



ReSPA

Regional School
of Public Administration

Workshop on
JOB ANALYSIS, COMPETENCY
FRAMEWORKS & PERFORMANCE
MANAGEMENT SYSTEMS

05-07 February 2013

Danilovgrad, Montenegro

PROVISIONAL PROGRAMME



Background

This seminar focuses primarily on the effective management of performance in the workplace. Managing performance requires that due consideration be afforded to;

- (a) job design and content;
- (b) the identification of the requisite knowledge, skills and behaviours (competencies) required to carry out the job effectively;
- (c) ensuring that managers are aware of their role in managing performance as well as being equipped with the necessary skills to carry out this essential part of the manager's role in practice.

The content and sequencing of topics in this seminar will be structured around these key themes.

Objectives

By the end of the Programme it is envisaged that participants will

- Be able to explain the principles, purposes and practice of Job Analysis
- Be able to contribute to the process of Job Analysis
- Have gained a good understanding of the theory and practical application of Competency Frameworks
- Have a broad understanding of Systems of Performance Management
- Understand the role of the Human Resource Management Department in Performance Management and Appraisal
- Have gained practical experience in setting and agreeing objectives for Staff Appraisal and Review
- Know how to conduct an effective Appraisal Interview and have gained some classroom practice in carrying out this key management responsibility
- Understand the impact of different styles of Communication in the effective management of performance at work.

Content

The content proposed by this training is organised around three core themes as follows

- Job Analysis
- Performance management
- Staff Appraisal

In the first one, we explore the fundamentals of effective job analysis and design. The input on this topic will focus specifically on approaches and methods to analysing jobs, drawing up job descriptions and identifying competencies (knowledge, skills and behaviours) required to fulfil the job requirements. These job descriptions have a wide range of uses, e.g. for recruitment and other HR processes and most especially, in this case as a basis for setting performance objectives with staff.



Secondly, the Programme will explain the concepts and benefits of systems of performance management. Through explanations and sharing of the facilitators' own experiences, we will outline what is required to design and implement an effective performance management system. The Programme will draw attention to the link between employee motivation and satisfactory performance at work. Participants will engage in a very practical exercise of objective setting related to their own work areas.

Thirdly, the Programme will incorporate a skills development approach to learning how to prepare, manage and conduct effective appraisals at work. The teaching will be supplemented by video material and practical role plays and will incorporate specific input on styles of effective communication and delivery of constructive feedback.

Target Group

Senior Managers initially and then potential roll-out to middle management – It will be of particular interest to Civil and Public Administration Staff of the Western Balkan Region who are currently working in a position with responsibility for the work of others. It will be particularly suitable for:

Managers involved in the design and implementation of systems of performance management.

Human Resource Management staff responsible for Job Analysis, use of competency frameworks and/or the operation of systems of performance management.

Managers and supervisors who have staff reporting to them directly, or those aspiring towards management positions within any Ministry, Department or Government Agency in the Region. The Programme is also suitable for relevant decision-makers in the EUI Central institution.

No prior knowledge of performance management and appraisal is required, however, as there is a specific emphasis on skills development in this Programme, participants will be expected to be in a position to apply knowledge and skills learned in the workplace upon their return to work. All participants will be required to undertake role play exercises on staff appraisal during this training Programme and be open to analysis and feedback, both from the facilitators and their co-participants.

Workshop Trainers

The course will be directed and presented by two international experts from IPA Ireland and one regional expert. Both of the facilitators have a Human Resource Management background and will draw on their own experiences in the management and conduct of effective performance management from both a theoretical and practical perspective in Ireland and abroad.



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Marie Fingleton, Human Resource Specialist, Institute of Public Administration, Dublin

Marie is currently responsible for the facilitation of a suite of IPA HRM training courses. She is also a Director of the IPA/CIPD (Chartered Institute of Personnel & Development) accredited Certificate and Diploma training courses. She worked previously as the Irish Country Administration Manager for a multi-national electronics company where she held full responsibility for the management of all administrative staff in both Dublin and Belfast. She is a Chartered Fellow of the CIPD and has considerable practical experience in the implementation and management of systems of performance appraisal. Her training and consultancy work in this regard includes a wide range of clients both in Ireland and overseas, in particular in countries preparing for EU entry. She was also one of the facilitators of the Recruitment and Selection training Programme run in ReSPA in October 2012.

Christine McNally, Human Resource Manager, Institute of Public Administration (IPA), Dublin

Christine worked previously as a Leadership & Management Training Specialist in the IPA. In her former training role, Christine designed and delivered a broad range of General Management training courses in public sector organisations both in Ireland and abroad and has a particular specialism in the training of effective communication skills. For a number of years she has been the Course Director for the highly regarded Irish National Diploma in Healthcare Management and the Certificate in Management Development, both of these courses are accredited by University College Dublin.

Jasmina Stanisavljevic, Head of the Secretary of the Ministry of Social Policy and Youth, Zagreb.

Prior to her current position, she worked as an Associate Expert in the Human Resources and Labour Law Issues Dept. of the Ministry of Family, Veteran's Affairs and Intergenerational Solidarity, also in Zagreb. In that role, she focused on such topics as Recruitment; Performance Appraisal; Career Planning; Job Analysis; work contracts and statutory rights of Civil Servants. Jasmina is a qualified Law graduate of the Faculty of Law in Rijeka and completed a Human Resources Management Programme in the Business Excellence Academy in Zagreb in 2010 followed by a one year 'Programme for Managers in the Civil Service' in the National School of Public Administration in Zagreb. Jasmina is also a qualified trainer. In addition, she has participated in a number of shorter term programmes which included change management; job analysis; strategic human resource management and work competencies.

Methodology

The seminar will be delivered through a combination of short lecture style inputs; PowerPoint 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



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of performance management in Ireland and elsewhere. Furthermore, it is envisaged that the Regional Expert will be able to provide insights into the frequency and effectiveness of systems of performance management in the Western Balkans and comment on the relevance of performance management for local public sector organisations.

DRAFT TRAINING PROGRAMME

Day 1- 05 February 2013

Introduction to Job Analysis, Competency Frameworks & Performance Management

09.30 - 10.45	Welcome and Introduction to the Seminar Outline of Programme Objectives and sharing of Participant Learning Objectives
10.45 - 11.15	<i>Coffee break</i>
11.15 - 13.00	- Job Analysis Principles & Purposes of Systems of Job Analysis Participant Issues & Involvement in Job Analysis Job Analysis and Job Descriptions – A Practical Approach
13.00 - 14.00	<i>Lunch break</i>
14.00 - 15.30	Case Studies and Practical Exercises Link between Job Analysis & Job Evaluation
15.30 - 15.45	<i>Coffee break</i>
15.45 - 17.00	- Competency Frameworks – An Overview Participant experiences in use of competencies in the Western Balkans Factors to consider in Development of Competency Frameworks Uses of Competency Frameworks – (with specific emphasis on link to Performance Management)
17.00	End of 1 st day



Day 2- 06 February 2013

09.00 - 10.30	- Performance Management – Definitions, Approaches and Considerations Experiences in the Irish Public Administration Common challenges & difficulties in Design, Implementation & On-going Maintenance of Systems of Performance Management
10.30 - 11.00	<i>Coffee break</i>
11.00 - 12.00	The Role of HR and the Line Manager in Performance Management - Key Factors in the planning stages of Performance Management Job Analysis Role Profiles Identification of competencies required The link between Performance Management and Motivation
12.00 - 13.00	<i>Lunch break</i>
13.00 - 14.30	Setting & Agreeing Job objectives (practical group work)
14.30 - 14.45	<i>Coffee break</i>
14.45 - 16.45	- Planning & Conducting the Annual Review (Appraisal) Meeting The Scope & Purpose of Performance Appraisal Conducting an Effective Appraisal Interview (Video & Discussion) Logistical Issues to Consider Varied Approaches to Management of Difficult People during the Appraisal Process
16.45	End of 2 nd day



Day 3- 07 February 2013

09.00 - 10.30	Effective Communication Skills in the Context of Performance Appraisal Styles of Communication; Barriers to effective Communication Listening Principles of Effective Feedback Feedback on high and low levels of Performance Gaining Agreement Coaching / Staff Development
10.30 - 11.00	<i>Coffee break</i>
11.00 - 12.30	Participant Role Plays – Carrying out Effective Staff Appraisal Conducted in Pairs in Separate Groups / Rooms Individual Feedback and Group Observations
12.30 - 13.30	Lunch
13.30 - 15.00	Participant Role Plays – Carrying out Effective Staff Appraisal Conducted in Pairs in Separate Groups / Rooms Individual Feedback and Group Observations
15.00 - 16.00	Consolidating the Learning Review of Linkages between Job Analysis, Competency Identification, Performance Management & Staff Appraisal Participant Learning Objectives Reviewed Programme Evaluation & Review
16.00 -	Seminar Close



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