Professional Development of Civil Servants in the Republic of Serbia
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Integration into the European Union, the positioning in the “European Administrative Space”, the adjustment to changes in the environment, orientation to citizens are just some of the demands facing the state administration in Serbia. The successful implementation of state administration reform is reflected above all in the improvement of efficiency and effectiveness of its work. The key element of implementing this globally set request requires the creation of the professional development system, which will ensure the continuous improvement of professional knowledge and skills of civil servants. Only in this way will employees be able to keep the pace with the increasing professional requirements in terms of knowledge, with the demand of applying new technologies and working methods, with the request for developing new standards and providing services for citizens. The development of employees has a role in the creation of new values and implementation of required organisational changes and the training of civil servants becomes more important in all member states of the EU and in the European institutions.

The field of professional development of civil servants is regulated by the Civil Servants Act, which prescribed that civil servants shall have the right and obligation to improve professionally in conformity with the needs of the state authorities. The Republic of Serbia secures the funds for training in its budget. The Government adopts the general professional development programme of civil servants in state administration authorities and services of the Government, at the proposal of the Human Resources Management Service. The Human Resources Management Service is also responsible for the implementation of the adopted programme. By its conclusion 05 No. 153-1723/2007 of 29 March 2007 the Government adopted the General Programme of Professional Development of Civil Servants from state administration authorities and services of the Government for 2007 by which it defined the form and the content of professional development.

The aim of this publication is to introduce readers to the importance and essence of the professional development of civil servants, the content of the Programme as well as to the existing results and efforts in this field.

Thus, the introductory part presents the reasons and needs for professional development of civil servants, the importance and objectives of the annual general professional development programme, the legal framework of professional development as well as the description of target groups.

The second part presents an overview of the content of the general professional development programme: thematic areas, modules and trainings as well as planned organisation forms for the implementation of the programme.

The overview of the activities in the field of professional development from the establishment of the Service until today (already implemented forms of professional development) is given in the third part of this publication.

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professional development of civil servants
IMPORTANCE OF PROFESSIONAL DEVELOPMENT OF CIVIL SERVANTS

The state administration reform depends on the professionalism, motivation and readiness for change of people in charge and responsible for its successful implementation. The main stakeholders of the state administration reform are civil servants; thus, the efficiency of changes in state administration depends on their expertise and professionalism.

The State Administration Reform Strategy\(^1\) and the Civil Servants Act\(^2\) emphasise the importance that must be given to the professional development of civil servants in order to establish a complete, modern and non-political civil servants system. The Strategy defines certain directions that represent guidelines for the professional development policy. The Strategy also recognises the need and the importance of developing the long-term policy of civil servants’ professional development, as well as the existence of the institution in charge of the general professional development programme. Professional development accordingly becomes a key instrument of the modern state administration.

It should be borne in mind that the development and training of civil servants is one of the links in the chain of human resource planning and development besides HR planning, that is their selection and recruitment in state administration, as well as their assessment and promotion. The connection of all elements of this system secures the preconditions for the efficient and effective performance of the civil servants system.

The professional development of employees in state administration is a continuous, systematic organised and planned process in which, through knowledge and practical work, knowledge is improved and skills and abilities developed. Today in the “knowledge society” the continuous improvement of knowledge and skills in life is required; thus, the civil servants have to constantly improve their knowledge and skills.

The main reason that determines the importance and need for continuous professional development is the fact that in transitional countries, such as Serbia, we encounter the changes in the legal system. Namely, every year a great number of legislation is passed which represent new challenges for civil servants and require, besides the adequate understanding, their proper implementation.

Transitional countries encountering the complete change of the legal system and adoption of a significant amount of legislation require civil servants who adequately understand and apply this legislation. Systematically organised and planned forms of professional development contribute to understanding the aforementioned contents in better way, to master the required knowledge, skills and procedures, and in this way contribute to the better implementation of legislation in the daily work of civil servants. Besides, the key contribution of professional development is the improvement of the efficiency of state administration achieved by adjustment and modernisation of civil servants’ knowledge of IT and communication technologies.

The possibility and the need of reassigning from one job position to another job position within the administration, in the horizontal and vertical scale in the sense of re-

\(^2\) “Official Herald of RS”, No. 79/05, 81/05 – correction and 83/05 - correction
assignment or promotion, contributes additionally to the importance of professional development in state administration. Namely, the process of civil servants’ professional development is closely linked to the process of monitoring work and civil servants’ appraisal. The aim of appraisal, defined by the Civil Servants Act partly refers to the creation of conditions for proper decision-making on promotion and professional development.

Good managerial skills entail the manager’s assistance to his or her employee during the entire appraisal period to implement working objectives. The principal officer achieves this by monitoring his or her work and by referring him or her for professional development in the field necessary for the successful achievement of defined working objectives.

Proposed professional development should be based on practical perception during the appraisal period. It may assist the person that is evaluated to overcome his or her weaknesses in work or to focus his or her attention to career development.

The consequences of the appraisal procedure may be connected to the professional development process in a different ways. For example, a civil servant who has been assigned an “unsatisfactory” mark may be referred to additional professional training in order to have more chances to be successful during the special appraisal. A civil servant may be included in the regular professional development programmes made for all civil servants or he or she may be offered special programmes intended for civil servants marked with “unsatisfactory”. The HR unit at the proposal of the evaluator adopts the decision on the professional development. Those civil servants who are graded with the high mark (5) at the end of the appraisal period represent a valuable potential of state administration and special attention should be given to their professional development needs.

At the same time, regardless of how much we are persuaded in favour of the power of education and development, one should have in mind that all problems and difficulties in the functioning of state administration cannot be regulated only and exclusively by the professional development of civil servants.

Professional development of civil servants may not be reduced to individual seminars and other forms of professional gathering of civil servants. This is a long-term process in which knowledge is improved and the skills and abilities are developed.

**LEGISLATIVE FRAMEWORK OF THE GENERAL PROFESSIONAL TRAINING**

The field of the professional development and training is regulated by the Civil Servants Act. This Act stipulates that civil servants shall have the right and obligation to improve professionally in conformity with the needs of the state authorities. The Republic of Serbia shall secure the funds for training in its budget. The Act also defines that the professional development is based on programmes which determine forms and content of the development as well as the amount of required funds for development.
The legislator prescribed two types of professional development programmes – general whose preparation and implementation rests with the Human Resources Management Service (hereafter: the Service) and special which is in competence of each individual authority. The Government adopts for each year the general programme of professional development for civil servants in state administration authorities and services of the Government (hereafter: the GPPD), at the proposal of the Human Resources Management Service, while the principal prepares the programme of special professional development of civil servants in the state authority in conformity with particular needs thereof.

In accordance with the Civil Servants Act, the Regulation on the Establishment of the Human Resources Management Service prescribes that the Human Resources Management Service (Article 2, paragraph 8) “prepares for the Government the proposal of the general programme of professional development of civil servants and organises the professional training in accordance with the adopted programme”.

A civil servant may be offered additional education relevant to a state authority after the completion of the internal competition within the state authority and preference shall be given to civil servants who have achieved higher performance marks during the last three years. The state authority bears the costs of the additional education. Following the additional education, the civil servant must remain with the state authority for at least double the time of the duration of the education. Otherwise, he/she must reimburse the costs of the additional education by a single payment.

When it concerns the GPPD, it is drafted in accordance with the horizontal needs for professional development of civil servants from state administration authorities and services of the Government and should represent the aggregate of general, joint knowledge and skill necessary for a civil servant independently of state administration authority in which they work. Namely, it reflects the joint needs of all state authorities in accordance with the joint horizontal tasks or those tasks which appear in all or in majority of state administration authorities (for example, HR tasks, financial management, legal drafting, etc). Horizontal tasks are those administrative and expert tasks which are to a lesser or greater extent present in the work of all state administration authorities, namely typical tasks and which the majority of civil servants at the same hierarchical level or of the same profession must perform in the fulfilling daily working duties in state administration authorities.

On the other hand, the special programme is directed to the needs of each individual state authority in accordance with the scope of work of authority in question and types of tasks performed by civil servants in the relevant authority. Unlike the general professional development programme of professional development which, which is the same for all civil servants from state administration authorities and services of the Government, there should be as many special programmes as many as there are state administration authorities and services of the Government.

The annual programmes of special professional development adopted by the state administration authorities should derive from the GPPD.
Only by the unity of general and special professional development programmes one may meet in their entirety the diverse needs of civil servants for knowledge that is lacking or to skills necessary for efficient and effective performance of daily work.

### OBJECTIVES AND PRINCIPLES OF THE GENERAL PROGRAMME OF PROFESSIONAL DEVELOPMENT (GPPD)

The annual GPPD has great importance primarily for the implementation and coordination of professional development of civil servants from state administration authorities and services of the Serbian Government. The GPPD is also important for planning professional development of civil servants at the level of each individual authority. This document represents a first step in regulating the process of professional development of civil servants in the Republic of Serbia and lays foundations for the establishment of the civil servants professional development system.

At the same time, a document of this type should represent in future one of the basic documents by which the state administration authorities plan certain activities from the field of professional development. It enables the determination of staff development required for the successful implementation of objectives and tasks of authorities.

#### General Objective of the GPPD

The GPPD has the aim of ensuring the systematic approach to planning, implementation and coordination of professional development of civil servants in fields where there is a need for professional development and where those programmes ensure conditions for the inclusion of all civil servants in the training programme.

#### Special Objectives of the GPPD

The other (special) objectives of the GPPD are defined as:
- contribution to the professional development planning at the level of each state administration authority, especially in preparing the special professional development programme;
- contribution to the implementation of the annual working programmes of the authorities;
- contribution to the annual budget of the authority.

#### GPPD Principles

The professional development of civil servants shall be based on the following principles:
- according to the Civil Servants Act a civil servant shall have the right and obligation to improve professionally in conformity with the needs of the state authorities;
- professional development must be based on previously determined civil servants’ needs;
• professional development planning for each civil servant must be in accordance with the career development plan of each civil servant;
• professional development planning is carried out in accordance with planned and implemented working results of the civil servant and, inter alia, annual appraisal report;
• strengthening of capacities contributes to reinforcement of motivation for continuous professional development;
• professional development must take into account a working experience of the participant;
• the programme content must ensure the adequate relationship between the theoretical and practical, knowledge and skills;
• professional development must respect differences in individual capacities, styles, manners of learning as well as in the previous experience;
• programme implementation entails the inclusion of different forms as well as modern interactive methods and at the end
• it is necessary to ensure the systematic monitoring and evaluation both of the achieved results of the GPPD and of the implementation process.

4 TARGET GROUPS

A general professional training of civil servants serves to satisfy the needs of professional training and development of different categories of civil servants in accordance with the hierarchy of job positions:
• the civil servants in the appointed positions;
• principal officers of smaller organisational units in the state administration authorities;
• newly employed civil servants in the state administration;
• as well as all other civil servants.

The Programme GPD is at the same time designed to satisfy the professional training needs of other target groups bearing in mind the type of performed work:
• the civil servants in the human resource units as well as individuals dealing with HR in their state administration authorities and special organisations;
• civil servants conducting the administrative proceedings;
• civil servants in charge of EU integration;
• civil servants responsible for giving information of public importance;
• civil servants in charge of public relations;
• civil servants dealing with finance matters;
• project coordinators and project assistants.
5. IMPLEMENTATION

5.1. Lecturers

For the purpose of training and other forms of professional training it is planned to hire domestic and foreign experts, professors and associates of the Serbian universities, judges of the Supreme Court of Serbia, as well as civil servants. At the same time, employees in the Service in charge of different areas (civil servants’ assessment, staff selection and recruitment, the job analysis and the maintaining the Central Personnel Registry) shall be included in the implementation of certain training programmes.

In accordance with this, it is planned to form a group of lecturers amongst civil servants who will be trained to implement the programme. The intention to use the internal capacities of the state administration and hire civil servants as lecturers who after the selection and additional training prove to be able to implement the training. This may be achieved by gradual involvement and increase of civil servants who would provide support to the training with the simultaneous reduction of lecturers from the circle of consultants.

Thus, the aim is to establish a situation whereby in future the civil servants from state administration authorities will have main role in the implementation of the GPPD. This refers to civil servants who following the selection and additional trainings will have a capacity to do the training and who will have, beside the expert knowledge, developed lecturing skills.

Different modalities of hiring lecturers/instructors for the realisation of training within the general programme of professional development are possible and they will depend on the requests, goals and content of individual programme, but also on the individual lecturers, their knowledge, skills and experiences.

5.2. GPPD Implementation Forms and Methods

The realisation of a general professional development programme presupposes the application of different forms and working methods that enable the exchange of experiences, knowledge, approaches and needs of all participants. The organisational forms as forms within which the knowledge and skills are acquired or educational tasks are achieved presuppose the diversity of activities and application of different interactive methods by which the planned objectives are reached. Beside lectures as the main forms of professional development the objectives of the GPPD shall be achieved through other organisational forms such as seminars (informative, pre-seminars, instructive seminars and cycle seminars), workshops, conferences, instructive courses, courses, round tables and others.
Some of the forms shall be used in the development process and are the following: oral presentation, interview, discussions, demonstrations, projects, problem solving, roles, case studies and others. The selection of methods shall depend on the defined training tasks, organisational and technical capabilities, lecturer’s working style and abilities.

The programme implementation requires the use of adequate equipment. All audio/visual equipment are used in the training (laptops, projector, white board, camera, video camera, flip chart). Better training quality and the more efficient work of the lecturer is achieved by using equipment.

5.3. Monitoring and evaluation of professional development implementation

Each individual training within nine offered modules of the general programme of professional training requires monitoring and evaluation. The monitoring of the following programme aspects is planned during the realization of the programme: content of the educational process, activity of the participants in the educational process, organization of time, space, working methods of lecturers, adequacy of applied methods in achieving planned results, material and technical conditions for the realization of the process etc.

However, the real and essential value of the programme is reflected in the achieved results on the individual and wider organisational plan. In that sense, one of the priority tasks of the Service refers to the establishment and the development of a system for monitoring and evaluation of the professional training programme.
The General Programme of Professional Development is composed of nine thematic areas. Each thematic area included several modules within which the implementation of a different form of professional development is planned.
Thematic areas of the civil servants professional training

1. GOVERNMENTAL SYSTEM AND STATE ADMINISTRATION AFFAIRS

1.1. Regulatory framework in the area of state administration
   1.1.1. Organization of the state administration
   1.1.2. State administration affairs

1.2. Internal organization of the state administration authorities

1.3. Administrative procedure
   1.3.1. Interested party in the administrative procedure and a person
         interested in participating in the administrative procedure
   1.3.2. Communication between the authorities and interested parties
         in the administrative procedure
   1.3.3. Filing paper documents
   1.3.4. Initiating the administrative procedure
   1.3.5. Process to be completed prior to the first-degree decision in the
         administrative procedure
   1.3.6. Decision and Conclusion
   1.3.7. Appeal in the administrative procedure
   1.3.8. Extraordinary legal remedies
   1.3.9. Execution of final administrative acts

1.4. Regulation drafting methodology

2. CIVIL SERVICE SYSTEM

2.1. HR planning
   2.1.1. Drafting the job descriptions and job classification
   2.1.2. HR plan
   2.1.3. HR policy implementation

2.2. HR selection
   2.2.1. Conducting internal and external job competitions
   2.2.2. Methods of HR selection
   2.2.3. Introductory job training

2.3. Employee work monitoring and appraisal of civil servants
   2.3.1. Work objectives and performance assessment
   2.3.2. Conducting an interview for evaluation purpose
          (evaluation interview)
   2.3.3. Appraisal of civil servants
2.4. HR professional training plans
   2.4.1. Training need analysis
   2.4.2. Drafting the training plan and program

2.5. Central HR register
   2.5.1. Basic functions of the Central HR register
   2.5.2. Advanced functions of the Central HR register
   2.5.3. Support to the Central HR register system

3. MODERN ADMINISTRATION AND MANAGEMENT
   IN THE STATE ADMINISTRATION

3.1. Management in the state administration
   3.1.1. Strategic planning
   3.1.2. Annual Operative Plan (AOP) – New administration mechanism
       in the state administration
       3.1.2.1. Introduction to planning activities – the main
               AOP elements
       3.1.2.2. Methods and techniques for conducting analyses
       3.1.2.3. Project cycle management in the state administration
       3.1.2.4. Monitoring, reporting and evaluation mechanisms
       3.1.2.5. Financial management fundamentals /
               Program budget
   3.1.3. Project scope management = Goal oriented management
   3.1.4. Change management
   3.1.5. Time management
   3.1.6. Learning organization – Knowledge management

3.2. Management in the state administration
   3.2.1. Role of the manager in the organization development
   3.2.2. Team work and decision-making process
   3.2.3. Negotiating and negotiation skills
   3.2.4. Efficient decision-making process and job delegating
   3.2.5. Motivation and quality of performance of employees

3.3. Stress and mobbing
4. TRANSPARENCY

4.1. Public relations
   3.2.1. Public speaking and presentation skills
   3.2.1. Promotional management

4.2. Free access to the information of public importance

4.3. Transparency versus corruption

5. PROJECTS IN THE STATE ADMINISTRATION

5.1. Drafting project proposal

5.2. Project implementation

5.3. Project management in the EU

6. PUBLIC FINANCE SYSTEM

6.1. Budget funding

6.2. Financial management and control
   6.2.1. Introduction to internal control
   6.2.2. Risk management
   6.2.3. Administrative oversight concept
   6.2.4. Internal control organization

6.3. Public procurement

7. TOWARDS THE EUROPEAN UNION

7.1. Basic courses
   7.1.1. EU law and procedures
   7.1.2. EU departmental policies

7.2. Twinning training
   7.2.1. Module No. 1 – Inter and intra coordination of the
         EU integration process
   7.2.2. Module No. 2 – The EU main policies, harmonization
         and implementation; project management
   7.2.3. Module No. 3 – specially designed training for
         individual ministries
7.3. Specialized training

7.3.1. Application of the EU Stabilization and Accession Agreement and preparatory activities for membership negotiations
7.3.2. Negotiation techniques related to the EU accession process

8. GENERAL AND COMMON AFFAIRS IN THE STATE ADMINISTRATION

8.1. Applying the regulations prescribed for the usage of grammar, style, spelling and writing rules in drafting regulatory acts.

8.2. Office operation/activities

8.3. Role of information technology in the state administration and E-administration

8.4. Computer literacy

8.4.1. Elementary courses
   8.4.1.1. Basic course in WINDOWS XP
   8.4.1.2. MS WORD – Level One
   8.4.1.3. MS WORD – Level Two
   8.4.1.4. MS EXCEL – Level One
   8.4.1.5. MS EXCEL – Level Two
   8.4.1.6. Internet

8.4.2. Advanced courses
   8.4.2.1. MS ACCESS – Level One
   8.4.2.2. MS POWERPOINT – Level One
   8.4.2.3. MS FRONTPAGE – Level One

9. TRAINING OF TRAINERS IN THE STATE ADMINISTRATION

9.1. Basic training

9.2. Specialized trainings
1. Thematic area

THE GOVERNMENTAL SYSTEM 
AND STATE ADMINISTRATION AFFAIRS

■ Modules
  1.1. Regulatory framework in the area of state administration 
  1.2. Internal organization of the state administration authorities 
  1.3. Administrative procedure 
  1.4. Legislation drafting methodology

■ Scope
  Knowledge about the regulations in the area of governmental system and state 
  administration affairs represent a prerequisite for proper execution of its opera- 
  tions and adequate exercising of civil rights and obligations.

■ Objectives
  The main objectives in this thematic area are, as follows:
  • Acquire substantial knowledge about the state administration and its affairs, 
    as well as about the principles for internal organization of the state adminis-
    tration authorities;
  • Understanding the novelties introduced to the regulatory framework;
  • Proper implementation of the legal framework;
  • Knowledge refreshment and enlargement concerning the implementation of 
    administrative procedure;
  • Upgraded preparation of administrative acts;
  • Civil servants capacity building in the field of drafting laws and subsidiary leg-
    islation by learning to use relevant drafting methods and techniques.

■ Target group
  The said training is designed for the civil servants, whose jobs require the appli-
  cation of regulations related to the state administration, for those conducting 
  administrative procedure, as well as for the newly employed with the state 
  administration authorities and for other civil servants.

■ Types of training
  Training sessions will be implemented through lectures, single day or multi-day 
  seminars.

■ Funding
  Funds required to organize and implement this thematic area will be provided 
  from the HRMS financial resources.
THE CIVIL SERVICE SYSTEM

### Modules

2.1. HR planning
2.2. HR selection
2.3. Civil servants monitoring of work and evaluation
2.4. HR training proposals
2.5. Central HR register

### Scope

The main scope of this thematic area is acquiring new knowledge and continuous development of knowledge and skills related to the jobs of HR management, as well as providing the prerequisites for technically experienced and professional administration, capable for executing its assumed duties and assignments.

### Objectives

The main objectives in this thematic area are, as follows:

- Learn to apply relevant regulations in the area of civil service system;
- Clarify and increase understanding about the relation between job analysis and all other elements of the HR management;
- Acquire full skills in preparation of job description for each work position, as well as in job classification;
- Develop the skills on how to conduct an interview in the HR selection and in the process of appraisal of civil servants, as well as the skills related to the usage of other HR selection methods;
- Develop the process of HR planning, continual monitoring of their career development, as well as the possibilities and modes of HR development;
- Develop the operation and keeping of the Central HR register.

### Target group

The referenced training is designed, first of all, for the civil servants employed with the HR units, for principal officers involved in the process of civil servants appraisal, work position analysts, as well as for any other civil servants, whose assignment is to keep updating the Central HR register.

### Types of training

Training sessions in this thematic area will be implemented through lectures, single day or multi-day seminars, consultations and workshops.

### Funding

The major portion of funds required to organize and implement the professional training in this thematic area will be provided through the projects of the European Agency for Reconstruction.
3. Thematic area
MODERN GOVERNING AND MANAGEMENT IN THE STATE ADMINISTRATION

■ Modules
3.1. State administration governing
3.2. State administration management
3.3. Stress and mobbing at work

■ Scope
Successful governing and management in the state administration has a key significance in the process of modernization of the state administration. Modernization of the existing administration requires a new type of manager – principal officer, who will need to receive adequate training, in order to be able to recognize on time any changes in the interested environment and, accordingly, undertake any and all activities necessary for further development of the state administration. Therefore, the general scope of this thematic area is the development of competences pertaining to principal officers in light of their governing and managing duties.

■ Objectives
The main objectives in this area are, as follows:
• Acquire new knowledge about the management key elements;
• Understand better the significance and nucleus of the state administration management;
• Develop competences and skills required for strategic and operative planning and management;
• Efficient time management and change management;
• Develop awareness on the importance of motivation for better performance of employees;
• Learn to use practical motivation modes and mechanisms of employees;
• Develop team leading skills;
• Develop negotiation skills and competences;
• Get insight into the modes, types and forms of mobbing, including the ways of their overcoming and solutions for critical situations (crisis solving).

■ Target group
This training is designed for principal officers at all levels, as well as for all other civil servants whose work duties include organization and team and/or project leading.

■ Types of training
This professional training will be implemented through single-day and multi-day seminars.

■ Funding
The organization and implementation of the said professional training is planned to be supported by and within the joint project: “Towards more successful reform implementation”, funded by the Ministry of Foreign Affairs of the Kingdom of Norway, as well as with the support of other donors.
4. Thematic area

TRANSPARENCY

■ Modules

4.1. Public relations
4.2. Free access to information of public importance
4.3. Transparency versus corruption

■ Scope

The professional training of civil servants in the domain of transparency of their work is directly linked to the realization to the principles of transparency, as one of the basic principles of work of the state administration authorities.

■ Objectives

The main objectives in this thematic area are, as follows:
• Inform civil servants in detail on the Act on free access to information of public importance;
• Develop and increase the level of capacity and skills of civil servants in reporting to the public about the information of public importance;
• Train civil servants for effective public appearance;
• Raise awareness of the importance of transparency, aiming to fight against corruption;
• Reducing corruption in the state administration.

■ Target group

This professional training is designed for the civil servants authorized to provide information of public importance, as well as to those representing or promoting the concepts of the state administration and to all other civil servants interested in this topic.

■ Types of training

The said professional training will be implemented through single-day and multi-day seminars, lectures and workshops.

■ Funding

Funds required to organize and implement the referenced professional training will be provided by the Human Resource Management Service.
5. Modules

5.1. Project design
5.2. Project administering
5.3. EU Project management

5. Scope

The professional training in this thematic area aims to training of civil servants in project design, administering and fundraising from prospective donors for the project implementation purpose.

5. Objectives

The main objectives are, as follows:
- Increase the level of capacities and skills of civil servants in the area of project design, budget elaboration and project management;
- Increase the level of knowledge and competences of civil servants in the area of finance;
- Develop the negotiation and lobbying skills, as well as the competences related to the EU project management;
- Develop the governing competences of civil servants;
- Develop the reporting skills and those related to the evaluation of project activities;
- Provide training on how to use adequate techniques and methods for fundraising.

5. Target group

This professional training is designed for the civil servants actively involved in different stages of a project cycle.

5. Types of training

The said training will be implemented through workshops and single-day and multi-day seminars.

5. Funding

The organization and implementation of the professional training in this thematic area will be funded through donors’ projects, in cooperation with the EU Integration Office.
6. Thematic area

PUBLIC FINANCE SYSTEM

■ Modules
6.1. Budget financing
6.2. Financial management and Control
6.3. Public procurement

■ Scope
Theoretical and practical knowledge in the area of public finance represent one of the core factors on which depends the success of modernization of the state administration and the decentralization process. Simultaneously with the modernization of the budget system, public finance tends to maintain its transparency, fairness and stability and this can be provided only through a continual process of adequate reporting and justification of activities, coaching and giving instructions to the employees who work in this area, as well as to those civil servants, whose work is based on the planned budget funds.

■ Objectives
The main objectives in this thematic area are, as follows:
• Better understanding of the public finance system;
• Better understanding of the public procurement procedure and the improvement; of related conducting procedure;
• Elevated HR capacities in the budget preparation
• Elevated HR capacities in conducting public procurement procedure;
• Better understanding of the regulatory framework related to financial transactions;
• Enhance the system of providing direct guidelines, instructions and clarifications in connection with the public finance operations;
• Develop uniform application of the regulations concerning financial transactions in the state administration authorities;
• Reinforce the internal control system.

■ Target group
This professional training is designed for principal officers in the organizational units authorized for financial affairs, for internal controllers and civil servants involved in budget preparation, as well as for those in charge for conducting public procurement procedure.

■ Types of training
The said professional training will be implemented through single-day and multi-day seminars.

■ Funding
The organization and implementation of the professional training in this thematic area will be funded prevailingly through the projects of the European Agency for Reconstruction (EAR), and a part of the required funds will be provide from the HRMS financial resources.
7. Thematic area

**TOWARDS THE EUROPEAN UNION**

- **Modules**
  - 7.1. Basic courses
  - 7.2. Twinning training
  - 7.3. Special training

- **Scope**
  In compliance with the National Strategy of Serbia for the accession of the State of Serbia and Montenegro to the European Union and according to the Plan of the Serbian Government regarding the implementation of the priorities from the European Partnership, it is necessary to train civil servants for institutional capacity building and overtaking the commitments during the accession process to the EU. Therefore, the main scope of this thematic area is to develop theoretical and practical knowledge and skills in civil servants, which are necessary for the accession process to the European Union.

- **Objectives**
  The main objectives in this thematic area are, as follows:
  - Acquire new and develop the already existing knowledge about operability of the legal system and departmental policies of the European Union;
  - Acquire knowledge and skills required in drafting legislation harmonized the EU acquis communitaire.
  - Administrative capacity building to provide proper implementing of inter/intra coordination in the EU integration process.

- **Target group**
  This professional training is designed for all civil servants and, above all, to those intensively involved, in their respective state authorities, in the process of accession of the Republic of Serbia to the European Union.

- **Types of training**
  The aforementioned training will be implemented through workshops, one-day and multi-day seminars.

- **Funding**
  The organization and implementation of the aforementioned training will be provided in cooperation with the EU Integration Office and funded through various donors’ projects.
8. Thematic area

GENERAL AND COMMON AFFAIRS
IN THE STATE ADMINISTRATION

■ Modules

8.1. Application of grammar, style, spelling and writing rules in drafting regulatory acts
8.2. Office management
8.3. Role of IT systems in the state administration & E-administration
8.4. Computer literacy

■ Scope

Performance of a wide range of jobs in the state administration authorities is based on the knowledge on how to run the office, as well as on the individual proficiency of foreign languages and computer literacy. Therefore, theoretical and practical knowledge to be acquired in this thematic area are necessary for the performance of daily work in the state administration.

■ Objectives

The main objectives in this thematic area are, as follows:
• Acquire knowledge about office management;
• Establishing precise rules to be applied in e-mail and written correspondence and verbal communication;
• Increase awareness of the importance of IT system in the state administration;
• Advanced computer literacy.

■ Target group

This professional training is designed for all civil servants.

■ Types of training

The said professional training will be implemented through lectures, courses and single-day and multi-day seminars.

■ Funding

Funds required to organize and implement the training in this thematic area will be provided from the HRMS financial resources.
TRAINING OF TRAINERS
IN THE STATE ADMINISTRATION

■ Modules
1.1. Basic training
1.2. Special trainings

■ Scope
Adequate training and advanced knowledge of civil servants in the area of transfer of necessary skills and competences to other employees represent a basis of the successful implementation of the training program and the main scope of this thematic area. On this way, the reform and modernization of the state administration is facilitated and accelerated.

■ Objectives
The main objectives in this thematic area are, as follows:
• Be introduced to the psychological bases and principles of adult education
• Learn about the steps to be taken in training design;
• Get to know the methods and technique of interactive training and their respective advantages and limitations;
• Learn how to use properly the techniques of preparation of adequate visual means;
• Learn to use adequate techniques for successful presentation, to provide constructive feedback, instructions and final comments.

■ Target group
This professional training is designed for those civil servants who are interested in this thematic area, possess substantial or basic teaching experience and required technical knowledge in one of the thematic areas included in this Program.

■ Types of training
The said professional training will be implemented through multi-day and single-day workshops and instructive meetings.

■ Funding
The organization and implementation of the professional training in this thematic area will be provided through the projects funded by the European Agency of Reconstruction.
overview of implemented activities
OVERVIEW OF IMPLEMENTED ACTIVITIES

Bearing in mind the fact that the Civil Servants Act and the State Administration Act, as well as the subsequent regulation were adopted at the end of 2005, namely at the beginning of 2006, the civil servants expressed the need to become acquainted with the novelties in the legislation regulating the work of civil servants.

Thus, the Human Resources Management Service commenced with activities targeted at the organisation and the performance of training concerning the Civil Servants Act, the State Administration Act, the Regulation on the Preparation of the Human Resources Plan in State Administration, the Regulation on Conducting Internal and Public Competition to fill Vacancies in State Authorities and the Regulation on Appraisal of Civil Servants. Beside, significant attention was devoted to training concerning the job classification and staffing as well as to training concerning the HR management.

Following the adoption of the General Programme of Professional Development of Civil Servants the organisation of the seminars concerning the Civil Servants Act and bylaws for its implementation were continued. The organisation of the trainings concerning the implementation of the Regulation on internal and public competition for filling the job positions in state administration authorities with the aim of harmonising different methods of HR selection in state administration authorities and presenting the possible methods of HR selection in state administration were carried out. Seminars are primarily designed for civil servants employed in HR units of state administration authorities and principal officers engaged in the HR selection process. The proper and complete implementation of the Regulation on the Appraisal of Civil Servants was supported by the organisation of the seminar with the aim of improving the skills of defining the working objectives, as well as the procedure of assessing the civil servants. Several seminars were organised in great number of state administration authorities in order to provide support to the civil servants in charge of appraisal to successfully define the working objectives.

Thanks to the readiness of the General Secretariat of the Government as the beneficiary of the Twinning CARDS project “Strengthening Capacities in the Policy-Making and Coordination of the Work of the Ministries”, a high number of civil servants at the managerial positions from other state authorities had a chance to participate in following seminars: “Strategic Planning in State Administration”, “Management in State Administration – Leadership Skills”, “Project Management“.

Several seminars concerning Community law and the EU procedures, as well as EU sectoral policies are continuously organised in cooperation with the European Integration Office. The trainings with the aim of improving the internal financial controls and internal auditing in the public sector are organised within the project “Internal Auditing and Internal Financial Control in the Public Sector, phase 2”
financed by the EU through the European Agency for Reconstruction. From the begin-
ning of the implementation of the annual programme of professional development,
several trainings concerning the methods and techniques for the implementation of
the analyses and project cycle management in state administration were organised in
cooperation with the Joint Project “Towards the More Efficient Reform
Implementation”.

### MAIN INFORMATION ON IMPLEMENTED TRAININGS

In the last year from the time when the Human Resources Management Service com-
menced the organisation of professional development of civil servants 90 trainings for civil
servants have been organised. Thirty six lecturers and 89 authorities were included in the
training. In relation to the ranks the statistical data are as follow: the following ranks
attended the training: 10 per cent of civil servants in appointed positions, 24 per cent of
senior counsellors, 24 per cent of independent counsellors, 26 per cent of counsellors, 6
per cent of junior counsellors, 5 per cent of associates and 2 per cent of clerks, while 4 per
cent of participants do not fall in any category. Bearing in mind the gender break down, a
higher percentage of women, namely 77 per cent of participants in the training were
women who participated organised by the Service in comparison to the 23 per cent who
were men. The participants highly graded the quality of organised seminars (the average
grade for all seminars was 4.65) as well as different dimensions of the implementation
process: the fulfilment of the expectations 4.04, lecturers 4.68, content 4.37, organisation
4.67, received materials 4.60 and premises 4.40.

After a short overview of the activities of professional development of civil servants organ-
ised by the Service in the last year, the outline of the objectives, target groups, content,
form, implementation period, and assessment results of individual seminars by partici-
pants will follow.
INTRODUCTORY PRESENTATION OF THE CIVIL SERVANTS ACT AND THE STATE ADMINISTRATION ACT WITH SUBSEQUENT REGULATIONS

Informing and acquainting civil servants of all levels with changes in the legislative framework of the state administration system, namely with newly adopted laws and by laws, which regulate the special issues from this field; providing theoretical and practical guidelines for the application of concrete activities in accordance with the new legislation; encouraging the application of new methods and principles of HR management in state administration.

CONTENT

- Presentation of the Civil Servants Act, State Administration Act and the subsequent regulations
- HR Planning and Competition Planning
- Civil Servants Appraisal Procedure
- Civil Servants and State Administration – the best examples from practice

LECTURERS

Jasmina Damjanović, Director of Human Resource Management Service, former Deputy Director of the Republic Secretariat for Legislation

Štefka Korade Purg, international expert, Slovenia

Dr Hans Achim Roll, international expert, Germany

Prof. dr Gorazd Trpin, international expert, Slovenia

TARGET GROUPS

Civil servants in appointed positions, principals of narrow internal units, administrative inspectors, HR experts and other civil servants dealing with the issues concerning the civil service system.

ORGANISATIONAL FORM

Informative seminar

STRUCTURE OF PARTICIPANTS / BY RANK

- Civil Servant in the Appointed Position 30%
- Counsellor 70%

IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS

In the period from May to June 2006 six seminars were held:

1. 52 participants / 9 May
2. 59 participants / 10 May
3. 128 participants / 23 May
4. 101 participants / 24 May
5. 81 participants / 13 June
6. 51 participants / 14 June

GRADING THE DIFFERENT ASPECTS OF TRAINING

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fulfilment of Expectations</td>
<td>4.16</td>
</tr>
<tr>
<td>Applicability of Knowledge</td>
<td>3.83</td>
</tr>
<tr>
<td>Organisation of Training</td>
<td>4.48</td>
</tr>
<tr>
<td>Relevance of Received Materials</td>
<td>4.12</td>
</tr>
</tbody>
</table>

TOTAL GRADE FOR THE TRAINING 4.16

Note *

The training was organised with the support of the experts from the project “Technical Assistance for the preparation and Implementation of Administrative Legislation” (DIAL), financed by the European Agency for Reconstruction.
JOB CLASSIFICATION AND STAFFING TABLE

OBJECTIVE

Understanding the job classification system, understanding the staffing table, mastering the job description skills and recognising the difference between good and bad job description.

CONTENT

- Steps in the Job Analysis Process
- Steps in making a Job Description and Job Ranking
- Job Descriptions: Format and Elements
- Classification of Job Positions and Tasks

LECTURERS

Vladimir Vlajković
consultant in the European Agency for Reconstruction

Sanja Leverda
Human Resource Management Service

Ivica Lazović
Human Resource Management Service

TARGET GROUP

Job position analysts in human resource units

ORGANISATIONAL FORM

Instructive seminars with lectures, practical work and group work.

IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS

One two day training was organised in October 2006:

1. 12 participants / 17-18 October

TOTAL GRADE FOR THE TRAINING

GRADING THE DIFFERENT ASPECTS OF TRAINING

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer’s Working Methods</td>
<td>4.54</td>
</tr>
<tr>
<td>Is the Course Content Interesting?</td>
<td>4.54</td>
</tr>
<tr>
<td>Relevance of Received Material</td>
<td>4.18</td>
</tr>
<tr>
<td>Suitability of Premises</td>
<td>4.91</td>
</tr>
</tbody>
</table>

Note *

The training was organised with the support of experts from the project “Pay Reform System” financed by the European Agency for Reconstruction.
THE ANALYSIS OF THE HR DRAFT PLAN – EXCHANGE OF EXPERIENCES

Introduction to the legal basis for the preparation of the HR plan through acquainting with the schematic overview and explanation of the HR plan.

- Legal basis
- Preparation of HR Plan
- Proposal of the HR Plan
- Explanation of the HR Plan

**TARGET GROUP**

The heads and principals of human resource units working on the preparation of HR plans and implementation of aforementioned legislation.

**LECTURER**

Štefka Korade Purg
international expert from Slovenia

**ORGANISATIONAL FORM**

Instructive seminars with lectures, practical work and discussion.

**IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS**

Two trainings were organized in August:

1. 21 participants / 1 August 2006
2. 21 participants / 2 August 2006

**TOTAL GRADE FOR THE TRAINING**

4.33

**GRADING THE DIFFERENT ASPECTS OF TRAINING**

- Fulfilment of Expectations: 4.11
- Lecturer’s Working Methods: 4.60
- Applicability of Knowledgea: 3.81
- Organisation of Training: 4.58
- Relevance of Received Material: 4.43

**Note**

The training was organized before the adoption of the General Programme of Professional Development for 2007 with the support of experts from the project “Technical Assistance for the preparation and Implementation of Administrative Legislation” (DIAL).
IMPLEMENTATION OF THE REGULATION ON CONDUCTING INTERNAL AND PUBLIC COMPETITION TO FILL VACANCIES IN STATE AUTHORITIES

Acquainting participants with the HR selection in state administration through the presentation of the Regulation on Conducting Internal and Public Competition to fill Vacancies in State Authorities and the Rulebook on Professional Qualifications, Knowledge and Skills assessed in the Selection Procedure, Modes for their Verification and Selection Criteria for the Employment.

CONTENT

- Presentation of the Regulation on Conducting Internal and Public Competition to fill Vacancies in State Authorities;
- Presentation of the Rulebook on Professional Qualifications, Knowledge and skills Assessed in the Selection Procedure, Modes for their Verification and Selection Criteria for Employment;
- Decision of the Government in the Field of Internal and Public Competition for Executive Job Positions;
- Decision of the Government in the Field of Public Competition for Appointed Positions

LECTURERS

Štefka Korade Purg,
international expert from the field of conducting the internal and public competition for filling job positions in state authorities

Dragana Janković,
Principal Officer of the Group for HR selection and employment, Human Resources Management Service

Olga Puljević,
Principal Officer of the Group for expert, technical and administrative tasks of the High Civil Service Council, Human Resources Management Service

TARGET GROUP

Civil servants employed in the HR units working on HR selection.

ORGANISATIONAL FORM

Informative seminar

IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS

Four trainings were held in October 2006:

1. 27 participants / 4 October
2. 27 participants / 5 October
3. 22 participants / 30 October
4. 18 participants / 31 October

TOTAL GRADE FOR THE TRAINING

4.27

GRADING THE DIFFERENT ASPECTS OF TRAINING

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fulfilment of Expectations</td>
<td>4.27</td>
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<tr>
<td>Applicability of Knowledge</td>
<td>4.10</td>
</tr>
<tr>
<td>Organisation of Training</td>
<td>4.42</td>
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<tr>
<td>Relevance of Received Material</td>
<td>4.20</td>
</tr>
</tbody>
</table>

Note *

The training was organized before the adoption of the General Programme of Professional Development for 2007 with the support of experts from the project “Technical Assistance for the preparation and Implementation of Administrative Legislation” (DIAL).
HR SELECTION IN STATE ADMINISTRATION

Ensuring support to the harmonisation procedure of HR selection in state administration authorities through acquainting civil servants (secretaries general and assistant directors) with the HR selection in state administration, with the possibility of implementation and selection criteria at the job position. Special importance is devoted to the fostering of an individual sense of responsibility for a more professional efficient performance of HR selection process.

CONTENT

- Importance of a Job Position and Basis for its filling
- Job Filling Procedure

TARGET GROUP

Secretaries General of the Ministries and the directors and assistant directors of special organisations and services of the Government and principals of the HR units.

LECTURERS

- dr Slobodan Ćamilović
  Professor at the Faculty of Organisational Science in Belgrade
- dr Dobrila Vujić
  Agency for Education and Consulting in HR Management from Belgrade

ORGANISATIONAL FORM

Informative seminar

IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS

Two one day trainings were organised in March 2007:

1. 16 participants / 20 March
2. 15 participants / 21 March

GRADING THE DIFFERENT ASPECTS OF TRAINING

| Fulfilment of Expectations | 4.10 |
| Lecturer’s Working Methods | 4.10 |
| Applicability of Knowledge | 3.50 |
| Organisation of Training | 4.50 |
| Relevance of Received Material | 4.00 |

TOTAL GRADE FOR THE TRAINING 4.00

Note *

The training was organized before the adoption of the General Programme of Professional Development for 2007 with the support of experts from the project “Technical Assistance for the preparation and Implementation of Administrative Legislation” (DIAL).
PROCEDURE OF FILLING JOB POSITIONS AND HR SELECTION IN STATE ADMINISTRATION

The improvement of the selection procedures and the HR selection skills in state administration through the presentation of standardised process of filling job positions and the HR selection methods in state administration.

**CONTENT**

- Bases for filling job positions and the selection process
- Procedure of evaluating the Professional Qualifications, Knowledge and Skills in HR selection
- Methods of Written and Verbal Evaluation

**LECTURERS**

- **dr Slobodan Ćamilović**
  Professor at the Faculty of Organisational Science in Belgrade

- **dr Dobrila Vujić**
  Agency for Education and Consulting in HR Management from Belgrade

**TARGET GROUP**

The seminar is intended for civil servants employed in HR units of state administration authorities and principals involved in the process of HR selection, namely those who participate in selection panels.

**ORGANISATIONAL FORM**

Instructive seminar with a lecture and presentation, group work and discussion.

**PIMPLEMENTATION PERIOD/NUMBER OF PARTICIPANTS**

In the period from May to June 2007 four trainings were held:

1. 9 participants / 15-16 May
2. 11 participants / 29-30 May
3. 12 participants / 12-13 June
4. ... participants / 26-27 June

**TOTAL GRADE FOR THE TRAINING**

Grading the different aspects of training:

- Lecturer’s Working Methods
- Is the Training Content Interesting?
- Suitability of the Content
- Organisation of Training
- Relevance of Received Material
- Suitability of Premises

**Note**

The training was organized before the adoption of the General Programme of Professional Development for 2007 with the support of experts from the project “Technical Assistance for the preparation and Implementation of Administrative Legislation” (DIAL) financed by the European Agency for Reconstruction.
CIVIL SERVANTS’ APPRAISAL

Learning about the content, procedure, reporting in the appraisal procedure, as well as the development of the skills of formulating working objectives and elaborating the indicators for the appraisal criteria. A development of the positions on the need for continuous monitoring of civil servants’ work and provision of positive, motivating and constructive information to employees were special objectives of this training.

CONTENT

- Regulation on appraisal Of Civil Servants
- Writing of Working Objectives
- Legal Framework
- Who is appraised and who performs appraisal?
- What is evaluated (criteria and working objectives)?
- Cycle and Appraisal Procedure
- Appraisal Report
- Consequences of Appraisal
- The role of the HR units and Human Resource Management Service in the Appraisal Procedure

LECTURERS

Dr Hans Achim Roll, international expert from Germany

Svetlana Tomić, the Principal of the Group for Conducting the Appraisal Procedure, Human Resources Management Service

TARGET GROUP

Civil servants employed in HR units and employees that will be in charge of appraisal.

ORGANISATIONAL FORM

Instructive seminar with a lecture, individual seminars and discussion.

IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS

Six one day trainings were held in the period from October to December 2006:

1. 31 participants / 10 October 2006
2. 23 participants / 11 October 2006
3. 19 participants / 9 November 2006
4. 23 participants / 10 November 2006
5. 25 participants / 4 December 2006
6. 17 participants / 5 December 2006

TOTAL GRADE FOR THE TRAINING

4.28

GRADING THE DIFFERENT ASPECTS OF TRAINING

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fulfilment of Expectations</td>
<td>4.11</td>
</tr>
<tr>
<td>Applicability of Knowledge</td>
<td>3.81</td>
</tr>
<tr>
<td>Organisation of Training</td>
<td>4.48</td>
</tr>
<tr>
<td>Relevance of Received Material</td>
<td>4.43</td>
</tr>
</tbody>
</table>

Note *

The training was organized before the adoption of the General Programme of Professional Development for 2007 with the support of experts from the project “Technical Assistance for the preparation and Implementation of Administrative Legislation” (DIAL).
WORKING OBJECTIVES IN THE CONTEXT OF CIVIL SERVANTS APPRAISAL

Ensuring the successful implementation of the Regulation on Appraisal of Civil Servants through acquainting civil servants with the appraisal procedure and the place and role of successful formulation of working objectives in its conduct and through practising the writing of working objectives.

CONTENT

- Who is doing the appraisal and why?
- What are the Working Objectives?
- Indicators of Achieved Results
- Steps in writing Working Objectives
- Examples of good Working Objectives
- Specifying Working Objectives
- Problems in writing Working Objectives
- Appraisal Criteria
- Appraisal Report

LECTURER

Svetlana Tomić
the principal of the Group for Conducting the HR Appraisal Procedure in the Human Resource Management Service

TARGET GROUP

Civil servants on managerial positions who are appointed to undertake appraisal in their authority.

IMPLEMENT. PERIOD/NO. OF PART.

In the period from Nov. 2006 to Feb. 2007 28 half-day training were organized:

1. 20 participants / 20 November 2006
2. 11 participants / 21 November 2006
3. 59 participants / 27-29 November 2006
4. 38 participants / 30 November 2006
5. 31 participants / 1 December 2006
6. 46 participants / 6, 7 and 8 December
7. 97 participants / 26 December 2006
8. 9 participants / 27 December 2006
9. 89 participants / 10 and 11 Jan. 2007
10. 159 participants / 22, 23 Jan. and 1 Feb. 2007
11. 81 participants / 5 February 2007
12. 10 participants / 9 February 2007
13. 42 participants / 20 February 2007
14. 36 participants / 22 February 2007

ORGANISATIONAL FORM

Instructive seminar with lecture, individual seminars and discussions.

STRUCTURE OF PARTICIPANTS / BY RANK

- Senior Counsellor 18%
- Independent Counsellor 45%
- Counsellor 21%
- Associate 1%
- Others 15%

TOTAL GRADE FOR THE TRAINING

GRAADING THE DIFFERENT ASPECTS OF TRAINING

<table>
<thead>
<tr>
<th>Aspect of Training</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fulfilment of Expectations</td>
<td>3.80</td>
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<tr>
<td>Lecturer’s Working Methods</td>
<td>4.64</td>
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<td>Is the Training Content Interesting?</td>
<td>4.05</td>
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<td>Applicability of Knowledge</td>
<td>3.82</td>
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<tr>
<td>Organisation of Training</td>
<td>3.90</td>
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<tr>
<td>Relevance of Received Material</td>
<td>3.92</td>
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</table>

Note *

The training was organized before the adoption of the General Programme of Professional Development for 2007 with the support of all state administration authorities.
THE ANALYSIS OF WORKING OBJECTIVES

Ensuring the successful implementation of the Regulation on Appraisal of Civil Servants through the insight into the quality of written working objectives, exchange of experiences and problem solving in the process of writing working objectives and giving guidelines on further steps in the appraisal process.

- Overview on the first quarter of the appraisal period
- The analysis of the examples of written working objectives

TARGET GROUP
Civil servants employed in the human resource units

ORGANISATIONAL FORM
Workshop (discussion, lecture)

IMPLEMENTATION PERIOD/NUMBER OF PARTICIPANTS
Two one day training were organised in May 2007:
1. 25 participants / 10 May
2. 24 participants / 11 May

CONTENT

LECTURERS
Dr Hans Achim Roll, international expert from Germany
Svetlana Tomić, the principal of the Group for Conducting the Appraisal Procedure in the Human Resource Management Service

STRUCTURE OF PARTICIPANTS / BY RANK

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Servant in the Appointed Position</td>
<td>5%</td>
</tr>
<tr>
<td>Senior Counsellor</td>
<td>24%</td>
</tr>
<tr>
<td>Independent Counsellor</td>
<td>27%</td>
</tr>
<tr>
<td>Counsellor</td>
<td>30%</td>
</tr>
<tr>
<td>Junior Counsellor</td>
<td>7%</td>
</tr>
<tr>
<td>Associate</td>
<td>7%</td>
</tr>
</tbody>
</table>

TOTAL GRADE FOR THE TRAINING 4.37

GRADING THE DIFFERENT ASPECTS OF TRAINING

- Lecturer’s Working Methods 4.50
- Is the Training Content Interesting? 4.34
- Organisation of the training 4.55

Note *

The training was organized within the General Programme of Professional Development for 2007 with the support of experts from the project “Technical Assistance for the preparation and Implementation of Administrative Legislation” (DIAL).
Acquainting the civil servants with the importance and essence of strategic planning, with particularities of the strategic planning in public sector and method of monitoring through practising the formulation of the strategic ways for solving the problems in question.

**CONTENT**

- Importance of Strategic Planning in General
- Importance of Strategic Planning in the Public Sector
- Phases in the Preparation of Strategic Development
- Monitoring of Strategy Implementation

**LECTURER**

Kestutis Rekerta,
Director of the Strategic Planning Department in the Governmental Office of Lithuania, from 2000, former Director of the Administrative Reforms Department within the Ministry for Administrative Reform and Local Self-Government, lecturer of strategic planning at the School of Law in Lithuania in the period 2000 – 2005.

**TARGET GROUP**

Civil servants who require in performance of their work the knowledge in the field of strategic planning, regardless of the level of responsibility in work and the hierarchical level.

**ORGANISATIONAL FORM**

Instructive seminar with lecture, discussions and work in groups.

**IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS**

Two days training were held in April 2007:

1. 38 participants / 11-12 April
2. 45 participants / 25-25 April

**TOTAL GRADE FOR THE TRAINING**

**GRADING THE DIFFERENT ASPECTS OF TRAINING**

- Lecturer’s Working Methods 4.20
- Is the Training Content Interesting? 4.20
- Suitability of the Content 4.24
- Organisation of Training 4.29
- Relevance of Received Material 4.05
- Suitability of Premises 4.40

**STRUCTURE OF PARTICIPANTS / BY RANK**

- Civil Servant in the Appointed Position 17%
- Senior Counsellor 26%
- Independent Counsellor 26%
- Counsellor 17%
- Junior Counsellor 7%
- Associate 5%
- Others 2%

**Note**

The training was organized within the General Programme of Professional Development for 2007 with the support of the General Secretariat of the Government and experts from the Twinning CARD3S Project “Strengthening Capacities for the Policy-Making and Coordination of the Ministries Work” financed by the European Agency of Reconstruction.
GOP - NEW MANAGERIAL MECHANISM IN STATE ADMINISTRATION – METHODS AND TECHNIQUES FOR IMPLEMENTATION OF AN ANALYSIS

Understanding the importance of situation analysis and its links with the process of defining objectives, strategy, programme and projects of the line ministries; detail methodological introduction to the situation analysis and its position in the process of drafting the GOP; improving participants’ skills to use tools and techniques for the situation analysis in line ministries; creation of conditions for the implementation of the situation analysis in the line ministries as the starting point for drafting GOP and programme budget.

CONTENT

- Basic Analysis Parameters;
- Situation Analysis -SWOT, PEST-LE;
- Analysis of Interested Parties;
- Methodology for Prioritising and Analysis of Interested Parties’ Needs
- Problem Analysis;
- Methodology for Problem/Objective Analysis
- Connecting the Analysis Results to Projects, Programmes and Activities

TARGET GROUP

Seminar is intended for civil servants who deal with strategic and operative planning in their institutions and especially for members of working groups for the preparation of GOP in line ministries.

ORGANISATIONAL FORM

Instructive seminar/workshop with the accent on practical application of analysis.

IMPLEMENTATION PERIOD AND THE NUMBER OF PARTICIPANTS

Four trainings were organised in the period from April to May 2007:

1. 13-14. April / 15 participants
2. 19-20. April / 24 participants
3. 8. May / 20 participants
4. 24-25. May / 18 participants

TOTAL GRADE FOR THE TRAINING

4.72

GRADING THE DIFFERENT ASPECTS OF TRAINING

- Lecturer’s Working Methods: 4.75
- Communication within the Group: 4.53
- Relevance of Received Material: 4.63

Note *

The training was organized within the General Programme of Professional Development for 2007 in cooperation with the Joint Project “Towards more successful reform implementation – improvement of budget planning, monitoring of implementation and reporting” which is financed by the Norwegian Government.

LECTURER

Marko Mihić
Teaching Assistant at the Faculty of Organisational Science
The training concerning the project management in state administration was prepared with the aim of introducing civil servants to the basic project elements and project management in the context of state administration in Serbia, as well as with principles and phases in project management. Special tasks referred to the understanding of the role of a project in state administration as well as to the understanding of basic elements of tools in project management such as the logical project framework.

**CONTENT**

- Introduction in Project Management;
- Basic Elements of the Project;
- Project Prioritising;
- General and Special Objectives and Project Results;
- Project Activities and Plan of Activities;
- Risk Analysis and Planning a Risk Reaction
- Drafting of Logical Matrix

**LECTURER**

Vladimir Obradović  
Teaching Assistant at the Faculty of Organisational Science

**TARGET GROUP**

Seminar is intended for civil servants who deal with strategic and operative planning in their institutions and especially for members of working groups for the preparation of GOP in line ministries.

**ORGANISATIONAL FORM**

Instructive seminar using the following methods: lectures, workshops/practical application in exercises, discussion.

**IMPLEMENTATION PERIOD AND THE NUMBER OF PARTICIPANTS**

Two trainings were organised in the period from May to June 2007:

1. 7-8. May / 16 participants
2. 1-2. June / 23 participants

**TOTAL GRADE FOR THE TRAINING**

4.58

**GRADING THE DIFFERENT ASPECTS OF TRAINING**

- Lecturer’s Working Methods: 4.90
- Is the Training Content Interesting?: 4.66
- Suitability of the Content: 4.41
- Organisation of the Training: 4.62
- Relevance of Received Material: 4.67
- Duration of the Training: 4.28
- Suitability of Premises: 4.46

**STRUCTURE OF PARTICIPANTS / BY RANK**

- Civil Servant in the Appointed Position: 2%
- Senior Counsellor: 10%
- Independent Counsellor: 18%
- Counsellor: 50%
- Junior Counsellor: 3%
- Associate: 7%
- Clerk: 2%
- Others: 8%

**Note**

The training was organized within the General Programme of Professional Development for 2007 in cooperation with the Joint Project “Towards more successful reform implementation – improvement of budget planning, monitoring of implementation and reporting” which is financed by the Norwegian Government.
MANAGEMENT IN STATE ADMINISTRATION – LEADERSHIP SKILLS

Acquainting the principals (managers) of all levels with basic skills that they should have though the presentation of basic knowledge concerning the conduct of an interview and evaluation of civil servants and through practising the writing of working objectives as well as the presentation of the skills of delegating work and motivating employees.

• Management of leadership skills in contemporary conditions – general overview of the issue
• Motivation of associates: understand the “stakes” of associates, their key expectations, behaviour in relation to the achieved results – rewarding, working conditions and motivation
• Delegation of work: to know how to make a difference between the content of a task that needs to be performed and the division of tasks
• Management of set objectives: increase the level of efficiency of the organisation by motivating the associates
• Individual interviews with associates about their defined objectives
• Holding a meeting
• Additional manager’s value: to give meaning, personal and team’s time management, manager’s communication skills.

CONTENT

LECTURER
Dr Lionel Chaty
Chief of the International Affairs Service of the French Ministry of State Administration, former counsellor of the Government of Serbia for issues concerning HR management for senior civil servants, professor of the National Administration School (ENA)

TARGET GROUP
Civil servants on managerial positions, regardless of the hierarchical level and the level of responsibility of performed work.

ORGANISATIONAL FORM
Interactive seminar with lecturers, discussions and group work.

IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS
Two day trainings were held in May 2007:
1. 22 participants / 24-25 May
2. 18 participants / 14-15 June

STRUCTURE OF PARTICIPANTS / BY RANK

| Civil Servant in the Appointed Position | 24% |
| Senior Counsellor | 26% |
| Independent Counsellor | 29% |
| Counsellor | 15% |
| Clerk | 3% |
| Others | 3% |

GRADING THE DIFFERENT ASPECTS OF TRAINING

| Lecturer’s Working Methods | 4.79 |
| Is the Training Content Interesting? | 4.71 |
| Suitability of the Content | 4.39 |
| Organisation of the Training | 4.47 |
| Relevance of the Received Material | 4.50 |
| Suitability of Premises | 4.06 |

TOTAL GRADE FOR THE TRAINING – 4.48

Note *
The training was organized within the General Programme of Professional Development for 2007 with the support of the General Secretariat of the Government and experts from the Twinning CARDS Project “Strengthening Capacities for the Policy-Making and Coordination of the Ministries Work” financed by the European Agency of Reconstruction.
Presentation of the most important characteristics and basic principles of the IPA fund management (the instruments of pre accession assistance), introduction to the management project cycle, presentation of the logical framework method and practising the filling of the logical framework matrix.

### CONTENT
- IPA Funds
- Management Project Cycle
- Approach and the Method of Logical Framework: a situation analysis and planning phase
- Presumptions, Indicators, Sources for Verification
- Activity Time Planning

### LECTURERS

**Mihailo Petrović**  
MA, The Institute of Political Science from Paris, in the field of EU affairs, the consultant in the cabinet Ethos Challenge (the group AXCESS – consultancy in the field of HR), lecturer at the National Administration School (ENA) and Centre for European Studies in Strasbourg (CEES)

### ORGANISATIONAL FORM
Instructive seminar with lectures and group work.

### IMPLEMENTATION PERIOD / NUMBER OF PARTICIPANTS
Two days trainings were organised in May 2007:
1. 23 participants / 10-11 May
2. 36 participants / 17-18 May

### TOTAL GRADE FOR THE TRAINING
4.38

### TARGET GROUP
Team managers from lowest organisational units (groups, divisions) to departmental directors.

### STRUCTURE OF PARTICIPANTS / BY RANK

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Servant in the Appointed Position</td>
<td>6%</td>
</tr>
<tr>
<td>Senior Counsellor</td>
<td>32%</td>
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<tr>
<td>Independent Counsellor</td>
<td>23%</td>
</tr>
<tr>
<td>Counsellor</td>
<td>33%</td>
</tr>
<tr>
<td>Junior Counsellor</td>
<td>4%</td>
</tr>
<tr>
<td>Others</td>
<td>5%</td>
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### GRADING THE DIFFERENT ASPECTS OF TRAINING

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>Lecturer’s Working Methods</td>
<td>4.63</td>
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<tr>
<td>Is the Training Content Interesting?</td>
<td>4.55</td>
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<tr>
<td>Suitability of the Content</td>
<td>4.46</td>
</tr>
<tr>
<td>Organisation of Training</td>
<td>4.15</td>
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<tr>
<td>Suitability of Premises</td>
<td>4.02</td>
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</table>

**Note**

The training was organized within the General Programme of Professional Development for 2007 with the support of the General Secretariat of the Government and experts from the Twinning CARDS Project “Strengthening Capacities for the Policy-Making and Coordination of the Ministries Work” financed by the European Agency of Reconstruction.
INTRODUCTION TO INTERNAL AUDITING

Understanding the role and accountability of internal auditing; presentation of basic concepts which are the foundations of internal auditing; improvement of general knowledge on risks and controls; raising awareness of all participants on business processes; introduction to auditing skills (basic techniques of documenting, testing techniques, sampling techniques, method of declaring the results of analysis) and skills for conducting an interview, as well as introducing the participants to the bases of auditors’ reporting and introduction to the bases of revision of IT systems and methods of identifying the indicators of fraud.

CONTENT

- Bases of Internal Auditing;
- Challenges Facing Internal Auditing
- Risks and Controls
- Introduction to Business Processes
- Basic Documentation
- Testing and Sampling Techniques
- Analytics
- System Auditing – Theory and Case Study
- Importance of Good Communication
- Types of Auditing Meetings
- First Meeting
- Interviews for Gathering Data
- Interview Techniques
- Purpose of Auditing Reports, Preparation of Reports and Report Structure
- Activity Plans
- Revision of IT Systems
- Concepts of Fraud

LECTURERS

- Liam Fitzpatrick
  International Expert for the field of Internal Auditing
- William McCabe
  International Expert for the field of Internal Auditing
- Aristodemos Yiannakas
  International Expert for the field of Internal Auditing

TARGET GROUP

The seminar is intended for civil servants who perform tasks of internal auditing within state authorities.

ORGANISATIONAL FORM

Instructive seminar with a lecture and presentation, group work and discussion.

IMPLEMENTATION PERIOD AND THE NUMBER OF PARTICIPANTS

In the period from May to June two trainings were held:

1. 29. May - 6. June / 21 participants
2. 19-27. June / 11 participants

STRUCTURE OF PARTICIPANTS / BY RANK

- Civil Servant in the Appointed Position 10%
- Senior Counsellor 15%
- Independent Counsellor 15%
- Counsellor 30%
- Associate 15%
- Clerk 5%
- Others 10%

TOTAL GRADE FOR THE TRAINING 4.40

GRADING THE DIFFERENT ASPECTS OF TRAINING

- Lecturer’s Working Methods 4.66
- Working Methods at Seminars 4.34
- Suitability of the Content 4.43
- Organisation of Training 4.56
- Relevance of Received Material 4.51
- Suitability of Premises 3.90

Note *

The training was organised within the General Programme of Professional Development of Civil Servants for 2007 with the support of experts from the Project “Internal Auditing and Internal Financial Control in Public Sector, 2nd Phase, the Republic of Serbia” which is financed by the European Agency for Reconstruction.
Introduction of participants to financial management and control in the public sector and understanding the manner in which it may be applied in state administration authorities as well as the understanding the bases of existing methods for financial management and control.

**CONTENT**

- Introduction to Financial Management and Internal Auditing
- Roles in the Organisation
- Overview of COSO framework
- Control Activities
- Internal Control – Case Study
- Risk Assessment
- Overview of Implementation of Organisation
- Process of Control Self-Assessment

**LECTURERS**

- Graham Mardsen
  International Expert for the field of Internal Auditing
- William McCabe
  International Expert for the field of Internal Auditing
- David Donaldson
  International Expert for the field of Internal Auditing
- Keith Stanton
  International Expert for the field of Internal Auditing

**TARGET GROUP**
The seminar is intended for civil servants who perform tasks of internal auditing but also to financial experts, namely civil servants employed in financial units of state administration authorities.

**ORGANISATIONAL FORM**
Instructive seminar with a lecture and presentation, case study, group work and discussion.

**IMPLEMENTATION PERIOD AND THE NUMBER OF PARTICIPANTS**
In the period from May to June 2007 two trainings were held:

1. 29. May - 6. June / 17 participants
2. 19-27. Jun / 19 participants

**TOTAL GRADE FOR THE TRAINING**

**Grading the different aspects of training**

- Lecturer’s Working Methods: 4.79
- Fulfilment of Expectations: 4.71
- Suitability of the Content: 4.43
- Organisation of Training: 4.84
- Relevance of Received Material: 4.74
- Suitability of Premises: 4.77

**Note**
The training was organised within the General Programme of Professional Development of Civil Servants for 2007 with the support of experts from the Project “Internal Auditing and Internal Financial Control in Public Sector, 2nd Phase, the Republic of Serbia” which is financed by the European Agency for Reconstruction.
AUDITING OF EU FUNDS

Introducing the participants to the bases of EU fund auditing, international auditing standards, types of funds (structural and cohesion) as well as request for auditing connected with those funds.

- Overview of EU legislation for Pre-accession Funds (the pre accession instrument (IPA)) and Funds after the Accession
- Coffee break
- International Auditing Standards
- Role of Internal Auditing and the Connection with External Auditors
- EU Instrument before the Accession (IPA)
- Request for Auditing
- European Fisheries Fund (EFF)
- Requests for Auditing the European Fisheries Fund (EFF)
- EU Structural and Cohesion Funds
- Requests for Auditing concerning the EU Structural and Cohesion Funds
- European Agricultural Guarantee Fund (EAGF)
- European Agricultural Fund for Rural Development (EARDF)
- Requests for Auditing the European Agricultural Guarantee Fund and European Agricultural Fund for Rural Development
- Planning of Auditing in accordance with internationally accepted Auditing Standards

**CONTENT**

- **LECTURER**
  John Powell
  *International expert for the revision of EU funds*

- **TARGET GROUP**
The seminar is intended for civil servants who in their work require knowledge in the field of EU funds auditing.

**ORGANISATIONAL FORM**
Instructive seminar with a lecture and presentation, group work and discussion.

**IMPLEMENTATION PERIOD AND THE NUMBER OF PARTICIPANTS**
1. 26-28. June / 11 participants

**STRUCTURE OF PARTICIPANTS / BY RANK**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Senior Counsellor</td>
<td>25%</td>
</tr>
<tr>
<td>Independent Counsellor</td>
<td>29%</td>
</tr>
<tr>
<td>Counsellor</td>
<td>25%</td>
</tr>
<tr>
<td>Associate</td>
<td>7%</td>
</tr>
<tr>
<td>Clerk</td>
<td>14%</td>
</tr>
<tr>
<td>Others</td>
<td>25%</td>
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</tbody>
</table>

**TOTAL GRADE FOR THE TRAINING** 4.50

**GRADING THE DIFFERENT ASPECTS OF TRAINING**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>Lecturer’s Working Methods</td>
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</tr>
<tr>
<td>Fulfilment of Expectations</td>
<td>4.30</td>
</tr>
<tr>
<td>Suitability of the Content</td>
<td>4.20</td>
</tr>
<tr>
<td>Organisation of Training</td>
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<tr>
<td>Relevance of Received Material</td>
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<tr>
<td>Working Methods at Seminars</td>
<td>4.60</td>
</tr>
<tr>
<td>Suitability of Premises</td>
<td>4.60</td>
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</tbody>
</table>

**Note**
The training was organised within the General Programme of Professional Development of Civil Servants for 2007 with the support of experts from the Project “Internal Auditing and Internal Financial Control in Public Sector, 2nd Phase, the Republic of Serbia” which is financed by the European Agency for Reconstruction.
Existing analyses demonstrated that civil servants are very interested in professional development but at the same time are aware that the duration of the training is one of the biggest problems bearing in mind their daily duties. Having in mind this but also other problems which follow the civil servants’ professional development process, the Service shall try to solve them in the best and most efficient manner in the forthcoming period.

In order to have a quality proposal of the annual programme of professional development and to respond to the needs of the direct beneficiaries – civil servants, the Human Resources Management Service is facing the following tasks:

- development of methodology for determining civil servants’ needs for professional development;
- development of evaluation system for assessment of quality of the general programme of professional development; (both of the implementation process and of the achieved results, which is the most important). They are reflected in the achieved changes at the individual plan of improving professional knowledge and skills of civil servants and changes in the functioning of individual state authorities;
- establishment of system for financing the general programme of professional development;
- regulation of the legal framework for hiring lecturers needed for the implementation of the general programme of professional development;
- and many others.