



Regional School of Public Administration (Phase 2)

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Proposal for the staffing of ReSPA

In this document, a proposal is made for the initial staff to be recruited by ReSPA upon ratification of at least five ReSPA partners and the furnishing of the premises in Danilovgrad has been achieved.

The proposal identifies the positions by title as well as the main responsibilities and tasks of the respective positions. Once the SC has agreed on the number and main responsibilities of the respective staff categories, the description of the respective job profiles will be elaborated further for the purpose of the vacancy announcements to be published.

When drafting this document some starting points have been taken into account:

- Before initiating recruitment procedures and starting operations in Danilovgrad, a budget has to be available which clearly shows a) the contributions to be expected from the ReSPA partners and the European Commission and b) the maintenance and operational costs of the School (including the hotel) for c) at least the coming two years. Based on this, the number of staff, which can be recruited, and the level of salaries can be determined.
- The positions and number of staff members are compared with other institutes of a similar size. In this context, we have also considered the delegation of tasks and operational and financial responsibility.
- It is suggested to start with a small team, which can cover the essential tasks. Such a small team has the best conditions to develop and implement a corporate strategy, identity and culture. Once ReSPA has found its place in the market, the number of staff can be gradually increased subject to growth in a) the volume of work and b) contributions from the ReSPA partners and c) income generated through activities and projects.
- To avoid the creation of full time positions for which a full workload is not certain, a distinction is made between:
 1. full time positions as mentioned in the table;
 2. work that in principle can be outsourced; and
 3. responsibilities and tasks related to the management of the hotel.

1. Full time ReSPA positions

Position	Tasks
1 ReSPA Director	<ul style="list-style-type: none"> • Management Responsibilities: Overall responsible for development of a sustainable strategy, a viable business plan, and a corporate identity and the daily management of ReSPA in close cooperation with the ReSPA staff members, the Governing Board/SC members and other stakeholders. • Relations towards the ReSPA partners: Acts as Secretary for the Governing Board/SC, incl. preparing the agenda, organising the meetings, following up on decisions, etc. • Relations to Host Country: Formally responsible for managing relations to the Host Country, including establishing contacts and agreeing on practical arrangements with relevant authorities. • Representation: The Director represents and markets ReSPA at various occasions, including negotiation and signature of formal co-operation agreements with other institutions. • Firma: Must approve and sign all project proposals, contracts and payments over a certain value (e.g. ≥50.000 €). All payments above a given value (e.g. ≥100.000€) must be co-signed by the Director and the Chairman of the Governing Board. <p>Reports to the Governing Board</p>
1 Secretary/Personnel officer	<ul style="list-style-type: none"> • Personal Assistant to the ReSPA Director • Administrative personnel tasks, including initial negotiations and maintenance of contacts with relevant authorities in the Host Country • Office maintenance and supplies <p>Reports to the ReSPA Director</p>
1 Head of Finance	<ul style="list-style-type: none"> • Preparing annual budget and monitoring of financial situation and cash flow • Invoicing and payments • Procurement of goods and services • Business Acquisition: Updating and provision of institutional and financial documentation and information for tender proposals, preparation or approval of project budgets, advise the Director on project proposals, etc., submitted for his approval and signature, etc. • Firma: Approve and sign all project proposals, contracts and project and activity budgets of a value within a certain range (e.g. between 5.000 and 49.999€) <p>Reports to the ReSPA Director</p>
2 Training Managers	<ul style="list-style-type: none"> • Development of training programmes, incl. contracting trainers, preparation of budgets, marketing materials, etc. • Drafting proposals for project acquisition, incl. EU and other tenders • Maintaining contacts with stakeholders, service providers, consortium partners, networks, etc. • Identification of training needs • Monitoring the implementation

	<ul style="list-style-type: none"> • Taking care of evaluation • Responsible for annual work programmes • Firma: Approve and sign all project proposals, contracts with external experts and project and activity budgets of a certain value (e.g. up to 4.999€) <p>Report to the ReSPA Director</p>
2 Programme organisers	<ul style="list-style-type: none"> • Being responsible for the organisational and logistical side of the preparation, organisation, implementation and follow up of the ReSPA activities. • Marketing of activities, incl. mailing campaigns, input for website, etc. • Co-responsibility for drawing up and controlling relevant budgets • Maintaining contacts and networks • Providing general support to the training managers and ReSPA Director • Establishing and maintaining mailing lists and archiving of data <p>Report to the ReSPA Training Managers and Director of Finance</p>
1 IT technician	<ul style="list-style-type: none"> • Responsible for the soft and hardware for office and training purposes • Installation, maintenance and repair of interpretation equipment • When necessary, assisting in arranging training facilities <p>Reports to the ReSPA Director of Finance</p>
1 General services/ Driver	<ul style="list-style-type: none"> • Responsible for all office and training materials needed for the office and class room • Small repair works • Transport of participants and external experts to/from the airport <p>Reports to the ReSPA Director of Finance</p>
1 PR/Documentation officer	<ul style="list-style-type: none"> • Responsible for all ReSPA promotion materials, incl. ensuring corporate identity programmes are implemented • Maintenance web site • Establishment and maintenance of documentation centre • Responsible for the newsletter <p>Reports to the ReSPA Director</p>
Hotel Manager	<ul style="list-style-type: none"> • Fully responsible for running the hotel <p>• Reports to the ReSPA Director and Head of Finances</p>
Front desk officer for the hotel	<ul style="list-style-type: none"> • Registration guests • Allocation of rooms • Invoicing and payment <p>Reports to the Hotel Manager</p>

2. If necessary, the following tasks can be outsourced:

- Kitchen staff for the hotel
- Cleaning of hotel and conference centre
- Bar service for the hotel
- Waitress for the hotel
- Interpretation and translation
- In case several activities are taking place at the same time a second driver can be used at ad hoc base.
- Gardening

3. Hotel management:

The designated hotel manager will be responsible to run the hotel in an effective and efficient way. Outsourcing of the hotel needs to be explored as an option.

This means:

- Offering accommodation with full board (incl. restaurant services)
- Bar services
- Offering any other facilities that contributes to a pleasant stay of the participants
- The cleaning services organized by the hotel will also cover the cleaning of the conference centre.

The hotel manager will limit permanent staff and make use where possible of staff on an ad hoc base.

The hotel manager's contact persons should be the ReSPA Director (overall contract, staffing and quality issues) and the ReSPA Director of Finance (all maintenance and financial issues).

As a suggestion it can be considered that the hotel management school in Maastricht does a survey on how the hotel can be made operational in the most efficient way.