



Approved by the Board of JSC
“Astana medical university”
No. 47 dated “18” November, 2013


POLICY

INTEGRATED MANAGEMENT SYSTEM

HUMAN RESOURCES POLICY OF JSC “ASTANA MEDICAL UNIVERSITY”


P-AMU-03-13

Astana

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FOREWORD

- | | | |
|---|-----------------------------|--|
| 1 | DEVELOPED BY: | legal department |
| 2 | DEVELOPERS | <ul style="list-style-type: none"> – Director of the department of cadre work and legal providing B.A. Syzdykov – Chief of the legal department O.S. Ustinovich – leading specialist of the department of quality management and strategic planning G.M. Segizbayeva |
| 3 | INTRODUCED BY | – DMQ and SP |
| 4 | APPROVED | – “18” November, 2013 |
| 5 | PUT INTO EFFECT | – “18” November, 2013 |
| 6 | AGREED BY | <ul style="list-style-type: none"> – Vice-rector for educational activities G.A. Zhaksylykova – Vice-rector for scientific and clinical activities F.A. Galitskiy – Vice-rector for pedagogic and social activities G.Z. Khairli – Vice-rector for administrative and economic activities M.O. Nurzhaubay – Director of the department of cadre work and legal providing B.A. Syzdykov – Chief of the department of quality management and strategic planning Z.S. Zhumasheva – Chief of the legal department O.S. Ustinovich |
| 7 | POLICY REVISION PERIODICITY | Once every 3 years |

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1 INTRODUCTION

1. The development of the Human resources policy of the joint-stock company “Astana Medical University” (hereinafter – Policy) is conditioned by the need to define the system of goals, principles, directions and mechanisms of management and effective use of the employees of JSC “Astana Medical University” (hereinafter – Company) and its subsidiary (hereinafter – SS).

2. This Policy is an internal document regulating the Company’s activities in the field of human resources management and the basis for the development by the Company and the SS of acts, programs, manuals and other documents in the field of human resource management.

3. The policy complies with the current legislation of the Republic of Kazakhstan.

2 PURPOSE AND SCOPE

1. Human resources policy is the general direction of work with personnel, reflecting a set of principles, methods, a set of rules and norms in the field of work with personnel, which must be realized and formulated in a certain way.

2. Human resources policy is subject to application by employees of all structural divisions of the Company.

3 TERMS AND DEFINITIONS

3.1 This document uses terms and their corresponding definitions in accordance with the international standard ISO 9000: 2005. The main provisions and vocabulary.

Table 1. Terms and definitions

Terms	Definitions
Adaptation of workers	Informational and psychological support of a newly adopted employee with the aim of minimizing the period of formation of his commitment to new working conditions and determining his functional place in the work collective
workforce capacity	a set of abilities of all employees of the Company aimed at solving strategic and tactical tasks of the Company
personnel reserve	a group of qualified employees of the Company who have passed preliminary selection, special training and are internal candidates for filling vacancies of higher positions
corporate culture	a system of corporate values, style of work and norms of organizational behavior adopted by the Company
mentoring	support and encourage of workers to manage their own education and development so that they can maximize their potential, develop their skills and improve their efficiency
staff motivation	a set of processes that encourage, guide and support the behavior of staff in the direction of achieving a specific goal
performance evaluation	specialized measures aimed at determining the effectiveness of the Company’s activity, its SS, structural units and employees in the course of implementing certain tasks

4 ABBREVIATIONS AND DENOMINATIONS

1. The following abbreviations and denominations are used in this document in accordance with Table 2.

Table 2. Abbreviations and denominations

No.	Abbreviations and denominations	Full name of the above abbreviations and denominations
1	JSC	Joint-stock company
2	SS	The Company’s subsidiary LLP “Medical Center of the joint-stock company “Astana Medical University”
2	IMS	Integrated management system
3	PM	Processmap
4	Company	Joint-stock company “Astana Medical University”
5	ATS	Academic teaching staff
6	DQM and SP	Department of quality management and strategic planning
7	RK	Republic of Kazakhstan
8	US	University standard

5 NORMATIVE REFERENCES

1. The main normative legal acts in this area are the Constitution of RK, the Labor Code of RK, the Law of RK “On joint-stock companies”, the Law of RK “On Education” and other normative and legal acts of RK.

2. The regulatory acts of the Company regulating the Human resources policy process are:

- “Strategy of JSC “Astana medical university”;
- “Integrated management system policy of JSC “Astana medical university”;
- “Social Policy of JSC “Astana medical university”;
- “Code of corporate culture and ethics of JSC “Astana Medical University”;
- PM “University management”;
- PM “Management of the basic services marketing “;
- PM “Educational process management”;
- PM “Organization of the process of social support for students”;
- PM “Personnel management”;
- PM “Infrastructure and production environment management”;
- PM “Information and communication systems management”;
- US “Stakeholder analysis”;
- RG “Regulation on the website of JSC “Astana Medical University”;
- US “Organization of activity of JSC “Astana Medical University” in the field of corporate social responsibility”;
- RG “On the implementation of the Image policy of JSC “Astana medical university”;
- “Training and professional development of AMS”;
- RG “On remuneration of labor, awarding other social payments of JSC “Astana Medical University”;
- RG “On the encouragement and motivation of the employees of JSC “Astana Medical University”;
- RG “On the personnel selection”;
- RG “On the personnel reserve”;
- RG “On the rating of structural units”;
- RG “On the rating of AMS”;
- RG “On the rating evaluation of ATS activities”.



6 GENERAL PROVISIONS

1. The main value of the Company is its human capital. One of the main components of the Policy is to maintain the position as far as possible, depending on the performance of the Company, improving working conditions and observing the norms of social protection of employees.

7 THE MAIN PART

7.1 The main principles of Human resources policy:

1) formation of a corporate and professional culture. The priority is the formation of a positive corporate culture that captures the value of professional work as a means of implementing the value of self-development, as well as the value of the Company and the SS as conditions for the self-development implementation;

2) conformity of qualification of workers to requirements to posts occupied. Priority is the appointment of specialists, based on their compliance with their qualifications for the position. People work in those positions where the requirements of the position coincide as much as possible with their strengths;

3) continuity of knowledge and experience, emphasis on development and training of employees. Investments in training and development should be in line with the needs of the Company and SS in achieving strategic goals. The Company forms a pool of employees, who will ensure the preservation of accumulated knowledge and experience, and the transfer of information in case of rotation and dismissal;

4) reward and progress on merit and achieved performance results. The Company seeks to nominate employees who have demonstrated high results in the management positions. In the system of the Company, a performance management system will be implemented by creating workplace standards (job descriptions, key performance indicators, descriptions of competencies, knowledge and skills, etc.), assessing the quality of performance standards, motivating and encouraging employees who meet standards and achieve high performance. The Company strives not only to increase the efficiency of individual work, but also creates prerequisites for the formation of corporate social responsibility for the overall result of the activity.

7.2 Implementation of the task aimed at increasing the effectiveness of work at all levels

1. In order to develop successfully the Company and its SS, to achieve the vision and strategic goals of the Company, it is necessary to create a system that allows to actively and effectively manage the work performance at all levels: from an individual employee to the Company as a whole.

2. In order to implement this task, the following measures are necessary:

1) regular reporting to the employees on the vision, strategic directions of development, main goals and objectives of the Company so that each employee understands where the Company is moving in its development and what are its requirements to employees and expectations from them;

2) development and introduction of a system for assessing the effectiveness of activities, based on strategic goals and objectives, reflecting the effectiveness of the work of the Company, its SS, structural units and individual employees; the indicators of this assessment will serve as the basis for building a management system by objectives;

3) building an effective system for collecting and processing information in order to objectively determine the extent to which goals and objectives will have been achieved, automating personnel work and reporting;



4) building a transparent use of the results of performance evaluation, determining their impact on increasing labor remuneration, career advancement, decisions about rotation and movement, identifying training and development needs.

7.3 Implementation of the task aimed at attracting, selecting, hiring and accepting employees

1. In order to attract highly qualified personnel to the Company and ensure effective use of their capabilities and potential, it is necessary to create an effective system for attracting, selecting, hiring and accepting workers.

2. In order to implement this task, the following measures are necessary:

1) introduction of a labor resource planning system through a thorough analysis of the labor market, analysis and forecasting of short-term and long-term staffing needs, including key positions and creation of an integrated personnel requirements planning system;

2) development of a unified policy of competitive procedures when recruiting staff for vacant positions: formation of a single information database of CVs of candidates, confirmation of the diploma for ATS, analysis of the conformity of professional competence and competencies of workers with the requirements of workplaces;

3) search and selection of highly qualified specialists with the following competencies: professionalism, motivation, responsibility, ability to make decisions and ability to organize the workflow efficiently, focus on achievement of results, activity in promoting innovation, ability to learn quickly and use the acquired knowledge, adherence to corporate values of the Company;

4) creation of an internship system and interaction with higher education institutions in order to attract the best graduates to work;

5) implementation of a transparent system of recruitment based on the principle of equal opportunities. In the competitive selection for vacant posts, both external candidates and employees of the Company can take part. With equal levels of professional knowledge and skills, the Company and its SS prefer internal candidates and young professionals;

6) development and implementation of a system for the adaptation of staff for newly recruited staff, which reduces the time for the new employee to enter the post;

7) creation and development of personnel reserve programs in the Company's system through: development of evaluation criteria and selection of employees with high potential, development and implementation of the rotation and replacement of positions, motivation for the rotation process of employees in the personnel reserve within the Company's SS.

7.4 Implementation of the task aimed at training and development of employees

1. In order to form a pool of highly qualified specialists in the Company and in SS, it is necessary to introduce an effective system of continuous professional development of employees.

2. In order to implement this task, the following measures are necessary:


1) identification of training needs for staff based on an analysis of the discrepancy between the requirements for the employee and the existing level of his competence;

2) continuous improvement of professional qualification of employees is a direct responsibility of all managers and employees themselves. The Company and SS, based on the interests of production activities, carry out various forms of internal and external training;

3) strict compliance of all types of personnel training with the goals and development strategy of the Company and SS, based on the priority of the identified training needs;

4) creating necessary conditions for obtaining quality education and professional development aimed at the formation, development and professional development of the individual on the basis of the achievements of modern science and practice;

5) development of "mentoring" system and attracting highly qualified specialists for this work, while the status of the mentor is honorable;

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6) expansion of autonomy, independence of SS in the educational sphere, democratization of educational activity management;

7) functioning of the system for assessing the quality of education and professional development of activities and ensuring continuous monitoring and evaluation of the application of knowledge gained in practice;

8) introduction and effective use of new teaching technologies, including distance learning, information and communication technologies, which facilitate the rapid adaptation of educational activities to the changing needs of the market;

9) development of life-long learning systems that ensure the relationship between general education, on-the-job training and market needs and helping each employee make as much as possible his personal potential based on knowledge;

10) development of new skills and competencies of employees, allowing them to engage in other areas of business, move to new roles and positions.

7.5 Implementation of the task aimed at motivating employees and remuneration based on labor performance

1. The purpose of the unified motivation system for the Company’s employees is a fair assessment of the contribution of each employee to the common cause of the Company, attracting highly qualified specialists, stimulating the Company’s employees to complete the tasks assigned to them with a high degree of effectiveness and efficiency.

2. To implement this task, the following measures are necessary:

1) analysis of the labor market relative to wages and trends of its movement;

2) introduction of a motivating and transparent remuneration system based on the level of qualifications, competence and effectiveness of employees;

3) realization of tangible remuneration consisting of a fixed part (basic salary) and a variable part (bonus payments);

4) development and improvement of the bonus system, tied to the achievements of employees of certain performance results;

5) the amount of tangible compensation for each employee depends on the following factors:

- the work performed / the position held in the Company;

- the level of professional competence;

- the effectiveness of the work and the results achieved both individually and collectively over a period of time payable;

- loyalty, commitment to the values and goals of the Company;

6) ATS motivation for conducting research and training activities;


7) providing employees with various social benefits, tangible incentives and assistance in special cases, ensuring social guarantees and standards for the social protection of workers;

8) intangible motivation by recognizing the merits of employees for high labor efficiency indicators, as well as introducing the system of presenting employees to corporate, state and other awards and distinctions;

9) constant development of the system of tangible and intangible motivation of employees to increase labor performance, improve the efficiency of service delivery and employees’ interest in solving the tasks facing them.

7.6. Implementation of the task aimed at developing corporate leadership and corporate culture

1. In order to build an effective, dynamic and continuously developing organization, the Company will implement the following measures:

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- 1) development and improvement of corporate culture, a system of corporate values, corporate brand and public image;
- 2) development of the Company’s leadership potential;
- 3) construction of a system of internal corporate information and knowledge sharing, which allows to solve effectively the goals and tasks facing the Company;
- 4) conducting surveys of employee satisfaction (sociometrics, sociological surveys);
- 5) formulation and promotion of corporate values and social norms regulating the conduct of employees, development of rules for corporate communication and corporate style;
- 6) carrying out organizational measures that strengthen teamwork, loyalty, favorable and creative atmosphere in work collectives;
- 7) development and implementation of an effective change management system;
- 8) construction of an integrated system of personnel management, including all stages and forms of interaction between employees and the Company from attraction and registration to retirement and subsequent support.

7.7 Participants ensuring the implementation of the Human resources policy

1. Achievement of goals and objectives, adherence to the principles of human resource management set out in this Human resources policy provide for the definition of the responsibility of the managers of the Company, SS and their structural units.

2. The implementation of the Personnel Policy provides for the involvement of the following subjects of the Company and DO:

1) the first leaders and members of the board. The main tasks: ensuring the implementation of the principles, achievement of the goal and implementation of the objectives of this Policy;

2) a structural unit overseeing the personnel service administration. The main tasks: building a rational personnel work organization system, including attraction, selection, hiring, adaptation of personnel and evaluation of the effectiveness of their activities;

3) a structural unit supervising the educational activity of employees. The main tasks: development of an effective system of continuous professional development of employees;

4) heads of other structural units. The main tasks: assistance in the implementation of the objectives of the Human resources policy, including the assessment of the need for training of its employees; definition of the possibility of educational activities; providing training for its staff; evaluation of the effectiveness of their training.

7.8. Expected results

1. The expected results of the implementation of the Policy will be:

1) an efficient and harmoniously functioning human resources management system, focused on the personnel development;

2) construction of a system that allows to actively and effectively manage the work performance at all levels;

3) increase in the number of highly qualified personnel working in the Company;


4) availability of a qualitative and effective system of continuous professional development of employees;

5) increase in loyalty and staff satisfaction;

6) reduce in staff turnover and increase in staff productivity;

7) improving the relationship between management and employees;

8) existence of a significant pool of motivated staff that achieves the tasks assigned to it with a high degree of effectiveness and efficiency;

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9) ensuring understanding and active participation of personnel in the implementation of the Company’s strategic goals and objectives.

8 REVISION, AMENDING, STORAGE AND DISTRIBUTION

1. If certain clauses of this Human resources policy contradicts the current legislation of the Republic of Kazakhstan, these clauses become invalid and, in accordance with the provisions of the current legislation of the Republic of Kazakhstan, it is necessary to follow the provisions of the current legislation of the Republic of Kazakhstan until appropriate amendments are made to this Policy.

2. Amendments to the current legislation of the Republic of Kazakhstan, the Company’s Strategy and Development Plan, as well as the decisions of the Sole Shareholder, may form the basis for the decision of the Company’s Board on the need to adjust this Human resources policy.

3. Revision, amending, storage and distribution of this Human resources policy are implemented according to the requirements of the University standard “Document management (US-AMU-02).

4. The original of this Human resources policy is registered and stored in the department of quality management and strategic planning.

5. The scanned version of this Human resources policy is placed in the server computer of the University in the shared folder.

6. The approved copies of this document are delivered to all operational units of the University.



Agreement sheet

№	Position	Name	Agree date	sign
1	Vice-rector for educational activities	G.A. Zhaksylykova	05.11.13 ₂	
2	Vice-rector for scientific and clinical activities	F.A. Galitskiy	05.11.13 ₂	
3	Vice-rector for pedagogical and social activities	G.Z. Khairli	05.11.2013 ₂	
4	Vice-rector for administrative-economic activities	M.O. Nurzhaubay	05.11.13	
5	Director of the department of cadre work and legal providing	B.A. Syzdykov	25.10.2013 ₂	
6	Chief of legal department	O.S. Ustinovich	22.10.2013 ₂	
7	Chief of human resources development	S.R. Baimukhametova	24.10.2013 ₂	
8	Chief of the department of quality management and strategic planning	Z.S. Zhumasheva	21.10.2013 ₂	



Amendments sheet

№	Sheet (page) numbers				Total number of sheets	The number of chapter, subchapter, standard point with changes	The signature of the person who makes amendments	Amendment date
	Changed	Replaced	New	Annulled				



Acknowledgment sheet

№	Position	Name	Acknowledgement date	Signature