



**Regional School of Public Administration (Phase 2)**  
The Chair of the Selection Committee

**RESPA/SC(2009)2-002**

**ReSPA Director Recruitment  
Application Monitoring Report  
30 - 31 March 2009**

In its 10<sup>th</sup> session, the Steering Committee agreed the procedure and the revised Terms of Reference for the Director of ReSPA. The Steering Committee **appointed** the Steering Committee Member of Montenegro as chair of the Selection Committee; **Asked** the ReSPA team at the OECD to provide secretariat support to the recruitment process; **Agreed** the indicative calendar for the recruitment process of the ReSPA director; and **Committed** to ensure the broadest possible circulation of the terms of Reference in their respective public institutions. The terms of reference and recruitment process was posted on the ReSPA website on 09 February 2009. Deadline for applications was 09 March 2009, midnight Amsterdam time. At its session in Luxembourg, 18-19 March 2009, the Selection Committee proposed to short-list the 4 best applicants, instead of the 3 originally foreseen (see Report of the Selection Committee to the Steering Committee).

The Selection Committee was composed of Ms. Jadranka Djurkovic (chair), Ms. Tatjana Corlija Milivojevic, Mr. Peter Goldschmidt, Mr. Hazim Kazic, and Mr. Philippe Vermeulen. Mr. Nicolas Dubois was servicing the meeting and Mr. Adriano Martins was representing the EC with an observer status. The Chair reiterated that information discussed in the Selection Committee sessions is confidential and is not to be shared outside the premises of the Selection Committee.

Following the decision of the selection Committee in its 18-19 March 2009 Session, the Chair checked that the short-listed applicants are not indicted at the International court. The Chair confirms that the search is in progress and is, at this stage, inconclusive.

In line with the agreed recruitment procedure, the ReSPA team at EIPA has duly informed the unsuccessful applicants of the outcome of the 18-19 March 2009 session of the selection committee.

- **In its work session on 30 March 2009**, the Selection Committee agreed the computerised evaluation grid proposed by the OECD-Sigma (attached, annex 5). The 4 Candidates were invited to complete the standard written test agreed upon by the Selection Committee in its December 2008 Session. All candidates submitted their written contributions after 4 hours. The members of the Selection Committee could evaluate the written contributions in the afternoon of 30 March 2009.
- **In its work session on 31 March 2009**, the agreed standard interview grid was used (see Selection Committee report December 2008). The Selection Committee interviewed the 4 applicants. Each candidate was treated fairly, and given the time to express him/her self. Each interview lasted approximately 90 minutes (as agreed by the Selection Committee in its 18-19 March Session, see Report to the Steering Committee). After each interview, the Selection Committee discussed and compared the merits of the candidates, using the standard interview grid.

After all candidates were interviewed, the Selection Committee unanimously reached a consensus on the recommendation it will make to the ReSPA Steering Committee for the appointment of the ReSPA director by the Board of Governors. The selection Committee notes that the published ToR do not mention the role in the director vis à vis the management of the hotel, so the recommendation is based on the published ToR. The above person is not appointed to manage the hotel facility at ReSPA. One of the positions allocated to ReSPA training managers might have to be reallocated to hotel and facility administration.

An annex with the recommended person is transmitted to the chair of the Steering Committee in order to be made public to the Steering Committee in the appropriate form and time.

Jadranka DJURKOVIC  
Chair of the Selection Committee

**Annex 1****Procedure continued recruitment ReSPA Director**

1. At the 10<sup>th</sup> session of the Steering Committee, the Steering Committee agreed on the revised text of the key requirements and the calendar for the post of the ReSPA Director. This has been incorporated in the revised **Terms of Reference for the ReSPA director**.
2. The Steering Committee shall announce this vacancy through the ReSPA website. Steering Committee Members shall be invited to publish the vacancy in the same manner Government senior vacancies are published.
3. The applications shall be submitted to the ReSPA team at the OECD within a deadline of thirty days following the vacancy announcement. The initial screening (administrative compliance) shall be done by the ReSPA team at EIPA. A list of all eligible candidates will be submitted to the Steering Committee.
4. It was confirmed at the 10<sup>th</sup> session of the Steering Committee that the Selection Committee will be composed of the same people who participated in the previous phase.
5. The applications received shall be examined by the Selection Committee.
6. The Selection Committee shall meet in Podgorica within one week from the closure of the vacancy notice. First, applicants who did not submit application within deadline and did not explicitly fulfill the qualifications required for the post will be disqualified. The Selection Committee shall submit the list of applications of qualified candidates to the Steering Committee for information.
7. The Steering Committee shall also receive a list of the names of disqualified applicants with copy of their applications.
8. The **chair of the selection committee** shall inform disqualified applicants of the results without delay.
9. The **Selection Committee** shall select three qualified candidates (short list) for interview and written test within three weeks after receiving the applications. Steering Committee members will receive the list of preselected candidates with copy of their application forms.
10. The **Selection Committee** shall establish a list of questions, which shall be posed to all candidates during their separate interviews lasting a maximum of 1 hour each. The Selection Committee will prepare a written test which applicant will be invited to fulfill in 4 hours.
11. The **chairman of the Selection Committee** shall invite selected candidates for interviews and written tests, which will take place in Podgorica.
12. The **selection Committee** will evaluate all selected applicants, and will make a recommendation for appointment to the Governing Board. The Selection Committee will inform the Steering Committee of its recommendation.
13. The Chair of the Steering Committee will inform the selected candidate of the result of the **selection process**. The candidate will be informed in writing of the **appointment process** (prior to the first Governing Board meeting, at which the appointment should take place).

Activity	Time in weeks (or days), or proposed deadlines
Vacancy notice republished on the ReSPA website and by signatories on Government Portals	9 February 2009
Deadline for submission of applications	9 March 2009 24h00, Amsterdam Time.
Meeting of the Selection Committee	week 16 March 2009
Interviews	week 30 March 2009
The Selection Committee will inform the Steering Committee of its recommendation	week 27 April 2009

**Annex 2****Terms of Reference for the Director of ReSPA**

The Secretariat of ReSPA will commence its operation in 2009 in Danilovgrad, MNE. As part of its transition process, the ReSPA team at the OECD and the European Institute of Public Administration have been charged with supporting the recruitment of the initial ReSPA Secretariat staff.

**1. Background**

ReSPA was developed with the objective to enhance regional co-operation in the field of public administration, strengthening administrative capacity and developing human resources in line with the principles of the European Administrative Space. This initiative is supported by the European Commission (EC) and was originally proposed at the EU's 2003 summit in Thessaloniki. The conclusions and recommendations in the feasibility study in 2004 allowed a first group of experts to work on the initial steps of ReSPA in 2005. On 2 May 2006, the ReSPA Protocol of Co-operation was signed at Ministerial level. In June 2008, the signatories reiterated their commitment to ReSPA by signing a letter of intent under the auspice of the Slovene Presidency of the EU. In January 2008, the signatories decided to locate ReSPA in Danilovgrad, Montenegro. The draft ReSPA International Agreement was agreed upon in September 2008 by the signatories. The International Agreement will be signed by all parties at signature ceremony, at the end of 2008. ReSPA started operations in November 2006, it has established professional contacts with a number of established EU Schools and Institutes of Public Administration such as French ENA, Italian SSPA, College of Europe, Greek EKKDA, German Baköv, Slovene CEF, etc. It has also initiated steps for membership in the established professional networks (EGPA, IIAS, NISPAcee). The European Commission has earmarked budgetary assistance for ReSPA for 2009 and intends to allocate further resources through the IPA programme for 2010. The EC financial support to ReSPA is to be understood as launch aid, and not as a permanent financial support since ReSPA's long term financing will be provided for mainly by the Countries and entities of the Region. The budget for maintaining and developing the ReSPA secretariat is paid for by contributions from the ReSPA signatories, while the training budget is, currently, paid for by the EU. From November 2006 until April 2009, the OECD/Sigma has assisted the chair of the Steering Committee in establishing ReSPA. The EC has in December 2008 concluded a contract with the European Institute of Public Administration (EIPA) to support the ReSPA management in delivering the ReSPA training programme and advancing the institution-building agenda. The training objective for ReSPA in 2009 is to deliver a minimum of 2500 participant-days of training. Applicants are invited to visit the [ReSPA web-site](#) for more information.

## 2. Tasks and Objective of the position

The Director of ReSPA will be the first Director of the institution and will take over the ReSPA institutional work completed by the ReSPA team at the OECD since November 2006. In the first year of operation in Danilovgrad, the director will be supported by EIPA's ReSPA Team under the above-mentioned EC supported project. ReSPA's international staff should be around 12 – 15 persons one year after entry into force of the International Agreement. The Director will take up his/her functions upon ratification of the international agreement by 5 of the 7 ReSPA signatories, and his/her nomination by the ReSPA Governing Board.

According to the International Agreement, the Director is the Head of the ReSPA Secretariat. The Director is responsible for ensuring the regular and efficient functioning of ReSPA according to the Financial Regulations and Staff Regulations. The Director reports to, and is accountable to, the Governing Board. The Director is entitled to act on behalf of ReSPA, including the signature of the Headquarters Agreement and of contracts necessary for the functioning of ReSPA and in conformity with the provisions of the Financial Regulations and other Resolutions.

The following tasks are envisaged:

### **Management**

- Lead the implementation of the ReSPA International Agreement. This includes the elaboration of a multi-annual strategic plan to be approved by the Board.
- Recruit and supervise a multi-cultural and multi-disciplinary team of professionals and accept accountability for the quality, timeliness and relevance of ReSPA's outputs. Contribute personally to these outputs through intellectual leadership, coaching and developing staff, as well as by winning and managing resources to support ReSPA;
- Service ReSPA Board Meetings including the preparation of Meeting Agendas, support to the ReSPA Chair, publication of the list of decisions, and taking responsibility for the implementation of the Board Decisions;
- Be accountable for the implementation of the ReSPA annual budget. This includes the responsibility to develop an accounting system that will enable ReSPA to become a direct recipient of donors' funds, and also the responsibility to report on the budget execution to the ReSPA Board and Donors.

### **Training and substantive activities**

- Supervise the implementation of the 2009 Training Programme.
- Design and implement the subsequent annual Training Programs. This includes regular assessment of the needs for training across the region, and liaison with homologue institutions in the Region and in the EU.
- Initiate ReSPA's research and publication policy.

### **Co-ordination, liaison, representation, dissemination**

- Maintain and develop contacts with government and international institutions responsible for Public Administration Reform in the Region and in Europe.
- Integrate ReSPA into the existing international, European and regional networks such as NISPAcee, EGPA, IIAS.

### 3. Key requirements

The position is open to candidates coming from one of the members of ReSPA who, in addition to meeting the key requirements listed below, have no criminal record or pending indictment.

For this position, the key requirements include:

- Having obtained a post-graduate University degree, minimum a Masters or equivalent;
- A minimum of 10 years of relevant professional experience;
- 5 years of management experience in Public Administration, including the management of people, budget responsibilities and/or change management;
- Ability to work both independently and as part of a team in a multicultural environment;
- Excellent communication skills. The candidate will be expected to speak at meetings organised by ReSPA or when invited to represent ReSPA in international meetings.
- Fluency in oral and written English. Knowledge of SEE languages and other EU languages will be an asset.
- Fully computer literate.
- In addition, it would be an asset if the candidates have professional experience in an international environment and knowledge of and experience from SEE Public Administration, networking and fund raising experience, involvement as a trainer or manager of training in such fields of HRD, European Integration and/or management of foreign donor funded projects.

### 4. Reporting

The ReSPA Director will be accountable to the ReSPA Board and to the ReSPA donors. (art 19 of the International agreement)

### 5. Location / Contract

The holder of the position will be based in the ReSPA secretariat in Danilovgrad. She/he could expect that up to 40% of her/his time would be spent on business related travel.

ReSPA will offer an initial five-year contract (with a probation period of 6 months) with a regionally competitive salary according to international public sector standards and the possibility for extension once. The Governing Board may dismiss the Director before the end of the term of his/her appointment for justifiable cause. Such justifiable cause includes, but is not limited to, unsatisfactory services and serious misconduct, in accordance with the Staff Regulations.

## 6. Application rules

Interested candidates with the above mentioned professional background should send an application letter and CV (both in English, following the Europass template<sup>1</sup>, by 9 March 2009 (24.00 Amsterdam time) by email to [recruitment@respaweb.eu](mailto:recruitment@respaweb.eu).

The recruitment procedure, as well as a copy of the International Agreement on the establishment of ReSPA, can be found by clicking on the following url: [ReSPA Website/Documentation Centre/Recruitment](#).

Only short listed candidates will be contacted.

For further information, please contact [recruitment@respaweb.eu](mailto:recruitment@respaweb.eu).

ReSPA is an equal opportunities employer, and preference will be given to female applicants where candidates are equally qualified for the post.

---

<sup>1</sup> See: <http://europass.cedefop.europa.eu/europass/home/vernav/europasss+documents/europass+cv/navigate.action>



**Annex 3**

**ReSPA Director Evaluation Grid**  
**9 December 2008**

Candidate:

Evaluator:

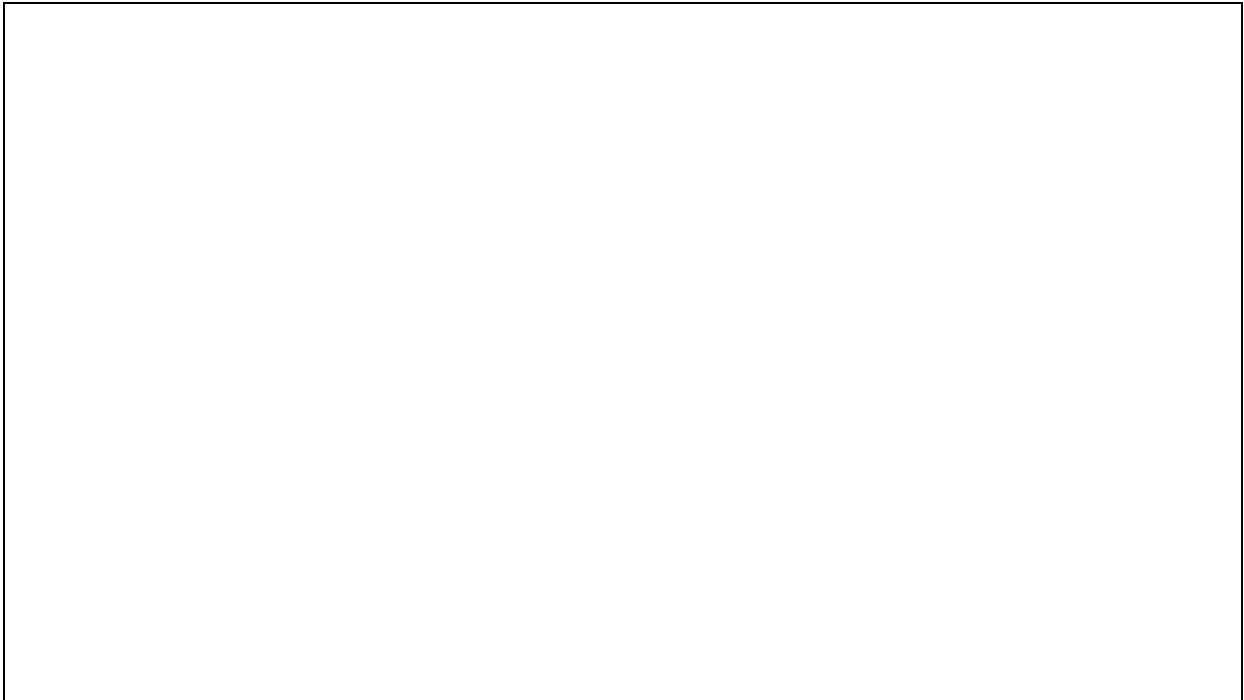
Criteria		Points/ Yes-no	Remarks
Group 0 criteria Evaluating meeting formal requirements			
Application within deadline			
ReSPA – citizenship			
Advanced university degree (min. Masters) fit for the function			
Minimum 10 years of work experience of which 5 years managerial or policy making experience in the field of public administration management, reform or HRM			
No criminal records, no known indictments			

Group 1 criteria Evaluating Professional experience			
Management Experience  Including <ul style="list-style-type: none"> <li>• People Management</li> <li>• Financial/budget Responsibility</li> </ul>			
Training Management experience			
Project Management experience			
Experience in "Business development" ( <i>inter alia</i> : Institution Building, fund raising, multicultural and multidisciplinary team building, reporting to donors, etc.)			
Planning experience			

Group 2 criteria Evaluating International and regional experience			
Working in multinational/multicultural teams			
Experience with international networks			
Recognised by international organizations (for instance invited by IO to give speeches, submit papers, etc)			
Experience in the region (for example, work on cross border or regional projects, participation in regional/international conferences, etc).			
Group 3 Criteria Evaluating Personal qualifications and skills			
Language skills <ul style="list-style-type: none"> <li>• Written proficiency in English</li> <li>• Proficiency in at least one of the reSPA Member languages</li> <li>• knowledge of any other EU language</li> </ul>			

Analytical skills illustrated via the motivation letter and CV.			
Written communication skills in a foreign language			
Computer literacy			
Academic Publications & Presentations in journals and conferences, national, regional and international			
Former negotiation experience			
Diplomatic skill			
In-service training (self development)			

**General comment:**



Member of the Selection Committee  
Signature

Date

## Annex 4

key requirement	specification	best value	weight	1/0	result	score 1	bonus 1	bonus 2	bonus 3	endscore
1. post-graduate univ.degree	having a Masters or equivalent (major)	having a Masters (or equivalent)	1		0	0	0	0		0
	minimum a Masters	<u>bonus 1- speciality of the degree</u>								
		Master in Administrative Science / Political Science / Administrative Law/ European Integration								
			0.4	0						
		Master in Business Law/ Law (other)/ Sociology / Economics	0.2	0						
				0						
		<u>bonus 2- advanced degree</u>								
		3rd cycle	0.1	0						
		doctorate	0.2	0						
			0							
2. 10 years of relevant professional experience	proven professional activity in national or international public organisations for at least 10 years	professional activity in public organisation for at least 10 years	1		0	0	0	0		0
		<u>bonus 1: mgt. Activities</u>								
		- 10 years at management level (senior)	0.5	0						
		- > 5 but < 10 y. at management level (senior level)	0.4	0						
		- < 5 years (senior) or > 5y (middle mgt.)	0.3	0						
				0						

		<u>bonus 2: international experience</u> international experience longer than 5 years international experience shorter than 5 years	0.4 0.3	0 0					
				0					
<u>2.1. relevant professional experience</u>	5y mgt experience in PA (people mgt, training, budget & change)	relevant mgt. Experience in Public Administration, including the People Mgt. & change	1	0	0	0	0	0	0
-		<u>bonus 1:</u>							
		HR Policy Development = > 5 years	0.5	0					
		HR Policy Development < 5 years							
		HR officer > 5y.	0.4	0					
		change officer in international/ national public organisation > 5y.	0.4	0					
		change officer in international/ national public organisation < 5y.	0.3	0					
		<u>bonus 2: high level experiences</u>		0					

		political duties as Minister or Deputy Minister	0.5		0					
		managerial duties as Permanent Secretary or equivalent	0.5		0					
		working in a international organisation at senior level	0.3		0					
					0					
<u>2.2. financial experience</u>	having 5y. as CFO/ budget specialist	having = > 5y. Mgt. Experience in finance & budget	1		0	0	0			0
-		<u>bonus</u>								
-		working as CFO = > 5y.	0.5		0					
		working as financial officer = > 5 y	0.3		0					
		working as budget officer = > 5 y	0.3		0					
					0					
					0					
<u>2.3. training experience</u>	having 5y. as Training Manager	having 5y. as Training Manager or trainer	1		0	0	0			0
		<u>bonus:</u>								
		Training Policy Development = > 5 y.	0.5							
		Training School Manager = > 5y.	0.5							
		Training Policy Development < 5 y.	0.4							
		Senior trainer = > 5y	0.4							
		Senior trainer < 5y	0.3							
		Trainer = > 5y.	0.3							
		Trainer < 5y.	0.2							



					0					
<u>2.4. project management experience</u>	having PM experience	having documented PM experience	1		0	0	0			0
-		<u>bonus</u>								
-		working as PM = > 5y.	0.1		0					
-		6 years	0.2		0					
-		7 years	0.3		0					
-		8 years	0.4		0					
-		9 years	0.5		0					
-		10 years (cap)	0.6		0					
					0					
2.5 experience in Business Development	Institution Building experience	Business Development experience	1		0	0	0	0	0	0
		<u>bonus 1</u>								
		having experience in fund raising (min. 2 y)	0.1		0					
		>3 years	0.2		0					
		<u>bonus 2</u>			0					
-		having experience in working with donors (min. 2y)	0.1		0					
-		> 3 years	0.2		0					
		<u>bonus 3</u>			0					
		having experience with multicultural / multinational team building (min. 2y)	0.1		0					
		> 3 years	0.2		0					
3. international and regional experience										
3.1. working in international/ multicultural teams	working in international/ multicultural teams	working in international/ multicultural teams	1		0	0	0	0	0	0

		<u>bonus 1 - timespan</u> working in international/ multicultural teams = > 5 y.  <u>bonus 2 - level (major - 1</u> <u>choice only)</u> senior level middle management junior level	0.3   0.3 0.2 0.1	0 0  0 0 0 0						
3.2. experience with international networks	experience with international networks	experience with international networks  <u>bonus 1 - timespan</u> experience with international networks = > 5 y.  <u>bonus 2 - level (major - 1</u> <u>choice only)</u> senior level middle management junior level	1   0.3   0.3 0.2 0.1	0   0 0 0 0	0	0	0	0	0	0
3.3. international reputation & renown	international reputation & renown	international reputation & renown  <u>bonus 1 - articles</u> 10 + published articles  <u>bonus 2 - expert</u> <u>contributions</u> 5 + presentations	1   0.3   0.3	0   0 0 0 0	0	0	0	0	0	0

<u>3.4. regional &amp; cross border experience</u>	regional & cross border experience in projects & conferences	regional & cross border experience in projects & conferences	1		0	0	0			0
		<u>bonus 1 - project team position</u>								
		project leader in the last 5 years	0.5		0					
		long term expert in at least 1 project over the last 5y..	0.3		0					
		short term expert in at least 2 projects over the last 5 years	0.1		0	0				
4. personal qualifications										
<u>4.1. language skills</u>	fluency in written & oral English	alleged fluency in written & oral English	1		0	0	0			0
		<u>bonus 1 - other languages</u>								
		knowlegde - written & oral - of 2 other SEE languages	0.5		0					
		knowlegde - written & oral - of 1 other SEE languages	0.4		0					
		knowledge - written & oral - of 2 other EU-language	0.3		0					
<u>4.2. analytical skills</u>	faculty to analyze the situation & reproduce the problems in his application letter & CV	knowledge - written & oral - of 1 other EU-language	0.2		0	0				
		proven & convincing faculty to analyze the situation & reproduce the problems in his application letter & CV	1		0	0	0			0

		bonus 1 - application letter convincing motivation presentation - readability	0.2 0.2		0 0 0					
<u>4.3. written communication skills in a foreign language</u>	written communication skills in a foreign language	proven & convincing written communication skills	1		0	0	0	0	0	0
		bonus 1 - comprehensibility easily understood	0.3		0 0					
		bonus 2 - presentation outstanding clear & attractive presentation	0.3		0 0					
<u>4.4. computer literacy</u>	alleged computer literacy	alleged computer literacy in ECDL/common Office-packages (Word, Excell & Powerpoint or Mac-aquivalent)	1		0	0	0	0	0	0
		bonus 1 - other packages Access or equivalent SPSS or equivalent Web 2.0	0.1 0.1 0.1		0 0 0 0					
<u>4.5. Former negotiation experience</u>	former negotiation experience	having negotiated in recent times on behalf of public organizations or NGO's	1		0	0	0	0	0	0
<u>4.6. diplomatic skills</u>	having diplomatic skills	proven diplomatic skills in public sector	1		0	0	0	0	0	0

4.7. self-development	participated in in-house training & external training	participated in in-house training & external training	1		0	0	0	0		0
		<u>bonus - nature of trainings</u>								
		European integration	0.3		0					
		HR-management	0.3		0					
		Communication management	0.3		0					
		press relations management	0.3		0					
		conflict management	0.3		0					
					0					
		<u>bonus 2 - time period</u>								
		last training in package < 5 y. ago	0.3		0					
					0					
Grand total										0

## Annex 5

I. Presentation of CV - how did he respond to questions on:	1 = excellent	2 = very good	3 = good	4 = satisf'y	5 = unsat'y	result	1	2	3	4	5	1	2	3	4	5	
1. overview of the essential points of his career that could be relevant for the position <b>Question:</b> what parts of your professional development do you consider an asset for this position?																	
2. what are your main achievements?																	
3. what achievement do you esteem the most relevant for this position?																	
4. how did he justify anomalies in his CV/ time-use/ gaps/overlaps							0	0	0	0	0						
II. Experience with international donors																	
1. did you have any relevant experience with international donors and explain?																	
2. was this experience a permanent issue in his previous job or just a one occasion thing?							0	0	0	0	0						
III. Failures & obstacles																	
1. what were the greatest failures you've met in your previous positions and how have you dealt with them?																	
2. if the same problems would arise, how would you react now?																	
3. what obstacles do you foresee for this function?							0	0	0	0	0						
IV. Testing PA and Civil service knowledge as well as client orientation																	

1. If you were asked Should have to advise the Government of Alb/K/Serbia/HR... on a new Civil Service training Strategy, what system would you advise, and why?									
2. What is your work experience in the Western Balkans Region (outside your “country” of origin)?									
3. And how do you assess this/these experience(s)?									
<b>V. Understanding of the assignment</b>									
1. How do you envision ReSPA in 10 years time?									
2. How do you define quality in training? How will you ensure quality in training?									
<b>VI. Testing understanding of ReSPA IB and priorities</b>									
1. Being the future Director of ReSPA, what should be the 3 top priorities of the ReSPA Director, and why?									
2. According to you what are the indicators of success for ReSPA?									
<b>VII. Management questions</b>									
1. As Director of ReSPA, how do you ensure adequate implementation both in terms of technical and financial aspects?									
2. According to you, what are the possible risks that may arise during the implementation of ReSPA.									
3. What measures would you take to mitigate those risks?									
4. What are the management systems you will implement in ReSPA that will enable a smooth implementation of the programme?									

5. What additional management tools should be developed?					
6. Can you give us a concrete example, from your experience, on how you have resolved a professional problem?					
7. How do you manage your staff?					
<b>VIII. Personal Capacities</b>					
1. Why do you think you are a suitable candidate?					
2. verbal expression					
3. analytical mind					
4. clear & simple advice					

--	--	--	--	--

0	0	0	0	0

Exc.	Very Good	Good	Satisf'y	Unsatisf'y
0	0	0	0	0



