures, such as the development of safe work instructions, the acquisition and distribution of necessary equipment to employees, the installation of safe workstations, health checks, occupational safety training and others.

53. The implementation of occupational safety and health at the University shall be carried out in accordance with the internal legal acts related to occupational safety approved by individual orders of the Rector of the University.

XIV. FINAL PROVISIONS

54. Heads of structural units shall be responsible for the implementation of the Policy at the University. The administration, consultation and supervision of the Policy shall be carried out by the Human Resources Department in cooperation with other structural units of the University, as appropriate, to ensure the smooth implementation of the Policy.

55. The University shall develop descriptions of procedures, processes and other internal documents related to the Policy and its implementation and management.

56. The Policy implemented by the University shall fully ensure compliance with the Statute and other internal documents, the Labour Code of the Republic of Lithuania, the Law on Legal Protection of Personal Data of the Republic of Lithuania, the Law on Higher Education and Research of the Republic of Lithuania, and other legal acts regulating the activities of the University.

57. The Policy may be reviewed and amended on the recommendation of the Rector at least every three years or in the event of changes in the vision, strategy or other objectives of the University.

58. The Policy updates and amendments shall be initiated by the Human Resources Department.

59. The Policy and its amendments shall be approved by the University Senate.