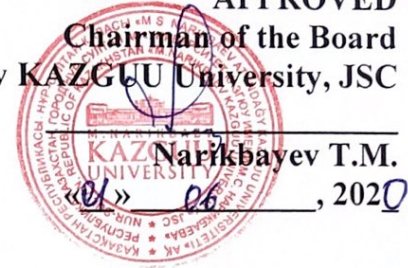


APPROVED
Chairman of the Board
M.N. Narikbayev KAZGUU University, JSC



**REGULATION ON ADMINISTRATIVE AND MANAGERIAL
PERSONNEL SELECTION, RECRUITMENT, EMPLOYMENT,
AND ADAPTATION
JSC M. NARIKBAYEV KAZGUU UNIVERSITY**

APPROVED BY:

First Deputy Chairman of the Board



Kudaibergenov G. B.

Provost - Director of S. Zimanov Academy

Pen S. G.

Head of the Department of Legal Support

Krushinsky M. A.

Head of Strategy and HR Department

Makhanbayeva N. N.

NUR-SULTAN

1. Scope

1.1. Regulation on JSC “M. Narikbayev KAZGUU University” administrative and managerial personnel selection, recruitment, employment, and adaptation is an internal local act of JCS “M. Narikbayev KAZGUU University”. It regulates the procedures for recruitment and selection of candidates for vacancies. The same applies to recruiting and adapting new AMP employees of JSC “M. Narikbayev KAZGUU University”.

1.2. All structural departments apply this regulation that establishes the procedure for JSC “M. Narikbayev KAZGUU University” administrative and managerial personnel selection, recruitment, employment, and adaptation.

2. Regulatory references

2.1. The regulation refers to the following regulatory documents:

2.1.1. The Constitution of the Republic of Kazakhstan;

2.1.2. The Labour Code;

2.1.3. The Law of the Republic of Kazakhstan “On Joint Stock Companies”;

2.1.4. The Law of the Republic of Kazakhstan “On Education”;

2.1.5. The Law of the Republic of Kazakhstan “On Personal Data and their Protection”;

2.1.6. The Regulation on Administrative and Managerial Personnel

3. Terms, notions, definitions, and abbreviations

3.1. The regulation uses the following terms, notions, definitions, and abbreviations:

3.1.1. LC RK - The Labour Code of the Republic of Kazakhstan;

3.1.2. MES - The Ministry of Education and Science of the Republic of Kazakhstan;

3.1.3. KAZGUU – Joint-Stock Company “M. Narikbayev KAZGUU University”;

3.1.4. DLS – Department of Legal Support;

3.1.5. SHR – Strategy and Human Resource Department;

3.1.6. AMP – Administrative and Managerial Personnel;

3.1.7. Acts of the employer – orders, directives, instructions, regulations, rules of the local labour policies issued by the employer.

3.1.8. Personnel adaptation – a process of familiarizing and adjusting to the contents and conditions of employment along with the University’s social environment.

3.1.9. Vacancy - an unoccupied workplace or job that can be claimed by a new employee.

3.1.10. Job description – an organizational and legal document that defines the main functions, obligations, rights, and responsibilities of a personnel member in the course of their duties.

3.1.11. Interview – a type of dialogue, or conversation between two and more people. It aims at obtaining the necessary information about a candidate by asking questions and getting answers from them.

3.1.12. Competence – a combination of behavioural traits deriving from the knowledge, abilities, skills, and personal qualities of an employee. It is required for the successful performance of the necessary tasks.

3.1.13. Personal competencies – competencies based on intellectual, communicative, emotional, and volitional qualities (emotional intelligence, personal qualities).

3.1.14. Manager specialized in personnel recruitment and adaptation – HR manager.

3.1.15. Personnel selection – a process of identifying and choosing qualified candidates among applicants for a vacancy based on the selection criteria.

3.1.16. Personnel recruitment – a stage of work with personnel including the evaluation of needs for some personnel, description of a position, search, and attraction of candidates whose professional qualities, skills, and abilities meet the job's requirements.

3.1.17. Job profile – a list of requirements for an employee due to their position. Employee can fulfill their job responsibilities efficiently and effectively by matching this list.

3.1.18. Professional (special) competencies – knowledge, abilities, and skills necessary for completing the work in a certain sphere of activity efficiently.


3.1.19. Employee – a natural person who is in labour relations with JSC “M. Narikbayev KAZGUU University” and works under an employment contract.

3.1.20. Employer – JSC “M. Narikbayev KAZGUU University” presented by the Chairman of the Board who decides on hiring the administrative personnel. The head of the structural department also plays the role of the employer since they decide on hiring mid-level personnel (specialists, managers, etc.).

3.1.21. Adjacent structural departments – structural departments that are engaged or may be engaged in the collaborative resolution of working issues (cross–functional interaction).

3.1.22. Telephone interview – a scheduled telephone conversation between the HR manager and the candidate for a vacant position.

3.1.23. University – Joint Stock Company “M. Narikbayev KAZGUU University”.

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3.1.24. Management (administrative) competencies – competencies required by managers to achieve business goals successfully. Personnel involved in management activities and those who have subordinates (on a permanent (lineal) or temporary (project) basis) need such kind of competencies.

4. Responsibility and authority

4.1. The Chairman of the Board approves the regulation.

4.2. The heads of SHR, Legal Support, and other structural departments are responsible for implementing the requirements listed in the regulation.

4.3. The head of the Department of Legal Support is responsible for compliance with the requirements of the regulation.

4.4. Strategy and HR Department is responsible for organizing and coordinating activities to perform the particular stages.

4.5. The heads of the structural departments are responsible for the leak of service information, safety, and unauthorized reproduction of the regulation kept in the department.

5. Goals and objectives of the regulation

5.1. The main goal of the regulation is to promptly complete hiring processes of personnel for the University and all its structural departments. It is necessary to build an effective AMP team to achieve the organization’s strategic and tactical goals.

5.2. The main objectives of the regulation:

- To form an effective system for selecting, recruiting, employing, and adapting the administrative and management personnel. Moreover, the system should be related to the main directions and functions used in the University personnel management.
- To define order and sequence of actions and procedures in order to select, recruit, employ, and adapt the AMP effectively.

6. Workforce planning

6.1. HR management provides workforce planning strategy to ensure the quantitative and qualitative personnel replenishment in the optimal time and minimize costs.

6.2. Workforce planning includes:

- Quantitative indicators – number of employees with specific qualifications in the current and prospective period for accomplishing the tasks;
- Level of alignment of qualifications of the employees of the structural departments with their job positions (the requirements are based on

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profession, speciality, qualification, degree, level of education, and experience).

6.3. The heads of the structural departments send the completed Forms “Staffing needs form” (Appendix A) to the Strategy and HR Department. This form contains information about the positions of the structural department, availability of vacancies, along with anticipated changes in a department’s personnel (retirement, parental leave, educational leave, unpaid leave, inconsistency with the job, etc.).

6.4. According to the obtained data, HR manager plans to hire the required number of employees who are qualified for the positions listed for a given period.

5. Procedure for administrative and managerial personnel recruitment

5.1. The head of the structural department completes and submits the vacancy request form (henceforth – Vacancy request form) to the Strategy and HR Department in case of a vacant position. The application should have a format that conforms to the form (Appendix B).

5.2. The head of the structural department should attach a job profile for a vacancy developed and approved by the University.

5.3. Recruitment is possible only if a vacant position has a job profile.

5.4. If there is no job profile for a vacancy in the University, the head of the structural department should develop it jointly with the HR manager before announcing about a job vacancy in the media.

5.5. After receiving an application and job profile, the HR manager sends the information to the Sales and Marketing department that places the job advertisement on the university website (Appendix C).

5.6. The maximum term for placing an advertisement after submission of the application is 3 working days.

5.7. The term for application processing aimed at hiring specialists, middle managers should not exceed one month from the date of the application unless otherwise specified.

5.8. The term for application processing aimed at hiring senior managers is set for up to six months including candidates outside of the Republic of Kazakhstan if necessary.

5.9. During the selection of candidates, the HR manager is guided by:

- job description
- job profile
- application form for the vacancy.

5.10. The HR manager selects candidates for the vacant position by using recruitment methods at their discretion.

5.11. The University permits to search for candidates by using different sources:

- University's website
- Job search portals, such as Head-hunter, Nur.kz, Hipo.kz, Kizmet.kz, etc.;
- JSC "Center for International Programmes" ("Bolashaq");
- Social networks (LinkedIn, Facebook, etc.);
- Employment Center of the Mayor's Office of Astana.

6. Procedures for administrative and managerial personnel selection for vacant positions

6.1. HR-manager selects CVs based on the criteria listed in the Application form and Job profile after that they send the selected CVs to the head of the structural department for review.

6.2. After the selection of CVs by the head of the structural department who initiated the application process, the HR manager conducts a telephone interview with candidates. Depending on the telephone interview results, the HR manager invites the candidate for the initial interview.

6.3. If the initial interview results are positive, the HR-manager sends the candidate to the head of the structural department who initiated the application process for the interview. In cases of selecting candidates for management positions, the HR manager sends them to the Strategy and HR Department.

6.4. The HR manager evaluates personal and managerial competencies (test, case interview, competency-based interview, survey, etc.) if necessary. They reflect the findings obtained during the evaluation in the cover letter and send it to the head of the Strategy and HR Department (Appendix D).

6.5. The head of the Strategy and HR Department provides the conclusion on a certain candidate (cover letter) to the employer.

6.6. In case of successful selection, the head of the structural department sends a Recommendation (Appendix E) to the HR manager according to the approved employment procedure.

7. Employment procedure for administrative and managerial personnel

7.1. In case of successful selection and recruitment of a candidate, the HR manager informs the future employee about the employer's decision and presents the list of documents necessary for employment.

7.2. Five working days before the new employee takes up the job, the HR manager sends a request for organization of the working place in a timely manner:

- to the head of the Properties and Facilities Management Department in order to provide a desktop, chair, waste bin, and stationery;
- to the head of the Information Technology Department in order to provide a computer, printer, and corporate email account along with “1C: Document Management” and “Platonus” accounts (if necessary).

7.3. HR manager informs the new employee when their workplace is ready (SMS, email).

7.4. After providing all necessary documents, the HR manager who is responsible for personnel records follows the standard requirements by preparing the documents: the order on hiring of the new employee, contract, etc.

8. Personnel adaptation

8.1. A newly hired employee experiences the adaptation period.

8.2. The adaptation period is equal to the probationary period.

8.3. The probationary period should not exceed three months for the mid-level AMP. It can be extended to six months for the heads and their deputies along with the chief accountant.

8.4. After signing the order on hiring of the new employee, the HR-manager informs the University personnel about the new employee on duty via the corporate email “Outlook” according to the prescribed form (Appendix F).

8.5. During the new employee’s first working day the HR manager:

- introduces them to the mission, values, strategy, and rules of the University;
- offers information about the organizational structure;
- introduces the employee to the Security Service of the University where they pass the induction courses “Occupational Health and Safety”;
- shows the workplace and introduces the new employee to their colleagues from the structural department.

8.6. During five working days the head of the structural department draws up an individual plan jointly with the newly hired employee for their probationary period according to the prescribed form (Appendix G).

8.7. The head of the structural department and the newly hired employee sign the individual plan. After that, the head of the Strategy and HR Department approves the document.

8.8. The tasks and duties in the individual plan should not go beyond the job description and profile.

8.9. The head of the structural department may assign a supervisor from the structural department personnel if necessary.

8.10. The supervisor weekly monitors the progress of the individual plan implementation, evaluates and discusses the plan results as well as its objectives with the new employee.

8.11. The HR manager monitors the employee's adaptation status at least once a month (meetings, discussions, provision of necessary assistance).

8.12. If the employee is unable to cope with the tasks, the head of the structural department sends the memo to the Strategy and HR Department in the form according to Appendix H.

8.13. The employee's performance rate during the probationary period and the final decision are based on the complex collegial review.

9. Procedure for conducting the complex collegial review of the probationary period results

9.1. The complex review of the probationary period results (hereinafter – review) is conducted collegially.

9.2. The HR manager sends a notification by email to the head of the structural department about the necessity to summarize the probationary period results no later than fifteen days before its end.

9.3. The head of the structural department provides the completed form to the Strategy and HR Department according to Appendix G, which presents the individual plan results. It should be done no later than ten days before the end of the probationary period.

9.4. The HR manager informs the participants – heads of the structural departments who cooperated with the newly hired employee about the upcoming Review no later than five days before the end of the probationary period.

9.5. The Head of the Strategy and HR Department approves the members of the Collegial Review Committee and notifies them about the upcoming Review via corporate email no later than three days beforehand.

9.6. The number of the Committee members has to be odd.

9.7. The Collegial Review Committee members come to a decision by the majority of votes during the secret ballot, where they fill in the ballot papers.

9.8. The Collegial Review Committee for mid-level employees and other specialists consists of:

- the Chairman – head of the structural department;

Commission members:

- Heads of the adjacent structural departments;
- Head of the Strategy and HR Department;
- Commission secretary – HR manager.

9.9. The Collegial Review Committee for senior managers consists of:

Commission members:

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- Head of the Strategy and HR Department;
- Heads of the adjacent structural departments;
- Commission secretary.

9.10. The Review includes systematization and analysis of the information obtained by the employee, evaluation of efficiency and effectiveness in completing tasks and duties, and adaptation process outcomes in general.

9.11. Compliance with two conditions is necessary before making a final collegial decision. The employer should be satisfied with the employee, whilst the employee should be satisfied with work conditions in the department. The form “Conclusion about the results of the probationary period” (Appendix I) contains the probationary period outcomes.

10. Functional obligations of the parties

10.1. The head of the structural department is obliged:

- to develop Profiles for the vacancies in their departments jointly with the HR manager (if the Profile is still not developed);
- to develop job descriptions;
- to conduct interviews with the selected candidates;
- to analyze and send the completed forms “Personnel needs form” to the Strategy and HR Department;
- to develop and monitor how a newly hired employee implements the Individual plan during their probationary period on a weekly basis;
- to provide information about completion/non-completion of the probationary period in a timely manner;
- to participate in the commission for reviewing the new employee’s probationary period results after 3 months – for mid-level employees, after 6 months – for senior managers.

10.2. A newly hired employee is obliged:

- to provide a full package of documents necessary for employment in a timely manner;
- to participate health and fire safety briefing;
- to learn about the current regulations, the internal working rules, and other employer’s internal acts related to work, compliance with the University’s labour discipline, corporate culture, and ethics;
- to effectively perform the tasks according to the individual plan during the probationary period;
- to achieve the set goals (KPI within the system of balanced indicators)
- to observe the University’s labour discipline and follow corporate culture, and ethics.

10.3. HR manager is obliged:

- to fill in and provide the form “Job profile” to the marketing department in a timely manner for publication on the University’s website;
- to post relevant information about the available vacancies in media;
- to perform the thorough selection of candidates for the vacant positions;
- to conduct telephone interviews with candidates;
- to conduct initial interviews with candidates;
- to arrange an interview between the head of the structural department and the selected candidates;
- to write the cover letters for the selected candidates that can be considered by the heads of the structural departments;
- to prepare a workplace for the newly hired employee;
- to carry out the recruitment process of a new employee;
- to facilitate the adaptation process of a new employee;
- to organize for evaluation of the new employee’s probationary period results; the Collegial Review Committee

10.4. Head of the Strategy and HR Department is obliged:

- to conduct interviews with candidates for management positions;
- to participate in the Collegial Review Committee for evaluation of the new employee’s probationary period results;
- to monitor the implementation and enforcement this Regulation;
- to take measures on constant improvement of the quality of personnel selection, recruitment, employment, and adaptation.

11. Other terms

11.10. Only the Chairman of the Board based on the memo submitted by the head of the Strategy and HR Department can make any changes to the regulation.

11.11. The original Regulation on administrative and managerial personnel selection, recruitment, employment, and adaptation is stored in the Strategy and HR Department. At the same time, the copies are stored in the KAZGUU internal repository of Regulations, and all structural departments can use them for work purposes.

Appendix A
Staffing Needs Form
Personnel is required for _____

	Number of employees in the department	Vacant positions in the department	
		Position	Number

Information about the anticipated changes in a department's personnel

Reason for the changes	Employee's name	Expected date	Comment
Retirement			
Parental leave			
Educational leave			
Long unpaid leave			
Termination of the labour contract (upon expiration, qualification mismatch, personnel reduction, etc.)			
Other reasons			

Name of the head of the structural department _____

Signature _____

Date _____



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**Appendix B
Vacancy request form**

Department

Name of the head _____

Date _____

1. Position

2. The reason for vacancy _____

3. The deadline for closing a job position

4. Additional requirements to a candidate

Signature of the head of the structural department



**Appendix C
Job profile**

(to place it on the university website)

1. Job position _____
2. The approximate monthly income from _____ up to _____
Tenge.
3. Responsibilities:

4. Requirements to a candidate:

5. Work conditions:

6. Key skills:

Submit CV to

**Appendix D
Cover letter**

Position	
Candidate's name	
Age	
Work experience	
Main achievements within three years	
Management experience (for management position)	
Computer skills (knowledge of systems and programmes)	
Language proficiency	
Motivation	For example: Stable income Opportunity to participate in new projects Good team
Strong sides	For example: Flexibility Stress tolerance Result and progress orientation Readiness for irregular working day
Weak sides	For example: Slowness Inability to prioritize
Test results (if applicable)	
Risks	
Additional information	
Salary expectations	
Ready to start work	
Other	



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Appendix E

To the Chairman of the Board of the
JSC "M. Narikbayev KAZGUU University"
T. M. Narikbayev

Recommendation

Please appoint _____
(Name) to the position of _____ (job title and name
of the department) for _____ months probationary period, since _____
20_____.

The candidate is selected according to the approved Regulation on administrative
and managerial personnel selection, recruitment, employment, and adaptation.

Date: _____

Signature: _____

Appendix F
Sample letter – introduction of a new employee

Good afternoon, dear colleagues!

Today we welcome our new colleague!

Photo of an employee

We are glad to introduce you (name) who will work in the Department _____ as _____.

On behalf of the University team, we express our willingness to fully support our new colleague in solving various issues and wish success in work!

Sincerely, Strategy and HR Department

Sample letter – introduction of a new employee – Manager

Dear colleagues!

We are glad to inform you that from « ____ » _____ 20 ____ our new colleague joined the University team.

Photo of an employee

_____ (name) was appointed as _____

Educational background...

Taken management positions in the spheres...

Management experience in...

The University personnel expresses willingness to fully support (name) in solving various issues, wishes success in work and reaching new career heights!

Sincerely, Strategy and HR Department

**Appendix G
Individual plan for the probationary period**

Name _____

Department _____

Position _____

Date of commencement of work _____

Expiration date of the probationary period _____

The supervisor's name, position _____

№	Tasks	Deadlines	Expected result (KPI)	Actual results	Comment

Informed (the new employee's signature) _____ «__»
20__

Signature of the head of the structural department _____ «__»
20__

Appendix H

Memo about the failure of the probationary period

The _____ employee's _____ name

Job _____

Structural _____ department

The following reasons caused the failure of the probationary period:

Signature of the head of the structural department

Date _____

Appendix I

Conclusion about the results of the probationary period

Name:

Job:

Date of commencement of work:

Expiration date of the probationary period:

№	Name	Position	Recommended / not recommended for hiring	Comments	Date of completion	Signature

Decision of the Chairman of the Board:

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