



ReSPA
Regional School
of Public Administration



REPUBLIC OF SERBIA
Government of the Republic of Serbia
Human Resource Management Service



GOVERNMENT
HUMAN RESOURCE
MANAGEMENT
SERVICE

Network Meeting of the COMMUNITY OF PRACTICE ON HUMAN RESOURCE MANAGEMENT

1 – 2 December 2014
Belgrade, Serbia

DRAFT DISCUSSION PAPER and AGENDA



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Introduction

This discussion paper, which has been prepared for the next Network Meeting of the Community of Practice (COP) on Human Resource Management to be held in Belgrade on 1-2 December, 2014, builds on the themes and activities developed at the previous meeting of the network held in Becici, Montenegro on 24-25 April, 2014. It also has regard to the previous analysis and recommendations contained in EU Progress Reports and Sigma Reports from across the region.

It adopts a "*practitioner perspective*", which takes as its starting point three simple, but essential questions to map the HRM pathway. These are:

- Where are we now?
- How do we get to where we want to be?
- What tools do we need to acquire and use along the way?

By definition, a practitioner is someone who is active working in his or her respective field and holds the skills and knowledge required to be effective. Consequently, a practitioner needs to possess a good understanding of the current situation regarding HRM and the challenges posed. This topic was explored at the last meeting of the network in Montenegro and therefore, to build on this, the topics for this meeting will focus on questions 2 and 3 namely, "*how do we get to where we want to be*" and "*what tools do we need to acquire along the way*".

Question 2, is essentially concerned with transition or change, a theme also discussed at the last network meeting in April. In HRM terms, and based on the answers to the "where are we now?" question, this involves moving from a Personnel function to a Human Resources Management function, and this will therefore be the proposed topic of Presentation I, entitled, "**From Personnel to Human Resources Management**".

Question 3, progresses to examine tools needed to drive this transition and we have selected the "Functional Review" as being a prime tool that provides answers to all three of the questions we posed in this introduction. The second presentation will therefore be entitled "**Functional Review - A Guide for Practitioners**" and cover the approach, templates, processes and logic involved in conducting this enquiry as well as on its consequences for the organisation as a whole.

Target Audience

The CoP on HRM network is intended for 2 permanent members each from Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Kosovo*, primarily participants who took part in the previous network meeting held in Becici, Montenegro and who are:

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 participants are invited:

- to actively participate in the discussion and practices exchange; and
- to provide the inputs for the further networking needs and steps to be taken.

Objectives

The overall aim of the CoP on HRM at the upcoming event is to provide an overview of the challenges of HRM in the region (report from the last meeting of the CoP network), to illustrate the pathway from Personnel Management to Human Resources and to provide a presentation and stimulate discussion about one of the key tools of Human Resources Management namely the Functional Review.

The event will therefore be comprised of 4 specific objectives which are as follows:

- Reporting on 2014 activities under the HR pillar, and propose the activities for 2015;
- Presentation and discussion on the pathway from Personnel to Human Resources Management";
- Presentation and discussion on the process of conducting a Functional Review within an organisation as seen from a practitioner's perspective.
- Presentation of the design and strategy for the realisation of a regional study on 'Making HRM in Western Balkan Countries Work'.

Content

Human Resources Management is an organisational function directly related to driving and building organisational efficiency and effectiveness. The positioning of Human Resources Functions in public administrations across the region is currently very much a case of "work in progress" and remains widely characterised by activities such as training, record keeping

* This designation is without prejudice to positions on status, and it is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

and the performing staff appraisals, albeit it often unrelated to personal development plans or organisational strategic objectives. It might be said that Human Resources Management across the region is having a difficult birth.

The content of this meeting will therefore heavily focus on two separate, but linked themes that deal with how we move from where we are to where we want to be, and on the tools available to facilitate this journey.

These two themes are summarised below:

From Personnel to Human Resources Management

Human Resources Management is a key function within any organisation to ensure that the necessary people are identified and mobilised in order to provide the requisite skills and structure in which the organisation is better positioned to achieve its strategic aims and objectives.

However, despite this broad consensus, recent research, interviews and participant observation across public administrations in the Balkans reveals that many (most?) Human Resources departments are effectively continuing to perform a personnel function. It has been argued that this re-labelling is a response to counter criticisms made about traditional personnel management and some sceptics have argued that familiar personnel functions have simply been repackaged and given a more up-market image referred to as 'old wine in new bottles'

The sceptical view must also, however, be balanced with an acknowledgement that the Human Resources Management Function is not well-understood within the Public Administration, even by some of its champions. Many staff working in Human Resources Departments ask - with some justification - "what does a human resources actually do, and how is this different from what we are doing now?". It is vital to provide an answer to this question before any re-labelling of organisational functions is considered, otherwise, it is like asking people to throw away the clothes they are wearing without providing new ones.

Personnel management is commonly viewed as having an operational focus, emphasising technical skills and day-to-day functions such as recruitment and selection, training, salary administration, and employee relations. It is often seen as a detached and neutral approach to staff. By contrast, HRM is portrayed as being proactive – linking people management to organisational objectives. It is an attempt to manage people – not necessarily employees – in the long-term interests of the organisation.

Firstly then, and building on the work done at the previous network meeting of the Community of Practice on Human Resources Management held in Becici, Montenegro on 24-25 April, 2014, which explored main HRM challenges in the region, the next event will further develop the theme of "HRM challenges" by outlining and discussing the pathway to making the transition from personnel management to HR Management.

Functional Review - a Guide for Practitioners

Secondly, and complementary to the first presentation, a key tool for Human Resources Practitioners will be presented and discussed, namely the Functional Review.

Functional reviews are a form of systematic enquiry often adopted to assist in the renewal and strengthening of a country's public service, by enhancing its efficiency and effectiveness and enabling it to deliver services that are more responsive to the needs of the people and of businesses. The fundamental process of functional review is one of gathering information about:

- what functions government carries out, through its constituent bodies (such as Ministries, departments, agencies, agencies, public authorities and other entities),
- for what purpose,
- within what organisational structures, and
- at what cost.

This information can then be used to formulate proposals that will lead to the right things being done by the right people, in the right way and in the right place, and at the right cost.

In the context of the discussion of Functional Reviews, the event will present the design of a regional comparative study on 'making HRM in Western Balkan countries work'. The regional study aims to generate systematic evidence in order to identify obstacles of successful implementation and to derive lessons that can improve the quality of implementation of HRM policies.

The regional study will concentrate on the evaluation of recruitment and selection processes in the western Balkan countries. Recruitment and selection are a crucial area for the success of HRM policies as discussed at the Networking Event in April in Besci.

The study will present a design for the analysis of implementation problems and the development of recommendations that shall inform Functional Reviews and provide a template for the systematic, evidence-based evaluation of other areas of HRM/HRD in the public sector.

This is, in essence, the primary purpose of Human Resources Management within any organisation.

Approach

The **First Day** of the event will be used for reporting on 2014 activities under the HR pillar, focusing on the implemented workshops, the outcomes and the Action Research Projects by countries.

The focus of the first day will also be the presentation and discussion on moving from the operational to strategic, or, *From Personnel Management to Human Resources Management*.

This part of the event will outline the key differences between traditional personnel management and detail the roadmap for making the transition. An opportunity will be provided to discuss current blockages and identify ways that these might be overcome and reference will be made to examples from other countries faced with similar problems and contexts.

Following from there, a presentation on Functional Review, as a key weapon in the HRM armoury, elaborating the rationale, approach and tools used in performing and organizational Functional Review will open a discussion on best practices and the need for such an action. This part will be focused on the process of conducting a Functional Review within an organisation from a practitioner's perspective.

The **Second day** of the Event will be focused on presentation and discussion of the HR Roadmap – specific activities and timeframe for their implementation.

Building up from the previous day discussions on Functional Review, the event will present the design of a regional comparative study on 'making HRM in Western Balkan countries work'.

Introduction to the Regional Study on 'The Quality of HRM in Western Balkan Countries'

The purpose of this session is:

- to present on the background of the regional study discussed at the Networking Event in April 2014 in Becici,
- to explain the focus of the study on the quality of implementation in the area of recruitment and selection
- to outline the design of the study and the methodological tools that will be used.
- To discuss with CoP members their role and contribution to the regional study, in particular, with regard to the preparation and coordination of a survey on the quality of recruitment and selection processes in central government ministries.

The session will provide an opportunity to finalise the design of the regional study, to clarify the role of ReSPA and the CoP members and to discuss the schedule of the project.

The event will be finalized with the wrap – up and agreeing on the next main steps and the timing of the next HRM CoP networking event.

Moderators:

Jan-Hinrik Meyer-Sahling is an Associate Professor of European Politics at the University of Nottingham and a Fernand Braudel Senior Fellow at the European University Institute in Florence. Meyer-Sahling's research has focused on the EU political system, the Europeanisation of national political systems in the old member states and the reform of public administration in new member states from Central and Eastern Europe, as well as candidate and potential candidate states from the Western Balkans. Meyer-Sahling is the author of the SIGMA Reports Nr 44 and 48 on the Sustainability of Civil Service Reform Five Years after Accession and Civil Service Professionalisation in the Western Balkans respectively.

Anthony Gething has over 30 years of experience in leading large institutions through difficult change and for the past 20 years has worked as an advisor to both public and private sector organisations throughout Central and Eastern Europe. He has taught as a visiting lecturer at both the University of Aston in the UK and the Faculty of Economic Studies in Bucharest Romania on Public Administration Reform and is the author of numerous papers on the topic. He was involved in the European Union accession process in 8 of the current member state countries where he worked as advisor to the respective governments and is an acknowledged expert in the field of Strategic Planning and Human Resources Management. He is currently working in Macedonia on behalf of the European Union, where he is assisting the Ministry of Information Society and Public Administration (MISA) on Human Resources Management (including Functional Review and workforce Planning) which is an integral and essential component of the current new law on the Macedonian Civil Service.

Margarita Ivanova has over 15 years of training experience, and more than 12 years of project management experience on different international projects. Margarita is CIPD qualified and experienced in HR consultancy, especially on introduction of Performance Management, Recruitment, Training and Job Description. She has 10 years of professional experience in training and staff development projects, mainly in civil service and public employee training, career development and succession planning. With extensive experience as a consultant, deputy team leader and trainer in various projects funded by the EU, OSCE, etc., she is currently involved in designing and delivering training on implementation of the Methodology for Assessment of the Quality of Institutions including the process of presenting an award of excellence in Macedonian administration.

DRAFT AGENDA

Venue: *Human Resource Management Service*
Government of the Republic of Serbia
Bul. Mihajla Pupina 2
Belgrade, Serbia

Day 1- Monday, 1 December 2014

9.00 - 9.15	<i>Registrations</i>
9.15 - 9.30	Opening session <i>Representative of HRMS</i> <i>ReSPA Representative</i> <i>Moderators</i>
9.30 – 11.00	Session I - Reporting on HRM/HRD activities in 2014 Presentation by <i>Margarita Ivanova</i>
11:00 – 11:30	<i>Coffee break</i>
11.30 – 13.00	Session II - From Personnel Management to Human Resources Management Presentation by <i>Anthony Gething</i>
13.00 – 14.00	<i>Lunch break</i>
14.00 – 15.30	Session III - Functional Review - a Guide for Practitioners Presentation by <i>Anthony Gething</i>
15.30 – 15.45	<i>Coffee break</i>
15.45 – 17.00	Session IV – Moving from the operational to strategic Discussion, moderated by <i>Anthony Gething</i>
17.00	Close of Day 1

Day 2-Tuesday, 2 December 2014

- 9.00 - 9.30 **Session V** - Presentation on the proposed Roadmap on HRM/HRD for 2015
Presentation by *Margarita Ivanova*
- 9.30 – 11.00 **Session VI** - Introduction to the Regional Study on 'The Quality of HRM in Western Balkan Countries'
Presentation by *Jan Meyer-Sahling*
Discussion
- 11:00 – 11:15 *Coffee break*
- 11.15 – 12.30 **Session VII:** Concluding discussion with CoP members regarding their role and contribution to the regional study
(moderated by *Jan Meyer-Sahling*)
- 12.30 – 13.00 **Wrap-up and next steps**
- 13.00 – 14.00 *Lunch*

Departure of participants

