



## Training Institute of Public Administration

### TRAINING ON IMPROVING MANAGEMENT & FUNCTION RELATED SKILLS Contents of training programs

#### ADVANCED STRATEGIC MANAGEMENT PROGRAMME

**Target group:** Top level managers (Heads of institutions, Heads of Administrations of institutions, i.e. Secretaries General, etc.)

Training modules	Type of training	Duration (in days)
<b>1. Achieving policy/strategy coherence and integration</b>	Difficult skills, practicing	<b>2</b>
<b>2. Effective communications</b>	Difficult skills, practicing	<b>2</b>
<b>3. Making performance management real</b>	Skills, practicing	<b>1</b>
<b>4. Effective delegation and coordination</b>	Skills, practicing	<b>1</b>
<b>5. Describing jobs – guidelines for Top management</b>	Skills, practicing	<b>1</b>
<b>6. Harnessing the value of Personnel Departments</b>	Awareness raising	<b>1</b>
<b>7. Becoming European – adopting sector specific EU standards</b>	Awareness raising	<b>1</b>
<b>8. Management information strategy</b>	Skills, practicing	<b>1</b>
	<b>Total</b>	<b>10</b>

#### SENIOR MANAGEMENT PROGRAMME

**Target group:** Middle level Managers (Directors of Directorates)

Training modules	Type of training	Duration (in days)
<b>1. Getting the best from your people (Part I and Part II)</b>	Difficult skills, practicing	<b>2 (part I) 2 (part II)</b>
<b>2. Managing the communicating organisation</b>	Difficult skills, practicing	<b>2</b>
<b>3. Bigger problems – better solutions</b>	Skills, practicing	<b>2</b>
<b>4. The well focused organisation – shared targets, clear roles</b>	Skills, practicing	<b>2</b>
<b>5. Becoming European – adopting sector specific EU standards</b>	Awareness raising	<b>1</b>
<b>6. Harnessing the power of IT based information</b>	Skills, practicing	<b>2</b>
	<b>Total</b>	<b>13</b>

## HUMAN RESOURCE MANAGEMENT PROGRAMME

**Target group:** Directors, chiefs of sectors and specialists of Personnel Departments

Training modules	Type of training	Duration (in days)
<b>1. Effective HRM communications</b>	Difficult skills, practicing	<b>2</b>
<b>2. Job descriptions for successful human resource management</b>	Skills, practicing	<b>2</b>
<b>3. Effective application of functional analysis</b>	Skills, practicing	<b>2</b>
<b>4. Achieving effective performance evaluation</b>	Skills, practicing	<b>2</b>
	<b>Total</b>	<b>8</b>

## OPERATIONAL MANAGEMENT PROGRAMME

**Target group:** Operational level Managers (Chiefs of sectors, units, divisions)

Training modules	Type of training	Duration (in days)
<b>1. Building better performance – getting better results</b> (Part I and Part II)	Difficult skills, practicing	<b>2 (part I)</b> <b>2 (part II)</b>
<b>2. Communications for Operational level managers</b>	Difficult skills, practicing	<b>2</b>
<b>3. New problems – new solutions</b>	Skills, practicing	<b>2</b>
<b>4. Role analysis – getting Job Descriptions right</b>	Skills, practicing	<b>2</b>
<b>5. Becoming European – adopting sector specific EU standards</b>	Awareness raising	<b>1</b>
<b>6. Harnessing the power of IT based information</b>	Skills, practicing	<b>2</b>
	<b>Total</b>	<b>13</b>

## FUNCTIONAL DEVELOPMENT PROGRAMME

**Target group:** Specialists and senior specialists

Training modules	Type of training	Duration (in days)
<b>1. Making communications work</b>	Difficult skills, practicing	<b>2</b>
<b>2. Job planning skills</b>	Skills, practicing	<b>2</b>
<b>3. Tackling problems – new creativity techniques</b>	Skills, practicing	<b>2</b>
<b>4. Integration to EU standards</b>	Awareness raising	<b>1</b>
	<b>Total:</b>	<b>7</b>

## **JUDICIAL DEVELOPMENT PROGRAMME**

**Target group: Specialists and senior specialists in judicial departments**

<b>1. Legislation skills</b> (for Judicial departments)	Skills, practicing	<b>2</b>
<b>2. European Integration</b> (for Judicial departments)	Skills, practicing	<b>2</b>
	Total	<b>4</b>

## **PREPARING FOR EUROPE PROGRAMME**

**Target group: Civil servants dealing with EU integration**

Training modules	Type of training	Duration (in days)
<b>1. EU and Albanian Standards</b>	Awareness raising	<b>2</b>
<b>2. Requirements of the Stabilisation and Association Agreement</b>	Awareness raising	<b>2</b>
	<b>Total:</b>	<b>4</b>

## **FINANCIAL DEVELOPMENT PROGRAMME**

**Target group: Specialists and senior specialists**

Training modules	Type of training	Duration (in days)
<b>1. Budgeting procedures</b>	Skills, practicing	<b>2</b>
<b>2. Public procurement</b>	Awareness raising	<b>1</b>
<b>3. State Treasure and procedures</b>	Skills, practicing	<b>2</b>
	<b>Total:</b>	<b>5</b>

## TRAINING ON EU RELATED MATTERS

**Target group: Civil servants involved in financial, taxation, licenses issuing, customs, projects matters in line ministries**

Impact of introducing Free trade area in Albania. Trade-related matters in the framework of Free trade agreements in the region and with the EU – 2 days

**Target group: Civil servants involved in project monitoring & evaluation matters, legal issues and financial procedures**

Justice and Home Affairs and other EU policies – 2 days

**Target group: Civil servants involved in International Relations, Policy Formulation and Analysis, and project cycle management**

Common Foreign and Security Policy of the EU – 2 days

**Target group: Negotiators and their working groups, lawyers and Civil servants involved in approximation of Law**

Negotiation actors, negotiation skills and techniques and lobbying in the EU in SAA framework. Monitoring of commitment process – 2 days

**Target group: Civil servants involved in financial matters, local governmental issues and project cycle management. Foreign Relations Departments**

EU financial principles and related programs. EU policies on regional development. CARDS – 2 days

**Target group: Civil servants involved in competition matters**

EU Competition policy and control of state aids – 1 day

**Target group: Civil servants from Ministry of Environment and their counterparts in line ministries**

Environmental policy of the EU – 1 day

**Target group: Civil servants involved in trade and industrial related issues, legislation drafting process, and lawyers**

Company law of the EU – 1 day

**Target group: Civil servants involved in Licenses Issuing and Intellectual and Industrial Properties**

Intellectual and industrial properties of the EU – 1 day

**Target group: Civil servants involved in licenses issuing procedures, lawyers, and economists**

Accreditation, metrology and calibration – 1 day

**Target group: Civil servants involved in licenses issuing procedures, standardization and certification procedures**

Standardization and certification – 1 day