



# ReSPA

Regional School  
of Public Administration

BUILDING TOGETHER  
GOVERNANCE FOR THE FUTURE

**Workshop on**

## **Competency-based management in the Civil Service of the Western Balkans**

21-22 June 2022

Discussion Paper and Agenda

## Background

Competency frameworks are widely developed and applied in OECD countries. They have an important cross-cutting function informing recruitment and selection, professional development, performance appraisal and staff planning. Getting competency frameworks right is therefore of particular relevance. Over the last years, ReSPA has conducted several studies related to the HRM in the Western Balkans (WB) public services, and all of them have one way or another addressed the competency frameworks (The 2015 analysis on merit recruitment<sup>1</sup>, the 2019 evaluation report<sup>2</sup> on merit base recruitment and the 2020 recruitment study<sup>3</sup>). This shows that the competency topic has been on the agenda in the Western Balkans for years, however with a limited success as it keeps being pointed out also in more recent studies. In addition to that, the need for competency-based approach does not come up only in the recruitment related studies. The 2021 study on performance appraisals<sup>4</sup> contains even a separate chapter (5. *Towards competency frameworks: Differentiating “hard” from “soft” objectives*) stressing that competencies are an important prerequisite for effective performance management.

Given the preliminary work done by ReSPA Members, at the meeting of the HRMD Working group held in November 2021 in Tirana, it has been suggested that an analysis on competency-based frameworks is a short-term priority for the HRMD Working Group. The study on competency-based management is being prepared by the engaged experts. The study shall give an overview of the different competency-based management (CBM) approaches and their main components, identify obstacles in development as well as the successful implementation of competency-based frameworks and propose strategies for overcoming those obstacles. The study will be complemented by good practice examples from different EU countries that have introduced competency frameworks in the civil service that work well in practice. The study should also encompass the recommendations for improvement of the use of competency frameworks in ReSPA members.

In addition to the above stated needs, it has been voiced by the HRMD WG Members that career advancement procedures, practices and criteria tend to be under-developed and in need of improvement. Incentives for career advancement tend to be limited. Promotion procedures do not sufficiently reward good performance and fail to motivate civil servants in most Western Balkan countries. Interests in career development span across themes of promotions, talent management

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<https://respaweb.eu/download/doc/Improving+the+implementation+of+merit+recruitment+procedures+in+the+WB.pdf/c4c49f156f2bd13cea31ee15f399dcd6.pdf>

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<https://www.respaweb.eu/download/doc/Merit+based+recruitment+evaluation+report.pdf/d6a1b23800afbb393d6fd82319deb38a.pdf>

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[https://www.respaweb.eu/download/doc/Making+Merit+Recruitment+Work\\_Lessons+from+and+for+the+WBs.pdf/77467aa94a0ed147ce90b1747143f850.pdf](https://www.respaweb.eu/download/doc/Making+Merit+Recruitment+Work_Lessons+from+and+for+the+WBs.pdf/77467aa94a0ed147ce90b1747143f850.pdf)

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<https://www.respaweb.eu/download/doc/Towards+Effective+Performance+Appraisal+in+the+WBs.pdf/7b629959a17409fff11bdf2ad049345c.pdf>

and retention of staff in public administration. A Working paper will be prepared and presented during the workshop. It will present the state of art in the WB in regard to career development and will also present at least two inspiring cases of career development that are applied across the OECD.

The draft findings of the study on competency-based management and the Working paper on career development will be presented at the two-day Workshop of the HRMD WG that is planned to be held on **21 and 22 June 2022 in Novi Sad (Serbia)**. Since ReSPA is in the process of revision of its Strategy 2019-2024, during the workshop time will also be allocated for discussion and recommendations/inputs for the Strategy revision in regard to the Strategic objective 2: Professionalisation and depoliticisation of the public service in the WB.

The workshop shall provide an opportunity for:

- Presentation of the state of art /exchange of experiences in regard to development and practical use of competency-frameworks across the Western Balkan
- Presentation of inspiring practices from the EU on competency-based management
- Obtaining comments/proposals for finalization of the study on competency-based management
- Presentation of the state of art on career development in the WB as well as inspiring cases from EU.
- Discussion and providing inputs about the revision of the ReSPA Strategy 2019-2024

## Objectives

The main objective of the Workshop is to have a better understanding of the competency management and career development in the Western Balkans through in-depth discussion and exchange of good practices among ReSPA members.

The main results expected are:

- Overview of the competency-based management in the Western Balkan presented
- Several regional and EU inspiring practice examples identified, presented and discussed
- Study on competency-based management finalized in line with inputs obtained
- Inputs for revision of the ReSPA Strategy obtained for HRMD thematic area.

## Target Group

This workshop targets the HRM Working Group members:

- Senior managers with responsibilities for HRM in the Ministries in the region, in particular, from HRM office and Ministry of Public Administration
- Officers who are dealing with recruitment, performance appraisal.

# PROVISIONAL PROGRAMME

DAY I: Tuesday, 21 June 2022

<b>08:30-09:00</b>	<i>Registration of the participants</i>
<b>09:00-09:15</b>	<i>Welcome and introduction to the workshop, ReSPA Programme Manager</i>
<b>09:15-10:30</b>	<i>- What are competencies: short introduction to the topic</i>
<b>10:30-10:45</b>	Coffee breaks
<b>10:45-12:15</b>	<i>- Key findings of the study: job requirements, KSAO, balance, future orientation, job evaluation</i> <i>- Reflection on presentation by each country</i> <i>- Discussion</i>
<b>12:15-13:30</b>	Lunch break
<b>13:30-15:00</b>	<i>- Key findings of the study: vertical and horizontal integration, implementation of the competency frameworks</i> <i>- Reflection on the presentation by each country</i> <i>- Discussion</i>
<b>15:00-15:15</b>	Coffee breaks
<b>15:15-16:45</b>	<i>- Career Management, main features, state of play in the region, examples of good practice in EU</i> <i>- Reflection on the presentation by each country</i> <i>- Discussion</i>
<b>16:45-17:00</b>	Wrap up of the day
<b>19:00</b>	Social gathering (tbc)

## DAY II: Wednesday, 22 June 2022

<b>08:45-09:00</b>	Registration of the participants
<b>09:00-09:15</b>	Reflection of the day 1, <i>ReSPA Programme Manager</i>
<b>09:15-10:45</b>	- <i>Regional experiences with competency frameworks and use of competencies:</i>  <i>Montenegro presentation, Q&amp;A</i>  <i>Bosnia and Herzegovina, presentation, Q&amp;A</i>
<b>10:45-11:00</b>	Coffee break
<b>11:00-13:00</b>	- <i>Regional experiences with competency frameworks and use of competencies:</i>  Serbia, presentation and Q&A  North Macedonia, presentation and Q&A  Albania, presentation and Q&A
<b>13:00-14:00</b>	Lunch break
<b>14:00-14:45</b>	- EU good practice  Lithuania, presentation and Q&A
<b>14:45-15:30</b>	- EU good practice  Ireland (presentation and Q&A)
<b>15:30-16:15</b>	EU good practice  Slovenia, presentation and Q&A
<b>16:15-16:45</b>	ReSPA Strategy revision  Discussion and obtaining inputs
<b>16:45-17:00</b>	Conclusions, final words, <i>ReSPA Programme Manager</i>