



Civil Service Bureau

**Human Resources Management Information System Standard  
for public Services**

June 2011

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## Introduction

This document was prepared by the Civil Service Bureau to create unified database on human resources employed in the public sector and improvement of the politics and practices with respect of HR management, based on this information.

Human resources management information system (HRMIS) is the computer software intended for simplification and acceleration of HR management process, improvement of its quality via automation of the basic (routine) objectives and activities. Due to this advantage more and more organizations apply HRMIS. By the incentive of Civil Service Bureau, introduction of such system is planned in public organizations of Georgia from 2011.

Development of the HRMIS unified standards is of key significance for improvement of HR management effectiveness and transparency in certain departments, as well as in public sector, in general. In addition, it will be the significant step in introduction of the unified e-governance system in the country and Georgian government actively works on this currently.

Research conducted by Civil Service Bureau in early 2011 showed that in some institutions of civil service (ministries and organizations within the sphere of their governance) the HRMIS are already introduced and operating to certain extent. Nine of twenty one studied institutions use some type of electronic programs for the purpose of simplification of routine related to HR management and the most part of the other institutions plans introduction of such systems in the nearest future. It should be noted that most operative programs are focused on recording of the staff personal data and generation of simple statistical calculations<sup>1</sup>. In this respect, there are two major problems: (1) ineffectiveness and wastefulness of local development of such systems; and (2) incompleteness and incompatibility of the existing local systems.

- (1) As the public institutions attempt to develop the HRMISs Locally, by themselves, significant expenses are made for development and creation of one and the same product several times. At the same time, in many cases, locally (in the ministries and/or other institutions), there is lack of intellectual and/or financial resources required for high quality products and therefore, actually, the incurred expenses can not ensure achievement of the stated goals and in result, there is the situation described in Section 2.
- (2) In most cases the existing systems do not contain full information about organization and its employees. In many cases they also do not contain the basic/necessary features and capacities, preventing full realization of the system advantages.  
System weaknesses complicate the processes of fulfillment of its own functions for the Civil Service Bureau. As the electronic programs available in various institutions are not based on similar principles, it is actually impossible, for the Civil Service Bureau to promptly obtain accurate information and analyze it. This is the challenge for the central governmental authorities of the country, as for execution of their authorities they require HR data.

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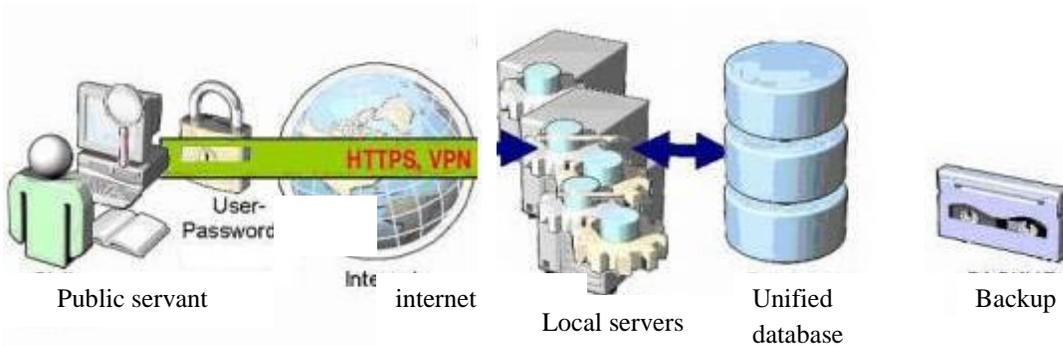
<sup>1</sup> HR management systems in Georgian public structures, Civil Service Bureau, 2011.

Development of the unified HRMIS standards and their introduction into the public sector is one of the ways for dealing with this problem. Such standard would significantly facilitate development and introduction of the high quality and effective automated solutions. At the same time, the unified standard will be the guarantee of compatibility of the software used in various institutions and this would allow Civil Service Bureau and other governmental authorities to promptly obtain accurate information about situation in the system.

### **What General Conditions should Be Complied with by the HRMIS?**

- ✓ All features and functions in all program modules shall be based on the effective legislation;
- ✓ Program modules shall be closely connected ensuring free information exchange;
- ✓ Software shall be compatible with the information systems operating at the central level (e.g. electronic treasury, electronic budget, documents flow, central analytical base of the Civil Service Bureau etc).
- ✓ The modules and/or entire software shall be technically easily modifiable and/or expandable (with respect of modification of the existing modules and adding of the new ones). At the same time, changes could be made with the consent of a person/organization with relevant authorities. Program should be protected from unauthorized access. Information shall be available to the authorized persons/organizations only. In addition, setting of specific access restrictions for each of them should be ensured.
- ✓ For the security purposes, any newly entered information shall be checked before final recording; program shall automatically respond to the identified discrepancies/errors and prevent saving of changes of the system algorithm; at the same time, the date and author of changes shall be automatically recorded;
- ✓ The modules and entire program shall provide access to the initial data to the persons with relevant authorization (including Civil Service Bureau);
- ✓ System shall provide data access via web technologies;
- ✓ All modules shall be structured so that manual data entry was minimized. This should be achieved via presentation in a form of unified classifier of all fields and linking of the program with existing databases. At the same time, no changes and/or additions to the unified classifiers in program modules without permit from the Civil Service Bureau;
- ✓ Each module shall include the feature of generation of standard analytical reports related to the saved information;
- ✓ Each module shall provide feature of uploading and handling of various files. At the same time, software shall provide printing of the documents prepared within the program. Printed documents shall have legal force.
- ✓ All modules shall be structured intuitively/in understandable manner to ensure easy operation for the inexperienced users;
- ✓ The system shall provide information archiving and allow viewing and printing of the archived information, at the same time, all files shall be generated (both, for electronically viewing and printing) in PDF format.
- ✓ For information entry the Unicode shall be used (sylfaen). Font size shall be 10.

## Architecture of human resources management program

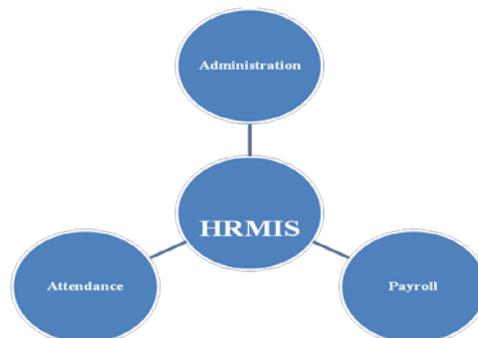


### What components should be included into the HRMIS?

At a time of work on HRMIS standard, we have studied and analyzed the most popular programs at Georgian and international markets. In result of this process the minimum of program components was identified, which is necessary and sufficient for dealing with the problems mentioned in the Introduction. Advantage of such minimalist approach is that it allows implementation of the offered change relatively “painlessly” (switching to the automated processes is implied) and this is very significant at the Civil Service bureau, with respect of avoiding of substantial destabilization of the work process. In addition, identification of the minimal components only, provides certain flexibility and freedom to the organizations for further improvement and diversification of the offered model.

In the offered model the HRMIS shall contain 3 necessary components (modules):

- Administration module;
- Attendance module; and
- Payroll module.



It is emphasized that Bureau continues work on improvement of the policies and practices of HR management in the public sector and in result, in the nearest future, the issue of necessity of amendment of this standard will be put on the agenda. In particular, increase of the HRMIS necessary components is expected, including performance records, training and learning, task manager etc.

Annex 1 provides more detailed scheme of the program. Below is provided description of each module and specific requirements to it

## **Administration Module**

### **General description**

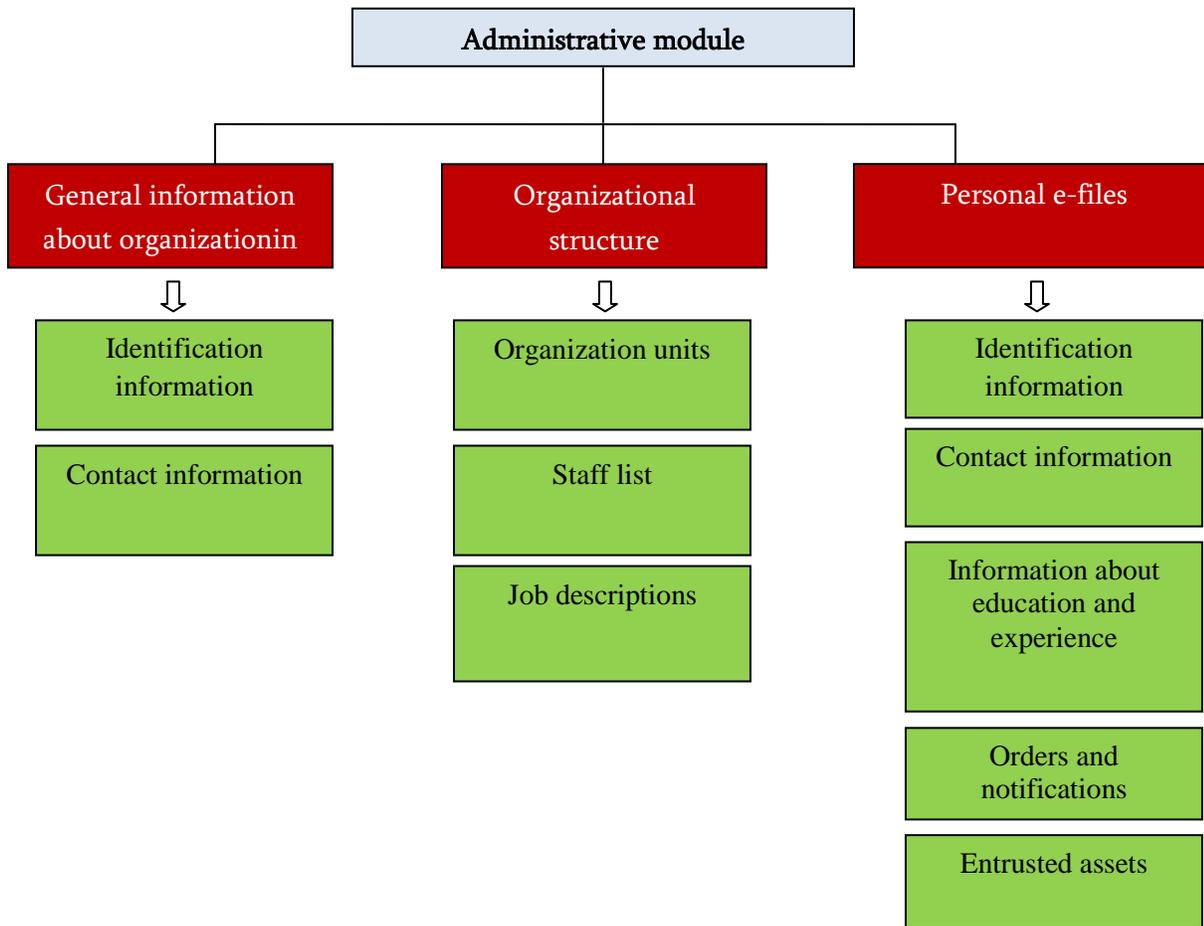
Administration module shall include the basic information about the organization and employed persons. This information shall be some kind of basis, support to the other program modules, it shall determine and direct operation of the other modules.

### **Structure**

Administration module shall consist of at least three subcomponents:

- (1) General information about organization;
- (2) Organization structure
- (3) E-files of the employees

Each sub-component, on its side, shall be presented in the form of several pages (thematically grouped fields).



(1) General Information about Organization

This subcomponent shall contain general information about organization. At least two thematic categories shall be present – organization identification and contact information. In each category the following fields shall be provided:

📁 Identification information

- Organization Name
- 2
- Organization type
- 3
- Form / legal type of the organization
- 4
- Organization charter

**Definitions:**

- 1 This field shall contain full formal name of the organization; in stead of writing of the name, the field shall allow selection of the organization from the certain list. Classifier shall be based on the list of institutions of the Civil Service System specified in Annex 2 and relevant codes.
- 2 Field shall allow selection from the types specified in Annex 3. Program shall be able to automatically complete the field after specifying of the institution name.
- 3 Field shall allow selection from the forms specified in Annex 4. Program shall be able to automatically complete the field after specifying of the institution name.
- 4 Module shall allow uploading of the relevant document. At the same time, it shall provide the link with official web page of “Sakanonmdeblo Matsne” (Legislation Gazette) to allow user informing about the amendments to the document and/or automatically reflecting of the changes.

 Contact information

1 Country	Phone number	Facebook account
2 Administrative unit	Fax number	Twitter account
Street #	Skype account	Youtube account
3 City	Electronic mail box	Flickr account
Postal index 4	Web page	5

Definitions:

- 1 Instead of specifying country the field shall provide selection from the list. Classifier shall be based upon the list of countries specified in Annex 5 (in the process of preparation), as well as their codes.
- 2 Instead of recording of the administrative-territorial unit the field shall provide selection from the list. Classifier shall be based upon the list of administrative-territorial units specified in Annex 6 (in the process of preparation), as well as their codes. In case of the foreign country the field shall be completed manually.

3 Instead of specifying city, the module shall provide selection from the list. In case of Georgia, upon selection of the administrative-territorial unit, this field shall automatically generate and provide list of the cities for selection. Cities' classifier shall be based upon the list of cities provided in Annex 7, as well as code of each city. In case of the foreign country the field shall be completed manually.

4 In case of Georgia, instead of specifying of the postal index, the field shall provide selection from the list. After selection of the city the field shall automatically generate and provide the list of postal indices for selection. At the same time, in case of manual entry, the system shall protect the user from making mistakes, by means of the restricting of number of symbols and their type. List of the postal indices shall be based on the classifier specified in Annex 8 (in the process of preparation)

5 The program shall provide switching to the relevant website by clicking of the specific account. At the same time, new accounts (fields) could be added without restrictions.

## (2) Organization Structure

This subcomponent shall provide information about organization's central apparatus, as well as its territorial bodies and sub departmental institutions/legal entities of public law within the Civil Service System (including the ones, operation of which is not regarded as public service). At the same time, each unit shall be presented with their organizational subdivisions, staff lists and job descriptions so that the scheme provided in this part of module provide full structure of the particular organization, its territorial bodies and LEPLs. It should be noted that in this part there is no need to specify subdivisions without administrative functions (e.g. education institutions, hospitals, theatres. etc).

Minimum three thematic categories shall be present – administrative units, staff list and job descriptions. In each category the fields below shall be present:

### **Organizational subdivisions**

1	<b>Name of unit</b>	2	<b>Form of the unit</b>	3	<b>Level of unit in the hierarchy</b>
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### **Definitions:**

1 Name of the unit implies the name given to one or another unit of organization by the charter, e.g. legal unit, finance unit etc. This field shall be completed manually, by writing the name of unit. It should be noted that the form of unit (department, service, division etc.) should not be specified in this field. Only the name determined by the unit's function shall be specified.

2 This field shall detail the specific form/category of the unit specified in the previous field. The field shall be based on the forms specified in Annex 9 and the codes awarded thereto.

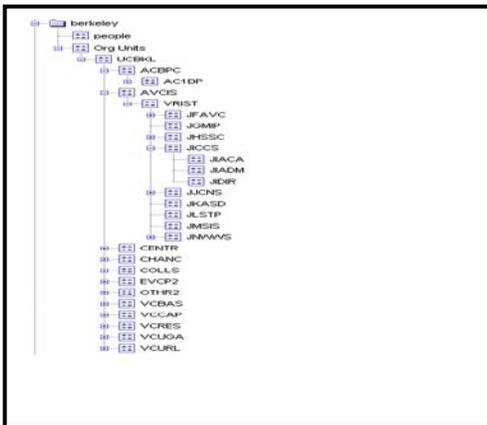
3 This field shall specify the level of particular organizational unit. Annex 10 provides the hierarchical levels and forms of the respective units. The program should automatically generate the level, in result of specifying the unit type in the previous field, though, regarding specific nature of various organizations it should be possible to select the level differing from that specified in annex 10.

\* Module shall differentiate: (a) initial entry of organizational units, (b) technical correction of the existing units (error in the name and similar problems) and (c) contain procedures for substantial change of the contents. In the first and second cases adding of new unit and/or sub-unit or removal thereof or improvement of the technical error shall be provided easily, while making substantial change (case (c)) shall be possible only specifying the legislative act or bylaws and in case of its uploading, the structural change shall be automatically, reflected in the elements dependant on such information, in the same and other modules..

\*\* Module shall allow identification of the “place” of each unit in general organizational structure – whether the unit is independent, or it is subordinated to the other one. It shall allow viewing of the general structure of the entered units. The structure viewing should be possible in various forms (e.g. organizational tree, hierarchical scheme etc., see examples 1, 2) and detailing level (departments only, divisions only, regional units etc. See examples 3, 4).

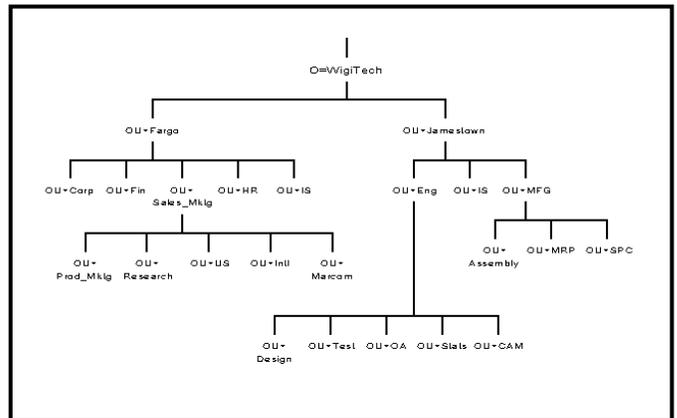
**Example #1**

**Organizational tree**

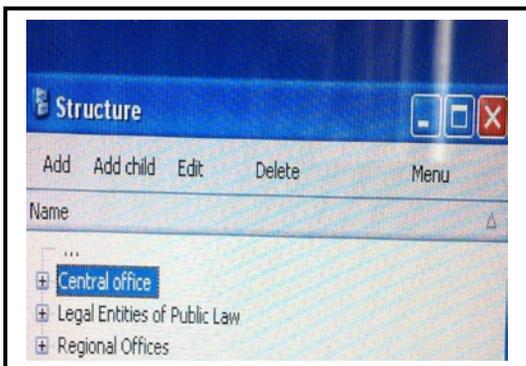


**Example #2**

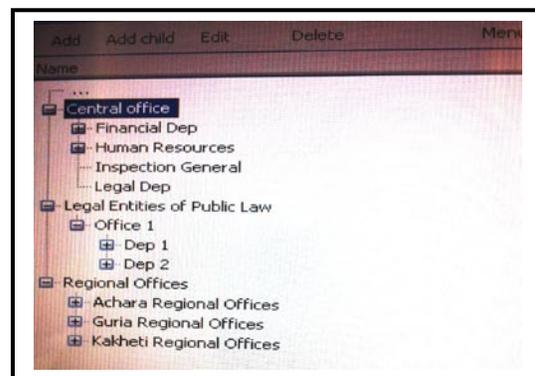
**Hierarchical scheme**



**Example #3**



**Example #4**



## Staff schedule

Organization units	Position	Place of the position in hierarchy	Number	Remuneration limit
1	2	3		

### Definitions:

- 1 Instead of writing specific organizational units, the system shall allow selection from the list (see above, section about organization units). In addition this field shall show not only name of the unit but also its form/category and level (see annexes 9 and 10).
- 2 Instead of writing of the specific positions, the system shall allow selection from the list of relevant positions as per Annex 11. In addition, the system shall not allow manual entry of the names not specified in the Annex.
- 3 This shall be based on Annex 12 providing hierarchical levels of the positions and the positions within each hierarchical level. After writing of the position titles the system shall automatically generate the respective level. In addition, regarding the specific nature of the organization the system shall allow equalization of the specific position with the desired hierarchical level.

\* The module shall differentiate the procedures of: (a) initial entry if the units provided by the staff schedule; (b) technical correction (error in the number or remuneration limits) of errors; and (c) making substantial changes of the contents. The first two cases the changes should be easily made, while in case of substantial changes (case (c)) it should be allowed only after specifying and uploading of the relevant legislative act or bylaws or its copy. Change of the place of staff unit shall be automatically reflected in this and other modules, in the components dependant on such information

\*\* Viewing of the staff schedule shall be possible in various forms and levels of detailing (staff schedules of the entire organization and its units, schedule of the specific unit, schedule of the regional unit etc.)

 **Job Description**

**General information**

Organizational unit  1 position  2

Position (function)  3  4

Full/part time engagement  5

**Key obligations**

Function	Priority	Time spent (%)

Accountability  6

Supervision  7

**Knowledge/experience required for job**

Education /degree  8 Sphere/faculty  9

Work experience  10 Type of organization  11

Experience (obligatory)

Desired

12

Special trainings

13

Foreign language

14

level

16

Computer skills

15

Level

**Brief statement of the information provided in job description (without completing each field several times) shall be provided in the announcements on vacancies posted at the Civil Service bureau portal: [www.HR.gov.ge](http://www.HR.gov.ge)**

### Definitions:

1 Instead of writing of the structural units the shall provide selection from the list of structural units of organization. This field shall show, together with the name, its form as well, e.g. legal department.

2 Instead of writing of the specific position, the field shall provide selection from the staff list of the organizational unit. The field shall provide not only name of the position but its level in the hierarchy. In addition, the program shall allow recording of the position provided by the staff schedule.

3 Position implies the specific functions assigned to the employee appointed to the specific position. Position field should be separated from the positions in staff schedule as in many cases employees appointed on similar positions may have different functions (e.g. work on budgeting or procurement), or, to the similar titles the different functions (positions) could be assigned. Functions of the specific position shall be stated in this field.

4 Field shall restrict specifying of the remuneration greater than the maximal remuneration provided for by the staff schedule

5 Instead of stating the specific rate, the field shall allow selection from the rates specified in Annex 13

6 Instead of writing of the specific position, the field shall provide selection from the staff list of the organizational unit. The field shall allow specifying of more than one position.

7 Instead of writing of the specific position, the field shall provide selection from the staff list of the organizational unit. The field shall allow specifying of more than one position

8 This field shall be based on the classifier specified in Annex 14

9 This field shall be based on the classifier specified in Annex 15 (Annex is at the preparation stage)

10 Instead of writing of the specific sphere, the field shall provide selection from the classifier in Annex 16

11 Instead of writing of the organization type, the field shall provide selection from the classifier in Annex 17.

12 This information shall be specified by years

13 Instead of writing of the theme, the field shall provide selection from the list in Annex 18. In addition, in case of selection of the “other” category the additional field shall open for manual entry of the relevant theme.

14 Instead of writing of the language, the field shall provide selection from the list provided in Annex 19 (with the specific language codes). In addition, in case of selection of the “other” category the additional field shall open for manual entry of the relevant language.

15 Instead of writing of the program, the field shall provide selection of one or more from the list provided in Annex 20 (with the specific codes). In addition, in case of selection of the “other” category the additional field shall open for manual entry of the relevant program.

16 Language and computer skills shall be based on the standards and codes specified in Annex 21. In case of foreign language the writing and communication skills may be differentiated and specifying knowledge levels for each of them.

### (3) Electronic personal files of the staff members

This component shall contain full information about each staff member of the organization. The subcomponent shall contain at least six thematic categories – identification data of the staff member, data about education and experience, as well as other documents and material values at the disposition (temporarily) of such staff member.

Below are provided the fields necessary for the relevant thematic categories

 **Identification data:**

Personal number of the citizen

1

2

Issuing body

[Empty box for Issuing body]

3080

Term of validity

[Empty box for Term of validity]

Passport No

[Empty box for Passport No]

Term of validity

[Empty box for Term of validity]

Citizenship

Double citizenship

country of second citizenship

[Empty box for country of second citizenship]

Name

[Empty box for Name]

Last name

[Empty box for Last name]

Date of birth

[Empty box for Date of birth]

place of birth

[Empty box for place of birth]

Sex

[Empty box for Sex]

Family

3

4

**Family members**

**Name**

**Surname**

**Father's name**

**Relationship**

**Personal #**

[Empty box for Name]

[Empty box for Surname]

[Empty box for Father's name]

[Empty box for Relationship]

[Empty box for Personal #]

[Empty box for Name]

[Empty box for Surname]

[Empty box for Father's name]

[Empty box for Relationship]

[Empty box for Personal #]

[Empty box for Name]

[Empty box for Surname]

[Empty box for Father's name]

[Empty box for Relationship]

[Empty box for Personal #]

[Empty box for Name]

[Empty box for Surname]

[Empty box for Father's name]

[Empty box for Relationship]

[Empty box for Personal #]

**Comments:**

1 The program shall same time thprogram shall restrict inadequate characters (e.g. letters) in the field of personal number, as well as incorrect number of characters. Possibility of the personal numbers of the residents/citizens and non-residents/non-citizens shall be provided. At the same time the program shall automatically re-check the entered numbers and provide verification. This shall be provided by link of the program with civil Registry database

2 In the field marked with the dashed line information shall be automatically filled in after entering of the personal number. This shall be achieved via linking of the program with Public Registry database. At the same time, information updating shall be automatically provided, with changes made to the Public Registry database.

3 Instead of completing information in the family field the program shall allow selection from the categories specified in Annex 22.

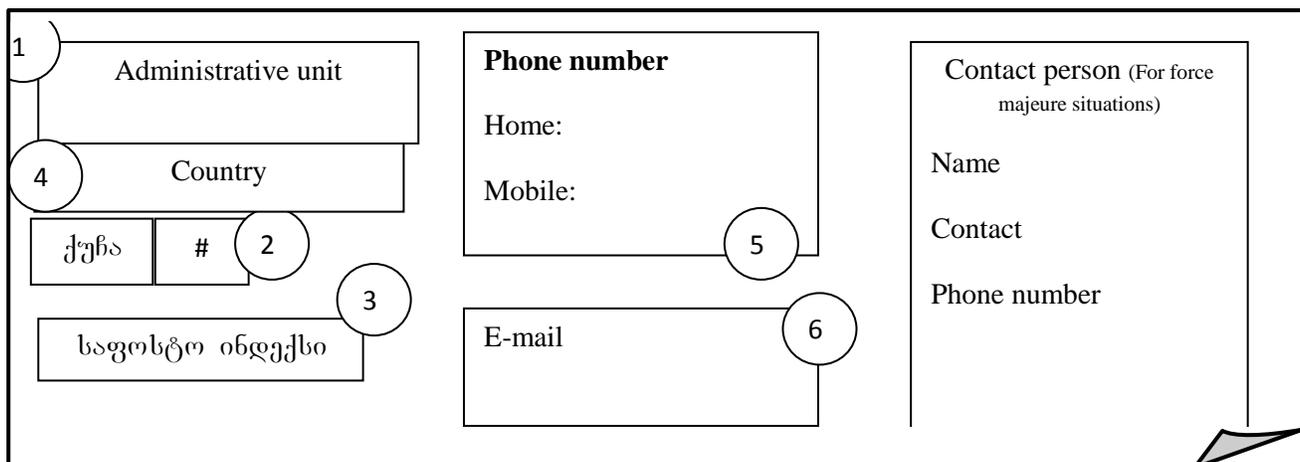
4 Names, surnames and father’s names of the family members shall be completed automatically, after entering of the personal number. This shall be provided by the link with Public Registry database. At the same time, information updating shall be automatically provided, with changes made to the Public Registry database. Category of the family members include persons specified by the effective legislation..

\* In case of revocation of the staff unit, or in case of retirement of the specific staff member, the electronic file shall be maintained in archive.

\*\* In case of changing of location of the staff member the electronic file of the relevant person shall automatically follow the said unit.

\*\*\* After entering of information about family members the program shall automatically check existence of conflict of interests and inform the user about findings.

 **Contact information**



The diagram shows a form layout for contact information. It consists of several fields and sections:

- Administrative unit**: A text field with callout 1.
- Country**: A text field with callout 4.
- ქუჩა #**: A text field with callout 2.
- საფოსტო ინდექსი**: A text field with callout 3.
- Phone number**: A section containing two sub-fields: **Home:** and **Mobile:**, with callout 5.
- E-mail**: A text field with callout 6.
- Contact person (For force majeure situations)**: A section containing three sub-fields: **Name**, **Contact**, and **Phone number**.

**Comments:**

- 1 Instead of recording of the administrative-territorial unit the field shall provide selection from the list. Classified shall be based upon the list of administrative-territorial units specified in Annex 6 (in the process of preparation), as well as their codes;
- 2 Instead of specifying city, the module shall provide selection from the list. In case of Georgia, upon selection of the administrative-territorial unit, this field shall automatically generate and provide list of the cities for selection. Cities' classifier shall be based upon the list of cities provided in Annex 7, as well as code of each city
- 3 Instead of specifying of the postal index, the field shall provide selection from the list. After selection of the city the field shall automatically generate and provide the list of postal indices for selection. At the same time, in case of manual entry, the system shall protect the user from making mistakes, by means of the restricting of number of symbols and their type. List of the postal indices shall be based on the classifier specified in Annex 8
- 4 This field shall be based on Annex 5
- 5 Program shall restrict usage of inadequate characters (e.g. letters) and entering of the incorrect number of characters
- 6 Program shall check correct e-mail address by sending the test letter

 **Information about education and experience**

Formal education

1 Education institution	2 Years of education	3 Degree awarded	4 Faculty	5 Diploma No

Informal education

Type of professional development program (6)	Issue (7)	Education period (Commencement / completion)	Organizer

Work experience

Sector (9)	Name of organization	Type of the organization (10)	Position	Employment period (11)	Monthly remuneration

Professional knowledge

Foreign language (12)	Level of knowledge			
	Weak	Average	Good	Very good

Computer skills (13)	Level of knowledge (14)			
	Weak	Average	Good	Very good

**Comments:**

(1) Instead of stating of the institution name, the program shall allow selection from the list provided by Annex 23 (Annex is in the preparation process) stating the accredited higher education institutions (with their codes). (List shall contain the name and code of higher education received abroad) At the

same time, the program shall allow adding or removing of the new institutions, on the basis of relevant permit issued by the Civil Service Bureau.

2

Instead of specifying of the education years the program shall provide selection of the dates of commencement and completion of education in the calendar contained in the program.

3

Instead of writing of the information in relevant field the selection of relevant degree from the list specified in Annex 14 shall be available;

4

Instead of specifying of the faculty the program shall allow selection from the faculties specified in Annex 15;

5

Program shall check the number of relevant diploma via link with the database of the Ministry of Education and Sciences. Upon improvement of the specified database the program shall automatically generate information for all these fields after specifying of the number of diploma.

6

Instead of specifying of the relevany type the program shall allow selection from the forms specified in Annex 24;

7

Instead of specifying of the theme the program shall allow selection from the list specified in Annex 18;

8

Instead of specifying of the relevany dates the program shall allow selection from the calendar. Calendar shall provide day/month/year.

9

Instead of specifying of the relevany field the program shall allow selection from the list specified in Annex 16;

10

Instead of specifying of the organization type field the program shall allow selection from the classificator specified in Annex 17;

11

Instead of specifying of the employment period the program shall allow selection of the commencement and completion dates from the calendar. Calendar shall provide day/month/year.

12

Instead of writing of the language, the field shall provide selection from the list provided in Annex 19 (with the specific language codes). In addition, in case of selection of the “other” category the additional field shall open for manual entry of the relevant language.

13

Instead of writing of the program, the field shall provide selection of one or more from the list provided in Annex 20 (with the specific codes). In addition, in case of selection of the “other” category the additional field shall open for manual entry of the relevant program.

14

Language and computer skills shall be based on the standards and codes specified in Annex 21. In case of foreign language the writing and communication skills may be differentiated and specifying knowledge levels for each of them.

### **Orders and Certificates**

This thematic category shall contain all orders and all official documentation issued in relation with the staff member. If the organization operates the electronic document flow system, the relevant orders shall be automatically placed in the personal file of the staff member after their official registration, v ia link between these two programs and if no electronic document flow system operates, the documents shall be uploaded manually, via attaching officially registered and scanned versions of the signed documents.

### **Material Values Entrusted to the Staff members**

1

**Aggregate value**

**Name of asset**

**Quantity**

**Identification code**

**Value of the  
item**

<b>Name of asset</b>	<b>Quantity</b>	<b>Identification code</b>	<b>Value of the item</b>	<b>Aggregate value</b>

1

This section shall provide information about material values entrusted to the servant for use, after his/her appointment. This category shall actually replace the “departure clearance: practice adopted at the public service.

*Obligatory functions of the administrative module*

- ✓ Module shall allow generation of standard statistical reports on all classified data, well as their presentation in the desired form;
- ✓ Module shall provide development, saving and use of the templates of standard letters, certificates, orders and other forms related to each component.;
- ✓ In case of vacation of the position the program shall provide identification of the staff members most relevant to the job description for the vacant position within the organization;
- ✓ Program shall allow presentation of the statistical data on any changes to its any field for the specified periods;
- ✓ Program shall be able to simulate of the organizational transformations (reorganization)) based on the input data.

## **Attendance**

### General description

This module shall provide accurate accounting of the time spent by the staff member at his/her job. Accumulated and finally verified information shall be automatically transmitted to the payroll module, for the purpose of remuneration calculation.

### Structure

Organizations shall be free with respect of arrangement of this module and identification of its components, though, it is significant that information about attendance, generated in this module was sorted by the thematic categories.

### Key functions of attendance module

- ✓ Module shall be linked with the calendar, stating the working and official non-working days, according to the effective legislation as well as specific features of the individual work schedule of the staff member;
- ✓ Module shall be able to generate statistical reports and presentation in the form desired to the user;
- ✓ Module shall be able to generate statistical data both, for the individual staff members, specific groups, structural subdivisions and the entire organization.
- ✓ Module shall supply information to the payroll module.

## *Payroll*

### General description

This module shall ensure automatic calculation of the salaries and other payments to the staff members. The module shall be centrally linked with the administrative and attendance modules and central electronic treasury program.

### Structure

Organizations shall be few with respect of arrangement of this module and identification of its components, though, it is significant that information about attendance, generated in this module was sorted by the thematic categories provided below (see the diagram).

### Key functions of the payroll

- ✓ Calculation of the remuneration payable to the staff member
- ✓ Generation of the aggregate statistical data on the amounts received/deducted by the staff members, groups, structural unit or entire organization and presentation of the results in the desired form
- ✓ ;
- ✓ In case of achievement of the limit specified by the Revenues sService the notification should be sent in relation with necessity of submission of the tax return.

## **Standard Implementation Plan by Months**

CivilService Bureau plans to submit this document to the Parliament of Georgia, to ensure its mandatory nature. Naturally, the document will be discussed with all interested organizations / persons. We expect that the consultations related to the document will end by the end of July 2011 and after this the HRMIS shall be subjected to modification (their adjustment to the standards) and development of the new programs (in the organizations where no system exists currently). It is emphasized that the unified adjustable information system for human resources management will be developed for the organizations, which have no capabilities (whether financial or technical) for work on program development.

We intend to complete the process of development/operation of the programs by the end of year 2012.

Annex 25 provides brief summary of the work to be implemented for each month. <sup>2</sup>

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<sup>2</sup> Amendments may be made to the specified terms

