



ReSPA

Regional School
of Public Administration

Developing HR Strategies in Public Administration Institutions - Recruitment and Retention Strategies and Workforce Plans – part II

14th to 16th October 2014

Danilovgrad, Montenegro

PROVISIONAL PROGRAMME

Background and Introduction

The Workshop on ***“Developing HR Strategies in Public Administration Institutions - Recruitment and Retention Strategies and Workforce Plans”*** in May 2014 provided a practical introduction to the process of HR Strategy development with a particular focus on the development of Recruitment and Retention Strategies and Policies and Workforce Plans for PA Institutions.

The target audience was heads of Human Resource departments and respective officers/associates, experts and policy developers on HR issues.

The 3 day workshop programme was designed to enable participants to gain the skills, theory and specialist knowledge needed to implement effective HR Strategies and develop Recruitment and Retention Strategies and Policies and Workforce Plans for their organisations.

During the workshop in May 2014 participants began considering the aim and objectives and focus of their action research projects. Subsequently the action research teams completed Project Initiation Documents (PID's) and returned them for approval to the workshop facilitators Edwin Maguire and Marie Brady. The following is an overview of the project themes by action research project team:

Action Research Project Team	Project Theme
Bosnia & Herzegovina	Review of Induction Procedures and Production of a Policy and Procedure & Induction Manual.
Kosovo* ¹	Review of Existing Practice and the Production of Recommendations on Enhancing the Professional Capacities of Managers in Ministry of Economic Development (with a focus on budget drafting).
Montenegro	Review of Selection Procedures and Methods and Recommendations for a Revised Set of Selection Procedures and Methods & Selection Manual.
Serbia	Design and Development of a HR Practitioners Network for Public Administration HR Practitioners in the Western Balkans.

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



October Workshop Objectives and Methodology

The target audience of this workshop will be the same as the audience of the Workshop held in May i.e. Heads of Human Resource departments and respective officers/associates, experts and policy developers on HR issues.

The focus for **Day 1** of the October Workshop will be on **Reports from Action Research Project Teams**.

The aim will be to provide an opportunity for the action research project teams to:

- Report on progress on their action research project objectives;
- Share the learning with the larger group;
- Consider next steps towards implementation.

In addition it is intended that arising from these action research project team reports that participants will have an opportunity to consider alternative approaches and solutions to challenges that they face in their workplaces.

Each action research project team will:

- Prepare a 20 minute presentation in advance of the workshop in which they will:
 1. Identify the aim and objective of the action research project undertaken;
 2. Outline the methodology they used in completing the action research project;
 3. Identify the actions they took (what they did) in the course of completing the project and what resulted from these actions;
 4. Identify the key conclusions and recommendations arising from their work;
 5. Their personal learning and development from undertaking the project.
- Deliver their presentation in the course of the workshop:
- Receive feedback from colleagues and facilitators and engage in discussion.

In total three quarters (¾) of an hour will be allocated for each action research project team report and discussion.

Participants on the May Workshop *“Developing HR Strategies in Public Administration Institutions - Recruitment and Retention Strategies and Workforce Plans”* were invited to submit suggestions on the themes that would be addressed on the October Workshop. A number of very valuable suggestions were made and we endeavoured to incorporate as many as possible on Days 2 and 3 of the programme.

The focus on **Day 2** of the workshop will be on **Influencing and Negotiating Skills Development**. The aim is that on conclusion of Day 2 participants will:

- Appreciate the benefits of a collaborative approach to negotiation and influencing;
- Understand the concept of principled negotiation and the range of behaviours for effective negotiation and influencing;
- Have practiced the key skills required to be effective in negotiating and influencing.

The focus on **Day 3** of the workshop will be on **Competency Based Recruitment and Selection**: The aim is that on the conclusion of Day 3 participants will:

- Understand the thinking behind competency-based selection and recruitment
- Appreciate how to assess and select candidates for interview using competency based evidence
- Understand and have practiced the use of behavioural Interviewing Techniques

Days 2 and 3 of the workshop will be delivered through a combination of short lecture style inputs; Power Point presentations; video input; participant-centred classroom discussion and a range of practical exercises including one-to-one role plays of appraisal interviews. Participants will be provided with supporting handout material and details of further reading and references. The facilitators will, in particular, draw on their experiences of the successes and failures of various systems of performance management in Ireland and elsewhere. It is also envisaged that the Regional Expert will be able to provide insights into the HR policies and practices of effective people management, workplace negotiation and conflict resolution and change management in the Western Balkans and comment on the relevance of the proposed approaches and techniques for local public sector organisations.

Workshop Facilitators

The 3 day programme will be directed and presented by two international experts from IPA Ireland, Edwin Maguire and Marie Brady, and one regional expert, Ms Margarita Ivanova. Both of the IPA facilitators have a Human Resource Management and General Management and Leadership background and will draw on their own experiences in the management and conduct of effective implementation of HR policies, conflict resolution and change management from both a theoretical and practical perspective in Ireland and abroad. Biographical notes on the facilitators are contained at Appendix 1.



DRAFT WORKSHOP PROGRAMME – 14th to 16th October 2014

Day 1- Tuesday 14th October 2014

Reports and Discussion on Action Research Projects

09.30 - 09.45	Introduction to Workshop and Process for Action Research Project Team Presentation and Discussion.
09.45 - 10.30	Report and Discussion on Action Research Project - Bosnia & Herzegovina
10.30 - 11.15	Report and Discussion on Action Research Project - Montenegro
11.15 - 11.30	<i>Coffee break</i>
11.30 - 12.15	Report and Discussion on Action Research Project - Serbia
12.15 - 13.00	Report and Discussion on Action Research Project – Kosovo^{*2}
13.00 - 14.15	<i>Lunch break</i>
14.15 - 15.15	Project Implementation – Key Considerations
15.15 - 15.30	<i>Coffee break</i>
15.30 - 17.00	Practical Group Experiential Exercise <ul style="list-style-type: none">▪ Key Aspects of Inter Group Communication
17.00	End of 1 st day

² * 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



Day 2 - Wednesday 15th October 2014

Influencing and Negotiating Skills

09.30 - 09.45	Quick Recap on Day 1 & Introduction to Day 2
09.45 - 11.00	An Approach to Influencing <ul style="list-style-type: none">▪ The Importance of Effective Influencing for HR Practitioners▪ A Model for Influencing Effectively
11.00 - 11.15	<i>Coffee break</i>
11.15 - 12.45	Negotiation and Conflict Resolution <ul style="list-style-type: none">▪ Experiential Exercise▪ Thomas and Killman – Conflict Styles Questionnaire▪ Participant Conflict Styles Preferences▪ Developing and Utilising Appropriate Conflict Resolution Styles
12.45 - 13.45	<i>Lunch break</i>
13.45 - 15.15	Negotiating Skills <ul style="list-style-type: none">▪ Styles of Negotiating - Push/pull Styles▪ Principled Negotiation for Win/Win Outcomes▪ Building Trust and the Use of Power in Negotiations▪ Factors that Affect Persuasiveness Stages in Negotiation & Behaviours to Utilise <ul style="list-style-type: none">▪ Preparing to Negotiate - Identifying Objectives▪ During Negotiation - Behaviours to Avoid and Utilise▪ Bringing Negotiations to a Successful Close▪ Preparation for Practical Negotiating Exercise
15.15 - 15.30	<i>Coffee break</i>
15.30 - 17.00	Conduct of Practical Negotiation Exercise <ul style="list-style-type: none">▪ Case Study Exercise▪ Review and Discussion of Practical Exercise
17.00	End of 2 nd day



Day 3 - Thursday 16th October 2014

Competency Based Recruitment and Selection Interviewing Skills

09.30	09.45	Quick recap on Day 2 & introduction to Day 3
09.45	- 11.00	Recruitment and Selection Interviewing Policy and Best Practice <ul style="list-style-type: none">▪ Integrating Competency Frameworks into Recruitment and Retention Policy & Practice▪ Assessing and Selecting Candidates for Interview Using Competency Based Evidence<ul style="list-style-type: none">▪ Identifying Assessment Criteria and the Marking Framework▪ Ensuring Fairness and Consistency in Marking
		Planning for Competency Based / Behavioural Selection Interviews <ul style="list-style-type: none">▪ The main differences between a typical recruitment interview and a competency-based one▪ Behavioural Interviewing Techniques▪ Preparation for Practical Exercise
11.00	- 11.15	<i>Coffee break</i>
11.15	- 13.00	Selection Interviewing Skills – Practical Interviews <ul style="list-style-type: none">▪ Conduct of Practical Competency Based Interview Skills Exercise▪ Review of Practical Competency Based Interview Skills Exercise
13.00	- 14.00	Lunch
14.00	- 15.00	Selection Interviewing Skills – Practical Interviews (Continued) <ul style="list-style-type: none">▪ Review of Practical Competency Based Interview Skills Exercise
		Managing Feedback to Candidates <ul style="list-style-type: none">▪ Ensuring that Feedback to Candidates is Evidence Base, Meaningful and Appropriate
15.00	- 15.30	Review of Workshop <ul style="list-style-type: none">▪ Review of Key Learning▪ Participant Learning Objectives Reviewed▪ Workshop Evaluation & Review
	15.30	Workshop Close

