



**JSC “TRANSPORT AND TELECOMMUNICATION INSTITUTE”
PERSONNEL POLICY**

Riga, 2020

I. General Provisions

- 1 The aim of the Personnel policy of JSC “Transport and Telecommunication Institute” (hereinafter - TSI) is to develop a unified personnel management system, in accordance with TSI strategy, vision, mission and values, achieving the level of competence and motivation of employees that would ensure all TSI internal and compliance with external obligations as well as the development objectives of the TSI. TSI's personnel policy applies to academic staff, general staff, and guest lecturers.
- 2 Personnel policy of TSI is focused on effective personnel development, employee involvement in achieving TSI's strategic and professional goals of each employee, developing skills, assessing work achievements and promoting growth opportunities..
- 3 Personnel policy of TSI is focused on the sustainable development of TSI, enabling both academic and general staff and each student interested in the development of TSI to pursue a career in their field of activity. Therefore, any member of the Institute of Transport and Communications team can realize the vision of TSI - to be the leading private technical university in the Baltic Sea region.
- 4 Personnel policy of TSI is based on the regulations of the Republic of Latvia and the Institute of Transport and Communications governing labor relations, as well as on other external and internal regulations, including regulations governing the field of education.
- 5 The personnel policy of TSI is implemented within the limits of its authority and responsibility by representative and governing bodies and decision-making bodies, as well as by the heads of TSI and its structural divisions at all levels.

II. Basic Personnel Management Processes:

- 6 Basic personnel management processes:
 - 6.1 employment relationships:
 - 6.1.1 staff planning, recruitment and selection;
 - 6.1.2 employment legal relations;
 - 6.1.3 integration of new employees;
 - 6.2 performance management;
 - 6.3 remuneration and motivation of employees;
 - 6.4 personnel development:
 - 6.4.1 professional development and career growth;
 - 6.4.2 staff training;
 - 6.5 implementation of organizational culture.

III. Employment Relationships

- 7 Staff planning, recruitment and selection:
 - 7.1 staff planning in TSI shall be performed in accordance with the tasks and objectives set for each academic and administrative structural unit in the annual work plan, taking into account the budget possibilities;
 - 7.2 the head of the structural unit shall determine the number of employees required for the performance of the tasks of the annual work plan and their qualifications. The Management Board of TSI annually approves the establishment plans for the academic and administrative units;
 - 7.3 The TSI recruitment process provides an opportunity for any TSI employee to apply for a position at TSI based on education, skills, experience and personal preference;
 - 7.4 the selection process is open and fair, giving equal opportunities to all applicants;
 - 7.5 Personnel selection issues in TSI are resolved by the head of the relevant structural unit together with the Human Resource Development Department. The decision on a suitable candidate is made taking into account the candidate's compliance with the requirements set for the respective position.
- 8 Employment legal relations:
 - 8.1 the process of performance of employment legal relations in TSI is ensured by the Personnel Development Department, in accordance with the regulatory enactments of the Republic of Latvia and TSI.
- 9 Integration of new employees in TSI:
 - 9.1 the introduction of a new employee to work and training in accordance with the responsibilities assigned to him is provided by the head of the structural unit;
 - 9.2 the head of each TSI structural unit is responsible for providing the necessary material and technical resources and a safe working environment for the new employee;
 - 9.3 when the new employee starts employment relationship, a representative of the Human Resource Development Department and the head of the structural unit acquaints the new employee with the job description, the TSI Regulation, labor protection requirements and other requirements, as well as other TSI provisions in accordance with the job duties.

IV. Performance Management

- 10 Performance management includes setting staff performance goals and evaluating performance by reviewing employees' professional qualifications and competencies, defining training and development needs.
- 11 The purpose of performance management is to promote the achievement and evaluation of the work results specified in the TSI Strategic Plan.

- 12 The evaluation of the academic staff takes place in accordance with the TSI Academic Staff Attestation Procedure and Criteria.

V. Remuneration and Motivation of Employee

- 13 The employee remuneration system implemented by TSI ensures internal justice by setting comparable and balanced remuneration for positions of a similar level, remunerating employees in accordance with qualifications, job responsibilities, work results and personal contribution to the achievement of TSI Strategic Objectives..
- 14 The principles of remuneration for TSI academic staff are set out in the TSI Teaching Staff Remuneration Regulations.
- 15 TSI provides a modern and safe work environment, growth-promoting training measures, supportive social assistance to motivate employees.
- 16 TSI as an additional motivation works with internal regulatory enactments to determine the benefits available to the employee.

VI. Personnel Development

- 17 Professional development and career growth:
- 17.1 Personnel development includes professional development, career planning and implementation of all TSI employees in TSI;
- 17.2 TSI academic staff is the most important resource of the university, which ensures the achievement of academic and scientific goals, therefore one of the goals of staff policy is to ensure continuity of academic staff in academic positions by supporting doctoral studies and increasing the number of elected academic positions requiring doctoral degrees;
- 17.3 TSI has the opportunity to develop an academic and scientific career by fulfilling specific qualification requirements in accordance with each academic position (assistant, lecturer, assistant professor, associate professor, professor) or scientific position (research assistant, researcher, leading researcher);
- 17.4 TSI staff, in accordance with their position, have the opportunity to improve professionally by participating in international projects, university cooperation and academic events, scientific work, experience exchange programs and methodological work of the university, thus raising their qualification;
- 17.5 TSI promotes the participation of general employees in vacancies by offering horizontal and vertical career development;
- 17.6 TSI creates preconditions for the social development of all TSI employees.

18 Employee training:

- 18.1 TSI supports internal training and experience exchange workshops that facilitate the transfer of best practices, accumulated professional knowledge and the exchange of professional experience between employees of structural units.;
- 18.2 The TSI Human Resources Development Department summarizes the training needs of the business units and provides the necessary support in their organizations, by using internal resources or outsourcing.

VII. Implementation of Organizational Culture

- 19 The organizational culture of TSI is implemented in accordance with the principles set out in the TSI Code of Ethics, which are followed by establishing connections with colleagues, students and cooperation partners.
- 20 In their interactions and discussions within TSI's internal affairs, TSI employees are open, fair and responsible, respect the confidentiality of all information regarding TSI and related companies, as well as third parties.
- 21 The TSI does not allow any discrimination based on a person's race, color, nationality, language, sex, sexual orientation, social origin, property or marital status, health, age, religion, political opinion or other circumstances.
- 22 Equal attitude applies to activities and communication between students, staff, applicants and other parties involved in TSI activities.