

# Terms of Reference

## Request for Services

*Expert in IT for the preparation of the snapshot on Human Resources Management Information Systems (HRMIS), Learning Management Systems (LMS) and Training Management Systems in the Western Balkan administrations*

### 1. Background

The Regional School of Public Administration (ReSPA) is an inter-governmental organisation that enhances regional cooperation, promotes shared learning, and supports 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 in developing better public administration, public services, and overall governance systems for citizens and businesses and preparing them for membership in the European Union.

ReSPA establishes close cooperation with ministers, senior public servants, and unit heads in member administrations. ReSPA also works in partnership with the European Union, specifically the 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 organisations. Since its inception, ReSPA, as an international organisation 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 to support the ReSPA activities (research, training and networking programmes) in line with the EU accession process. ReSPA works primarily through regional networks operating 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 (digitalisation and quality management).

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

## 2. Description of assignment

Nowadays, modern HR management cannot be imagined without the IT tools and opportunities that it offers. The role of e-governance in HR management is increasing every day. The digitalization process of many public administration activities promotes the broader usage of electronic systems and applications in professionalizing public administration, which would result in cheaper, easier, and more transparent governance. The rapid digitalization of public administration, accelerated further by the pandemic, has prompted efforts in the Western Balkans to establish advanced Human Resources Management Information Systems (HRMIS). Despite these efforts, SIGMA monitoring reveals significant challenges in obtaining basic HRM data. Data collection is often incomplete or of poor quality, hindering effective management and policy decisions. The need for reliable, meaningful, and up-to-date data underscores the importance of HRMIS in streamlining HR processes and allowing managers and employees to focus on core tasks.

HRMIS, LMS, and TMS are interrelated components that support different aspects of human resource management and training within organizations. HRMIS provides essential employee data that can be utilized by LMS and TMS for training purposes. For example, employee performance data from HRMIS can inform the selection of training programs in LMS, while training attendance records from TMS can be integrated into HRMIS for performance evaluation purposes. HRMIS focuses on managing various HR functions, such as employee data, payroll, recruitment, performance management, and leave management. It serves as a comprehensive system for storing and processing HR-related information, providing a centralized database for all personnel-related activities. LMS primarily manages learning and development initiatives within an organization, facilitating the creation, delivery, and tracking of training content, including e-learning modules, courses, and resources. TMS complements LMS by addressing the administrative aspects of training operations, assisting in planning, scheduling, coordinating training programs, managing registrations, tracking attendance, and handling logistical aspects of training events. Overall, these systems work together to streamline HR and training operations, enhance employee development, and ensure compliance with organizational objectives and regulatory requirements. Integration and collaboration between HRMIS, LMS, and TMS contribute to a more efficient and effective approach to human resource management and training within organizations.

In 2017, ReSPA produced the "Baseline Analysis on HRMIS in the Western Balkans region," which reported on the state of progress in developing HRM-dedicated IT systems, shared information on different solutions implemented by various ReSPA members, and provided recommendations for further regional cooperation in this area. The HRMIS study launched in 2020 assesses the progress made as of 2017 and reports on new inspiring practices and different solutions implemented in various ReSPA members. LMS and TMS topics were also addressed in this study. The HRMIS Study produced at the end of 2022 analyses the use of Human Resources Management Information Systems (HRMISs) and related applications in the digitalization of HRM processes in the civil services of the Western Balkans through three dimensions, technology dimension, functionality dimension and dimension of data availability and quality. The analysis of the technology dimension shows that the software and servers are in place, but there is room for development in approaching the issue from the perspective of the broader HR data ecosystem. The analysis of the functionality dimension shows that all

the HRM functions studied are covered by at least some administrations and integrated as HRMIS modules. The analysis of the dimension of data availability and quality shows that the issues described under the dimensions of technology and functionality result in problems with reporting, mainly due to data completeness, which lengthens the time needed to generate reports and the decision-making process.

ReSPA is seeking an expert to assist in preparing a snapshot that offers insights into the current state of HRMIS, LMS, and TMS in ReSPA members and Kosovo\*, as well as their integration and collaboration in respective administrations. The expert will analyse the existing state of the art, identify trends, and formulate recommendations for improvement. This snapshot will serve as a valuable resource for discussion at an upcoming workshop planned to be held in Tirana on 15-16 May. The workshop will include the presentation of the report, discussions on new trends in HRMIS, LMS, and TMS, sharing of good practices from the region and OECD countries and panel discussions on challenges faced by WB administrations and strategies to overcome them. Each WB administration will have the opportunity to share inspiring practices during the workshop.

By means of this ToR, ReSPA is looking for an IT expert who will contribute to the preparation of the report on HRMIS, LMS, and TMS and participate in the workshop.

### 3. Tasks and responsibilities

The expert shall perform the following tasks and responsibilities **for up to 10 days**:

#### Phase 1 – Preparation of the snapshot

- Conduct research on state-of-the-art HRMIS, LMS, and TMS in each ReSPA member and Kosovo\*;
- Conduct research on new trends in HRMIS, LMS and TMS and good practices in OECD members.
- Prepare a snapshot which will include a brief state of the art in HRMIS, LMS and TMS in each ReSPA member and Kosovo\*, and their integration and collaboration, new trends in these areas, at least two good practices in OECD Members, comments and recommendations for each ReSPA member and Kosovo\*. Based on the information obtained during the workshop, finalise the snapshot.
- Provide comments on the report on the analysis of ReSPA members' strategies that will be developed by the HR expert.

#### Phase 2 – Workshop on HRMIS, LMS and TMS

- Prepare a PowerPoint presentation with findings from the research, new trends and good practices.
- Participate in a two-day workshop and present the findings, new trends, and good practices.
- Moderate a panel discussion on challenges faced in these areas, as well as new trends and whether/how and what can be applied in the WB administrations.

Throughout the duration of the assignment, the expert will collaborate closely with the ReSPA Programme Manager in charge of the project. The expert will take into consideration the instructions received beforehand.

## 4. Necessary Qualifications

Educational background:

### Qualifications and skills:

- At least M.Sc. in Computer Science, Social Sciences, Business Administration, Law, Economy, Public Administration, or a related field.

### General professional experience:

- At least 7 years of experience working in or with the public sector and related assignments/positions.

### Specific professional experience:

- At least 5 years of experience in dealing with information system development and data analysis and interpreting findings to provide actionable recommendations.

### Skills:

- High presentation and moderation skills;
- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

## 4. Timing and Location

The assignment foresees work from home/office and in the field during April – June 2024. The expert is expected to attend in person the workshop **on 15-16 May in Tirana, Albania.**

## 5. Remunerations

The assignment foresees engagement of **up to 10 (ten) expert days** in the amount of up to 5000 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 payment is executed.

**Note:** No other costs will be covered besides the expert cost per day. The expert cost per day comprises the 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.

## 6. Reporting and Final Documentation

The expert will be requested to deliver the following documents in the English language before the payment is conducted:

### ***Outputs***

- Snapshot with recommendations on HRMIS, LMS and TMS;
- PowerPoint presentation for the presentation at the Workshop.

### ***Documents required for payment***

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