



# ეროვნული თავდაცვის აკადემია NATIONAL DEFENCE ACADEMY



**LEPL - Human Resources Management Policy of the David Agmashenebeli Georgian National  
Defence Academy**

**Gori**

**2021**

## **Article 1. General provisions**

1. The Human Resources Management Policy (hereinafter referred to as the Policy) of the National Defence Academy (hereinafter referred to as the Academy), based on the challenges facing the Academy, is based on the effective implementation of the selection of qualified personnel, professional development and effective means of retaining personnel. Its goal is to create an environment where personnel will be given the opportunity to reveal their potential.

2. The human resources of the Academy are a set of persons employed at the Academy, including:

- a) military personnel;
- b) administrative personnel;
- c) support personnel;
- d) academic/by contract personnel;
- e) personnel employed under contract (freelance).

## **Article 2. Policy goals and objectives**

2.1. Policy objectives:

The policy aims to determine the directions and mechanisms for attracting, selecting, managing, and retaining personnel employed at the Academy. To promote the employment of personnel whose knowledge and experience will support the implementation of the Academy's strategic plan. In addition, to promote the professional development of employed personnel, their career growth, and increased motivation.

2.2. The objectives of the policy are:

- a) selection and recruitment of personnel;
- b) development and evaluation of personnel;
- c) motivation and encouragement of personnel;
- d) retention of personnel.

### **Article 3. Personnel recruitment mechanisms**

1. In the context of higher education institutions in the employment market, the Academy is the only military educational institution that provides the Ministry of Defense of Georgia with a decent, high-ethical, strong moral and leadership-oriented officer corps through high-quality military and academic higher education.
2. The Academy stands out from other higher educational institutions by its mission. This, as a rule, has a positive effect on potential employees, and as they note during interviews regarding the recruitment of personnel, cooperation with the Academy is prestigious for them.
3. In order to attract personnel, the Academy uses various forms, including posting vacancies on the Academy's official website and social networks. Information shared by users of social networks regarding vacancies is positively correlated with the number of applications for the vacancy. The Academy also uses personal contacts of employed personnel in order to attract new, qualified personnel.
4. The Academy strives to attract young staff, be it administrative, academic, scientific or invited personnel. To this end, in the process of cooperation, the Academy provides support for their professional development through trainings/workshops, publication/financing of research (both local and international), and participation in conferences. In addition, it should be noted the possibility of study trips for educational purposes, which is an important factor facilitating professional development.
5. In terms of attracting staff, the location of the Academy is a challenge. Given that most applicants for vacant positions are from the capital, the Academy provides staff support through various mechanisms. For example, supporting academic staff by offering flexible schedules, offering competitive salaries. The Academy provides transportation support for all employees.
6. All employees of the Academy benefit from free health insurance, the Academy's material and technical base, including a learning space equipped with modern technology, unique laboratories, library resources, gyms, swimming pool, recreational space (billiards, table tennis, etc.). Academy employees, if necessary, have support in social issues, which includes financial or other support.

### **Article 4. Stages of personnel selection and appointment procedure**

1. The selection procedure for military bachelors is determined in accordance with the requirements of the “Approval of Qualification Requirements for Officer Positions Determined by the Staff Lists of the Ministry of Defense of Georgia” and “Approval of Qualification Requirements

for Privates, Corporals and Sergeants Determined by the Staff Lists of the Ministry of Defense of Georgia” approved by the order of the Minister of Defense. Appointment to the position is carried out on the basis of the petition of the Rector of the Academy by order of the Commander of the Defense Forces.

2. Support staff is recruited by appointment based on the order of the Rector, through open competition or without open competition, based on the “Rules for Recruiting Support Staff” and the Organic Law of Georgia, “Labor Code of Georgia”;

3. The recruitment of academic/by contract personnel (professor, associate professor, assistant professor) is carried out in accordance with the Organic Law of Georgia, the Labor Code of Georgia, the Law of Georgia on Higher Education, the Statute of the Academy and the “Uniform Rules for Recruitment and Conducting Competitions for Academic Personnel” approved by Order No. 16 of the Minister of Defense of Georgia of March 14, 2017.

#### **4. Hiring administrative staff**

4.1. Appointments to the positions of Rector, Deputy Rector, Head of Bachelor's Degree, Head of Master's Degree, Commander of the Cadet Training Battalion and Head of the Junior Officers' School are made by decision of the Selection Board.

4.2. The Head of the Quality Service is elected by decision of the Academic Council, in accordance with the Charter of the Academy approved by Order No. 16 of the Minister of Defense of Georgia of March 14, 2017.

5. **The hiring of personnel employed under a contract** is carried out based on the needs of the Academy and on the basis of the Organic Law of Georgia, the “Labor Code of Georgia”.

### **Article 5. Personnel Development and Evaluation**

#### **1. Personnel Development**

For the purpose of personnel development, the Academy provides:

- a) Conducting trainings and workshops at both national and international levels;
- b) Supporting participation in exchange programs;
- c) Participation in conferences and publishing papers;

d) Cooperation with international organizations.

## 2. Personnel evaluation

2.1. Military personnel are evaluated based on the “Guidelines for the Evaluation of Military Personnel (Officers and NCOs) of the Ministry of Defense of Georgia” approved by Order No. 69 of the Commander of the Georgian Defense Forces of February 4, 2019. The document is based on the concept of evaluation of military personnel (officers and sergeants) of the Ministry of Defense of Georgia and represents the main mechanism for the effective functioning of the military personnel evaluation system. The purpose of the document is to assess and determine the quality of work performance, knowledge, experience, skills, potential and level of physical training of a military personnel based on their job requirements.

2.2. Civilians are evaluated in accordance with the Academy's Civilian Personnel Evaluation Manual, approved by the Academic Council of the Academy on November 19, 2021, No. 1217448. The document aims to determine the method/system of evaluating the Academy's civilian personnel and regulate the processes related to it. The manual regulates the personnel evaluation method, the rights and obligations of the persons participating in the evaluation process, their relationships, and the basic principles of the evaluation process.

## **Article 6. Personnel Motivation and Incentives**

### 1. Personnel Motivation

Staff retention is positively correlated with high staff motivation. For the purpose of motivation, first of all, the Academy ensures the determination of the needs of the Academy's staff, which is carried out in several ways. Among them are organizational climate research and personal conversations with staff. In order to motivate administrative personnel, the Academy ensures the implementation of incentive mechanisms (see 6.2.). In addition, the Academy provides financial support for its personnel, medical support, transportation services, the involvement of international organizations in the activities of the Academy, exchange programs, the opportunity to participate in conferences, the opportunity to print and publish articles (including in international scientific databases), the material and technical base, which is one of the unique bases in Georgia, has a positive effect on personnel motivation. In addition, the motivation of personnel is ensured by the orderly environment characteristic of a military institution, which is part of the organizational culture.

## 6.2. Staff incentives

- a) Encouraging military servicemen and imposing disciplinary responsibility on them is carried out in accordance with the Law of Georgia on the "Defense Code";
- b) Civilian personnel are encouraged based on the Academy's internal regulations. Civilian personnel are encouraged for exemplary and conscientious performance of official duties, for performing tasks of particular difficulty or importance, as well as for activities carried out to increase the Academy's reputation and awareness.

The following forms of incentives are used towards civilians:

- a) Expression of gratitude;
- b) Awarding of a certificate of gratitude;
- c) Early removal of a previously imposed disciplinary punishment;
- d) Awarding of a certificate of honor;
- e) Awarding of a valuable gift;
- f) Monetary reward.

## **Article 8. Forms of Employment**

Employment at the Academy is carried out:

- a) by appointment.
- b) by selection through competition.
- c) by concluding a legal employment contract.

## **Article 9. Dismissal from a position is carried out:**

- a) The discharge of a military serviceman from the Defense Forces is carried out in accordance with Article 86 (Discharge from Military Service) of the Law of Georgia on the "Defense Code", based on the order of the Minister of Defense.

b) Dismissal of civil personnel is carried out in accordance with Article 47 of the Labor Code of Georgia (Grounds for Termination of an Employment Contract), the employment contract and the Law of Georgia "On Higher Education", based on the order of the Rector of the Academy.

#### **Article 10. Remuneration:**

a) **For military personnel** - the amount of remuneration is determined in accordance with the Order No. 1 of the Minister of Defense of Georgia dated January 15, 2018, "On remuneration, social protection and material security of military personnel of the Ministry of Defense of Georgia, persons with special state ranks and civilians".

b) **For civilians** - the amount of remuneration is determined by the Academy's staff list, official salaries and allowances for staff positions.

c) **For employees under contract** - regulated by agreement between the employee and the employer, in accordance with the remuneration reflected in the signed contract.

d) Remuneration is paid once a month, in the form of non-cash payments.

#### **Article 11. New Employee Orientation Week**

1. When hiring a new employee, the Academy Headquarters G1 Service, the immediate supervisor, and other responsible persons introduce the new employee to the Academy's personnel.

2. The relevant responsible person introduces the new employee to the personnel, the material and technical base of the Academy, and important documents developed at the Academy, such as the Academy's mission, strategic development and action plans, internal regulations, code of ethics, regulations of the relevant structural unit, etc.

3. In order to work effectively in the electronic system, a new employee is given an informational meeting to familiarize themselves with the electronic system Emod.

4. The relevant responsible person introduces the new employee to the personnel support mechanisms, which are expressed in support for both professional development and social issues.

5. The Academy Headquarters Office ensures that the new employee signs the following documents: 1. Commitment Form N10, by signing which the employee undertakes not to disclose confidential information. 2. On compliance with the requirements of the Academy's internal regulations, by signing which the employee undertakes to comply with the requirements set out in the internal regulations.

## **Article 12. On ensuring gender equality**

1. In the process of ensuring gender equality, the Academy is guided by the Constitution of Georgia, international treaties and agreements of Georgia, the Law of Georgia “On Gender Equality”, the “National Action Plans” approved by the resolution of the Parliament of Georgia within the framework of gender equality policy, international acts and regulatory documents.

2. Upholding the principles of gender equality is one of the important goals of the Academy, therefore, the Academy prioritizes the equal protection of the rights of women and men, the promotion of equal and effective implementation of opportunities, and the prevention of all forms of discrimination based on gender.

3. At the Academy, the Head of the G-1 Service of the Academy Headquarters is the Gender Advisor, who informs the Academy leadership and issues recommendations on gender equality. If necessary, provides personnel counseling, and in case of discrimination or harassment, implements actions specified by law.

4. The Academy promotes equal professional development and career advancement of personnel. To this end, it supports the maintenance of gender balance, increasing the involvement and participation of female military personnel, as well as their proportional representation in professional and career development programs.

5. Awareness-raising activities are regularly conducted for Academy personnel, including: information meetings, lectures and trainings covering gender equality topics;

6. The Academy conducts an ongoing organizational climate survey, which examines the perceptions and attitudes of individuals employed at the Academy and is based on gender-disaggregated data.