

**REGIONAL DEPARTMENT OF DEFENCE RESOURCES MANAGEMENT STUDIES  
(DRESMARA) AND CENTRE FOR INTEGRITY IN THE DEFENCE SECTOR (CIDS), OSLO**

**WITHIN THE FRAMEWORK OF THE NATO BUILDING INTEGRITY (BI) PROGRAMME**

**BUILDING INTEGRITY IN HUMAN RESOURCES MANAGEMENT COURSE**

**04-08 DECEMBER 2017, BRASOV, ROMANIA**

**ADMINISTRATIVE NOTE**

1.	<b>AIM</b>	<p>The course aim is to provide insights that will inform efforts in the defence sector, consistent with the NATO Building Integrity (BI) Policy and promoting integrity, transparency and accountability related to Human Resources Management.</p> <p>See further description of the course in Annex A.</p>
2.	<b>DURATION</b>	One week
3.	<b>COURSE DATES</b>	04 – 08 December 2017 (travel last day)
4.	<b>VENUE</b>	Regional Department of Defence Resources Management Studies (DRESMARA). Brasov, Romania.
5.	<b>PARTICIPATION / SLOTS</b>	<p>Registration will be accepted with priority given to applications from practitioners implementing the BI programme or national equivalent. There are 24 places available and the course is open to NATO Allies and all partners with an emphasis on nations taking part in the BI Self-Assessment and Peer Review Process. <b><i>An invitation letter has been distributed through national NATO and partner delegations and contact points.</i></b> Applications should be submitted not later than close of business 15 October 2017. <b><i>Once approved, the student will be notified directly or through national PoC.</i></b></p>
6.	<b>LANGUAGE QUALIFICATIONS</b>	English language proficiency as described in STANAG 6001-2222 (listening (fair/2), speaking (fair/2), reading (fair/2), and writing (fair/2).
7.	<b>SECURITY CLEARANCE</b>	NATO unclassified, releasable to Partners
8.	<b>FINANCIAL ISSUES</b>	<ol style="list-style-type: none"> <li>Participants are responsible for covering the costs of travel, accommodation, meals and course fee.</li> <li>Eligible partners may apply for financial assistance by application to the NATO IS BI point of contact.</li> </ol> <p>For details of costs see Annex B</p>
9.	<b>TRANSPORTATION</b>	<p>Transportation arrangements according to national rules. Flight tickets for eligible subsidized participants will be coordinated and procured by the NATO IS BI Team at the NATO Headquarters.</p> <p>A pick-up service from the airport to Brasov will be organized.</p>
10.	<b>REGISTRATION</b>	

		<b>Closing date</b> for submission of registration form to the <b>DRESMARA</b> Point of Contact is 15 October 2017.
11.	<b>Course PoC</b>	<p>For registration, send the completed registration form to the DRESMARA.</p> <p><b>Points of Contact:</b></p> <ol style="list-style-type: none"> <li>1. Col Cezar VASILESCU, Director of Defense Resources Management Postgraduate School of Studies, <a href="mailto:caesarv@crmra.ro">caesarv@crmra.ro</a> Phone: +40268401807, fax: +40268401802</li> <li>2. LTC Denis FLORESCU, Head of the Educational Planning, PR and International Relations Office, <a href="mailto:dflorescu@crmra.ro">dflorescu@crmra.ro</a> Phone: +40268 401900, fax: +40268 401802</li> </ol>
12.	<b>Other PoCs</b>	See PASP invitation letter sent to delegations.

## COURSE OVERVIEW AND DESCRIPTION:

### 1. Overview:

**Name:** BI Institutional Enhancement Course: Human Resources Management (HRM)

**Type of accreditation:** NATO Approved

**Area of Cooperation:** Defence Institution Building (DIB), Building Integrity (BI), Human Resources Management (HRM)

**Training Facility:** Regional Department of Defense Resources Management Studies (DRESMARA)

**Address:** 160 Mihai Viteazul Street, Brasov, 500183, Romania

**Email:** [contact@crmra.ro](mailto:contact@crmra.ro)

**Telephone:** +40268 401800

**Length:** one week (4 calendar days, between 04 – 08 December 2017)

**How many students per iteration:**

Maximum - 24 students per course iteration.

Minimum - 15 students per course iteration.

**How many iterations per year:** 1

**Open to:** NATO, PfP, MD, ICI countries and Partners across the globe.

**Language:** English

### 2. Course description:

The course provides a broad introduction to the principles and standards of international conventions and other agreements that regulate a modern and efficient HRM system in the public sector, including the Armed Forces. These principles and standards provide public servants with protection from abuse of political power or other positions of authority and include recruitment of personnel, promotion, remuneration, etc. Such a meritocratic public service, based on transparent rules, competence, accountability, and independent judgment, represents a prerequisite in a modern democracy characterized by the rule of law.

The course emphasizes two dimensions of public HRM systems: institutional and managerial aspects. The former regards the role of public officials in protecting fundamental values in a political system, like democracy, individual rights, the rule of law, and the public interest. To promote these values public officials are obliged to be loyal to the government of the day but, at the same time, to be impartial, politically neutral and professionally independent. The managerial aspects cover mainly economic-related concerns of good governance in the public sector.

### 3. Target audience:

Civilian and military personnel in defence institutions working with integrity and policy development, including decision making related to Human Resources Management.

### 4. Learning objectives:

Upon the course completion, the course participants will be able to:

- a. Understand what constitutes Integrity Building in the wider perspective and context, according to internationally recognized standards for best practice.
- b. Understand the relation between having a professional public service and reliability of defence decision making and be able to discuss this in a good governance context.
- c. Understand what constitutes Attitudes, Ethics and Leadership (AEL) in an institutional perspective – case study Norwegian experience.

- d. Understand reasons for when competency reform can be needed in the defence sector and what objectives could be met. Case study from a NATO nation.
- e. Be informed about and ready to discuss the main international principles and standards that guide how civil service and public administration impact defence sector HRM systems.
- f. Understand the components of the legal framework for a good practice public administration in which defence institutions are a part of.
- g. Understand in what areas HRM tools are used, what these tools can constitute and how they are practiced in the defence sector.
- h. (TBD) Understand what oligarchy means, how this system nurtures corrupt behavior and consequences for HRM.

## **5. Instructional sequencing**

### **a. Organization and administration**

1. The classes are taught on DRESMARA site in Brasov.
2. The teaching activities are conducted by the CIDS and DRESMARA teaching staff, as well as subject matter experts from Romanian and other NATO and partner
3. Lectures are conducted in an interactive manner, which facilitates the exchange of ideas and experiences between lecturers and course participants. Some sessions are followed by syndicate work, in which course participants are required to solve various problems, case studies and practical activities, whose conclusions or solutions are then presented in plenary briefings and assessed by the instructors.

### **b. Assessment and evaluation**

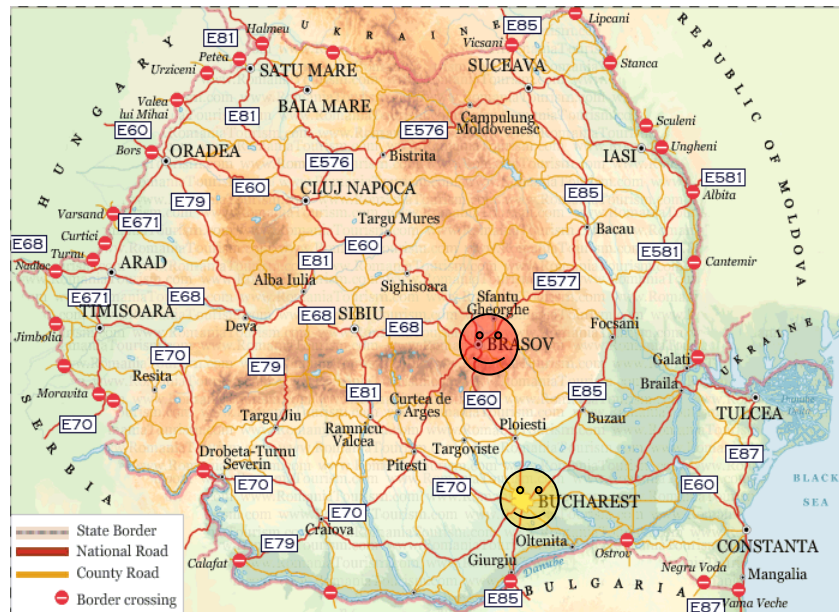
1. There are no exams or specific assessments for this course.
2. Certification is granted upon successful completion of the course week.
3. Participants will fill out an evaluation form during the last day wrap-up session.

## LOCATION, COSTS, ACCOMMODATION AND SECURITY

### 1. Location

The Regional Department of Defense Resources Management Studies (DRESMARA) is located in the town of Brasov, Romania.

The arrival/departure airport is “Henri Coanda” Bucharest International Airport (airport code: OTP). Distance from Bucharest to Brasov is 170 km (approx. 2,5 travel hours by car). Situated in the center of Romania, Brasov is the largest town in a mountainous area in Romania, and is a picturesque, medieval town bearing a rich and long tradition, culture and history from year 1211.



### 2. Costs

- Tuition fee = 32 EUR / day / person;
- Lodging at DRESMARA hotel = 25 EUR / day / person;
- Breakfast and coffee breaks = 15 EUR / day / person;
- Domestic transportation from and to the airport = around 100 EUR / person;
- Course fee = around 30 EUR (group photo, plaquette and booklet).
- Participants eligible for financial support will receive 25 EUR pr day for per diem.

The expenses for eligible participants are covered by DRESMARA and reimbursed by NATO IS after the event.

### 3. Accommodation

DRESMARA's hotel, with its comfortable and affordable apartments, is within walking distance to the Administrative and Courses Building. We are minutes away from many local attractions to include hiking, skiing, swimming, shopping and fine dining.



Each course participant has own apartment (bedroom, study room and a small kitchen) with private bathroom with shower, cable-TV (Romanian and English language channels), computer with broadband Internet, direct-dial telephone, and refrigerator. Wireless connection is not available.

Parking is provided at no extra charge and self-service laundry facilities are available on each floor of the Hotel.

#### **4. Security**

DRESMARA applies security issues according to national and NATO standards. There is a strict access control procedure for entrance into the Base (at the main gate) where you will be required to provide your national identification card/ passport. Since the Hotel is located inside the base of the Air Force Academy, the course participants must comply with the security rules in place.



For more information on venue please access <http://www.dresmara.ro>

## REGISTRATION FORM

**Reference:** NATO BI Course Catalogue

**Full event name:** BI Institutional Enhancement Course: Human Resources Management (HRM)

**Date:** 04 December – 08 December 2017

**To be returned by mail, fax or E-mail by end of business 15 October 2017 to DRESMARA PoC.**

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**APPLICANT DATA** *(Please use capital letters)*

**NOTE:** *The application must be staffed and prioritized through own organisation's chain of command. If more than one applicant from a nation/organisation, add information by copying and pasting the appropriate fields or send multiple forms.*

Nationality: \_\_\_\_\_

National rank/Title: \_\_\_\_\_, NATO Rank: \_\_\_\_\_

Family name: \_\_\_\_\_, First name: \_\_\_\_\_

Branch / Service: \_\_\_\_\_, Unit: \_\_\_\_\_

Tel: \_\_\_\_\_,

E-mail: \_\_\_\_\_

ID / Passport Number: \_\_\_\_\_

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**FINANCIAL ASSISTANCE is requested for this applicant:**

Yes

No

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**National PoC / authorizing agency contact information**

Name / Rank / Agency: \_\_\_\_\_

Tel: \_\_\_\_\_

E-mail: \_\_\_\_\_

Remarks: \_\_\_\_\_