

RISEBA University of Applied Sciences STAFF POLICY

1. General Provisions

- 1.1. The aim of the personnel policy (hereinafter – the Policy) of RISEBA University of Business, Arts and Technology (hereinafter – RISEBA) is to ensure a consistent, transparent and values-based approach to human resources management, fostering a motivated, competent and socially responsible academic and general staff who support RISEBA's strategic objectives and sustainable development, as well as ensuring the recruitment of high-calibre industry professionals – experts – to deliver specific study modules or carry out specific tasks.
- 1.2. The policy is implemented in accordance with RISEBA's values – Openness, Diversity and Excellence. Openness means a respectful and trusting environment that fosters collaboration, innovation and the exchange of knowledge. Diversity is expressed as the principle of equality and inclusion, ensuring a respectful attitude towards each employee's experience and identity. Excellence calls for continuous professional development and high-quality work performance, which contributes to a positive impact on society. RISEBA supports and promotes intercultural communication, diversity and tolerance.
- 1.3. This policy is implemented in accordance with applicable legislation, including the Labour Law, the Higher Education Law, the Scientific Activity Law, as well as RISEBA's internal regulations governing its operations, without any direct or indirect discrimination (i.e. regardless of a person's race, skin colour, gender, age, disability, religious, political or other beliefs, national or social origin, financial or family status, sexual orientation or other circumstances).
- 1.4. RISEBA's staff policy safeguards the interests and specific working conditions of the various RISEBA human resources groups (staff members appointed to academic teaching and research posts, general staff, visiting lecturers, affiliated researchers and external service providers; hereinafter collectively referred to as 'staff') by tailoring human resources management approaches to each group and implementing them uniformly and consistently in relation to every member of the relevant staff group.
- 1.5. Elements of motivation and skills development must be clearly defined for each staff group, ensuring that priority is given to supporting members of RISEBA's academic and general staff.

2. Staff planning and recruitment

- 2.1. In pursuit of RISEBA's strategic goal of becoming an internationally recognised centre of excellence in the fields of business, the arts and technology, the aim of RISEBA's staff planning and recruitment is to attract professionally competent, motivated staff who align with the university's values and are capable of contributing to the fulfilment of RISEBA's mission and functions.
- 2.2. Staff planning is carried out on the basis of the university's academic and administrative needs, taking into account the development of study programmes, research areas and strategic priorities.
- 2.3. Before creating any new post, making changes to an existing post or advertising a vacancy, the duties of the post and their interaction with the duties of other posts – as summarised in RISEBA's unified post catalogue – are assessed, and, where necessary, the duties, areas of responsibility and required competencies for each post are clarified. Job descriptions are regularly reviewed and updated in line with changes to the organisation's structure or functions.

- 2.4. Staff recruitment is conducted in a transparent and fair manner. Vacancies for academic staff are filled by organising an open competition, in accordance with the procedures laid down in external legislation. In the general staff recruitment process, unless otherwise specified in external legislation or binding documents (such as project contracts), RISEBA gives priority to internal competitions, thereby promoting staff professional growth and career development. If a post is not filled through an internal competition, an open competition is announced. In exceptional cases (for example, based on a performance appraisal, to ensure continuity of duties, or where particularly specific competencies are required), an employee may be appointed without a competition, in accordance with RISEBA's internal procedures.
- 2.5. The selection process assesses not only professional suitability but also potential for teamwork, the ability to engage in innovation processes, flexibility and a commitment to the university's development.
- 2.6. RISEBA promotes staff retention by supporting staff's professional growth, career development and participation in selection processes for higher or other positions, thereby ensuring both horizontal and vertical career opportunities within the university.

3. Staff integration and work organisation

- 3.1. The Human Resources Department is responsible for the preparation, signing and storage of documentation relating to the commencement of employment, as well as for familiarising new staff with RISEBA's general internal regulations.
- 3.2. Unless the Rector has decided otherwise, a probationary period of three months is stipulated when an employment contract is signed with a new employee.
- 3.3. The integration of a new employee is facilitated through a structured induction process and the support of their line manager, ensuring an understanding of the university's values, culture, objectives and structure. The relevant department or line manager ensures that the employee is familiarised with their duties and provides information on matters relating to their work tasks and the procedures for carrying them out.
- 3.4. RISEBA promotes an inclusive and supportive working environment in which every employee has the opportunity to participate fully in the life and development of the university from their very first days at work.
- 3.5. Work at RISEBA is organised in accordance with the requirements of external legislation and RISEBA's approved internal documents (including departmental regulations, staff job descriptions, regulations, orders, procedures and the university's strategy). A quality management system is in place to ensure the continuous improvement of processes. RISEBA has clearly defined objectives and tasks for its organisational units, from which the duties, responsibilities and competencies of staff members are derived. Every staff member understands and is aware of their role in achieving RISEBA's objectives.

4. Performance and quality assessment

- 4.1. To motivate RISEBA's **academic staff** to continuously improve their scientific, pedagogical and organisational qualifications, and to facilitate preparation for the academic election and re-election process, an annual work quality assessment system (DKIS) is implemented. The assessment of results and discussion of plans and tasks for the coming period consist of a self-assessment by academic staff and an assessment by their line manager, which are reconciled during an annual interview with the line manager. Each area is assessed in detail from both perspectives, using quantitative and qualitative criteria. The criteria may be updated and refined in line with the university's priorities. Certain criteria are given greater weight; for example, in the area of research, the number of internationally cited publications, and in the area of teaching, the results of student surveys on the quality of teaching, etc. The evaluation also serves as a motivational factor for teaching staff to achieve the best possible results, as the outcome of the annual evaluation is linked to the academic staff remuneration system.

- 4.2. The assessment of the performance and quality of work **of general staff** is carried out in accordance with RISEBA's Performance Management System (DIVS), the aim of which is to promote staff development and high-quality work. The assessment involves setting individual targets, regularly evaluating performance and providing feedback, based on pre-defined criteria and job responsibilities. Within the framework of DIVS, staff competencies are assessed in accordance with RISEBA's unified competency model. The results of the assessment are used to plan professional development activities and to apply motivational tools.
- 4.3. RISEBA attaches particular importance to employee recognition and appraisal, which strengthen the internal culture and a sense of belonging. Several traditions are upheld that focus on highlighting excellence and honouring contributions. RISEBA fosters and develops a culture of recognition as an essential part of a positive working environment.

5. Development and professional growth

- 5.1. RISEBA promotes the continuous professional development of academic and general staff by providing opportunities to enhance the knowledge, skills and competences essential for achieving the university's strategic objectives.
- 5.2. Professional growth is supported by offering staff the opportunity to take part in seminars, training courses, conferences, *Erasmus+* mobility trips for the exchange of experience, as well as various internal and external educational events.
- 5.3. RISEBA particularly encourages staff involvement in interdisciplinary projects, academic and administrative mobility programmes, and innovation processes, which enrich professional experience and foster institutional development.
- 5.4. Each staff member's development is planned in collaboration with their line manager, based on performance appraisals, individual objectives and competence development needs.
- 5.5. RISEBA purposefully develops staff digital competences and data literacy, promoting the secure, responsible and effective use of digital solutions, including artificial intelligence tools, in teaching, research and administrative processes. RISEBA supports staff initiatives in introducing new working methods and innovations, whilst complying with data protection, information security, academic integrity and ethical requirements.

6. Remuneration and motivation

- 6.1. RISEBA has established a fair and transparent remuneration system based on the scope of job responsibilities, an employee's competence, performance and contribution to the university's development, in accordance with current legislation and the university's financial capabilities.
- 6.2. The remuneration system includes both a basic salary and opportunities to receive a variable component – allowances or bonuses for specific work achievements or the performance of additional duties.
- 6.3. The staff motivation system comprises financial and non-financial incentives, opportunities for professional development, social support and workplace solutions. These are applied in accordance with the principles of equal treatment, fairness, proportionality and transparency, whilst also taking into account the employee's legal status, the specific nature of their role and the organisation of their work, their work performance, individual needs and RISEBA's financial capabilities.
- 6.4. In accordance with the conditions set out in RISEBA's internal regulations, employees may be provided with a basic package of benefits, including health insurance, one paid day off in the month of the employee's birthday, the opportunity to attend events organised by RISEBA free of charge, tuition fee discounts for employees and their family members, as well as access to RISEBA library resources, premises designated for work purposes and relaxation areas. The use of library resources and facilities is subject to access, security and licensing conditions.

- 6.5. Social support and recognition schemes may include cash gifts on staff anniversaries, one-off financial support for special life events, and other support measures provided for in RISEBA's internal regulations. RISEBA provides the social guarantees set out in the regulations independently of any additional motivational measures.
- 6.6. Professional development tools may include support for studies and upskilling, participation in seminars, conferences and training courses, Erasmus+ mobility and experience-sharing trips, as well as support for scientific, pedagogical and professional activities. These measures are applied in accordance with the employee's development needs, RISEBA's priorities and available funding.
- 6.7. Where the nature of the job duties and RISEBA's operational needs permit, staff may be offered individually tailored motivational and work organisation solutions, such as agreements on flexible working hours or a combination of on-site and remote working, an individual professional development plan, involvement in projects, mobility schemes or other appropriate arrangements.
- 6.8. The head of the department shall agree on the application of a tailor-made solution with the employee and coordinate it with the Head of Human Resources and, where necessary, with the heads of other relevant departments. If the nature of the solution so requires, the procedure for its application or the individual decision shall be approved by order of the Rector.
- 6.9. The types of incentive schemes, the group of recipients, the award criteria, the amount or limits, the necessary supporting documents, and the procedures for approval and funding are set out in a separate internal regulatory act of RISEBA. RISEBA regularly reviews its remuneration and incentive system to promote its competitiveness, ensure that the package meets staff needs, and secure sustainable funding.

7. Ethics and Standards of Conduct

- 7.1. The professional conduct of RISEBA staff is based on the principles of honesty, respect, responsibility and fairness. All staff are expected to uphold the university's values, act professionally and ethically, and strengthen the university's reputation through their conduct.
- 7.2. Staff must comply with internal regulations, work procedures and generally accepted standards of conduct when communicating with colleagues, students, partners and the public.
- 7.3. RISEBA has developed and adheres to a Code of Academic Integrity and a Code of Ethics; furthermore, the RISEBA Ethics Committee has been established to investigate potential breaches of ethical principles where necessary and to take appropriate decisions.
- 7.4. RISEBA does not tolerate discrimination, bullying, violence or any other form of psychological or physical coercion in the workplace. Any breaches are investigated in accordance with internal procedures and legal regulations.
- 7.5. Staff are encouraged to foster an inclusive, supportive and collaborative culture in which diversity of opinion is respected and a safe environment is ensured for all involved.

8. Internal communication

- 8.1. RISEBA approaches internal communication as an open, timely and two-way process that promotes access to information, participation and trust between management, staff and departments.
- 8.2. Information is circulated through official communication channels—the RISEBANET internal employee portal, other internal information systems, email, and meetings.
- 8.3. RISEBANET is the central site providing employees with access to internal information and resources. It publishes relevant employee announcements, internal regulations, and information on work organisation in one place, as well as providing access to systems, forms, and other resources necessary for work. RISEBANET content is kept up to date

in compliance with information security and personal data protection requirements; employees regularly review the information published on the portal and use it in the performance of their duties.

- 8.4. Managers are responsible for providing their staff with relevant information, whilst staff are given the opportunity to make suggestions, ask questions and take part in discussions on work-related matters.
- 8.5. RISEBA promotes respectful communication that adheres to standards of professional ethics and demonstrates a responsible attitude towards diversity of opinion.

9. Working environment

- 9.1. RISEBA creates a safe, ergonomic and employee-friendly working environment that promotes well-being, productivity and long-term professional engagement.
- 9.2. Staff have access to break rooms, a kitchen, drinking water, functional and comfortable workstations that meet ergonomic requirements, as well as other solutions designed to make day-to-day work more convenient.
- 9.3. RISEBA fosters a positive internal atmosphere and team spirit by organising regular staff-building events and celebrations, which strengthen mutual cooperation and a sense of belonging to the RISEBA community.

10. Implementation and review of the policy

- 10.1. The implementation and monitoring of the HR policy is ensured by RISEBA's Head of Human Resources in collaboration with the heads of the various departments.
- 10.2. The policy applies to all RISEBA staff, and compliance with it is mandatory in all processes relating to human resources management.
- 10.3. The policy is reviewed as and when necessary, as well as when required by changes in legislation, the university's needs or developments in human resources management practices.
- 10.4. All RISEBA staff are informed of the current version of the policy, which is available on the internal document management system 'Namejs'.