MODERNIZATION OF THE HR MANAGEMENT PRACTICES IN GEORGIAN PUBLIC ORGANIZATIONS IN THE PRISM OF THE NEW LAW ON CIVIL SERVICE

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Abstract

Introduction of the NPM principles and intensive process of agencification in Georgia resulted in development of the Legal Entities of Public Law (LEPLs), quasi-business agencies under the ministries, delivering public services. The new Law on Civil Service, adopted in 2017 establishes career or professional PA system, which implies, among others, further bureaucratization of the public organizations. The ongoing study is being conducted to examine whether the provisions of the new Law introduced in LEPLs as well as some of the line ministries will affect effectiveness of the agencies to provide quality services. The study examines some of the HR practices before and after the adoption of the Law. As the presented paper discusses only the first phase of the study, it embraces the period of 2017 and discusses how recruitment, professional development, performance appraisal and other HR procedures were applied and what are the expectations of the civil servants after the reform begins. As the preliminary results of the study show, application of more regulations to the ministries and their LEPLs will limit their flexibility and affect their internal HR processes. Such an approach endangers the ability of LEPLs to provide quality services.

Key Words

Public Administration Reform, civil service recruitment, professional development, performance appraisal, employees’ turnover