

## Staff Regulations of ReSPA

Table of Contents	
<p><b>I. Application and purpose</b></p> <p>Article 1 Application</p> <p>Article 2 Purpose and implementation</p> <p><b>II. Status and privileges and immunities</b></p> <p>Article 3 Status</p> <p>Article 4 Privileges and immunities</p> <p><b>III. Standards of conduct and accountability</b></p> <p>Article 5 Core values</p> <p>Article 6 Authority and responsibility of the Director</p> <p>Article 7 Outside activities and conflict of interests</p> <p>Article 8 Confidentiality</p> <p>Article 9 Proprietary rights</p> <p>Article 10 Accountability and evaluation</p> <p>Article 11 Whistleblower policy and protection</p> <p><b>IV. Recruitment and appointment</b></p> <p>Article 12 Appointment authority</p> <p>Article 13 Recruitment principles</p> <p>Article 14 Recruitment procedures</p> <p>Article 15 Letter of Appointment</p> <p>Article 16 Period of appointment</p> <p>Article 17 Renewal of Appointment and Re-assignment</p> <p>Article 18 Medical standards</p> <p><b>V. Salary and other emoluments</b></p> <p>Article 19 Salaries and emoluments</p> <p>Article 20 Allowances</p> <p>Article 21 Currency of payment</p>	<p><b>VI. Leave</b></p> <p>Article 22 Annual and special leave</p> <p>Article 23 Sick leave</p> <p>Article 24 Maternity leave</p> <p><b>VII. Social security</b></p> <p>Article 25 Health and social security insurance</p> <p>Article 26 Work related accidents</p> <p><b>VIII. Separation from service</b></p> <p>Article 27 Grounds for termination of appointment</p> <p>Article 28 Resignation</p> <p>Article 29 Retirement</p> <p>Article 30 Death</p> <p><b>IX. Staff relations</b></p> <p>Article 31 Staff representation</p> <p><b>X. Discipline and appeals</b></p> <p>Article 32 Disciplinary proceedings</p> <p>Article 33 Appeal Board</p> <p><b>XI. Final provisions</b></p> <p>Article 34 Amendments</p> <p>Article 35 Entry into force</p> <p><b>Annex Technical and service employees</b></p> <p><b>Annex I. Organizational Structure of ReSPA</b></p> <p><b>Annex II. Pay Policy</b></p> <p><b>Annex III. Recruitment and Selection Rules and Procedures</b></p>

## **Staff Regulations of ReSPA**

### **Part I. Application and purpose**

#### **Article 1 Application**

1. The Staff Regulations apply to the Secretariat of ReSPA.
2. The Staff Regulations shall apply to technical and service employees of ReSPA as provided in Annex I to the Staff Regulations, the provisions of which shall be included in all contracts with technical and service employees.

#### **Article 2 Purpose and Implementation**

1. The Staff Regulations establish the fundamental conditions of service of the ReSPA Secretariat and establish the rights and responsibilities of the staff.
2. The Director shall ensure that the Staff Regulations are applied and enforced.
3. The Director may issue Written Directives that contain procedures to ensure that the principles in specific Staff Regulations are implemented. These Written Directives shall be reported to the session of the Governing Board following their issue. The Governing Board may vary or disallow Written Directives.
4. The Director may delegate duties in writing to designated officials but remains accountable to the Governing Board for any delegated duties. Staff delegated duties by the Director have authority only within the scope of their delegation and are accountable to the Director for the proper exercise of delegated duties.

### **Part II. Status and privileges and immunities**

#### **Article 3 Status**

Members of the Secretariat are international civil servants. Their responsibilities as staff members of ReSPA are not national but are exclusively international.

#### **Article 4 Privileges and Immunities**

The privileges and immunities conferred on the Director and the staff members are conferred solely in the interests of ReSPA. These privileges and immunities furnish no excuse to those who enjoy them to fail to observe the laws of the State in which they are located, nor do they furnish an excuse for non-performance of their personal obligations. In any case where an issue arises regarding application of privileges and immunities the staff member shall immediately report the matter to the Director who shall inform the Chair of the Governing Board, which Board alone has authority to decide whether such privileges and immunities exist and whether they should be waived in accordance with the ReSPA Agreement.

## **Part III. Standards of Conduct and Accountability**

### **Article 5 Core Values**

1. Members of the Secretariat shall regulate their conduct with the interests of ReSPA only in view. In particular, they shall respect cultures of all Members and apply principles of equal treatment, fairness and transparency in all dealings.
2. Members of the Secretariat shall not discriminate against any individual or group of individuals, including sexual or gender discrimination or harassment, or otherwise abuse the power and authority vested in them pursuant to these Regulations.

### **Article 6 Authority and Responsibility of the Director**

1. Staff members shall be subject to the authority of the Director and members of the Secretariat shall accept no instructions from any Government or authority external to ReSPA.
2. The Director shall be subject to the authority of the Governing Board and responsible and accountable to it.

### **Article 7 Outside Activities and Conflict of Interest**

1. Staff members shall not engage in outside employment.
2. The Director may authorize staff members to accept unpaid outside ad hoc teaching or professional engagements related to the activities or subject matters of interest to ReSPA provided that such engagement or employment, as the case may be, does not interfere with their duties. The Chair of the Governing Board may authorize the Director to accept such ad hoc assignments. The Director shall report to the Governing Board on ad hoc assignments undertaken during the year. Travel and per diem, at rates not to exceed those payable by ReSPA, can be accepted but must be reported by the staff member to ReSPA.
3. No member of the Secretariat shall be associated with the management of any business or activity, or have any financial interest in such business or activity, if, as a result of that person's position, he/she may benefit, directly or indirectly, from such association or interest. Ownership of stock in publicly traded companies doing business with ReSPA shall not automatically be deemed to constitute a financial interest within the meaning of this provision. In such cases, the staff member may apply to the Director for permission to continue to hold that stock.

### **Article 8 Confidentiality**

1. Members of the Secretariat shall exercise the utmost discretion with all matters relating to official business. They shall not communicate such information to third parties unless it is public or with permission of the Director. These obligations do not cease for a 5-year period after separation from service of ReSPA.
2. Publication of articles, books or other material by staff members concerning ReSPA or its activities shall require prior permission from the Director.

### **Article 9 Proprietary Rights**

All rights, including title and copyright, in any work performed by a staff member as part of his or her duties shall be vested in ReSPA.

#### **Article 10 Accountability and Evaluation**

1. The performance and promotion of staff members shall be subject to periodic evaluation and assessment based on the annually agreed job description and objectives.
2. The Director shall establish a performance evaluation system and report it to the Governing Board for approval.
3. Staff members are accountable to the Director for the proper discharge of their functions and for upholding the highest standards of competence and integrity in the discharge of their functions.

#### **Article 11 Whistleblower Policy and Protection**

1. Staff members may submit any allegations of perceived irregularities in confidence to the Chair of the Governing Board, with a copy to the Independent Auditor(s). Retaliation against whistleblowers is prohibited.
2. The Director shall report to the Governing Board on the feasibility of the establishment of a cooperative agreement with other regional organizations for an institution to investigate whistleblower complaints.

### **Part IV. Recruitment and Appointment**

#### **Article 12 Appointment Authorities**

1. The Director shall appoint the staff of the ReSPA Secretariat. Selection rules, criteria, procedures and conditions for the appointment, renewal of appointment or reassignment for the ReSPA staff are shall be in accordance with these Regulations and other Governing board decisions.
2. The Director shall appoint the technical and service employees.

#### **Article 13 Recruitment Principles**

1. Staff shall normally be recruited through a public competition(s) open to applicants from all Members of ReSPA.
2. The paramount consideration in the selection of all staff shall be merit, incorporating the necessity to select staff with the highest standards of efficiency, effectiveness, competency and integrity (subject to candidates meeting minimum qualifications as specified in the published role profile). Other principles include equal access to employment, fairness, transparency, impartiality, diversity and representation from all Members of ReSPA.
3. Staff may be recruited internally, without public competition only by renewal of the appointment or reassignment to available position(s), shall be in accordance with these Regulations.

#### **Article 14 Recruitment Procedures**

1. The recruitment procedure shall commence with the publication of the vacancy announcement as approved by the Governing Board. The vacancy announcement shall include the role profile, salary grade, other conditions of employment and the closing date for applications and shall be published in

each ReSPA Member.

2. The selection and evaluation process shall be organized through different phases ensuring that formal requirements and required competencies are fully explored and assessed. The selection procedures and evaluation criteria (contained in the Annex to these Regulations) shall be implemented by the Director.

3. In order to ensure a professional and impartial selection process, the Director shall establish a Selection Committee to assess and evaluate the key competencies of the applicants as specified in the role profile. The Selection Committee shall be composed of:

- a) Two recruitment experts experienced in performing similar tasks in EU Members or EU institutions;
- b) One representative of ReSPA Secretariat nominated by the Director.

4. The Selection Committee shall submit a selection report recommending the top candidates in order of priority to the Director for consideration and appointment. Where there is more than one vacancy at the same level, the Director may fill additional vacancies from the same competition.

5. Staff appointments shall be reported to the Governing Board at the session following the appointment. The Director shall furnish the Selection Committee's Report along with the Director's decision and relevant observations.

6. The Director may, exceptionally, directly engage temporary staff for appointments of up to three months.

a) Such temporary appointments shall be reported to the Governing Board at the session following the appointment.

b) Contracts of staff recruited in this way shall provide that they may only receive a regular appointment through open competition in accordance with the procedures in these Staff Regulations.

7. The Governing Board may establish, approve and/or revise more detailed procedures in the light of experience and/or developments in international recruitment practices.

## **Article 15 Letter of Appointment**

1. The Director shall issue a Letter of Appointment, which shall set out the terms and conditions of the appointment in accordance with these Regulations, including:

- a) A statement that the appointment is subject to the ReSPA Staff Regulations, as amended from time to time;
- b) The nature and period of the appointment, the period of probation, if any, and notice required to terminate the appointment;
- c) The title of the appointment, salary and allowances attaching to the appointment; and
- d) Any special terms and conditions.

2. Other than matters governed by the Staff Regulations, the individual terms and conditions set out in the Letter of Appointment shall not be changed except by a written amendment to the Letter of Appointment agreed to by the parties.

3. Staff members shall be provided with a copy of the Staff Regulations with their Letter of Appointment and, upon acceptance of the appointment, shall acknowledge in writing that they accept the conditions set out in the Letter of Appointment and in the Staff Regulations as adopted by the ReSPA

Governing Board.

#### **Article 16 Period of Appointment**

1. The Director shall appoint a staff member for a period of up to three years, following an initial minimum probationary period of six months.
2. All appointments shall terminate automatically on the date of their expiration.

#### **Article 17 Renewal of Appointment and Re-assignment**

1. Appointments of ReSPA staff may be renewed once, subject to the successful performance evaluation of the staff member concerned in line with the ReSPA Performance Evaluation System and the operational requirements of ReSPA.
2. Exceptionally, when ReSPA operational requirements so warrant, such appointment may be renewed for a further period not exceeding one year.
3. Staff members interested in renewal shall submit a "Letter of interest" to the ReSPA Director at least four months prior to the expiration of their appointment together with their most recent performance evaluation report.
4. ReSPA staff may be re-assigned to the position with the different functions when:
  - a) there is matching of corresponding qualifications, experience or competency requirements, and
  - b) the staff member has undergone the public competition procedure already, and
  - c) in line with ReSPA operational requirements.
5. The Director shall decide upon any re-assignment subject to the successful performance evaluation of the staff member concerned in line with the ReSPA Performance Evaluation System as defined in point 1 of this Article. The period of reassignment shall not exceed the duration of the initial appointment.

#### **Article 18 Medical Standards**

As a pre-condition to appointment, a prospective staff member must submit a medical certificate issued by a licensed medical practitioner or medical institution of a Member that the candidate meets the medical standards for appointment to a position as described in the Vacancy Announcement.

### **Part V. Salaries and other Emoluments**

#### **Article 19 Salaries and emoluments**

1. Salaries and emoluments of members of the Secretariat shall be fixed by the Governing Board of ReSPA at a level that facilitates recruitment of personnel in accordance with the criteria established in Article 20 of the ReSPA Agreement.
2. Salaries and emoluments of the Secretariat are free from national income tax in accordance with Article 26 of the ReSPA Agreement. If a staff member is taxed on his/her ReSPA salary and emoluments he/she shall appeal any such decision and cooperate with the Director in the formulation of the appeal. If such efforts prove unsuccessful ReSPA shall reimburse the staff member for any taxes paid on salary and emoluments.

3. The Director shall propose salary levels for staff members, with and without dependents. When approved by the Governing Board these salary levels will be set out in Annex II to these Regulations.
4. The Governing Board shall, when establishing the Core Budget, review the salaries set out in Annex II to these Regulations in the light of the cost of living for the prior financial year in the host State, as measured by the Montenegrin Statistical Office in its Consumer Price Index. The Governing Board may, in its discretion, raise the salaries of staff members in the light of this data and the financial status of ReSPA.

#### **Article 20 Allowances**

1. Official travel, including travel on appointment and/or separation, but not including travel to and from the place of work and home, shall be paid in advance or reimbursed within the limits approved in the budget. Travel shall be by economy air travel where feasible but first class may be utilized for land travel. Per diem shall be paid at rates established by the Governing Board from time to time.
2. Members of the Secretariat shall not be entitled to any allowance to the extent that the expenses that these allowances are to cover are paid from other sources.

#### **Article 21 Currency of Payment**

All salaries and allowances shall be paid in Euro.

### **Part VI. Leave**

#### **Article 22 Annual and Special Leave**

1. Staff members shall be entitled to 30 days annual leave per year accumulated at the rate of 2½ days per month, but not more than 30 days may be carried beyond 31 December of any year, unless in the opinion of the Director there are exceptional circumstances. In addition, staff members shall be entitled to official holidays in the host State. The taking of annual leave shall be subject to the exigencies of service and shall be subject to prior approval of the Director
2. The Director may grant staff members, in exceptional cases, special leave for the following reasons:
  - (a) One day in case of marriage of the staff member;
  - (b) One day in case of change of residence of the staff member;
  - (c) Four days in case of death of spouse or a child; and
  - (d) Two days in case of death of a parent or a parent-in-law.
3. The Director may authorize special leave with pay for periods when closures of offices and industry in the host State would make it impractical to keep ReSPA open.
4. Any accumulated but unused annual leave shall be paid on separation from service up to the limit of 30 days set out in paragraph (1) of this Article

#### **Article 23 Sick Leave**

1. Staff members who are unable to perform their duties because of illness or injury or whose attendance is prevented by public health requirements shall be granted sick leave on full pay not exceeding four consecutive months in one year, or fifteen months in any five consecutive years.

2. Staff members absent from work because of sickness or injury of more than 3 consecutive working days shall produce a medical certificate from a licensed medical practitioner stating the probable duration of the incapacity for work. The Director may require a staff member to be examined by a medical practitioner chosen by ReSPA and at the cost of ReSPA.
3. Staff members shall be entitled to three consecutive working days as uncertified sick leave, provided that in one calendar year the total uncertified sick leave does not exceed seven working days.

#### **Article 24 Maternity Leave**

1. Staff members shall be entitled to maternity leave for a period of six months on full pay and up to a further three months on unpaid leave.
2. Staff members shall be entitled to paternity leave for a period of two weeks.

### **Part VII. Social Security**

#### **Article 25 Health and Social Security**

Staff members shall participate in national health and social security insurance scheme of the host State or their own national health and social security system or in other recognized health and social security insurance system.

#### **Article 26 Work related Accidents**

The Director shall obtain insurance to cover the risks of injury or death connected with official activities of staff members and technical and service employees.

### **Part VIII. Separation from Service**

#### **Article 27 Grounds for Termination of Appointment**

1. The appointment of a staff member may be terminated prior to its expiration date by the Director on the following grounds:
  - a) If the staff member has not completed the probationary period satisfactorily;
  - b) If the ReSPA operational requirements require the abolition of the post;
  - c) If the staff member is incapacitated for further service on the grounds of health;
  - d) If the performance of the staff member prove unsatisfactory subject to the successful performance evaluation of the staff member concerned in line with the ReSPA Performance Evaluation System or if the conduct of the staff member does not meet the standards of integrity required by the Staff Regulations; and
  - e) If the staff member has committed a serious breach of the Staff Regulations.
2. In case of abolition of post or termination on grounds of incapacity three months notice of termination of appointment shall be given.



3. In the cases specified in subparagraphs (d) and (e) above, the Director may suspend a staff member pending disciplinary action under Article 31 but shall immediately inform the Chair of the Governing Board of this action.

#### **Article 28 Grounds for Termination of Appointment**

1. A staff member may resign by submitting a letter of resignation providing three months notice to the Director.
2. The Director may withhold any salary or allowances due in the case of a staff member leaving without the requisite notice, unless a period of lesser notice has been exceptionally agreed by the Director.

#### **Article 29 Retirement**

The retirement age is 65 years of age.

#### **Article 30 Death**

1. The right to salary and allowances shall cease on the date of death unless the deceased staff member has dependants on the date of death in which case salary shall cease one month after the date of death.
2. Dependents shall be entitled to payment of return expenses to the staff member's place of recruitment for themselves if travel is undertaken within six months after the date of death.
3. The Director shall reimburse the reasonable costs of transportation of the staff member's body from the place of death to a place designated by the next-of-kin.

### **Part IX. Staff Relations**

#### **Article 31 Staff Representation**

1. The Director shall facilitate the creation by staff members of a staff representative mechanism through which staff representative(s) shall have the right to discuss matters concerning staff welfare and conditions of service with the Director.
2. The staff representative(s) shall be entitled to make presentations to the Governing Board in accordance with the Rules of Procedure adopted by the Governing Board.

### **Part X. Discipline and Appeals**

#### **Article 32 Disciplinary Proceedings**

1. The Governing Board shall not separate a staff member for cause or impose a disciplinary measure unless that staff member has been formally notified in writing by the Director of the precise nature and detail of the allegations against him/her, of the right to seek counsel in his/her defence at his/her own expense and has been given a reasonable period to respond to the allegations.
2. If the explanation of the staff member does not resolve the matter the Director may recommend

to the Governing Board that it dismiss or impose a lesser penalty on the staff member, who may immediately appeal that decision to the Appeal Board established by Article 31. In cases other than dismissal, the penalty shall be suspended pending decision of the Appeal Board.

### **Article 33 Appeal Board**

1. The Governing Board shall establish an independent Appeals Board to adjudicate on any appeal from a final decision taken pursuant to the Staff Regulations by a staff member, former staff member or representative, or next-of-kin, of a deceased or incapacitated staff member. The Appeal Board shall establish its own rules of procedure.
2. The Governing Board shall appoint five experts to serve on the Appeal Board.
3. The staff representative(s), if any, shall be consulted on the composition of the Appeal Board.

## **Part XI. Final Provisions**

### **Article 34 Amendments**

1. The Staff Regulations may be amended by Resolution of the Governing Board taken after the staff representative(s) have had an opportunity to make their views on the proposed changes known to the Governing Board.
2. The Director shall submit reports to the Governing Board recommending needed changes, if any, to the ReSPA Staff Regulations and thereafter, from time to time, as circumstances warrant. The report shall attach the views of the staff representative(s) on the proposals of the Director.

### **Article 35 Entry into Force**

1. The Staff Regulations enter into force when adopted by Resolution of the Governing Board.
2. By entering into force of this Amendment to the Staff Regulation the Decision on Staffing Rules and Procedures GB-SL D/04-2014 is annulled.

## TECHNICAL AND SERVICE EMPLOYEES

### Annex - Staff Regulations provisions applicable to technical and service employees <sup>1</sup>

The following provisions in the ReSPA Staff Regulations are applicable to technical and service employees and, when so applicable, the expression “staff members” or “staff” in the Regulations shall be deemed to include technical and service employees:

**Part I: Application and purpose**

Article 1(2) and Article 2.

**Part II: Status and Privileges and Immunities**

Not applicable.

**Part III: Standards of Conduct and Accountability**

Articles 5, 6, 7, 8, 9, 10 and 11.

**Part IV: Recruitment and Appointment**

Article 12(2), Article 13, Article 14, Article 16, Article 17 and Article 18.

**Part V: Salary, Emoluments and Conditions of Service**

Articles 18(4) and 20.

**Part VI: Leave**

Articles 21, 22 and 23

**Part VII: Social security**

Articles 24 and 25.

**Part VIII: Separation from service**

Articles 27, 28, 29 and 30.

**Part IX: Staff relations**

Article 31

**Part X: Discipline and appeals**

Articles 32 and 33

---

<sup>1</sup> Note: Consultations need to be held with Montenegrin authorities to ensure that the provisions from the Staff Regulations listed here in Annex can apply to technical and service employees in accordance to local law (including temporary contracts), and that procedures are put in place with respect to visas and work permits to ensure that such positions are indeed open to nationals from all ReSPA members.

## ANNEX I (Staff Regulation)

### Organisational Structure of ReSPA

#### I Purpose and Application

This Annex (I) of the Staff Regulations provides Organisational Structure of ReSPA and defines role profiles at the ReSPA Secretariat.

#### II Organisational structure of ReSPA

- (1) Organisational structure of ReSPA Secretariat is based on the key functions required for its efficient performance, as follows:
  - a) Strategic and Organisation management: responsible for strategic guidance and organization performance and development;
  - b) Programme and Operations management: Pool of Programme/Operations Managers is entrusted to deliver and promote core ReSPA services, to ensure required legal, personnel and other support to organization and its governance structures and to ensure operational systems, processes and policies to support ReSPA mission.
  - c) Programme and operational support: Pool of Assistants and supporting services is responsible to provide administrative, logistics, technical and other operational support to all activities.
  - d) Individual responsibilities and main tasks are defined in the role profiles.
- (2) ReSPA Programme component and its operations may be strengthened through application of the "Secondment programme" with ReSPA Members administrations, when needed and due to the available funds. Furthermore, Internship programmes are encouraged to support work at ReSPA.
- (3) Staffing of the vacant positions shall be done in line with provisions of the Governing board Decision on staffing and ReSPA Staff Regulation and in line with Annex II Staff Regulation (Salary scales and Allowances).

	Position	No	Salary scale
Strategy and Organisation	<b>ReSPA Director</b>	1	<b>3500-4500</b>
Programme management and Operations (ReSPA staff)	<b>Pool of Programme / Operation Managers</b>		<b>2500-3000</b>
	○ Programme Manager	4	
	○ Programme Manager (Legal)	1	
	○ Operations Manager	1	

Programme and operational support  (Technical and service employees)	<b>Pool of Assistants and Supporting services</b>		<b>1000 - 1750</b>
	○ Programme Assistant	4	
	○ Personal Assistant to ReSPA Director	1	
	○ Operations - Financial Assistant	1	
	○ IT, technical and operations Assistant	1	
	○ General services / driver	1	<b>1000</b>
<b>Overall</b>		<b>15</b>	
OPTIONAL	○ Secondees	(3)	2000
	○ Interns		

### III Role Profiles

Job Title	Director			International staff	
Location	ReSPA	City Duration	Danilovgrad, Montenegro	Salary scale € Allowances <sup>2</sup>	3500 - 4500
Reports to	Governing Board		5 years, renewable once <sup>1</sup>		<ul style="list-style-type: none"><li>• Housing</li><li>• Child dependants</li><li>• Health and social insurance contribution</li></ul>
Purpose of job					
<ul style="list-style-type: none"><li>• The Director is responsible for the leadership and direction of ReSPA and is required to provide visible, inspirational and strategic leadership both internally within ReSPA for the management team and other staff and externally through the promotion of ReSPA as a resource to member States in the development of quality public services.</li><li>• The Director is responsible for creating a positive working environment within ReSPA and for providing the vision and the clarity of purpose for managers and staff. S/he will ensure that resources are efficiently and effectively mobilised and that the necessary skills mix is developed within ReSPA to ensure that the organisation can make a significant contribution towards the development of quality public services across the member states.</li><li>• The Director will display strong advocacy, representational and promotional skills and a willingness to work in the external environment in close proximity to the member states, the European Union and other international organisations and agencies in order to foster greater buy-in for the mission of ReSPA and to develop new supports, products and effective partnerships that will add real value throughout the region.</li><li>• The Director works closely with the Governing Board, and other high-level networks, in developing ReSPA as a key support and source of expertise and excellence to enable the strengthening of good administration, democratic governance and trust in public services in the Western Balkans. S/he works effectively and diplomatically to ensure that strategies are communicated, understood and supported across the membership at both Ministerial and senior official levels and ensures a positive working relationship with the ReSPA members and the European Union as a critical success factor for the Director and for the effectiveness of ReSPA throughout the region.</li><li>• The Director works to ensure the formulation and implementation of the development strategy of the organisation is aimed at supporting public governance enhancement through advanced cooperation amongst the Western Balkans, by ensuring efficient performance of the organisations service delivery and through representation of ReSPA in the regional and international arenas.</li></ul>					
Accountabilities, Responsibilities and Main Duties					
Accountabilities /results (including but not limited to):	<ul style="list-style-type: none"><li>• Development and implementation of corporate policies aligned with ReSPA's vision, ensuring continuous quality improvements and performance orientation in the daily business and promotion of the ReSPA's values, products and services.</li></ul>				
Responsibilities (including but not limited to);	<ul style="list-style-type: none"><li>• Development and recommendation to the Governing Board of long term strategies and vision;</li><li>• Formulating and overseeing implementation of key corporate policies;</li><li>• Ensuring adherence and commitment to the corporate values and principles;</li><li>• Maintaining of a positive and ethical work climate conducive to attracting, retaining and motivating high quality staff;</li><li>• Ensuring that the daily business is appropriately managed and proper systems and controls are in place;</li><li>• Endeavouring to achieve ReSPA's operating goals and objectives;</li><li>• Ensuring continuous improvement in the quality and value of the ReSPA products and services;</li><li>• Fostering, in cooperation with Governing Board, the satisfactory positioning of ReSPA with stakeholders and with the Host Country</li></ul>				
Main Duties (including but not limited to):	<ul style="list-style-type: none"><li>• Developing multi-annual business plans including annual work programmes;</li><li>• Daily management of ReSPA within the approved plans and rules set out in the Staff and Financial Regulation and other Governing Board decisions;</li><li>• Human resource management including staffing and performance evaluation;</li><li>• Approval and signature of all project proposals, contracts and payments over € 25.000 and co-signature of all contracts and payments over € 150.000 together with the Chair of the Governing Board;</li><li>• Preparing the agenda and supporting materials, draft decisions and organization of the Governing Board meetings, preparing reports and ensuring follow-up in his/her capacity of as Secretary of the Governing Board, and/or as Head of the Secretariat, of other governance structures;</li><li>• Managing relations with the Host Country, including negotiating and agreeing practical arrangements with relevant authorities;</li><li>• Representing and promoting ReSPA at national and international networks and forums, including the negotiation of, and signature on, formal cooperation agreements with similar organisations at national or international level.</li></ul>				

Key relationships	
The reputation and position of ReSPA, in particular, the recognition of its value to its Members, and the evaluation of its achievements by the European Union, is of utmost relevance for its success. The perception and affirmation of ReSPA's role within wider networks of regional and international actors involved in public governance contributes to ReSPA's positive image. In addition, Host Country relations, adherence and promotion to corporate values and ethics by ReSPA staff and effective HR management, cooperation and contracting relationships with external partners (e.g. EU based institutions, schools of public administration, etc.) are essential for ReSPA's image and reputation..	
External	<ul style="list-style-type: none"> <li>Stakeholders such as high level representatives of national administrations and high-level representatives of the European Commission (as a key donor) are the primary group of stakeholders. Other high-level actors/representatives (e.g. Budget Committee, PAR Network and EUI Programme Committee) are of significant importance.</li> <li>Relations with the Host Country authorities are essential for the smooth ongoing operations of ReSPA.</li> <li>Regional organisations, programmes or projects (e.g.. Regional Cooperation Council, Centre for Excellence in Public Finance, CEFTA etc.) and International stakeholders (OECD, EU based Schools/Institutes of Public Administration, EUPAN, the EU Public Administration Network, the UN PA Network, NISPACee etc.) are essential for positioning and recognition of ReSPA, both formally and informally).</li> </ul>
Internal	<ul style="list-style-type: none"> <li>Effective communication, leadership and implementation of corporate policies within ReSPA are crucial for objective driven organisational performance. The promotion of an appropriate organisational culture, values and core competencies across the organisation are key to ReSPA's success. The management of, and provision of effective guidance to, Programme Managers in achieving strategic goals combined with ensuring that the Operations Manager provides appropriate supports and required functions for the achievement of strategic and operational goals, is imperative.</li> </ul>
Specific features	
<ul style="list-style-type: none"> <li>The position will require periodic travel within the Region and international travel and additional time outside normal working hours for social networking activities</li> </ul>	
Person specification	
Academic Background	<ul style="list-style-type: none"> <li>University degree (min 240 ETCS) i.e. VII in one degree under pre-Bologna system <i>During the recruitment procedure additional points will be awarded to candidates with a diploma in the following fields: law, political science, public administration, human resources and economics and/or an additional points for candidates with an advanced Master degree (300 ETCS)</i></li> </ul>
Professional Background	<ul style="list-style-type: none"> <li>Approximately 8 years of professional experience in areas related to Public governance, Public administration improvement or EU accession facilitation</li> <li>Min 5 years of appropriate people management experience in a leadership role</li> <li>Relevant experience, in depth knowledge or sound understanding of public administration</li> <li>Experience, in depth knowledge or sound understanding of public administration reform or EU accession facilitation</li> <li>Experience in leadership development, training or related consultancy</li> </ul>
Languages	<ul style="list-style-type: none"> <li>Fluency and ability to write and communicate orally in English as ReSPA's official language (Fluency in English will be tested through the selection process)</li> <li>Mother tongue of one ReSPA Members' languages</li> </ul>
Key Competencies	
<ul style="list-style-type: none"> <li>Analysis and problem solving</li> <li>Communicating</li> <li>Delivering quality and results</li> <li>Learning and development</li> <li>Prioritising and organising</li> <li>Resilience</li> <li>Working with others</li> </ul>	

<sup>1</sup> Article 19(1) Agreement on Establishing ReSPA

<sup>2</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions

Job Title	Programme Manager			International staff	
Location	ReSPA	City	Danilovgrad, Montenegro	Salary scale €	2500 - 3000
Reports to	Director	Duration	3 years, renewable once	Allowances <sup>3</sup>	<ul style="list-style-type: none"><li>• Housing</li><li>• Child dependence</li><li>• Health and social insurance contribution</li><li>• Annual Vacation</li></ul>
Purpose of job					
To design Capacity building programmes aimed to support Public governance enhancement through advanced cooperation amongst the Western Balkans countries and to implement regional activities that are providing added value to the national administrations, in terms of their administrative capacities, Human Resources development or advancement towards effective EU membership.					
Accountabilities, Responsibilities and Main Duties					
Accountabilities (results):	<ul style="list-style-type: none"><li>• Development, management and implementation of the Capacity building programmes for Governance improvements in ReSPA Members administrations in the areas of its responsibility, aligned with organisation strategic objectives</li></ul>				
Responsibilities:	<ul style="list-style-type: none"><li>• Preparing/updating baseline analysis of the ReSPA Members in particular Governance areas</li><li>• Providing inputs and contributing to the (methodology) development of the overall ReSPA programmes and donors' contracts</li><li>• Managing communication and working with key stakeholders to design and plan a programme of activities and providing operating models</li><li>• Managing implementation of the programme activities including contracting for the service delivery (Approve and sign contracts with, or travel expenses for external experts, and project/activity budgets of a value up to 4.999€)</li><li>• Monitoring the programmes progress, resolving issues and undertaking corrective actions where appropriate to increase the impact and provide progress reports</li><li>• Managing the programme's budget, monitoring expenditures against the achieved benefits</li><li>• Ensuring that services and products are of appropriate level of quality, on time and within the budget</li><li>• Ensuring that ReSPA activities, events and publications etc. are communicated and disseminated widely to stakeholders through its website or other <i>online</i> platform and, where appropriate media and other relevant channels</li></ul>				
Main Duties	<ul style="list-style-type: none"><li>• Research, analysis and publication within ReSPA responsibilities</li><li>• Programme planning and monitoring tools development: activities, target groups, budget, timeline, indicators</li><li>• Coordination with internal and external stakeholders</li><li>• Developing specifications for public procurement of services within the areas of responsibilities</li><li>• Specific duties in relation internal and corporate services as may be assigned from time to time by the ReSPA Director (e.g. Human Resource Management, Communications, Information technologies, etc.)</li></ul>				
Key relationships					
Programmes developed and managed by Programme Manager have wide range of impacts. Typically, such programmes will be focused on the 1-3 years delivery. In addition, Host Country relations, personnel interaction and contracting relations to external partners are essential for the organization image and reputation					
External	<ul style="list-style-type: none"><li>• Ranges of National (participants, representatives of ReSPA Members in its governance structures), Regional (i.e. Regional Cooperation Council) and International stakeholders (European Commission, OECD, EU based Schools/Institutes for Public administration etc.) are involved and interested in ReSPA Programme components. Interaction at the level of middle/senior management is to be expected. Programme achievements are directly linked with the impact and future developments of business.</li></ul>				

<sup>3</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions



Internal	<ul style="list-style-type: none"><li>Coordination and harmonisation with other Programme managers horizontally, team work with assistants' pool and supporting services will be a significant factor. Alignment and cooperation with Programme operations is of significant relevance.</li></ul>	
Specific features		
The position might require periodic travel to the Region or international travel and additional time for social networking activities		
Person specification		
Academic Background	<ul style="list-style-type: none"><li>University degree (min 240 ETCS/ i.e. VII in one degree under pre-Bologna system)</li><li>During the recruitment procedure additional points will be awarded to candidates with a diploma in the following fields: law, political science, public administration and economics and the candidates with advanced Master degree (300 ETCS)</li></ul>	
Professional Background	<ul style="list-style-type: none"><li>Min 3-5 years of professional experience in Public governance areas related to Public administration improvement or EU accession facilitation</li><li>Proven experience in training/networking curriculum development and management<sup>4</sup></li><li>Proven project management experience</li></ul>	
Tools	<ul style="list-style-type: none"><li>Proven skills on Internet/MS Office software use and use of databases</li></ul>	
Languages	<ul style="list-style-type: none"><li>Fluency and ability to write and communicate orally in English as ReSPA official language (Fluency in English will be tested through the selection process)</li></ul>	
	## Mother tongue of one ReSPA Members' languages	
Core Competencies (3 <sup>rd</sup> level) Please refer to the 3 <sup>rd</sup> level competencies indicators		
Delivery related	<ul style="list-style-type: none"><li>Achievement focus</li><li>Analytical thinking</li><li>Drafting skills</li></ul>	<ul style="list-style-type: none"><li>Managing resources</li><li>Teamwork and team leadership</li></ul>
Strategic	<ul style="list-style-type: none"><li>Strategic thinking</li></ul>	<ul style="list-style-type: none"><li>Organisational alignment</li></ul>
Interpersonal	<ul style="list-style-type: none"><li>Client focus</li><li>Diplomatic sensitivity</li></ul>	<ul style="list-style-type: none"><li>Influencing and negotiating</li></ul>

<sup>4</sup> Minimum of working experience shall be defined at vacancy notice within the given range

Job Title	Programme Manager (Legal)			International staff	
<b>Location</b>	ReSPA	<b>City</b>	Danilovgrad, Montenegro	<b>Salary scale €</b>	2500 - 3000
<b>Reports to</b>	Director	<b>Duration</b>	3 years, renewable once	<b>Allowances</b>	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Child dependence</li> <li>• Contribution to health and social insurance</li> <li>• Annual vacation</li> </ul>
<b>Purpose of job</b>					
<p>To design Capacity building programmes aimed to support Public governance enhancement through advanced cooperation amongst the Western Balkans countries and to implement regional activities that are providing added value to the national administrations, in terms of their administrative capacities, Human Resources development or advancement towards effective EU membership.</p> <p>Certain part of the role will be committed to support Governing board operations, to maintain Personnel administration, to sustain relations to Host Country and to provide legal support for contracting and procurement at ReSPA (up to 50%).</p>					
<b>Accountabilities, Responsibilities and Main Duties</b>					
Accountabilities (results):	<ul style="list-style-type: none"> <li>• Development, management and implementation of the Capacity building programmes for Governance improvements in ReSPA Members administrations in the areas of its responsibility, aligned with organisation strategic objectives</li> <li>• Development and implementation of consistent legal framework for ReSPA operations at level of its Governance, contracting, procurement, personnel system, Host Country relations adjusted to the organization strategic objectives</li> <li>• Ensuring that ReSPA has appropriate HRM &amp; HRD including performance management and development systems, processes, monitoring mechanisms.</li> </ul>				
Responsibilities:	<ul style="list-style-type: none"> <li>• Preparing/updating baseline analysis of the ReSPA Members in particular Governance areas</li> <li>• Providing inputs and contributing to the (methodology) development of the overall ReSPA programmes and donors' contracts</li> <li>• Managing communication and working with key stakeholders to design and plan a programme of activities and providing operating models</li> <li>• Managing implementation of the programme activities including contracting for the service delivery (Approve and sign contracts with, or travel expenses for external experts, and project/activity budgets of a value up to 4.999€)</li> <li>• Monitoring the programmes progress, resolving issues and undertaking corrective actions where appropriate to increase the impact and provide progress reports</li> <li>• Managing the programme's budget, monitoring expenditures against the achieved benefits</li> <li>• Ensuring that services and products are of appropriate level of quality, on time and within the budget</li> <li>• Ensuring that ReSPA activities, events and publications etc. are communicated and disseminated widely to stakeholders through its website or other <i>online</i> platform and, where appropriate media and other relevant channels</li> <li>• Improving legal framework for ReSPA operations and supporting ReSPA and Governance structures and operations including relations with Host Country by providing quality assurance of the required documents</li> <li>• Ensuring legal compliance and standards in contracting, public procurement and other ReSPA activities</li> <li>• General HRM and HRD responsibilities including overseeing recruitment, advising Director &amp; staff on, HRM/HRD issues/</li> </ul>				
Main Duties	<ul style="list-style-type: none"> <li>• Research, analysis and publication within ReSPA responsibilities</li> <li>• Programme planning and monitoring tools development: activities, target groups, budget, timeline, indicators</li> <li>• Coordination with internal and external stakeholders</li> <li>• Developing specifications for public procurement of services within the areas of responsibilities</li> <li>• Specific duties in relation internal and corporate services as may be assigned from time to time by the ReSPA Director (e.g. Human Resource Management, Communications, Information technologies, etc.)</li> <li>• Monitoring the legal framework, its implementation and undertaking corrective measures</li> </ul>				

<sup>5</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions

	<ul style="list-style-type: none"><li>• Drafting standard contract and procurement templates for ReSPA use</li><li>• Ensuring HRM &amp; HRD management systems are in place, incl. guidelines or manuals to supplement the Staff Regulations</li><li>• Preparation for and follow-up of Performance Management &amp; Development System appraisals</li><li>• Management and administration of recruitment and secondment procedures</li></ul>	
<b>Key relationships</b>		
Programmes developed and managed by Programme Manager have wide range of impacts. Typically, such programmes will be focused on the 1-3 years delivery. In addition, Host Country relations, personnel administration and contracting relations to external partners are essential for the organization image and reputation		
External	<ul style="list-style-type: none"><li>• Ranges of National (participants, representatives of ReSPA Members in its governance structures), Regional (i.e. Regional Cooperation Council) and International stakeholders (European Commission, OECD and its initiatives) are involved and interested in ReSPA Programme components. Interaction at the level of middle/senior management is to be expected. Programme achievements are directly linked with the impact and future developments of business.</li><li>• ReSPA Governing board and other external partners including Host Country.</li><li>• External partners in recruitment, secondment or interns' issues.</li></ul>	
Internal	<ul style="list-style-type: none"><li>• Coordination and alignment with other Programme managers horizontally, team work with assistants' pool and supporting services will be a significant factor. Alignment and cooperation with Operations Manager is of significant relevance.</li></ul>	
<b>Specific features</b>		
The position might require periodic travel to the Region or international travel and additional time for social networking activities		
<b>Person specification</b>		
Academic Background	<ul style="list-style-type: none"><li>• University degree (min 240 ETCS/ i.e. VII in one degree under pre-Bologna system)</li><li>• During the recruitment procedure additional points will be awarded to candidates with a diploma in the field of Law and the candidates with advanced Master degree (300 ETCS)</li></ul>	
Professional Background	<ul style="list-style-type: none"><li>• Min 5 years of professional experience in Public governance areas related to Public administration improvement or EU accession facilitation</li><li>• At least 3 years experience working with Public administration with international law, contracting and/or public procurement or personnel</li><li>• Proven experience in training/networking curriculum development and management</li><li>• Proven project management experience</li></ul>	
Tools	<ul style="list-style-type: none"><li>• Proven skills on Internet/MS Office software use and use of databases</li></ul>	
Languages	<ul style="list-style-type: none"><li>• Fluency and ability to write and communicate orally in English as ReSPA official language (Fluency in English will be tested through the selection process)</li></ul>	
	## Mother tongue of one ReSPA Members' languages	
<b>Core Competencies (3<sup>rd</sup> level)</b> Please refer to the 3 <sup>rd</sup> level competencies indicators		
Delivery related	<ul style="list-style-type: none"><li>• Achievement focus</li><li>• Analytical thinking</li><li>• Drafting skills</li></ul>	<ul style="list-style-type: none"><li>• Managing resources</li><li>• Teamwork and team leadership</li></ul>
Strategic	<ul style="list-style-type: none"><li>• Strategic thinking</li></ul>	<ul style="list-style-type: none"><li>• Organisational alignment</li></ul>
Interpersonal	<ul style="list-style-type: none"><li>• Client focus</li><li>• Diplomatic sensitivity</li></ul>	<ul style="list-style-type: none"><li>• Influencing and negotiating</li></ul>

Job Title	Operations Manager			International staff	
<b>Location</b>	ReSPA	<b>City</b>	Danilovgrad, Montenegro	<b>Salary scale €</b>	2500 - 3000
<b>Reports to</b>	Director	<b>Duration</b>	3 years, renewable once	<b>Allowancés</b>	<ul style="list-style-type: none"><li>• Housing</li><li>• Child dependence</li><li>• Contribution to health and social insurance</li><li>• Annual vacation</li></ul>
<b>Purpose of job</b>					
To improve the operational systems, processes and policies in support of organisations' mission and to contribute to the development and implementation of organizational strategies, policies and practices.					
To oversee the smooth functioning of ReSPA operations including finance, facilities and related services, management of supporting staff and ensuring efficient performance of organization.					
<b>Accountabilities, Responsibilities and Main Duties</b>					
Accountabilities (results):	<ul style="list-style-type: none"><li>• Ensuring that overall performance of operations meets operational performance targets, financial objectives and compliance criteria</li><li>• Ensuring that ReSPA has appropriate systems, processes, monitoring, evaluation and management controls in the budget, financial management, procurement and campus services areas</li></ul>				
Responsibilities:	<ul style="list-style-type: none"><li>• Budget Preparation and Financial Control</li><li>• Managing and advising Director &amp; staff on Project Financial Management and Business Acquisition</li><li>• Procurement of goods and services</li><li>• Management of campus facilities and related services contracts</li></ul>				
Main Duties	<ul style="list-style-type: none"><li>• Approve project proposals, contracts and project and activity budgets over specific amounts over from € 5.000 – 50.000</li><li>• Advise the Director on financial aspects of staffing plans and project proposals and similar activities</li><li>• Advise Staff members on financial aspects of project proposals</li><li>• Preparing annual budgets and quarterly updates</li><li>• Ensuring efficient accounting and daily financial management systems are in place, incl. guidelines or manuals to supplement the Financial Regulation if necessary</li><li>• Monitoring the financial situation and cash flow and taking corrective measures where necessary</li><li>• Overseeing invoicing and payments</li><li>• Preparation of regular and annual financial accounts and report (for submission to the Director, the Budget Committee and the GB)</li><li>• Preparation for and follow-up of annual as well as ad hoc donor-requested audits</li><li>• Update and provide institutional and financial documentation and information for tender proposals M</li><li>• Management of procurement processes</li><li>• Overall responsible for facilities maintenance and management of the related services</li><li>• Ensuring effective performance of ReSPA operations, systems, contractors</li></ul>				
<b>Key relationships</b>					
The nature of the position is such that a variety of key relationships will be required in particular with stakeholders and internal staff. Establishment of effective working relationship with external and internal stakeholders are expected. In addition, Host Country relations and customer relations are essential for the organization image and reputation					
External	<ul style="list-style-type: none"><li>• Ranges of key contacts in areas related to its functions in National (participants, representatives of ReSPA Members in its governance structures), Regional and International stakeholders (European Commission, OECD and its initiatives) are involved and interested in ReSPA Programme component thus interactions at the level of middle/senior management is expected.</li></ul>				

<sup>6</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions

	<ul style="list-style-type: none"><li>• Interactions with suppliers and contractors of corporate support services – customer services</li><li>• Cooperation with Host Country authorities</li><li>• Interactions with suppliers and contractors of professional accounting and audit services</li></ul>
Internal	<ul style="list-style-type: none"><li>• Effective coordination and cooperation with Programme managers horizontally, team work with assistants' pool and supporting services will be a significant factor</li></ul>
<b>Specific features</b>	
The position might require periodic travel to the Region or international travel and additional time for social networking activities	
<b>Person specification</b>	
Academic Background	<ul style="list-style-type: none"><li>• University degree (min 240 ETCS/ i.e. VII in one degree under pre-Bologna system) in Finance/Economy</li><li>• During the recruitment procedure additional points will be awarded to candidates with advanced Master degree (300 ETCS)</li></ul>
Professional Background	<ul style="list-style-type: none"><li>• Min 8 years of relevant professional experience</li><li>• At least 5 years experience in auditing, accountancy, financial control or management in public/private sector including management of people and budget responsibilities</li><li>• Proven project management experience</li></ul>
Tools	<ul style="list-style-type: none"><li>• Proven skills on Internet/MS Office software use and use of financial software</li></ul>
Languages	<ul style="list-style-type: none"><li>• Fluency and ability to write and communicate orally in English as ReSPA official language (Fluency in English will be tested through the selection process)</li></ul>
	<b>###</b> Mother tongue of one ReSPA Members' languages
<b>Core Competencies (3<sup>rd</sup> level)</b> Please refer to the 3 <sup>rd</sup> level competencies indicators	
<i>Delivery related</i>	<ul style="list-style-type: none"><li>• Achievement focus</li><li>• Analytical thinking</li><li>• Drafting skills</li></ul> <ul style="list-style-type: none"><li>• Managing resources</li><li>• Teamwork and team leadership</li></ul>
<i>Strategic</i>	<ul style="list-style-type: none"><li>• Strategic thinking</li></ul> <ul style="list-style-type: none"><li>• Organisational alignment</li></ul>
<i>Interpersonal</i>	<ul style="list-style-type: none"><li>• Client focus</li><li>• Diplomatic sensitivity</li></ul> <ul style="list-style-type: none"><li>• Influencing and negotiating</li></ul>

Job Title	Programme Assistant			Technical and service employees	
Location	ReSPA	City	Danilovgrad, Montenegro	Salary scale €	1000 - 1750
Reports to	Director Programme/Operation Manager	Duration	3 years, renewable once	Allowances <sup>7</sup>	<ul style="list-style-type: none"><li>Annual vacation</li><li>Contribution to health and social insurance</li></ul>
Purpose of job					
To assist in the smooth functioning of the ReSPA operations by supporting the Director, Programme/Operation Managers in the effective delivery of programme activities, meetings, seminars and other events by providing administrative, technical, logistics, reception, financial or communications support and services – as assigned by the Director					
Accountabilities, Responsibilities and Main Duties					
Accountabilities (results):	<ul style="list-style-type: none"><li>Ensuring that ReSPA delivers programme activities in efficient and effective manner through delivery of high quality organisation supports for meetings, seminars and similar events</li><li>Preparation, implementation and maintenance of appropriate documentation, records and related systems</li></ul>				
Responsibilities:	<ul style="list-style-type: none"><li>Organisational and logistical responsibility for preparing, organising, implementing and following up training seminars, conferences, networking events and other capacity building projects</li><li>Liaise with Liaison Officers in the ReSPA members' administrations</li><li>Marketing of activities, incl. mailing campaigns, input for the ReSPA website, <i>online</i> platforms and newsletter</li><li>Maintain contacts and networks with experts, participants and suppliers</li><li>Provide general support to Programme Managers and the Director on activity/project related issues</li></ul>				
Main Duties	<ul style="list-style-type: none"><li>Assist in the preparation of reports for GB and other stakeholders</li><li>Drafting (together with Programme Managers) and controlling budgets for activities and projects</li><li>Summarise participant evaluations of activities, drafting post-activity reports and reports on the impact evaluation</li><li>Establishment and maintenance of mailing lists, project and correspondence archives, etc.</li><li>Assisting in administrative and logistical aspects of project acquisition, including preparation of tenders</li><li>Maintain ReSPA documentation center and lending system and provide guidance to users of the documentation centre</li><li>Marketing and dissemination of ReSPA publications</li><li>Maintenance of content on ReSPA website and other ICT systems including Learning Support Systems and ReSPA databases and applications</li><li>Assist in the procurement of goods and services</li><li>Assist in preparation of Budgets</li><li>Reception and event organisation duties</li><li>Other duties of a similar level of responsibility as may be directed</li></ul>				
Key relationships					
The nature of the Assistants is such that a variety of key relationships will be required in particular with stakeholders and internal staff					
External	<ul style="list-style-type: none"><li>Ranges of National (participants, representatives of ReSPA Members in its governance structures, Liaison Officers), Regional and International stakeholders (European Commission, OECD, EU based Schools/Institutes for Public administration etc.) are involved and interested in ReSPA Programmes thus interactions at various levels.</li><li>Interactions with experts and contractors of professional services</li><li>Interactions with suppliers and contractors of corporate support services</li></ul>				
Internal	<ul style="list-style-type: none"><li>Coordination and team work with other Programme/Operations Managers, other Assistants and general services will be a significant factor</li></ul>				

<sup>7</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions

Specific features		
The position might require periodic travel to the Region or international travel and additional time for social networking activities		
Person specification		
Academic Background	Higher vocational education attested by a relevant diploma	
Professional Background	<ul style="list-style-type: none"><li>At least 3 years experience in a similar role in Public Administration or private sector,</li><li>Proven experience in use of systems approximate to those in use in ReSPA</li></ul>	
Tools	<ul style="list-style-type: none"><li>Proven skills on Internet/MS Office software use and use of databases</li></ul>	
Languages	<ul style="list-style-type: none"><li>Fluency and ability to write and communicate orally in English as ReSPA official language (Fluency in English will be tested through the selection process)</li></ul>	
	##➡ Mother tongue of one ReSPA Members' languages	
Core Competencies (2 <sup>nd</sup> level) Please refer to the 2 <sup>nd</sup> level competencies indicators		
Delivery related	<ul style="list-style-type: none"><li>Achievement focus</li><li>Analytical thinking</li><li>Drafting skills</li></ul>	<ul style="list-style-type: none"><li>Managing resources</li><li>Teamwork and team leadership</li></ul>
Strategic	<ul style="list-style-type: none"><li>Strategic thinking</li></ul>	<ul style="list-style-type: none"><li>Organisational alignment</li></ul>
Interpersonal	<ul style="list-style-type: none"><li>Client focus</li><li>Diplomatic sensitivity</li></ul>	<ul style="list-style-type: none"><li>Influencing and negotiating</li></ul>

Job Title	Operations - Finance Assistant			Technical and service employees	
Location	ReSPA	City	Danilovgrad, Montenegro	Salary scale €	1000 - 1750
Reports to	Director Programme/Operation Manager	Duration	3 years, renewable once	Allowances <sup>8</sup>	<ul style="list-style-type: none"><li>• Annual vacation</li><li>• Contribution to health and social insurance</li></ul>
Purpose of job					
To assist in the smooth functioning of the ReSPA operations by supporting the Director, Programme/Operation Managers in the effective delivery of programme activities, meetings, seminars and other events by providing administrative, technical, logistics, reception, financial or communications support and services – as assigned by the Director To assist in the operation of the ReSPA's finance, budgeting and book-keeping systems and procedures To provide support to the effective operation of the Budget Committee					
Accountabilities, Responsibilities and Main Duties					
Accountabilities (results):	<ul style="list-style-type: none"><li>• Ensuring that ReSPA delivers programme activities in efficient and effective manner through delivery of high quality organisation supports for meetings, seminars conferences, logistics, reception, communications and related matters</li><li>• Effective operation of the ReSPA's finance, budgeting and book-keeping systems and procedures</li><li>• Quality support to the effective operation of the Budget Committee</li></ul>				
Responsibilities:	<ul style="list-style-type: none"><li>• Assist the Operations and Programme Managers in Budget Preparation and Financial Control-related tasks including day-to-day Financial Administration, Procurement and related activities</li><li>• Preparation, implementation and maintenance of appropriate financial documentation, records and related systems</li></ul>				
Main Duties	<ul style="list-style-type: none"><li>• Preparation of annual budgets and quarterly updates</li><li>• Establishment and development of accounting and book-keeping systems and daily financial management, incl. guidelines or manuals to supplement the Financial Regulation if necessary</li><li>• Monitoring the financial situation and cash flow and recommending corrective measures where necessary</li><li>• Preparation of regular and annual financial accounts and report (for submission to the Director, the Budget Committee and the GB)</li><li>• Preparation and follow-up of audits</li><li>• Invoicing clients for activities in accordance with contractual terms</li><li>• Inventory control, incl. manage relations and purchase orders with and control deliveries by various external providers</li><li>• Administration of the accounts receivable</li><li>• Checking and payment of invoices received by ReSPA and administration of such payments</li><li>• Payment and administration of payments of salaries and allowances</li><li>• Assist with updates of institutional and financial documentation and information for tender proposals</li><li>• Assist in the procurement of goods and services</li><li>• Other duties of a similar level of responsibility as may be directed</li></ul>				
Key relationships					
The nature of the Assistants is such that a variety of key relationships will be required in particular with stakeholders and internal staff					
External	<ul style="list-style-type: none"><li>• Ranges of National (representatives of ReSPA Members in its governance structures in particular Budget Committee), Regional and International stakeholders (European Commission, OECD, EU based Schools/Institutes for Public administration etc.) are involved and interested in ReSPA Programmes.</li></ul>				

<sup>8</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions



	<div>thus interactions at various levels.</div> <div><ul style="list-style-type: none"><li>• Interactions with suppliers and contractors of corporate support services</li><li>• Interactions with suppliers and contractors of professional accounting and audit services</li></ul></div>
Internal	<div><ul style="list-style-type: none"><li>• Coordination and team work with other Assistants and general services will be a significant factor</li></ul></div>
<b>Specific features</b>	
The position might require periodic travel to the Region or international travel and additional time for social networking activities	
<b>Person specification</b>	
Academic Background	Higher vocational education in the field of accounting, finance, book-keeping or related studies attested by a relevant diploma
Professional Background	<div><ul style="list-style-type: none"><li>• At least 3 years experience in a similar role in Public Administration or private sector,</li><li>• Proven experience in use of financial systems approximate to those in use in ReSPA</li></ul></div>
Tools	<div><ul style="list-style-type: none"><li>• Proven skills on Internet/MS Office software use, use of databases</li><li>• Proven skills in financial and related software</li></ul></div>
Languages	<div><ul style="list-style-type: none"><li>• Fluency and ability to write and communicate orally in English as ReSPA official language (Fluency in English will be tested through the selection process)</li></ul></div>
	<div><div>#</div><div>Mother tongue of one ReSPA Members' languages</div></div>
<b>Core Competencies (2<sup>nd</sup> level)</b> Please refer to the 2 <sup>nd</sup> level competencies indicators	
<i>Delivery related</i>	<div><div><div><ul style="list-style-type: none"><li>• Achievement focus</li><li>• Analytical thinking</li><li>• Drafting skills</li></ul></div><div><ul style="list-style-type: none"><li>• Strategic thinking</li></ul></div></div><div><ul style="list-style-type: none"><li>• Managing resources</li><li>• Teamwork and team leadership</li></ul></div></div>
<i>Strategic</i>	<div><div><div><ul style="list-style-type: none"><li>• Strategic thinking</li></ul></div></div><div><ul style="list-style-type: none"><li>• Organisational alignment</li></ul></div></div>
<i>Interpersonal</i>	<div><div><div><ul style="list-style-type: none"><li>• Client focus</li><li>• Diplomatic sensitivity</li></ul></div></div><div><ul style="list-style-type: none"><li>• Influencing and negotiating</li></ul></div></div>

Job Title	Personal Assistant to Director			Technical and service employees	
Location	ReSPA	City	Danilovgrad, Montenegro	Salary scale €	1000 - 1750
Reports to	Director Programme/Operation Manager	Duration	3 years, renewable once	Allowances <sup>9</sup>	<ul style="list-style-type: none"><li>Contribution to health and social insurance</li><li>Annual vacation</li></ul>
Purpose of job					
To assist in the smooth functioning of the ReSPA operations by supporting the Director, Programme/Operation Managers in the effective delivery of programme activities, meetings, seminars and other events by providing administrative, technical, logistics, reception, financial or communications support and services – as assigned by the Director					
To ensure quality Provide support to the Director in the effective discharge of his duties					
Provide support to Governing board and other high level governance committees					
Accountabilities, Responsibilities and Main Duties					
Accountabilities (results):	<ul style="list-style-type: none"><li>Ensuring that ReSPA delivers programme activities in efficient and effective manner through delivery of high quality organisation supports for meetings, seminars conferences, logistics, reception, communications and related matters</li><li>Preparation, implementation and maintenance of appropriate documentation, records and related systems</li><li>Provide support to the Director in the effective discharge of his duties,</li><li>Provide support to GB and high-level governance committees</li></ul>				
Responsibilities:	<ul style="list-style-type: none"><li>Perform the duties of a personal assistant to the Director</li><li>Support the efficient operation of the Governing Board and other high level bodies</li><li>Assist in certain organisational support activities</li></ul>				
Main Duties	<ul style="list-style-type: none"><li>Establish/update/follow-up on Directors contact portfolio</li><li>Pro-actively manage Director's agenda</li><li>Draft minutes of meetings and maintain official meeting records including Governing board meetings</li><li>Deliver internet research on legal documents, stakeholders, potential clients and partners, etc., and draft certain correspondence, internal reports and presentations, ensure language checking when necessary etc.</li><li>Prepare dossiers for meetings and travel missions</li><li>Establish and maintain both hard-copy and electronic files for correspondence and archive</li><li>Various other ad hoc general administrative or logistical tasks</li><li>Establish and maintain an institutional calendar</li><li>Maintenance of confidential documents including personnel records</li></ul>				
Key relationships					
The nature of the Assistants is such that a variety of key relationships will be required in particular with stakeholders and internal staff. Interactions with suppliers and contractors of certain goods and services appropriate to function					
External	<ul style="list-style-type: none"><li>Ranges of National (representatives of ReSPA Members in its governance structures in particular Governing board, Liaison officers and subsidiary bodies), Regional and International stakeholders (European Commission, OECD, EU based Schools/Institutes for Public administration etc.) are involved and interested in ReSPA Programmes, thus interactions at various levels including high ranked officials from ReSPA Members</li><li>Interactions with experts and contractors of professional services and Host Country authorities</li></ul>				
Internal	<ul style="list-style-type: none"><li>Coordination and team work with Programme/Operations Managers and Assistants and general services will be a significant factor</li></ul>				

<sup>9</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions

	<ul style="list-style-type: none"><li>Coordination and cooperation across the Organisation</li></ul>	
Specific features		
The position might require periodic travel to the Region or international travel and additional time for social networking activities		
Person specification		
Academic Background	Higher vocational education attested by a relevant diploma in the field of administrative, secretarial or related studies attested by a relevant diploma	
Professional Background	<ul style="list-style-type: none"><li>At least 3 years experience proven experience in personal assistant role to a Director level position</li></ul>	
Tools	<ul style="list-style-type: none"><li>Proven skills on Internet/MS Office software use and use of databases</li><li>Proven skills in calendar maintenance software</li></ul>	
Languages	<ul style="list-style-type: none"><li>Fluency and ability to write and communicate orally in English as ReSPA official language (Fluency in English will be tested through the selection process)</li></ul>	
	####	Mother tongue of one ReSPA Members' languages
Core Competencies (2 <sup>nd</sup> level) Please refer to the 2 <sup>nd</sup> level competencies indicators		
Delivery related	<ul style="list-style-type: none"><li>Achievement focus</li><li>Analytical thinking</li><li>Drafting skills</li></ul>	<ul style="list-style-type: none"><li>Managing resources</li><li>Teamwork and team leadership</li></ul>
Strategic	<ul style="list-style-type: none"><li>Strategic thinking</li></ul>	<ul style="list-style-type: none"><li>Organisational alignment</li></ul>
Interpersonal	<ul style="list-style-type: none"><li>Client focus</li><li>Diplomatic sensitivity</li></ul>	<ul style="list-style-type: none"><li>Influencing and negotiating</li></ul>

Job Title	IT, technical and operations Assistant			Technical and service employees	
Location	ReSPA	City	Danilovgrad, Montenegro	Salary scale €	1000 - 1750
Reports to	Director Programme/Operation Manager	Duration	3 years, renewable once	Allowances <sup>10</sup>	<ul style="list-style-type: none"><li>• Contribution to health and social insurance</li><li>• Annual vacation</li></ul>
Purpose of job					
To assist in the smooth functioning of the ReSPA operations by supporting the Director, Programme/Operation Managers in the effective delivery of programme activities, meetings, seminars and other events by providing administrative, technical, logistics, reception, financial or communications support and services – as assigned by the Director					
To provide operational support in the areas of Information and Communication technologies and operational support for organisation of different events in terms of electronic, interpretation, sound and projection systems and ensure maintenance and administration of ReSPA website, databases and <i>online</i> platforms					
Accountabilities, Responsibilities and Main Duties					
Accountabilities (results):	<ul style="list-style-type: none"><li>• Ensuring that ReSPA delivers programme activities in efficient and effective manner through delivery of high quality organisation supports for meetings, seminars conferences, logistics, reception, communications and related matters</li><li>• High quality supports in the areas of Information and Communication technologies</li><li>• High quality support for seminars and conferences in terms of electronic, interpretation, sound and projection systems</li><li>• High quality support in the installation, maintenance and repair of other office equipment</li></ul>				
Responsibilities:	<ul style="list-style-type: none"><li>• Organisational and logistical responsibility for preparing, organising, implementing and following up training seminars, conferences, networking events and other capacity building projects</li><li>• Deliver operational support for ICT, AV and other technical systems</li><li>• Assist in certain organisational support activities</li></ul>				
Main Duties	<ul style="list-style-type: none"><li>• Ensure the operational functionality of computer, technical and administrative applications and check that systems function properly.</li><li>• Manage applications used &amp; check their status daily.</li><li>• Ensure and regularly update anti-virus protection programmes</li><li>• Arrange daily and monthly back-ups of data in various systems</li><li>• Manage user accounts.</li><li>• Provide IT, telephone and equipment support for users.</li><li>• Provide basic training for staff in the use of applications.</li><li>• Maintain and update relevant directories and databases</li><li>• Manage the ReSPA web site and ensure that it is regularly updated.</li><li>• Maintain online learning support systems and databases</li><li>• Install, maintain and repair other office and telephone equipment</li><li>• Assist in specification &amp; procurement of equipment &amp; systems related to function and suggest technical improvements to systems.</li><li>• Plan, source, co-ordinate and oversee maintenance work carried out by external contractors and suppliers</li><li>• Other duties of a similar level of responsibility as may be directed from time to time</li></ul>				
Key relationships					
The nature of the Assistants is such that a variety of key relationships will be required in particular with stakeholders and internal staff					
Interactions with suppliers and contractors of certain goods and services appropriate to function					

<sup>10</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions

External	<ul style="list-style-type: none"><li>• Ranges of National, Regional and International stakeholders are involved and interested in ReSPA Programmes thus interactions at various levels, in particular through the database and <i>online</i> platform ('moodle')</li><li>• Interactions with experts, contractors and suppliers of professional and support services</li></ul>		
Internal	<ul style="list-style-type: none"><li>• Coordination and team work across the Organisation</li></ul>		
<b>Specific features</b>			
The position might require periodic travel to the Region or international travel and additional time for social networking activities			
<b>Person specification</b>			
Academic Background	Higher vocational education preferably within the field of ICT or related studies attested by a relevant diploma		
Professional Background	<ul style="list-style-type: none"><li>• At least 3 years experience proven experience in ICT support role</li><li>• Experience in installing/maintaining office and other equipment related to function</li></ul>		
Tools	<ul style="list-style-type: none"><li>• Proven skills in ICT networking, web and other ICT support systems</li></ul>		
Languages	<ul style="list-style-type: none"><li>• Fluency and ability to write and communicate orally in English as ReSPA official language (Fluency in English will be tested through the selection process)</li></ul>		
	<p>####</p> <p>Mother tongue of one ReSPA Members' languages</p>		
<b>Core Competencies (2<sup>nd</sup> level)</b> Please refer to the 2 <sup>nd</sup> level competencies indicators			
<i>Delivery related</i>	<table><tr><td><ul style="list-style-type: none"><li>• Achievement focus</li><li>• Analytical thinking</li><li>• Drafting skills</li></ul></td><td><ul style="list-style-type: none"><li>• Managing resources</li><li>• Teamwork and team leadership</li></ul></td></tr></table>	<ul style="list-style-type: none"><li>• Achievement focus</li><li>• Analytical thinking</li><li>• Drafting skills</li></ul>	<ul style="list-style-type: none"><li>• Managing resources</li><li>• Teamwork and team leadership</li></ul>
<ul style="list-style-type: none"><li>• Achievement focus</li><li>• Analytical thinking</li><li>• Drafting skills</li></ul>	<ul style="list-style-type: none"><li>• Managing resources</li><li>• Teamwork and team leadership</li></ul>		
<i>Strategic</i>	<table><tr><td><ul style="list-style-type: none"><li>• Strategic thinking</li></ul></td><td><ul style="list-style-type: none"><li>• Organisational alignment</li></ul></td></tr></table>	<ul style="list-style-type: none"><li>• Strategic thinking</li></ul>	<ul style="list-style-type: none"><li>• Organisational alignment</li></ul>
<ul style="list-style-type: none"><li>• Strategic thinking</li></ul>	<ul style="list-style-type: none"><li>• Organisational alignment</li></ul>		
<i>Interpersonal</i>	<table><tr><td><ul style="list-style-type: none"><li>• Client focus</li><li>• Diplomatic sensitivity</li></ul></td><td><ul style="list-style-type: none"><li>• Influencing and negotiating</li></ul></td></tr></table>	<ul style="list-style-type: none"><li>• Client focus</li><li>• Diplomatic sensitivity</li></ul>	<ul style="list-style-type: none"><li>• Influencing and negotiating</li></ul>
<ul style="list-style-type: none"><li>• Client focus</li><li>• Diplomatic sensitivity</li></ul>	<ul style="list-style-type: none"><li>• Influencing and negotiating</li></ul>		

Job Title		General services/driver		Technical and service employees	
Location	ReSPA	City	Danilovgrad, Montenegro	Salary scale €	1000
Reports to	Director Programme/Operation Manager	Duration	3 years, renewable once	Allowances <sup>11</sup>	<ul style="list-style-type: none"><li>Contribution to health insurance</li><li>Annual vacation</li></ul>
Purpose of job					
To assist in the smooth functioning of the ReSPA operations by supporting the Director, Programme/Operation Managers in the effective delivery of programme activities, meetings, seminars and other events by providing administrative, technical, logistics, reception, financial or communications support and services – as assigned by the Director					
Accountabilities, Responsibilities and Main Duties					
Accountabilities (results):	<ul style="list-style-type: none"><li>Ensuring that ReSPA delivers programme activities in efficient and effective manner through delivery of high quality organisation supports for meetings, seminars conferences, logistics, reception, communications and related matters</li></ul>				
Responsibilities:	<ul style="list-style-type: none"><li>Organisational and logistical responsibility for preparing, organising, implementing and following up training seminars, conferences, networking events and other capacity building projects</li></ul>				
Main Duties	<ul style="list-style-type: none"><li>Arranging offices and training rooms for upcoming activities</li><li>Photocopying/preparation of electronically stored training materials for training/conference activities</li><li>Ad hoc requests for assistance at activities (e.g. photo-copying of materials, preparation of binders, etc.)</li><li>Reception cover and occasional assistance to guests, external experts and visitors to ReSPA</li><li>Maintaining and accounting for stock of office supplies</li><li>Occasional assistance in the input of data to ReSPA financial systems</li><li>Minor repair works in offices, training rooms and campus facilities</li><li>Transport of participants, external experts and ReSPA staff to/from airport and meetings within Montenegro</li><li>Ensuring ReSPA vehicles are maintained to a high standard</li><li>Driving the Director to meetings and other related duties</li><li>Assisting in the maintenance of ReSPA grounds</li><li>Other duties of a similar level of responsibility as may be directed from time to time</li></ul>				
Key relationships					
The nature of this position is such that a variety of relationships will be required in particular with visitors and internal staff					
External	<ul style="list-style-type: none"><li>Ranges of National, Regional and International stakeholders are involved and interested in ReSPA Programmes thus interactions at various levels, in particular Interactions with visitors</li><li>Interactions with suppliers of general office supplies and items required for maintenance duties and support services</li></ul>				
Internal	Coordination and team work with Director, Programme/Operation Managers and Assistants, Alignment and cooperation with ReSPA operations is of some relevance				
Specific features					
The position might require periodic travel to the Region or international travel and additional time for social networking activities					
Person specification					
Academic	<ul style="list-style-type: none"><li>High school education attested by a relevant diploma</li></ul>				

<sup>11</sup> Subject to eligibility as prescribed in the Staff Regulation and implementing decisions

Background	<ul style="list-style-type: none"><li>▪ Craft education will be an asset</li></ul>		
Professional Background	<ul style="list-style-type: none"><li>• At least 3 years experience in a similar role</li><li>• Valid driving licence for 7+ years</li><li>• Experience of driving other people</li><li>• Proven experience of working unsocial hours and general flexibility along with experience working in a multi-cultural environment</li><li>• Some experience of facilities and office maintenance would be an advantage</li></ul>		
Tools	<ul style="list-style-type: none"><li>• Proven skills in use of office and minor maintenance equipment</li></ul>		
Languages	<ul style="list-style-type: none"><li>• Fluency and ability to write and communicate orally in English as ReSPA official language (Fluency in English will be tested through the selection process)</li></ul>		
	#### Mother tongue of one ReSPA Members' languages		
Core Competencies (1 <sup>st</sup> level) Please refer to the 1 <sup>st</sup> level competencies indicators			
Delivery related	<ul style="list-style-type: none"><li>• Achievement focus</li><li>• Analytical thinking</li><li>• Drafting skills</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>Managing resources</li><li>Teamwork and team leadership</li></ul>
Strategic	<ul style="list-style-type: none"><li>• Strategic thinking</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>Organisational alignment</li></ul>
Interpersonal	<ul style="list-style-type: none"><li>• Client focus</li><li>• Diplomatic sensitivity</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>Influencing and negotiating</li></ul>

#### IV Final and transitional provisions

- a. Existing Organisational structure of ReSPA (Resolution N° GB-M/05-2010) shall be replaced by this Annex by 31<sup>st</sup> October 2014<sup>1</sup>.
- b. Appointment letters and employee contracts that are not expiring by the date set above shall be adjusted accordingly to the Article 15(2) Staff Regulations and to the Decision on staffing<sup>2</sup>.
- c. Governing board notification on termination of an appointment for those posts that are terminated by this Annex shall be given three months in advance<sup>3</sup>.
- d. This Annex of the Staff Regulation shall enter into force on the date of its adoption

---

<sup>1</sup> October 31<sup>st</sup> has been suggested as it is the earliest possible date to recruit the new staff through public competition but also due to the fact that the most of the Appointment letters and employment contracts will expire by the end of October, 2014.

<sup>2</sup> *"Other than matters governed by the Staff Regulations, the individual terms and conditions set out in the Letter of Appointment shall not be changed except by a written amendment to the Letter of Appointment agreed to by the parties"*, Article 15(2) Staff Regulation

<sup>3</sup> *"The appointment of a staff member may be terminated prior to its expiration date by the Governing Board ...if the needs of ReSPA require abolition of the post"* Article 26(b) Staff Regulation. *"In case of abolition of post or termination on grounds of incapacity 3 months notice of termination of appointment shall be given"*, Article 26(2) Staff Regulation



# RESPA CORE COMPETENCIES

The ReSPA Competency framework comprises **core competencies** which are presented in three clusters as shown below. The **purple** cluster groups the delivery related competencies, the **blue** has interpersonal competencies and **green** relates to strategic competencies.



## WHAT ARE CORE COMPETENCIES?

**Core Competencies** can be defined as personal attributes or underlining characteristics, which combined with technical or professional skills, enable the delivery of a role/job. Competencies state the expected areas and levels of performance, tell us what is valued and rewarded.

Other factors such as personal values, motivation and type of work also play their part in job performance that are likely to feature in discussions between staff and managers.

The Core Competencies do not define our technical roles and accountabilities, nor does it include the technical skills necessary to do our jobs. These will be developed in relation to specialised roles such as legal, IT, etc. However the generic “core” competencies apply to all roles as they provide an indication of the personal attributes or underlining characteristics.

Thus, whilst it might appear on first reading that a specific competency e.g. ‘Strategic Networking’ may not apply to a certain ReSPA grade e.g. ‘General Services’ – the indicators give a better picture:-  
Actively nurtures existing both formal and informal contacts to facilitate the progress of work by proactively sharing information, best practices and respective interests and areas of expertise.  
Identifies current or past contacts that can provide work-related information or assistance.  
Fosters two-way trust in dealing with contacts (e.g. maintains confidentiality regarding sensitive information)

The RESPA Core Competencies are an outline designed to be consistent across the ReSPA and helps identify the types of behaviours the ReSPA wishes to promote, develop and is keen to engender.

Each of the core competencies has the following components:

- **Competency definition** - explains what the core competency means. For example: Influencing is described as - *an intention to convince others in an honest, respectful and sensitive manner in order to get them to go along with one's objectives, or the desire to have a specific impact or effect on others.*
- **Behavioural indicators** - are examples that indicate how an individual can demonstrate that competency. Behaviour indicators are designed to show what effective performance looks like. All indicators are not always all applicable to a job role.
- **Competency levels** - each competency also has four levels\*, attached to the current grading structure for a matter of clarity - which make using the behavioural indicators simple.

The levels allow us to be quite specific in determining what is required for a given role or situation, allowing us to clearly focus our discussions and development efforts for the greatest improvement in performance.

Competency Level/Indicator	ReSPA Grade level
3	Programme Manager
2	Programme Assistant
1	General Services
NOTE: *core competencies may have combined levels & indicators if appropriate	

The following pages set out all fifteen of the competencies and the behaviours expected at each level.

**Title:** Analytical Thinking

**Description:** *Analytical Thinking* is the ability to identify patterns between situations that are not obviously related and to identify key or underlying issues in complex situations.

Levels	Key
4	<ul style="list-style-type: none"><li>• Is sought by others for advice and solutions to make best interpretation and usage of information</li><li>• Discerns the level of importance to apply in each aspect of the analysis in relation to the broader context.</li></ul>
3	<ul style="list-style-type: none"><li>• Develops conceptual frameworks that guide analysis</li><li>• Draws sound conclusions based upon a mixture of analysis and experience.</li><li>• Independently engages in tasks requiring interpretation of complex and often vague sets of information.</li><li>• Identifies gaps in information and makes assumptions in order to continue the analysis and/or take action.</li><li>• Seeks for a wide range of sources of information.</li></ul>
2	<ul style="list-style-type: none"><li>• Identifies critical connections and patterns in information/data.</li><li>• Analyses soundly verbal and numerical data</li><li>• Recognises causes and consequences of actions and events that are not readily apparent.</li><li>• Anticipates and thinks ahead about next steps.</li></ul>
1	<ul style="list-style-type: none"><li>• Distinguishes between critical and irrelevant pieces of information.</li><li>• Gathers input / information from a few different sources to reach a conclusion.</li></ul>

**Title:** Flexible Thinking

**Description:** *Flexible Thinking* involves the ability to adapt to a variety of situations, individuals or groups effectively. It is based on the ability to understand and appreciate different and opposing perspectives on an issue, to adapt an approach as the requirements of a situation change, and to change or easily accept changes in one's own organisation or job requirements.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Is intellectually agile in response to challenges of internal and external environments;</li><li>• Solicits ideas and responds positively to those from staff, committees and stakeholders.</li></ul>
3	<ul style="list-style-type: none"><li>• Contributes to shaping business practices and policies</li><li>• Shares new ideas and perspectives to adjust business strategies</li><li>• Encourages others to see the positive outcome of doing things differently</li><li>• Seeks for best practices inside and outside the ReSPA to anticipate change</li><li>• Stays open-minded and encourages others to bring new perspectives.</li></ul>
2	<ul style="list-style-type: none"><li>• Anticipates having to adapt work methods to changing technology and environment</li><li>• Considers problems from all new perspectives and can expand on the thinking or solutions proposed by others.</li><li>• Adapts to new ideas and initiatives relevant to own area of work</li><li>• Understands and promotes the ReSPA's business needs and policies for introducing change</li></ul>
1	<ul style="list-style-type: none"><li>• Proposes ways to do things differently.</li><li>• Understands and recognizes the value of other points of view and ways of doing things.</li><li>• Displays a positive attitude in the face of ambiguity and change.</li></ul>

**Title:** Managing Resources

**Description:** *Managing resources* is about understanding human, financial, and operational resource issues to make decisions aimed at building efficient project workflows and planning and overall organizational performance.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Set and redefines priorities and reorganizes staff to increase the response capacity to internal and external demands.</li><li>• Evaluates financial impacts of decisions and develops strategies to address financial resource issues.</li><li>• Advises and/or develops practical solutions to address resource issues that impact on the effectiveness of a team/project/ work and the work to be delivered.</li></ul>
3	<ul style="list-style-type: none"><li>• Allocates and controls financial resources within own area consistent with goals, priorities and budget.</li><li>• Organises people and activities, separates and combines tasks into an efficient work flow to deliver project outputs according to clear timeframe.</li><li>• Allocates and controls resources within own area of responsibility / scope of assignment.</li><li>• Identifies needs for resources to effectively support current initiatives, services and offerings.</li><li>• Manages assignments delivery process and deadlines.</li></ul>
2	<ul style="list-style-type: none"><li>• Manages the allocation of resources in relation to business needs</li><li>• Manages the work plan, sets timelines, sets milestones and involves stakeholders to deliver on time</li><li>• Provides advice on procedures and the use of financial resources</li></ul>
1	<ul style="list-style-type: none"><li>• Organises the use of resources to meet expectations and identifies difficulties</li><li>• Plans, coordinates and manages internal and external resources to accomplish assignments within the given deadlines.</li></ul>

**Title:** Teamwork and Team Leadership

**Description:** *Teamwork and Team Leadership* implies working cooperatively with others, be a part of a team, and assume the role of leader of a team. In RESPA, people work not only with their own teams but also with teams and groups across and outside of the ReSPA. Therefore they need to work effectively together with interdependent goals, common values and norms to foster a collaborative environment and drive teams in the same direction.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Makes team assignments within ReSPA to facilitate horizontal work</li><li>• Delegates authority to match responsibility, and holds staff accountable for agreed upon commitments.</li><li>• Appropriately involves others in decisions and plans that affect them</li><li>• Promotes group morale and productivity by being clear about output expectations</li><li>• Sees arising conflict and takes action</li><li>• Provides clear direction and priorities to teams</li></ul>
3	<ul style="list-style-type: none"><li>• Delegates responsibility to individuals to make them accountable for successful execution</li><li>• Organises teamwork to encourage cooperation and bring together complementary skills/expertise</li><li>• Credits individual contributions/acknowledges team accomplishments</li><li>• Facilitates the discussion and resolution of conflicts or disagreement</li><li>• Encourages and values teams' input</li><li>• Assumes accountability for work delegated to others (peers, team members, experts, etc.)</li><li>• Seeks to work with teams with complementary skills/expertise</li><li>• Encourage people with opposing viewpoints to express their concerns</li><li>• Resolves conflict among team members sensitively and fairly</li></ul>
2	<ul style="list-style-type: none"><li>• Supports others in taking independent action</li><li>• Resolves issues that occur with minimal direction</li><li>• Invites and builds upon the ideas of others</li><li>• Assumes additional responsibilities to facilitate the achievement of team goals</li></ul>
1	<ul style="list-style-type: none"><li>• Initiates collaboration with others and spontaneously assists others in the delivery of their work.</li><li>• Shares all relevant information with others and seeks for others' input.</li><li>• Expresses own opinion while remaining factual and respectful</li></ul>

**Title:** Drafting Skills

**Description:** *Drafting Skills* are based on the ability to communicate respectfully ideas and information (often very technical) in writing to ensure that information and messages are understood and have the desired impact.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Handles strategic written communication for the ReSPA</li><li>• Reviews complex and/or sensitive work carried out identifying the impact for the ReSPA</li></ul>
3	<ul style="list-style-type: none"><li>• Transforms technical information to engage a non-specialist audience</li><li>• Tailors the communication to the reader and to the context to positively influence policies, reforms, and directions.</li><li>• Edits work delegated to others</li><li>• Writes on complex and highly specialised issues</li><li>• Conveys critical nuances and qualifiers to facilitate complete understanding of the material.</li></ul>
2	<ul style="list-style-type: none"><li>• Writes information in a logical and comprehensive, yet concise manner.</li><li>• Combines information from various sources in a concise and consistent manner</li><li>• Makes sound use of graphics, tables, to effectively present numerical data</li></ul>
1	<ul style="list-style-type: none"><li>• Tailors communication (e.g. content, style and medium) to diverse audiences.</li><li>• Writes and presents factual material clearly</li></ul>

**Title:** Achievement focus

**Description:** *Achievement focus* is generating results by assuming responsibility for one's performance and the correctness of one's interventions, recognising opportunities and acting efficiently, at the appropriate moment and within the given deadlines.

Levels	Key Indicators
5	<ul style="list-style-type: none"><li>• Assesses group performance against goals and identifies areas for improvement.</li><li>• Translates business opportunities into concrete measures that are beneficial for the ReSPA</li><li>• Dares to take calculated risks in order to let the business develop positively</li></ul>
3	<ul style="list-style-type: none"><li>• Sets challenging goals for his/her area of responsibility in relation to business opportunities</li><li>• Measures the risks involved while taking a course of action</li><li>• Engage in action at the right time and to achieve results.</li><li>• Identifies needed adjustments in own area of responsibility and sets priorities accordingly</li><li>• Considers the implication of proposed course of actions</li><li>• Takes new initiatives aiming at improving team performance</li></ul>
2	<ul style="list-style-type: none"><li>• Demonstrates ability of challenging existing ways of doing to be more effective</li><li>• Contributes to improvements in work methods and outcomes and team performance.</li><li>• Generate results by acting in a focused way and within the deadlines, and find ways to go around obstacles with minimum guidance</li><li>• Makes efforts to optimise process workflows efficiency using technology</li></ul>
1	<ul style="list-style-type: none"><li>• Defines ambitious, but realistic, personal goals</li><li>• Works to meet high quality and performance standards.</li><li>• Promptly and efficiently completes work assignments.</li></ul>



**Title:** Client/Stakeholder Focus

**Description:** *Client/Stakeholder Focus* is based on the ability to understand internal/external clients and stakeholders (e.g. Committees, Networks, country representatives, etc.,) needs and concerns in the short to long-term and to provide sound recommendations/solutions

Levels	Key Indicators
4	<ul style="list-style-type: none"> <li>Builds stakeholders confidence using own personal reputation in the international community and expertise.</li> <li>Knows when it is appropriate to push stakeholders/clients to consider difficult issues and acts accordingly.</li> <li>Determines strategic direction and long-term opportunities to best meet evolving needs.</li> <li>Monitors, evaluates and, as needed, renews the service model and service standards.</li> </ul>
4	<ul style="list-style-type: none"> <li>Acts as a seasoned advisor, providing independent opinions on complex problems and novel initiatives, and assists with handling priority issues.</li> <li>Gives the client constructive feedback about issues/problems encountered</li> <li>Advocates on behalf of clients/stakeholders to more senior management, identifying approaches that meet clients/stakeholders' needs as well as those of the ReSPA.</li> </ul>
3	<ul style="list-style-type: none"> <li>Pulls together aspects of a trend or policy into a clear picture for others to understand</li> <li>Looks for ways to add value beyond clients/stakeholders' immediate requests and act on them.</li> <li>Anticipates clients/stakeholders' upcoming needs and concerns.</li> <li>Explores and addresses the long-term client needs.</li> </ul>
2	<ul style="list-style-type: none"> <li>Follows up with clients/stakeholders during and after delivery of services to ensure that their needs have been met.</li> <li>Keeps clients/stakeholders up-to-date on the progress of the service they are receiving and changes that affect them.</li> <li>Ensures service is provided to clients/stakeholders during critical periods.</li> <li>Prioritises clients/stakeholders' issues and address them accordingly</li> </ul>
1	<ul style="list-style-type: none"> <li>Responds to and anticipates client needs in a timely, professional, helpful and courteous manner, regardless of client attitude.</li> <li>Clearly shows clients/stakeholders that their perspectives are valued.</li> <li>Strives to consistently meet service standards.</li> </ul>

**Title:** Influencing

**Description:** *Influencing* implies an intention to convince others in an honest, respectful and sensitive manner in order to get them to go along with one's objectives, or the desire to have a specific impact or effect on others.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Handles strategic communication issues for the ReSPA in highly exposed situations</li><li>• Handles difficult on-the-spot questions (e.g. from senior staff, public officials, interest groups, or the media).</li><li>• Anticipates and builds on others' reactions to keep momentum and support for an approach.</li><li>• Uses experts or other third parties to influence (e.g. takes multiple different actions to make staged arguments, assembles political coalitions, building "behind-the-scenes" support for ideas).</li><li>• Takes a well thought-out impactful action to win the point or reach an agreement.</li></ul>
3	<ul style="list-style-type: none"><li>• Communicates complex issues clearly and credibly with widely varied audiences.</li><li>• Scans the environment for key information and messages to form the development of communication strategies</li><li>• Uses situations (e.g. the setting, persons present, sequence of events) to create a desired impact and to maximise the chances of a favourable outcome.</li><li>• Uses compelling argumentation to convey its conclusions and ideas</li><li>• Understands others' complex or underlying needs, motivations, emotions or concerns and adjusts communication effectively.</li></ul>
2	<ul style="list-style-type: none"><li>• Persuades by using concrete examples to make a point.</li><li>• Recalls others' main points and takes them into account in own communication.</li><li>• Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.</li></ul>
1	<ul style="list-style-type: none"><li>• Checks own understanding of others' communication (e.g. paraphrases, asks questions).</li><li>• Maintains continuous, open and consistent communication with others.</li><li>• Builds on successful initiatives to gain support for ideas.</li><li>• Adapts arguments to others' needs/interests.</li></ul>

**Title:** Diplomatic Sensitivity

**Description:** *Diplomatic Sensitivity* implies understanding other people. It includes the ability to hear accurately and understand unspoken, partly expressed thoughts, feelings and concerns of others. Included in this competency is an emphasis on cross cultural sensitivity. Proficiency in *Diplomatic Sensitivity* requires the ability to keep one's emotions under control and restrain negative actions when faced with opposition or hostility from others or when working under stress.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Makes one's case, especially when dealing with the highest level of government officials, with tact</li><li>• Knows when to draw a firm line and when to accommodate.</li><li>• Accurately hears and understands the unspoken thoughts or feelings of others and acts purposefully</li></ul>
3	<ul style="list-style-type: none"><li>• Identifies and responds to underlying attitudes or behaviour patterns such as cultural norms or personality differences.</li><li>• Phrases ideas in a way that avoids negative reactions (internally as well as externally).</li><li>• Reacts purposefully to frustrations</li><li>• Maintains objectivity when one's own positions or opinions are challenged by peers or stakeholders.</li><li>• Encourages others to contribute by overcoming cultural barriers and background differences</li><li>• Remains objective when facing criticism</li></ul>
1/2	<ul style="list-style-type: none"><li>• Listens actively, considers people's concerns and adjusts own behaviour in a helpful manner, understands the reason behind, or motivation for someone's actions.</li><li>• Is attentive when doing projects, assignments or interacting with people from different countries and backgrounds</li><li>• Expresses negative feelings constructively</li></ul>

**Title:** Organisational Knowledge

**Description:** *Organisational Knowledge* is the ability to understand the power relationships within ReSPA and with other organisations. It includes the ability to understand the formal rules and structures including the ability to identify who the real decision makers are as well as the individuals who can influence them.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Uses knowledge of corporate politics to handle complex situations effectively and with discretion.</li><li>• Understands the nature and limits of related ReSPAs and government agencies, and uses that knowledge to influence and lead.</li><li>• Takes ownership of compliance/ethic/other issues in order to protect the ReSPA's reputation and respect its obligations.</li><li>• Based on knowledge of the ReSPA's governance, rules, structures and people recognises the opportune time for action, having positioned all key elements to maximise the probability of success.</li></ul>
3	<ul style="list-style-type: none"><li>• Manages compliance/ethical/other issues to protect the ReSPA's reputation and respect its obligations.</li><li>• Anticipates outcomes based on an understanding of organisational decision making bodies and power relationships.</li><li>• Promotes and encourages others to keep up to date with the ReSPA's rules, structures, decision making bodies, networks, power relationships and environment</li></ul>
2	<ul style="list-style-type: none"><li>• Seeks to understand and raises awareness of the ReSPA's decision making bodies and power relationships.</li><li>• Shares knowledge about and encourages others to keep up to date with the ReSPA's rules, structures, networks, systems and environment.</li><li>• Recognises what is and is not acceptable / possible at certain times given the organisational rules, structures, decision making bodies, power relationships, code of conduct, values.</li><li>• Raises compliance/ethic/other issues to protect the ReSPA's reputation and obligations.</li></ul>
1	<ul style="list-style-type: none"><li>• Demonstrates understanding of the general environment in which the ReSPA operates.</li><li>• Understands and uses the ReSPA's structures, rules and networks.</li><li>• Knows and respects the ReSPA's code of conduct and values.</li></ul>

**Title:** Negotiating

**Description:** *Negotiating* involves the ability to work toward win-win outcomes. As its lower levels, this competency assumes an understanding of one's counterparts and how to respond them during discussions, meetings and negotiations. At the higher levels, the competency reflects a focus to achieve valued-added results.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Constructively works towards a win-win solution during negotiations.</li><li>• Explores creative solution with others to overcome antagonism and to develop partnership</li><li>• Successfully leads negotiations with strong impact on his entity</li><li>• Demonstrates more than one preferred negotiating style (competing, cooperative, avoiding, compromise, accommodating and adapts according to the counterpart and context</li><li>• Demonstrates an ability to step back when necessary from the negotiation process while staying focused on the objective</li></ul>
3	<ul style="list-style-type: none"><li>• Prepares and effectively runs negotiating meetings to achieve a specific objective</li><li>• Negotiates in a constructive manner when tackling difficult issues.</li><li>• Makes realistic compromises during negotiations.</li><li>• Maintains an objective non-emotional distance from the interpersonal conflicts or arguments that arise during negotiations</li><li>• Focuses on achieving value-added results during negotiations</li><li>• Identifies minimal or ideal conditions of the others during negotiations.</li><li>• Negotiates based on first hand observations and information collected from both sides avoiding using hearsay or personal opinions.</li></ul>
1 / 2	<ul style="list-style-type: none"><li>• Identifies main negotiating points of a given issue and engages in negotiation.</li><li>• Listens to differing points of view and promotes mutual understanding.</li></ul>

**Title:** Strategic Networking

**Description:** *Strategic Networking* involves working to build and maintain friendly, trustworthy, open internal and external relationships or networks of contacts with people who are or might become important actors in *achieving strategic* related goals.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Manages relationships among key outside organisations and government entities to create long-range opportunities</li><li>• Utilises established network of relationships to seek information of strategic importance and to seek a position of influence in key forums.</li></ul>
4	<ul style="list-style-type: none"><li>• Actively and continuously expands own network to meet strategic goals.</li><li>• Identifies and creates opportunities to initiate new partnerships that will facilitate the achievement of strategic goals.</li><li>• Evaluates current network for effectiveness and relevance to achieving strategic objectives within own area.</li><li>• Identifies and creates opportunities to initiate new connections that will facilitate the achievement of strategic goals within own area.</li></ul>
1/2	<ul style="list-style-type: none"><li>• Actively nurtures existing both formal and informal contacts to facilitate the progress of work by proactively sharing information, best practices and respective interests and areas of expertise.</li><li>• Identifies current or past contacts that can provide work-related information or assistance.</li><li>• Fosters two-way trust in dealing with contacts (e.g. maintains confidentiality regarding sensitive information).</li></ul>

**Title:** Strategic Thinking

**Description:** *Strategic Thinking* is the ability to develop a broad, big-picture view of the ReSPA and its mission. Competitive advantages and threats, industry trends, emerging technology, market opportunities, stakeholder focus – strategic thinking is where it all comes together. Strategic thinking keeps individuals and groups focused and helps decide where to invest critical resources. It includes the ability to link long-range visions and concepts to daily work.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Understanding the position of the RESPA in the larger world context; conveys a thorough understanding of the Organisations strengths, weaknesses, opportunities and threats; identifies competitive differentiators</li><li>• Considers the bigger picture while setting priorities and the way forward</li></ul>
3	<ul style="list-style-type: none"><li>• Identifies and considers emerging business opportunities and risks when articulating new options and recommendations</li><li>• Maintains a broad, strategic perspective while identifying and focusing on crucial details.</li><li>• Demonstrates awareness of the impact of own work on aspects of ReSPA strategy and the impact of organisational strategy on own work.</li><li>• Identifies implications of own analysis (e.g. potential impact on certain stakeholders).</li></ul>
1/2	<ul style="list-style-type: none"><li>• Identifies new information or data to key decision makers or stakeholders to support their understanding and decisions</li></ul>

**Title:** Developing Talent

**Description:** *Developing Talent* means fostering an environment that will encourage professional and personal growth and the transfer of knowledge to future talent.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Delegates authority and responsibility with the latitude to do a task in their own way and encourages others to take the lead and learn new skills</li><li>• Promotes sharing of expertise and supports learning opportunities across the ReSPA</li><li>• Develops a common understanding and is transparent about staff potential to take over new responsibilities</li><li>• Sets an example for staff development in the ReSPA</li><li>• Encourages others to develop their people through development dialogues and action plans</li><li>• Assembles teams with complementary skills and promotes the expectation that they will learn from one another.</li></ul>
3	<ul style="list-style-type: none"><li>• Identifies and plans learning, targeted to specific developmental needs in current position.</li><li>• Encourages others to take on new responsibilities in order to support professional development.</li><li>• Gives feedback that is constructive and precise based on facts and behavioural patterns observed and gives individualised suggestions for improvement.</li><li>• Helps others learn from experience and development initiatives. Recommends readings, trainings and other resources</li><li>• Continually acquires and applies new knowledge and learning to improve job performance.</li><li>• Provides constructive feedback to others</li></ul>
2	<ul style="list-style-type: none"><li>• Actively shares knowledge among peers or offers advice to less experienced colleagues.</li><li>• Self-assesses against standards for current position to identify learning needs.</li><li>• Effectively transfers acquired knowledge and expertise.</li><li>• Demonstrates initiative in developing self professionally</li></ul>
1	<ul style="list-style-type: none"><li>• Takes advantage of learning opportunities provided (e.g. courses, feedback from supervisor or peers) to meet requirements of current job.</li><li>• Sets clear self-development expectations</li></ul>



**Title:** Organisational Alignment

**Description:** *Organisational Alignment* is the ability and willingness to align one's own behaviour with needs, priorities, and goals of the ReSPA, and to act in ways that promote the ReSPA's goals or meet organisational needs. *Organisational Alignment* means focusing on the ReSPA's mission before one's own preferences or professional priorities.

Levels	Key Indicators
4	<ul style="list-style-type: none"><li>• Uses a variety of vehicles to communicate the ReSPA's needs and strategic directions.</li><li>• Develops a strategic direction for its entity consistent with its role in the success of the ReSPA</li><li>• Ensures the initiatives and priorities in its area are integrated with one another and aligned with the strategic priorities of the broader ReSPA</li><li>• Aligns people, processes and structures with strategic direction and organisational needs</li></ul>
3	<ul style="list-style-type: none"><li>• Promotes a shared understanding of the ReSPA's needs and strategic direction to rally teams.</li><li>• Develops and implements projects/programs and processes aligned with the strategic direction and needs.</li><li>• Keeps aware of the ReSPA's objectives and monitors current developments and trends that may affect implementation of organisational direction, programs or plans.</li><li>• Helps others understand the strategic goals of the ReSPA and how their work relates to it.</li></ul>
2	<ul style="list-style-type: none"><li>• Demonstrates awareness of ReSPA's priorities as they relate to own area of work.</li><li>• Explains and convinces others of the need for adaptation and change of policies, structures, methods.</li></ul>
1	<ul style="list-style-type: none"><li>• Explains the role and goals of the ReSPA and how they relate to own area of work.</li><li>• Demonstrates awareness of the relationship of own work to the work of the ReSPA.</li></ul>

## **Competency Framework for the position of Director of ReSPA**

**1. ANALYSIS AND PROBLEM SOLVING:** identifies the critical facts in complex issues and develops creative and practical solutions. Research areas such as troubleshooting techniques, how to approach dealing with large amounts of information, techniques to stimulate creative problem solving, how to gather appropriate information.

**2. COMMUNICATING:** communicates clearly and precisely both orally and in writing. Research areas such as public speaking techniques, best practices in internal communication within organisations, how to engage an audience, persuasion, influencing, negotiation and facilitation techniques.

**3. DELIVERING QUALITY AND RESULTS:** takes personal responsibility and initiative for delivering work to a high standard of quality within set procedures. Research areas such as how to effectively balance quality and deadlines, how to judge when rules or procedures might be bent or broken, result orientation, pragmatic solution to issues and challenges.

**4. LEARNING AND DEVELOPMENT:** develops and improves personal skills and knowledge of the organisation and its environment. Research areas such as general self-improvement techniques, how to learn from mistakes, how to seek feedback from colleagues, relentless search of improving the efficiency and efficacy at personal and organisational level, how an organisation can use its learning capital.

**5. PRIORITISING AND ORGANISING:** prioritises the most important tasks, works flexibly and organises own workload efficiently. Research areas such as project management tools and techniques, how to prioritise effectively, how to distinguish the important from the urgent, how to respond to shifting deadlines, and goalposts when and how to delegate, how to ensure achievements of results in difficult conditions.

**6. RESILIENCE:** remains effective under a heavy workload, handles organisation's frustrations positively and adapts to a changing work environment. Research areas such as how to stay calm under pressure, how to keep an optimistic outlook, how to respond to criticism, how to balance work and home life, how to cope with ambiguity.

**7. WORKING WITH OTHERS:** works co-operatively with others in teams and across organisational boundaries and respects differences between people. Research areas such as effective team working, roles in the team, working across organisational boundaries, how to support others, how to benefit from diversity, how to benefit from synergies in the team, how to work together for a greater goal and a common vision.

**Annex II  
(Staff Regulation)**

**ReSPA Salary Scales and Allowances**

**I. Purpose and Application**

This Annex (II) of the Staff Regulations regulates the salary scales and allowances for ReSPA Secretariat, Technical and service employees at ReSPA<sup>1</sup>.

**II. Definitions**

For the purpose of this document the following terms shall be understood as follows:

- (a) "ReSPA Secretariat" shall mean ReSPA Director and ReSPA staff;
- (b) "ReSPA staff" shall mean members of the ReSPA Secretariat given with privileges and immunities;
- (c) "Technical and service employees" shall mean supporting employees;
- (d) "Salary scales" shall mean a scale showing the rates of pay for ReSPA Secretariat and technical and service employees;
- (e) "Allowances" shall mean additional emoluments that may be given to ReSPA Secretariat and technical and service employees. For the purpose of this document, the term allowance refers to: housing allowance, child dependence allowance, annual vacancy allowance and contribution to the health and social insurance.

**III. Salary scales and allowances**

- a. ReSPA Secretariat members are recruited internationally and paid on the basis of salary scales with possible movement within the grades for one grade each year based on the results of performance appraisal conducted in line with the ReSPA rules on performance evaluation.
- b. Technical employees are recruited locally and paid on the basis of salary scales with possible movement within the grades for one grade each year based on the results of performance appraisal conducted in line with the ReSPA rules on performance evaluation<sup>2</sup>.

<sup>1</sup> Article 14 (1) of the ReSPA Staff Regulation provides that "the Governing Board shall establish or approve the vacancy announcement, including job description, salary, other conditions of employment and the closing date for applications, which shall be published on websites designated by the Governing Board";  
Article 18 (1) of the ReSPA Staff Regulation provides that "the salaries and emoluments of members of the Secretariat shall be fixed by the Governing Board of ReSPA";  
Article 18 (3) of the ReSPA Staff Regulation provides that "The Director shall propose salary levels for staff members";

- c. Service employees are recruited locally and paid on the basis of the fix salary.
- d. New entrants would enter on the first grade of scale.
- Exceptionally, the ReSPA Governing Board may decide to place newly appointed Director up to third grade of scale, if his/her professional experience warrants such a decision.
  - Exceptionally, ReSPA Director may decide to place the newly appointed ReSPA Staff member or technical employee up to third grade of scale, if his/her professional experience warrants such a decision. Governing board will be informed on such decisions.
- e. Salary scales at ReSPA:

Position	Grades	Salary €
ReSPA Director	5.	4.500
	4.	4.250
	3.	4.000
	2.	3.750
	1.	3.500
Programme/Operations Managers	6.	3.000
	5.	2.900
	4.	2.800
	3.	2.700
	2.	2.600
	1.	2.500
Assistant grade <sup>3</sup>	6.	1.750
	5.	1.600
	4.	1.450
	3.	1.300
	2.	1.150
	1.	1.000
General Services/Driver		1.000

#### IV. Allowances

- a. All employees at ReSPA are entitled for:
- Contribution to health and social insurance in accordance with the Article 24 (4) of the ReSPA Staff Regulation<sup>4</sup>;

<sup>2</sup> "Technical and service employees shall have the right to participate in social security system of the Host Country or his/her own national social security system or in other recognized social security system. ReSPA shall have the same treatments as accorded to diplomatic mission in Host Country in regard to social security and shall not be responsible for payment of compulsory contributions for its technical and service employees but rather it is individual responsibility of each employee", Article 16(2)(3) Host Country Agreement

<sup>3</sup> The salary range indicated is the gross amount, i.e. before tax and without any applicable social costs.

<sup>4</sup> Article 24 (4) of the ReSPA Staff Regulation provides that "Staff members shall participate in national health and social security insurance scheme of the host State or their own national health and social security system or in other

- Annual vacation allowance of 5% for each month or part of a month for which (s)he has received a salary<sup>5</sup>.
- b. ReSPA Secretariat members are entitled for:
- Housing allowance - if after the appointment, he/she is moving to live from the country of origin (other ReSPA Member) to the Host Country, in the amount of 300 € per month.
  - Child dependence allowance – in the amount of 100 € per child per month.

## **V. Final and transitional provisions**

- a. This Annex shall apply to all posts at ReSPA staffed in line with the provisions of Annex I Staff Regulation – Organisational structure of ReSPA, July 2014.
- b. This Annex of the Staff Regulation shall enter into force on the date of its adoption.
- c. Annex I of the ReSPA Staff Regulation in part related to salary scales and allowances (adopted by GB-M Decision N° A-2010) will be repealed by entering into force of the ReSPA Salary Scales and Allowances.

---

*recognized health and social security insurance system".* ReSPA will pay the Contribution for the health and social insurance to cover the difference of cost, up to a maximum of 1.000 per year if the ReSPA Secretariat member's contribution to such insurance exceeds 5 % of his/her gross annual salary.

<sup>5</sup> In the light of the Article 18 (4) of the ReSPA Staff Regulation, by its Resolution No GB-M/05-2010, Governing Board adopted Annex II to the ReSPA Staff Regulation, which regulates annual vacation allowance, dependence allowance and contribution to the health and social insurance.

## **ANNEX III – Recruitment and Selection Rules and Procedures for ReSPA Staff**

### **A. Purpose and Application**

1. These rules and procedures outline the recruitment and selection processes applying to the recruitment of the ReSPA Staff through public competition.
2. The ReSPA Director shall decide on similar procedures to those specified below in relation to recruitment procedures for technical and service employees where these rules and procedures may not be fully applicable.

### **B. Definitions**

For the purpose of this Annex to the Staff Regulations the following terms shall be understood as follows:

- a) “ReSPA Secretariat” shall mean the ReSPA Director and ReSPA Staff;
- b) “ReSPA Staff” shall mean members of the ReSPA Secretariat given with privileges and immunities;
- c) “Technical and service employees” shall mean supporting employees as defined in Annex I to the Staff Regulations of ReSPA;
- d) “Vacant position” shall mean a position which has been provided for in the budget allocations but which has not yet been filled, regardless of the grounds i.e. introduction of the new post, termination of the appointment prior to its expiration, expiration of an appointment or staff member/employee resignation;
- e) “Recruitment” shall mean the selection procedure implemented through a competitive, publicly announced process open to candidates from all ReSPA Members.

### **C. Recruitment and selection**

1. The purpose of these recruitment and selection rules and procedures is to give primary consideration to the necessity to obtain staff of the highest standards of competence and integrity in line with similar recruitment practices in the EU Institutions and/or EU Member States.
2. Recruitment and selection principles:
  - a) *Competency based recruitment and merit based selection*: shall focus on examination of the key competencies as described in the Role Profile for each position aiming to ensure the most competent candidates;
  - b) *Equal opportunities*: All candidates shall be given an equal opportunity to demonstrate skills and competencies. The selection methodology for reviewing applications and evaluation criteria set at each phase of the process shall ensure that the most competent candidates are brought forward to the next stage of the selection process;
  - c) *Impartiality*: Selection Committees shall be composed of suitable external recruitment experts and a member of the ReSPA management other than the Director.
  - d) *Applicant friendly*: Recruitment procedures shall minimize the burden and costs of applicants insofar as possible. Only those candidates invited for the final stage of the procedure shall be asked to provide evidence of their professional and educational background;
  - e) *IT tools utilization*: Whenever possible, the recruitment process shall aim to maximize the use of IT tools for applications, testing and evaluation, thus minimizing costs and increasing efficiency.
3. Recruitment and selection process

- a. The recruitment process shall commence with the publication of the approved vacancy announcement in accordance with the Staff Regulations of ReSPA.
- b. The ReSPA Secretariat shall publish the vacancy announcement on its website and suitable websites at the national level and, if considered prudent and cost effective, in one, or more, main daily newspapers of the ReSPA Members.
- c. The ReSPA Director shall establish a Selection Committee in accordance with applicable provisions of the Staff Regulations of ReSPA and bearing in mind the level and requirements of the position. The Selection Committee shall by consensus define the content of different tests and establish evaluation grids.
- d. The ReSPA Director shall also appoint a Secretary for each recruitment process who shall be responsible for:
  - (1) Ensuring the smooth and efficient operation of the overall recruitment process;
  - (2) Dealing with logistical and communication related issues including corresponding with applicants as required;
  - (3) Ensuring that the formal requirements of the Staff Regulations of ReSPA applying to recruitment procedures are observed and adhered to; and,
  - (4) Checking the references of selected candidates prior to any offer of appointment.
- e. In order to ensure that formal requirements and required competencies are fully explored, the selection and evaluation process shall be organised in the following phases:
  - (1) Application process – applicants shall submit a Curriculum Vitae (CV), and a cover letter which should explain how they meet requirements of the position and what is their motivation for working with ReSPA;
  - (2) Short listing of applications – checking of applications to ensure that an applicant appears to meet the minimum requirements specified. In order to have cost effective selection process, no more than eight applicants shall be shortlisted for one vacant position. Only shortlisted candidates shall be informed.
  - (3) Final testing phase shall consist of the following:
    - i. English language test organised in cooperation with a suitable testing institution,
    - ii. Written test to ensure a candidate meets the specified competency or skills,
    - iii. Presentation/communication exercises (to test ability to analyse, prioritise and present information),
    - iv. Competency based interview.
  - (4) Reference and medical check as appropriate.
- f. Candidates shall be eliminated from the process after any phase if they fail to achieve a specified standard.
- g. Whenever possible, a minimum of five candidates per vacancy should be invited to the final testing phase, subject to the aforementioned candidates meeting the minimum standard for appointment. A failure to attract the minimum number for the final testing phase shall not invalidate the process.
- h. The Selection Committee shall prepare a Selection Report for submission to the Director, reflecting the key phases in the process together with the list of candidates, in ranking order, considered as suitable for appointment. The Selection Committee shall prepare explanatory notes for results and decisions taken regarding short listing and assessments of candidates. The notification letter to candidate shall contain the information on right to seek the review procedure.

- i. The Selection Committee shall decide by consensus on any other procedural aspects not covered by this Annex or any other relevant ReSPA rules.
- j. Furthermore, all successful candidates will be deemed to have successfully completed the selection procedure and may be appointed to other identical or comparable positions during the 24 months after the recruitment procedure has been completed.

**D. Procedures for formal review and independent review of the recruitment and selection process**

**D.1. Formal review**

- a. Any candidate who participated in the final testing phase of the recruitment and selection procedure and who is dissatisfied with results or a decision taken by the Selection Committee or who believes that the Selection Committee's decision has resulted in an infringement of a procedural matter may submit a request for formal review of recruitment and selection process within 3 days from the notification of results or decision. The applicant must state grounds on which his/her request is based. The request for formal review shall have suspensive effect.
- b. Decisions taken by the Selection Committee in relation to the quality of performance by a candidate at assessment tests, presentations or interviews are not subject to the review process.
- c. The ReSPA Director shall nominate a ReSPA Staff member, who was not involved in the recruitment and selection process, to conduct formal review of the procedure. The reviewer may contact the Selection Committee members and the applicant for the purpose of review. The review shall be completed within 5 days of the submission of the request. The applicant shall be informed on the findings of the review procedure by the ReSPA Secretariat.

**D.2. Independent Review**

- a. Where a candidate is dissatisfied with the outcome of the formal review, this candidate may seek an independent review by the Appeal Board within 5 days of the issue of the findings of the formal review process. A request for independent review by the Appeal Board shall be admissible only if the candidate previously sought the formal review of his/her case. The request for independent review shall have suspensive effect.
- b. The Appeal Board shall examine the request within 15 days of receipt of the request. The Appeal Board shall have particular regard to the manner in which the formal review was conducted and the findings of that review and may interview the candidate and others involved in the recruitment process that is the subject of the review.