

Terms of Reference

Request for Services

Expert at conducting training on HR data analysis and preparation of the visual reports

1. Background

The Regional School of Public Administration (ReSPA) is an inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting 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 help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses and prepare for membership in the European Union.

ReSPA establishes close cooperation with Ministers, senior public servants and heads of units in Member countries. ReSPA also works in partnership with the European Union, specifically 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 organizations. Since its inception, ReSPA, as an international organization 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 for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. Currently, ReSPA is implementing its fifth EC Grant Contract "Support to the Regional School of Public Administration for implementing PAR Agenda and facilitating EU accession process in the WBs".

ReSPA works primarily through regional networks which operate 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 (digitalization and quality management).

* 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.

2. Description of the assignment

Data analysis is the process of analyzing data in various formats. It helps to clean and transform data into a consistent form so it can be effectively studied. Data analytics helps organisations optimise their performance, perform more efficiently, or make more strategically-guided decisions. Analytics has gained top priority in HRM in the last decade and it has helped the HRM function to improve its status in the organisational hierarchy. Government institutions understand how data analysis could yield important insights or better work processes, but in general, the public sector lacks people with skills in data analysis.

ReSPA members conduct surveys on various topics either individually or with the support of other organisations/donors. In 2022 ReSPA piloted a civil service survey in the two ReSPA members, Albania and North Macedonia. The survey is aimed at enabling participating institutions to monitor the quality of the implementation of HRM and understand their strengths and areas for development. The surveys conducted in the two ReSPA members generated new evidence for the improvement of the quality of human resources management in public administrations in the Western Balkans. The visual reports produced by the external experts are attractive, easy to understand and to use. ReSPA is ready to implement surveys in all its members and ensure their sustainability by equipping the institutions both with the questionnaire for conducting the online survey and also with skills to analyse the data and produce visual reports that are attractive and easy to understand and use. The data analysis skills will also be used for the preparation of the visual reports that will be generated from HRMIS systems in the respective ReSPA Members.

The HRMIS is indispensable for designing and monitoring Human Resources Management (HRM) policies and conducting everyday procedures. HRMIS is not an end in itself but a tool for ensuring strategic, professional, well-managed and coordinated HRM processes. More importantly, the main users of the HRMIS are the managers, employees and HR units of institutions and civil service coordinators. The HRMIS should provide reliable, meaningful and up-to-date data for making management and policy decisions. Also, the HRMIS should support the everyday HRM processes to simplify the work of the managers and employees, so that they can focus on their core tasks. HR units and civil service coordination bodies² will not be taken seriously if they are not able to provide the decision-makers at the top management and political level with the necessary data quickly and through visually comprehensible reports that send clear messages.

In line with the above said and with the ReSPA PoW for 2023, ReSPA has planned to conduct training on HR data analysis for a selected group of civil servants who are dealing with data analysis and preparation of the reports for their leaders. Data analytics relies on a variety of software tools ranging from spreadsheets, data visualization, reporting tools, etc.

The purpose of this assignment is to strengthen the capacities and skills of the selected group of civil servants in data analysis and preparation of visually attractive reports that will be easily readable by the leaders.

By means of these Terms of Reference (ToR), ReSPA is seeking one expert in data who would

² I.e. ministries or authorities responsible for the co-ordination of the civil service and HRM policy.

support ReSPA in boosting the knowledge of civil servants in data analysis and preparation of the visual reports.

3. Tasks and responsibilities

The training should encompass the presentation of various tools for data analysis with pros and cons for their use. The training should provide the participants with the knowledge and skills to analyse the data and to use one tool for the preparation of visual reports which the expert shall choose. In selecting the tool the expert will be guided by the efficiency of the tool, its cost-effectiveness and user-friendliness. S(He) will explain in the methodology why the specific tool has been proposed. ReSPA should not bear any costs for the use of the tool during the training. The participants of the training will be allowed to use for analysis and preparation of the visual reports the data they use in their daily work (data gathered either through HRMIS or surveys conducted in respective administrations). The training should be conducted in the English language and should ensure the active involvement of the participants.

The Expert will be engaged for up to **8 expert days** and will perform the following tentative tasks:

- Preparation of the training curriculum and sharing it with ReSPA for prior approval. The curriculum should include, among others:
 - Presenting several tools used for HR data analysis with pros and cons for their use;
 - Teaching participants what the report should contain, and how to make the report attractive and simple to read and to send a message;
 - Presenting in more detail the tool selected for the training and how to use it;
 - Presenting examples of good and poor reporting practices;
 - Teaching participants how to prepare clean data, process data, cross-check and prepare visually attractive reports;
- Conducting a two-and-a-half-day training that is planned to be implemented from 16 – 18 May 2023.
- Preparation of the report from the training with recommendations for follow-up activities.

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the expert and ReSPA Programme Manager in charge can propose changes/adaptations upon mutual agreement.

4. Timing and Location

The assignment foresees work from home and in the field, and it will be conducted in May 2023. Conducting the training planned to be held from **16 – 18 May 2023 in Sarajevo, Bosnia and Herzegovina**.

5. Remunerations

The assignment foresees up to **8 (eight) expert days** in the amount of up to 4,000EUR.

The payment will be made in one instalment following the submission of the report on the conducted assignment and its approval by the relevant ReSPA PM.

Note: No other costs will be covered apart from the expert cost per day. The expert cost per day comprises of 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. Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- At least a university degree in Information Technology (IT), organizational sciences, Public Administration, Management, Political Science or other fields related to the assignment;
- Accreditation for conducting training in one of the data analysis tools will be considered an advantage.

General professional experience:

- At least 5 years of experience in creating database and database analysis.

Specific professional experience:

- At least 3 (three) years of relevant professional experience in delivering training on data analysis and production of visual reports.

Skills:

- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Ability to prepare and deliver well-structures Powerpoint presentations;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

7. Reporting and Final Documentation

The Expert will be requested to deliver the following documents before the payment is conducted:

Outputs

- Powerpoint presentations
- Training curriculum

Documents required for payment

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