

Terms of Reference

Request for Services

Expert for job analysis, job evaluation and preparation of job descriptions

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

Job descriptions, also discussed under the titles of job analysis, job analysis methods and job evaluation systems, are a fundamental area of HRM. They cut across other areas of HRM such

* 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.

as recruitment and selection, career advancement, performance appraisal and salary management. Job description and analysis also cut across wider questions of organisational design (aligning the structure of an organization with its objectives, with the ultimate aim of improving efficiency and effectiveness).

In 2022 ReSPA developed a study on *Professional requirements and competency frameworks in the civil service administrations of the Western Balkans*². The findings of the study show that the level of generalisation in job descriptions is quite high, and in some cases job descriptions do not exist at the specialist level. Furthermore, job descriptions and categorisations at central level in Western Balkan administrations are of rather limited value for defining professional requirements and competencies. Although all ReSPA members surveyed for the study have complemented formal knowledge and basic skills-based requirements with behavioural competency frameworks, at least for some categories of civil servants, professional requirements are overly general in all cases except Serbia.

Analysis of the future-orientation of professional requirements in the civil service and their vertical integration with the strategic priorities of governments revealed that these aspects are not adequately reflected in the expectations currently set for civil servants. The horizontal integration of professional requirements was found in processes of recruitment, performance appraisal and training, such integration was mostly formal in character and much weaker in practice. This is partly because the overly general nature of professional requirements impedes any deeper integration, though also because of a lack of skills and other resources at institutional level to apply more complex HRM tools. Behavioural competency models require fully professional HR and management functions at institutional level, which is not always the case in the Western Balkans. The study found neither formal nor practical integration with the workforce planning process, which is currently used only as a headcount and/or recruitment-planning tool. This lack of integration with planning constitutes a major weakness in job requirements and the use of competency frameworks in the administration surveyed.

ReSPA has planned to organize a workshop on job descriptions, job analysis, job evaluation, job catalogues 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 how to 'do' job descriptions, 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 10-11 July 2023, in Skopje, North Macedonia.

3. Tasks and responsibilities

The expert will be engaged for up to 9 **(nine)** days and will perform the following indicative tasks:

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https://www.respaweb.eu/download/doc/Professional+Requirements+and+Competency+Frameworks_August++2022.pdf/7081381857ab65c0d825c1412bee35de.pdf

- Get familiar with the state of art of public administrations in ReSPA members, regarding job descriptions, job analysis, job evaluation, job catalogues, competency frameworks.
- Provide support in preparation of the workshop Agenda.
- Prepare the presentations to be delivered at the workshop: (1) introduction to the topic (job descriptions, evaluation, analysis), (2) presentation on the skills/competencies that will be in demand in the future and how will that reflect on HR functions.
- Prepare a brief note on the key reform proposals for the region and prospective follow up actions by ReSPA
- Design 2 panel discussions with WB civil servants: (1) their experience in introducing and managing job descriptions, analysis and evaluations. The session will allow working group members to actively engage, present their experience and raise questions and challenges of making job descriptions work effectively and their plans to make changes (2) relation between job descriptions and some HRM areas such as recruitment, appraisal, remuneration, etc.
- Participate at the workshop in person or remotely. Moderate the workshop, deliver two presentations and moderate one panel.
- Design and moderate the dialogue devoted to job descriptions and competency frameworks in relation to senior civil service management.

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 University degree in human resources, public administration, management, political sciences, social sciences, or related field.

General professional experience:

- At least 7 years of experience of 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 preparation of job descriptions, job analysis, job evaluations.
- 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 or online. The assignment is expected to be tentatively performed **on 10-11 July in Skopje, North Macedonia**.

5. Remunerations

The assignment foresees engagement of up to **9 (ten) expert days** in the amount of up to 5400 EUR.

The payment will be done in one instalment 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.