



Regional School of Public Administration (Phase 1)

A Joint Initiative of the European Union
and the OECD, principally financed by the EU



RESPA/SC(2008)M4-FINAL

DRAFT RESPA LIST OF DECISIONS
9TH SESSION OF THE RESPA STEERING COMMITTEE
SARAJEVO
4 – 5 NOVEMBER 2008

9th ReSPA Steering Committee, 4 – 5 November 2008, Sarajevo

According to art 14 of the Rules of Procedure, the Secretary submits to the Members of the Steering Committee the list of decisions within 7 days after the Session. If no objection is made during the following 2 weeks, the list of decisions is considered informally approved.

Art 14 of the Rules of Procedure stipulates that formal approval should take place at the beginning of the following session.

Committee action

The Steering Committee is invited to:

Approve the list of decisions of the 8th Session of the Steering Committee.

All signatories and parties of the ReSPA protocol of cooperation but Kosovo under UNSCR 1244/99 were present at the 9th Session of the Steering Committee.¹

In its 9th session, the Steering Committee Chaired by the European Commission took the following decisions:

1. Adoption of the Agenda	RESPA/SC(2008)A4
The agenda of the meeting was adopted .	

2. Approval of the list of decisions, 8th session of the Steering Committee, Podgorica, May 2008.	RESPA/SC(2008)M2
The List of decisions of the May 2008 Steering Committee Meeting was adopted and it was decided to post it on ReSPAweb.	

3. Progress Report by the Chair and the ReSPA team at the OECD	ReSPA/SC(2008)4/001
<p>- ReSPA institutionalisation</p> <p>The Chair made a summary presentation of the institutionalisation process: Based on the location decision taken by the Steering Committee at the 6th session of the SC, the modalities of ReSPA's institutionalisation were discussed at the 7th and 8th sessions of the Steering Committee. In June 2008, under the auspices of the Slovene Presidency of the EU, a Letter of Intent was signed by all parties. A draft International Agreement was presented by the ReSPA team at the OECD at the 7th session of the Steering Committee in April, and first budget estimates were discussed. One Steering Committee session dedicated to the International Agreement took place in May, and two delegate meetings took place on the International Agreement (Paris, July 2008), and on Budget (Podgorica, September 2008). Final agreement was reached on the text and on the budget contributions in Podgorica (Except for the former Yugoslav Republic of Macedonia who agreed the text, but not the amount of its contribution to the ReSPA annual budget). In subsequent high-level consultation between the EC and the Government of the former Yugoslav Republic of Macedonia, an agreement was reached on the Macedonian contribution to the ReSPA budget. Early November 2008, an agreement has been reached without exceptions.</p> <p>The Chair invited the Steering Committee Member from Montenegro to inform the Steering Committee on progress achieved on the ReSPA Site. The Chair also provided information on progress in procurement of equipment for ReSPA by the EC.</p> <p>The Chair invited Steering Committee Members to inform the Steering Committee of the domestic processes and timing for adoption and ratification of the International Agreement on ReSPA.</p> <p>The Steering Committee agreed on the date (21 November 2008) and location (Montenegro) for the Signature ceremony of the International Agreement.</p> <p>- Implementation of the ReSPA Programme of Work 2008</p> <p>The ReSPA Team at the OECD reported on implementation of the 2008 Programme of Work. It was reported that implementation was on track with respect to the training activities and other events, as well as regarding most of the tasks accomplished with assistance of the Option B</p>	

¹ For list of participants, please see Annex 1

resources in the region. The two ReSPA publications have however been delayed: the first on *Civil Service Training Systems* due to organisational changes with respect to implementation of the Croatian Option B contract (Croatia being the coordinator for this task) and the second on *Attractiveness of Civil Service*, due to the delayed delivery of individual contributions, and in particular the lack of the Kosovan contribution (the Option B contract not being concluded by the time of this SC session). The regional synthesis of the second publication is currently being produced in Serbia (being the coordinator for this task).

The ReSPA team at the OECD drew the attention of the SC to the fact that the remaining 2008 ReSPA tasks need to be completed **before 19 December 2008**, i.e. the week before the OECD closes down for the end of year holidays.

- Cooperation with the European Institute of Public Administration

The Chair introduced Mr. Harry List, on loan from EIPA to the ReSPA team at the OECD to ensure appropriate transition between the two EC contractual arrangements, with the OECD (phasing out Q1 09) and with EIPA (phasing in Q4 08). The Chair also updated the Steering Committee on the developments regarding the negotiation of a contractual arrangement with EIPA for ReSPA in 2009.

The Steering Committee:

- **Took note** of the implementation of the 2008 programme of work;
- **Took note** of the progress achieved by the Government of Montenegro in the renovation and construction works on the ReSPA site in Danilovgrad, and on the tendering process of the equipment;
- **Committed** to take all necessary steps to expedite the adoption process of the International Agreement at domestic level;
- **Agreed** that the signature ceremony of the International Agreement should take place in Montenegro on 21 November 2008;
- **Agreed** that the ceremony will take place at Ministerial Level.

4. ReSPA's by-laws	ReSPA/SC(2008)4/002 ReSPA/SC(2008)4/003 ReSPA/SC(2008)4/004
<p>In September 2008, after the delegates meeting on finance, the Chair invited the ReSPA team at the OECD to develop 3 concept papers on Financial Regulations, Staff Regulations and Rules of Procedure. The concept paper was circulated for comments to the Steering Committee in the second week of October 2008. Taking feed-back from Steering Committee Members into consideration, the ReSPA team at the OECD developed the draft by-laws with necessary expert assistance.</p> <p>The Steering Committee worked on the three by-laws and agreed a number of technical changes on the draft Rules of Procedures for the Governing Board of ReSPA and the draft Staff Regulations of ReSPA. The Steering Committee invited the ReSPA team at the OECD to incorporate these technical changes in view of validation of the draft Rules of Procedure and the draft Staff Regulations of ReSPA at the next (10th) session of the Steering Committee in January 2009, for the subsequent adoption by the Governing Board of ReSPA.</p> <p>The Steering Committee asked the ReSPA team at the OECD to organise a delegates meeting in December 2008 to work further and agree the text of the Financial Regulations of ReSPA.</p> <p><i>The Steering Committee:</i></p> <ul style="list-style-type: none"> ○ Agreed in principle the draft Rules of Procedure of the ReSPA Governing Board; ○ Agreed in principle the draft Staff Regulations of ReSPA; ○ Invited the ReSPA team at the OECD to incorporate the agreed technical changes; ○ Invited the ReSPA team at the OECD to organise a delegates meeting in the first week 	

of December 2008 to agree the text of the Draft Financial Regulations of ReSPA.

5. Recruitment process of ReSPA's director

ReSPA/SC(2008)4/003
ReSPA/SC(2008)4/004

In anticipation of the implementation of ReSPA phase 2, the ReSPA team at the OECD suggested to initiate the process of recruitment of the future ReSPA senior staff and proposed a recruitment procedure and the terms of reference for the ReSPA director. It is understood that the appointment of the ReSPA director will be the responsibility of the Board, and should take place at the first session of the ReSPA Governing Board.

The Steering Committee suggested technical amendments to both documents and agreed a procedure and the Terms of Reference for the Director of ReSPA².

The Steering Committee:

- **Appointed** the Steering Committee Member of Montenegro as chair of the Selection Committee;
- **Asked** the ReSPA team at the OECD to provide secretariat support to the recruitment process;
- **Agreed** the indicative calendar for the recruitment process of the ReSPA director;
- **Committed** to ensure the broadest possible circulation of the terms of Reference in their respective public institutions.

6. Training Needs Assessment

RESPA/SC(2008)4/008

In July 2008, at the second Annual Meeting of Heads of Schools of Public Administration held in Tirana, a process for the development of a TNA methodology was agreed by the Heads of Schools. This agreement was subsequently confirmed by the ReSPA Steering Committee in written procedure. The ReSPA team at the OECD had then developed the final TNA methodology and toolkit and implemented the process with the support of Option B resource persons in the region. Due to the short time available this year for implementation of a fully fledged methodology, adjustments were made in the process allowing production of the TNA report for this SC meeting as planned. The methodological approach, as well as the results of the first round of assessment based on this methodology, were explained to the SC.

The ReSPA team at the OECD provided the Steering Committee Members with an overview of the common, regional needs for training, as well as indications of these needs that can best be addressed at a regional, ReSPA, level.

Recognising the strengths and weaknesses of the TNA methodology, and in particular recognising the inherent limitations of a pilot test,

the Steering Committee:

- **Took note** of the ReSPA TNA Report developed jointly by the representative of EIPA and the ReSPA team at the OECD;
- **Confirmed** the ReSPA TNA Methodology as a solid background for development of the future ReSPA Programmes of Work, noting that adjustments will be made to the process in the future to take note of the lessons learned in course of application of this methodology;
- **Contributed** with detailed suggestions for training to be addressed as part of the 2009

² See Annexes 2 & 3

programme of work;

- **Invited** EIPA to develop the 2009 ReSPA training programme along these lines, also reflecting the present decision in the programme for the TNA workshop to be delivered in February 2009.

7. Indicative work plan for 2009

RESPA/SC(2008)4/009

Art 18 of the Rules of Procedure requires that, before the conclusion of each calendar year, the Steering Committee provides its guidance on the plan of activities for the following year.

The representative of EIPA in co-operation with the ReSPA team at the OECD produced and presented an Outline Plan of Activities for 2009, addressing the activities to be contained in the future Programme of Work. He also provided information on the planned work on the institution-building aspects, including, for instance, the drafting of the ReSPA strategic plan. The Outline Plan of Activities 2009 was produced using, among other sources of information, the TNA Report discussed under previous point.

The Steering Committee provided comments and guidance on the Indicative Programme of Work so that EIPA can develop a full document for adoption at the first session of the Steering Committee in 2009.

Since ReSPA will organise a minimum of 2500 man/days of training in 2009 with the support of EIPA, Mr List stressed the importance to start the training delivery function as early as possible in the first quarter of 2009.

The Steering Committee:

- **Invited** EIPA to develop the 2009 Plan of Activities;
- **Decided** on the dates and locations of the 10th (Zagreb, last week of January 2009) and 11th (Brussels, April 2009) sessions of the Steering Committee. Following meetings are likely to be Governing Board meetings and therefore to take place in Danilovgrad. In case sufficient ratifications of the IA are not done by that time, the following meeting of the Steering Committee would be scheduled in Belgrade.
- **Decided** on the location of the first two training sessions to be delivered in February 2009 in Podgorica and Skopje.

8. Training Evaluation

RESPA/SC(2008)4/010

At the 6th session of the Steering Committee, the Chair invited Steering Committee Members to develop a concept paper on Training evaluation. The paper ("DRAFT GUIDELINES FOR EVALUATION OF RESPA SEMINARS") was presented at the 7th session of the Steering Committee held in Maastricht, April 2008. The Chair invited the ReSPA team at the OECD to develop the ReSPA Evaluation Toolkit for adoption by the Steering Committee and for subsequent implementation to ReSPA training activities.

The ReSPA team at the OECD presented a toolkit developed on the basis of the above-mentioned "draft guidelines".

The Steering Committee suggested incorporating one technical adjustment to the toolkit.

The Steering Committee:

- **Agreed** on the ReSPA Training Evaluation Toolkit;
- **Invited** EIPA to use the Toolkit in the implementation of the 2009 Programme of Work.

9. Networking

RESPA/SC(2008)4/011

Article I of the Protocol of cooperation on the creation of the Regional School of Public Administration sets out the general cooperation objectives, and article II 1 a) specifies further the obligation to develop activities “stimulating cooperation between public administration institutions from the region and similar institutions in the European Union, as well as participation in international networks”.

Due to time constraints, this item of the agenda could not be addressed. At the suggestion of the Chair, discussion of this agenda item is postponed to the 10th Session of the Steering Committee.

The Steering Committee:

- **Decided** to postpone this agenda item to the next session of the Steering Committee.

10. Any other Business	
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No other point has been put on the agenda by Steering Committee Members. The Chair thanked everybody, confirmed the date of the next session of the Steering Committee (last week of January in Zagreb) and closed the meeting .



Annex 1

Participants list for 9th ReSPA Steering Committee Meeting

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Annex 2

Procedure recruitment ReSPA Director

1. The ReSPA Steering Committee agreed on the text of the **Terms of Reference for the ReSPA director** at the 9th session of the Steering Committee. The Steering Committee also agreed the text of the call for applicants/vacancy notice, including required qualifications and experience, other conditions (e.g. term of the office, deadline for application, conditions) for the post of the Director.
2. The Steering Committee shall announce this vacancy through the ReSPA website. Steering Committee Members shall be invited to publish the vacancy in the same manner Government senior vacancies are published.
3. The applications shall be submitted to the ReSPA team at the OECD within a deadline of twenty days following the vacancy announcement. The initial screening (administrative compliance) shall be done by the ReSPA team at the OECD. A list of all eligible candidates will be submitted to the Steering Committee.
4. The **ReSPA Steering Committee** shall set-up a Selection Committee composed of 5 persons. Decision on appointment of the Selection Committee shall contain details on its work and time limits. The Selection Committee shall be composed of a chair (Steering Committee Member of MNE), four experts (2 from the Western Balkans and 2 from the EU Member States), and an observer from the EC. The Chair will submit names of the experts to Steering Committee Members for approval.
5. The applications received shall be examined by the Selection Committee.
6. The Selection Committee shall meet in Podgorica within two weeks from the closure of the vacancy notice. First, applicants who did not submit application within deadline and did not explicitly fulfil the qualifications required for the post will be disqualified. The Selection Committee shall submit the list of applications of qualified candidates to the Steering Committee for information.
7. The Steering Committee shall also receive a list of the names of disqualified applicants with copy of their applications.
8. The **chair of the selection committee** shall inform disqualified applicants of the results without delay.
9. The **Selection Committee** shall select three qualified candidates (short list) for interview and written test within one month after receiving the applications. Steering Committee members will receive the list of preselected candidates with copy of their application forms.
10. The **Selection Committee** shall establish a list of questions, which shall be posed to all candidates during their separate interviews lasting a maximum of 1 hour each. The Selection Committee will prepare a written test which applicant will be invited to fulfil in 4 hours.

11. The **chairman of the Selection Committee** shall invite selected candidates for interviews and written tests which will take place in Podgorica.
12. The **selection Committee** will evaluate all selected applicants, and will make a recommendation for appointment to the Governing Board. The Selection Committee will inform the Steering Committee of its recommendation.
13. The Chair of the Steering Committee will inform the selected candidate of the result of the **selection process**. The candidate will be informed in writing of the **recommendation made to the Governing Board** (prior to the first Governing Board meeting, at which the appointment should take place).

Activity	Time in weeks (or days), or proposed deadlines
Vacancy notice published on the ReSPA website and by signatories on Government Portals	10 November 2008
Deadline for submission of applications	30 November 2008 24h00, Paris Time.
Meeting of the Selection Committee	9-10 December 2008
Announcement of the Short list of the pre-selected candidates	12 December 2008
Interviews	13-14 January 2009
Announcement of the Selection Committee recommendation	15-16 January 2009
Endorsement of the recommendation by the Steering Committee, and preparation of the Governing Board Decision	Last week of January 2009
Notification to the recommended candidate of the selection result and the recommendation to the Board	First Week of February 2009.

Annex 3

Terms of Reference for the Director of ReSPA

The Secretariat of ReSPA will commence its operation in 2009 in Danilovgrad, MNE. As part of its transition process, the ReSPA team at the OECD and the European Institute of Public Administration have been charged with supporting the recruitment of the initial ReSPA Secretariat staff.

1. Background

ReSPA was developed with the objective to enhance regional co-operation in the field of public administration, strengthening administrative capacity and developing human resources in line with the principles of the European Administrative Space. This initiative is supported by the European Commission (EC) and was originally proposed at the EU's 2003 summit in Thessaloniki. The conclusions and recommendations in the feasibility study in 2004 allowed a first group of experts to work on the initial steps of ReSPA in 2005. On 2 May 2006, the ReSPA Protocol of Co-operation was signed at Ministerial level. In June 2008, the signatories reiterated their commitment to ReSPA by signing a letter of intent under the auspice of the Slovene Presidency of the EU. In January 2008, the signatories decided to locate ReSPA in Danilovgrad, Montenegro. The draft ReSPA International Agreement was agreed upon in September 2008 by the signatories. The International Agreement will be signed by all parties at signature ceremony, at the end of 2008. ReSPA started operations in November 2006, it has established professional contacts with a number of established EU Schools and Institutes of Public Administration such as French ENA, Italian SSPA, College of Europe, Greek EKKDA, German Baköv, Slovene CEF, etc. It has also initiated steps for membership in the established professional networks (EGPA, IIAS, NISPAcee). The European Commission has earmarked budgetary assistance for ReSPA for 2009 and intends to allocate further resources through the IPA programme for 2010. The EC financial support to ReSPA is to be understood as launch aid, and not as a permanent financial support since ReSPA's long term financing will be provided for mainly by the Countries and entities of the Region. The budget for maintaining and developing the ReSPA secretariat is paid for by contributions from the ReSPA signatories, while the training budget is, currently, paid for by the EU. From November 2006 until April 2009, the OECD/Sigma has assisted the chair of the Steering Committee in establishing ReSPA. The EC is currently in the process of negotiating a contract with the European Institute of Public Administration (EIPA) to support the ReSPA management in delivering the ReSPA training programme and advancing the institution-building agenda. The training objective for ReSPA in 2009 is to deliver a minimum of 2500 Man/days of training. Applicants are invited to visit the [ReSPA web-site](#) for more information.

2. Tasks and Objective of the position

The Director of ReSPA will be the first Director of the institution and will take over from the ReSPA institutional work completed by the ReSPA team at the OECD since November 2006. In the first year of operation in Danilovgrad, the director will be supported by the above-mentioned EC supported project. ReSPA's international staff should be around 12 – 15 persons one year after entry into force of the International Agreement. The Director will take up his/her functions upon ratification of the international agreement by 5 of the 7 ReSPA signatories, and his/her nomination by the ReSPA Governing Board.

According to the draft International Agreement, the Director is the Head of the ReSPA Secretariat. The Director is responsible for ensuring the regular and efficient functioning of ReSPA according to the Financial Regulations and Staff Regulations. The Director reports to, and is accountable to, the Governing Board. The Director is entitled to act on behalf of ReSPA, including the signature of the Headquarters Agreement and of contracts necessary for the functioning of ReSPA and in conformity with the provisions of the Financial Regulations and other Resolutions.

The following tasks are envisaged:

Management

- Lead the implementation of the ReSPA International Agreement. This includes the elaboration of a multi-annual strategic plan to be approved by the Board.
- Recruit and supervise a multi-cultural and multi-disciplinary team of professionals and accept accountability for the quality, timeliness and relevance of ReSPA's outputs. Contribute personally to these outputs through intellectual leadership, coaching and developing staff, as well as by winning and managing resources to support ReSPA;
- Service ReSPA Board Meetings including the preparation of Meeting Agendas, support to the ReSPA Chair, publication of the list of decisions, and taking responsibility for the implementation of the Board Decisions;
- Be accountable for the implementation of the ReSPA annual budget. This includes the responsibility to develop an accounting system that will enable ReSPA to become a direct recipient of donors' funds, and also the responsibility to report on the budget execution to the ReSPA Board and Donors.

Training and substantive activities

- Supervise the implementation of the 2009 Training Programme.
- Design and implement the subsequent annual Training Programs. This includes regular assessment of the needs for training across the region, and liaison with homologue institutions in the Region and in the EU.
- Initiate ReSPA's research and publication policy.

Co-ordination, liaison, representation, dissemination

- Maintain and develop contacts with government and international institutions responsible for Public Administration Reform in the Region and in Europe.
- Integrate ReSPA into the existing international, European and regional networks such as NISP Acee, EGPA, IIAS.

3. Key requirements

The position is open to candidates with a minimum of post-graduate professional experience of 10 -15 years in a related area, preferably in an international environment and with knowledge and experience in SEE public administration. The Director shall come from one of the Members of ReSPA, and have no criminal record.

For this position, key requirements include:

- Advanced University degree preferably in a subject of relevance for the position.
- 5 years of experience at managerial level in public administration reform and/or human resources development.
- Fluency in oral and written English. Knowledge of SEE languages and other EU languages will be an asset.
- Ability to work both independently and as part of a team in a multicultural environment.
- Excellent communication skills. The candidate will be expected to speak at meetings organised by ReSPA or when invited to represent ReSPA in international meetings.
- Fully computer literate.

4. Reporting

The ReSPA Director will be accountable to the ReSPA Board and to the ReSPA donors. (art 19 of the draft International agreement)

5. Location / Contract

The holder of the position will be based in the ReSPA secretariat in Danilovgrad. She/he could expect that up to 40% of her/his time would be spent on business related travel.

ReSPA will offer an initial five-year contract with a regionally competitive salary according to international public sector standards (probation period of 6 months) and the possibility for extension once. The Governing Board may dismiss the Director before the end of the term of his/her appointment for justifiable cause. Such justifiable cause includes, but is not limited to, unsatisfactory services and serious misconduct, in accordance with the Staff Regulations.

6. Application rules

Interested candidates with the above mentioned professional background should send an application letter and CV (both in English, following the Europass template³, by 30 November 2008 (24.00 Paris time) by email to (CREATE SPECIFIC ADRESS).

The recruitment procedure can be found here (hyperlink).

Only short listed candidates will be contacted by XXX date.

For further information, including a copy of the draft International agreement, please email resparecruit@respa.eu.

ReSPA is an equal opportunities employer.

³ See: <http://europass.cedefop.europa.eu/europass/home/vernav/europass+documents/europass+cv/navigate.action>