

HUMAN RIGHTS,  
DEMOCRACY  
AND THE RULE OF LAW

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

DROITS DE L'HOMME,  
DÉMOCRATIE  
ET ÉTAT DE DROIT

## WINTER SCHOOL - TRAINING OF TRAINERS PROGRAMME

Strategic Municipal Planning

Performance Management

Human Resource Management

*6th – 10th March 2017 at MCI Management Center Innsbruck*

*Universitätsstrasse 15 (Room 406), Innsbruck, Austria*

<u>LEARNING OBJECTIVES</u>	3
THE STRATEGIC MUNICIPAL PLANNING (SMP), PERFORMANCE MANAGEMENT (PM) AND HUMAN RESOURCE MANAGEMENT (HRM) TOOLKITS	3
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# TRAINING THE TRAINERS (TOT)

## LEARNING OBJECTIVES<sup>1</sup>

The Strategic Municipal Planning (SMP), Performance Management (PM) and Human Resource Management (HRM) toolkits

Participants will be introduced to the toolkits on strategic municipal planning (SMP), performance management (PM) and human resource management (HRM) in a very inter-active way. The training will be applicable to building capacity in local government.

A range of training techniques will be used. Participants will learn how effective SMP, PM and HRM supports good governance and strengthen the institutional capacities of municipalities to work effectively with local people and partner organisations.

Participants will be introduced to the toolkits at the beginning of each session. Interactive sessions will then be delivered providing participants with the opportunity to explore key areas in more depth.

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<sup>1</sup> The programme assumes that participants are already competent trainers, know local government and have a professional interest in at least one of the areas to be covered in this Winter School; the Winter School will familiarise participants with the training materials (contents, techniques etc) of the three toolkits in order to develop their own capacities to run the programme themselves.

## DAY 1 – 6 March 2016

TIME	ACTIVITY		
0930-1000	Opening and Welcome		Dr. Andreas Altmann, MCI Dr. Herwig van Staa, Tyrolean Government Jutta Gützkow, Council of Europe
1000-1030	Get to know EUREGIO Centre of Expertise	Presentation	Matthias Fink, Euregio Tirol Südtirol Trentino  Alina Tatarenko, Centre of Expertise
<b>1030-1100</b>	<b>Coffee Break</b>		
1100-1200	Introduction to the Winter School, Course Objectives	Mutual Introduction	Opening session from CoE on Winter School
1200-1230	Strategic Municipal Planning	Introduction to the CoE Strategic Municipal Planning toolkit	Mr Paul Hildreth
<b>1230-1330</b>	<b>Lunch at Restaurant Solo Vino, Universitaetsstrasse 15b</b>		
1330-1430	Strategic Municipal Planning	Understanding Strategic Municipal Planning: what it is, benefits, success factors, key stages, illustrations	Presentation (by trainer)  Discussion of illustrations
1430-1600	Strategic Municipal Planning	Preparation and community profile: how to prepare a stakeholder and community profile	Presentation (by trainer)
1600-1730	Strategic Municipal Planning	Preparation and community profile continued	Group exercise on preparation and community profile and feedback
<b>1730</b>	<b>Close</b>		
<b>18:15</b>	<b>Bus transfer to the restaurant Grafenast (meeting point in front of hotel Grauer Bär)</b>		

## DAY 2 – 7th March 2017

TIME	ACTIVITY		
0930-1000	Strategic Municipal Planning	Recap from previous day Trend analysis	Group discussion Presentation
1000-1130	Strategic Municipal Planning	Preparing vision statement	Presentation Group exercise to brainstorm to develop a vision statement from a SWOT and feedback
<b>1130-1200</b>	<b>Coffee</b>		
1200-1330	Strategic Municipal Planning	Developing an action plan: goals, objectives and projects	Presentation Group exercise and feedback
<b>1330-1430</b>	<b>Lunch at Restaurant Stiftskeller, Stifsgasse 1-7</b>		
1430-1630	Strategic Municipal Planning	Challenges and issues: urban, rural, working across boundaries	Presentation (by trainer) Group discussion on lessons identified and learnt
<b>1630-1700</b>	<b>Coffee</b>		
1700-1800	Strategic Municipal Planning	Q&A Session on SMP	
1800	Close		
1900	<b>Dinner at Restaurant Kunstpause, Museumstrasse 15</b>		

## DAY 3 – 8th March 2017

TIME	ACTIVITY		
0930-1000	Performance Management	Introduction to the CoE Performance Management Toolkit	Mr Jon Barber
1030-1100	Performance Management	Key principles of performance management	Presentation
<b>1100-1130</b>	<b>Coffee</b>		
1130-1300	Performance Management	Developing performance management indicators	Group Work and Feedback
<b>1300-1400</b>	<b>Lunch at Restaurant AUIS, Museumstrasse 24</b>		
1400-1800	<p>Afternoon session for the staff of the Centre of Expertise, experts and the institutional partners: Strategic Planning Exercise</p> <p><i>For all other participants, possibility to participate at a guided <b>city tour from 15:00 onwards</b> (meeting point in front of the hotel Grauer Bär).</i></p>		

## DAY 4 – 9th March 2017

TIME	ACTIVITY		
0900-1000	Performance Management	Performance Monitoring & Reporting	Presentation and group discussion
1000-1130	Performance Management	The Performance Management Self-Assessment Matrix	Presentation and Group Work
<b>1130-1200</b>	<b>Coffee</b>		
1200-1330	Human Resource Management	<p>Introduction to the CoE HRM Toolkit</p> <p>Understanding the Human Resource Management Aspects in LG</p> <p>Developing understanding on Standard Human Resource Management Tools and their importance / role when working towards municipality's strategic goals</p>	<p>Ms Gayane Martirosyan</p> <p>Introductory presentation</p> <p>Brainstorming (discussion: the discussion will be aimed at identifying internal and external factors which affect the aspect of human resources management in countries where the participants come from)</p>
<b>1330-1430</b>	<b>Lunch at Restaurant HIMAL, Universitaetsstrasse 13</b>		
1430-1530	Human Resource Management	<p>Strengthen the understanding on job description as an instrument of human resource management.</p> <p>Build capacity on drafting post descriptions</p>	Presentation & Workshop (the participants will be asked to develop a JD with consideration of roster, internal and internal factors affecting HR)
<b>1530-1600</b>	<b>Coffee</b>		
1600-1730	Human Resource Management	<p>Reporting back to the group the results of the workshop.</p> <p>Feedback on the development of JDs</p>	Workshop
<b>1730</b>	<b>Close</b>		
<b>19:00</b>	<b>Dinner at Restaurant Ottoburg, Herzog-Friedrich-Strasse 1</b>		

## Day 5 – 10th March 2017

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
0900-1000	Human Resource Management	Strengthen the understanding on Selection and Recruitment Tools  Strengthen the understanding on the stages of the recruitment process	Presentation  Workshop (the participants will be asked to describe sections of HR policies that cover recruitment)
1000-1045	Human Resource Management	Reporting back to the group the results of the workshop  Feedback on the development of chapters for the HR policy regarding recruitment	Workshop
<b>1045-1100</b>	<i>Coffee</i>		
1100-1230	Human Resource Management	Developing the understanding on Identification of Training Needs.  Building capacity on using HR Self-Assessment Tool  Tools practices and policies which are required to realize managerial tasks	Presentation (stressing role of Performance Management / connection with PM, recall from the sessions on 1st and 2nd days)  Presentation of the HR Self-Assessment Tool  Presentation Discussion
1230-1300	Closure of the Winterschool	Evaluation, Feed back, Closing remarks	Council of Europe
<b>1300-1400</b>	<b><i>Close &amp; Lunch at Restaurant Solo Vino</i></b>		