

Procurement Notice

Assignment name: Expert for preparation of the comparative analysis of good practices (EU and Western Balkans) on the implementation of the modern selection process of the HRM, E-recruitment.

Section 1. Introductory Information

1.1 Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is the inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo*¹ is a beneficiary. ReSPA's purpose is to help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organisations. Since its inception, ReSPA, as an international organisation and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

Human Resources Management Service of Serbia (HRMS) requested ReSPA in-country support mechanism in order to strength their capacity building activities. The first year of the Human Resources Management Service (HRMS) implementation revealed some new issues and improvement of some segments in the recruitment process. The recruitment process could be if it is adequately digitalised (E-recruitment), user-friendly for the civil servants in the recruitment process, less time-consuming and more efficient. Nevertheless, the necessity to improve and rationally develop recruitment and selection procedure is the imperative of public administration reform in terms of EU accession processes, administration's efficiency and good governance, close to citizens' needs and expectations. For that purpose, the Human Resource Management Service (HRMS) needs support in the modernisation of the recruitment process, especially in having it advanced digitally, which means: E-recruitment.

1.2 ReSPA now seeks to engage an expert who would develop comparative analysis of good practices on the implementation of the modern selection process of the HRM, E-recruitment.

¹ * This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

1.3 Expected deliverables of the assignment are: as per Terms of Reference.

1.4 Tentative timeframe: the assignment is expected to be performed from January 2021 to March 2021.

1.5 NOTE: Any individual employed by a company or institution who would like to submit an offer in response to this Procurement Notice must do so in their individual capacity, even if they expect their employers to sign a contract with ReSPA. In such a case, the applicant shall notify ReSPA in the application which institution is his/her employer.

Section 2. Preparation of CVs and supporting documentation

2.1 Language of application:

The CVs (maximum 3 pages, Ariel 11) and supporting documentation shall be prepared in English.

2.2 The CVs should provide information on the qualifications and competencies of the applicant, her/his general track record and previous specific experience in similar assignments, as required by the Terms of Reference. The applicants should particularly state in their CVs:

- General professional experience;
- Specific professional experience, in line with ToR.

2.3 The required qualifications and skills: as per Terms of Reference

Section 3. Submission of CVs and supporting documentation

3.1 The interested candidates are invited to submit a proposal consisting of the following documentation:

- Proposal: explaining their experience related to the subject and how they intend to respond to the assignment;
- Personal CV including past experience in similar activities and particularly issues referred to under point 2.2 of this Procurement Notice;
- At least three contacts for references (name and position of referee, email address and phone number) which may be contacted by ReSPA. (NOTE: There is no need to submit reference letters; ReSPA will directly contact the referees).

3.2 The required documentation should be submitted in electronic format by e-mail to the following address: procurement@respaweb.eu by **4 December 2020** before 2 PM CET. Late submissions will not be considered for evaluation. **The application should contain in the e-mail the Reference Number 19600.**

Public servants from ReSPA Members and Kosovo* are not eligible to apply.

Selection 4. Evaluation of offers

4.1 The offer will be evaluated against the required qualifications, experience, skills and competencies as defined in the Terms of Reference.

4.2 The applicant securing the highest final ranking will be invited to submit a financial proposal (the financial proposal shall specify a total sum amount in EURO for expert's daily fee) and negotiate the contract. If negotiations are successful, the selected candidate will be awarded the contract. Should the negotiations fail; the next ranked candidate will be invited to negotiations.

Section 5. Final Considerations

5.1 The payment will be done in installment, as explained in the Terms of Reference, following the submission and approval of the deliverables.

5.2 The following document is attached to this Procurement Notice: Terms of Reference

5.3 ReSPA reserves the right to cancel this procurement procedure at any moment without any compensation to the applicants. The cost of preparing a proposal and negotiating a contract, including any related travel, cannot be reimbursed by ReSPA under any circumstances nor can ReSPA be held liable for it, regardless the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact: Ms. Ranka Bartula-Musikic, Programme Manager via e-mail: r.bartula@respaweb.eu, by **1 December 2020** (midnight), the latest. ReSPA will post the response, including an explanation of the query without identifying the source of inquiry, at its website (www.respaweb.eu) by **2 December 2020**.

Terms of Reference

Request for Services

Expert for preparation of comparative analysis in e-recruitment

Background

The Regional School of Public Administration (ReSPA) is the inter-governmental organisation for enhancing regional co-operation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo*2 is a beneficiary. ReSPA's purpose is to help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organisations. Since its inception, ReSPA, as an international organisation and a key regional endeavour in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2015. The current EC grant CN 2019/ 405 139 supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2021.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) coordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

² * This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

ReSPA supports its members through its mechanisms of support, and one of them is the in-country support mechanism. This mechanism addresses the specific needs of ReSPA Members, supporting public administration reforms in the areas covered by the ReSPA Programme of Work.

This Terms of Reference (ToR) refers to the request submitted to ReSPA by the Human Resources Management Service (HRMS) of Serbia for preparation of the comparative analysis of good practices (EU and Western Balkans) on the implementation of the modern selection process of the HRM, E-recruitment.

Description of the assignment

The institutional framework for human resources management in the state administration of the Republic of Serbia is defined by a number of laws and bylaws regulating personnel planning, job analysis, recruitment, competence framework for civil servants, career development, through titles, salaries, performance appraisal, etc. The umbrella regulation is the Law on Civil Servants. A new Public Administration Reform Strategy in the Republic of Serbia 2021-2030 and an Action Plan for the Implementation of the PAR Strategy 2021-2025 are currently being drafted, showing that, in the coming period, strong attention will be paid to improving the employment process in public administration and establishing an integrated human resources management system.

During 2020, due to pandemic, many work routines changed all over the world, both in public and in private sector, and in different industries and many new issues arose. In this regard, the selection process in the civil service of Serbia faced some difficulties and also adjustments in the scope of current legal framework and creativity in practice implementation, carried out by the Human Resources Management Service, according to its exclusive competence. In order to overcome the difficulty of personal and fiscal gathering needed for some selection phases, it was either disabled, forbidden to some extent or recommended to be reduced during the pandemic. The implementation of the envisaged selection phases faced adjustments like introducing the more digitalised and online practice. The HRMS experience from 2020 showed the necessity of having the selection practice more online in as many aspects and as many phases of selection as possible.

The first year of the HRMS implementation revealed some new issues and improvement of some segments in the recruitment process. The recruitment process could be if it is adequately digitalised (E-recruitment), user-friendly for the civil servants in the recruitment process, less time-consuming and more efficient. Nevertheless, the necessity to improve and rationally develop recruitment and selection procedure is the imperative of public administration reform in terms of EU accession processes, administration's efficiency and good governance, close to citizens' needs and expectations. For that purpose, the Human Resource Management Service (HRMS) needs support in the modernisation of the recruitment process, especially in having it advanced digitally, which means: E-recruitment.

The purpose of this assignment is to provide expertise in creating a comparative analysis of good practices (EU and Western Balkans) on the implementation of the modern selection process of the HRM, e-recruitment: proposal regarding process improvement, as well as the presentation of certain methods, tools and instruments for making the whole selection process more modern,

transparent and automated, user-friendly and efficient, as a part of a human resources management in the civil/public service. The analysis should contain examples of good practices from the countries where the selection process has these virtues. It should offer different modules of use, stress possible segments where it can be reasonably implemented within the scope of current legal solution and suggest how to use it, which appropriate tools and instruments, uncovering its convenience for the final purpose of advanced selection process. Additionally, it should provide specific recommendations for future amendment of legal determination and practical selection process.

Currently, through IPA Project „*Information system for human resources management in the civil service*, the EC is financing a comprehensive IT software solution, as a registry of public administration bodies and organisations and human resources in public administration, that would provide support to business processes both at an operational, functional and strategic level, among other, to all HR functions. According to functional and technical specification for the project, one of the Modules of the HRM IS that has to be developed is Module devoted to the „Employment-recruitment and selection (implementation of selection procedures)“. In this regard, the Project will contribute to the necessary further development of the selection field. The output of this assignment will contribute to the EC project implementation.

This assignment should provide on the one hand a concrete suitable and procedure-improving practices, tools, instruments to modernise and improve selection practice, specifically in terms of e-solutions. Apart from that, useful solutions like e-identification of candidates based on personal data protection rules, online procedure security improvement, e-psychological testing possibilities, and e-recruitment options etc. should also be provided. On the other hand, conclusions regarding objective possibilities of useful legal framework amending are asked for, as well.

Anyway, the work of the expert on the Comparative Analysis should be built or take into account the HRM IS currently under development (in particular the module Online recruitment and selection). And the policy owner, the Ministry of Public Administration and Local Self-Government (MPALSG) should be included in consultation/presentation of the output.

Having in mind the above said it would be of particular importance to engage an expert who would provide support in the development of the required analytical document.

With this document, ReSPA is seeking for an expert who would prepare a comparative analysis of good practices (EU and Western Balkans) on the implementation of the modern selection process of the HRM, E-recruitment.

Tasks and responsibilities

The Expert shall conduct a comparative analysis of good practices (EU and Western Balkans) on the implementation of the modern selection process of the HRM, E-recruitment.

Development of this analytical document with recommendations shall:

- Contribute to the improvement of the whole selection process and its phases, within human resource management in the civil service, according to the public administration reform strategic goals;
- State options/modalities of good practices of the EU and Western Balkans in e-recruitment, and recommend the most appropriate ones, aiming at an advanced level of the current legal and practical selection process in the Republic of Serbia;
- Present most adequate instruments and tools and clarify their use for the mentioned purpose;
- Suggest communication strategies in the process of amendments and the implementation of the recruitment among actors of the process.

The Expert shall perform the tasks listed below:

1. Preparation of analysis (1 day)

- Hold an initial meeting with the representatives of the Human Resources Management Service, of the Sector for Selection and Development and the Group for HR Selection, MPALSG;
- Receive documents and information necessary for the work;
- Confirm understanding of the goals, conditions, outputs;
- Agree on the document's structure.

2. Conducting analysis (10 days)

- Analyse the legal framework and practice of HR recruitment/ selection process in the civil service of the Republic of Serbia; (2 days)
- Analyse the EU and Western Balkans good practices and modern tendencies of e-recruitment; (2 days)
- Compare the mentioned practices and detect appropriate and favourable ones for the civil service of Serbia; (2 days)
- Provide recommendations for the incorporation of specific new practices/tools/instruments of e-recruitment/selection for enrichment, modernisation and improvement (in terms of flexibility and efficiency), both reflecting practice and legal framework of the selection process in the civil service of Serbia and its possible amendments; (3 days)
- Draft the overall analysis. (1 day)

3. Presentation, finalisation of the document and reporting (5 days)

- Submit and present the draft analysis to the HRMS and MPALSG representatives; (1 day)
- Conduct final correction of the analysis according to the instructions and recommendations of the HRMS representatives; (2 day)
- Present and deliver the final analysis to the Director and HRMS and MPALSG representatives. (1 day)
- Prepare a report for ReSPA with recommendations for future regional activities. (1 day)

The engaged Expert will liaise directly with the Human Resources Management Service of Serbia team that will cooperate with the Expert on the assignment and will provide all necessary information. HRMS shall also offer a room and technical equipment and assistance for the Expert's work in the field. The Expert shall also take into consideration the inputs/comments received during the assignment from the representative of Delegation of European Union in Belgrade and the ReSPA Programme Manager in charge of the project. The Expert shall also take into consideration the instructions received beforehand.

Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- At least a Bachelor's degree in Social Sciences (Law, Political Sciences, or related field).

General professional experience:

- At least 10 (ten) years of relevant work experience in the field of human resource management.

Specific professional experience:

- At least 5 (five) years of experience in the selection process
- Previous experience in human resources management in civil service/in making analysis of civil service;
- Previous experience in management of projects in the field of human resource management.

Skills:

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

Timing and Location

The assignment foresees work from home and on location. Due to the pandemic situation face to face meetings could be held online. The work will be performed from January 2021 to March 2021.

Remunerations

The assignment foresees up to **16 (sixteen)** working days for the Expert.

No	Activity	Maximum No of working days
1.	Preparation of analysis	1
2.	Conducting analysis	10
3.	Preparation, presentation and finalisation of the document	4
4.	Reporting	1
	TOTAL:	16

The payment will be conducted in one (1) instalment on completion of the assignment.

Note: No other costs will be covered apart from the expert cost per day.

Reporting and Final Documentation

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

Outputs

- Comparative analysis
- Report on the assignment with recommendations

Documents required for payment

- Invoice (signed original);
- Timesheets (signed original).