

MINISTRY OF DEFENCE OF UKRAINE

NATIONAL DEFENCE UNIVERSITY OF UKRAINE



REGULATIONS
ON INCENTIVIZING THE PROFESSIONAL ACTIVITIES OF
ACADEMIC STAFF AND EVALUATING STRUCTURAL UNITS
OF THE NATIONAL DEFENCE UNIVERSITY OF UKRAINE

Kyiv – 2025

Annex
to the order of the Commandant of the
National Defence University of
Ukraine

REGULATIONS
on incentivizing the professional activities of academic staff and evaluating
structural units of the National Defence University of Ukraine

1. General provisions

1.1. These Regulations on incentivizing professional activities of academic staff and the evaluation of structural units of the National Defence University of Ukraine define the list of moral and material incentives provided by the Charter and the Collective Agreement of the National Defence University of Ukraine (hereinafter – the University).

2. Moral and material incentivizing of academic staff professional activity

2.1. For exemplary fulfilment of professional duties, high professional skills, long-term conscientious work, personal contribution and significant achievements in the organization of the educational process, merits in developing and advancing existing or creating new theories and methodologies, active public engagement, and other accomplishments, the following types of incentives are applied:

University commendation;
University certificate of appreciation;
Breast badge of the National Defence University of Ukraine;
Awarding the title of “Honorary professor of the National Defence University of Ukraine”;
Nomination for awards from the Ministry of Defence of Ukraine, the Commander-in-Chief of the Armed Forces of Ukraine, and other departmental or state awards of Ukraine.

2.2. The implementation of incentives within the University is based on the following principles:

unity of requirements and equal conditions for applying incentives to all University personnel;
transparency;
incentives awarded exclusively for outstanding personal merits and achievements;

incentivizing of efficiency and work quality;
integration of moral and material incentive systems.

2.3. Forms of material incentivizing are developed in accordance with the Labour Code of Ukraine, the Law of Ukraine “On Remuneration of Labour,” and other regulatory acts in the field of labour remuneration. They establish the procedure and conditions for awarding bonuses to the University employees.

Bonuses aim to materially motivate participants of the educational process to increase their responsibility for the quality of education, scientific research, and educational activities.

Bonuses are granted based on an individual assessment by heads of structural units regarding each employee’s contribution to achieving the University’s objectives, documented in a report submitted to the Commandant of the University, followed by an order issuance.

2.4. Bonuses to the University personnel are awarded within the payroll fund according to individual contributions to collective results, based on monthly performance. In special cases – such as completing highly significant work, anniversaries, holidays, or upon dismissal (with more than 10 years of service at the University) – a one-time bonus may be paid.

2.5. Bonus evaluation indicators (monthly performance basis):

Timely and high-quality delivery of all types of academic activities as per higher education standards;

Participation in scientific and technical research plans;

Diligence and initiative in duty performance;

High level of discipline and compliance;

Contribution to scientific and technical activity plans;

Combat readiness level;

Participation in innovation and rationalization activities;

Quality planning and analysis of curriculum execution, examination results, military training, and practical exercises (including in the troops);

Ensuring reliable and continuous operation of laboratory equipment and systems assigned to structural units.

2.6. Sources, amounts, and procedure for bonuses

Bonuses are awarded based on work results within the payroll fund approved by the financial plan, in specific amounts (in hryvnias), and are implemented by the order of the Commandant of the National Defence University of Ukraine involving trade union representatives.

2.7. Bonuses for special work or on the occasion of anniversaries and holidays

Bonuses for significant work or special dates are provided individually by order of the Commandant of the University with the consent of the trade union committee.

2.8. Incentive Awards for academic staff for high-impact scientific publications.

Incentive awards for academic staff are granted in recognition of the high-level dissemination of scientific research outcomes. The purpose of this award mechanism is to motivate the personnel of the National Defence University of Ukraine (hereinafter – the University) to enhance the visibility and scientific relevance of their research by publishing in periodicals indexed in internationally recognized scientometric databases, such as Scopus or Web of Science Core Collection (hereinafter – WoS).

This award program applies to academic staff who are servicemembers of the Armed Forces of Ukraine and are assigned to the University as their primary place of duty.

The incentive payments are issued within the framework of the University's payroll fund and are awarded for scientific publications indexed in Scopus or WoS.

Recognized forms of scientific publications include:

Scientific articles;

Monographs;

Abstracts of scientific conference proceedings.

Award eligibility criteria

Incentive awards are issued as a one-time payment for each individual scientific publication indexed in the international scientometric databases Scopus or Web of Science Core Collection (WoS).

Only one academic staff from the authoring team of the publication is eligible for the award.

Only scientific publications that meet all of the following conditions at the time of submission of the application shall be considered for award:

The publication is already indexed in Scopus or WoS at the moment the application is submitted;

The publication clearly states the official English name of the University as used in international correspondence: The National Defence University of Ukraine;

The list of references (bibliography) includes at least one citation to a scholarly source published in a professional academic journal founded by the University.

Procedure for submitting and reviewing award applications

To initiate the award process, one academic staff member from among the co-authors of the publication shall submit an official request (application) addressed to the head of the scientific and methodological centre of scientific, scientific and technical activities organization of the University. The request must include the following information:

- title of the journal (scientific conference or monograph) along with its ISSN (both print and electronic versions);

- full title of the publication and its DOI (Digital Object Identifier) or PII (Personally Identifiable Information);

- full list of the publication's co-authors.

The application must be signed by all co-authors affiliated with the University.

Upon the request, the head of the scientific and methodological centre of scientific, scientific and technical activities organization shall initiate a verification process to ensure the publication meets all established eligibility criteria.

If the publication is found to be in full compliance, the head of the centre shall prepare and submit a report to the Commandant of the National Defence University of Ukraine, with a recommendation to grant the award to the applicant.

The report shall be subject to coordination with the following officials:

- Deputy Commandant of the University for academic affairs;

- Deputy Commandant of the University for scientific affairs;

- Head of the financial and economic directorate – Assistant to the Commandant of the University for financial and economic affairs.

The final decision regarding the granting of the award and the amount thereof shall be made by the Commandant of the National Defence University of Ukraine.

3. Evaluation of the University's structural departments is based on their activities during the calendar year in four areas:

1. Educational activity	2. Scientific and technical activity	3. State of military discipline and morale	4. Daily activities
evaluation indicators			
1.1. Educational work	2.1. Execution of operational tasks	3.1. State of military discipline	4.1. Service support
1.2. Methodological work	2.2. Conduct of research and development (R&D) work	3.2. State of morale	4.2. Organization of compliance with classified information protection measures
1.3. Efforts to enhance the material and technical base	2.3. Development of research publications	3.3. Level of information and propaganda support	4.3. The state of personnel support and mobilization activities
	2.4. Organization of scientific (scientific-practical) conferences and seminars	3.4. Disciplinary practice	4.4. Executive discipline
	2.5. Inventive and innovative activities	3.5. Individual instructional and mentoring work	4.5. Maintenance of funds in proper condition
	2.6. Scientific outcomes of the students	3.6. Injury rate	
	2.7. Training of academic staff		

The structural departments of the University are divided into the following types of activities for evaluation purposes:

educational and scientific departments (institutes, educational and scientific centres, and departments);

scientific departments (scientific and research centres);

management and support departments.

Educational and scientific departments are evaluated in all areas of assessment.

Areas 2-4 are used to evaluate scientific departments.

3.1. Educational activities

3.1.1 Amount of academic workload

Indicator value	Points
lecture hours completed by academic staff (average metric for department, institute)	1 (per hour of lecture time)

academic workload is not being fulfilled by the academic staff	0
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3.1.2 Number of graduates who completed the University with honours

Indicator value	Points
the educational department trained graduates who completed the University with honours	20 (for one graduate who graduated from the University with honours)
the educational department did not train graduates who completed the University with honours	0

3.1.3 Annual number of courses conducted

Indicator value	Points
the educational department conducted courses (number of courses) (average indicator for the institute)	20 (per course)
the educational department did not conduct any courses	0

Only the courses overseen by the structural unit are taken into account

3.1.4 Number of professors

Indicator value	Points
ratio of the number of professors to academic staff (1:5)	40
otherwise	0

3.1.5 Number of associate professors

Indicator value	Points
Ratio of the number of associate professors to academic staff (1:3)	20
otherwise	0

3.1.6 Average result of the final certification (attestation) for the year (comprehensive examination and master's thesis defence)

Indicator value	Points
the average academic performance of the students is higher than 4.5	60
students' average grade falls between 4.0 and 4.5.	30
students' average grade is lower than 4.0	0

3.1.7 The training level of professional development course participants

Indicator value	Points
the average success rate of the participants exceeds a grade of 4.5.	20
the average performance of the participants is within the	10

range of 4.0 to 4.5	
the average performance of the participants is below 4.0.	0

3.2. Methodological work

3.2.1. Number of classes conducted using JCATS, command and control systems such as 'Dzvin', 'Delta', 'Kropyva', 'Virazh', and others

Indicator value	Points
training sessions were conducted by the academic unit with the use of JCATS and the 'Slavutych' C2 system	5
the educational department did not conduct any training sessions using JCATS and the 'Dzvin' C2 system	0

Points are awarded for developing lesson topics using JCATS, and command and control systems such as 'Dzvin', 'Delta', 'Kropyva', 'Virazh', and others.

3.2.2. Number of training sessions developed in accordance with NATO standards and procedures

Indicator value	Points
educational sessions are designed and delivered in line with NATO standard	10
training sessions in accordance with NATO standards have not been developed	0

Points are given for developing lesson topics in accordance with NATO standards and procedures

3.2.3. Number of distance learning courses hosted on the remote platform

Indicator value	Points
the educational department has uploaded courses to the remote platform	30
the educational department did not upload any courses (number of courses) to the remote platform	0

Points are awarded for each course developed and uploaded to the remote platform by the educational department

3.2.4. Status of professional development of academic staff

Indicator value	Points
all academic staff have completed professional development training in the past five years	20
not all academic staff have completed professional development training in the past five years	0

An additional 5 points are awarded to the structural departments for the qualification improvement of a academic (scientific) staff member abroad.

3.2.5. Conducting pedagogical experiments and applying the results to teaching practice

Indicator value	Points
pedagogical (methodological) experiments were conducted, and their results were implemented in the educational process across a set of academic disciplines (modules)	60
pedagogical (methodological) experiments were conducted, and their results were implemented in the educational process for a specific academic discipline (module)	40
pedagogical (methodological) experiments were carried out, and the outcomes were integrated into the educational process based on the specific lesson topic	20
pedagogical (methodological) experiments were not conducted.	0

Points shall be awarded for a single pedagogical (methodological) experiment, provided it is documented in a report compliant with institutional Regulationss and approved by the Academic Council of the University (or institute).

3.2.6. Design and integration of leadership training programs at levels L4, L3, and L2

Indicator value	Points
design and integration of leadership training programs at levels L4, L3, L2 (per course)	50
design and integration of leadership training programs at levels L4, L3, L2 (per module)	20
the department was not engaged in the design of the leadership courses.	0

3.2.7. Number of textbooks issued

Indicator value	Points
the educational department published textbooks according to the editorial and publishing activity plan	20
the educational department failed to prepare the textbooks for publication.	0

Points are awarded for each author's sheet of a textbook published by the academic staff

3.2.8. Number of educational guides published

Indicator value	Points
the educational department published a teaching manual according to the editorial and publishing activity plan	10

the educational department failed to prepare the teaching aids for publication	0
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Points are awarded for each author's sheet of a teaching manual published by the academic staff

3.2.9. Amount of teaching materials released on an unscheduled basis

Indicator value	Points
the educational department published a teaching textbook beyond the planned schedule, which was approved by the University's Academic Council	15
the educational department issued a teaching aid beyond the planned schedule, approved by the University's Academic Council	8
the educational department did not issue teaching literature on an unscheduled basis	0

Points are awarded for each author's sheet of educational literature published by the academic staff

3.3. Activities improving the educational material base

3.3.1. State of teaching and lecture rooms, and office facilities

Indicator value	Points
new specialized auditoriums have been put into operation in the current year	70
specialized auditoriums were updated (repaired) during the current year	20
new specialized auditoriums were not put into operation in the current year	0

3.3.2. Status of activities upgrading computer classrooms and local area networks

Indicator value	Points
provided that the number of PCs in the computer classroom is in a 1:5 ratio to the number of students	60
if the ratio of personal computers in the computer lab to the number of students is 1:10	40
if the ratio of personal computers in the computer lab to the number of students is 1:20	20
otherwise	0

3.4. Scientific and research (R&D) activity

3.4.1. Execution of operational tasks

Indicator value	Points
a) operational tasks completed or in progress are documented in compliance with the Ministry of defence	20

Order no. 480.	
б) operational tasks completed as a co-executor	10
в) no operational tasks were carried out	

Points are assigned taking into account the quantity of tasks.

3.4.2. Execution of research and development projects (R&D)

Indicator value	Points
Principal executor of R&D	50
Co-executor of R&D	20
No R&D executed	0

Scores are assigned regardless of the number of activities conducted.

An additional 10 points are awarded to the unit for participation in the scientific support of experimental design work (for each project).

3.4.3. Development of scientific publications

Indicator value	Points
if the ratio of scientific papers to the number of academic staff is more than three	10
otherwise	0

Additional points are awarded to the unit for publications (regardless of quantity) in journals indexed in the Scopus or Web of Science databases:

Ukrainian publications – 15 points;

foreign publications – 30 points.

3.4.4. Conducting scientific (scientific-practical) conferences and seminars

Indicator value	Points
a) a conference has been held	20
b) an interdepartmental seminar has been held	10
c) a seminar has been held	5
d) participation in conferences in external organizations/institutions with mandatory publication in a collection of papers/abstracts	3
e) participation in seminars in external organizations/institutions with mandatory publication in a collection of papers/abstracts	1

Points for items a) and b) are awarded regardless of the number of events held.

*An additional **10 points** are awarded to the unit for holding a conference with “International” status.*

3.4.5. Inventive and rationalization work

Indicator value	Points
patent for an invention (utility model) owned by the university	15

patent for an invention (utility model) not owned by the university	2
certificate for a rationalization proposal	5
no inventive or rationalization work conducted	0

*An additional **10 points** are awarded to the unit for:
implementation of a patent(s) in production;
winning a prize in the “Best Invention of the Year” competition;
development of more than 10 patents during the reporting period.*

3.4.6. Research work of students

Indicator value	Points
based on the results of the student research competition, the student(s) won a prize in the Second Stage of the All-Ukrainian competition	20
based on the results of the student research competition, the student(s) won a prize in the First Stage of the All-Ukrainian competition	10
otherwise	0

If students from a structural unit win prizes in both the First and Second stages of the All-Ukrainian competition, the scores for that structural unit are cumulative.

3.4.7. Training of academic staff

Indicator value	Points
a) doctoral students are being trained	30
b) adjuncts are being trained and supervised	20
c) adjuncts are being trained	10
d) doctoral students are being advised, or adjuncts are being supervised	5
otherwise	0

Points are assigned regardless of the number of adjuncts or doctoral students in training.

If a unit simultaneously trains both doctoral and adjuncts, the scores for items a) and b)/c) are cumulative.

3.5 State of military discipline and morale

3.5.1. State of military discipline

Indicator value	Points
absence of military discipline violations	10
presence of military discipline violations	0

3.5.2. State of moral

Indicator value	Points
satisfactory state of morale	10
unsatisfactory state of morale	0

3.5.3. Level of information and propaganda support

Indicator value	Points
information and propaganda support are provided in full	10
information and propaganda support are not provided in full	0

3.5.4. Disciplinary practice

3.5.4.1. Disciplinary penalties

Indicator value	Points
no disciplinary penalties	30
disciplinary penalties have been imposed on personnel	0

3.5.4. State and departmental awards

Indicator value	Points
state award	40
distinction of the Ministry of Defence of Ukraine	30
distinction of the Chief of the General Staff – Commander-in-Chief of the Armed Forces of Ukraine	20
other awards (distinctions)	10

3.5.4.3. Acknowledgements and commendations

Indicator value	Points
commendations from the Verkhovna Rada, the Cabinet of Ministers of Ukraine, the President of Ukraine	40
acknowledgement, commendation, Certificate of Honour from the Ministry of Education and Science of Ukraine	30
acknowledgement, commendation from the Ministry of Defence of Ukraine, the Commander-in-Chief of the Armed Forces of Ukraine	20
other	10

3.5.5. Individual instructional and mentoring work

Indicator value	Points
individual instructional and mentoring work is conducted	10
individual instructional and mentoring work is not conducted	0

3.5.6. Injury rate

Indicator value	Points
no cases of injury	10
cases of injury have occurred	0

3.6. Daily activities

3.6.1. Organization of service support

3.6.1.1. Daily duty assignments

Indicator value	Points
no violations in the performance of daily duty detail by personnel were recorded	10
violations in the performance of daily duty detail by personnel were recorded	0

3.6.1.2. Maintaining internal order within the unit

Indicator value	Points
internal order in the unit is maintained	10
internal order in the unit is not maintained	0

3.6.1.3. Adherence to the daily routine and military uniform Regulations

Indicator value	Points
the daily routine and military uniform Regulations are adhered to	10
the daily routine and military uniform Regulations are not adhered to	0

3.6.2. Organization of protection of state secrets measures

Indicator value	Points
measures for the protection of state secrets are organized	20
measures for the protection of state secrets are not organized (violations have occurred)	0

3.7. The state of personnel support and mobilization activities

3.7.1. Overall manning level

Indicator value	Points
unit manning level is more than 70 %	30
unit manning level is less than 70 %	0

3.7.2. Quality of manning by military education (training) level

Indicator value	Points
number of personnel with the military education (training) level required by their position is 100 %	30
number of personnel with the military education (training) level required by their position is 80% or more	15
number of personnel with the military education (training) level required by their position is less than 80 %	0

3.7.3. Compliance of personnel with qualification requirements

Indicator value	Points
number of personnel with the academic degree and academic rank required by their position is 100%	30
number of personnel with the academic degree and academic rank required by their position is 80% or more	15
number of personnel with the academic degree and academic rank required by their position is less than 80%	0

3.7.4. State of mobilization activities

Indicator value	Points
mobilization documents are fully prepared	30
otherwise	0

3.8 Executive discipline

Indicator value		Points
percentage of the total number of control documents from the National Defence University of Ukraine executed by the unit Documents are fully and timely prepared. (1 executed document / number of personnel))	for every 5%	1
execution of documents controlled by the Ministry of Defence of Ukraine	per document	30
number of control documents executed with a delay	per document	-20

3.9 Maintenance of funds in proper condition

Indicator value	Points
facilities are maintained in proper condition	30
facilities are not maintained in proper condition	0

4. Final provisions

4.1. This Regulations shall take effect by order of the Commandant of the National Defence University of Ukraine after its approval by the NDUU Academic Council

4.2. Amendments and additions to the Regulations shall be made by a decision of the NDUU Academic Council and shall take effect by order of the Commandant of the National Defence University of Ukraine.