



ReSPA

Regional School
of Public Administration

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Working Group Meeting on Competency Framework and COACHING

6 – 7 October 2016, Montenegro

Provisional Discussion Paper and Agenda

Introduction

The Regional School of Public Administration (ReSPA) is the 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, Macedonia, Montenegro and Serbia, while Kosovo*¹ is a beneficiary and observer. ReSPA's purpose is to help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare them for membership in the European Union (EU). Since its inception, ReSPA has contributed to the development of human resources and administrative capacities through training programmes and innovative cooperation mechanisms such as the exchange of good practices, peer reviews and development of know-how.

European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, two EC Grant Contracts (GCs) have been implemented by ReSPA, during the period 2010-2015. The new EC grant will support the main objective of ReSPA work in 2016-2017: Improving regional cooperation in the field of PAR and EU integration and strengthening administrative capacities in the beneficiaries.

This objective will be achieved through the following three pillars of ReSPA Programme of Work for 2016-2017:

- (1) European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;
- (2) Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in ReSPA Members;
- (3) Governance for Growth Pillar: Ensured effective coordination of the implementation of the Governance for Growth pillar of the SEE 2020 Strategy.

Following the wide consultations and expressed interest of the ReSPA Members, it has been decided that coaching in public service in the WB region to be developed and introduced. Therefore, ReSPA is in search of a Lead Expert/Consultant to support envisaged activities in this domain in entire Western Balkan.

¹ * 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

During its six years working history, ReSPA has established number of working groups devoted to particular and specific topics within overall broad framework of Public Administration Reform (Ethics and Integrity, Human resources Management and Development, eGovernment, Public Private Partnership, Public Procurement, Administrative Law and Administrative Justice, etc). Since all of the working groups have specific purpose within the overall PAR efforts, HRMD Working Group has an important crosscutting approach.

HRMD Working Group has been gathered and handled different topics, identifying the key challenges that administrations are facing. Lately, competency framework was one of the key topics that WG members paid attention to. Last year ReSPA Secretariat, with the support and advice of the ReSPA HRMD working group members as well as with the expertise of external experts, has handled the study in merit based recruitment which was presented at ReSPA's Annual Conference as a reference to further work on. *Competency framework* and *coaching* derived as general conclusion where HRM working group should pay particular attention during the up-coming period. Particularly some have already started working in concrete steps in *competency framework*, such as Montenegro.

In July 2016 ReSPA received new EC grant which opened possibilities for implementation of new set of activities framed with Programme of Work 2016-2017.

Therefore, the meeting of HRMD WG will be the first within the new programming period. Agenda of the meeting includes necessary information on ongoing and planned activities within new Programme of Work 2016-2017 in HRMD thematic area, which is developed in accordance with new Description of the Action financed by EC grant.

HRMD Working Group members will have the opportunity to be informed in detail on all planned activities within HRMD thematic area.

The meeting is planned to be organized as a two days event. First day will be dedicated to *Competency Framework*, Montenegrin case will be discussed. During the second day, WG members will have the opportunity to know more about the baseline study on COACHING, its scope and timings. The lead expert will elaborate the working plan and the headings of the study.

In addition, working group members will get some general info about the Annual Conference preparations; therefore, particular attention at this meeting will be devoted to ReSPA Annual Conference.

Competency Framework

It is obvious from EC Country Reports (Progress Reports) that competency framework is covered in all WB countries either in their Civil Strategies or in Civil/Public Service Laws as a way to a more professional administration and improved serviced towards citizens. But, when it comes putting it into practice it is obvious that countries are facing different challenges. EC and few other donors expressed their readiness in supporting administrations in this regard.

In Montenegrin case, SIGMA is providing support and expertise to Human Resource Management Authority of Montenegro (Uprava za Kadrove) in handling with competency framework.

So, the group will have the opportunity to get to know more about the Montenegrin case. In meantime all the members will have the opportunity to share/exchange their plans and activities regarding to the topic.

Coaching

Strategic human resources management and development (HRMD) is essential to the good governance and management of public administration. It is a necessary to develop public capacities to build a professionally compliant public administration that meets the needs of the citizens in one side and be able to handle the EU integration process in the other side, in all WB countries. Coaching is a useful way of developing people's skills and abilities, and of boosting performance. It can also help deal with issues and challenges before they become major problems. ReSPA has already undertaken the first steps towards handling a Baseline Study on COACHING in Western Balkans.

Coaching has few characteristics, as:

- Coaches in the workplace are not counsellors, psychotherapists, gurus, teachers, trainers, or consultants – although they may use some of the same skills and tools.
- In some organizations, coaching is still seen as a corrective tool, used only when things have gone wrong. But in many companies, coaching is considered to be a positive and proven approach for helping others explore their goals and ambitions, and then achieve them.
- Most formal, professional coaching is carried out by qualified people who work with clients to improve their effectiveness and performance, and help them achieve their full potential

Coaching is designed to firstly focus in senior management level throughout Western Balkan in order to ensure strengthening their capacities and keep up-grading their knowledge and skills. Coaching is intended to help administrators in getting answers to some of the key relevant questions such as:

- Can and how to reduce stress at work?
- How to improve communication with peer colleagues?
- How to find a balance among private and professional life?

Therefore, ReSPA has put a special focus in *COACHING* together with *Competency Framework* as pre requisites for a professional and inclusive public administration.

In order to know the state of play of COACHING in WB region, ReSPA Secretariat has started the process of Baseline Assessment on regards to coaching. The selection of experts (lead and regional experts) is in final stage and the study will start within few days. At the second day of this meeting, the Lead Expert will present the scope of the study, methodology and the timings.

Target audience

This HRM working group meeting is intended for three permanent members. The meeting is targeted the following members:

1. Head of national training institution/ head of department for capacity building in the relevant Ministry in charge of Public Administration; and
2. Senior Official responsible for HR Policy in the relevant Ministry in charge of Public Administration.

The experts of the working group are invited to:

- Participate fully in the discussion among the members and practices exchange
- Provide inputs for the future needs and activities of the HRMD working group and identify the steps needed to be taken in order to achieve them.

Objectives

The overall objective of this meeting is to present best practice in Competency Framework in Montenegro and afford the participants the opportunity to compare and contrast their own activities in this regard with those in other ReSPA members. They will also have the opportunity to get practical advice on developing their own competency framework model taking into account specifics in their own civil service system and legal infrastructure. As well as, to get to know more about Coaching, the baseline study in coaching, scope, methodology and timings.

The meeting will identify practical outputs and solutions for individual civil services through facilitated discussions and work groups.

AGENDA:

Venue: TBC...



Day 1 – Thursday, 6th October 2016

9.30 – 9.45	Registration
9.45 – 10.00	Welcome, ratio and objectives of the meeting - Adoption of the Agenda, Fatos Mustafa, Seconded National Expert
10.00 – 10.30	Introduction of ReSPA PoW 2016-17, HRMD Thematic Area - Fatos Mustafa, Seconded National Expert - Discussion
10.30 – 11.15	Competency Framework, latest EC Country Reports - Fatos Mustafa, Seconded National Expert - Discussion
11.15 – 11.30	Coffee break
11.30 – 13.00	Competency Framework(Montenegro case) - Jadranka Djurkovic, HRMA/MNE - Discussion
13.00 – 14.30	Lunch break
14.30 – 15.15	SIGMA's support to Montenegro in Competency Framework - SIGMA (tbc) - Discussion
15.15 – 15.30	Coffee break
15.30 – 16.30	State of play on competency framework in WB - Albania, Bosnia and Herzegovina, Kosovo*, Macedonia and Serbia - Discussion
16.30	<i>End of the first day</i>
20.00	<i>Social dinner (tbc)</i>

Day 2 – Friday, 7th October 2016

10.00 – 10.15	Registration and introduction
10.15 – 11.00	Coaching, a tool of capacity building - Lead Expert (tbc...) - Discussion
11.00 – 11.15	Coffee break
11.15 – 12.30	ReSPA Baseline study (scope, methodology and timings) - Lead Expert (tbc...) - Discussion
12.30 – 13.00	Conclusions Lunch and departure of participants