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Ways to improve Human Resource Management in Local self-governments of Georgia

Пути улучшения управления человеческими ресурсами в органах местного самоуправления Грузии

At the municipal level, well-selected employees, with the relevant skills of the qualifications requirements, create a strong local government that offers better programs and services to the population. Qualified Human Resource management is also important because it clearly shows the areas where local government has adequately qualified staff and where there is a shortage. With the help of this, the government can develop flexible teaching methods, tailored to the needs of public servants. At the local government level, it is important to effectively manage human resources and improve processes and procedures.

The state system of HRM (human resource management) in Georgia is represented in the form of legislative, executive, and judicial authorities. It regulates basic social-labor relations. Its main tasks are: to adopt laws regulating human resource management and control their implementation; Develop and implement policies and recommendations in the field of social-labor relations in the country; Regulation of employment and migration of the population, labor legislation, standard of living, working conditions, organization of labor, conflict situations, etc.

At present day, the Civil Service Bureau of Georgia implements measures for the implementation of a unified personnel policy in the Georgian civil service, its professional development, refinement of legislation, effective and transparent governance, and the introduction of ethical standards. The development of an HRM system in the public sector of Georgia is one of the main priorities of the Civil Service Bureau.

Various motivational systems are used in Georgian public structures. These include: promoting professional development, corporate insurance, organizational events, annual nominations, bonus, and pension schemes, promotions, thank you letters, gifts and rewards, and more. The more highly qualified and skilled personnel are selected in the public service, the stronger the human resource management system will be and the more programs and services it will offer to the population. Human resource management is also important in the sense that it clearly shows the areas where the public service has highly qualified staff and where there is a shortage of such staff.

Institutions included in the Georgian civil service system differ substantially from each other in specific programs or projects implemented within the HRM cycle. This distinction is normal and acceptable only if the developed programs will be included in the framework of common values and will be based on the basic principles established by Georgian and

international legislation. Ignoring these principles will prevent the existence of a unified, successful public service and Georgia's integration into international organizations.

In the Georgian public sector, even less attention is paid to job optimization. Work related to the latter should be carried out by competent relevant specialists, accompanied by a thorough attestation of staff and existing workplaces to identify obsolete, under-loaded, and duplicate workplaces, to reorganize or liquidate them.

The most sensitive and important problem for HRM in the public service is the protection of the public service from direct or indirect political influences in managerial positions. To maintain a merit-based, professional and effective public service, it is essential to ensure its independence from political processes.

Currently, the public service is still prone to political influence at almost all levels. The reason is partly due to the lack of an effective and well-organized mechanism for the protection of public servants. At the same time, the prevention of political influence is not an issue that has only one solution. It is important to note that the issue of employment and dismissal of public servants needs to be refined to protect them from unfair influence. The government program makes the protection of public servants from political influence one of the priorities. It should be noted that the positions of senior civil servants are still not fully established, leading to circumstances where political and administrative responsibilities for senior management are not clearly defined.

It should be noted that the personnel policy and HRM services in the local self-governments of Georgia fail to ensure the proper management of the officials and their function is mainly terminated by concluding a contract with the employees.

However, the professional skills and qualifications of the employees often do not meet the professional requirements.

Despite that, several important steps were taken in this direction in 2014: 1) the Organic Law of Georgia "Local Self-Government Code" was adopted, in accordance with the Article 157 of which the Ministry of Regional Development and Infrastructure of Georgia developed the "Concept of Continuous Training of Local Self-Government Civil Servants";

2) The Local Self-Government Code stipulates a municipal obligation to provide not less than 1% of the total budget allocations for remuneration of local self-government civil servants;

3) The number of public servants of the local self-government was determined;

4) It has been determined that the labor costs of public servants of the Board / City Hall and Sakrebulo staff should not exceed 25 percent of the expenses provided for in the municipal budget, it is inadmissible to reimburse the labor of Sakrebulo members in the form of bonuses and allowances.

In 2017, the Parliament of Georgia amended the Constitution of Georgia (in fact, for that time a new version of the Constitution was adopted), which created new, additional constitutional guarantees for the implementation of local self-government. In particular, the Constitution recognizes that the separation of powers between the state government and the self-governing unit is based on the principle of subsidiarity, which the state undertakes to ensure the compliance of financial resources with the powers established by the organic law of the self-governing unit. Constitutional law also recognized that the self-governing unit's own powers should be not only exclusive but also complete. These additional guarantees provided by the Constitution of Georgia provide the main legal basis for further deepening of the decentralization process and the establishment of strong local self-government in line with European standards.

The use of technologies in the field of personnel management to improve the operational processes of human resources is a widely proven practice in the world.

The introduction of eHRM (Electronic Human Resource Management System) systems is important to improve the quality of general management in Georgian public service institutions. The goal of the Georgian government is to implement human resource management software projects to enhance administrative efficiency, reduce costs, and improve service standards. The introduction of electronic human resource management technologies in government structures will facilitate the sharing and development of human resource-related data, information, services, databases, methods and solutions.

eHRMS is a unified database of human resources employed in the public sector across the country. The purpose of the system is to ensure the electronic management of human resources under the developed policies and standards.

eHRMS is a system that ensures that the personnel management function of public sector agencies and organizations is taken to a new level. The system is designed in collaboration with leading human resource management experts, following the laws and regulations of the country, as well as world best practices.

The National Agency of Public Registry of the Ministry of Justice introduces the human resource management system in 297 state organizations.

For local self-government units to be able to independently collect and analyze information and data relevant to their activities and decisions, it is necessary to strengthen the capacity to produce relevant statistics and to equip municipalities with appropriate staff, information systems and tools. Particular attention will be paid to the issues of automation of data collection and analysis processes and data quality assurance.

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