

Free Academy of Tbilisi



**Management Effectiveness Monitoring  
Mechanisms and Evaluation System**

## **Article 1. Scope of action**

This document discusses the mechanisms for monitoring the effectiveness of the management of the Free Academy of Tbilisi LLC (hereinafter "the Academy") and the evaluation system, which is carried out by the method of evaluating employees' competencies. It is intended for HR unit representatives, managers and all interested parties involved in the evaluation process. The document covers such issues as the evaluation method, evaluation form, issues related to effective implementation, the role of the supervisor (evaluator) in the evaluation process, and evaluation questionnaires.

## **Article 2. Purpose/importance of evaluation**

**2.1.** The purpose of the assessment is to determine the prerequisites for the career development of personnel, raising professional skills, encouragement, professional development needs and other legal consequences provided by the legislation, as well as the organizational development of the Academy.

**2.2.** The purpose of the evaluation is to promote the proper formation of the management system in the Academy, to ensure team spirit and equality of employees in the organization.

**2.3.** In order to evaluate the effectiveness of management, the evaluation of the personnel's performance is a constituent part of the function and job description of all employees.

**2.4.** Evaluation is conducted every two years for all employees.

**2.5.** Each employee is evaluated by an evaluator, who may be the direct supervisor or a person designated for this purpose.

**2.6.** Evaluation of the work performed plays an important role in the development of employee motivation, loyalty to the institution and trust. Evaluation enhances communication and positive attitude between employee and management.

## **Article 3. Evaluation method - evaluation of competencies**

**3.1.** Competence is a combination of knowledge, experience and skills of a person and is manifested in the specific behavior of an individual, which is reflected in the result of his/her activity.

**3.2.** The employee is evaluated according to the competencies.

**3.3.** 10 (ten) competencies are used in the evaluation process.

**3.4.** Competencies are known to the employees, which is provided by the immediate supervisor/evaluator and is confirmed by signing the protocol of familiarization of the competencies specified in Annex 1.

## **Article 4. Evaluation stages**

**4.1.** Mechanisms for monitoring the effectiveness of Academy management include the following stages:

- Acquaintance with competences;
- Intermediate evaluation;
- Final evaluation;

- Analysis of evaluation results and development of appropriate conclusions and recommendations;  
Evaluation feedback.

**Planning Evaluation** - Before starting the evaluation, it is necessary to determine the periodicity of the evaluation and all the issues related to the evaluation procedure. Accordingly, at the beginning of the evaluation according to the competencies, it is necessary for the immediate supervisor to provide information to the employees about the evaluation method and issues and to draw up a protocol for introducing the competencies.

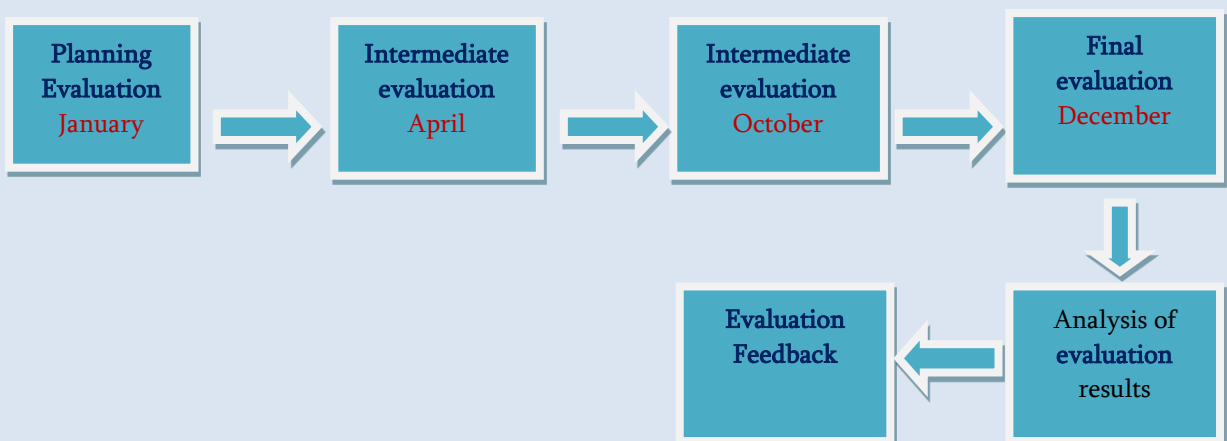
**Intermediate evaluation** - mid-term evaluation of competencies should be carried out once every 6 (six) months, throughout the year. A total of two mid-term evaluation should be carried out.

**Final evaluation** – At the end of the evaluation period, supervisors/evaluators evaluate the subordinate employees according to their competencies through the evaluation forms.

**Analysis of evaluation results and development of appropriate conclusions and recommendations** - Human Resources Management Service will summarize the obtained results and present the evaluation analysis to the leadership of the Academy on the basis of which relevant activities will be planned: promotion, training, planning of other types of professional development, etc.

**Evaluation Feedback** - The Academy focuses on feedback and employee support throughout the year. The evaluator is obliged to talk to the employee after the evaluation, during which the work performed by him is discussed, feedback is given and future activities are planned. This meeting should be honest and open. The immediate supervisor should briefly explain the meaning and purpose of the annual evaluation to the employee. The evaluator and the employee to be evaluated should have the opportunity to express their opinion and support their views with examples. Before the meeting, the immediate supervisor should review the employee's job description, understand the duties assigned to him/her, focus on the employee's feedback with colleagues and/or citizens.

***Evaluation stages***



**Note:** Evaluation form - intermediate and final evaluation points are reflected in the evaluation form. (Appendix N2, Appendix N3)

#### **Article 5. The rule of assigning evaluation points**

**5.1.** The evaluation is carried out with the 3 (three) point system established in the evaluation form, the evaluator writes the points based on the definition of the evaluation of competencies provided by Appendix 4. The following conclusions can be made according to the sum of points:

24 -30 points	Corresponds to the position held, is characterized by stability, deserves encouragement, career advancement.
17 -23 points	Corresponds to the occupied position, requires additional consultations, preferably trainings.
13 -16 points	Corresponds to the occupied position, requires important consultations, trainings are required, a reasonable time is given to eliminate the problems.
10 -12 points	Does not correspond to the position held, requires substantial consultations, requires important trainings for professional development, a recommendation is made to terminate the employment relationship.

#### **Article 6. Evaluation results/use of results**

**6.1.** The sum of the points obtained in accordance with the intermediate and final evaluation is the most important part of the employee's performance evaluation process.

**6.2.** Based on the obtained results, conclusions and recommendations will be prepared for a particular employee for effective self-realization in the development of the academy.

**6.3.** An evaluation may have the following legal consequences:

- To encourage the employee;
- Determining the need for professional development and training of the employee;
- Sending the employee to training for professional development;
- Termination of the employment contract with the employee.

#### **Article 7. Appealing the evaluation results**

**7.1.** The employee has the right within 3 (three) working days from the day of getting to know the results of the final evaluation, if he does not agree with the result of the final evaluation, to apply to the rector of the academy in written form and request to conduct the evaluation of the documentary material and the interview again.

**7.2.** Re-evaluation of documentary material shall be carried out in accordance with the procedures provided for in this rule.

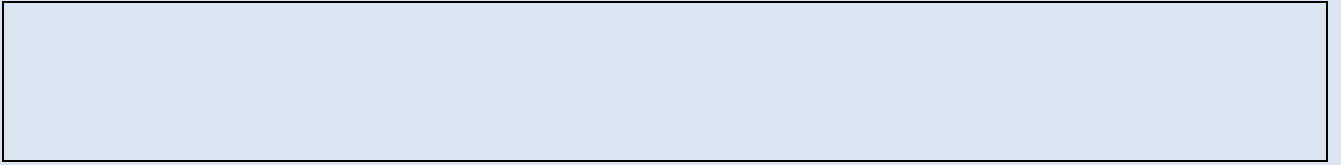
## Competence familiarization protocol

Name, surname of the employee	
Position	
Name, surname, position of the evaluator	
Date of introduction	

<b>N</b>	<b>Competencies</b>
1	Facilitates implementation of a management system that ensures transparency, employee equality and fair treatment
2	Provides feedback to supervisors regarding assigned assignments
3	Understands the Academy's mission and strategic development plan, as well as the public benefits that the higher educational institution and he personally are responsible for creating. He makes decisions conscientiously
4	Meets the requirements established for the position held
5	Has the ability to work in a team, contributes to the formation of team spirit and understands the consequences of achieving common goals
6	Able to assess and analyze the strengths and weaknesses of the academy
7	Has the ability to obtain information from appropriate sources. Focused on obtaining and collecting quality and diverse information
8	Is able to adapt to new and different situations, people and groups
9	Completes tasks on time, without reminders
10	Is focused on timely and quality delivery of information or service

<b>Evaluator's Comment (if applicable)</b>

<b>Employees Comment (if applicable)</b>



Evaluator's signature

Employees signature

## Intermediate Evaluation

Name, surname of the employee	
Position	
Intermediate Evaluation: I, II (circle the appropriate)	
Name, surname of the employee evaluator	
Date of evaluation	

N	Competencies	Evaluation		
		High	Medium	Medium
		3 points	2 points	1 points
1	Facilitates implementation of a management system that ensures transparency, employee equality and fair treatment			
2	Provides feedback to supervisors regarding assigned assignments			
3	Understands the Academy's mission and strategic development plan, as well as the public benefits that the higher educational institution and he personally are responsible for creating. He makes decisions conscientiously			
4	Meets the requirements established for the position held			
5	Has the ability to work in a team, contributes to the formation of team spirit and understands the consequences of achieving common goals			
6	Able to assess and analyze the strengths and weaknesses of the academy			
7	Has the ability to obtain information from appropriate sources. Focused on obtaining and collecting quality and diverse information			
8	Is able to adapt to new and different situations, people and groups			
9	Completes tasks on time, without reminders			
10	Is focused on timely and quality delivery of information or service			
	The sum of accumulated points			

Evaluator's signature

Employees signature

### Final Evaluation

Name, surname of the employee	
Position	
Name, surname, position of the evaluator	
Date of evaluation	

N	Competencies	Evaluation		
		High	High	High
		3 points	3 points	3 points
1	Facilitates implementation of a management system that ensures transparency, employee equality and fair treatment			
2	Provides feedback to supervisors regarding assigned assignments			
3	Understands the Academy's mission and strategic development plan, as well as the public benefits that the higher educational institution and he personally are responsible for creating. He makes decisions conscientiously			
4	Meets the requirements established for the position held			
5	Has the ability to work in a team, contributes to the formation of team spirit and understands the consequences of achieving common goals			
6	Able to assess and analyze the strengths and weaknesses of the academy			
7	Has the ability to obtain information from appropriate sources. Focused on obtaining and collecting quality and diverse information			
8	Is able to adapt to new and different situations, people and groups			
9	Completes tasks on time, without reminders			
10	Is focused on timely and quality delivery of information or service			
	The sum of accumulated points			

Evaluator's signature

Employees signature



## Definition of assessment by defined competencies

N	Competencies	3 points	2 points	1 points
1	Facilitates implementation of a management system that ensures transparency, employee equality and fair treatment	For the effectiveness of the Academy's personnel management system, his/her activities are committed to be transparent, thereby promoting equality and fair treatment of employees.	For the effectiveness of the Academy's personnel management system, his/her activities are partially transparent, which does not contribute to the equality and fair treatment of employees.	Does nothing to improve the effectiveness of the academy's personnel management system, thus failing to ensure equality and fair treatment of employees
2	Provides feedback to supervisors regarding assigned assignments	Performs tasks on time and provides feedback on performance to supervisor immediately	Performs tasks on time and provides feedback on performance at the supervisor's request	Performs tasks with significant delays, therefore, feedback to the supervisor loses meaning
3	Understands the Academy's mission and strategic development plan, as well as the public benefits that the higher educational institution and he personally are responsible for creating. He makes decisions conscientiously	Understands the Academy's mission and strategic development plan, makes decisions conscientiously	Partially understandsthe Academy's mission and strategic development plan, makes decisions conscientiously	Is familiar with the Academy's mission and strategic development plan, but does not understand its importance
4	Meets the requirements established for the position held	Is aware of his duties, his/her knowledge corresponds to the work to be performed, rarely misses explanations from the supervisor.	Has sufficient knowledge to perform assigned duties, requires additional clarifications	Has insufficient knowledge to perform assigned duties, does not understand his/her own duties
5	Has the ability to work in a team, contributes to the	Has the ability to work in a team, is	Has problems in teamwork, does not	Does not have the ability to work

	formation of team spirit and understands the consequences of achieving common goals	focused on achieving team results	realize the importance of the results of teamwork	in a team, is not able to analyze the results of team work
6	Able to assess and analyze the strengths and weaknesses of the academy	Evaluates and analyzes the strengths and weaknesses of the academy	Has the ability to assess the strengths and weaknesses of the academy, but analyzes less	Assesses the strengths and weaknesses of the academy, but does not consider his/her own role in the development of the institution
7	Has the ability to obtain information from appropriate sources. Focused on obtaining and collecting quality and diverse information	Performs work in a quality manner, is focused on obtaining and analyzing quality and diverse information	Performs the work with quality, but makes mistakes, which is why it is necessary to control the work done	The work is performed with low quality, there are frequent errors, which is why it is necessary to constantly control the work
8	Is able to adapt to new and different situations, people and groups	Independently finds ways out of stressful and difficult situations, makes decisions within his competence	Is often unable to make decisions independently, seeks guidance and assistance from management to overcome difficulties	Avoids making a decision independently and defend his/her position/opinion accordingly.
9	Completes tasks on time, without reminders	Works diligently and completes planned work on time, adheres to deadlines	Works slowly, is characterized by procrastination, needs periodic reminders	Works slowly, is characterized by an indifferent attitude towards work, cannot fulfill assigned duties
10	Is focused on timely and quality delivery of information or service	Has the ability to listen, conveys his thoughts very well, has the ability to argue his truth, provides information and services in a timely and quality	Has the ability to communicate his position freely, provides information and service with delays and errors, Has a communication problem	Conveys his/her thoughts with difficulties, has problems in providing information and services due to lack of listening

		manner, is communicative		and oral communication
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