

Workshop on Enhancing Human Resource Management in  
the Western Balkans b2b with the Meeting of the HRMPD  
Working Group

20-21 February 2025

Scientific and Technological Park, Podgorica  
(Montenegro)

Discussion Paper and Provisional Agenda

## Background

The ReSPA members are pursuing their public administration reforms to provide better services for their businesses and citizens in a time full of unpredictable challenges: globalisation, social and demographic changes, migration, climate change, digitisation, geopolitical developments, economic consequences of conflicts, etc. In addition, the governments make efforts to plan in a timely way the fulfilment of necessary reforms in accordance with their EU accession agenda. The Governments require adequate capacities of the civil service to fulfil the agenda. Professional management and human resources development are crucial to the ability of public administrations to deliver their governments' mandate.

According to the recent SIGMA monitoring reports, public administrations need to improve their capacity to adequately serve the needs of their societies in all ReSPA members. Civil services need to be able to manage increasingly complex problems and societal expectations. All ReSPA members face similar challenges in public service and HRM. Public administration has to cope with the constant changes which affect today's society and continue to ensure citizens' well-being. Based on rigidity, hierarchy, procedures, formalities, and specific norms, public administration is now challenged to change its traditional values and mindsets into ones more oriented toward services and team collaboration. It should become more flexible, adaptable, innovative and, in the end, transformational. Professional management and human resource development are crucial to public administrations' ability to attract, develop and retain the talent needed to deliver their governments' mandate.

The overall goal of the HRMPD Thematic Regional Group (ThRG) is to contribute to the professionalisation, integrity, depoliticisation and modernisation of the public service. Through regular meetings, the HRMPD ThRG will continue to offer programmatic streamlining of ReSPA's activities, In addition, ReSPA will provide a platform for peer exchange among the HRMPD ThRG members.

This activity underscores ReSPA's ongoing commitment to supporting the professionalization of public administrations by promoting the exchange of good practices, aligning regional HR initiatives with EU standards, and addressing the emerging needs of HR professionals. It combines a workshop on enhancing Human Resource Management (HRM) with the meeting of the HRMPD Working Group, fostering both capacity-building, exchange of practices and collaboration.

A primary topic of focus will be the monitoring of human resources, a crucial aspect of strategic HR management. Effective HR monitoring provides actionable insights into workforce trends, enables more efficient resource allocation, and ensures organizational goals are met. Participants will explore methodologies for HR monitoring through case studies and practical examples from Western Balkan administrations and an EU Member State. These discussions aim to highlight successful practices, address challenges, and foster innovative solutions to improve HR monitoring across the region.

On the second day, the event will provide a floor for presenting the current activities and showcasing good practice examples in HR from participating administrations, presenting key findings from SIGMA country reports in the HR area, and presenting and discussing ReSPA's planned activities for 2025. These elements will also form the basis for in-depth discussions aimed at identifying priority activities and topics for the development of a new project proposal to be funded by the European Commission.

## Objectives and Expected Outcomes:

### Objectives:

- Exchange of information about the current activities and share good practices in HRM and professional development from Western Balkan administrations.
- Present ReSPA's planned activities for 2025 and SIGMA findings of the monitoring reports as a foundation for the elaboration of activities planned for 2025 and preparation for the next EC Grant.
- Facilitate an exchange of experiences on monitoring human resources, including challenges and innovative solutions.

### Expected Outcomes:

- Increased understanding of good practices in HRM and professional development across WB administrations.
- Elaborated plan of activities with concrete needs of WB administrations.
- A prioritized list of topics and proposed activities for a new EC-funded project proposal.
- Practical insights into HR monitoring methodologies, supported by examples with a follow-up plan.

## Target Group

### The activity targets for each ReSPA Member:

- two members of the ReSPA HRMPD Thematic Group (one from the Ministry of Public Administration or equivalent and one from the Human Resources Management Service or equivalent) and
- one senior civil servant responsible for developing a methodology for monitoring human resources/monitoring human resources.

# PROVISIONAL AGENDA

**Thursday, 20 February:**

## **Workshop on Monitoring Human Resources**

<b>09:00 – 09:30</b>	<b>Registration and Welcome Coffee</b>
<b>09:30 – 09:40</b>	<b>Opening Remarks and Introduction</b> <ul style="list-style-type: none"><li>• Opening Remarks Introduction to Day 1.</li></ul>
<b>09:40 – 10:00</b>	<b>Expectations from Participants and Tour de Table</b> <ul style="list-style-type: none"><li>• Brief introduction from participants, including their expectations from the workshop and meeting.</li></ul>
<b>10:00 – 11:15</b>	<b>Session 1: Experiences, Challenges, and Needs for Improvement of HR Monitoring in WB Administrations</b> <ul style="list-style-type: none"><li>• Presentations by three administrations on monitoring of human resources (up to 20 minutes each), followed by Q&amp;A.</li></ul>
<b>11:15 – 11:30</b>	<b>Coffee Break</b>
<b>11:30 – 13:00</b>	<b>Session 1: Continuation of the session</b> <ul style="list-style-type: none"><li>• Presentations by remaining three administrations (up to 20 minutes each), followed by Q&amp;A.</li></ul>
<b>13:00 – 14:00</b>	<b>Lunch Break</b>
<b>14:00 – 15:00</b>	<b>Session 2: Experience from two EU member states (TBC)</b>
<b>15:00 – 16:00</b>	<b>Session 3: Developing practical recommendations for improving HR monitoring across WB administrations</b> <ul style="list-style-type: none"><li>• Group work and presentation by each group</li></ul>
<b>16:00 – 16:15</b>	<b>Summary and Closing of Day 1</b>

**Friday, 21 February:**

## **Meeting of the Human Resources Management and Professional Development Working Group**

<b>8.30 – 09:00</b>	<b>Registration and Welcome Coffee</b>
<b>09:00 – 09:10</b>	<b>Introduction to Day 2</b>
<b>09:10 – 09:50</b>	<b>Session 1: SIGMA Monitoring 2024 findings</b> <ul style="list-style-type: none"><li>• Presentation of SIGMA findings from monitoring reports 2024 followed by Q&amp;A</li></ul>
<b>09:50 – 10.45</b>	<b>Session 2: Presentation of the State of the Art in WB Administrations, Sharing Good Practices and Challenges Faced in the HRM Area.</b> <p>Presentation by each administration of the current state of the art in HRM in each administration (up to 8 minutes each) followed by Q&amp;A</p>
<b>10.45 – 11.00</b>	<b>Coffee break</b>
<b>11:00 – 12.00</b>	<b>Session 3: ReSPA Activities for 2025 Expectations from Upcoming ReSPA Activities in 2025</b> <ul style="list-style-type: none"><li>• Presentation of ReSPA activities for 2025</li><li>• Inputs for 2025 activities (group work and presentation by each group).</li></ul>
<b>12.00 – 13.00</b>	<b>Session 4: Development of Proposals for the Next EC-Funded Project (Part 1)</b> <ul style="list-style-type: none"><li>• Group work on key topics and activities for the proposal and expected outcomes and benefits for the region.</li></ul>
<b>13.00 – 14.00</b>	<b>Lunch Break</b>
<b>14.00 – 15.00</b>	<b>Session 4: Development of Proposals for the Next EC-Funded Project (Part 2)</b> <ul style="list-style-type: none"><li>• Presentations by groups</li><li>• Plenary discussion to consolidate ideas and refine priorities.</li></ul>
<b>15:00 – 15:15</b>	<b>Closing Remarks and Next Steps</b>