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PRINCIPLES OF EMPLOYEE MOTIVATION AND ACKNOWLEDGEMENT IN THE ESTONIAN NATIONAL DEFENCE COLLEGE

I General provisions

1. The current document describes the principles of employee motivation and acknowledgement in the Estonian National Defence College (hereinafter: the ENDC). All people permanently working in the ENDC are deemed to be employees (with the exception of students), irrespective of the type of employment.
2. All employees are treated equally in respect of motivation and acknowledgement.
3. The implementation of the principles is guaranteed by all people working on the positions of head or chief in the ENDC in cooperation with the Personnel Department.
4. Annual budget funds appropriated for the ENDC are the basis of implementing the principles of motivation and acknowledgement described in this document

II Motivating

5. Motivating is an activity that enables the ENDC as an institution and its chiefs to shape the employees' wish to work in the ENDC and thus effectively contribute to completion of the tasks and goals set for the ENDC.
6. Every chief has the task of maintaining his/her employees' motivation, thus enabling them to better complete these tasks and goals.
7. Effectiveness of motivation depends on a variety of factors, including fulfilling the employees' individual expectations.
8. Motivating the employees is divided into:
 - Ensuring working environment that enhances working;
 - Involving employees in the development and formation processes of the ENDC;
 - Supporting employee development;
 - Fostering combining of employees' professional and personal life;
 - Supporting healthy lifestyle of employees.

9. Ensuring working environment that enhances working

- 9.1. Working conditions that enhance working are established for the employees (workplace, necessary tools for completing their tasks etc.) and depending on the location well-priced meals in a canteen/cafeteria (for a fee) or use of a small kitchen (e.g. In the NCO School, Simulation Centre).
- 9.2. Employees have a right to express their opinion and make suggestions concerning the improvement of the working environment.
- 9.3. Parking is permitted on the territory of the ENDC according to valid regulations.
- 9.4. The employees can make business trips within Estonia as a rule using the ENDC vehicles or the use of a personal vehicle/public transportation is compensated in accordance with valid regulations.
- 9.5. When possible employees living in Tartu and working in Võru are provided with free transportation from Tartu to Võru and back at the beginning and end of the working day.
- 9.6. Chiefs of subunits (above all Chief of Logistics Department or a person appointed by him/her) guarantee the availability of possibilities to use means of transport and notification of employees.

10. Involving employees in the development and formation processes of the ENDC

- 10.1. Employees are involved in the development and formation processes of the ENDC that is assured with distribution of necessary information.
- 10.2. Employees have a right to make proposals concerning the organisation of work and fulfilling tasks and according to the need of the ENDC to be included in the processes and working groups influencing the development of the ENDC.
- 10.3. Involvement of employees in the processes and working groups influencing the development of the ENDC is organised by a leader of each specific process or working group.
- 10.4. Employees have a possibility to participate in contentment polls conducted in the ENDC.

11. Supporting employee development

- 11.1. There is environment created where an employee is satisfied with his/her achievements at work and the employee senses his/her own development and thus ensures better achievement of the goals set for the ENDC.
- 11.2. According to the possibilities of one's position, the employee is given developing assignments of work.
- 11.3. Employee receives feedback at the end of the trial period interview, evaluation interview, assessing suitability for office, evaluation and continuously from his/her immediate supervisor and colleagues and is given a possibility to make proposals as to better organisation of work and needs for continuous education.
- 11.4. Employees have a possibility to use the library of the ENDC.
- 11.5. In agreement with the immediate supervisor work related training is made possible and participation in further education is supported.
- 11.6. Study leave is made possible in accordance with valid legislation.
- 11.7. International mobility is made possible and establishment of professional contacts and those necessary for research activities via different networks and programs (eg. Military ERASMUS, DORA), to represent the ENDC in conferences abroad in order to enhance professional knowledge and skills according to the possibilities of the ENDC.
- 11.8. Regular members of teaching staff have a possibility to use a sabbatical period free of other work related tasks for research, development and creative activities or development of professional skills according to the regulations of the sabbatical leave for the ENDC teaching staff.
- 11.9. In agreement with the immediate supervisor and the head or chief of a structural unit the members of teaching staff can reduce the volume of teaching activities in favour of contributing into research and development activities important for the ENDC.
- 11.10. The ENDC covers the pre-planned and coordinated costs related to the employee development.
- 11.11. Employee development and participating in training courses is the responsibility of his/her immediate supervisor and cannot considerably hinder fulfilling everyday assignments of work.

12. Fostering combining of employees' professional and personal life

- 12.1. In agreement with one's immediate supervisor flexible working hours are made possible.
- 12.2. Within reason and in agreement with one's immediate supervisor it is made possible to have time off for personal and unforeseen events (e.g. doctor's visit or dealings with authorities, illness or death in one's family etc.) without pay cuts.
- 12.3. In case an employee (military serviceman) must find alternative housing while working in the ENDC, when possible the ENDC provide a room in the housing facilities of the ENDC (Riia 12 or Rebase 9) or an apartment in the dormitory at Vaksali 31.
- 12.4. To maintain staff togetherness when possible the ENDC recreational activities for staff are organised (e.g. sports days, summer days, Christmas party) where the staff members can bring their family members as well. Administrative department has a leading role in organising such activities for staff.
- 12.5. With the job assignments permitting additional flexible working hours are made possible during the week between Christmas and New Year.

13. Supporting healthy lifestyle of employees

- 13.1. Employees have a possibility to use the sports facilities of the ENDC and when possible also other sports facilities (rented).

- 13.2. It is possible to participate in sports events organised by the Estonian Defence Forces and the ENDC and other organisations and prior training necessary and assistance is provided for participating in sports events outside the ENDC (transportation, favourable participation fees, sports equipment when possible etc.).
- 13.3. Employees have a possibility to use first aid service provided in the medical centre of the ENDC (including dental works) and massage. Furthermore, purchase of medical equipment/medicine/cost of health care service on the prescription of an occupational health specialist is compensated in accordance with valid legislation.

III Acknowledgement and incitement

14. Acknowledgement and incitement is the praise of an employee by his/her chief based on the former's personal abilities, achievements and contribution when fulfilling the goals and tasks set for the ENDC.
15. Employees are acknowledged and incited for long-lasting service, remarkably good completion of job assignments, showing initiative and on other important occasions or accomplishments.
16. Incitements of the commandant of the ENDC are drawn up as orders and announced in front of the whole staff of the ENDC.
17. Incitement is entered into the electronic service record in the data bank in personnel records.
18. Acknowledgement is expressed by the supervisor in person and when necessary the personnel under his/her supervision is notified of the acknowledgement.
19. **The following incitement and acknowledgement ways are implemented in the ENDC:**
 - Expression of thanks by the Commandant of the ENDC;
 - Letter of thanks of the Commandant of the ENDC (awarded for outstanding performance of job assignments in the previous year);
 - Monetary award (awarded above all for good results in developing one's field or some other remarkable single achievement);
 - Valuable present (awarded above all for good results in developing one's field, some other remarkable single achievement and/or leaving the ENDC after many years of productive service etc.);
 - Badge of the ENDC (acknowledgement for long-lasting and productive service or work in teaching, research support or military science);
 - Awarding the badge of the ENDC is regulated in the description and regulations of wearing of the badge;
 - Souvenir (employee can be recognized for important events e.g. graduation, birth of a child, important birthdays after the age of 40 etc.);
 - Other acknowledgements and recognition used in the ENDC (above all the ENDC (including the Officer School and the NCO School) souvenirs, cards, "news items" in the internal communication facilities of the ENDC or the Defence Forces and flowers).
- 19.1 The following honorary titles are applied in the ENDC:
 - The best teacher – is selected by the students of the ENDC in degree studies under the supervision of the Cadet Body by the opening ceremony of each academic year;
 - The best supervisor – honorary title is awarded to the supervisor of the best graduation paper and Master's thesis;
 - The best sportsman/woman – is elected under the supervision of the Sports and Physical Training instructor by the end of each academic year.
- 19.2 Every chief/head of a subunit can make propositions to the Commandant of the ENDC concerning employee acknowledgement or incitement, having coordinated it previously with the employee's immediate supervisor.
- 19.3 In addition to the incitement of the Commandant of the ENDC an employee can be nominated for incitement by a higher commander (Chief of Defence, Defence Minister etc.). Respective propositions are made by the Commandant of the ENDC.
- 19.4 In order to nominate an employee for incitement by a higher chief/commander as a rule there is a prerequisite of incitement by the Commandant of the ENDC.

- 19.5 At one time several acknowledgements or incitements can be applied to recognize employee's different achievements or events.
- 19.6 Incitement of a higher level is awarded as a rule when the same employee has been previously acknowledged on a lower level, except in cases when incitement is connected with some important event. Incitement on a higher level does not rule out later incitements on a lower level.
- 19.7 Awarding monetary awards and valuable presents and souvenirs of the Commandant of the ENDC is based on the general principles and limits valid in the Defence Forces and the existence of budget funds of the ENDC.
- 19.8 Incitements of the Commandant of the ENDC and the Commander of the Estonian Defence Forces are awarded as a rule during the ceremonies of the Independence Day of the Republic and the Victory Day. Expression of thanks of the Commandant of the ENDC and a letter of thanks and souvenirs of the Commandant of the ENDC are awarded according to need throughout the year. Badge of the ENDC is awarded as a rule during the opening ceremony of an academic year.

Compiled by:

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Major

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