

Manisa Celal Bayar University's Human Resource Policy

The core principles underlying Manisa Celal Bayar University's (MCBU) Human Resource (HR) Policy are respect for human dignity and inclusivity.

MCBU HR Policy incorporates different functions (including planning, selection and placement, performance evaluation, training and development, career management, compensation and reward management, industrial relations, employee health and job security) and applies equally for all stakeholders.

This policy is compatible with the basic values and principles of the university, and MCBU personnel act in harmony with the basic values and principles adopted by the university. From recruiting to employee orientation, career management to performance appraisal, the teaching and oversight of the following principles is considered essential:

- Scientific and academic merit
- Academic freedom
- Respect for universal values, human rights, and freedoms
- Participation and democracy
- Attention to local and global issues
- Transparency and accountability
- Innovation and entrepreneurship
- Observing quality in education
- Acting in accordance with ethical principles

MCBU values human capital above and beyond all tangible resources. Within this framework, objective criteria apply in each step of HRM from recruiting the right people for the right job, appointing employees in units compatible with their qualifications and supporting their development, periodically updating job descriptions, monitoring, and encouraging working practices in line with the *zeitgeist* to monitoring personnel affairs, planning in-house and external trainings, and performance management, among others.

The basic principles of MCBU HR Policy are as follows:

- 1) Establishing a balance between the demand and supply of the workforce in line with the strategic objectives of the university, and ensuring recruitment of the “right people for the right job”,
- 2) Keeping job descriptions and job specifications up to date through systematic job analyses, and designing jobs in a way to keep job satisfaction and motivation levels high,
- 3) Creating a strong and productive organizational culture in which employees are encouraged through proactive HR practices to collectively embrace and endorse the core values, principles, and goals,
- 4) Establishing a strong problem-solving climate based on coordination and teamwork,

- 5) Encouraging esprit de corps, participation, and a sense of belonging among stakeholders in all kinds of academic, cultural, sports and artistic events,
- 6) Providing professional training and development opportunities to all MCBU people in their pursuit for developing new competencies,
- 7) Operating HR functions in a nondiscriminatory manner while also adopting, when necessary, positive discrimination practices for disadvantaged individuals or groups,
- 8) Providing timely and relevant information through an active use of official channels (such as the university website, social media accounts, email, SMS, Microsoft Office Teams platform, and the intranet) about HR practices such as calls for vacancies, recruitment, fringe benefits, employment opportunities, promotion conditions, official and other processes regarding leave of absence, rules and regulations to be followed in the workplace, central decisions, senate decisions, requests and complaints among others,
- 9) Processing HRM issues in a transparent, legal, objective, measurable and accountable manner,
- 10) Providing a balance between individual career goals and HR-related needs of the university,
- 11) Taking preventive measures against work accidents and occupational diseases to protect the physical and psychological health of stakeholders, and creating a safe working environment for all,
- 12) Adopting a green HRM approach, creating an environmentally sensitive, resource-efficient, and socially responsible organization, and developing practices that encourage green behavior,
- 13) Offering a well-structured and written orientation program for socializing the new employees and arrivals to the organizational culture in any unit within the university,
- 14) Providing a clear link between jobs, tasks and performance management by enlisting job expectations and standards, ensuring a proper selection of the evaluators, and emphasizing open communication,
- 15) Informing the managerial staff about HR functions and ensuring that adequate training is provided about potential difficulties that they may encounter in HR processes (such as errors that are likely to arise in performance evaluation process),
- 16) Fulfilling responsibilities related to the establishment of work peace and employee wellbeing
- 17) Ensuring protection of employee rights and a fair distribution of rewards,
- 18) Increasing effectiveness of human capital by evaluating employees' actual success and potential for future development,
- 19) Following legal and ethical requirements in recruitment and placement

Passed by the MCBU Senate

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