

REGULATIONS OF RESEARCH AND DEVELOPMENT ACTIVITIES AT THE ESTONIAN NATIONAL DEFENCE COLLEGE

I. Introduction

This document regulates the research and development activities (hereinafter referred to as “R&D Activities”) at the Estonian National Defence College (hereinafter referred to as “the ENDC”). This document takes guidance from the Development Plan of the Ministry of Defence 2016–2020, the research and development policy of the Ministry of Defence 2014–2022, the ENDC statutes, and the ENDC Development Plan 2015–2022. The drafting of this document has been based on organisational and regulatory documents in the field of research and development, on the Code of Ethics of Estonian Scientists, and on good academic manners. The R&D regulations of the ENDC are approved by the Commandant of the ENDC and are annually reviewed by the Academic Committee of the ENDC Council. When required, the Academic Committee of the ENDC Council shall make amendments to the R&D regulations and submit them for coordination to the Chief of the Centre for Applied Research of the ENDC (hereinafter referred to as the CAR), and for approval to the Commandant of the ENDC.

Purpose of the Document

The purpose of this document is to provide descriptions of the R&D-related tasks for the subunits of the ENDC, as well as of the competency requirements and responsible persons for performing the tasks. In addition, the document sets forth the principles and gauges for the planning, budgeting and execution of R&D activities at the ENDC to monitor and evaluate R&D activities at the ENDC.

The major R&D sub-fields regulated by this document are as follows:

- R&D competence requirements, their development principles, and persons responsible for their performance;
- Planning, execution and monitoring of ENDC research and development projects;
- Organisation of research activities at the ENDC.

II. Terms and abbreviations

- General competencies – command of the main theories and their fields of application, and being informed of the general development trends of the field. In the field of defence R&D guidance is taken from the general competencies in Estonian national defence, and in military capability development (provided in alphabetical order in the Estonian language): (1) leadership, (2) security and defence policy, (3) operational analysis, (4) resource management, (5) national defence strategy, (6) military history (7) technology¹
- Sub-competency – a field of research under a general competency
- Specialist competency – a specialist capability related to a capability gap to choose the most appropriate framework and skills to fill that gap
- Field of research – a relatively narrow field of research (e.g., infantry company tactics)

¹ Research and development policy for the Ministry of Defence 2014–2022, p. 4.

- Research topic – a clearly defined topic under the field of research (e.g., infantry company offensive activity)
- Project – a form of R&D activity that involves the people and resources for performing a certain R&D task within a defined period of time
- Capability – a measurable capability of the unit of the EDF unit to perform a given task under given conditions and in accordance with given standards
- Capability carrier – the unit of the EDF responsible for the maintenance and development of a particular capability
- Capability gap – a defined and, when possible, a measurable difference between the required and real performance of a capability carrier
- NDDP – National defence development plan

III. Principles of ENDC R&D activities

1. R&D activities are in accordance with the guidelines from the Chief of Defence of the EDF and suggestions from the research and development council of the Ministry of Defence.
2. R&D activities are coordinated with institutions within and without of the Ministry of Defence through the research and development committee of the Ministry of Defence.
3. The aim of the R&D activities is to support the capability development of the EDF and studies of the ENDC.
4. R&D activities should be related as much as possible to studies and their results (final papers and master's thesis) and to the development of military science within doctoral studies with ENDC cooperation partners.
5. R&D activities involve students in projects and surveys that support the academic and specialist development of students.
6. As part of R&D activity, cooperation is entered into with institutions outside the ENDC and with international partners.

IV. Responsibilities and tasks of ENDC structures

7. The CAR as coordinator of the R&D activities of the EDF is responsible for the following activities:
 - 7.1. R&D input related to the capability development of the Estonian Defence Forces in the development plan of the Ministry of Defence (hereinafter: the DPMoD);
 - 7.2. Drafting R&D plans for the Estonian Defence Forces in cooperation with the Ministry of Defence and the Headquarters of Estonian Defence Forces, coordinated by the Ministry of Defence Research and Development Committee;
 - 7.3. Drafting R&D appendices to the annual directives of the Commander of the Estonian Defence Forces;
 - 7.4. Organisation and coordination of R&D-related cooperation with partners from outside the ENDC;
 - 7.5. Organisation of ENDC research events;
 - 7.6. R&D resource management at the ENDC.
8. Head of Education Department is responsible for:
 - 8.1. Linking R&D activities with studies;
 - 8.2. Balancing the resources of the Education Department allocated between R&D and study activities.
9. The Centre for Applied Research, Chairs and the Centre for War and Disaster Medicine (hereinafter: the CWDM) are responsible for R&D and related activities within and without the EDF in their respective fields:
 - 9.1. Chair of Tactics – operational analysis;
 - 9.2. Chair of Military Leadership and Pedagogy – leadership;
 - 9.3. Chair of Natural and Exact Sciences – technology;

- 9.4. WDMC – disaster medicine;
- 9.5. CAR – resource management.
- 10. Taking responsibility means contributing to activities related to military capabilities, the systematic development of the respective field, as well as creating and maintaining the know-how of the field and the ability to give expert opinions.
- 11. The CAR, Chairs and WDMC shall be responsible for the development and maintenance of respective competencies both within the ENDC and in cooperation with partners. For this a development plan is drafted for each competency, led by the CAR. Such plans must support the R&D policy of the Ministry of Defence.
- 12. Chairs, Centre for Continuing Education and WDMC provide the CAR with the necessary information regarding the research events of respective fields.
- 13. Chairs and the WDMC balance their resources (time, people, budget) between study and R&D activities based on the ENDC development plan, R&D plan, annual directive of the Chief of Defence, annual directive of the ENDC Commandant and the training plan of the ENDC.
- 14. The support units of the ENDC (Administration Department, Logistics Department, Education Support Centre) are responsible for supporting R&D in their fields in terms of resources, advice and other supporting activities.

V. Principles of the ENDC R&D activities

- 15. The principal document for setting and performing R&D tasks is the annual directive/order of the ENDC Commandant.
- 16. The general framework for R activities is set by the 4-year R&D plan of the ENDC. In accordance with the planning and renewal cycle of the DPMoD, the plan is reviewed and amended when needed.
- 17. The majority of the input for the ENDC R&D plan comes from the persons responsible for capability programs², supplemented by the CAR, Chairs and WDMC, based on the principles and needs of R&D in the ENDC.
- 18. R&D activities of the ENDC are based on the following needs:
 - 18.1. Relation to the main activities of the ENDC (in particular studies);
 - 18.2. Relation to the capability development of the Estonian Defence Forces;
 - 18.3. Relation to military issues of national defence in the Ministry of Defence;
 - 18.4. Relation to the issues of national defence in the public sector (comprehensive approach).
- 19. The R&D plan of the ENDC includes the following issues:
 - 19.1. Description of R&D needs based on DPMoD development units;
 - 19.2. Development of general competencies, sub-competencies and specialist competencies;
 - 19.3. Planning personnel, resources and time;
 - 19.4. List of projects, considering the resource plan;
 - 19.5. Procurement of resources for R&D activities, development of infrastructure;
 - 19.6. Events organised as part of R&D activities;
 - 19.7. Participation in the work of NATO R&D structures and the European Defence Agency;
 - 19.8. Other international cooperation in the form of R&D projects or in the form of developing competencies.
- 20. Considering the budget cycle of the EDF, ENDC must plan the R&D budget of the following year with its subdivision framework in the first quarter of each year. Budget planning is done with the participation of the CAR, Chairs and the WDMC.
- 21. The part of the ENDC R&D plan dealing with resources and the annual budget of the ENDC is compiled by the CAR, based on input from those responsible for capability development, Chairs and WDMC.

² See Ministry of Defence Order No. 418 of 28 October 2014.

22. The part of the ENDC R&D plan dealing with resources provides outsourced services, assets and R&D work in the form of employment contracts.
23. The R&D budget provides the training, business trips, bonuses, outsourced R&D services, and R&D work in the form of employment contracts, procurement of assets, and expenses related to R&D events and everyday R&D-related expenses.
24. The overall framework of R&D resources is set forth in the DPMoD resource plan; their subdivision is specified in the ENDC budget on an annual basis.
25. R&D resources are allocated from the budget of the Estonian Defence Forces. Project-based funding may be obtained from funds within and without the Ministry of Defence (e.g., another governmental institution, Estonian Defence Industry Association, foreign partners).
26. Application of resources from outside the Ministry of Defence (e.g., funding projects) is organised by the CAR.

VI. Principles of ENDC R&D implementation

27. By the beginning of academic year 2016/17 every Chair should have at least one R&D project that can last for more than one year. The implementation of R&D projects is regulated by Appendix 1 to this document.
28. Starting from academic year 2015/16, every Chair should organise at least one research event per academic year (see Appendix 2).
29. Publication of R&D results funded by the ENDC should mainly take place in two publications: ENDC Proceedings³ (with a classification of 1.2 in the Estonian Research Information System) and its subseries Occasional Papers (with a classification of 3.2 in the Estonian Research Information System). Papers in popular science, including the (interim) results of research, can be published in the journal Sõdur (with a classification of 6.3 in the Estonian Research Information System).
30. The results of R&D activities funded by the ENDC can be published in other research journals in Estonia or beyond on the condition that said results also be published (at least partially) in the publications provided in Clause 29. The ENDC may fund publication outside the ENDC by proposal of the academic committee of the ENDC and by order of the ENDC Commandant.

VII. Recognition and remuneration

31. The Academic Committee of the ENDC Council shall develop the rules of procedures for recognition of the best R&D results by the 1st of August 2015 at the latest. The Committee shall also submit the report on R&D results to the ENDC Commandant no later than five working days before the opening ceremony of any academic year. On the opening ceremony of each academic year the best R&D results of the previous academic year shall be celebrated.
32. For R&D activities that exceed the amount or level of R&D activities stipulated in the job description for academic staff, the Commandant of the ENDC may also allocate performance-based bonuses and other bonuses. Performance-based bonuses and other bonuses are paid by proposal of the Chief of the CAR.
33. The remuneration of R&D activities shall be regulated by the Regulation of Research and Development Projects at the ENDC.

VIII. Monitoring and evaluation

34. The Academic Committee of the ENDC Council shall carry out continual evaluation of the organisation of R&D activities at the ENDC and shall make suggestions in

³ As of January 2016 the “Estonian Journal of Military Studies” (in Estonian “Sõjateadlane”)

- coordination with the Chief of the CAR to the ENDC Commandant regarding their improvement.
35. ENDC R&D results shall be evaluated on an annual basis as follows:
 - 35.1. R&D projects shall be evaluated based on the Regulation of Research and Development Projects at the ENDC
 - 35.2. R&D activities outside R&D projects shall be evaluated at the beginning of each calendar year based on the tasks and objectives of the ENDC Commandant's annual directive.
 36. Evaluation of R&D activities:
 - 36.1. The qualitative objectives for R&D activities (e.g., classification levels according to the Estonian Research Information System) are set by Head/Chief or Chair or Project Manager based on the purpose of the particular activity or its result (e.g., publication, development activity, project).
 - 36.2. The achievement of R&D objectives shall be evaluated by the Academic Committee of the ENDC Council, based on the outcomes of a particular activity and interim and final reports.
 - 36.3. The qualitative objectives set for R&D activities (e.g., number projects and publications) depend on R&D needs and are set forth in the R&D plan of the ENDC.
 - 36.4. The job description for academic personnel stipulates the norms for R&D activities according to academic posts. The performance of such activities is evaluated in regular attestations.

Appendices

Appendix 1. Regulation of Research and Development Projects at the ENDC

Appendix 2. Organisation of ENDC research events