

Terms of Reference

Request for Services

Expert for HRM with a focus on Career Development

1. Background

The Regional School of Public Administration (ReSPA) is an 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, Montenegro, North Macedonia and Serbia, while Kosovo* is a beneficiary. ReSPA's purpose is to support governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses and prepare for membership in the European Union.

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

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.

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 senior civil servants representing the ministries responsible for the Public Administration, ministries of Finance, and institutions in charge of the European Integration process coordination of the ReSPA Members and four regional thematic groups: (1) Policy planning, better regulation and coordination of Centre of Government, (2) European integration and accession negotiations; (3) Human Resources Management and Professional Development; (4) Service Delivery (digitalization and quality management).

2. Description of the assignment

Career development is the process of acquiring and experiencing planned and unplanned activities that support the attainment of life and work goals. Within an organization, this is a

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

collaborative process that enhances individual skills and employability while fulfilling organizational needs. Career development includes issues such as promotions, and transfers, but also retention and mobility. Career advancement and mobility development vary through the WB administrations from strong career development to career advancement and mobility that is done through public advertising, or just regulating the advancement into a higher pay grade. Similar to the selection process, mobility decisions (promotion and demotion, horizontal and vertical career development) should be based on the job requirements/competency framework and should be directly linked to workforce planning. In 2022 ReSPA piloted civil servants' satisfaction survey in Albania and North Macedonia. In 2023 the staff satisfaction survey will be implemented in Bosnia and Herzegovina and Serbia. Through conducting surveys on the satisfaction of civil servants, ReSPA will generate system-wide evidence of job engagement, career expectations, and the relation between HRM performance, staff turnover and retention. While speaking about career development, it is important to think of new generations who are less interested in stability and long careers. Understanding their motivation and work life will be a challenge for all.

It is important to know how career development relates to other HR processes and how to balance individual (job satisfaction, work-life balance, personal career/life objectives, pay raise, recognition, self esteem) and organisational needs (maximising productivity to achieve goals, ensuring the "best match between people and jobs", monitoring how the employees are managing their respective careers, taking steps that provide structure to the employees' progress on their chosen career paths).

Aligning the employee's career goals with the strategic goals of the organization not only helps the organization achieve its goals but also helps the organization in, among others, retaining key workers, keeping younger workers, decreasing turnover, and staying competitive in the labour market. Employees are generally more engaged when they believe that their employer is concerned about their growth and provides avenues to reach individual career goals while fulfilling the organisation's mission. A career development path provides employees with an ongoing mechanism to enhance their skills and knowledge that can lead to mastery of their current jobs, promotions, and transfers to new or different positions. Implementing career paths may also have a direct impact on the entire organization by improving morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and organizational objectives.

Furthermore, HR units have new roles to play in developing and implementing career paths. The challenge to HR is not only to provide career opportunities to employees but also to provide job enhancement and job enlargement opportunities (job rotation – movement of employees from job to job within an organisation for one year or more). Helping managers develop career paths for their employees is another area in which HR units in public administration can take the lead. HR professionals should help managers view employees not as their exclusive resources but as organizational resources. Addressing the right competencies is also of crucial importance. The ReSPA baseline on competency frameworks from 2022, shows that competency frameworks are used in all administrations in the Western Balkans. Competencies are quite generic and not adjusted to the civil servants' needs. The generic competency frameworks do not fully fulfill the purpose for which they are created, do not show the way to the future, and are not optimally adjusted to the needs of organisations too. In most cases, the general job requirements or

competency frameworks do not address the future skills explicitly, and there are a few traces of the innovation skills, a few signs of key skills that have been on the agenda for years: digitalisation, data management, and analysis, user-orientation, etc.

In **Serbia** career development is supported by the Human Resources Management Service which has a special unit focusing on this area (Career Management Centre). Their work is based on different tools like analysing the individual potential for development; 360-degree feedback; career counselling; coaching; internal labour market and analysing HR inflow-outflow. In **Montenegro**, the new PAR Strategy strengthens the importance of mobility and transfers. In **North Macedonia** although there are relevant provisions in the legislation, mobility remains a challenge in practice. In **FBiH** career advancement and mobility is done only through a public advertisement. In **Republika Srpska** there are some articles that regulate advancement into a higher pay grade. In the new Civil Service Law special attention will be given to this issue. There is a strong career development in **Albania**. Based on legislation, positions for low and middle management are open for promotion if new people are not employed. 70% of posts are filled out through promotion procedures. Albanian School of Public Administration (ASPA) is responsible for training civil servants and very often middle and top managers are used as coaches.

ReSPA has planned to organise a workshop on career development as a tool for attracting and retaining public servants in the Western Balkan administrations to enable decision makers and practitioners from the ReSPA Members to gain insights into good practices and learn from one another as well as from the experience of EU member states. The workshop should generate new knowledge for practitioners on career development, and ideally provide space for the application of the new knowledge and skills.

ReSPA is looking for an expert who would support ReSPA in delivering the workshop as per the tasks listed below. The workshop is tentatively scheduled to be held on **13-14 December 2023, in Tirana, Albania**.

3. Tasks and responsibilities

The expert will be engaged for up to **8 (eight) days** and will perform the following indicative tasks:

- Get familiar with the state of art of public administrations in ReSPA members, regarding career development.
- Prepare the presentations to be delivered at the workshop: (1) introduction to the topic (why do we need career development and what do we mean by career development), (2) presentation of the experience from EU Member State on attraction, retention and next generation of civil servants, (3) presentation of the tools for career development.
- Design a panel discussion with WB civil servants on staff motivation and retention. The session will allow working group members to actively engage, present their experience and raise questions and challenges on establishing plans for organisational disruptions that might impact careers; the requirements from HR units, and modernizing their role in the future.
- Design a practical exercise on case analysis of career development.
- Participate in the workshop in person, deliver presentations, and moderate the panel.

- Prepare a brief note on the key reform proposals for the region and prospective follow-up actions by ReSPA.

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the expert may propose slight changes/adaptations upon agreement with the ReSPA Programme Manager in charge.

4. Necessary Qualifications

The expert shall possess the following profile:

Qualifications and skills:

- At least a University degree in human resources, public administration, management, political sciences, social sciences, psychology, or any other field.

General professional experience:

- At least 7 years of experience working in or with the public sector and related assignments/positions.

Specific professional experience:

- At least 5 (five) years of relevant professional experience related to human resources management, including experience in career development, staff motivation, retention.
- Proven experience in conceptualising or developing capacity-building activities related to the above-mentioned topics.

Skills:

- Written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Ability to prepare and deliver well-structured presentations;
- Ability to work with people of different nationalities, religions, and cultural backgrounds.

4. Timing and Location

The assignment foresees preparation work from home/office and implementation in the field. The assignment is expected to be performed during November-December. The expert is expected to participate in the workshop tentatively planned to be held **on 13-14 December in Tirana, Albania.**

5. Remunerations

The assignment foresees engagement of up to **8 (eight) expert days** in the amount of up to 4800 EUR.

The payment will be done in one installment upon completion of the assignment. The final outputs will be subject to approval from ReSPA before the execution of the payment.

Note: No other costs will be covered besides the expert cost per day. The expert cost per day comprises of expert's fee per day and (if needed) a lump sum for covering related costs which include, travel, accommodation, local transport, meals, and other incidentals.

7. Reporting and Final Documentation

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

Outputs

- PPTs delivered during the workshop.
- Brief note on the key reform proposals for the region and prospective follow-up actions ReSPA

Documents required for payment

- Invoice (signed original);
- Timesheets (signed original);
- Final brief report in the English language on the conducted assignment.