

Table of Contents	
<p>I. Application and purpose</p> <p>Article 1 Application</p> <p>Article 2 Purpose and implementation</p> <p>II. Definitions</p> <p>Article 3 Definitions</p> <p>III. Status and privileges and immunities</p> <p>Article 4 Status</p> <p>Article 5 Privileges and immunities</p> <p>IV. Standards of conduct and accountability</p> <p>Article 6 Core values</p> <p>Article 7 Authority and responsibility of the Director</p> <p>Article 8 Outside activities and conflict of interests</p> <p>Article 9 Confidentiality</p> <p>Article 10 Proprietary rights</p> <p>Article 11 Accountability and evaluation</p> <p>Article 12 Whistleblower policy and protection</p> <p>V. Recruitment and appointment</p> <p>Article 13 Appointment authority</p> <p>Article 14 Recruitment principles</p> <p>Article 15 Recruitment procedures</p> <p>Article 16 Contract of Employment</p> <p>Article 17 Period of appointment</p> <p>Article 18 Renewal of Appointment and Reassignment</p> <p>Article 19 Medical standards</p> <p>VI. Salary and other emoluments</p> <p>Article 20 Salaries and emoluments</p> <p>Article 21 Allowances</p> <p>Article 22 Currency of payment</p>	<p>VII. Leave</p> <p>Article 23 Annual and special leave</p> <p>Article 24 Sick leave</p> <p>Article 25 Maternity leave</p> <p>VIII. Social security</p> <p>Article 26 Health and social security insurance</p> <p>Article 27 Work related accidents</p> <p>IX. Separation from service</p> <p>Article 28 Grounds for termination of appointment</p> <p>Article 29 Resignation</p> <p>Article 30 Retirement</p> <p>Article 31 Death</p> <p>X. Staff relations</p> <p>Article 32 Staff representation</p> <p>XI. Discipline and appeals</p> <p>Article 33 Disciplinary proceedings</p> <p>Article 34 Appeal Board</p> <p>XII. Final provisions</p> <p>Article 35 Amendments</p> <p>Article 36 Entry into force</p> <p>Annex I Technical and service employees</p> <p>Annex II Organizational Structure of ReSPA, Profile roles and Core Competencies</p> <p>Annex III ReSPA Salary Scales and Allowances</p> <p>Annex IV Recruitment and Selection Rules and Procedures</p> <p>Annex V Disciplinary Procedure</p>

Chapter 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 and subject to their compliance with mandatory provisions of legislation of the Host Country.

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 Directives that contain procedures to ensure that the principles in specific Staff Regulations provisions are implemented. These Directives shall be reported to the meeting of the Governing Board following their issue. The Governing Board may vary or disallow Directives.
4. The Director may delegate duties in writing to designated ReSPA staff, but he/she remains accountable to the Governing Board for any delegated duties. Staff delegated duties of the Director have authority only within the scope of their delegation and are accountable to the Director for the proper exercise of delegated duties.

Chapter II. Definitions

Article 3 Definitions

For the purpose of these Staff Regulations, the following terms shall be understood as follows:

- a) **Secretariat** shall mean the executive body of ReSPA, composed of the Director and the ReSPA staff;
- b) **Host Country Agreement** shall mean the Agreement between the Government of Montenegro and the Regional School of Public Administration (ReSPA) on the Seat and Functioning of ReSPA in the Host Country of 22 June 2011;
- c) **Governing Board** shall mean the decision-making body of ReSPA, which is comprised of representatives from each Member of ReSPA in accordance with the Agreement Establishing the Regional School of ReSPA;
- d) **Member of ReSPA** shall mean a party to the Agreement Establishing the Regional School of Public Administration;
- e) **Core budget** shall mean a part of the ReSPA Annual Budget financed from contributions of Members of ReSPA;
- f) **ReSPA Director** shall mean a person appointed as ReSPA Director by the Governing Board, if not otherwise provided, the Director may be, for the purpose of application of these Staff Regulations, hereinafter referred to as the ReSPA staff or staff member;
- g) **ReSPA staff** shall mean members of the ReSPA Secretariat given with privileges and immunities who discharge duties in ReSPA on a full-time basis and who are for the purpose of these Staff Regulations referred to as the international staff;
- h) **Technical and service employees** shall mean local or foreign employees engaged on technical and administrative services of ReSPA;

- i) **Recruitment** – shall mean the selection procedure implemented through a competitive, publicly announced process open to candidates from all ReSPA Members;
- j) **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;
- k) **Allowances** – shall mean additional emoluments that may be given to the ReSPA Secretariat and technical and service employees, subject to envisaged conditions and eligibility. The term allowance refers to: housing allowance, child dependence allowance, annual vacancy allowance and contribution to the health and social insurance;
- l) **Salary scale** shall mean a scale showing the rates of pay for ReSPA Secretariat and technical and service employees;
- m) **Promotion of staff members** shall mean the movement to a higher salary grade based on the successfully conduct performance evaluation in accordance with the applicable ReSPA rules.

Chapter III. Status and privileges and immunities

Article 4 Status

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

Article 5 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 the 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.

Chapter IV. Standards of Conduct and Accountability

Article 6 Core Values

1. ReSPA staff shall regulate their conduct with the interests of ReSPA only in view. In particular, they shall respect the cultures of all Members and apply principles of equal treatment, fairness and transparency in all dealings.
2. ReSPA staff 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 7 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 8 Outside Activities and Conflict of Interest

1. Staff members shall not engage in outside part or full time employment.

2. The Director may authorize staff members to accept outside teaching or professional engagements provided that such engagement, as the case may be, does not interfere with their duties at ReSPA and does not create a conflict of interest. The Chair of the Governing Board may authorize the Director to accept such outside activity. The Director shall report to the Governing Board on outside activities undertaken by the Director during the year.

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 9 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 10 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 11 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 by its directive 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.

4. The Governing Board shall establish a performance evaluation system for the position of Director.

Article 12 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 Chair of the Governing Board shall, with assistance of ReSPA staff, conduct a procedure to verify the allegations in confidence. The Governing Board may establish more detailed procedures for examination of allegations.

Chapter V. Recruitment and Appointment

Article 13 Appointment Authorities

1. The Director shall appoint the ReSPA staff. Selection rules, criteria, procedures and conditions of the appointment, renewal of appointment or reassignment of the ReSPA staff shall be conducted in accordance with these Regulations and other Governing board decisions.

2. The Director shall appoint the technical and service employees.

Article 14 Recruitment Principles

1. Staff shall normally be recruited through a public competition(s) open to applicants who are nationals of all Members of ReSPA. Exceptionally, if the assurance of geographical representation of all Members of ReSPA in the Secretariat may require so, the competition may be restricted to applicants who are nationals of a particular Member of ReSPA.
2. The paramount consideration in the selection of all staff shall be merit based, 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), which shall be in accordance to these Regulations.

Article 15 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 an 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 most critical competencies of the applicants as specified in the role profile as well as their integrity, technical skills and knowledge. The Selection Committee shall be composed of:
 - a) Two recruitment experts who have at least five years of experience in competency based recruitment in the EU Member States, either in private or public sector, EU Institutions or international organisations, and who are not nationals of the Members of ReSPA;
 - b) Two representatives of the ReSPA Secretariat nominated by the Director one of which shall act as the Chair of the Selection Committee.
4. The Selection Committee shall submit a selection report recommending successful 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 meeting 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 on a vacant position or for replacement of staff on leave.
7. Such temporary appointments shall comply with the following rules:
 - a) The temporary appointment shall be reported to the Governing Board at its meeting 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;
 - c) The temporary appointment may be extended twice for the periods of appointment which shall not exceed three months' duration, if the operational needs of ReSPA require so.

8. 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 16 Contract of Employment

1. The Director shall conclude a contract of employment with the appointed staff member, 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 contract of employment shall not be changed except by a written amendment to the contract of employment agreed to by the parties.

3. Staff members shall be provided with a copy of the Staff Regulations with their contract of employments and, by signature of the contract, shall acknowledge that they accept the conditions set out in the contract of employment and in the Staff Regulations as adopted by the ReSPA Governing Board.

Article 17 Period of Appointment

1. The Director shall appoint a staff member for a period of three years, following an initial minimum probationary period of six months. After expiration of initial period of appointment, the appointment of International Staff may be renewed twice by the Director, totaling up to nine years in the position of international staff.

2. All appointments shall terminate automatically on the date of their expiration.

3. The Director shall be appointed for a term of five years, renewable once.

Article 18 Renewal of Appointment and Re-assignment

1. Appointments of ReSPA staff may be renewed twice for the additional periods of appointment of three years, 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. The Director may approve the renewal after submission of "Letter of interest".

2. Staff members interested in renewal shall submit a "Letter of interest" to the Director at least six months prior to the expiration of their appointment together with their most recent performance evaluation report. The Director shall respond to "Letter of Interest" no later than two months after submission.

3. 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,
- b) the staff member has undergone the public competition procedure already, and
- c) in line with ReSPA operational requirements.

4. 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 19 Medical Standards

A newly appointed 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.

Article 19a – Project/Grant Implementation Staff

1. In addition to the positions defined in the Annex II to these Staff Regulations, ReSPA may employ additional staff (International Staff and Technical Employees) for the implementation of grants and other projects financed by donors.
2. The Director of ReSPA shall issue a note to the record for each grant or project, when it is applicable, laying down the positions referred to in the previous paragraph and setting their job profiles/terms of reference following the previous approval by the Governing Board.
3. The note to the record referred to in the previous paragraph may lay down the recruitment procedures different from those defined by Articles 13 – 15 of these Staff Regulations or other applicable ReSPA rules.
4. The staff employed for the implementation of grants and other projects financed by donors shall be subject to the employment conditions and rules defined by these Staff Regulations and other ReSPA rules, if not otherwise defined by the note to the record referred to in Paragraph 2 of this Article.
5. The duration of employment based on this provision may not be longer than the implementation period of the relevant grant or other project financed by donors, if not otherwise agreed by the donor. Any employment of the staff engaged based on this provision in the positions defined by Annex II of these Staff Regulations shall be conducted in accordance with the applicable provisions of the Staff Regulations and other ReSPA rules.

Chapter VI. Salaries and Other Emoluments

Article 20 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.
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 21 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.
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.

3. Travel allowances and per diems shall be paid in accordance to the rules enacted by the Director.
4. Other allowances shall be paid in accordance with these Staff Regulations, subject to established conditions and eligibility.

Article 22 Currency of Payment

All salaries and allowances shall be paid in Euro.

Chapter VII. Leave

Article 23 Annual and Special Leave

1. Staff members shall be entitled to 30 working days annual leave per year accumulated at the rate of 2½ days per month. The accumulated, but unused annual leave from previous year may be used until 30 June of the current year. 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) Three working days in case of marriage of the staff member;
 - (b) Two working days in case of change of residence of the staff member;
 - (c) Seven working days in case of death of spouse or a child; and
 - (d) Five working days in case of death of a parent, a parent-in-law or a sibling.
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.

Article 24 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 for the first 42 days of the consecutive sick leave, and on 75% of the gross salary for each further day, but 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 25 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.

Chapter VIII. Social Security

Article 26 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 27 Work related Accidents

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

Chapter IX. Separation from Service

Article 28 Grounds for Termination of Appointment

1. The appointment of a staff member may be terminated prior to its expiration date by the Director on one of 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 proves unsatisfactory subject to the performance evaluation of the staff member concerned, in line with the ReSPA rules; or
- e) If the conduct of the staff member does not meet the standards of integrity required by the Staff Regulations;
- f) If the disciplinary measure of dismissal has been imposed to the staff member following disciplinary procedure conducted in accordance with Annex V to these Staff Regulations.

2. In case of abolition of the post or termination on grounds of incapacity three months notice of termination of appointment shall be given.

3. In the cases specified in subparagraph (e) above, the Director may suspend a staff member pending disciplinary action under initiated in accordance with these Staff Regulations but shall immediately inform the Chair of the Governing Board of this action.

Article 29 Resignation

1. A staff member may resign by submitting a letter of resignation, providing one month notice to the Director. The staff member shall prepare a handover note at the separation from service following the resignation.

2. The Director may withhold any salary or allowances due in the case of a staff member leaving without the requisite notice and proper handover process, unless a period of lesser notice has been exceptionally agreed by the Director..

Article 30 Retirement

The retirement age is 65 years of age. The appointment is terminated automatically by attainment of the retirement age.

Article 31 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.

Chapter X. Staff Relations

Article 32 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.

Chapter XI. Discipline and Appeals

Article 33 Disciplinary Proceedings and termination of the employment contract due to serious breach of discipline

1. The disciplinary procedure shall be conducted in accordance with Annex V to these Staff Regulations.
2. Following the disciplinary procedure, the Director shall impose:
 - a) to the staff member held responsible for a misconduct one of the following disciplinary measures:
 - 1) a verbal warning recorded in the personal file,
 - 2) a reprimand,
 - 3) a withhold of remuneration of up to 15% for one month,
 - b) to the staff member held responsible for a serious misconduct one of the following disciplinary measures
 - 1) a withhold of remuneration of up to 20% for a period of one to three months,
 - 2) a dismissal.
3. The Governing Board at Senior officials' level may institute the disciplinary procedure against the Director. The Governing Board at Ministerial level shall conduct such disciplinary procedure and impose a disciplinary measure to the Director, if applicable. Paragraphs 1 and 2 of this Article shall accordingly apply to the disciplinary procedure against the Director.
4. The record on imposed disciplinary measures shall be kept in personal files of the staff member concerned. Such record shall be deleted from the personal file of the staff member concerned one year after the execution of the imposed disciplinary measure. In case of dismissal, the record shall not be deleted from the personal file.
5. The Director of ReSPA may terminate the employment contract of a staff member, without conducting disciplinary proceedings (through the direct dismissal procedure), if there is a justifiable reason and evidence indicating serious consequences for the credibility and reputation of ReSPA, as well as in cases of breach of duty with elements of criminal offense and/or manifestation of violent behavior. For the purpose of this Regulation, any situation which falls under the above description shall be considered as an extremely serious misconduct.

The procedure for terminating an employment contract, without conducting disciplinary proceedings, is prescribed in Annex V to these Staff Regulations.

Article 34 Appeal Board

1. The Governing Board shall establish an independent Appeal 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.

Chapter XII. Final Provisions

Article 35 Amendments

1. The Staff Regulations may be amended by a 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 36 Entry into Force

1. The Staff Regulations enter into force when adopted by a Resolution of the Governing Board.
2. The Director shall conclude annexes to contracts of employment with the amended role profiles or reassign the staff to newly introduced positions in accordance with these Staff Regulations. The duration of engagement of the reassigned staff shall not exceed the duration of the current appointment.
3. Annexes to the Staff Regulations form an integral part thereof.

TECHNICAL AND SERVICE EMPLOYEES

Staff Regulations provisions applicable to technical and service employees¹

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:

Chapter I: Application and purpose

Article 1(2) and Article 2.

Chapter II. Definitions

Article 3

Chapter III: Status and Privileges and Immunities

Not applicable.

Chapter IV: Standards of Conduct and Accountability

Articles 6, 7, 8, 9, 10, 11 and 12. **Chapter V:**

Recruitment and Appointment Articles

13(2), 14, 15 and 19.

Chapter VI: Salary and other emoluments

Articles 20(4), 21(1), 21(2), 21(3) and 22.

Chapter VII: Leave Articles

23, 24 and 25. **Chapter VIII:**

Social security Articles 26

and 27.

Chapter IX: Separation from service

Articles 28, 29, 30 and 31.

Chapter X: Staff relations

Article 32

Chapter XI: Discipline and appeals

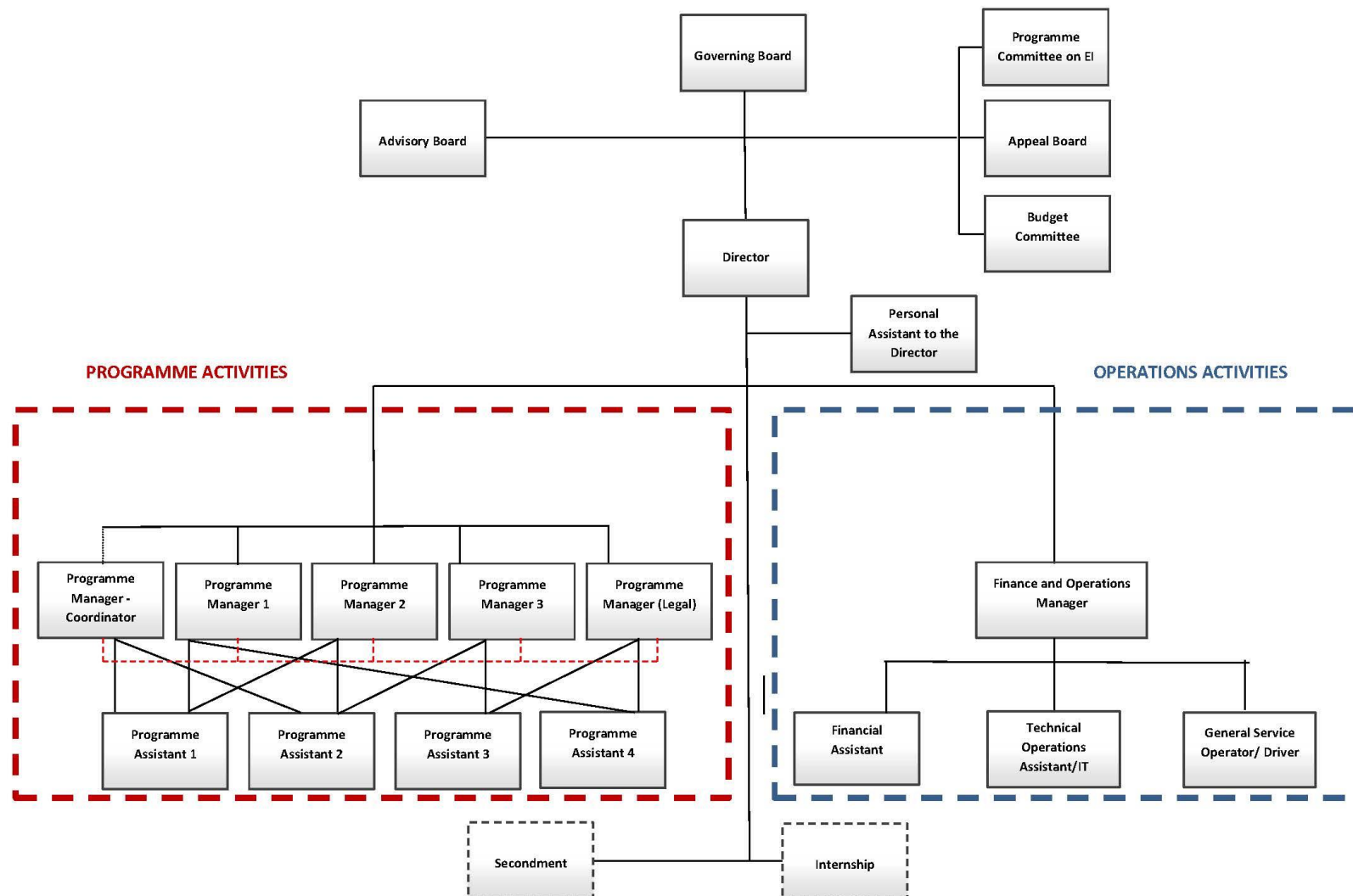
Articles 33 and 34

Chapter XII: Final provisions

Articles 35 and 36.

¹ 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, 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. The national legislation has been changed since the moment when the Host Country Agreement was signed.

I. ORGANISATIONAL STRUCTURE OF ReSPA



II. JOB DESCRIPTIONS

Job Title	Director – Authorising Officer			International staff	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	3500 – 4500
Reports to	Governing Board	Duration	5 years, renewable once ¹	Allowances ²	<ul style="list-style-type: none">• Housing• Child dependants• Health and social insurance contribution• Annual vacation
Purpose of job					
<ul style="list-style-type: none">• 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.• 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. She/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.• 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.• 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.• 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.					
Accountabilities, Responsibilities and Main Duties					
Accountabilities/results:	<ul style="list-style-type: none">• 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.				
Responsibilities;	<ul style="list-style-type: none">• Development and recommendation to the Governing Board of long-term strategies and vision;• Formulating and overseeing implementation of key corporate policies;• Ensuring adherence and commitment to the corporate values and principles;• Maintaining of a positive and ethical work climate conducive to attracting, retaining and motivating high quality staff;• Ensuring that the daily business is appropriately managed and proper systems and controls are in place;• Endeavouring to achieve ReSPA's operating goals and objectives;• Ensuring continuous improvement in the quality and value of the ReSPA products and services;• Fostering, in cooperation with Governing Board, the satisfactory positioning of ReSPA with stakeholders and with the Host Country;				
Main Duties:	<ul style="list-style-type: none">• Review of multi-annual strategic framework including annual/multiannual work programmes;• Daily management of ReSPA within the approved plans and rules set out in the Staff and Financial Regulation and other Governing Board decisions;• Human resource management including staffing and performance evaluation;• Verification of all project proposals, terms of reference and technical specifications;• Signature and final approval of all contracts;• Performs duties in accordance with the internal control procedures;• Co-signature of all payments with Operations and Finance Manager; in accordance with the Financial Regulations• Co-signature of all payments over € 150.000 together with the Chair of the Governing Board,;• Managing relations with the Host Country, including negotiating and agreeing practical arrangements with relevant authorities;• 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;• Review and approval of final narrative and finance report.				
Key relationships					
<p>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.</p>					
External	<ul style="list-style-type: none">• 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.• Relations with the Host Country authorities are essential for the smooth ongoing operations of ReSPA.• 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 formal ly and informally).
Internal	<ul style="list-style-type: none"> 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.
Specific features	
<ul style="list-style-type: none"> The position will require periodic travel within the Region and international travel and additional time outside normal working hours for social networking activities 	
Person specification	
Academic Background	<ul style="list-style-type: none"> 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>
Professional Background	<ul style="list-style-type: none"> Approximately 8 years of professional experience in areas related to Public governance, Public administration improvement or EU accession facilitation Min 5 years of appropriate people management experience in a leadership role Relevant experience, in depth knowledge or sound understanding of public administration Experience, in depth knowledge or sound understanding of public administration reform or EU accession facilitation Experience in leadership development, training or related consultancy
Languages	<ul style="list-style-type: none"> 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) Mother tongue of one ReSPA Members' languages
Key Competencies	
<ul style="list-style-type: none"> Analysis and problem solving Communicating Delivering quality and results Learning and development Prioritising and organising Resilience Working with others 	

¹ Article 19(1) Agreement on Establishing ReSPA

² Subject to eligibility as prescribed in the Staff Regulation and implementing decisions

Job Title	Programme Manager			International staff	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	2500 – 3000
Reports to	Director	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none">• Housing• Child dependance• Health and social insurance contribution• Annual Vacation
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">• 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				
Responsibilities:	<ul style="list-style-type: none">• Preparing narrative reports for all projects for which s/he is in charge and sending those reports to Coordinator of Programme activities on review and approvals• Preparing project proposals• Preparing/updating baseline analysis of the ReSPA Members in particular Governance areas• Providing inputs and contributing to the (methodology) development of the overall ReSPA programmes and donors' contracts• Managing communication and working with key stakeholders to design and plan a programme of activities and providing operating models• Monitoring the programmes progress, resolving issues and undertaking corrective actions where appropriate to increase the impact and provide progress reports• Development and managing the programme's budget, monitoring expenditures against the achieved benefits• Ensuring that services and products are of appropriate level of quality, on time and within the budget• 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• Liaise with National coordinators in the ReSPA members' administrations				
Main Duties:	<ul style="list-style-type: none">• Research, analysis and publication within ReSPA responsibilities• Programme planning and monitoring tools development: activities, target groups, budget, timeline, indicators• Coordination with internal and external stakeholders• Developing specifications for public procurement of services within the areas of responsibilities• 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.)• Preparation of terms of reference Performs duties in accordance with the internal control procedures;				
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">• 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.				
Internal	<ul style="list-style-type: none">• 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.				
Specific features					
The position will require periodic travel within the Region and international travel and additional time for social networking activities					
Person specification					
Academic Background	<ul style="list-style-type: none">• University degree (min 240 ETCS) i.e. VII in one degree under pre-Bologna system• 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)				
Professional Background	<ul style="list-style-type: none">• Min 3-5 years of professional experience in Public governance areas related to Public administration improvement or EU accession facilitation• Proven experience in training/networking curriculum development and management• Proven project management experience				
Tools	<ul style="list-style-type: none">• Proven skills on Internet/MS Office software use and use of databases				
Languages	<ul style="list-style-type: none">• 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)• Mother tongue of one ReSPA Members' languages				
Core Competencies (3 rd level) Please refer to the 3 rd level competencies indicators					
Delivery related		<ul style="list-style-type: none">• Achievement focus• Analytical thinking• Drafting skills		<ul style="list-style-type: none">• Managing resources• Teamwork and team leadership	

Strategic	<ul style="list-style-type: none"> • Strategic thinking 	<ul style="list-style-type: none"> • Organisational alignment
Interpersonal	<ul style="list-style-type: none"> • Client focus • Diplomatic sensitivity 	<ul style="list-style-type: none"> • Influencing and negotiating

4 Minimum of working experience shall be defined at vacancy notice within the given range

FUNCTION OF PROGRAMME MANAGER - COORDINATOR

- The Director shall appoint, based on professional experience of appointee, one person, among Programme Managers, to perform the function of Programme Manager – Coordinator.
- The function of Programme Manager – Coordinator shall be performed in addition to the position of Programme Manager to which this person has already been appointed for the period stated in the decision on appointment.
- The Programme Manager – Coordinator shall monitor and oversee implementation of Capacity building programmes aimed to support Public governance enhancement through advance cooperation amongst the Western Balkans countries and to implement regional activities that are providing added value to the national administration, in terms of their administrative capacities, Human Resources development or advancement towards effective EU membership and monitor ReSPA's activities impact on public administration of ReSPA Member States and ensure that ReSPA serves its purpose and achieves its objectives.

Accountabilities, Responsibilities and Main Duties of the function of Programme Manager - Coordinator	
Accountabilities/results:	<ul style="list-style-type: none"> • Review, oversees and managing implementation of the Capacity building programmes for Governance improvements in ReSPA Members administrations in the areas of its responsibility, aligned with organisation strategic objectives
Responsibilities;	<ul style="list-style-type: none"> • Endeavouring to achieve ReSPA's operating goals and objectives; • Ensuring continuous improvement in the quality and value of the ReSPA products and services; • Coordination of preparation of project proposals; • Monitoring realization of programme activities, resolving issues and undertaking corrective actions where appropriate to increase the impact and provide progress reports; • Monitoring and managing programme's budget, expenditures against the achieved benefits; • Ensuring realization of ReSPA activities in accordance with principles of sound financial management and objectives defined in donor agreement; • Ensuring and monitoring that services and products are in appropriate level of quality, on time and within the budget
Main Duties:	<ul style="list-style-type: none"> • Coordination of preparation of annual work programmes and relevant budgets; • Approval of terms of reference related to programme activities • • Receiving narrative reports from Programme managers and performing check and approval of the narrative reports, before sending it to Director for final approval. • Coordination of work of National Coordinators • • Promotion of ReSPA at national and international networks and forums and cooperation with similar organisations • Communication with donors i.e. contact point for donors

Job Title	Programme Manager (Legal)			International staff	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary	2500 – 3000
Reports to	Director	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none">• Housing• Child dependants• Health and social ins• Annual vacation
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. 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%).					
Accountabilities, Responsibilities and Main Duties					
Accountabilities/results:	<ul style="list-style-type: none">• 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• Development and implementation of consistent legal framework for ReSPA operations at level of its Governance, personnel system, Host Country relations adjusted to the organization strategic objectives• Ensuring that ReSPA has appropriate HRM & HRD including performance management and development systems, processes, monitoring mechanisms.				
Responsibilities:	<ul style="list-style-type: none">• Preparing/updating baseline analysis of the ReSPA Members in particular Governance areas• Providing inputs and contributing to the (methodology) development of the overall ReSPA programmes and donors' contracts• Managing communication and working with key stakeholders to design and plan a programme of activities and providing operating models• Monitoring the programmes progress, resolving issues and undertaking corrective actions where appropriate to increase the impact and provide progress reports• Developing and managing the programme's budget, monitoring expenditures against the achieved benefits• Ensuring that services and products are of appropriate level of quality, on time and within the budget• Ensuring that ReSPA activities, events and publications etc. are communicated and disseminated widely to stakeholders through its website or other online platform and, where appropriate media and other relevant channels• 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• General HRM and HRD responsibilities including overseeing recruitment, advising Director & staff on, HRM/HRD issues				
Main Duties:	<ul style="list-style-type: none">• Research, analysis and publication within ReSPA responsibilities• Programme planning and monitoring tools development: activities, target groups, budget, timeline, indicators;• Coordination with internal and external stakeholders;• Developing specifications for public procurement of services within the areas of responsibilities• 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.)• Monitoring the legal framework, its implementation and undertaking corrective measures;• Ensuring HRM & HRD management systems are in place, incl. guidelines or manuals to supplement the Staff Regulations;• Preparation for and follow-up of Performance Management & Development System appraisals;• Management and administration of recruitment and secondment procedures;• Preparation of terms of reference;• Performs duties in accordance with the internal control procedures;• ;• Entering budget and other data for Programme activities for which s/he is in charge.				
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 administration and contracting relations to external partners are essential for the organization image and reputation					
External	<ul style="list-style-type: none">• 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.• ReSPA Governing board and other external partners including Host Country.• External partners in recruitment, secondment or interns' issues.				
Internal	<ul style="list-style-type: none">• Coordination and alignment with other Programme managers horizontally, team work with assistant's pool and supporting services will be a significant factor. Alignment and cooperation with Operations Manager is of significant 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 Background	<ul style="list-style-type: none">• University degree in Law (min 240 ETCS/ i.e. VII in one degree under pre-Bologna system)• During the recruitment procedure additional points will be awarded to candidates with advanced Master degree (300 ETCS)				

Professional Background	<ul style="list-style-type: none">• Min 5 years of professional experience in Public governance areas related to Public administration improvement or EU accession facilitation• At least 3 years experience working with Public administration with international law, contracting and/or public procurement or personnel• Proven experience in training/networking curriculum development and management• Proven project management experience		
Tools	<ul style="list-style-type: none">• Proven skills on Internet/MS Office software use and use of databases		
Languages	<ul style="list-style-type: none">• 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)• Mother tongue of one ReSPA Members' languages		
Core Competencies (3rd level) Please refer to the 3 rd level competencies indicators			
Delivery related	<ul style="list-style-type: none">• Achievement focus• Analytical thinking• Drafting skills	<ul style="list-style-type: none">• Managing resources• Teamwork and team leadership	
Strategic Interpersonal	<ul style="list-style-type: none">• Strategic thinking• Client focus• Diplomatic sensitivity	<ul style="list-style-type: none">• Organisational alignment• Influencing and negotiating	

Job Title	Operations and Finance Manager <i>Accounting Officer</i>			International staff	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	2500 – 3000
Reports to	Director	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none">• Housing• Child dependants• Health and social ins• Annual vacation
Purpose of job					
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.					
Accountabilities, Responsibilities and Main Duties					
Accountabilities/ results:	<ul style="list-style-type: none">• Ensuring that overall performance of operations meets operational performance targets, financial objectives and compliance criteria• Ensuring that ReSPA has appropriate systems, processes, monitoring, evaluation and management controls in the budget, financial management and procurement				
Responsibilities:	<ul style="list-style-type: none">• Budget Preparation and Financial Control based on inputs provided by ReSPA staff• Managing and advising Director & staff on Project Financial Management and Business Acquisition• Procurement of goods and services from Core Budget				
Main Duties:	<ul style="list-style-type: none">• Approve Programme activities budgets;• Advise the Director on financial aspects of staffing plans and project proposals and similar activities;• Advise Staff members on financial aspects of project proposals;• Preparing annual budgets and quarterly updates;• Ensuring efficient accounting and daily financial management systems are in place, incl. guidelines or manuals to supplement the Financial Regulation if necessary;• Monitoring the financial situation and cash flow and taking corrective measures where necessary;• Overseeing invoicing and payments;• Preparation of regular and annual financial accounts and report (for submission to the Director, the Budget Committee and the GB);• Preparation for and follow-up of annual as well as ad hoc donor-requested audits;• Update and provide institutional and financial documentation and information for tender proposals;• Management of procurement processes;• Overall responsible for facilities maintenance and management of the related services;• Ensuring effective performance of ReSPA operations, systems, contractors;• Performs duties in accordance with the internal control procedures;• Acting as a Chairman of Evaluation Commission;• Approval of budget data in system;• Approval of supplier data in system.				
Key relationships					
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">• 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.• Interactions with suppliers and contractors of corporate support services – customer services• Cooperation with Host Country authorities• Interactions with suppliers and contractors of professional accounting and audit services				
Internal	<ul style="list-style-type: none">• Effective coordination and cooperation with Programme managers horizontally, team work with assistants' pool and supporting services will be a significant factor				
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">• University degree (min 240 ETCS/ i.e. VII in one degree under pre-Bologna system) in Finance/Economy• During the recruitment procedure additional points will be awarded to candidates with advanced Master degree (300 ETCS)				
Professional Background	<ul style="list-style-type: none">• Min 8 years of relevant professional experience• At least 5 years experience in auditing, accountancy, financial control or management in public/private sector including management of people and budget responsibilities• Proven project management experience				
Tools	<ul style="list-style-type: none">• Proven skills on Internet/MS Office software use and use of financial software				
Languages	<ul style="list-style-type: none">• 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)• Mother tongue of one ReSPA Members' languages				
Core Competencies (3rd level) Please refer to the 3 rd level competencies indicators					
Delivery related	<ul style="list-style-type: none">• Achievement focus• Analytical thinking• Drafting skills			<ul style="list-style-type: none">• Managing resources• Teamwork and team leadership	
Strategic	<ul style="list-style-type: none">• Strategic thinking			<ul style="list-style-type: none">• Organisational alignment	

Interpersonal	<ul style="list-style-type: none">• Client focus• Diplomatic sensitivity	<ul style="list-style-type: none">• Influencing and negotiating

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Job Title	Programme Assistant			Technical staff	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	1150 – 1750
Reports to	Programme Manager/Programme Manager (Legal)	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none">Health and social insurance contributionAnnual Vacation
Purpose of job					
To assist in the smooth functioning of the ReSPA operations by supporting the Director, Coordinator of Programme Activities and Programme 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">Ensuring that ReSPA delivers programme activities in efficient and effective manner through delivery of high quality organisation supports for meetings, seminars and similar eventsPreparation, implementation and maintenance of appropriate documentation, records and related systems				
Responsibilities:	<ul style="list-style-type: none">Organisational and logistical responsibility for preparing, organising, implementing and following up training seminars, conferences, networking events and other capacity building projectsLiaise with Liaison Officers in the ReSPA members' administrationsMarketing of activities, incl. mailing campaigns, input for the ReSPA website, online platforms and newsletterMaintain contacts and networks with experts, participants and suppliersProvide general support to Programme Managers and the Director on activity/project related issues				
Main Duties:	<ul style="list-style-type: none">Assist in the preparation of reports for GB and other stakeholdersDrafting (together with Programme Managers) and controlling budgets for activities and projectsSummarise participant evaluations of activities, drafting post-activity reports and reports on the impact evaluationEstablishment and maintenance of mailing lists, project and correspondence archives, etc.Assisting in administrative and logistical aspects of project acquisition, including preparation of tendersMaintain ReSPA documentation center and lending system and provide guidance to users of the documentation centreMarketing and dissemination of ReSPA publicationsMaintenance of content on ReSPA website and other ICT systems including Learning Support Systems and ReSPA databases and applicationsAssist in the procurement of goods and services related to Programme ActivitiesReception and event organisation dutiesScanning and importing invoice data into EDOPS (only invoices related to Programme Activities)Other duties of a similar level of responsibility as may be directedShould archive and register all documentation related to Programme activities				
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">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.Interactions with experts and contractors of professional servicesInteractions with suppliers and contractors of corporate support services for programme activities				
Internal	<ul style="list-style-type: none">Coordination and team work with other Programme Managers, Coordinator of Programme Activities and Operations and Finance Manager, other Assistants and general services will be a significant factor				
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">Bachelor's degree in relevant area of study (min 180 ECTS)				
Professional Background	<ul style="list-style-type: none">At least 3 years experience in a similar role in Public Administration or private sector,Proven experience in institutions or organisations similar to ReSPA				
Tools	<ul style="list-style-type: none">Proven skills on Internet/MS Office software use and use of databases				
Languages	<ul style="list-style-type: none">Fluency and ability to write and communicate orally in English as ReSPA official language Mother tongue of one ReSPA Members' languages				
Core Competencies (3rd level) Please refer to the 3 rd level competencies indicators					
Delivery related	<ul style="list-style-type: none">Achievement focusAnalytical thinkingDrafting skills			<ul style="list-style-type: none">Managing resourcesTeamwork and team leadership	
Strategic	<ul style="list-style-type: none">Strategic thinking			<ul style="list-style-type: none">Organisational alignment	
Interpersonal	<ul style="list-style-type: none">Client focusDiplomatic sensitivity			<ul style="list-style-type: none">Influencing and negotiating	

Job Title		Financial Assistant		Technical employee	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	1150– 1750
Reports to	Finance and Operations Manager - Coordinator	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none">• Annual vacation• Contribution to health and social insurance
Purpose of job					
To assist in the smooth functioning of the ReSPA operations by supporting the Director, Operations and Finance Manager, Programme Managers and Assistants 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">• 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• Effective operation of the ReSPA's finance, budgeting and book-keeping systems and procedures• Quality support to the effective operation of the Budget Committee				
Responsibilities:	<ul style="list-style-type: none">• Assist the Operations and Programme Managers in Core Budget Preparation and Financial Control-related tasks including day-to-day Financial Administration, Procurement and related activities• Preparation, implementation and maintenance of appropriate financial documentation, records and related systems• Participation in preparation of tendering documentation for purchases from Core Budget				
Main Duties:	<ul style="list-style-type: none">• Preparation of annual budgets and quarterly updates• Establishment and development of accounting and book-keeping systems and daily financial management, incl. guidelines or manuals to supplement the Financial Regulation if necessary• Monitoring the financial situation and cash flow and recommending corrective measures where necessary• Preparation of regular and annual financial accounts and report (for submission to the Director, the Budget Committee and the GB)• Preparation and follow-up of audits• Invoicing clients for activities in accordance with contractual terms• Administration of the accounts receivable• Checking of invoices received by ReSPA and administration of such payments• Payment and administration of payments of salaries and allowances• Assist with updates of institutional and financial documentation and information for tender proposals• Assist in the procurement of goods and services• Member of Evaluation Commission with a secretary role• Other duties of a similar level of responsibility as may be directed• Entering supplier data in system				
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">• 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, thus interactions at various levels.• Interactions with suppliers and contractors of corporate support services• Interactions with suppliers and contractors of professional accounting and audit services				
Internal	<ul style="list-style-type: none">• Coordination and team work with other Assistants and general services will be a significant factor				
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	Bachelor's degree (min 180 ECTS) in the field of accounting, finance, book-keeping or related studies attested by a relevant diploma				
Professional Background	<ul style="list-style-type: none">• At least 3 years experience in a similar role in Public Administration or private sector,• Proven experience in use of financial systems approximate to those in use in ReSPA				
Tools	<ul style="list-style-type: none">• Proven skills on Internet/MS Office software use, use of databases• Proven skills in financial and related software				
Languages	<ul style="list-style-type: none">• Fluency and ability to write and communicate orally in English as ReSPA official language Mother tongue of one ReSPA Members' languages				
Core Competencies (2 nd level) Please refer to the 2 nd level competencies indicators					
Delivery related		<ul style="list-style-type: none">• Achievement focus• Analytical thinking• Drafting skills		<ul style="list-style-type: none">• Managing resources• Teamwork and team leadership	
Strategic		<ul style="list-style-type: none">• Strategic thinking		<ul style="list-style-type: none">• Organisational alignment	
Interpersonal		<ul style="list-style-type: none">• Client focus• Diplomatic sensitivity		<ul style="list-style-type: none">• Influencing and negotiating	

Job Title	Personal Assistant to the Director			Technical staff	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	1150 – 1750
Reports to	Director	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none"> Health and social insurance contribution Annual Vacation
Purpose of job To assist in the smooth functioning of the ReSPA operations by supporting the Director, Coordinator of Programm Activities and Operations and Finance 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/her 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"> 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 Preparation, implementation and maintenance of appropriate documentation, records and related systems 					
Provide support to the Director in the effective discharge of his/her duties, Responsibilities: <ul style="list-style-type: none"> Provide support to GB and high-level governance committees Perform the duties of a personal assistant to the Director 					
Support the efficient operation of the Governing Board and other high level bodies Main Duties: <ul style="list-style-type: none"> Assist in certain organisational support activities Establish/update/follow-up on Directors contact portfolio Pro-actively manage Director's agenda Draft minutes of meetings and maintain official meeting records including Governing board meetings 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. Prepare dossiers for meetings and travel missions Establish and maintain both hard-copy and electronic files for correspondence and archive Various other ad hoc general administrative or logistical tasks 					
<ul style="list-style-type: none"> Establish and maintain an institutional calendar Maintenance of confidential documents including personnel records 					
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"> 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 					
Internal <ul style="list-style-type: none"> Programmes, thus interactions at various levels including high ranked officials from ReSPA Members. Interactions with experts and contractors of professional services and Host Country authorities Coordination and team work with Programme/Operations Managers and Assistants and general services will be a significant factor Coordination and cooperation across the Organisation 					
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"> Bachelor's degree (min 180 ECTS) in the field of administrative, legal or related studies attested by a relevant diploma 					
Professional Background <ul style="list-style-type: none"> At least 3 years experience proven experience in personal assistant role to a Director level position 					
Tools <ul style="list-style-type: none"> Proven skills on Internet/MS Office software use and use of databases Proven skills in calendar maintenance software 					
Languages <ul style="list-style-type: none"> Fluency and ability to write and communicate orally in English as ReSPA official language Mother tongue of one ReSPA Members' languages 					
Core Competencies (2nd level) Please refer to the 2 nd level competencies indicators					
Delivery related			<ul style="list-style-type: none"> Achievement focus Analytical thinking Drafting skills 	<ul style="list-style-type: none"> Managing resources Teamwork and team leadership 	
Strategic			<ul style="list-style-type: none"> Strategic thinking 	<ul style="list-style-type: none"> Organisational alignment 	
Interpersonal			<ul style="list-style-type: none"> Client focus Diplomatic sensitivity 	<ul style="list-style-type: none"> Influencing and negotiating 	

Job Title	Technical and Operations Assistant - IT			Technical employee	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	1150 – 1750
Reports to	Operations and Finance Manager – Coordinator	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none">• Annual vacation• Contribution to health and special insurance
Purpose of job To assist in the smooth functioning of the ReSPA operations by supporting the Director, Coordinator of Programme Activities, Programme Managers and Operations and Finance Manager 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 es/results:	<ul style="list-style-type: none">• 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• High quality supports in the areas of Information and Communication technologies				
Responsibilities:	<ul style="list-style-type: none">• High quality support for seminars and conferences in terms of electronic, interpretation, sound and projection systems• High quality support in the installation, maintenance and repair of other office equipment• Organisational and logistical responsibility for preparing, organising, implementing and following up training seminars, conferences, networking events and other capacity building projects				
Main Duties:	<ul style="list-style-type: none">• Deliver operational support for ICT, AV and other technical systems• Assist in certain organisational support activities• Ensure the operational functionality of computer, technical and administrative applications and check that systems function properly.• Manage applications used & check their status daily.• Ensure and regularly update anti-virus protection programmes• Arrange daily and monthly back-ups of data in various systems• Manage user accounts.• Provide IT, telephone and equipment support for users.• Provide basic training for staff in the use of applications.• Maintain and update relevant directories and databases• Manage the ReSPA web site and ensure that it is regularly updated.• Maintain online learning support systems and databases• Install, maintain and repair other office and telephone equipment• Assist in specification & procurement of equipment & systems related to function and suggest technical improvements to systems.				
<ul style="list-style-type: none">• Plan, source, co-ordinate and oversee maintenance work carried out by external contractors and suppliers• Responsible for creation of purchase orders and selection of supplier• Other duties of a similar level of responsibility as may be directed from time to time					
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">• 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')• Interactions with experts, contractors and suppliers of professional and support services				
Internal	<ul style="list-style-type: none">• Coordination and team work across the Organisation				
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	Bachelor's degree (180 ECTS) in the field of ICT or related studies				
Professional Background	<ul style="list-style-type: none">• At least 3 years experience, proven experience in ICT support role				
Background	<ul style="list-style-type: none">• Experience in installing/maintaining office and other equipment related to function				
Tools	<ul style="list-style-type: none">• Proven skills in ICT networking, web and other ICT support systems				
Languages	<ul style="list-style-type: none">• Fluency and ability to write and communicate orally in English as ReSPA official language• Mother tongue of one ReSPA Members' languages				
Core Competencies (2nd level) Please refer to the 2 nd level competencies indicators					
Delivery related			<ul style="list-style-type: none">• Achievement focus• Analytical thinking• Drafting skills	<ul style="list-style-type: none">• Managing resources• Teamwork and team leadership	

Strategic

• Strategic thinking

• Organisational alignment

Interpersonal

• Client focus

-----•_D_i_p_l_o_m_a_t_i_c sensitivity

- Influencing and negotiating

Job Title	General services/driver			Service employee	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	1000
Reports to	Operations and Finance Manager – Coordinator, Director	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none">• Health and social insurance contribution• Annual Vacation
Purpose of job					
To assist in the smooth functioning of the ReSPA operations by supporting the Director, Programme Managers and Operations and Finance Managers in the effective delivery of programme activities, meetings, seminars and other events by providing inventory management and 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">• 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 other matters.• Inventories and inventory management				
Responsibilities:	<ul style="list-style-type: none">• Organisational and logistical responsibility for preparing, organising, implementing and following up training seminars, conferences, networking events and other capacity building projects• Reception of inventories, inventory management and issuing of inventories				
Main Duties:	<ul style="list-style-type: none">• Arranging offices and training rooms for upcoming activities• Photocopying/preparation of electronically stored training materials for training/conference activities• Ad hoc requests for assistance at activities (e.g. photo-copying of materials, preparation of binders, etc.)• Reception cover and occasional assistance to guests, external experts and visitors to ReSPA• Maintaining and accounting for stock of office supplies• Occasional assistance in the input of data to ReSPA financial systems• Minor repair works in offices, training rooms and campus facilities• Transport of participants, external experts and ReSPA staff to/from airport and meetings within Montenegro• Ensuring ReSPA vehicles are maintained to a high standard• Driving the Director to meetings and other related duties• Assisting in the maintenance of ReSPA grounds• Other duties of a similar level of responsibility as may be directed from time to time• Reception of inventories, inventory control status and quality and preparation of receipt note in system• Inventory management• Issue of inventories based on requisitions• Entering invoices in the system related to Core budget activities and receipt of goods• Archiving and registry of all documentation related to Core budget activities				
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">• Ranges of National, Regional and International stakeholders are involved and interested in ReSPA Programmes thus interactions at various levels, in particular Interactions with visitors• Interactions with suppliers of general office supplies and items required for maintenance duties and support services				
Internal	<ul style="list-style-type: none">• Coordination and team work with Director, Programme Managers, Operation and Finance Manager 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 Background	<ul style="list-style-type: none">• High school education attested by a relevant diploma• Craft education will be an asset				
Professional Background	<ul style="list-style-type: none">• At least 3 years experience in a similar role• Valid driving licence for 7+ years• Experience of driving other people• Proven experience of working unsocial hours and general flexibility along with experience working in a multi-cultural environment• Some experience of facilities and office maintenance would be an advantage				
Tools	<ul style="list-style-type: none">• Proven skills in use of office and minor maintenance equipment				
Languages	<ul style="list-style-type: none">• Fluency and ability to write and communicate orally in English as ReSPA official language• Mother tongue of one ReSPA Members' languages				
Core Competencies (1st level) Please refer to the 1 st level competencies indicators					
Delivery related	<ul style="list-style-type: none">• Achievement focus• Analytical thinking• Drafting skills			<ul style="list-style-type: none">• Managing resources• Teamwork and team leadership	
Strategic	<ul style="list-style-type: none">• Strategic thinking			<ul style="list-style-type: none">• Organisational alignment	
Interpersonal	<ul style="list-style-type: none">• Client focus• Diplomatic sensitivity			<ul style="list-style-type: none">• Influencing and negotiating	

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

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 organization or job requirements.

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

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

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

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

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

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

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

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

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">• Uses knowledge of corporate politics to handle complex situations effectively and with discretion.• Understands the nature and limits of related ReSPAs and government agencies, and uses that knowledge to influence and lead.• Takes ownership of compliance/ethic/other issues in order to protect the ReSPA's reputation and respect its obligations.• 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.
3	<ul style="list-style-type: none">• Manages compliance/ethical/other issues to protect the ReSPA's reputation and respect its obligations.• Anticipates outcomes based on an understanding of organisational decision making bodies and power relationships.• Promotes and encourages others to keep up to date with the ReSPA's rules, structures, decision making bodies, networks, power relationships and environment
2	<ul style="list-style-type: none">• Seeks to understand and raises awareness of the ReSPA's decision making bodies and power relationships.• Shares knowledge about and encourages others to keep up to date with the ReSPA's rules, structures, networks, systems and environment.• 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.• Raises compliance/ethic/other issues to protect the ReSPA's reputation and obligations.

1	<ul style="list-style-type: none"> • Demonstrates understanding of the general environment in which the ReSPA operates. • Understands and uses the ReSPA's structures, rules and networks. • Knows and respects the ReSPA's code of conduct and values.
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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"> • Constructively works towards a win-win solution during negotiations. • Explores creative solution with others to overcome antagonism and to develop partnership • Successfully leads negotiations with strong impact on his entity • Demonstrates more than one preferred negotiating style (competing, cooperative, avoiding, compromise, accommodating and adapts according to the counterpart and context • Demonstrates an ability to step back when necessary from the negotiation process while staying focused on the objective
3	<ul style="list-style-type: none"> • Prepares and effectively runs negotiating meetings to achieve a specific objective Negotiates in a constructive manner when tackling difficult issues. • Makes realistic compromises during negotiations. Maintains an objective non-emotional distance from the interpersonal conflicts or arguments that arise during negotiations • Focuses on achieving value-added results during negotiations Identifies minimal or ideal conditions of the others during negotiations. • Negotiates based on first hand observations and information collected from both sides avoiding using hearsay or personal opinions.

1/2	<ul style="list-style-type: none"> Identifies main negotiating points of a given issue and engages in negotiation. Listens to differing points of view and promotes mutual understanding.
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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"> Manages relationships among key outside organisations and government entities to create long-range opportunities Utilises established network of relationships to seek information of strategic importance and to seek a position of influence in key forums.
4	<ul style="list-style-type: none"> Actively and continuously expands own network to meet strategic goals. Identifies and creates opportunities to initiate new partnerships that will facilitate the achievement of strategic goals. Evaluates current network for effectiveness and relevance to achieving strategic objectives within own area. Identifies and creates opportunities to initiate new connections that will facilitate the achievement of strategic goals within own area.
1/2	<ul style="list-style-type: none"> 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).

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">• 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• Considers the bigger picture while setting priorities and the way forward.
3	<ul style="list-style-type: none">• Identifies and considers emerging business opportunities and risks when articulating new options and recommendations• Maintains a broad, strategic perspective while identifying and focusing on crucial details.• Demonstrates awareness of the impact of own work on aspects of ReSPA strategy and the impact of organisational strategy on own work.• Identifies implications of own analysis (e.g. potential impact on certain stakeholders).
1/2	<ul style="list-style-type: none">• Identifies new information or data to key decision makers or stakeholders to support their understanding and decisions

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

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

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.

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 ReSPA¹. ReSPA pays gross salaries.

II. 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 Management and Development System.

b. Technical employees are recruited in accordance with the legislation of the Host Country 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 evaluation².

c. Service employees are recruited in accordance with the legislation of the Host Country and paid on the basis of the fix salary.

d. In accordance with the Host Country Agreement, 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.

e. 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.

f. Salary scales at ReSPA:

Salaries at ReSPA are paid as gross salaries, i.e. before taxes and contributions.

Position	Grades	Salary €
ReSPA Director	5.	4.500
	4.	4.250
	3.	4.000
	2.	3.750
	1.	3.500
Programme Manager – Coordinator/ Finance and Operations Manager – Coordinator/Programme Manager/ Programme Manager (Legal)	6.	3.000
	5.	2.900
	4.	2.800
	3.	2.700
	2.	2.600
	1.	2.500
Assistant grade ³	5.	1.750

	4.	1.600
	3.	1.450
	2.	1.300
	1.	1.150
General Services/Driver		1.000

III. 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. 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.
- Annual vacation allowance of 5% for each month or part of a month for which (s)he has received a salary⁵.

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 month per child under the age of 23 years provided that the child is on regular education or with disability.

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. 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 technical skills and knowledge of applicants, their integrity and proficiency related to the most critical competencies from the ones described in the Role Profile 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 members 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 to 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 to the applicable provisions of the Staff Regulations of ReSPA and bearing in mind the level and requirements of the position.

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.

e. In order to ensure that formal requirements essential competencies, skills and knowledge 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), a cover letter and a Key Experience Statement 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. Shortlisted applicants are deemed as candidates to the recruitment and selection process. In order to have cost effective selection process, no more than eight candidates shall be shortlisted for one vacant position. Only shortlisted applicants shall be informed. 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.

(3) Final testing phase - the Selection Committee shall follow the internal evaluation process for the given competition (which criterion is assessed by which instrument during which phase) and shall report on the score obtained by candidate per criterion per the phase. The final testing phase shall consist of the following:

- i. English language test organised in cooperation with a suitable testing institution – results of the English language test shall merely serve for the elimination of candidate who did not prove fluency as defined in the role profile and shall not influence the ranking order.
- ii. integrity questionnaire;
- iii. personality questionnaire;
- iv. cognitive ability test;
- v. behavioral simulation(s);
- vi. competency based interview;
- vii. technical written test;
- viii. technical expert interview;

(4) References check at the moment when deciding on the appointment, if considered as necessary by the Chair of the Selection Committee or the Director.

C. Selection Committee

a. The Selection Committee shall conduct the recruitment and selection process and shall be responsible for full adherence to rules and procedures governing the recruitment process.

b. The Selection Committee shall define the evaluation grids for each phase, the testing criteria, the tests and exercises and the structure of the competency based and the technical expert interviews.

c. The points obtained during the shortlisting phase shall not be added to the points obtained during the final testing phase. The final ranking order shall be only based on the points obtained in the final testing phase.

d. The Selection Committee shall prepare records or minutes containing its deliberations and decisions and justify any decision taken in relation to any phase of the recruitment process that is conducted by the Selection Committee. All decisions of the Selection Committee, except decisions expressed by points or scores, shall be made by consensus.

e. Following the performance of candidates at each testing phase, the Selection Committee shall discuss performance and provide points/scores that will be included in their individual evaluation grids. Based on individual evaluation grids submitted by the Selection Committee members, the Secretary shall compile a collective evaluation grid that shall be signed by all members of the Selection Committee. The collective evaluation grid shall be included in the Selection Report.

f. The Selection Committee shall prepare a Selection Report for submission to the Director, reflecting the key phases of the process. The Selection Committee shall include in the Selection

Report the explanatory notes for results and decisions taken regarding the assessments of candidates. The Selection Report shall contain the list of candidates in ranking order, who underwent the final testing phase, with points obtained during the final testing phase. The Selection Committee shall indicate who are the successful candidates that are proposed for appointment by the Director.

g. The Director shall decide whom to appoint among the successful candidates. Once the appointment is made and accepted, the Secretary shall notify the remaining candidates on their results. The notification letter to candidates shall contain the information on right to seek the review procedure.

h. The notification letter shall contain results from the final testing phase as evaluated per each part of this phase. The Secretary shall include in the notification letter explanatory notes related to the particular candidate. A candidate is not allowed to be informed on the results of other candidates that underwent the selection process.

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 process may submit a request for formal review of recruitment and selection process within 3 days from the notification of results or decision taken by the Selection Committee. The formal review may be requested if the candidate considers that the results or other decisions of the Selection Committee have resulted in an infringement of the selection and recruitment procedure as defined in applicable ReSPA rules. The candidate requesting the formal review must explicitly state what aspects of procedure were infringed. The request for formal review shall have the suspensive effect.

b. Decisions taken by the Selection Committee in relation to the quality of performance by a candidate during the final testing phase 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 candidate for the purpose of review. The review shall be completed within 10 days of the submission of the request. The applicant shall be informed on the findings of the formal review by the ReSPA Secretariat.

d. The reviewer may order to repeat the recruitment and selection process or the phase of this process if the infringement of procedure was established.

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 30 days of receipt of the request. The Appeal Board shall have 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.

c. The Appeal Board may order to repeat the recruitment and selection process or the phase of this

process if the infringement of procedure was established. If the infringement of the procedure is considered to be serious to the extent that it cannot be corrected by the same Selection Committee, the Appeal Board may cancel the recruitment and selection process. The initiation of new recruitment process shall be decided in accordance to the Staff Regulations.

- Rules on Discipline and Disciplinary Procedure

I - Scope of rules

1. These rules concern the disciplinary procedure applicable to the ReSPA Director, Members of the ReSPA Secretariat, technical and service employees of ReSPA and seconded national experts.
2. They establish examples of misconducts and serious misconducts committed by the ReSPA Director, Members of the ReSPA Secretariat and technical and service employees of ReSPA and seconded national experts.
3. These rules provide the disciplinary procedure for investigating breach of discipline and establishing disciplinary responsibility of the staff member concerned.
4. These rules shall be accordingly applied to the seconded national experts. In the case of seconded national experts, the dismissal shall mean the termination of secondment.
5. These rules define the reasons and powers of the Director to make a decision on the direct termination of the employment contract without conducting disciplinary proceedings, in cases and in the manner prescribed in Chapter III

II - Definitions

For the purpose of these rules the following terms shall be understood as follows:

- a) "ReSPA employees" shall mean both ReSPA staff and technical and service employees, as a generic term for the purposes of this Annex;
- b) "Seconded national expert" shall mean an expert seconded to ReSPA by national administrations or international organization in accordance with the Rules on the Secondment of National Experts to ReSPA;
- c) "Staff member concerned" shall refer to the Director of ReSPA, ReSPA staff, technical and service employees and seconded national experts when the disciplinary procedure is initiated against one of them or when a written request for initiation of the disciplinary procedure against one of them was submitted;
- d) "Staff representative" shall mean a person selected by the members of the Secretariat and technical and service employees to represent them before the governing structures of ReSPA in all issues related to their employment conditions;
- e) "Breach of discipline" shall refer to a misconduct or serious misconduct as defined in these rules;
- f) "Disciplinary measure" shall refer to one of sanctions defined in the Staff Regulations;
- g) "Day" shall mean a calendar day.

Chapter III – Misconducts, serious misconducts and extremely serious misconducts

1. For the purpose of these rules the following actions shall represent misconduct, in particular:
 - a) Breach of ReSPA rules on working hours is failure to attend the working place during the working hours as defined in applicable rules or absence without prior notification or permission of the superior in accordance with applicable rules;
 - b) Breach of health and safety rules is any deliberate act or failure to prevent an act, if there was duty to prevent such act in the accomplishment of regular working duties, which is not compliant with the applicable health and safety rules of ReSPA and which caused negative consequences;
 - c) Breach of internet and e-mail policy is any deliberate act of use of internet or e-mail which is not compliant with the applicable internet and e-mail policies of ReSPA;

- d) Breach of the Code of Conduct is any deliberate act which is not compliant with ethical standards defined in the Code of Conduct or any behavior which does not meet standards set out by the Code of Conduct;
- e) Insubordination - is any act of refusal without reasonable justification to obey lawful instructions given by the superior or omission to implement a lawful instruction by the superior without reasonable justification
- f) Negligence is failure to exercise working assignments pertaining to the position with due care and diligence and in accordance with relevant standards;
- g) Hindrance of the implementation of the ReSPA performance appraisal system is any act of refusal to participate in the performance appraisal system as defined by ReSPA rules or omission to timely make relevant preparation as required by the superior;
- h) Minor breach of confidentiality is an act of disclosure of information deemed as confidential and obtained during performance of professional assignment at ReSPA to unauthorized person the disclosure of which does not seriously damages interests of ReSPA;
- i) Unauthorized outside professional activity is the performance of professional activity without authorization obtained in accordance with the Staff Regulations;
- j) False presentation on behalf of ReSPA is any deliberate act of untrue presentation of one's position, title, role and authority at ReSPA in front of external partners and structures existing within ReSPA.

2. For the purpose of these rules the following actions shall represent serious misconduct, in particular:

- a) Mobbing is any repetitive improper, harassing and unwelcome conduct that has or might reasonably be expected or be perceived to cause offence or humiliation to another person which may take the form of words, gestures, or actions which tend to abuse, demean, intimidate, belittle, humiliate or embarrass another person or which create an intimidating, hostile or offensive work environment. It includes harassment based on any grounds, such as race, religion, color, creed, ethnic origin, physical attributes and gender. This serious misconduct does not involve the disagreement between the employee and its supervisor on work performance;
- b) Sexual harassment is any unwelcome sexual advance, request for sexual favors, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile, or offensive work environment. Sexual harassment may occur between persons of the opposite or same sex and can be committed by both males or females;
- c) Abuse of authority is the improper use or threat to use a position of influence, power, or authority against another person in order to improperly achieve some material gain, obtain information, create hostile or offensive work environment, to intimidate, blackmail or coerce another person to commit an improper or illegal act or improperly influence the career or employment conditions of another person, including but not limited to appointment, contract renewal, performance evaluation or promotion;
- d) Persistent breach of ReSPA rules on working hours is the repeated failure to attend the working place during the working hours as defined in applicable rules or absence without prior notification or permission of superior in accordance with applicable rules despite recorded warning by the superior or the absence from the working place of three days without proper notification; for the purpose of application of this provision, the repeated failure shall mean that the staff member concerned was already declared responsible for the breach of ReSPA rules on working hours;
- e) Provision of untrue information is any act of intentional misrepresentation of truth in order to hide from the ReSPA employees any relevant information for the performance of their duties or the information that they are allowed to be aware of, given their position in the organisation, if they require such information;
- f) Misuse of assets is any act of appropriation of ReSPA property without permission or consent and with the intent to convert it to the appropriator's or third person's material benefit;
- g) Damage is any act of executing harm to the property of ReSPA;

h) Gross negligence is repeated failure to exercise working assignments pertaining to the position with due care and diligence despite recorded warning by the superior or such failure to exercise working assignments pertaining to the position with due care and diligence which caused negative consequences for the organisation; for the purposes of application of this provision, the repeated failure shall mean that the staff member concerned was already declared responsible for negligence;

i) Gross insubordination is any repeated act of refusal, despite recorded warning by the superior, to obey lawful instructions by the superior or omission to implement a legal instruction by the superior without any reasonable justification; for the purposes of application of this provision, the repeated act of refusal shall mean that the staff member concerned was already declared responsible for insubordination;

j) Incapacity to perform duties due to being under the influence of alcohol, unprescribed drugs or misuse of prescribed medication is any act of obvious incapacity to perform working assignments due to use of alcohol, drugs or misuse of prescribed medication;

k) Serious breach of health and safety rules is any act or failure to prevent an act which is not compliant with the applicable health and safety rules of ReSPA and which caused serious injuries of persons and property;

l) Deterrence of the whistle blower policy is any act hindering or rendering impossible, difficult or hampered the use of relevant procedures envisaging whistle blowing and whistle blower protection as defined in ReSPA rules or any blackmailing and threat to the person who tries, uses or is willing to use the whistle blowing procedure;

m) Abuse of telephone and other facilities is any deliberate act of abuse of telephone, email and other facilities for purposes not related to the working process of ReSPA which caused serious material damage to ReSPA;

n) Breach of confidentiality is any deliberate act of disclosure of information deemed as confidential and obtained during performance of professional assignment at ReSPA to unauthorised person;

o) Unauthorized disclosure of data to third parties, without the prior approval of the director

p) Obstructionist behavior - is any act which imposes undefined or unnecessary steps in the performance of ReSPA activities which cannot be reasonably justified and which causes delays in the accomplishment of ReSPA activities or unnecessary and unforeseen administrative burden.

3. Any misconduct as laid down in Paragraph 1 of this Point shall be deemed as a serious misconduct if repeated at least one more time after disciplinary sanction was imposed, if not otherwise defined in this Rules.

4. The Director is authorized, in terms of Article 33, point 5 of the Staff Regulations, to initiate the procedure of immediate termination of the employment contract in case of an extremely serious misconduct. In terms of these rules, the following acts constitute extremely serious misconducts, i.e behavior that prevents further work in ReSPA:

a) final court decision by which he/she was convicted of the criminal offense of abuse of official position or any other offence that makes the staff member unsuitable for working in ReSPA;

b) violent or abusive behavior towards third parties or colleagues, including but not limited to:

- a. Sexual assault is any act of forced or coerced sexual contact or behaviour that happens without consent of the other person or an attempt to commit such contact;
- b. Physical assault is any offensive physical contact exercised against another person;

c) a criminal offense committed at work or in connection/related with work (including but not limited to: fraud, tax evasion, theft, falsification of documents);

d) use and disposal of property and means of work, with the intention of causing damage or gaining illegal property and personal benefits;

e) Provision of untrue information, and misinterpretation of the information to the third parties which cause damage or serious consequences for the reputation and credibility of ReSPA.

5. Any international agreement signed by ReSPA, any pertinent regulation of ReSPA and other relevant rules adopted by the Governing Board may define a breach of discipline which is not defined in these rules.

6. Save as otherwise provided in these rules, the staff member concerned shall be responsible for the breach of discipline if he/she committed this breach of discipline deliberately or with negligence.

IV – Prescription

1. The Director shall initiate disciplinary proceedings within 5 days from the day of learning of the breach of duty and the perpetrator, or from the submission of a request by a staff member, technical and service employee, seconded national expert in accordance with paragraph VII item 2 of this Annex. The disciplinary procedure shall be completed no later than 6 months from the initiation of the procedure.
2. The period of prescription for initiation of the disciplinary procedure shall commence from the discovery of the breach of discipline by any person authorised to initiate the disciplinary procedure.
3. This period shall be interrupted by the filing of the written request to initiate disciplinary procedure or undertaking any other relevant action, and shall commence again when such proceedings terminate without the staff member concerned being declared responsible for the breach of discipline, or are unjustifiably stopped for any reason not imputable to the staff member concerned. The prescription is interrupted if the staff member concerned commits a new breach of discipline.
4. Execution of the imposed disciplinary measure shall be prescribed within six months after the decision on imposing the disciplinary measure becomes final, that is, after the confirmation of the disciplinary measure imposed by the Appeal Board.
5. The prescription for execution of imposed disciplinary measure shall commence from the day on which the decision to impose the disciplinary measure becomes final. Any action undertaken to execute the imposed disciplinary measure shall interrupt prescription.

V - Principles of disciplinary procedure

In all cases of alleged breach of discipline, a full investigation shall be carried out to establish the facts in accordance with the following principles:

- a) The disciplinary procedure shall be conducted thoroughly and objectively and with due respect for the rights of the staff member concerned to fair hearing, including a presumption of innocence;
- b) In the disciplinary procedure shall be applicable the principles *in dubio pro reo* and *ne bis in idem*; any misconduct by any ReSPA staff member in the performance of his/her duties shall make him/her liable to disciplinary procedure, without prejudice to the possible application of criminal penalties;
- c) The disciplinary procedure shall be open to public, except otherwise decided by the Director in the cases that justify the exclusion of the public;
- d) The staff member concerned by the disciplinary procedure shall be advised of the right to be accompanied by a staff representative during this procedure;
- e) It shall be considered a disciplinary offence to intimidate or exert pressure on any person who may be required to attend as a witness;
- f) Suspension of any staff member, and after the conducted disciplinary procedure, shall only be imposed after careful consideration of alternative measures, such as reassigning the staff member concerned to suitable alternative duties pending the outcome of the disciplinary procedure;
- g) The disciplinary measure shall be proportional to the gravity of the breach of discipline and the degree of responsibility;
- h) The decision on disciplinary responsibility and imposed disciplinary measure may be subject to the appeal lodged to the Appeal Board of ReSPA by the staff member concerned;

VI - Language of disciplinary procedure

The disciplinary procedure shall be conducted in English as ReSPA official language.

VII - Instituting the disciplinary procedure

1. The Director may conduct the disciplinary procedure on its own motion, or after he/she has been informed by any person and any means of a possible disciplinary misconduct.
2. A ReSPA staff member, technical and service employee or a seconded national expert may also submit a written request to the Director to initiate the disciplinary procedure against any ReSPA employee or a seconded national expert. The written request shall clearly state the facts complained by a ReSPA employee or a seconded national expert concerned and the circumstances in which they arose, including any aggravating or extenuating circumstances committed.
3. Following the submission of the written request referred to in paragraph 2, the Director shall act within 5 days. When the Director has acquired knowledge of facts which give rise to a presumption of the existence of a disciplinary misconduct, he/she shall institute and conduct the disciplinary procedure.
4. If the Director refuses the initiative, he/she shall justify such decision in written and inform the initiator and the Governing Board of ReSPA.
5. The Director shall conduct the disciplinary procedure in accordance with these rules and shall ensure the following:
 - a) to investigate allegations,
 - b) to establish the commission of the alleged breach of discipline,
 - c) to determine the responsibility of the staff member concerned for the breach of discipline,
 - d) to assess the gravity of the breach of discipline taking into account the responsibility of the staff member concerned and
 - e) to propose, if applicable, a disciplinary measure to be imposed.
6. If interests of ReSPA require so, the Director shall suspend the staff member concerned from all or some of his/her working assignments during the disciplinary procedure and before the decision on disciplinary measure becomes final. During the period of suspension, the staff member concerned shall receive full remuneration. The decision on suspension shall not be subject to the appeal.

VIII – Disciplinary consultations

1. When the Director finds that the written request, referred to in Point VII.2, is grounded, or instead of conducting the disciplinary procedure on his/her own motion, the Director may decide not to initiate the disciplinary procedure but to conduct disciplinary consultations under the following conditions:
 - a) if the alleged breach of discipline is part of the category of misconducts referred to in Point III.1 of these rules,
 - b) if it is obvious that it would be more opportune not to initiate the disciplinary procedure at this stage against the staff member concerned given the type of misconduct and its gravity, and
 - c) if there is a reasonable expectation that the correction of the behaviour of the staff member concerned may be achieved through the disciplinary consultations.
2. The Director shall invite the staff member concerned for disciplinary consultations, present the written request or any evidence, and ask for clarifications. The staff member concerned shall be given opportunity to present his version of the facts and the reasons for alleged behaviour, if such behaviour is confessed by the former.
3. The Director shall warn the staff member concerned to rectify his/her behaviour and inform that in the case of the repetition of the breach, the disciplinary procedure shall be initiated immediately.
4. The Director may invite other ReSPA Staff members to attend the disciplinary consultations or may use the assistance of a suitable external expert.
5. The Director shall compile the note to the file on the conducted disciplinary consultations which shall be included in the personal file of the staff member concerned. The note to the file shall be acknowledged and signed by the staff member concerned and shall be used as proof in any future disciplinary procedure against the staff member concerned.

6. If the staff member concerned refuses to participate to the disciplinary consultations or refuses to acknowledge and sign the note to the file, the Director shall immediately initiate the disciplinary procedure.

IX - Rights of the staff member concerned

1. The decision instituting the disciplinary procedure shall be communicated to the staff member concerned and he/she shall have not less than 10 days from the date of receipt of the decision initiating the disciplinary procedure to prepare a defence and submit the written reply to the Director.
2. On receipt of the decision, the staff member concerned shall have the right to obtain his complete personal file and take copies of all documents relevant to the procedure, including exonerating evidence.
3. The staff representative shall be informed of the initiation of disciplinary procedure and be allowed to participate in any stage thereof.
4. The Director shall ensure that the staff member concerned enjoys all necessary rights and freedoms for the preparation of his/her defence in the disciplinary procedure.
5. The staff member is due to participate to the disciplinary procedure. In the case of his unjustified absence, hindrance or any other act which impedes smooth conduct of the disciplinary procedure in line with the deadlines set by these rules, the Director may act in the absence of the staff member concerned.
6. Any behaviour or act undertaken by the staff member concerned with the aim of impeding the normal and smooth conduct of the disciplinary procedure shall be deemed as an aggravating circumstance.

X - Conduct of disciplinary procedure

1. When conducting the disciplinary procedure, and in order to obtain sufficiently clear information on the alleged breach of conduct and the circumstances in which it arose, the Director shall investigate the case and hear the concerned staff member and witnesses. If the circumstances of the case may require so, the Director may invite expert – witness, the costs of whose engagement shall be covered by ReSPA.
2. The Director may rely on any other legal proof of evidence in investigating the case.
3. The Director shall ensure that the hearings are held public. The public shall be excluded if so required by the interests of ReSPA or any victim. The Director shall appoint one ReSPA employee to take notes and prepare the minutes of the hearings. The hearings before the Disciplinary Board shall be audio recorded. This audio record shall be kept five years.
4. The staff member concerned shall be heard by the Director; at the hearing, he/she may submit observations in writing or orally and may also call witnesses.
5. The Director shall try to organise hearings, if possible, in one session. The hearings may be postponed or deferred if justified by circumstances.
6. After consideration of witnesses heard and any other evidences submitted and having regard to the results of any investigation undertaken, the Director shall within 10 days deliver a reasoned opinion as to whether the facts alleged of are established and if the staff member concerned is responsible. If the staff member concerned is held responsible, after considering the responsibility and the gravity of the breach of discipline the Director shall impose a disciplinary measure in accordance with the Staff Regulations of ReSPA.
7. If the staff member concerned is not held responsible, the Director shall close the disciplinary procedure by his/her decision.
8. The Director shall ensure the execution of decisions adopted in regards to the disciplinary procedure and shall notify the Chair of the Governing Board at Senior officials' level on the adopted decisions.
9. The Director's decision shall be delivered to the staff member concerned via official mailbox.
10. The staff member concerned may lodge the appeal against the Director's decision upholding his/her disciplinary responsibility and imposing the disciplinary measure to the Appeal Board of ReSPA within 10 days of delivery of the decision. The appeal shall not have suspensive effect.
11. Expenses incurred on the initiative of a staff member concerned in the course of disciplinary procedure, and in particular fees paid to a person chosen to assist the staff member concerned or for his defence, shall be borne by the staff member concerned where the disciplinary procedure results

in the imposition of one of the disciplinary measures provided for in the Staff Regulations of ReSPA. In the case that the staff member concerned is released from the responsibility, the costs shall be reimbursed by ReSPA.

12. The ReSPA Secretariat shall keep archives on the conducted disciplinary procedures.
13. Any delivery of documents envisaged in these rules shall be deemed perfect if the relevant emails are sent by the Director to official mailboxes of the staff member concerned, the Members of the Governing Board or any other relevant person. If the delivery to the official mailbox of the staff member concerned does not seem effective, the notice on any written document to be received by any person involved in the disciplinary procedure, stating its nature, date of announcement and addressee, shall be attached and sealed at the door of office of the staff member concerned. The delivery shall be deemed perfect upon expiration of three working days as of the date of announcement of the notice.

XI – Specific provisions governing the disciplinary procedure against the Director of ReSPA

1. A Member/Substitute Member of the Governing Board of ReSPA, a ReSPA employee or a seconded national expert may submit the written request to the Chair of the Governing Board at Senior officials' level to initiate disciplinary procedure against the Director of ReSPA. The written request shall clearly state the facts complained of and, where appropriate, the circumstances in which they arose, including any aggravating or extenuating circumstances of the act committed. The Member/Substitute Member of the Governing Board who initiated the disciplinary procedure against the Director shall not participate in the decision making related to this initiative, but the Member/Substitute Member who did not initiate the procedure shall participate in the decision making process.
2. The Chair of the Governing Board at Senior officials' level shall immediately forward the written request referred to in the previous paragraph to the Governing Board at Senior officials' level which shall within 10 days decide by majority vote whether to initiate the disciplinary procedure against the Director. If the Governing Board at Senior officials' level do not decide to initiate the disciplinary procedure, it shall justify such decision.
3. The Governing Board at Ministerial level shall conduct disciplinary procedure, investigate allegations and establish if the breach of discipline is committed and if the Director of ReSPA is responsible for this misconduct and shall decide what disciplinary measure to be imposed to the Director, if applicable.
4. The Chair of the Governing Board at Ministerial level may appoint a technical employee to perform secretarial tasks for the conduct of disciplinary procedure and may require expert's assistance, on the cost of ReSPA, to be provided, if necessary.
5. The Governing Board at Ministerial level shall decide by majority vote during the disciplinary procedure.
6. The decision initiating disciplinary procedure shall be communicated to the Director of ReSPA and he/she shall have not less than 10 days from the date of receipt of the decision initiating the disciplinary procedure to prepare his/her defence.
7. The disciplinary procedure shall be completed within the reasonable time but not later than 30 days after the reception of the decision initiating the disciplinary procedure. Exceptionally, if the circumstances of the case require so, this period can be prolonged for additional 30 days.
8. The Director may lodge the appeal against the decision upholding his/her disciplinary responsibility and imposing the disciplinary measure to the Appeal Board of ReSPA within 10 days of delivery of the decision. The appeal shall not have suspensive effect.
9. Save as otherwise provided in this Point, all other provisions of these rules shall be accordingly applied in the disciplinary procedure against the Director of ReSPA.

XII - Criminal liability

1. If it becomes apparent that the alleged breach of discipline may constitute a criminal offence under the law of the Host Country or the law of the country where the alleged breach of discipline was committed, the Director may refer the matter to the appropriate national authorities, in accordance with relevant ReSPA rules.
2. The disciplinary responsibility shall not preclude the initiation of the criminal procedure against the staff member concerned.

3. If the criminal liability is not established in the relevant court procedures, it shall not release the staff member concerned from the disciplinary responsibility.

XIII - Material liability

If the breach of discipline for which a staff member concerned is held liable included material damage to ReSPA, the staff member concerned shall make good for such a damage in the amount of damage committed.

XIV - Direct termination of employment contract in case of an extremely serious misconduct

In cases of extremely serious misconduct of work discipline, which is determined on the basis of available facts and evidence, the Director is authorized to terminate the employment contract without conducting disciplinary proceedings.

If it is determined that the violation of work discipline defined in Chapter III point 4 aimed at intentionally causing serious consequences for the reputation, operation and business of ReSPA, damaging the credibility and reputation of ReSPA, as well as in cases of breach of duty with elements of criminal offense and/or violent behavior, the Director is authorized to terminate the employment contract.

The decision to terminate the employment contract shall be made by the Director after prior notice in writing to the staff member of the existence of reasons for termination.

The prior Notice (warning) shall contain the reasons for termination, evidence indicating that the conditions for termination have been met and the deadline for responding to the Notice in 15 days from the date of receipt of the Notice.

After receiving the response to the warning, the Director may:

- a) Acknowledge the reasons from the response to the Notice (warning) and take no further action;
- b) Determine that an extremely serious misconduct was committed, but that there was no intention of the staff member to damage the reputation, operation and business of ReSPA neither gaining illegal benefits and therefore initiate disciplinary proceedings, in accordance with this regulation. This paragraph is not applicable in cases of breach of duty with elements of criminal offense and/or violent behavior
- c) Determine that there are no mitigating circumstances and make a final decision to terminate the employment contract.

The decision on termination of the employment contract shall be made by the Director and delivered to the staff member.

A staff member shall have the right to appeal the decision of the Director to the Appeal Board within 15 days from the date of receipt of the decision on termination of the employment contract.

In case the staff member does not appeal the final decision of the Director within the abovementioned deadline, the decision of the Director is considered conclusive and the employment contract is considered terminated on the date of the final decision.

In case the staff member appeals the final decision of the Director, the Appeal Board, due to the sensitivity of the matter, shall make a decision within 30 days from the date of receipt of the appeal. The Appeal Board, based on evidence, facts, arguments and testimonies may accept or reject the appeal of the appellant;

The appeal suspends temporarily the execution of the Director's decision.

The decision of the Appeal Board on the appeal is final and enters into force immediately. In case the Appeal Board rejects the appeal of the appellant, the employment contract is considered terminated on the date of the Director's final decision.

XV – Miscellaneous

Any other substantial or procedural aspect of the disciplinary procedure not covered by these rules shall be governed by according application of other relevant ReSPA rules, established institutional practice of ReSPA, general legal principles and practices established in the international law or national law of ReSPA Members.

XVI – Extraordinary medical check

1. If the Director has grounded doubts that the ReSPA employee does not meet anymore medical standards for employment at ReSPA, related to both physical and mental health, due to his/her behaviour, attitudes towards the professional duties and the quality of performance or the fact that any communication or cooperation with him/her has been rendered difficult or impossible, the Director shall order the extraordinary medical check by a licensed doctor on the costs of ReSPA if the Director considers that the correction of behaviour cannot be achieved by application of the disciplinary measures.
2. If the extraordinary medical check confirms that the ReSPA employee does not meet medical standards for the performance of professional duties, he or she shall be sent to sick leave up to the maximal duration as envisaged in the Staff Regulations of ReSPA.
3. If such ReSPA employee does not prove to recover in the given time, he/she shall be considered incapacitated for further employment at ReSPA and the employment of such ReSPA employee shall be terminated with the three months' notice as envisaged in the Staff Regulations.