

Terms of Reference

Request for Services

Expert for job analysis, job evaluation and preparation of job descriptions

1. Background

The Regional School of Public Administration (ReSPA) is an inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia, while Kosovo* is a beneficiary. ReSPA's purpose is to support governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses and prepare for membership in the European Union.

ReSPA establishes close cooperation with Ministers, senior public servants and heads of units in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional actors such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organization and a key regional endeavour in Public Administration Reform, has contributed to capacity-building and networking activities through on-demand support mechanisms, peering and the production of regional research materials.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the senior civil servants representing the ministries responsible for the Public Administration, ministries of Finance, and institutions in charge of the European Integration process coordination of the ReSPA Members and four regional thematic groups: (1) Policy planning, better regulation and coordination of Centre of Government, (2) European integration and accession negotiations; (3) Human Resources Management and Professional Development; (4) Service Delivery (digitalization and quality management).

2. Description of the assignment

Job descriptions, also discussed under the titles of job analysis, job analysis methods and job evaluation systems, are a fundamental area of HRM. They cut across other areas of HRM such

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence.

as recruitment and selection, career advancement, performance appraisal and salary management. Job description and analysis also cut across wider questions of organisational design (aligning the structure of an organization with its objectives, with the ultimate aim of improving efficiency and effectiveness).

On 10 – 11 October 2023 ReSPA organized in Skopje (North Macedonia) a *Workshop on Future requirements of job descriptions as a prerequisite for effective public administration* to enable decision-makers and practitioners from the ReSPA Members to gain insights into good practices and learn from one another as well as from the experience of EU member states. Although WB public administrations are at various levels of introducing and developing the concepts discussed during the workshop, their importance and significance are well recognized in strategic documents. There is no one universal model to fit all PA needs, but there is a common understanding of the need to develop job descriptions, catalogues, and evaluations as prerequisites for effective public administration. It was concluded that it is required to organize training on job analysis and job descriptions and focus on learning concrete skills and tools.

ReSPA has planned to organize a training on job design and job descriptions which is planned to be held on 5 and 6 December in 2023, in Tirana (Albania). The training should contribute to thorough understanding and gaining skills and knowledge about job analysis, design, and job descriptions, including tools and methods used for job analysis; job description formats and their optimal content; criteria and the process of identifying key positions. It should also contribute to understanding the process of creating grading and pay structures, with special emphasis on job evaluation, job families, and job catalogues.

ReSPA is looking for an expert who would support ReSPA in delivering the training as per the tasks listed below. The training is tentatively scheduled to be held on **5-6 December 2023, in Budva, Montenegro**.

3. Tasks and responsibilities

The expert will be engaged for up to **8 (eight)** days and will perform the following indicative tasks:

- Get familiar with the state of the state of art of public administrations in ReSPA members, regarding job descriptions, job analysis, job evaluation, job catalogues, and competency frameworks.
- Prepare the presentations to be delivered during the training: (1) introduction to design of job descriptions and their use in HRM, (2) presentation on job analysis (3) presentation on job formats and content, including competencies, (4) presentation on key positions, the importance of identifying them and use of key positions, (5) job evaluation and methodologies of job evaluation including good practices, (6) process of job evaluation and grading, (7) benchmarking salaries and pay structures, (8) harmonisation of job descriptions and job families.

- Prepare exercises on (1) job analysis techniques, (2) preparing an ideal template for job description, (3) determining criteria for key positions, (4) harmonisation of job descriptions and designing job families.
- Design and moderate the dialogue on job catalogues, why to develop them and how.
- Deliver the training in person and moderate the group work and discussion.
- Prepare a summary on the preparation of grade and pay structures.
- Prepare a brief note with recommendations on key reform proposals for each administration and follow-up actions by ReSPA.

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the expert may propose slight changes/adaptations upon agreement with the ReSPA Programme Manager in charge.

4. Necessary Qualifications

The expert shall possess the following profile:

Qualifications and skills:

- At least an MA degree in human resources, law, public administration, management, political sciences, social sciences, economics, MBA or related field.

General professional experience:

- At least 10 years of experience working in or with the public sector and related assignments/positions.

Specific professional experience:

- At least 5 (five) years of relevant professional experience related to human resources management, including experience in the development of job descriptions and job analysis.
- Experience in conceptualising or developing capacity-building activities related to the above-mentioned topics.

Skills:

- Written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Ability to prepare and deliver well-structured presentations;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

4. Timing and Location

The assignment foresees preparation work from home/office and delivering the training in the field. The assignment is expected to be performed in November and December. The training will be tentatively delivered **on 5-6 December in Budva, Montenegro**.

5. Remunerations

The assignment foresees engagement of up to **8 (eight) expert days** in the amount of up to **4800 EUR**.

The payment will be done in one instalment upon completion of the assignment. The final outputs will be subject to approval from ReSPA before the execution of the payment.

Note: No other costs will be covered besides the expert cost per day. The expert cost per day comprises of expert's fee per day and (if needed) a lump sum for covering related costs which include, travel, accommodation, local transport, meals and other incidentals.

7. Reporting and Final Documentation

The Expert will be requested to deliver the following documents before the payment is conducted:

Outputs

- PPTs delivered during the training.
- Brief note on the key reform proposals for the region and prospective follow-up actions ReSPA

Documents required for payment

- Invoice (signed original);
- Timesheets (signed original);
- Final brief report in the English language on the conducted assignment.