

PROCEDURE OF SERVICE FOR THE ACADEMIC STAFF AT THE ESTONIAN MILITARY ACADEMY

I OVERVIEW

1. The Procedure for the Service of Academic Staff (hereinafter referred to as *the Procedure*) in the Estonian Military Academy (hereinafter referred to as *the Academy*) shall be established based on the Higher Education Act, the Vocational Training Institutions Act, the Higher Education Standard, the Vocational Education Standard and the Statute of the Defence Forces Academy.
2. The Procedure aims to establish for the academic staff of the Academy the following:
 - 2.1. the posts and the principles and procedures for filling them;
 - 2.2. rights and obligations;
 - 2.3. work areas and tasks, proportions and performance indicators;
 - 2.4. the principles and procedures for organising work and assessing work performance;
 - 2.5. the principles and procedures for using a free semester;
 - 2.6. principles and procedures for the granting of Emeritus status.
3. Terminology used in the Procedure:
 - 3.1. Academic portfolio - an evidence-based self-assessment of an academic staff member's teaching and/or research and development competencies.
 - 3.2. Principles of Academic Ethics - The principles of good scientific ethics are set out in the Estonian Research Council's Framework Document on Good Scientific Practice.
 - 3.3. Academic staff position (teacher, lecturer, professor, researcher) - a position in which the person's duties are related to teaching and/or research and development at a higher education level. As an exception, a person's responsibilities at the instructor career level are related to teaching at the vocational level.
 - 3.4. Academic staff member's career level - a post with its title within the post which respects and supports educational and professional development.
 - 3.5. Promotion - Taking an academic staff member to the next career level within the post as a result of an appraisal.
 - 3.6. The Estonian ENIC/NARIC (Academic Recognition Information Centre) - a structural unit of the Estonian Education and Youth Board established to facilitate the correct and fair recognition of education acquired abroad and to facilitate academic and work-related mobility.
 - 3.7. Emeritus - a member of staff who has worked at the Academy for a long time, has reached retirement age and has been granted the honorary emeritus status.
 - 3.8. ETIS - Estonian Research Information System brings together information on research and development institutions, researchers, research projects, and the results of various research activities while providing an environment for applications.
 - 3.9. Research submitted for defence – research submitted for defence by the author and supervised by an academic staff member.
 - 3.10. Calendar plan (Timetable) - planning document for a free semester.
 - 3.11. Full-time work - the working time of a full-time or part-time staff, according to their workload.
 - 3.12. Full-time academic staff member - a person who fulfils the requirements of an academic staff member's post and is usually selected through open competition. The post is mostly permanent. An active serviceman with military rank who fulfils the requirements of an academic staff member shall be appointed for a fixed term to the post of regular academic staff member.

- 3.13. Qualification - a proven level of knowledge and skills as specified in the job requirements for an academic staff member.
- 3.14. Visiting scholar - a scholar or outstanding practitioner in their field of specialisation invited as an academic staff member for up to five years without a call for applications.
- 3.15. Military training - a set of knowledge, skills, aptitudes and abilities required for the successful performance of service duties in peacetime and in wartime, in accordance with the requirements of the Defence Forces. The Commander of the Defence Forces shall establish the criteria and procedures for military training.
- 3.16. Track record of successful supervision - successfully defended research at the relevant level under the supervision of an academic staff member.
- 3.17. Full-time - working time of a full-time employee, around 1600 (contract employee) ... 1700 (active serviceman) hours per year.
- 3.18. Field of work - a set of tasks with a different focus (e.g. teaching, development, etc.).
- 3.19. Work tasks - the specific activities of an academic staff member at a career level within a job area.
- 3.20. Free semester - a period during which an academic staff member is released from part of their duties, i.e. the preparation and delivery of teaching and training. All other duties shall be maintained but may vary in proportion to the requirements of the career grade of the post.
- 3.21. *Venia legendi* - a public lecture demonstrating teaching skills when applying for an academic post.

II ACADEMIC STAFF POSTS AND HOW THEY ARE FILLED

4. The academic staff positions are Teacher, Lecturer, Professor and Researcher. These posts cover the following career stages:
 - 4.1. Teacher – Instructor, Teacher, Senior Teacher;
 - 4.2. Lecturer – Associate Lecturer, Lecturer, Senior Lecturer;
 - 4.3. Professor – Associate Professor, Professor;
 - 4.4. Researcher – Junior Researcher, Researcher, Research Professor
5. A teacher (except an instructor) is a post of academic staff with a higher education qualification whose primary duties are related to teaching at vocational and higher education levels (Annex 1).
6. A lecturer is an academic staff position with a requirement of a postgraduate degree; the main tasks are teaching at a higher education level, research and development, and student supervision (Annex 2).
7. A professor is the title of an academic staff member who holds a doctoral degree and whose primary duties relate to research and development at the international level and its management, to the organisation and teaching of teaching in their subject area, and to the supervision of students and academic staff (Annex 3).
8. A researcher (except a junior researcher) is a post of academic staff holding a research degree whose primary duties are related to research and development (Annex 4).
9. There are two types of academic staff posts: regular and non-regular (visiting staff).
10. The types of academic staff posts are defined in the academy's composition table. Depending on the post type, an academic post is filled either by an active serviceman or a staff member.
11. A regular academic staff member shall meet the requirements of an academic staff post and shall generally be selected by open competition (except for active serviceman) under the conditions laid down in these Rules.
12. Academic staff posts will be filled:

- 12.1. by means of an open competition;
- 12.2. by appointment to a post or the conclusion of a contract of employment without publication of a competition notice;
- 12.3. by invitation to a visiting staff
- 12.4. by promotion within the career brackets of the post as a result of appraisal.

Open competition

Organisation of the competition

13. The competition notice will be published on the Academy's website, the most common job sites, and/or national newspapers.
14. The competition notice shall contain at least the following information:
 - 14.1. the name and address of the academy;
 - 14.2. the career level and workload of the post to be filled;
 - 14.3. expected starting date;
 - 14.4. candidate requirements and primary responsibilities;
 - 14.5. the list of application documents and the closing date for applications.
15. Candidates have the right to obtain further information from the Academy about the post and the application procedure.
16. To apply, candidates must submit at least the following documents:
 - 16.1. a written application to apply for the post;
 - 16.2. an academic portfolio, including an overview of teaching, research and development activities, a list of research publications (must be verifiable in ETIS) and a curriculum vitae;
 - 16.3. a copy of a document certifying education and/or a degree or equivalent qualification;
 - 16.4. motivational letter.
17. If the candidate's diploma or degree has been issued by a foreign educational institution, the Academy may request the Estonian ENIC/NARIC Centre to assess the candidate's qualifications in accordance with the qualifications required for the position.
18. Participation in the competition is open to those who submit all the required documents to the Academy by the deadline.
19. Application documents are submitted digitally through the recruitment software (exceptions may be made for in-paper or as a digitally signed document by e-mail) to the recruitment partner of the Defence Resources Agency serving the Academy. Candidates who do not take part in the competition or who are not selected for the post will have all the documents submitted on paper returned to them on request, except the application form.

Selection Committee and evaluation of candidates

20. By order, the Head of the Academy shall form a selection committee of at least three members to assess the suitability of candidates for the post. The three-member selection board shall be quorate if all its members are present. A quorum of a selection board consisting of more than three members shall be constituted if more than half of the board members, including the chairperson, are present.
21. The selection board shall be composed of persons involved in the organisation of the work of the advertised post and the professional field and shall avoid any conflict of interest.
22. Within three working days of the closing date for applications, the recruitment partner of the Office of the Defence Resources Agency serving the academy sends to the selection board the verified

documents submitted for the competition, together with an initial overview of each candidate's suitability for the post.

23. Tasks of the committee:
 - 23.1. examines the documents submitted;
 - 23.2. assesses candidates' suitability for the post, as well as their competencies and their qualifications for the post as advertised;
 - 23.3. excludes candidates from further competition who do not meet the requirements of the post;
 - 23.4. ranks candidates who meet the requirements for the post;
 - 23.5. draws up a summary of the competition and forwards it to the Council of the Academy one month after the application deadline.
24. The selection board has the right to remove a candidate from the competition if it is proven that they have breached the principles of academic ethics.
25. The selection board has the right to make a reasoned proposal to the Council to exclude from the list of successful candidates a person who does not meet the requirements of the post, provided that such non-compliance is not likely to affect the performance of the duties of the post. The Council decides on including a candidate on the shortlist before the secret ballot.
26. The selection board may require the candidate to demonstrate competence (e.g. *venia legendi*, scientific presentation, etc.).
27. The committee takes its decisions by voting. In the event of a tie, the chairman of the selection board will have the casting vote.

Selection of academic staff

28. The Council of the Academy shall elect the full academic staff member by secret ballot.
29. Elections will take place two months after the closing date for applications.
30. If a member of the Council of the Academy is a candidate for the position of academic staff member, he/she shall withdraw from the Council meeting for the time of discussion and voting on the position to be filled. One member shall accordingly reduce the quorum.
31. Full-time members of academic staff shall be appointed for an indefinite period by means of a competition, except in cases where the work to be performed by the member of academic staff is of a fixed-term nature.

Formalising and contesting election results

32. The results of the competition shall be formalised as a decision of the Academy Council.
33. The recruitment partner of the Defence Resources Agency serving the Academy will inform the successful candidate of the decision taken on them (disqualification, selection, non-selection) five working days after the Council meeting.
34. The Head of the Academy concludes a contract of employment with the successful candidate who has passed a background check.
35. A participant in the competition shall have the right to submit a written complaint to the Head of the Academy within five working days from the date of notification of the results of the competition

if they consider that the conditions of the competition or the procedure for its conduct have been violated.

36. The Head of the Academy shall examine the complaint and make a decision on it ten working days after receipt of the complaint, informing the complainant of its decision in writing.
37. If, on examination of the complaint, it is found that there has been a breach of the conditions of the competition or of the procedures for the conduct of the competition and that the breach has affected the result of the election, the result of the competition is declared invalid.
38. In the event that the result of the competition is declared invalid, the recruitment partner of the Defence Resources Agency serving the academy will inform all participants of the competition.

Failure of the competition

39. The competition will be counted as failed if:
 - 39.1. no applications were received in response to the call for applications for academic staff;
 - 39.2. none of the candidates met the conditions of the competition and/or the requirements of the post;
 - 39.3. none of the successful candidate's applications resulted in a contract;
 - 39.4. the competition is discontinued for reasons beyond the control of the Academy;
 - 39.5. the Council Decision is repealed.
40. If the competition is unsuccessful, the Academy may announce a new competition, fill the post by concluding a fixed-term employment contract, or invite a visiting staff.

Filling a post without publication of a vacancy notice

Appointment

41. Posts of regular academic staff of military rank are normally filled for three to five years, depending on the rotation scheme.
42. An active serviceman who meets the requirements for the post of member of the academic staff set out in these Rules shall be appointed to the post of regular academic staff holding the rank of military staff. The level of military training and previous service experience of the staff member shall be taken into account (including previous assessment test results).

Entering into a fixed-term employment contract

43. The Head of the Academy may, without announcing a competition, enter into a fixed-term employment contract for a period of up to five years with a person who meets the requirements for the position of academic staff member set out in this Procedure if:
 - 43.1. the competition to select an academic staff member has failed;
 - 43.2. the work is of a temporary nature;
 - 43.3. to replace an academic staff member on maternity and/or parental leave.
44. In order to fill the vacancy, the person will receive a job offer in the Self-Service Portal of the State Employee (hereinafter RTIP), fill in their personal data via ID-card, mobile ID or smart-ID authenticating themselves in RTIP and submit it to the service partner of the Defence Resources Agency serving the Academy.
45. In order to assess the suitability of a potential candidate for the post, the Head of the Academy shall form a committee, which shall propose to the Head whether or not to conclude an employment contract.

Inviting a visiting staff

46. The Head of the Academy shall have the right to invite a scholar or an eminent practitioner in his or her field of specialisation to serve as a member of the staff of the Academy for a period of up to five years.
47. The head of the sub-unit shall propose the invitation of the visiting staff to the Head of the Academy, stating the reasons. The justification shall include the following information:
 - 47.1. a proposal for a visiting staff post;
 - 47.2. education and/or degree or professional qualification if available;
 - 47.3. a description of the planned activities and the need for them in the light of the tasks assigned to the Academy;
 - 47.4. an assessment of the suitability of the visiting staff to carry out the planned activity;
 - 47.5. a proposal for a contractual relationship;
 - 47.6. the person's written consent to being designated as a visiting staff.
48. The visiting staff status is granted by order of the Head of the Academy.
49. The visiting staff (other than a member of the Defence Forces) shall be subject to an employment contract, a contract for services or an assignment contract and may be remunerated.

III RIGHTS AND OBLIGATIONS OF ACADEMIC STAFF

50. Academic staff are entitled to:
 - 50.1. express their opinion and make proposals for discussing and resolving issues concerning their work and the activities of the Academy;
 - 50.2. the match between the areas and duties of the post and the workload;
 - 50.3. request, where justified, a reorganisation of the scope of work;
 - 50.4. free semester in accordance with the rules;
 - 50.5. elect their representatives to the Council of the Academy in accordance with the established procedure;
 - 50.6. use the Academy's infrastructure and resources for the performance of their duties in accordance with the established procedures.
51. Academic staff have a duty to:
 - 51.1. carry out the duties set out in these rules, the annexes, the job description and the employment contract;
 - 51.2. to carry out their duties with dedication, quality and efficiency, showing activity and initiative;
 - 51.3. contribute to the fulfilment of the Academy's objectives, following the principles of academic ethics and guided by the values of the Defence Forces and the Academy;
 - 51.4. contribute to the development of military science;
 - 51.5. contribute to the development and continuity of their areas of work;
 - 51.6. take good care of the assets made available for the performance of their duties.

IV FIELDS, TASKS AND ORGANISATION OF WORK

52. The areas of work of academic staff are teaching research, development, self-improvement and administration.
53. The learning activities are:
 - 53.1. preparation and execution of teaching duties (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of teaching materials, providing guidance, assessing and providing feedback to learners);

- 53.2. developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle;
 - 53.3. organising, supervising and evaluating student placements;
 - 53.4. peer reviews of prior learning and work experience (APEL);
 - 53.5. supervising and reviewing research papers;
 - 53.6. participation in the research defence committee;
 - 53.7. national and international teaching mobility;
 - 53.8. invalid. [19.02.2021 No 15]
54. Research activities are:
- 54.1. participation in and management of fundamental and applied research in the field of military science;
 - 54.2. publishing research results;
 - 54.3. editing and reviewing scientific texts and publications;
 - 54.4. dissemination and popularisation of research results;
 - 54.5. presentations at scientific events;
 - 54.6. applying for a patent and registering a utility model to protect the intellectual property of research results;
 - 54.7. obtaining resources for research activities (e.g. research grants and projects, fellowships, contract research, etc.);
 - 54.8. obtaining a research degree.
55. Development activities include:
- 55.1. drafting and updating of documents and regulations (e.g. curricula, study guidelines, etc.) that guarantee and/or organise the activities of the Academy;
 - 55.2. participation in the work of the accreditation committee;
 - 55.3. drafting terms of reference and expert reports;
 - 55.4. participating in and/or chairing specialised committees, networks and working groups;
 - 55.5. development of cross-curricular learning materials and tools (e.g. cross-curricular textbooks, instructional materials, instructional videos, learning objects, e-courses, etc.);
 - 55.6. mentoring activities;
 - 55.7. organising scientific conferences and seminars;
 - 55.8. participation in the work of the Academy Council and its committees;
 - 55.9. popularising their teaching and research interests, and promoting the Academy as a teaching and research institution;
 - 55.10. curriculum, direction and/or area management;
 - 55.11. international (cooperation) projects.
56. Self-development is:
- 56.1. Participation in events to develop professional or teaching competencies (e.g. conferences, training courses, seminars, etc.);
 - 56.2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.);
 - 56.3. placements abroad for the purpose of enhancing learning and/or development competencies (including participation in international exercises);
 - 56.4. performing wartime tasks (preparing for operations and participating in the training cycle).
57. Administrative activities are:
- 57.1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. study council, inventory, APEL, admission and competition committees, etc.);
 - 57.2. attending meetings, consultations, etc;
 - 57.3. providing input on the budget, equipment and resources for their area of work;
 - 57.4. providing the required information and statistics and preparing reports;

- 57.5. drafting and presenting documents related to their duties;
 - 57.6. other administrative tasks.
58. The requirements for academic staff posts, the fields of work, the proportions of the fields of work of the career grades, the more detailed tasks and the performance indicators are set out in Annexes 1 to 4. In the case of an academic staff member of military rank, the specificities resulting from military service shall be taken into account.
59. The academic member of staff's precise duties shall be determined by the academic member of staff's line manager on the basis of Annexes 1 to 4.
60. In justified cases (e.g. to fulfil the duties of a head of a chair, group leader, director, wartime duties), changes may be made to the proportions of the work areas. Changes in the scope of the work area and the expected performance shall be agreed upon with the head of the sub-unit and recorded in the summary of the academic staff member's development or appraisal interview.

V PERFORMANCE EVALUATION

61. The purpose of the performance assessments is to evaluate the academic staff member's performance and compliance with the requirements. Performance assessments must support the professional development of the academic staff member by providing constructive feedback and motivation to improve performance and support career progression.
62. The academic staff member's performance is assessed and feedback is provided as the following:
- 62.1. a development or appraisal interview;
 - 62.2. attestation.
63. The development or appraisal interview shall be conducted by the academic staff member's immediate supervisor at least once a year in accordance with the procedures established by the Defence Forces. If necessary, the development and/or appraisal interview shall fix the change in the academic staff member's job responsibilities for the following period.
64. The academic staff member shall prepare and submit a self-evaluation report (Annex 5) to the immediate supervisor no later than five working days before the interview.
65. The self-evaluation report shall be considered in the performance appraisal during the annual appraisal or development review. It shall be kept with the academic staff member's yearly appraisal or development review file.

Basis for accreditation and setting up an accreditation committee

66. An appraisal is a periodic assessment of an academic staff member's performance and suitability for a particular career grade. It aims to evaluate their work performance and quality and support their development and career prospects.
67. All academic staff of the Academy, except junior academics, visiting academics and persons with honorary status, shall be subject to accreditation under this Procedure.
68. Regular academic staff shall be accredited at least once every three years of service.
69. If the member of academic staff has been on maternity and/or parental leave during the period of the attestation, the attestation shall be postponed by the period of maternity and/or parental leave, but not more than three years from the date of the last return from maternity and/or parental leave.

- 69.1. A junior researcher shall be assessed annually, with the participation of the Defence Academy, at the institution where his/her doctoral studies are being carried out during the period under assessment. The junior researcher shall submit the written decision of the Doctoral Studies Assessment Board and the certificate of full-time study to the Head of Personnel of the Defence Resources Agency serving the Academy.
70. For the attestation, the Head of the Academy shall establish at least a three-member attestation committee by order.
- 70.1. The accreditation committee for the Lecturer, Professor and Research Fellow posts shall consist of at least two members with a degree. The chairperson of the Committee shall hold a doctorate. The Committee for the Qualification of Teaching Staff shall comprise at least two members with a master's degree, and the chairperson shall have at least a master's degree. One of the members of the Committee must be from outside the Academy.
- 70.2. A three-member evaluation committee has a quorum if all its members are present. The quorum of an evaluation committee of more than three members shall be constituted when more than half of the committee members, including the chairman, are present.
- 70.3. Conflicts of interest shall be avoided when setting up the Attestation Committee.
71. The chairperson of the Attestation Committee organises the activities of the Attestation Committee (e.g. draws up the schedule of interviews, instructs the members of the Committee, provides them with the necessary materials for their work, ensures that the persons to be attested are informed about the process, etc.).
72. The Accreditation Committee takes its decisions by voting. In the event of a tie, the chairman of the selection board shall have a casting vote.
73. The chairperson of the Attestation Committee shall inform the person to be attested in writing, in a readily reproducible form, of the date of the attestation at least 20 working days in advance. The appraisee shall submit to the chairperson of the Board and for information to their immediate superior, a completed and signed self-assessment report (Annex 5) for the period to be appraised, at least ten working days before the appraisal date.
74. The responsible member of the Defence Resources Agency staff shall submit to the Chairman of the Board summaries of the development or assessment interviews of the previous three years.
75. The planning section of the Department of Education submits summaries to the chairperson of the Attestation Committee of the amount of contact teaching and student feedback in the subjects undertaken by the attestant during the attestation period. Summaries of the contact teaching volume and student feedback for the assessment period for the war and disaster medicine courses shall be submitted to the Chair of the Assessment Board by the Training Section of the Centre for War and Disaster Medicine.

Activities and decision-making of the Attestation Committee

76. The working format of the Board of Attestation is an interview between the Board members and the candidate. The interview starts with assessing the assessor's performance by the assessor's immediate supervisor and continues without the immediate supervisor.
77. The Accreditation Committee bases its work and decisions on:
- a. from this Procedure;
 - b. the professional profile of the assessor;
 - c. the self-assessment report of the assessor for the assessment period;
 - d. summaries of the appraisee's development or appraisal interview;

- e. learners' feedback on their learning activities;
- f. from verbal interactions.

77.1. Decisions shall be based on the assessment of the academic staff member's performance, as specified in the job description, and the performance at the career grade shall be compared with the performance data collected and submitted. Where the Review Board has difficulty reaching a decision on the performance appraisal under paragraph 78, the appraisal decision shall consider, in particular, the performance appraisal of the appraisee's immediate and/or line manager.

78. Based on the staff member's performance, the Attestation Committee adopts one of the following decisions:

- a. To consider a member of the academic staff as an attested academic staff member - the reviewed academic staff member's performance meets the career grade requirements for the post;
- b. To consider a member of academic staff to be partially attested - the performance of the person only meets part of the requirements for the career grade of the post. The reviewed member will be sent for re-assessment after eight months;
- c. To consider a member of the academic staff as not attested - the reviewed member's performance does not meet the requirements for the career grade of the post.

78.1. The reviewed staff members' performance does not meet part of the requirements for the career grade of their post if, in one or two areas of work, the performance falls below the requirements laid down in these procedures. The appraisal or development review summary does not record a change in the proportions of the areas of work for a given year.

78.2. The reviewed staff members' performance does not meet the requirements for the career grade of their post if, in at least three areas of work, the performance falls below the requirements laid down in this procedure. The appraisal or development review summary does not record a change in the proportions of the duties for a given year.

79. The Chairperson of the Progress Review Committee shall prepare and submit the signed evaluation summary to the Head of the Academy for approval by ten working days from the end of the interview period.

80. The attestation report must contain a reasoned assessment of each appraisee's performance and of whether or not they meet or fail to meet the requirements for the grade of the post.

81. The attestation report must contain a reasoned assessment of each appraisee's performance and of whether or not they meet or fail to meet the requirements for the grade of the post.

82. In its conclusions, the Attestation Committee may make relevant suggestions and recommendations to improve performance, remedy shortcomings, support and promote professional development.

82.1. The Human Resources Manager of the Defence Resources Agency serving the Academy shall notify the successful candidate and their supervisors of the approved accreditation decision in writing in a reproducible form within a maximum of five working days. Assessment decisions shall be retained in the Human Resources Unit of the Defence Resources Agency serving the College.

82.2. In the case referred to in point 82.1., the member of academic staff who has been partially accredited shall draw up, in cooperation with his immediate superior, an action plan (actions and deadlines) to remedy the deficiencies within ten working days of the notification of the accreditation result at the latest. The planned activities shall be based on the mission, development and policies of the academy and shall be measurable. The action plan shall be recorded in the *Postipoiss* document management system and form the basis for re-testing.

83. The employment contract with a non-attested academic staff member shall be extraordinarily terminated under the conditions and in accordance with the procedure laid down in the Employment Contracts Act, and the academic staff member with military rank shall be appointed to another post based on the Defence Forces Service Act.

Challenging an Accreditation Decision

84. The academic staff member shall have the right to contest the accreditation decision by submitting a reasoned written appeal to the Head of the Academy within five working days from the date of notification.
85. The Head of the Academy shall decide within one month of receipt of the appeal.
86. If, on review of the appeal, it appears that there has been a breach of the accreditation terms or procedures for conducting the accreditation, but the breach could not have influenced the accreditation decision, the accreditation decision remains valid.
87. If, upon review of the appeal, it is found that the terms and conditions of the accreditation or the procedure for conducting the accreditation have been violated and the violation has affected the accreditation decision, the academy head shall declare the accreditation decision null and void and set a date for the re-testing of the employee.
88. The Head of Human Resources serving the College of the Defence Resources Agency shall inform the appellant, the Chairperson of the Board and the Head of the unit of the staff member to be certified of the decision taken on the appeal within five working days of the decision.

Promotion

89. If the appraisee meets the requirements for the next step in their career, the Commission is entitled to assess the appraisee's possible promotion to a higher step.
90. The head of the sub-unit may, after considering the possibility and the need, submit to the Head of the Academy a proposal for promotion or non-promotion to the next career grade within ten working days from the date of notification of the assessment decision. In the event of a proposal for promotion, the person concerned shall be asked for their agreement to the promotion.
91. The promotion decision shall be taken by the Head of the Academy within ten working days of the submission of the proposal.

V FREE SEMESTER

Planning for the free semester

92. Full-time academic staff are entitled to one semester off once every five years. The entitlement to an unused semester does not carry over to the next five-year period.
93. The duration of an academic staff member's free semester at the Academy shall be five consecutive months and shall not be linked to the semesters of the academic year.
94. During the semester off, the academic staff is entitled to be free from all teaching activities (except research supervision). Their employment tasks will deal with research and development activities with an option of self-developmental activities.
95. A full-time academic staff member may be granted a free semester if they have worked at the Academy for at least three years by the beginning of the free semester. It is advisable to choose the

time of the semester off in the light of the duration of the member of the academic staff's term of office so that he continues to hold the post for at least one academic year after the semester off.

96. The free semester planning document is the free semester calendar plan (schedule), which is drawn up by the Academic Affairs Department, the Applied Research Department and the Centre for War and Disaster Medicine. The calendar plan (schedule) is normally drawn up for five academic years and, if necessary, renewed at the beginning of each academic year.
97. In order to obtain a free semester, an academic staff member shall submit to the head of the subunit of the Academy, as a general rule, a formal application (Annex 6) one year prior to the beginning of the semester for which the free semester is requested.
98. It is the responsibility of the alternate supervisor to ensure that the free semester can be used and teaching can take place at the same time.
99. Admission to a free semester is fixed by order of the head of the subunit.
100. In duly justified cases, the time of the semester off may be changed by written agreement between the applicant, their immediate supervisor and the head of the department no later than one month before the scheduled start of the semester off.
101. A semester off may be refused if, in the opinion of the coordinators of the application, the planned activities do not relate to research and development and/or upgrading of professional skills and/or do not correspond to the workload of the staff member's post.

Free Semester Report

102. The academic staff member is responsible for the targeted use of the free semester.
103. At the end of the semester off, the academic staff member shall submit to the immediate supervisor within ten working days a report on the fulfilment of the objectives set out in the application for the semester off (Annex 7). The immediate supervisor shall submit an overview of the fulfilment of the objectives and the results of the free semester to the head of the subunit, together with their assessment. The academic staff member is obliged to present the report/results of the semester to their subunit.
104. The results of the free semester, together with an assessment of the fulfilment of the objectives and the results of the free semester, will be taken into account in the assessment of the academic staff member.

VI Receiving Emeritus Status

105. An academic staff member who has worked at the Academy for an extensive period and has reached retirement age may be granted emeritus status by the Academy to support his or her retirement concerning active teaching, research and development.
106. Emeritus status may be granted to an academic staff member who has worked at the Academy for at least ten years as a full professor and/or as a research professor for a total of at least 30 years in various academic staff positions.
107. The initiation of the granting of honorary status is based on the academic staff member's contribution to the academy's teaching and research activities, administrative activities, securing academic succession, promoting academic culture and developing national defence.

108. A proposal for granting the emeritus status based on clause 107 may be initiated by the head of the subunit, the head of the academy or at least one-third of the members of the academy council. The proposal shall be submitted to the Council of the Academy together with the person's academic portfolio and their consent.
109. The Academic Council shall decide on the granting of the status by a simple vote.
110. The employment contract of a person who has been granted emeritus status shall be terminated by giving at least two months' notice.
111. A person with emeritus status shall be paid an honorary allowance, the amount of which and the basis for its determination shall be established by the Head of the Academy by order. The promotion allowance shall be calculated in the month following the month in which the employment contract ends.
112. The person with the emeritus status is a member of the Academy and is subject to the corresponding rights and obligations.
113. Persons with emeritus status shall be recorded by the Human Resources Officer of the Defence Resources Agency serving the Academy.

VII IMPLEMENTING PROVISIONS

114. The employment contracts of associate professors and senior researchers concluded before 01.09.2019 are valid until the end of their term or until the termination of the employment contract as a result of the attestation. In the event of a positive assessment, the Academy shall ensure that the employee is offered the opportunity to take up another academic staff position corresponding to their qualifications based on the assessment given in the assessment. If a staff member who has been positively assessed does not accept the offer of another academic staff member's post, the employment contract shall be terminated on the basis of Article 89(1) of the Employment Contracts Act.
115. The title of Emeritus Professor granted before 01.09.2020, and their remuneration shall be valid under the conditions and in accordance with the procedure in force when these decisions were taken.
116. Academic staff employed before 01.01.2020 shall be subject to the job description of the academic staff of the Defence Forces Academy approved by Order No 39 of 18.05.2012 of the Chief of the Combined Armed Forces Academic Staff.

THE POST: TEACHER

1. **Teacher** (except instructor) is a **post of academic staff** with a higher education qualification, mainly related to vocational and higher education levels teaching.
2. Within the teaching profession, there are the following career levels: instructor, teacher and leading teacher.

Career level: Instructor

<i>Candidate requirements for the post</i>	<ol style="list-style-type: none"> 1. Named to the post of active serviceman. 2. A minimum of a secondary education. 3. Pedagogical skills. 4. Minimum three years' professional experience in the field taught. 5. A minimum of AO level II military training. 	
<i>Field of work</i>	<i>Detailed tasks</i>	<i>Work volume and performance indicators</i>
<i>Educational activities</i>	<ol style="list-style-type: none"> 1. preparation and delivery of teaching activities in specialised subjects (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of materials, provision of consultations, assessment and feedback); 2. development of the subject(s) under the leadership of the academic staff member(s) in charge, including analysis of student feedback and planning of improvement activities for the next academic cycle; 3. support the organisation of student internships; 4. peer reviews of prior learning and work experience (APEL); 7. national and international teaching mobility; 8. invalid. [19.02.2021 No 15]. 	<p>Workload at least 70% of total working time, including:</p> <ol style="list-style-type: none"> 1. 600-800 hours of contact training per year. [Wed 19.02.2021 No 15]; 2. on average two training sessions at least once per academic year.
<i>Research activities</i>	None	-
<i>Development activities</i>	<ol style="list-style-type: none"> 5. producing or participating in the production of cross-curricular learning materials and tools (e.g. cross-curricular textbook, instructional material, instructional video, learning project, e-course, etc.); 6. acting as a mentor; 8. participation in the work of the Academy Council and its committees; 9. popularise their teaching and research interests and promote the Academy as an educational institution. 	Up to 10% of total working time.

Self-development	<ol style="list-style-type: none"> 1. participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.); 2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.); 3. placements abroad for the purpose of enhancing learning and/or development competences. (including participation in international exercises); 4. completing wartime tasks (preparing for operations and participating in the training cycle). 	<p>Between 10-20% of total working time.</p> <ol style="list-style-type: none"> 1. at least two training/information days/seminars per academic year; 2. participation in all the types of activities on offer at least once an academic year; 3. on average two training sessions per academic year.
Administrative activities	<ol style="list-style-type: none"> 1. participation in the work of committees supporting the functioning of the Academy (e.g. Academic Council, Inventory Committee); 2. attending meetings, consultations, etc; 3. providing input on equipment and resources for their area of work; 4. providing the required information and statistics and preparing reports; 5. drafting and presenting documents related to their duties; 6. carrying out other administrative tasks. 	Up to 5% of total working time.

Career level: Instructor

Candidate requirements for the post	Active serviceman	Contractual staff
	<ol style="list-style-type: none"> 1. A minimum of a university degree or equivalent qualification. 2. Pedagogical skills. 3. Minimum three years' professional experience in the field taught. 4. Military training to level O I or at least AO III. [dd 19.02.2021 No 15] 	<ol style="list-style-type: none"> 1. A minimum of a university degree or equivalent qualification. 2. Pedagogical skills. 3. Work experience in the field taught.
Field of work	Detailed tasks	Work volume and performance indicators
Educational activities	<ol style="list-style-type: none"> 1. preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of materials, provision of consultations, assessment and feedback); 2. developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle; 3. organising, supervising and evaluating student internships; 4. peer reviews of prior learning and work experience (APEL); 5. co-supervising and reviewing research papers; 7. national and international teaching mobility; 	<p>Active serviceman: Workload at least 70% of total working time, including:</p> <ol style="list-style-type: none"> 1. 450-600 contact hours per year. [19.02.2021 No 15]; 2. co-supervision of on average one thesis submitted for defence per academic year; 3. on average two training sessions at least once per academic year.
		<p>Contractual staff: Workload at least 80% of total working time, including:</p> <ol style="list-style-type: none"> 1. 500-700 contact hours per year. [19.02.2021 No 15]; 2. co-supervision of, on average, two theses submitted for defence per academic year; 3. on average two training sessions at least once per academic year.

<i>Research activities</i>	None	-
<i>Development activities</i>	<p>1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.);</p> <p>4. participating in and/or chairing specialised committees, networks and working groups;</p> <p>5. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbooks, instructional materials, instructional videos, learning projects, e-courses, etc.);</p> <p>6. acting as a mentor;</p> <p>8. participation in the work of the Academy Council and its committees;</p> <p>9. popularising their teaching and research interests and promoting the Academy as an educational institution.</p>	Up to 10% of total working time.
<i>Self-development</i>	<p>1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.);</p> <p>2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.);</p> <p>3. placements abroad for the purpose of enhancing learning and/or development competences. (including participation of active military personnel in foreign exercises);</p> <p>4. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman).</p>	<p>Active serviceman: Workload 10-20% of total working time, including:</p> <p>1. Minimum of two training/information days/seminars per academic year.</p> <p>2. participation in all the types of activities on offer at least once per academic year;</p> <p>3. on average two training sessions per academic year.</p> <p>Contractual staff: Workload 5-10% of total working time, including:</p> <p>1. minimum of four training/information days/seminars per academic year.</p> <p>2. participation in all the types of activities on offer at least once per academic year.</p>
<i>Administrative activities</i>	<p>1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. study council, interview or inventory committee);</p> <p>2. attending meetings, consultations, etc;</p> <p>3. providing input on the budget, equipment and resources for their area of work;</p> <p>4. providing the required information and statistics and preparing reports;</p> <p>5. drafting and presenting documents related to their duties;</p> <p>6. carrying out other administrative tasks.</p>	Up to 5% of total working time.

Career level: Leading teacher

<i>Candidate requirements for the post</i>	Active serviceman or contractual staff 1. A minimum of a university degree or equivalent qualification. 2. A minimum of ten years of teaching experience. 3. Professional experience in the field taught. 4. Experience in participating in decision-making bodies, committees, or other bodies. 5. Military training to level O I or above (active serviceman).	
<i>Field of work</i>	<i>Detailed tasks</i>	<i>Work volume and performance indicators</i>
<i>Educational activities</i>	1. preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of materials, provision of consultations, assessment and feedback); 2. developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle; 3. organising, supervising and evaluating student internships; 4. peer reviews of prior learning and work experience (APEL); 5. co-supervising and reviewing research papers; 5. national and international teaching mobility;	Active serviceman: Workload at least 65% of total working time, including: 1. 400-600 contact hours per year. [19.02.2021 No 15]; 2. co-supervision of, on average, two theses submitted for defence per academic year; 3. on average two training sessions at least once per academic year. Contractual staff: Workload at least 75% of total working time, including: 1. 450-650 contact hours per year. [19.02.2021 No 15]; 2. co-supervision of, on average, two theses submitted for defence per academic year; 3. on average two training sessions at least once per academic year.
<i>Research activities</i>	None	-
<i>Development activities</i>	1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.); 2. participating in and/or chairing specialised committees, networks and working groups; 3. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbook, instructional material, instructional video, learning project, e-course, etc.); 4. acting as a mentor; 5. participation in the work of the Academy Council and its committees; 6. popularising their profession and promoting the Academy as an educational institution.	Up to 15% of total working time.

<p><i>Self-development</i></p>	<p>1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.);</p> <p>2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.);</p> <p>3. placements abroad for the purpose of enhancing learning and/or development competences. (including participation of active military personnel in foreign exercises);</p> <p>4. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman).</p>	<p>Active serviceman: Workload 10-20% of total working time, including:</p> <p>1. Minimum of two training/information days/seminars per academic year. 2. participation in all the types of activities on offer at least once per academic year; 3. on average two training sessions per academic year.</p> <p>Contractual staff: Workload 5-10% of total working time, including:</p> <p>1. minimum of three training/information days/seminars per academic year. 2. participation in all the types of activities on offer at least once per academic year.</p>
<p><i>Administrative activities</i></p>	<p>1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. study council, interview or inventory committee);</p> <p>2. attending meetings, consultations, etc;</p> <p>3. providing input on the budget, equipment and resources for their area of work;</p> <p>4. providing the required information and statistics and preparing reports;</p> <p>5. drafting and presenting documents related to their duties;</p> <p>6. carrying out other administrative tasks.</p>	<p>Up to 5% of total working time.</p>

THE POST: LECTURER

1. **Lecturer is an academic staff position requiring a graduate degree** in which the main duties of the person employed are related to teaching at a higher education level, research and development, and supervision of students.
2. Within the post of lecturer, there are the following career levels: associate lecturer, lecturer and leading lecturer.

Career level: Associate lecturer

<i>Candidate requirements for the post</i>	Active serviceman 1. A minimum of a graduate degree or equivalent qualification. 2. Pedagogical skills or experience in pedagogical work. 3. A minimum of three years' professional experience in the field taught. 4. A minimum of O I level military training. 5. A minimum of group-level management experience.	Contractual staff 1. A minimum of a graduate degree or equivalent qualification. 2. Pedagogical skills or experience in pedagogical work. 3. A minimum of three years professional experience in the field taught. 4. Experience in publishing research results.
<i>Field of work</i>	<i>Detailed tasks</i>	<i>Work volume and performance indicators</i>
<i>Educational activities</i>	1. preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of materials, provision of consultations, assessment and feedback); 2. developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle; 3. organising, supervising and evaluating student internships; 4. peer reviews of prior learning and work experience (APEL); 5. co-supervising and reviewing research papers; 6. participation in the research defence committee; 7. national and international teaching mobility;	Active serviceman: Workload at least 55% of total working time, including: 1. 350-500 contact hours per year. [19.02.2021 No 15]; 2. supervision of an average of two to three research papers submitted for defence per academic year and an average of one to two research paper reviews per academic year. 3. on average two training sessions at least once per academic year. Contractual staff: Workload at least 60% of total working time, including: 1. 350-550 contact hours per year. [19.02.2021 No 15]; 2. supervising an average of 3-4 research papers submitted for defence per academic year and reviewing an average of 1-2 research papers per academic year; 3. on average two training sessions at least once per academic year.
<i>Research activities</i>	1. participation in basic and applied research in the field of military science; 2. publishing research results; 3. peer reviewing scientific texts; 4. distribution and popularisation of research results; 5. presentations at scientific events	Active serviceman: 1. Workload of at least 20% of total working time, including: 2. and 4. <u>attestation period</u> (3 years): a) one published article in a peer-reviewed international scientific journal; b) one other published article.

		<p>2. one presentation at a conference or seminar per academic year.</p> <p>Contractual staff: 1. Workload of at least 25% of total working time, including: 2. and 4. <u>attestation period</u> (3 years): a) one published article in a peer-reviewed international scientific journal; b) two other published articles. 2. one presentation at a conference or seminar per academic year.</p>
Development activities	<p>1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.);</p> <p>2. participating in and/or chairing specialised committees, networks and working groups;</p> <p>3. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbook, instructional material, instructional video, learning project, e-course, etc.);</p> <p>4. acting as a mentor;</p> <p>5. participation in the organisation of scientific conferences and seminars;</p> <p>6. participation in the work of the Academy Council and its committees;</p> <p>7. popularising their professional interests and promoting the Academy as an educational institution.</p>	Up to 5% of total working time.
Self-development	<p>1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.);</p> <p>2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.);</p> <p>3. placements abroad for the purpose of enhancing learning and/or development competences. (including participation of active military personnel in foreign exercises);</p> <p>4. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman).</p>	<p>Active serviceman: Workload 10-20% of total working time, including: 1. Minimum of two training/information days/seminars per academic year. 2. participation in all the types of activities on offer at least once per academic year; 3. on average two training sessions per academic year.</p> <p>Contractual staff: Workload 5-10% of total working time, including: 1. minimum of three training/information days/seminars per academic year. 2. participation in all the types of activities on offer at least once per academic year.</p>

Administrative activities	<ol style="list-style-type: none"> 1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. study council, inventory, APEL, admission and competition committees, etc.); 2. attending meetings, consultations, etc; 3. providing input on the budget, equipment and resources for their area of work; 4. providing the required information and statistics and preparing reports; 5. drafting and presenting documents related to their duties; 6. carrying out other administrative tasks. 	Up to 5% of total working time.
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Career level: Lecturer

Candidate requirements for the post	Active serviceman <ol style="list-style-type: none"> 1. A minimum of a graduate degree or equivalent qualification. 2. A minimum of three years' teaching experience. 3. At least three years' professional experience in the field taught. 4. A minimum of O II level military training. 5. A minimum of group-level management experience. 6. Experience in international cooperation. 	Contractual staff <ol style="list-style-type: none"> 1. A minimum of a graduate degree or equivalent qualification. 2. A minimum of three years' teaching experience in higher education. 3. At least three years' professional experience in the field taught. 4. Publishing experience at the international level.
Field of work	Detailed tasks	Work volume and performance indicators
Educational activities	<ol style="list-style-type: none"> 1. preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of materials, provision of consultations, assessment and feedback); 2. developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle; 3. organising, supervising and evaluating student internships; 4. peer reviews of prior learning and work experience (APEL); 5. supervising and reviewing research papers; 6. participation in the research defence committee; 7. national and international teaching mobility; 	Active serviceman: Workload at least 50% of total working time, including: <ol style="list-style-type: none"> 1. 300-450 contact hours per year. [19.02.2021 No 15]; 2. supervision of an average of three to four research papers submitted for defence per academic year and an average of two to three research paper reviews per academic year. 3. on average two training sessions at least once per academic year. Contractual staff: Workload at least 55% of total working time, including: <ol style="list-style-type: none"> 1. 300-450 contact hours per year. [19.02.2021 No 15]; 2. supervising an average of 4-5 research papers submitted for defence per academic year and reviewing an average of 2-3 research papers per academic year; 3. on average two training sessions at least once per academic year.
Research activities	1. participation in basic and applied research in the field of military science;	Active serviceman:

	<ol style="list-style-type: none"> 2. publishing research results; 3. peer reviewing scientific texts; 4. distribution and popularisation of research results; 5. presentations at scientific events. 	<ol style="list-style-type: none"> 1. Workload of at least 20% of total working time, including: 2. and 4. <u>attestation period</u> (3 years): <ol style="list-style-type: none"> a) one published article in a peer-reviewed international scientific journal; b) one other published article. 2. one presentation at a conference or seminar per academic year. <p>Contractual staff:</p> <ol style="list-style-type: none"> 1. Workload of at least 25% of total working time, including: 2. and 4. <u>attestation period</u> (3 years): <ol style="list-style-type: none"> a) two published articles in a peer-reviewed international scientific journal; b) one other published article. 2. one presentation at a conference or seminar per academic year.
Development activities	<ol style="list-style-type: none"> 1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.); 2. participation in the work of the accreditation committee; 3. participating in and/or chairing specialised committees, networks and working groups; 4. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbook, instructional material, instructional video, learning project, e-course, etc.); 5. acting as a mentor; 6. participation in the organisation of scientific conferences and seminars; 7. participation in the work of the Academy Council and its committees; 8. popularising their professional interests and promoting the Academy as an educational institution. 	Up to 10% of total working time.
Self-development	<ol style="list-style-type: none"> 1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.); 2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.); 3. placements abroad for the purpose of enhancing learning and/or development 	<p>Active serviceman: Workload 10-20% of total working time, including:</p> <ol style="list-style-type: none"> 1. Minimum of two training/information days/seminars per academic year. 2. participation in all the types of activities on offer at least once per academic year; 3. on average two training sessions per academic year.

	competences. (including participation of active military personnel in foreign exercises); 4. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman).	Contractual staff: Workload 5-10% of total working time, including: 1. minimum of three training/information days/seminars per academic year. 2. participation in all the types of activities on offer at least once per academic year.
Administrative activities	1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. study council, inventory, APEL, admission and competition committees, etc.); 2. attending meetings, consultations, etc; 3. providing input on the budget, equipment and resources for their area of work; 4. providing the required information and statistics and preparing reports; 5. drafting and presenting documents related to their duties; 6. carrying out other administrative tasks.	Up to 5% of total working time.

Career level: Leading Lecturer

Candidate requirements for the post	Active serviceman	Contractual staff
	1. A minimum of a graduate degree or equivalent qualification. 2. A minimum of three years' teaching experience. 3. At least three years' professional experience in the field taught. 4. Experience in publishing. 5. Experience of participating in decision-making bodies, committees or other bodies. 6. Minimum level of military training O II. 7. Battalion-level management experience. 8. Experience in international cooperation.	1. A minimum of a graduate degree or equivalent qualification. 2. A minimum of five years' teaching experience in higher education. 3. At least three years' professional experience in the field taught. 4. Publishing experience at the international level. 5. Experience of participating in decision-making bodies, committees or other bodies. 6. Team or project management experience. 7. Experience in international cooperation.
Field of work	Detailed tasks	Work volume and performance indicators
Educational activities	1. preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of materials, provision of consultations, assessment and feedback); 2. developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle; 3. organising, supervising and evaluating student internships;	Active serviceman: Workload at least 40% of total working time, including: 1. 250-400 contact hours per year. [19.02.2021 No 15]; 2. supervision of an average of three to four research papers submitted for defence per academic year and an average of two to three research paper reviews per academic year. 3. on average two training sessions at least once per academic year.

	<p>4. peer reviews of prior learning and work experience (APEL);</p> <p>5. supervising and reviewing research papers;</p> <p>6. participation in the research defence committee;</p> <p>7. national and international teaching mobility;</p>	<p>Contractual staff:</p> <p>Workload at least 45% of total working time, including:</p> <p>1. 300-400 contact hours per year. [19.02.2021 No 15];</p> <p>2. supervising an average of 4-5 research papers submitted for defence per academic year and reviewing an average of 2-3 research papers per academic year;</p> <p>3. on average two training sessions at least once per academic year.</p>
<i>Research activities</i>	<p>1. Participation in basic and applied research in the field of military science;</p> <p>2. publishing research results;</p> <p>3. peer reviewing scientific texts;</p> <p>4. distribution and popularisation of research results;</p> <p>5. presentations at scientific events.</p> <p>6. obtaining resources for research activities (e.g. research grants and projects, fellowships, contract research, etc.).</p>	<p>Active serviceman:</p> <p>1. Workload of at least 20% of total working time, including: 2. and 4. <u>attestation period</u> (3 years):</p> <p>a) one published article in a peer-reviewed international scientific journal;</p> <p>b) one other published article.</p> <p>2. one presentation at a conference or seminar per academic year.</p> <p>Contractual staff:</p> <p>1. Workload of at least 25% of total working time, including: 2. and 4. <u>attestation period</u> (3 years):</p> <p>a) two published articles in a peer-reviewed international scientific journal;</p> <p>b) one other published article.</p> <p>2. one presentation at a conference or seminar per academic year.</p>
<i>Development activities</i>	<p>1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.);</p> <p>2. participation in the work of the accreditation committee;</p> <p>3. drafting terms of reference and expert reports;</p> <p>4. participating in and/or chairing specialised committees, networks and working groups;</p> <p>5. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbook, instructional material, instructional video, learning project, e-course, etc.);</p> <p>6. acting as a mentor;</p> <p>7. participation in the organisation of scientific conferences and seminars;</p> <p>8. participation in the work of the Academy Council and its committees;</p> <p>9. popularising their profession and promoting the Academy as an educational institution.</p> <p>10. curriculum, direction and/or area management;</p>	<p>Up to 15% of total working time.</p>

	11. international (cooperation) projects.	
<i>Self-development</i>	<p>1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.);</p> <p>2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.);</p> <p>3. placements abroad for the purpose of enhancing learning and/or development competences. (including participation of active military personnel in foreign exercises);</p> <p>4. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman).</p>	<p>Active serviceman: Workload 10-20% of total working time, including:</p> <p>1. Minimum of two training/information days/seminars per academic year. 2. participation in all the types of activities on offer at least once per academic year; 3. on average two training sessions per academic year.</p> <p>Contractual staff: Workload 5-10% of total working time, including:</p> <p>1. minimum of three training/information days/seminars per academic year. 2. participation in all the types of activities on offer at least once per academic year.</p>
<i>Administrative activities</i>	<p>1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. study council, inventory, APEL, admission and competition committees, etc.);</p> <p>2. attending meetings, consultations, etc;</p> <p>3. providing input on the budget, equipment and resources for their area of work;</p> <p>4. providing the required information and statistics and preparing reports;</p> <p>5. drafting and presenting documents related to their duties;</p> <p>6. carrying out other administrative tasks.</p>	Up to 10% of total working time.

THE POST: PROFESSOR

1. A professor is a post of academic staff member who holds a doctoral degree and whose main duties relate to research and development at international level and its management, the organisation and teaching of teaching in his or her subject area, and the supervision of students and academic staff.
2. Within the post of professor, there are the following career stages: associate professor and professor.

Career level: Associate professor

<i>Candidate requirements for the post</i>	Active serviceman or contractual staff	
	<ol style="list-style-type: none"> 1. A minimum of a doctoral degree or equivalent qualification. 2. At least five years of teaching, research, and development experience in higher education and/or research institutions. 3. Effective experience in mentoring graduate students. 4. Experience in publishing on an international level. 5. Experience in managing research activities. 6. Experience of participating in decision-making bodies, committees or other bodies. 7. Minimum level of military training O III (active serviceman). 8. Experience in managing a working group or research project. 	
<i>Field of work</i>	<i>Detailed tasks</i>	<i>Work volume and performance indicators</i>
<i>Educational activities</i>	<ol style="list-style-type: none"> 1. Preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of teaching materials, provision of consultations, assessment and feedback); 2. developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle; 4. peer reviews of prior learning and work experience (APEL); 5. supervising and reviewing research papers; 6. participation in the research defence committee; 7. international teaching mobility; 	Active serviceman: Workload at least 35% of total working time, including: <ol style="list-style-type: none"> 1. 200-300 contact hours per year. [19.02.2021 No 15]; 2. Supervision of an average of 4 to 5 research papers (primarily master's theses) submitted for defence per academic year and reviewing an average of 2 to 4 research papers per academic year; 3. on average two training sessions at least once per academic year.
<i>Research activities</i>	<ol style="list-style-type: none"> 1. participation in basic and applied research in the field of military science; 2. publishing research results; 3. editing and reviewing scientific texts and publications; 4. distribution and popularisation of research results; 5. presentations at scientific events. 6. applying for a patent and registering a utility model to protect the intellectual property of research results; 7. obtaining resources for research activities (e.g. research grants and projects, fellowships, contract research, etc.). 	Workload of at least 35% of total working time, including: <ol style="list-style-type: none"> 1. <u>during attestation period</u> (3 years): <ol style="list-style-type: none"> a) three published article in a peer-reviewed international scientific journal; (including the first author of at least one article) or b) one patent or utility model obtained. 2. one scientific presentation at an international conference or seminar per academic year; 3. if funding is available for research for the following year, no application is required; if no funding is available, at least one application per academic year.

Development activities	<ol style="list-style-type: none"> 1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.); 2. participation in the work of the accreditation committee; 3. drafting terms of reference and expert reports; 4. participating in and/or chairing specialised committees, networks and working groups; 5. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbooks, instructional materials, instructional videos, learning projects, e-courses, etc.); 6. participation in the organisation of scientific conferences and seminars; 7. participation in the work of the Academy Council and its committees; 8. popularising their professional interests and promoting the Academy as an educational and a research institution. 	Up to 20% of total working time.
Self-development	<ol style="list-style-type: none"> 1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.); 2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.); 3. placements abroad for the purpose of enhancing learning and/or development competences (including participation of active military personnel in foreign exercises); 4. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman). 	Workload 5% of total working time, including: <ol style="list-style-type: none"> 1. Minimum of one training/information day/seminar per academic year. 2. participation in at least one of activities on offer at least once per academic year; 3. on average two training sessions per academic year (active serviceman).
Administrative activities	<ol style="list-style-type: none"> 1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. study council, inventory, APEL, admission and competition committees, etc.); 2. attending meetings, consultations, etc; 3. providing input on the budget, equipment and resources for their area of work; 4. providing the required information and statistics and preparing reports; 5. drafting and presenting documents related to their duties; 6. carrying out other administrative tasks. 	Up to 5% of total working time.

Career level: Professor

Candidate requirements for the post	Active serviceman or Contractual staff
	<ol style="list-style-type: none"> 1. A minimum of a doctoral degree or equivalent qualification. 2. At least ten years of teaching, research, and development experience in higher education and/or research institutions. 3. Effective experience in mentoring doctorate students.

	<p>4. Experience in organising and conducting international professional research cooperation and teaching.</p> <p>5. Experience publishing on an international level.</p> <p>6. Experience in research management.</p> <p>7.. Experience of participating in decision-making bodies, committees or other bodies.</p> <p>8. Minimum level of military training O IV (active serviceman).</p> <p>9. Experience in managing a working group or research project.</p>	
Field of work	Detailed tasks	Work volume and performance indicators
Educational activities	<p>1. preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of teaching materials, provision of consultations, assessment and feedback);</p> <p>2. developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle;</p> <p>3. peer reviews of prior learning and work experience (APEL);</p> <p>4. supervising and reviewing research papers;</p> <p>5. participation in the research defence committee;</p> <p>6. international teaching mobility;</p>	<p>Active serviceman:</p> <p>Workload at least 30% of total working time, including:</p> <p>1. 150-250 contact hours per year. [19.02.2021 No 15];</p> <p>2. Supervision of an average of 4 to 5 research papers (primarily master's theses) submitted for defence per academic year and reviewing an average of 2 to 4 research papers per academic year;</p> <p>3. on average two training sessions at least once per academic year.</p>
Research activities	<p>1. participation in basic and applied research in the field of military science;</p> <p>2. publishing research results;</p> <p>3. editing and reviewing scientific texts and publications;</p> <p>4. distribution and popularisation of research results;</p> <p>5. presentations at scientific events.</p> <p>6. applying for a patent and registering a utility model to protect the intellectual property of research results;</p> <p>7. obtaining resources for research activities (e.g. research grants and projects, fellowships, contract research, etc.).</p>	<p>Workload of at least 40% of total working time, including:</p> <p><u>1. during attestation period (3 years):</u></p> <p>a) three published article in a peer-reviewed international scientific journal; (including the first author of at least one article) or</p> <p>b) one patent or utility model obtained.</p> <p>2. one scientific presentation at an international conference or seminar per academic year;</p> <p>3. if funding is available for research for the following year, no application is required; if no funding is available, at least one application per academic year.</p>
Development activities	<p>1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.);</p> <p>2. participation in the work of the accreditation committee;</p> <p>3. drafting terms of reference and expert reports;</p> <p>4. participating in and/or chairing specialised committees, networks and working groups;</p> <p>5. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbook, instructional material, instructional video, learning project, e-course, etc.);</p> <p>7. participation in the organisation of scientific conferences and seminars;</p>	Up to 20% of total working time.

	8. participation in the work of the Academy Council and its committees; 9. popularising their profession and promoting the Academy as an educational and a research institution.	
<i>Self-development</i>	1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.); 2. participation in academy activities that develop didactic competence (e.g. lesson observation, visits to military units, alumni shadowing, etc.); 3. placements abroad for the purpose of enhancing learning and/or development competences (including participation of active military personnel in foreign exercises); 4. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman).	Workload 5% of total working time, including: 1. Minimum of one training/information day/seminar per academic year. 2. participation in at least one of activities on offer at least once per academic year; 3. on average two training sessions per academic year (active serviceman).
<i>Administrative activities</i>	1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. study council, inventory, APEL, admission and competition committees, etc.); 2. attending meetings, consultations, etc; 3. providing input on the budget, equipment and resources for their area of work; 4. providing the required information and statistics and preparing reports; 5. drafting and presenting documents related to their duties; 6. carrying out other administrative tasks.	Up to 5% of total working time.

THE POST: RESEARCHER

1. A **researcher** (other than a junior researcher) is a post of academic staff holding a **research degree whose main duties relate to research and development**.
2. Within a research position, there are the following career stages: junior researcher, researcher and leading researcher.

Career level: Junior Researcher

Candidate requirements for the post	<ol style="list-style-type: none"> 1. Named to the post of active serviceman. 2. Graduate degree or an equivalent qualification. 3. Enrolled in doctoral studies. 4. At least O I level military training. 	
Field of work	Detailed tasks	Work volume and performance indicators
Educational activities	<ol style="list-style-type: none"> 1. preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of teaching materials, provision of consultations, assessment and feedback); 2. supervising and reviewing research papers; 3. participation in the research defence committee; 	Active serviceman: Workload at least 10% of total working time, including: <ol style="list-style-type: none"> 1. 50-100 contact hours per year. [19.02.2021 No 15]; 2. Supervision of an average of 1 to 2 research papers (primarily master's theses) submitted for defence per academic year and reviewing an average of 1 to 2 research papers per academic year;
Research activities	<ol style="list-style-type: none"> 1. participation in basic and applied research in the field of military science; 2. publishing research results; 3. editing and reviewing scientific texts; 4. distribution and popularisation of research results; 5. presentations at scientific events. 6. applying for a patent and registering a utility model to protect the intellectual property of research results; 7. obtaining resources for research activities (e.g. research grants and projects, fellowships, contract research, etc.). 8. obtaining a research degree. 	Workload of at least 70% of total working time, including: <ol style="list-style-type: none"> <u>1. during attestation period (3 years):</u> <ol style="list-style-type: none"> a) two published articles in a peer-reviewed international scientific journal; or b) one patent or utility model obtained; 2. one scientific presentation at an international conference or seminar per academic year;
Development activities	<ol style="list-style-type: none"> 1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.); 3. drafting terms of reference and expert reports; 4. participating in and/or chairing specialised committees, networks and working groups; 5. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbooks, instructional materials, instructional videos, learning projects, e-courses, etc.); 	Up to 5% of total working time.

	7. participation in the organisation of scientific conferences and seminars; 9. popularising their professional interests and promoting the Academy as an educational and a research institution.	
<i>Self-development</i>	1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.); 2. placements abroad for the purpose of enhancing learning and/or development competences (including participation of active military personnel in foreign exercises); 3. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman).	Workload 10% of total working time, including: 1. completion of the doctoral programme in accordance with the individual plan; 2. at least once per academic year; 3. on average two training sessions per academic year.
<i>Administrative activities</i>	1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. inventory committees); 2. attending meetings, consultations, etc; 3. providing input on the budget, equipment and resources for their area of work; 4. providing the required information and statistics and preparing reports; 5. drafting and presenting documents related to their duties; 6. carrying out other administrative tasks.	Up to 5% of total working time.

Career level: Researcher

<i>Candidate requirements for the post</i>	Active serviceman or Contractual staff	
	1. Research degree (graduate or doctoral degree) or an equivalent qualification. 2. Publishing experience at international level 3. Research supervision experience in higher education. 4. Experience of participation in decision-making bodies, committees or other bodies. 5. At least O II level military training (active serviceman).	
<i>Field of work</i>	<i>Detailed tasks</i>	<i>Work volume and performance indicators</i>
<i>Educational activities</i>	1. preparation and delivery of teaching (including syllabus preparation, planning and delivery of contact learning and independent work, selection and/or preparation of teaching materials, provision of consultations, assessment and feedback); 2. Developing the subject(s), including analysing student feedback and planning improvement activities for the next cycle; 3. peer reviews of prior learning and work experience (APEL); 4. supervising and reviewing research papers; 5. participation in the research defence committee;	Active serviceman: Workload at least 10% of total working time, including: 1. 50-100 contact hours per year. [19.02.2021 No 15]; 2. Supervision of an average of 2 to 3 research papers submitted for defence per academic year and reviewing an average of 2 to 3 research papers per academic year;

<i>Research activities</i>	<ol style="list-style-type: none"> 1. participation in basic and applied research in the field of military science; 2. publishing research results; 3. editing and reviewing scientific texts; 4. distribution and popularisation of research results; 5. presentations at scientific events. 6. applying for a patent and registering a utility model to protect the intellectual property of research results; 7. obtaining resources for research activities (e.g. research grants and projects, fellowships, contract research, etc.). 	<p>Workload of at least 70% of total working time, including:</p> <ol style="list-style-type: none"> 1. <u>during attestation period</u> (3 years): <ol style="list-style-type: none"> a) six published articles in a peer-reviewed international scientific journal (including first author of at least two articles) or b) one patent or utility model obtained; 2. one scientific presentation at an international conference or seminar per academic year; 3. if there is external funding available for research for the following year, there is no need to apply; if there is no funding, at least one application for external funding and two applications for domestic funding per academic year.
<i>Development activities</i>	<ol style="list-style-type: none"> 1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.); 2. participation in the work of the Attestation Committee; 3. drafting terms of reference and expert reports; 4. participating in and/or chairing specialised committees, networks and working groups; 5. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbooks, instructional materials, instructional videos, learning projects, e-courses, etc.); 6. mentoring activities; 7. participation in the organisation of scientific conferences and seminars; 9. popularising their profession and promoting the Academy as an educational and a research institution. 	Up to 10% of total working time.

Self-development	<ol style="list-style-type: none"> 1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.); 2. placements abroad for the purpose of enhancing learning and/or development competences (including participation of active military personnel in foreign exercises); 3. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman). 	Workload 5% of total working time, including: <ol style="list-style-type: none"> 1. at least three conferences/trainings/information days/seminars per academic year; 2. at least once per academic year; 3. on average two training sessions per academic year for active serviceman.
Administrative activities	<ol style="list-style-type: none"> 1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. inventory committees); 2. attending meetings, consultations, etc; 3. providing input on the budget, equipment and resources for their area of work; 4. providing the required information and statistics and preparing reports; 5. drafting and presenting documents related to their duties; 6. carrying out other administrative tasks. 	Up to 5% of total working time.

Career level: Leading Researcher

Candidate requirements for the post	Active serviceman or Contractual staff	
	<ol style="list-style-type: none"> 1. Doctoral degree or an equivalent qualification. 2. Publishing experience at the international level 3. Experience in research supervision and, within this, in supervising other academic staff. 4. Experience in supervising doctoral students. 5. Experience of participation in decision-making bodies, committees or other bodies. 6. At least O III level military training (active serviceman). 	
Field of work	Detailed tasks	Work volume and performance indicators
Educational activities	<ol style="list-style-type: none"> 1. supervising and reviewing research papers; 2. participation in the research defence committee; 	Workload at least 10% of total working time, including: <ol style="list-style-type: none"> 1. Supervision of an average of 3 to 4 research papers submitted for defence per academic year and reviewing an average of 2 to 3 research papers per academic year;
Research activities	<ol style="list-style-type: none"> 1. participation in basic and applied research in the field of military science; 2. publishing research results; 3. editing and reviewing scientific texts; 4. distribution and popularisation of research results; 5. presentations at scientific events. 6. applying for a patent and registering a utility model to protect the intellectual property of research results; 	Workload of at least 60% of total working time, including: <ol style="list-style-type: none"> 1. <u>during attestation period</u> (3 years): <ol style="list-style-type: none"> a) six published articles in a peer-reviewed international scientific journal (including first author of at least three articles) or b) two patent or utility models obtained; 2. two scientific presentation at international conferences or seminars per academic year; 3. having the necessary funding in place for the academic year.

	7. obtaining resources for research activities (e.g. research grants and projects, fellowships, contract research, etc.).	
<i>Development activities</i>	<ol style="list-style-type: none"> 1. participation in the drafting and updating of documents and regulations ensuring and/or organising the activities of the Academy (e.g. curricula, study guidelines, etc.); 2. participation in the work of the Attestation Committee; 3. drafting terms of reference and expert reports; 4. participating in and/or chairing specialised committees, networks and working groups; 5. producing or participating in the production of cross-curricular learning materials and tools (e.g. a Defence Forces-wide textbooks, instructional materials, instructional videos, learning projects, e-courses, etc.); 6. mentoring activities; 7. participation in the organisation of scientific conferences and seminars; 8. popularising their profession and promoting the Academy as an educational and a research institution. 	Up to 20% of total working time.
<i>Self-development</i>	<ol style="list-style-type: none"> 1. Participation in events to develop professional or teaching competences (e.g. conferences, training courses, seminars, etc.); 2. placements abroad for the purpose of enhancing learning and/or development competences (including participation of active military personnel in foreign exercises); 3. carrying out wartime tasks, i.e. preparing for operations and taking part in the training cycle (active serviceman). 	Workload 5% of total working time, including: <ol style="list-style-type: none"> 1. at least three conferences/trainings/information days/seminars per academic year; 2. at least once per academic year; 3. on average two training sessions per academic year for active serviceman.
<i>Administrative activities</i>	<ol style="list-style-type: none"> 1. participation in the work of committees and other bodies supporting the functioning of the Academy (e.g. inventory committees); 2. attending meetings, consultations, etc; 3. providing input on the budget, equipment and resources for their area of work; 4. providing the required information and statistics and preparing reports; 	Up to 5% of total working time.

	5. drafting and presenting documents related to their duties; 6. carrying out other administrative tasks.	
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SELF-ANALYSIS REPORT

(for the last year for the development or appraisal interview, for the period to be appraised for the appraisal)

Name and surname	Structural unit	Working post
Educational activities	<ol style="list-style-type: none"> 1. <i>subjects taught (list and volume);</i> 2. <i>an analysis of the feedback from the students and the planned action to be taken on the basis of this analysis.</i> 3. <i>improvement actions based on the feedback</i> 4. <i>the number of trainees supervised and the activities carried out with them;</i> 5. <i>the APEL assessments carried out (name of subject, number);</i> 6. <i>supervised theses (year of defence, list);</i> 7. <i>supervised master theses (year of defence, list);</i> 8. <i>participation in the work of the defence committee;</i> 9. <i>national and international teaching visits - destination, duration, content.</i> <p><i><u>Self-assessment</u> - evaluation of your own learning, what went well, what could be done better and what you plan to do to do better.</i></p>	
Research activities	<ol style="list-style-type: none"> 1. <i>Participation in projects (list, brief activities in the project).</i> 2. <i>published articles (entries according to ETIS classifications);</i> 3. <i>data on the editing and reviewing of scientific texts and publications (list of publications; number of texts and for which publications);</i> 4. <i>data on dissemination and popularisation of research results (not so much scientific presentations or articles, other promotional activities);</i> 5. <i>details of presentations given at scientific events (name of event, time, place, title of presentation);</i> 6. <i>information on filing an application for registration of a patent or utility model;</i> 7. <i>information on obtaining funding for research activities or submitting project proposals (project name, scope, duration, expected funder);</i> 8. <i>information on obtaining a degree (date of defence, university).</i> <p><i><u>Self-assessment</u> - evaluation of your own research activities, what went well, what could be done better and what you plan to do to do better.</i></p>	
Development activities	<ol style="list-style-type: none"> 1. <i>information on the participation in the drafting/updating of the documents ensuring and/or regulating the activities of the Academy (titles of the documents, description of the contributions);</i> 2. <i>information on the participation in the work of specialised committees, networks, working groups and the Accreditation Commission (names of committees, brief description of activities);</i> 3. <i>information on the tasks and expertise of the bodies (brief description);</i> 4. <i>information on the production of teaching materials and tools for all subjects (title, brief description of activity);</i> 5. <i>information on the place of the initiative (mentees, activities);</i> 6. <i>information on the organisation of scientific conferences and seminars (event, description of the event, name of the event, etc.).</i> 7. <i>information on membership of the Academy's Council and its Committees. (number of meetings, main issues discussed);</i> 8. <i>information on participation in activities promoting the profession and the Academy (brief description of activities)</i> 9. <i>information on the management activities of the curriculum, direction and/or field (brief description of the activities, including a brief overview of the activities);</i> 10. <i>information on the implementation of international (cooperation) projects (project brief description, short project description, etc.)</i> 	

	<i>Self-assessment - assessment of own contribution and activities in development activities, what went well, what could be done better and what could be improved.</i>
Self-development	<p>1. information on participation in events (e.g. conferences, training courses, seminars, etc.) to develop professional or didactic competences (name of the event, date of the event, organising institution, volume).</p> <p>2. information on participation in events (e.g. classroom observation, visits to military units, alumni shadow, KäRu coffee break, etc.) to develop the didactic competences of the academy (name of event, time of event);</p> <p>3. information about the placement abroad (including foreign exercises) (place, time, duration, brief description of the activity);</p> <p>4. information on the performance of wartime duties (place, time, duration, brief description of activities).</p> <p><i>Self-assessment - assessment of self-development, what was useful (applicable to own tasks, broadening horizons, etc.), what was a waste of time (poorly organised training or training that did not meet expectations, etc.), what is being done to improve.</i></p>
Administrative activities	<p>1. information on the participation in the work of committees and other bodies supporting the functioning of the Academy (names of committees, brief description of their activities);</p> <p>2. information on participation in meetings, consultations (briefly, purpose of meetings/consultations);</p> <p>3. information on statistics provided and reports drawn up (list).</p> <p><i>Self-assessment - assessment of your own administrative activities, what went well, what could be done better and what you intend to do to do better. Proposals to reduce the administrative burden.</i></p>
Any other information and ideas that the assessed deems necessary to provide to the Commission.	

.....
Signature

.....
Date

APPLICATION FOR A FREE SEMESTER

(normally submitted one year before the start of the semester for which the vacancy is requested)

Name and surname	Structural unit	Working post
I would like to use a semester off from my studies 20__/__/__ academic year in the time period _____ (5 consecutive months).		
List of planned activities: <i>Purpose, a brief description of the content, time scale and timetable; estimated budget if applicable.</i>		
The position of the staff's immediate manager: 1. information on the rearrangement of teaching duties during the free semester; 2. an assessment of the activities planned during the free semester: 2.1. links to research and development and/or upgrading of professional skills. 2.2. relevance to the objectives of the Military Academy; 2.3. commensurate with the workload of the staff member's post.	Signature, Date	
Chair/Head of Department position:	Signature, Date	
Position of the Head of Unit:	Signature, Date	

FREE SEMESTER REPORT

(to be submitted to the immediate supervisor within 10 working days of the end of the free semester)

Name and surname	Structural unit	Working post
Time off from teaching activities _____.		
An analysis of the work done according to the free semester request: <i>Description of the activity, results, analysis of activities and performance (what went particularly well, what went just well, what could be done better, recommendations for other applicants for the free semester).</i>		
The position of the staff's immediate manager: <i>On the achievement of the objectives and results of the activities planned for the free semester.</i>	Signature, Date	
Chair/Head of Department position:	Signature, Date	
Position if the sub-division head:	Signature, Date	