

Meeting of HR Managers of Civil Service
Agencies

Tbilisi, Georgia, April 14

2011



*Report of the meeting of HR managers of Civil Service Agencies
initiated by Civil Service Bureau and held on April 14, 2011*





Report

On April 14, at the Courtyard Marriott Hotel, the Civil Service Bureau (CSB) hosted a meeting of Human Recourses managers from various Civil Service Agencies

The aim of the meeting was to discuss issues related to existing HR management systems as well as introduction of electronic management models. Representatives of different ministries, Parliament of Georgia, President's Administration, international, intergovernmental and non-governmental organizations attended the meeting.

Head of the CSB Irakli Kotetishvili and Deputy Minister of Justice Giorgi Vashadze greeted the participants.

The CSB presented its vision for the development of HR management systems in state agencies as well as discussed its plans in this direction.

Draft versions of the Job Search web site developed by the CSB (www.hr.gov.ge) and HR Management Software developed by the Ministry of Justice were presented at the meeting.

HR Managers from different ministries reported on various HR management tools (software, programs, selection procedures, job descriptions/analysis, motivation and appraisal systems) currently used in their respective agencies.



Below you will find main problems, needs, current activities and future plans (sorted by agency) voiced during presentations and discussions:

Ministry of Economy and Sustainable Development

- Currently no software is used to manage Human Resources within the Ministry of Economy and Sustainable Development. There is readiness and willingness in the Ministry to introduce the software developed by the Ministry of Justice (once the work on the software is complete and it becomes available for other ministries as well).
- Noncompetitive salary range and asymmetric remuneration policy among different ministries hinders selection and recruitment of qualified staff by the ministry.
- The budget of the Ministry does not provide a separate line to fund trainings. Hence, the Ministry depends on international projects and donors' assistance for capacity building of the staff.
- There is motivation system in the Ministry. The Ministry has also developed an Employment Manual that outlines main norms of ethics and conflict of interests as well as principles defined by the by-law of the Ministry.
- HR management model is currently being developed. The Ministry has invited external consultants to work on this issue.

Ministry of Education and Science

- No competition is held in the Ministry of Education and Science to select and recruit new staff.
- There is no training system.
- The Ministry is willing and ready to introduce electronic system of document management.



Ministry for Sports and Youth

- No competition is held in the Ministry to recruit staff. Qualified personnel are being selected from different agencies, who are then appointed for a probation period.
- Additional budgetary funds are needed to conduct trainings for staff and further build their capacity.
- Ill-functioning communications system in the building of the Ministry hinders introduction of software programs.
- Only bonus payment is used to increase motivation of the employees.
- Newly hired employees are informed about norms and responsibilities prescribed by the Law on Civil Service and Law on Conflict of Interests step by step – no orientation is conducted.
- The staff are registered in an Excel file.

Ministry of Culture and Monuments' Protection

- The main problem of the Ministry is lack of HR management software.
- The Ministry has an appraisal system, which is neither mandatory nor official, but is widely used in practice. Employees are evaluated through interviews.
- In order to improve staff motivation, the following methods are used regularly: written acknowledgements, pay bonuses and different cultural activities.

Ministry of Finance

- Ministry of Finance uses document management software.
- Staff is registered electronically.
- The Ministry has appropriate technical and intellectual resources to develop in-house HR Management software.
- It is important to strengthen inter-agency coordination and develop unified, government strategy of HR development to improve the work of the Ministry further.



Ministry of Agriculture

- The main problem of the Ministry of Agriculture is lack of software programs (though work is being carried out in this direction).
- Staff is selected/recruited through competition and other methods determined by the law.

Ministry of Regional Development and Infrastructure

- There is a clear need to introduce HR Management and document management softwares in the Ministry.
- Staff is registered in ORIS and linked to an accounting software.

Ministry for IDPs from Occupied Territories, Refugees and Accommodation

The Ministry for IDPs from Occupied Territories, Refugees and Accommodation made a presentation focusing on HR registration database, methods of staff selection, appraisal, monitoring and capacity building .

- Currently the Ministry uses HRM software, which only provides possibility for staff registration.
- The Ministry has job descriptions for all positions. There is also an appraisal system, which is carried out every year (the results are linked to the employee file in the HR database and are confidential).

Ministry of Corrections and Legal Assistance

- Open positions in the Ministry are filled through competition, promotion or appointment of successful interns.
- There are job descriptions for every position in the Ministry.
- Due to high number of staffers, there are certain problems with regard to internal communication.
- There are two types of motivation tools used by the Ministry: unified (e.i. corporate insurance) and individual (totally up to the head of a department).
- For staff capacity building the Ministry actively cooperates with the Training Center of Justice.
- There are “opinion boxes” installed in the Ministry in order to promote initiatives from the staff.



- HR management software is being introduced in the Ministry.

Parliament of Georgia

- Training and position needs in the Parliament of Georgia are determined based on evaluation and analysis of the work performed.
- The staffers are trained by the Parliament's Training Center.
- There is HR registration software.

Ministry of Internal Affairs

- Due to specifics of the Ministry, there are relevant procedures for staff selection and recruitment.
- There is HR Management and document registration software in the Ministry (currently the software provides only staff database and appraisal models are not functioning yet).
- In order to further improve capacity and qualification, the staff is trained by the MIA Police Academy.
- There is an appraisal system. Results are analyzed on a regular basis.
- There is a job description for each position within the Ministry.

Ministry of Defence

Ministry of Defence made a presentation about the current system of HR management and future plans.

- The Ministry has Organization Management system (Organizational description, job descriptions) and Competence Management System (competences are analyzed based on evaluations and interviews).
- Job performance appraisals are conducted annually (appraisal of competences, appraisal by supervisor, supervisor's comments, employee's comments, evaluation of recommendations)
- For the recruitment current staff is analyzed first (internal hiring is a priority). After job announcement, the first round of selection is done based on applications followed by an interview based on competences (testing).



- There are several projects in the Ministry aimed at the staff development: two-way development plans, IPP programs, Professional Development Programs. The staff is re-trained by the Defence Academy. The Ministry is also actively cooperating with NGOs.
- Human resources of the Ministry are managed through SAP software.

Ministry of Energy and Natural Resources

- The staff of the Ministry of Energy and Natural Resources is registered in an Excel file.
- The staff is trained through various training programs. The Ministry is actively cooperating with the US Agency for International Development (USIAD) in this regard.
- There is a job description for each position within the Ministry.
- Staff appraisal system is decentralized and each department has its own rules.

Ministry of Justice

Ministry of Justice made a presentation about the current HR management system, strategy and priority areas.

- There are job descriptions for each position within the Ministry, rules for recruitment and internships, appraisal system, social packages. Coordination between structural units is increased.
- There is an Employees Manual in the Ministry. In order to encourage initiatives from the staff, the Ministry has “idea boxes”.
- The Ministry will fully transfer to electronic management of human resources in the nearest future. Motivation and bonus systems will be introduced as well.



The meeting helped to share experience and increase cooperation among HR managers from various ministries. The meeting also revealed the main needs with regard to HR management, which, in its turn, is a requisite for development and implementation of a unified and effective HR strategy .

Civil Service Bureau, April 21, 2011

www.csb.gov.ge

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