



# ReSPA

Regional School  
of Public Administration

## **Competency Framework**

04-06 June 2013

Danilovgrad, Montenegro

**PROVISIONAL PROGRAMME**

## Background

Developing a competency framework is a long term commitment and a real challenge that needs to be endorsed from the top down and driven forward by the HR function especially in the Public Administration (PA) Institutions.

In order to do this, HR and Learning and Development professionals in the PA need to champion new initiatives. One way of improving outcomes and performance is to develop a Competency Framework tailored to organisational needs.

This three day training programme will assist the attendants with undertaking the potentially complex and lengthy process of developing a Competency Framework in their organisation.

## Objectives

At the end of this programme participants will be able to:

- Understanding the useful function of the competency framework
- Develop a Competency Framework Plan to use with teams across each single organisation in particular PA institutions

## Content

Topics to be covered include the following:

- Understanding Competency Framework
- Identifying the resources required for the development of the Competency Framework
- Defining the purpose of the Competency Framework in your organisation
- Creating the Competency team and defining the roles in the team
- Preparing and planning for the development of a Competency Framework
- Building the Competency Framework tailored to the organisation

## Target Group

Senior Officers of particular interest to Civil and Public Administration Staff of the Western Balkan Region who are currently working in a position with responsibility of human resources management and interested in developing competency frameworks in their organisations, in particular from: Ministry of Public Administration Ministry of Economy, Ministry of Justice, HRM office and Ministry of EU integration.

The skills that will be required from the participants are good communication skills, consultancy skills, interest in Competency frameworks, ability to lead, plan and manage projects.

It will be particularly suitable for:

- Senior managers with responsibilities of HRM in ministries of the regions in particular from: Ministry of Public Administration Ministry of Economy, Ministry of Justice, HRM office and Ministry of EU integration
- Human Resource Management staff responsible for Job Analysis, use of competency frameworks and/or the operation of systems of performance management.

All participants will be required to undertake practice exercises and discussions during this training programme and be open to a high level of participation and interaction, as well analysis and feedback, both from the trainers and their co-participants.

## Workshop Trainers

The course will be directed and presented by two international trainers from **RIPA International**; a UK based training company, and one regional expert from Albania. The experts have extensive experience in the design and delivery of programmes devoted to Human Resources Development and Management, Competency Framework, Leadership, and other Human Resources related topics in the EU and the Western Balkan region.

## Biographies of trainers

### *Ann Hall, Lead International Trainer*

Ann Hall is one of RIPA International's leading Directors of Studies responsible for all of our Leadership Development, Train the Trainers and Human Resource programmes including Competency Framework. Ann adopts a highly creative approach to learning design and has delivered tailored and open programmes in Kosovo, Croatia, Dominica, Botswana, Bahrain, Thailand, Qatar and North Africa.

With a professional background in Learning and Development, Ann has extensive experience of contemporary HR issues in a wide range of fields and is an advocate of continuous professional development. As a qualified Myers Briggs Type Indicator (MBTI) instructor, a Mediation practitioner accredited through the Law Society Open College Network, a certificated coach with the Oxford School of Coaching and Mentoring and an Institute of Leadership and Management approved trainer, Ann brings a wealth of technical experience to her learning interventions, complimenting her practical career achievements.

Recent projects include: the design and delivery of a six-month public administration reform training project delivered simultaneously in three Croatian municipalities; the design and delivery of a bespoke Leadership Development programme for identified high flyers from the Thai Civil Service; a competency development for Senior Officers of the Botswana Institute of Administration and Commerce to support their mandate for Institutional Change.

### **Allan Daley, International Trainer**

Allan is an experienced Personal/Management Development RIPA International trainer, who has a proven track record of 14 years, first class delivery, up to Directorship level, within small and large business environments. He has a strong ability to quickly build a rapport with delegates/clients to make training/learning participative, in a friendly and safe environment.

His main areas of expertise include training needs analysis, developing a competency framework, identifying key business training needs through facilitation, e.g. development centres, consultation with department heads and business procedural methods; training evaluation against key business performance indicators, i.e. developed the Ridgeway Path programme, designed for succession planning, results showed success in reducing the cost to the business of recruiting suitable candidates for managerial and analytical posts.

He has been responsible for the design of Equalities training packages for Swindon Borough Council in UK; these included Leading, Managing and Awareness of equalities within this organisation. He also designed a wide range of other courses ranging from of a bespoke Induction package for Team Managers, providing skills and procedural training for 16 new Team Managers to Succession Planning development programmes.

### **Regional Trainer**

Entela has more than 15 years of experience in development, implementation and assessment of HRM and HRD regulatory framework in the public administration of the region. She has a very good knowledge on Public Administration Reform, Social and Economic Policy, Education, Human Resources Management.

She is based in Albania and she has been involved in several training programmes and consultancy assignments in the Balkan region in areas such as organization development, identification of staff development, market research, conduction of surveys and studies, business planning and strategy formulation, training needs assessment and EU project management.

For several consultancy works for Albanian, Montenegrin, Romanian and Bulgarian companies, she has also been responsible for the strategic planning; evaluation of employee performance through the review of completed work; evaluation of training performance; hiring, training and coaching of new staff; coordination of activities by scheduling work assignments, setting priorities, and directing the work of subordinate employees.

***Please note that these are indicative biographies which are subject to change.***

## Methodology

Using a passionate and dynamic approach to training, two International experts from RIPA International and one regional expert will impart their knowledge on applied basis. This is achieved with practical group and individual exercises, Individual Action Plans, action learning sets, structured discussions and presentations supported by wide boards and story boards.

Enhanced discovery learning approach to training and capability transfer will be used. In this approach, the trainer or facilitator encourages course participants to draw on their own past experience, existing knowledge and programme content to discover facts, relationships and new truths and develop new behavioral capabilities.

Participants interact with the new skills through group discussion, rehearsals and role plays and dealing with questions and controversies. As a result, it is believed that participants are more likely to remember concepts and knowledge and integrate them into their everyday practices.

Relevant worldwide experience indicates that when participants are presented with a scenario or problem and assisted by a trainer, they are able to identify and explore issues, and develop their knowledge and solutions. For that reason related methodology foresees inclusion of scenario building and specific problem analysis having additional advantages as follows:

- Encouraging active engagement
- Promoting motivation, autonomy, responsibility, independence
- Development of creative and problem solving capabilities.
- A personally tailored learning experience

## The Role of Participants

Participants will work together on their chosen topics, listening and supporting their colleagues, and helping them to decide on courses of action. Participants will help individuals to understand the problem better and to challenge their underlying assumptions, rather than to offer advice. Each participant will be invited in turn to share their problem. Their peers will look at the problem from their own perspective, and through pertinent questions, discussion and sharing of experience, participants will be helped to move on in their understanding of an issue or problem, and to come to see possible ways forward. Participants will be encouraged to show empathy rather than be judgmental, to listen and provide support for each other.

## The Role of Trainer

The trainers are not there to lecture. Their role is to help develop the ground rules for the course and manage the agenda for each day ensuring that all topics are adequately explored and each person on the course has the opportunity to participate. This will include allocation of time, confidentiality, attendance etc.

## Why use this approach?

This approach enhances the success of this programme because it:

- Gives participants the opportunity to learn from each other and engage in shared learning;
- Enhances the opportunities given to learn more about other PA institutions and PA institutional practices;
- Supports innovation;
- Allows time for reflection on current practice and encourage action;
- Allows participants to highlight problems / areas where they have a special interest, strength or weakness;
- Enables participants to deal with the kind of problems which cannot easily resolved through lectures;
- Gives enough time to build up strong relationships and networks outside workshop or lecture based sessions;
- Enables participants to write an action plan of at least three points to put into practice after each session;

## Materials

Blended approach to delivering training will be used: PowerPoint presentations, flip charts, handouts and other training methods.

Each individual will have the opportunity to work on a Competency Framework Action Plan.

# DRAFT TRAINING PROGRAMME

## Day I- 04 June 2013

### Developing a tailored Competency Framework Indicative Agenda (subject to alteration)

09.30 - 11.00	Welcome and Introduction to the Seminar ReSPA Training Manager and RIPA Trainers
	Outline of Programme Objectives and sharing of Participant Learning Objectives
11.00 - 11.15	<i>Coffee break</i>
11.15 - 13.00	Understanding your organisation - a benchmarking exercise
	Culture of your organisation – group discussion
13.00 - 14.00	<i>Lunch break</i>
14.00 - 15.30	Identifying the resources required for the development of the Competency Framework – group work
	Ensuring top management's commitment to developing a Competency Framework in the organisation – group discussion and individual reflection
15.30 - 15.45	<i>Coffee break</i>
15.45 - 17.00	Defining the purpose of the Competency Framework in your PA organisation - examples of Competency frameworks Introducing the Competency Framework Action Plan
17.00	End of 1 <sup>st</sup> day

## Day II - 05 June 2013

09.00	-	10.30	Review of Day 1 Understanding a Competency Framework
10.30	-	11.00	<i>Coffee break</i>
11.00	-	12.00	Creating the Competency team and defining the roles in the team – group work and scenarios
12.00	-	13.00	<i>Lunch break</i>
13.00	-	14.30	Preparing and planning for the development of a Competency Framework - groups exercises 1 for the preparation on development of competency frameworks
14.30	-	14.45	<i>Coffee break</i>
14.45	-	16.45	Collecting information from a range of sources within the organisation – group discussion and scenarios  Examples from other organisation in UK and other European Organisations (case studies)  Group discussions on case studies  Individual completion of Competency Framework Action Plan
16.45			End of 2 <sup>nd</sup> day

## Day III - 06 June 2013

09.00	-	10.30	Processes for consulting with the staff / managers and senior managers
10.30	-	11.00	<i>Coffee break</i>
11.00	-	12.30	Building the Competency Framework tailored to the organisation
12.30	-	13.30	Lunch
13.30	-	15.00	Building the Competency Framework tailored to the organisation – group exercise 2 for the definition of competency frameworks
15.00	-	16.00	Action Plans and discussions on the developed competency frameworks during group exercises Evaluation forms on the training programme
16.00	-		<b>Seminar Close</b>