

TERMS OF REFERENCE

- A. Job title:** Expert for establishing the system for HR professional development
- B. Type of position:** International, short-term
- C. Post Reference:** MNE/10/040
- D. Duty Station:** Podgorica, Montenegro and home based
- E. Bureau/Office:** UNDP Montenegro/ Government of Montenegro
- F. Duration of appointment:** up to 30 days during the period July, 2010 – November, 2010
- G. Contract type:** Special Service Agreement
- H. Deadline for Application:** by Thursday, 1st July 2010. CoB.

i. Background

After becoming an independent state, Montenegro has been facing the major challenge of quickly building up its national institutions capable of formulating and implementing the policies in the areas formerly controlled by the central authorities in Belgrade. Foreign policy has been one of the most illustrative examples of such areas: historically, Montenegrin participation in foreign policy of SFRY, FRY, and SCG had been specific - small in its size and staffed mostly by junior personnel as well as diplomats between postings, with relatively significant number of diplomats in the SRFY, FRY and SCG diplomatic service, Montenegrin Ministry of Foreign Affairs (MFA) in the sunset of referendum on independence called for better built human and financial resources to operate in the new environment.

The efforts by the leadership of the Ministry over the past years have yielded positive results as MFA has started to grow into an institution with proven ability to develop, present and safeguard policy positions of Montenegro on the most sensitive issues of international relations. However, in order to address emerging challenges, which Montenegro faces in its aspiration to become a full member of the European Union (EU), and also a regional partner for peace and development, there is a need to strengthen the institutional and human capacities of the MFA to effectively implement country's foreign policy.

Whilst the country's foreign policy priorities are clearly formulated, their expression in a comprehensive and timely fashion requires further strengthening of institutional capacities of MFA. This includes thoughtful policy response to EU requirements, NATO, WTO, UN, changes in the international political and economic situation, improved ability to safeguard interests of the country in organizations for regional and international cooperation, ability to clearly present the policy position of the country as well as further improvement of the image of Montenegro as an open and democratic state.

Internally, MFA is yet to tackle the number of tasks to improve its operational efficiency and build up the professional diplomatic service. This includes setting up of new units, capturing the benefits of IT tools in the MFA's daily operations, development of the legal framework for a sustainable mechanism of selection, recruitment, promotion and professional development of diplomats. Overall, MFA is very well positioned to build its institutional capacity further. It is a sufficiently open organization with strong leadership and staffed with a good mix of experienced diplomats and talented youth.

MFA's human resource endowments and overall commitment to constant improvement augur well for its success in establishing itself as an efficient advocate of Montenegro's national interests to the benefit of its people.

The rapid development over the past years in the international arena compels Ministries of Foreign Affairs to confront a multitude of complex challenges. Adjustment and adaptation of the Ministry of Foreign Affairs to the diplomatic needs of the twenty-first century and to the significant changes in the Europe, linked to the Montenegro foreign policy priorities intensifies the importance of human resources as a key factor to meet the challenges of the future, necessitating a serious investment in Human Resources of Ministry of Foreign Affairs. Therefore, CDP will engage International expert who will make the assessment of existing HR

system in the Ministry, with the specific focus on recruitment and training of new diplomats and the training of the Ministry staff. Once, the assessment is completed, International expert will draft mid-term Human Resources Strategy for the Ministry of Foreign Affairs, which will include recommendation for improvement of the existing HR system, guidelines for trainings and draft mid-term plan for trainings and recruitment of diplomats and staff of the Ministry.

ii. Duties and Responsibilities

Objective of the Assignment: The International expert will work in close cooperation with the selected staff of Ministry of Foreign Affairs on improvement of HR system in Ministry of Foreign Affairs. The objective of the assignment is to assist MFA in strategic planning of further development of HR system through conduction of the assessment of existing HR system and development of HR mid-term Strategy. The Strategy should ensure timely and effectively planning of HR development, as an end-result of the Ministry's fixed and changing objectives, in particular, integration into European Union and regional cooperation with neighboring and Balkan countries.

Job Content: The International expert will perform the following tasks in close cooperation with the selected staff of the Ministry of Foreign Affairs:

1. Conduct the assessment of existing HR system, with specific focus on recruitment and training of the Ministry staff.
2. Develop the mid-term Human Resources Strategy, with the focus on recruitment and training. The Strategy should provide strategic response for the following:
 - identify challenges in the working environment for 3-5 years period
 - identify the number and profile of the Ministry staff needed to respond to these challenges
 - establish the system for effective personnel planning and direction of human resources
 - Improvement of competencies and skills through knowledge and development in the foreign service, training, accumulation of knowledge and skills outside the foreign service/ increasing the ability of the diplomat for self-study
3. Develop the mid-term training plan for new diplomats and other Ministry staff, mapping and identifying the specific training needs according to job description and requirements of Montenegro Foreign policy priorities. The training plan should be divided in three categories: trainings prior to assignment abroad for Ambassadors/ Heads of Missions; trainings for the Embassy offices; trainings for other staff of the Ministry. This mid-term training plan should be part of the mid-term HR Strategy.

Timing of the work: up to 30 working days, during period of July - November, 2010.

iii. Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Shares knowledge and experience and contributes to UNDP practice areas
- Develops deep understanding in HR Management
- Ability to provide analytical inputs to strategic planning, results-based management and reporting
- Ability to make the analysis of requirements and parameters provided in support of HR processes
- Focuses on impact and result for the client
- Leads teams effectively and shows conflict resolution skills

- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities
- Responds positively to critical feedback
- Solicits feedback from staff about the impact of his/her own behavior

iv. Qualifications and experience:

- Proven expertise and work experience in the area of foreign affairs, public diplomacy and EU integration;
- Proven expertise and experience in HR assessment, preferably with experience of work in the region of south-east Europe;
- Modern approach to delivery of policy advice, and experience of working with ministers and senior officials in a process of administrative reform;
- Analytical skills and experience in diagnostic/analytical studies of organizations, benchmarking and comparative analysis;
- Experience in the planning and introduction of performance-related assessment as a systematic instrument of organisation of a government department and tool of human resource management;
- Knowledge and experience in developing mid-term strategies of HR development, with the focus on professional trainings in the area of foreign policy;
- Excellent communication skills, facility in working with teams and capacity to compose clear and readable narrative reports in English;
- Experience of a senior position in the public service of a West European state, or equivalent professional experience, over a period of five to ten years;
- Excellent knowledge of written and spoken English; basic knowledge of Montenegrin language would be a distinct advantage.
- Modern approach and exceptional analytical skills for interpreting complex national legislation and foreign affairs protocol issues;
- Superior writing skills, clear and persuasive and experienced enough to prepare a comprehensive guidelines;
- Fluency in English;
- Working knowledge of PC-based word processing and e-mail technology.

iv. Application Process

Interested applicants are requested to submit their applications to UNDP Office in Podgorica by e-mail to consultancy.me@undp.org by Thursday, 1st July 2010. CoB.

The application should contain:

1. Duly completed Personal History Form (P11) can be downloaded from <http://www.undp.org.me/files/jobs/index.html>
2. Cover/Motivation Letter

The short-listed candidates only would be requested to submit a letter of interest including a price quotation indicating the lump sum (in USD) requested for the work envisaged in the section "Duties and Responsibilities".

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