

# **TRAINING PROGRAM 2007**

## **PROFESSIONAL TRAINING OF CIVIL SERVANTS IN THE STATE ADMINISTRATION AUTHORITIES AND GOVERNMENT SERVICES**

### **I. Introduction**

This Program defines the form and content of professional training of civil servants employed with the ministries, special organizations, Government services and technical services of the administrative districts (hereinafter referred to as "civil servants"), that is going to be completed by the Human Resource Management Service (HRMS) in 2007, as well as the funds required for organizing the implementation of the Program.

### **II. Thematic areas of the civil servants professional training**

The professional training of civil servants in 2007 will be implemented within the following thematic areas:

#### **1. GOVERNMENTAL SYSTEM AND STATE ADMINISTRATION AFFAIRS**

##### **1.1 Regulatory framework in the area of state administration**

1.1.1 Organization of the state administration

1.1.2 State administration affairs

##### **1.2 Internal organization of the state administration authorities**

##### **1.3 Administrative procedure**

1.3.1 Interested party in the administrative procedure and a person interested in participating in the administrative procedure

1.3.2 Communication between the authorities and interested parties in the administrative procedure

1.3.3 Filing paper documents

1.3.4 Initiating the administrative procedure

1.3.5 Process to be completed prior to the first-degree decision in the administrative procedure

1.3.6 Decision and Conclusion

1.3.7 Appeal in the administrative procedure

1.3.8 Extraordinary legal remedies

1.3.9 Execution of final administrative acts

##### **1.4 Regulation drafting methodology**

#### **2. CIVIL SERVICE SYSTEM**

##### **2.1 HR planning**

2.1.1 Drafting the job descriptions and job classification

2.1.2 HR plan

2.1.3 HR policy implementation

##### **2.2 HR selection**

2.2.1 Conducting internal and external job competitions

2.2.2 Methods of HR selection

2.2.3 Introductory job training

##### **2.3 Employee work monitoring and appraisal of civil servants**

2.3.1 Work objectives and performance assessment

2.3.2 Conducting an interview for evaluation purpose (evaluation interview)

2.3.3 Appraisal of civil servants

**2.4 HR professional training plans**

2.4.1 Training need analysis

2.4.2 Drafting the training plan and program

**2.5 Central HR register**

2.5.1 Basic functions of the Central HR register

2.5.2 Advanced functions of the Central HR register

2.5.3 Support to the Central HR register system

**3. MODERN ADMINISTRATION AND  
MANAGEMENT IN THE STATE ADMINISTRATION**

**3.1 Management in the state administration**

3.1.1 Strategic planning

3.1.2 Annual Operative Plan (AOP) – New administration mechanism in  
the state administration

3.1.2.1 Introduction to planning activities – the main AOP elements

3.1.2.2 Methods and techniques for conducting analyses

3.1.2.3 Project cycle management in the state administration

3.1.2.4 Monitoring, reporting and evaluation mechanisms

3.1.2.5 Financial management fundamentals / Program budget

3.1.3 Project scope management = Goal oriented management

3.1.4 Change management

3.1.5 Time management

3.1.6 Learning organization – Knowledge management

**3.2 Management in the state administration**

3.2.1 Role of the manager in the organization development

3.2.2 Team work and decision-making process

3.2.3 Negotiating and negotiation skills

3.2.4 Efficient decision-making process and job delegating

3.2.5 Motivation and quality of performance of employees

3.2.6 Stress and mobbing

**4. TRANSPARENCY**

**4.1 Public relations**

4.1.1 Public speaking and presentation skills

4.1.2 Promotional management

**4.2 Free access to the information of public importance**

**4.3 Transparency versus corruption**

**5. PROJECTS IN THE STATE ADMINISTRATION**

**5.1 Drafting project proposals**

**5.2 Project implementation**

**5.3 Project management in the EU**

**6. PUBLIC FINANCE SYSTEM**

**6.1 Budget funding**

**6.2 Financial management and control**

6.2.1 Introduction to internal control

6.2.2 Risk management

6.2.3 Administrative oversight concept

6.2.4 Internal control organization

**6.3 Public procurement**

## **7. TOWARDS THE EUROPEAN UNION**

### **7.1 Basic courses**

- 7.1.1 EU law and procedures
- 7.1.2 EU departmental policies

### **7.2 Twinning training**

- 7.2.1 Module No. 1 – *Inter* and *intra* coordination of the EU integration process
- 7.2.2 Module No. 2 – The EU main policies, harmonization and implementation; project management
- 7.2.3 Module No. 3 – specially designed training for individual ministries

### **7.3 Specialized training**

- 7.3.1 Application of the EU Stabilization and Accession Agreement and preparatory activities for membership negotiations
- 7.3.2 Negotiation techniques related to the EU accession process

## **8. GENERAL AND COMMON AFFAIRS IN THE STATE ADMINISTRATION**

### **8.1 Applying the regulations prescribed for the usage of grammar, style, spelling and writing rules in drafting regulatory acts.**

### **8.2 Office operation/activities**

### **8.3 Role of information technology in the state administration and E-administration**

### **8.4 Computer literacy**

#### **8.4.1 Elementary courses:**

- 8.4.1.1 Basic course in WINDOWS XP
- 8.4.1.2 MS WORD – Level One
- 8.4.1.3 MS WORD – Level Two
- 8.4.1.4 MS EXCEL – Level One
- 8.4.1.5 MS EXCEL – Level Two
- 8.4.1.6 Internet

#### **8.4.2 Advanced courses:**

- 8.4.2.1 MS ACCESS – Level One
- 8.4.2.2 MS POWERPOINT – Level One
- 8.4.2.3 MS FRONTPAGE – Level One

## **9. TRAINING OF TRAINERS IN THE STATE ADMINISTRATION**

### **9.1 Basic training**

### **9.2 Specialized trainings**

### **III. The content, scope and objectives of the professional training**

#### Thematic area No. 1

#### **THE GOVERNMENTAL SYSTEM AND STATE ADMINISTRATION AFFAIRS**

##### **Modules:**

- 1.1 Regulatory framework in the area of state administration
- 1.2 Internal organization of the state administration authorities
- 1.3 Administrative procedure
- 1.4 Legislation drafting methodology

##### **Scope:**

Knowledge about the regulations in the area of governmental system and state administration affairs represent a prerequisite for proper execution of its operations and adequate exercising of civil rights and obligations.

##### **Objectives:**

The main objectives in this thematic area are, as follows:

- Acquire substantial knowledge about the state administration and its affairs, as well as about the principles for internal organization of the state administration authorities;
- Understanding the novelties introduced to the regulatory framework;
- Proper implementation of the legal framework;
- Knowledge refreshment and enlargement concerning the implementation of administrative procedure;
- Upgraded preparation of administrative acts;
- Civil servants capacity building in the field of drafting laws and subsidiary legislation by learning to use relevant drafting methods and techniques.

##### **Target group:**

The said training is designed for the civil servants, whose jobs require the application of regulations related to the state administration, for those conducting administrative procedure, as well as for the newly employed with the state administration authorities and for other civil servants.

##### **Types of training:**

Training sessions will be implemented through lectures, single day or multi-day seminars.

##### **Funding:**

Funds required to organize and implement this thematic area will be provided from the HRMS financial resources.

## Thematic area No. 2

### **THE CIVIL SERVICE SYSTEM**

#### **Modules:**

- 2.1 HR planning
- 2.2 HR selection
- 2.3 Civil servants monitoring of work and evaluation
- 2.4 HR training proposals
- 2.5 Central HR register

#### **Scope:**

The main scope of this thematic area is acquiring new knowledge and continuous development of knowledge and skills related to the jobs of HR management, as well as providing the prerequisites for technically experienced and professional administration, capable for executing its assumed duties and assignments.

#### **Objectives:**

The main objectives in this thematic area are, as follows:

- Learn to apply relevant regulations in the area of civil service system;
- Clarify and increase understanding about the relation between job analysis and all other elements of the HR management;
- Acquire full skills in preparation of job description for each work position, as well as in job classification;
- Develop the skills on how to conduct an interview in the HR selection and in the process of appraisal of civil servants, as well as the skills related to the usage of other HR selection methods;
- Develop the process of HR planning, continual monitoring of their career development, as well as the possibilities and modes of HR development;
- Develop the operation and keeping of the Central HR register.

#### **Target group:**

The referenced training is designed, first of all, for the civil servants employed with the HR units, for principal officers involved in the process of civil servants appraisal, work position analysts, as well as for any other civil servants, whose assignment is to keep updating the Central HR register.

#### **Types of training:**

Training sessions in this thematic area will be implemented through lectures, single day or multi-day seminars, consultations and workshops.

#### **Funding:**

The major portion of funds required to organize and implement the professional training in this thematic area will be provided through the projects of the European Agency for Reconstruction.

### Thematic area No. 3

## **MODERN GOVERNING AND MANAGEMENT IN THE STATE ADMINISTRATION**

### **Modules:**

- 3.1 State administration governing
- 3.2 State administration management
- 3.3 Stress and mobbing at work

### **Scope:**

Successful governing and management in the state administration has a key significance in the process of modernization of the state administration. Modernization of the existing administration requires a new type of manager – principal officer, who will need to receive adequate training, in order to be able to recognize on time any changes in the interested environment and, accordingly, undertake any and all activities necessary for further development of the state administration. Therefore, the general scope of this thematic area is the development of competences pertaining to principal officers in light of their governing and managing duties.

### **Objectives:**

The main objectives in this area are, as follows:

- Acquire new knowledge about the management key elements;
- Understand better the significance and nucleus of the state administration management;
- Develop competences and skills required for strategic and operative planning and management;
- Efficient time management and change management;
- Develop awareness on the importance of motivation for better performance of employees;
- Learn to use practical motivation modes and mechanisms of employees;
- Develop team leading skills;
- Develop negotiation skills and competences;
- Get insight into the modes, types and forms of mobbing, including the ways of their overcoming and solutions for critical situations (crisis solving).

### **Target group:**

This training is designed for principal officers at all levels, as well as for all other civil servants whose work duties include organization and team and/or project leading.

### **Types of training:**

This professional training will be implemented through single-day and multi-day seminars.

### **Funding:**

The organization and implementation of the said professional training is planned to be supported by and within the joint project: "Towards more successful reform implementation", funded by the Ministry of Foreign Affairs of the Kingdom of Norway, as well as with the support of other donors.

#### Thematic area No. 4

### **TRANSPARENCY**

#### **Modules:**

- 4.1 Public relations
- 4.2 Free access to information of public importance
- 4.3 Transparency versus corruption

#### **Scope:**

The professional training of civil servants in the domain of transparency of their work is directly linked to the realization to the principles of transparency, as one of the basic principles of work of the state administration authorities.

#### **Objectives:**

The main objectives in this thematic area are, as follows:

- Inform civil servants in detail on the Act on free access to information of public importance;
- Develop and increase the level of capacity and skills of civil servants in reporting to the public about the information of public importance;
- Train civil servants for effective public appearance;
- Raise awareness of the importance of transparency, aiming to fight against corruption;
- Reducing corruption in the state administration.

#### **Target group:**

This professional training is designed for the civil servants authorized to provide information of public importance, as well as to those representing or promoting the concepts of the state administration and to all other civil servants interested in this topic.

#### **Types of training:**

The said professional training will be implemented through single-day and multi-day seminars, lectures and workshops.

#### **Funding:**

Funds required to organize and implement the referenced professional training will be provided by the Human Resource Management Service.

## Thematic area No. 5

### **PROJECTS IN THE STATE ADMINISTRATION**

#### **Modules:**

- 5.1 Project design
- 5.2 Project administering
- 5.3 EU Project management

#### **Scope:**

The professional training in this thematic area aims to training of civil servants in project design, administering and fundraising from prospective donors for the project implementation purpose.

#### **Objectives:**

The main objectives are, as follows:

- Increase the level of capacities and skills of civil servants in the area of project design, budget elaboration and project management;
- Increase the level of knowledge and competences of civil servants in the area of finance;
- Develop the negotiation and lobbying skills, as well as the competences related to the EU project management;
- Develop the governing competences of civil servants;
- Develop the reporting skills and those related to the evaluation of project activities;
- Provide training on how to use adequate techniques and methods for fundraising.

#### **Target group:**

This professional training is designed for the civil servants actively involved in different stages of a project cycle.

#### **Types of training:**

The said training will be implemented through workshops and single-day and multi-day seminars.

#### **Funding:**

The organization and implementation of the professional training in this thematic area will be funded through donors' projects, in cooperation with the EU Integration Office.

## Thematic area No. 6

### **PUBLIC FINANCE SYSTEM**

#### **Modules:**

- 6.1 Budget financing
- 6.2 Financial management and Control
- 6.3 Public procurement

#### **Scope:**

Theoretical and practical knowledge in the area of public finance represent one of the core factors on which depends the success of modernization of the state administration and the decentralization process. Simultaneously with the modernization of the budget system, public finance tends to maintain its transparency, fairness and stability and this can be provided only through a continual process of adequate reporting and justification of activities, coaching and giving instructions to the employees who work in this area, as well as to those civil servants, whose work is based on the planned budget funds.

#### **Objectives:**

The main objectives in this thematic area are, as follows:

- Better understanding of the public finance system;
- Better understanding of the public procurement procedure and the improvement; of related conducting procedure;
- Elevated HR capacities in the budget preparation
- Elevated HR capacities in conducting public procurement procedure;
- Better understanding of the regulatory framework related to financial transactions;
- Enhance the system of providing direct guidelines, instructions and clarifications in connection with the public finance operations;
- Develop uniform application of the regulations concerning financial transactions in the state administration authorities;
- Reinforce the internal control system.

#### **Target group:**

This professional training is designed for principal officers in the organizational units authorized for financial affairs, for internal controllers and civil servants involved in budget preparation, as well as for those in charge for conducting public procurement procedure.

#### **Types of Training**

The said professional training will be implemented through single-day and multi-day seminars.

#### **Funding**

The organization and implementation of the professional training in this thematic area will be funded prevalingly through the projects of the European Agency for

Reconstruction (EAR), and a part of the required funds will be provide from the HRMS financial resources.

#### Thematic area No. 7

### **TOWARDS THE EUROPEAN UNION**

#### **Module:**

- 7.1 Basic courses
- 7.2 Twinning training
- 7.3 Special training

#### **Scope:**

In compliance with the National Strategy of Serbia for the accession of the State of Serbia and Montenegro to the European Union and according to the Plan of the Serbian Government regarding the implementation of the priorities from the European Partnership, it is highly necessary to train civil servants for institutional capacity building and commitments during the Serbian accession process to the EU. Therefore, the main scope of this thematic area is to develop theoretical and practical knowledge and skills in civil servants, which are necessary for the process of Serbian accession to the European Union.

#### **Objectives:**

The main objectives in this thematic area are, as follows:

- Acquire new and develop the already existing knowledge about operability of the legal system and departmental policies of the European Union;
- Acquire knowledge and skills required in regulatory drafting that are harmonized with the EU *acquis communautaire*.
- Administrative capacity building to provide proper implementing of inter/intra coordination in the EU integration process.

#### **Target group:**

This professional training is designed for all civil servants and, above all, to those intensively involved, in their respective state authorities, in the process of accession of the Republic of Serbia to the European Union.

#### **Types of training:**

The said training will be implemented through workshops, single-day and multi-day seminars.

#### **Funding**

The organization and implementation of the said training will be provided in cooperation with the EU Integration Office and funded through various donors' projects.

## Thematic area No. 8

### **GENERAL AND COMMON AFFAIRS IN THE STATE ADMINISTRATION**

#### **Modules:**

- 8.1 Application of grammar, style, spelling and writing rules in drafting regulatory acts
- 8.2 Office management
- 8.3 Role of IT systems in the state administration & E-administration
- 8.4 Computer literacy

#### **Scope:**

Performance of a wide range of jobs in the state administration authorities is based on the knowledge on how to run the office, as well as on the individual proficiency of foreign languages and computer literacy. Therefore, theoretical and practical knowledge to be acquired in this thematic area are necessary for the performance of daily work in the state administration.

#### **Objectives:**

The main objectives in this thematic area are, as follows:

- Acquire knowledge about office management;
- Establishing precise rules to be applied in e-mail and written correspondence and verbal communication;
- Increase awareness of the importance of IT system in the state administration;
- Advanced computer literacy.

#### **Target group:**

This professional training is designed for all civil servants.

#### **Types of training:**

The said professional training will be implemented through lectures, courses and single-day and multi-day seminars.

#### **Funding**

Funds required to organize and implement the training in this thematic area will be provided from the HRMS financial resources.

## Thematic area No. 9

### **TRAINING OF TRAINERS IN THE STATE ADMINISTRATION**

#### **Modules:**

- 9.1 Basic training
- 9.2 Special trainings

#### **Scope:**

Adequate training and advanced knowledge of civil servants in the area of transfer of necessary skills and competences to other employees represent a basis of the successful implementation of the training program and the main scope of this thematic area. On this way, the reform and modernization of the state administration is facilitated and accelerated.

#### **Objectives:**

The main objectives in this thematic area are, as follows:

- Be introduced to the psychological bases and principles of adult education
- Learn about the steps to be taken in training design;
- Get to know the methods and technique of interactive training and their respective advantages and limitations;
- Learn how to use properly the techniques of preparation of adequate visual means;
- Learn to use adequate techniques for successful presentation, to provide constructive feedback, instructions and final comments.

#### **Target group:**

This professional training is designed for those civil servants who are interested in this thematic area, possess substantial or basic teaching experience and required technical knowledge in one of the thematic areas included in this Program.

#### **Types of training:**

The said professional training will be implemented through multi-day and single-day workshops and instructive meetings.

#### **Funding:**

The organization and implementation of the professional training in this thematic area will be provided through the projects funded by the European Agency of Reconstruction.

### **IV. Financial resources required for the Program implementation**

The costs related to the organization and implementation of the professional training of civil servants in all referenced thematic areas, which are to be covered from available funds of the Human Resource Management Service, include the following: trainers' fee,

their travel/transportation costs and accommodation, the costs of preparation of training material to be distributed to trainees and catering, as well.

Trainers who are not civil servants employed in any of the state administration authorities or Government services are entitled to receive the net amount of 5.000 dinars per day for their trainer engagement. One day of trainer work engagement means six school hours.

Total funds required to implement the referenced professional training, to be provided by the Human Resource Management Service amounts to 1.600.000 dinars.

END OF TRANSLATION