**Human Resources Management in Local Self-Governments – Phase 2**

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**Appendix 1**

**The OMSP Content**

**Support Package for organizational and functional enhancing of local administration**

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| **Support package for organisational and functional enhancing of local administration in 15 LSGs** |
|  The objective of the Organizational Municipal Support Packages (OMSP Support) to cities, municipalities and city-municipalities is an analysis of internal organisation in the LSGs, including an analysis of the work process and identification of challenges and difficulties in functioning of the current organisation of administration in specified local self-government. Within the support, recommendations for overcoming the existing situation and improving the work of local administrations shall be developed. This implies an assessment of staff capacities and an analysis of organisational structure; measuring the effectiveness of administrative procedures, analysis of function relationships, determining the level of administration technical capacities, indicators which may potentially increase the administration effectiveness, provide a higher level of services and more cost-effective use and consumption of resources. Also, the aim of the OMSP Support is to identify the new needs and challenges called by the LSG contemporary role, as well as defining the recommendations and guidelines for enhancement and harmonisation of the administration with new requirements and challenges, especially in the field of developing the existing human resources capacities, and optimal utilisation of the existing resources.The OMSP Support package shall be implemented in **two stages**:1. Step 1 – Expert support The expert support shall be rendered by the Standing Conference of Towns and Municipalities and shall imply the following:* Inception activities – establishing the mechanisms and relevant bodies for the implementation of the OMSP Support
* Conducting organisational-functional analysis of local administration
* Development of recommendations for enhancing the work of local administration based on the outcomes of the organisational-functional analysis
* Development and stipulations of an Action Plan (model, procedures, mechanisms, and timeframe) for the implementation of recommendations of the organisational-functional analysis
* Development of a project design idea which will be based on the recommendations of the organisational-functional analysis.

2. Step 2 – Award of the grants to 15 LSGs Financial support (in form of Grants) will be awarded to selected LSGs by the Council of Europe in the amount of up to 30,000 EUR per Grant for each selected LSG, for the implementation of projects developed based on the expert support rendered in Step 1. Prerequisites for the award of financial support shall be:* Successfully conducted organisational-functional analysis
* Adopted Action Plan for the implementation of recommendations of the organisational-functional analysis
* Project proposal and project budget (which the LSGs will be preparing in Step 2) approved by the Council of Europe, in accordance with the Council of Europe procedure.

Documents regarding the application for grants will be provided by the Council of Europe to selected LSGs after completion of step 1 of the support.The main components of the package, description of the activities and tools which will be used during the implementation are stipulated in the text that follows. |

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| * **INCEPTION ACTIVITIES – ESTABLISHING MECHANISMS AND RELEVANT BODIES FOR THE IMPLEMENTATION OF THE OMSP SUPPORT**
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| These activities will be implemented at the outset of the implementation of the OMSP Support and will mark the commencement of implementation of the support packages to cities, municipalities, and city-municipalities for organisational and functional enhancing of local administrations. These are aimed at establishing the technical and organisational prerequisites for conducting the organisational-functional analysis and further implementation of the OMSP Support. |
| **Package Components**  | **Description of Activities**  | **Tools for Implementation of Activities**  |
| **Selection of Cities/Municipalities to participate in the implementation of the OMSP Support and signing of the Memorandum of Understanding (MoU)** * **July- August 2021**
 | Conducting the Public Call and selection of 15 LSGs, a visibility event and signing of the MoU |  |
| **Establishing the LSG Working Group and presentation of the activities and Template Action Plan for the implementation of the OMSP Support** * **August -September 2021**
 | Establishing a Working Group for the implementation of the OMSP Support, composed of the following members: Head of Administration, selected managers of internal organisational units and the HRM representative. Introducing the consultants, Action Plan, specifying the resources and adopting the essential plan of activities for the entire package. Presentation of the organisational-functional analysis which is the backbone of the OMSP Support.   | Meeting with the LSG management The SCTM Template Action Plan for the implementation of the entire package (activities, those responsible, timeframe) |
| * **CONDUCTING THE ORGANISATIONAL-FUNCTIONAL ANALYSES OF LOCAL ADMINISTRATION AND DEVELOPMENT OF RECOMMENDATIONS FOR ENHANCING THE WORK OF ADMINISTRATION**
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| Conducting the organisational-functional analysis implies the following components: • Analysis of local administration organisation and allocation of staff within the administration; • Classification of functions and analysis of the relationships between the main and ancillary functions;• Assessment of organisational structure adequacy for the implementation of functions; • Analysis of staff capacities for the implementation of functions and analysis of expected changes;• Analysis of internal system performance through an analysis of internal procedures, relevant issues in terms of management process and governing of the local administration;• Basic infrastructure analysis (building, equipment, location, working conditions), as well as basic ICT equipment analysis (an additional element to the organisational-functional analysis);• Capacity analysis for professional development;• Analysis of the system’s external performance; • Analysis of local self-government budget in the section referring to funding of the administration work over the preceding 3 years;• Elaboration of a report on organisational-functional analysis, including the recommendations for organisational-functional enhancements in the administration.Conducting the organisational-functional analysis implies data gathering based on the analysis of available documents and through interviews with the Head of Administration and managers of internal organisation units, by analysis of gathered data and development of recommendations for organisational-functional enhancements in operation of the administration. |
| **Package components**  | **Description of Activities**  | **Tools for Implementation of Activities**  |
| **Analysis of local administration organisation and allocation of staff within the administration** * **August - September 2021**
 | Analysis of the Act on internal organisation of the administration, Rulebook on systematisation of work positions, analysis of budget funds allocated for operation of the administration, results of the SCTM index for the HRM and cross-checking of data with general questionnaire completed by a representative of the HRM staff.Desktop analysis of internal acts and HR data from the questionnaire.  | Relevant local self-government acts and questionnaires developed in the scope of the Methodology for elaboration of organisational-functional analysis  |
| **Classification of functions and analysis of the relationships between the main and ancillary functions*** **September 2021**
 | Classification of filled work positions into the main and ancillary functions, analysis of the relationships among functions and assessment of representation of functions, assessment of function relationships based on the LSG acts and information received from the employees and managers.Desktop analysis of individual job descriptions from the job systematisation (preparation) and interviews with all managers of organisational units for harmonisation of the results.  | Acts on organisation of the administration, the Rulebook on systematisation of work positions and questionnaires developed in the scope of the Methodology for elaboration of organisational-functional analysis |
| **Assessment of organisational structure adequacy for the implementation of functions*** **September 2021**
 | Assessment of adequacy for the implementation of functions through establishing the current situation and elaboration of proposed optimised structure which would enable an adequate implementation of all functions in respect of the LSG size and capacities. In addition to the proposed structure, development of the proposed optimal allocation of staff into the main and ancillary functions, proposed optimisation, and re-allocation of staff. |  |
| **Analysis of the HR capacities for the implementation of functions.*** **September 2021**
 | Analysis of occupied work positions, temporary and periodical contracts, service contracts and other types of performing jobs. Determining a realistic workload of individual job positions, adequate level of knowledge and skills of employees, as well as adequacy of job descriptions vs. job titles. | Combined results of the questionnaires defined in the scope of the Methodology. |
| **Analysis of the system’s internal performance through analysis of internal procedures, relevant issues concerning the management process and governing of the local administration*** **October 2021**
 | Analysis of acts which define internal procedures and the quality of conducting the same. Data gathering and establishing the level of efficacy of administration actions.  | Acts which define internal procedures, questionnaires developed in the scope of the Methodology for elaboration of the organisational-functional analysis, parts of the questionnaire for self-assessment in the area of good governance |
| **Basic infrastructure analysis (building, equipment, location, working conditions), and basic ICT structure analysis (computers, networks, software programs, etc.)*** **October 2021**
 | Data gathering and analysis of adequacy and functionality of technical capacities of the administration (workspace, hardware, software, equipment, etc.)  | Questionnaires developed in the scope of the Methodology for elaboration of the organisational-functional analysis, interviews with the managers |
| **Analysis of the system’s external performance*** **October 2021**
 | Measuring of external performance through analysis of annual and other available reports, reports of internal and external supervisory authorities and bodies, questionnaires and discussions and gathered data on the implementation of 18 samples of administrative actions. | Questionnaire and analysis of 18 administrative actions |
| **Elaboration of a report on organisational-functional analysis, including the recommendations for organisational-functional enhancements in the administration*** **October - November 2021**
 | Analysis of advantages and disadvantages in organisation and functioning of the administration based on gathered data and development of recommendations for elimination of deficiencies and enhancing the operations. The recommendations will be realistically applicable, from the point of its legality, financial resources of individual LSG, as well as the timeframe. | Template Report developed in the scope of Methodology for elaboration of the organisational-functional analysis, interviews with the managers |
| * **DEVELOPMENT AND STIPULATIONS OF AN ACTION PLAN (MODEL, PROCEDURES AND MECHANISMS) FOR THE IMPLEMENTATION OF RECOMMENDATIONS RESULTING FROM ORGANISATIONAL-FUNCTIONAL ANALYSIS**
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| After elaboration of the organisational-functional analysis and adoption of resulting recommendations, it will be necessary to define all steps and particularities, as well as the timeframe and the funds required for the implementation of obtained recommendations through development of an Action Plan for the implementation of recommendations resulting from the organisational-functional analysis. Based on the recommendations and the Action Plan, a preliminary design will be prepared to serve as the basis to LSGs for developing project proposals, that are needed for the application of LSGs for potential financial support (grants) amounting to up to 30,000 EUR each (step 2). |
| **Package components**  | **Description of Activities**  | **Tools for Implementation of Activities**  |
| **Elaboration of the Action Plan for the implementation of recommendations resulting from the organisational-functional analysis** * **November 2021**
 | Consultants, together with the Head of Administration, managers of organisational units and other members of the Working Group shall elaborate the Action Plan for the implementation of recommendations resulting from the organisational-functional analysis. The Action Plan shall define both the topic and the contents of the project (preliminary design), which implementation shall contribute to the implementation of recommendations resulting from the organisational-functional analysis, and enhanced operations of the administration.   | Report on conducted organisational-functional analysis and other relevant LSG acts. |
| * **DEVELOPMENT OF A PROJECT DESIGN IDEA BASED ON THE RECOMMENDATIONS OF THE ORGANISATIONAL-FUNCTIONAL ANALYSIS**
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| In the framework of the Council of Europe and European Union Joint Project ”Human Resources Management in Local Self-Governments – Phase 2“, funding for grant awarding for the implementation of projects developed by local self-governments have been provided. The objective of this financial support is reflected in more intensified application of the recommendations resulting from the organisational-functional analysis and increased sustainability of the improved organisation of the administration. The financial support shall be available for the implementation of projects targeting the following areas:**1. Organisational and technical enhancements**:* ICT equipment (hardware/software)
* Electronic reception desk office
* Electronic document management system
* Training equipment
* Electronic staff record system
* Development and introduction of new administrative procedures

**2. Services improvements*** Local service-delivery centre/single administration centre
* Access ramps and lifts for disabled persons
* Development of an interactive website

**3. Staff capacity building*** Additional professional development
* Professional licences and/or certification
* Development of interactive web-portals/intranet pages for staff.

**4. Other project proposals assessed to be able to contribute to better functioning of the administration.** |
| **NOTA BENE:** **All project proposals must be based on the recommendations of previously conducted organisational-functional analysis. The explanation of the project proposal must clearly specify a direct link between the mentioned recommendations and project activities.****Some project activities, concerning organisational-technical enhancements, will require adjusting of internal documents (Rulebook on internal organisation and systematisation of work positions, Decision on Organisation of Municipal administration/City Administration, procedures, documents, approaches) which will be the responsibility of LSG representatives participating in the project.**  |
| **Package components**  | **Description of Activities**  | **Tools for Implementation of Activities**  |
| **Development of project design idea** * **November 2021**
 | Project design ideas will be developed, based on the topics of the action plan, elaborated in consultation with the consultants.Depending on the area of the project design idea, local self-governments will elaborate a detailed project proposal and estimated budget, to be submitted to the Council of Europe for approval (in step 2). |  |