



**EU Scheme for  
Young Professionals  
in BiH**

**EU Scheme for Young Professionals  
in Bosnia and Herzegovina**

# **Rules of Procedure for the Selection Process ROUND I**

**JULY 2020**



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## I) Objectives and content of the EU Scheme for Young Professionals in Bosnia and Herzegovina – Round I

### A) Objectives and Principles

The selection of participants to Round I is part of the *EU Scheme for Young Professionals in Bosnia and Herzegovina* project. The project has been funded by the European Commission (EC) based on the main findings, and the recommendations related to public administration reform (PAR) in BiH included in the following documents: 2018 EC Progress Report, 2017 SIGMA Report for BiH and draft of the Strategic Framework for public administration reform. These documents highlight the absence of merit-based civil service and lack of mobility of civil servants as two of the main problems hindering PAR in the country. So, the proposed intervention will address these two interlaced dimensions.

This project aims to address the worrying trend of civil service fragmentation, as well as the weakness in policy development and coordination, which are part of the more general problems faced by the country in promoting a consistent and unbiased PAR process. In fact, as stated in the Description of the Action (DoA): *«Public administration (PA) sector in BiH is frequently described as oversized, complex and cumbersome administrative apparatus, with overlapping competencies, duplication of functions and unclear accountability lines across the four levels of governments. Administrative capacities which can implement EU acquis are low and underdeveloped. At the same time, within the accession process, public administration reform is vital for strengthening governance at all levels and improving the quality and accountability of administration, as outlined in the 2018 European Commission's enlargement strategy for the Western Balkans»* (DoA, p. 4).

Moving from this starting point, the EC 2018 Country Report urged for the adoption of a Strategic Framework for PAR. A first draft Strategic Framework was adopted in 2019, and it highlights that *«division and fragmentation of public administration, politicisation of administration especially in the staffing domain, lack of transparency of public administration, the poor and underdeveloped concept of e-governance are the main problems affecting civil service in BiH. The draft also notes that capacities for EU integration are underdeveloped and that there is a lack of sustainability of the staff training and professional development system»* (DoA, p. 4).

Finally, it is important to recall here the 2017 SIGMA Report for BiH. This report stresses that professionalisation of the public service is at a stuck since 2015 and that HRM practices and good managerial standards were not implemented at all despite the received recommendations. This situation affects the mobility and transfer of civil servants, which, even if formally possible at a legislative level, rarely occurs in practice: *«The agencies responsible for civil servants' development are in place, but inter-institutional cooperation is inadequate, the transfer of knowledge is not systematic, and mobility of trainers and trainees between administrative levels is rare.*



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*The right of civil servants to training and the duty of the public service to provide that training are reflected in the legislation, but the resources available for training are limited (in some cases the training budget has been reduced to zero). Regulations stipulating performance appraisal are in place, but grade inflation indicates that it is only a paper exercise and at the BD level it is not carried out at all» (DoA, p. 5). So, building administrative capacities for EU integration remains a priority area for BiH. This is particularly true when it comes to young civil servants who should be the driving force for modernisation of public administration.*

As per the above, the **overall objective** of this Action is to **assist BiH in developing a professional, de-politicised and merit-based service system by providing professional development and mobility to the next generation of civil servants who will be in charge of the EU accession process and lead change during the enlargement process.**

This overall objective is directly linked to the **two specific objectives of the Action:**

**Specific Objective 1:** *To build the professional capacity of civil servants and instil their commitment to EU oriented civil service through their increased knowledge and understanding of the EU accession process.*

**Specific Objective 2:** *To foster mutual connections and mobility between these agents of change through facilitating intra-BiH exchange programme and Western Balkans mobility scheme.*

So, following the need for the professional development of young civil servants who will be drivers of change in BiH in light of the requirements of the EU accession process of the country and of the related PAR process, these Rules of Procedure detail the **process of selection of 25 young civil servants, with a working experience between one and seven years in PA on EU accession matters. The selected civil servants will be committed for eight weeks in total. They will benefit of two tailored-made executive online training programmes organised and implemented by the College of Europe (Bruges Campus - Belgium), which would suit both to profiles of the participants and the needs of the BiH administrations, and a one-week study visit in Belgium to EU institutions dealing with EU Accession and PAR in WB6 (to be organised in 2021 if the situation with the Covid-19 pandemic will allow it), as well as Western Balkans mobility programme (one-week) and an intra-BiH exchange programme (two-weeks).**

Achieving these two specific objectives, to improve the capacity of EU oriented civil servants and to implement mutual connections and mobility of these agents of change, will facilitate both the EU accession process of BiH and PAR in general. At the same time, the motivation of participating civil servants to continue to work for, and pursue a career in, the Public Administration should also increase.

These Rules of Procedure mainly deal with Specific Objective 1 as they describe in detail, set the principles and the guidelines governing the selection process of civil servants from BiH involved in the Action for EUSYP.



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Also, they set some guidelines also for specific Objective 2 when and if in direct relation with the implementation of activities under Specific Objective 1.

The overall goal of strengthening the PA of BiH and the **Specific Objective 1** will be pursued through a three stages selection process (see below p. 11 for all details about the selection procedure) targeting young civil servants (see below p. 8 for details on the target group) who will be selected to participate to a **four (4) week-long tailor-made online executive training split in two (2) different training sessions** (each session will be two week-long).

**The two online executive training programmes will be organised and implemented by the College of Europe in Bruges (Belgium).** Considering the extensive experience, the solid scientific expertise as well as the professionalism and the consistency showed by the College of Europe in organising and implementing similar trainings for the EU Scheme for Young Professionals in WB6 in past years, the two online executive trainings will ensure that all different aspects of EU Accession and PAR process relevant for BiH and the objectives of the project will be covered during the different online sessions.

Alongside with the completion of the two executive training programmes (four weeks in total), the Project's DoA also provides for a **one (1) week study visit in Belgium in 2021 and a one (1) week Regional mobility programme and two (2) weeks intra BiH exchange programme. Thus, the overall engagement for each participant will be of 8 weeks in total** (e.g. four weeks of executive trainings, a one-week study visit in Belgium, one-week regional mobility programme and two weeks intra-BiH exchange programme). The one-week study visit will be organised in May 2021 only if the situation with the Covid19 pandemic will allow that all needed safety measures are implemented to ensure the well being of all participants.

Selected civil servants will be obliged to stay **employed for at least one more year in their national administrations following the completion of the project's activities.**

In other terms, this Round I of the Action will strengthen the Public Administration of BiH by means of enhancing, inter alia, the management and public policy formulation and analysis capacities of 25 young civil servants involved in policy formulation and strategic planning related with PAR and EU accession of BiH. Young civil servants from all levels of the Governments in BiH are encouraged and eligible to apply.

As for the above, the project team will perform the following activities as measurable outputs of Specific Objective 1:

- Effectively and efficiently organise the information campaign, the selection of participants and the two (2) online executive trainings, including logistics and other needed arrangements;
- Total of 25 talented and motivated early-career civil servants have successfully completed the two (2) online training programmes offered by the College of Europe in Belgium.



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There are three major expected outcomes of the intervention:

1. increased knowledge and understanding of the EU policies and accession,
2. increased motivation to work for public administration resulting in the new organisational attitude
3. increased commitment towards EU oriented civil service.

The EUSYP BiH Round I selection process will be based on an open, fair and transparent selection process through inclusive and proactive outreach activities and an English test. It will abide in particular to **3 fundamental principles: transparency, fairness and non-discrimination**.

**Transparency** is to be understood by the fact that each stage of the selection process will be publicly advertised at the same time for all applicants, and the same information will be provided to everybody. While taking part in EUSYP BiH selection process, each applicant will be asked to agree on having his/her name and surname being part of the final participant lists which will be published on the official project website. A specific disclaimer will be added to the project website. So, the list of candidates and their ranking will be published on the EUSYP BiH website at <https://eu4wb6.com/> based on names and surnames only, and no other personal data will be published (e.g. birth dates, personal addresses etc). This procedure will be in full compliance with General Data Protection Regulation 2016/679 (GDPR) provisions on the use of names and personal data. Thus, all applicants, including those not shortlisted or selected for the further stages, will be able to witness in detail the development of each stage of the selection procedure.

**Fairness** is to be understood by the fact that any candidate attempting in any way or form to influence or mislead the selection process in his/her favour will be disqualified and immediately eliminated from the selection (i.e. including selected reserves who try to influence in a direct or indirect manner taken decisions). Attempts in this sense include, though not exclusively, phone calls, emails or any other form of direct contact with the EUSYP Working group (Project Director, Project Manager, Project Officer, Senior Expert and all other experts directly involved in the implementation of this Action on behalf of the British Council) or with other individuals officially involved in the selection process in order to try to influence the outcome of the selections (i.e. invigilators during English tests, experts during the interviews or EUSYP team). Any candidate attempting to copy or use non-allowed materials during English tests will be asked to leave and will be immediately eliminated from the selection. Any threats of any form or attempt to influence decision moved directly or indirectly to the EUSYP Working group or to any of the individuals involved in the selection process (in any stage of it: pre-selection, English tests, interviews, final ranking) will also be reported immediately to the competent authorities, where and if such threats represent a criminal offence. In addition, any direct or indirect (i.e. through third persons not directly involved in the selection process) attempt to influence the decisions and the independence of EUSYP Working group, interview panel or other professionals and experts involved in the selection procedure will cause the immediate disqualification of the candidate. This includes any kind of political influence and/or attempt to use third parties to influence final decisions about awarded civil servants.



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Any attempt of political interference during all stages of the selection procedure will be reported immediately to the EUD and other competent authorities.

**Non-discrimination** is to be understood by the fact that women, people with disabilities and other disadvantaged groups are particularly encouraged to apply. As for gender balance, the British Council will do whatever is needed to facilitate applications from women and to guarantee as much as possible an equal number of awarded men and women.

Candidates with disabilities will be kindly invited to notify to the EUSYP Working group, on the Application Form, their needs at the moment of applying for the Scholarship so that the Working group can take the necessary measures to ensure access to the premises of the exams and to ensure equal conditions as any other candidate to succeed in the selections.

It is important to recall here briefly the **impact that the Covid-19 pandemic outbreak** had on the implementation of the selection procedure for Round I participants to the EU Scheme for Young Professionals in Bosnia and Herzegovina and the **mitigation measures** which were agreed between the Project Team and the project's stakeholders (EUD and the Directorate for European Integration of the Council of Ministers of *Bosnia* and Herzegovina as a chief institutional partner).

**The impact that the Covid-19 pandemic outbreak** had on the RI selection procedure and project activities was quite limited, and the methodological approach remains the same as planned in the DoA. The most relevant **mitigation measures** which were adopted to face this emergency and allow proper completion of the selection procedure and implementation of other project activities are related to the decision to **adapt the selection tools to the circumstances around pandemic** (e.g. probably the Aptis English Test will be organised online if the circumstances will not allow to have it in person, as well as the interviews of candidates, which were initially planned to be held in person – see below) and to move online the two executive trainings organised by the College of Europe, keeping only the one-week study visit in Belgium as a physical activity (postponed to May-June 2021 if the circumstances with Covid-19 pandemic will allow it).

Also, **diversity and gender dimension**, as two of the cornerstones both in the Action of the British Council and of the EU, in terms of selection of the candidates as well as trainers will be considered.



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### **B) Target group**

The **target group** of EUSYP BiH Round I are motivated and talented **young civil servants currently employed in PA, with 1 to 7 years of professional experience in the area of EU integration/ accession in PA.** Only civil servants who passed a public competition and not political appointees are eligible to apply.

**All candidates must be directly involved in the EU integration process across all government levels in BiH in state-level institutions, two entities, Brčko District, ten cantons and other public institutions dealing with EU accession matters.**

The successful implementation of this Action is strictly linked to, and it will be guaranteed through broad level participation of different government authorities in the project.

#### **Eligibility criteria:**

- **BiH citizens enjoying full political and civil rights**
- **Civil servants with one to seven years of professional experience in the area of EU integration/accesion in PA**
- **University graduates holding a valid BA and/or MA/MSc degree**
- **Fluent in English with at least an upper-intermediate level (B2)**
- **Available to attend the two (2) online executive trainings for four (4) weeks in total (2 weeks each), to travel abroad for a one (1) week study visit in Belgium in 2021, to be part of the two (2) week intra-BiH exchange and the one (1)-week regional exchange (8 weeks in total).**

The EU Scheme for Young Professionals in Bosnia and Herzegovina will select **up to 25 young civil servants employed at different government levels in BiH. The selection process will guarantee an equilibrated representation of all four tiers of governance (State, both Entities, and Brcko District).**

The selection procedure will be merit-based and representing all levels of government and relevant institutions for EU accession.

After the pre-selection stage (formal and administrative criteria check) it is expected that **40 candidates will be shortlisted for English language test and online interview**, this number has been set in order to ensure a reserve list in the event of last-minute cancellations.

**If the number of applications received from each administration level targeted will present great**



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differences and unbalances, the EUSYP working group reserves the right to review the overall number of candidates invited to interviews and therefore the number of selected participants, in any case, the number of participants from each BiH state level has to be equal as much as possible. The working group's task is to try to keep a balance as much as possible among the different BiH state levels. The overall number of places awarded could vary depending on the overall quality of applicants, and it can be reduced (i.e. less than 25) if it will not be considered as satisfactory by the selection panel (both during the pre-selection/English language test phases and the interview phase) in terms of motivation and knowledge.

Also, the EUSYP BiH Round I working group will do its best that selected participants are in a homogenous group according to their professional and academic background.



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### ***C) Application Campaign and Selection Phase***

The EUSYP BiH Round I **application campaign** is strictly linked to the information/outreach campaign, and it will last **for three consecutive weeks from 31 August to 20 September 2020** (including both pre-notice and call for application).

**An aspect of paramount importance to guarantee the success of the application campaign is represented by the need to ensure enhanced consultation and coordination with the targeted State entities and institutions. This approach aims at ensuring a consistent and equilibrated distribution of received applications among targeted State entities and institutions, as well as at instilling tangible ownership by the BiH institutions within the intra-BiH exchange programme. Throughout the duration of the project, the British Council will provide technical, capacity building, advisory and logistical assistance to the primary target group - to young civil servants.**

As already highlighted, the main goal of the EUSYP BiH Round I application campaign is to select the best and most motivated 25 civil servants dealing with EU integration and EU accession in PA. To reach this result, the application campaign will be divided into three following stages: the **pre-notice**, the **application phase** and the **selection of received applications**.

**(1) PRE NOTICE** – a **pre-notice of the call for applications** will be published **three (3) days** prior the publication of the final notice in the project's website <https://eu4wb6.com/>, social media, government portals and/or other governmental lines of communication to civil servants (dedicated mass mailing), relevant web portals and disseminated through the catalogued emails of potential applicants. The pre-notice will be published **from 31 August 2020 until 2 September 2020**

**(2) APPLICATION PHASE**– a **final notice of the call of applications** will be published in the project's website <https://eu4wb6.com/>. The call for application will be opened for **eighteen (18) days from 3 September 2020 until 20 September 2020 included**. The application process will be online and only applications received by email will be considered as valid. All interested civil servants will be asked to download the full application package from the project website.

**The application package will include:**

- **an application form to be filled and signed by each applicant**
- **a Europass CV template and related instructions to complete it**
- **this Round I Rules of Procedure and a final checklist.**



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Each applicant will be asked to send his/her complete application by email. **The** complete application must include:

1. **the filled and signed** application form
2. **his/her complete** Europass CV in English
3. a signed letter from their institution/office **confirming their status of civil servants covering duties related to EU integration and authorising the candidate to attend the planned trainings and mobility**
4. a signed and scanned letter of motivation **including: a brief description of the candidate's duties in PA with a focus on EU integration matters and a draft proposal for the common assignment topic to be discussed and elaborated during the online executive trainings**
5. in case the candidate has an English language certification, **a scanned copy of a valid English language certificate demonstrating at least a B2 level of knowledge of English language must be included in the application (in case the candidate has not obtained any language certification at the moment of his/her application this step is not required and he/she will be asked to attend an English language test assessing his/her level of knowledge – see below this page for more details).**

If one or more of the above-mentioned parts of the application package is/are missing (**application form, CV, the common assignment topic or the letter of motivation**) the EUSYP working group reserves the right to exclude the candidate or to ask him/her for an integration of the partially filled and/or incomplete documents (**in case that some documents are incomplete or need to be integrated**). **Please see below Pre-selection phase, p. 12, for more details.**

During the application phase, the project's website will contain the following sections offering clear guidance and help-desk assistance to potential applicants throughout the entire procedure:

- **EUSYP BiH overview** – presenting action objectives with a focus on the goals of the EU online executive trainings organised by the College of Europe, of the study visit in Belgium and the intra-BiH and regional exchange programmes. Associated contractual obligations for the selected participants will be presented too (see below). This section will also include information on the selection process (3 stages: pre-notice, application phase and selections), related deadlines and expected dates for the delivery of the online executive trainings and exchange programmes;
- **Contacts** – EUSYP office and management team details providing help-desk functions during the application phase.

**(3) SELECTION PHASE** – The three stages of the selection procedure of candidates will be completed between **21 September and 16 October 2020**.



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The selection phase will adopt a three-stage methodology:

- i. **long list/pre-selection of received applications** based on administrative and eligibility criteria. The British Council will constitute a pre-selection panel in charge for ensuring that eligibility criteria are respected at the start of the process. The pre-selection procedure will be done by two British Council's representatives. They will be asked to review the pre-selection of individual files presented by applicants, to review their eligibility according to the criteria listed in these RoP and to double-check if the documents included in their application are complete. Pre-selections will be held between 21 and 23 September 2020. Pre-selected applicants will be informed by email on 24 September 2020, and the results of the pre-selection stage will be published on the project's website using names and surnames only.
- ii. **Shortlist** based on the results of the English testing. All candidates considered as eligible after the pre-selection stage will receive an email inviting them to sit the Aptis English test to be held on 28 and 29 September 2020. This English testing is mandatory unless the candidate has not a valid English language certification (those with a valid English language certification – IELTS, Toefl, First Certificate, etc. – equal or above B2 level will be automatically invited to sit the interviews if they provided valid proof of it along with their application files, see above p. 11, point 5). Depending on the future development of the Covid-19 pandemic in BiH, it will be decided later if the Aptis English test will be held online or in person. The Aptis English Test aims at assessing the overall level of English to a minimum B2 level to be admitted to interviews.
- iii. **Online Interviews** of all candidates who passed the English test with a satisfactory score or who provided for a proof of a valid English language certification will be held by an "interview panel" composed by five members: two (2) members of the British Council's working group, two (2) members representing the State level from the Directorate for European Integration (DEI) and Public Administration Reform Coordinator's Office (PARCO) and one (1) member representing the Delegation of the European Union to Bosnia and Herzegovina. **Interviews will be organised and held online only between 5 and 9 October 2020.**

The interview panel will adopt a three-phase methodology:

***Phase 1: Closed door Review of the CV and Motivation Letter of the candidate:*** the interview panel will evaluate the content of the CV and the professional experience the candidate shows in dealing with EU accession issues and procedures. The motivation letter must include a common proposal topic (see next paragraph below) and a clear assessment/explanation of the duties covered by each candidate in his/her daily work in the PA with a clear indication of how these duties refer at the EU accession process of BiH.

***Phase 2. Presentation made by the Candidates:*** All interviewees will be invited to join the online meeting and required to argument and present to the panel their working duties as well as the common assignment topic proposal included in their letter of motivation. The common assignment topics must refer to a specific issue which, in candidate's opinion, should be addressed in the process of EU accession of BiH (e.g. digitalisation of PA, politicisation, the rule of law, judicial reforms, etc.). Each proposal must include a short description of the issue to be targeted.



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*Phase 3. Interviews with Q&A:* during this last phase of the online interview the panel will evaluate the general knowledge each candidate has of the EU accession process, his/her professional skills related to EU integration topics and the level of motivation expressed by each candidate both during the interview and in the letter of motivation.

*This three-steps procedure aims at facilitating the selection of the most talented, enthusiastic, EU-phile and professional civil servants. The guiding idea of the interview panel is to choose those candidates who carry the potential of pursuing a career in the public administration and could act as change agents and promoters of EU values in their respective offices and duties.*

Each member of the online interview panel will receive an individual evaluation sheet for each candidate where he/she will note all his/her impressions and the scores given to each candidate for each of the three phases of the interview mentioned above. At the end of each interview, the interview panel will have a closed-door discussion, and the results for each candidate will be recorded in the consensus sheet (see below for all details related to the scoring procedure and the consensus sheet). The interview panel will do the possible to guarantee that selected participants are in homogenous groups according to their professional and academic background.

The local British Council staff will assist the panel during the online interviews. At the end of the interview phase, the EUSYP BiH Working Group will draft the minutes of the interviews detailing the results of all candidates as listed in the consensus sheet.

The Round I selection will end on **16 October 2020** with the **publication on the project's website** <https://eu4wb6.com/> **of the final ranking** at the end of the online interview stage, indicating the exact number of awarded candidates (as well as a **reserve list from where potential substitutes will be chosen in case of withdrawals by awarded candidates**). The final ranking will be based on names and surnames only, in full compliance of GDPR provisions on the use of names and personal data (see also p. 6).

Upon completion of the selection process, the awarded candidates will sign a **Declaration of Understanding (DoU)** with the EUSYP BiH Working group covering the obligations set forth by the present Rules of Procedure and defining the mutual obligations during the online executive trainings, the study visit and the exchange phases in BiH and at a regional level. The DoU will also establish precise disciplinary procedures to be applied to selected candidates, where and if the civil servant does not comply with all obligations set forth by the present Rules. Disciplinary consequences for non-compliance might include the withdrawal from the scheme in serious cases. Disciplinary procedures will be decided upon by the Project Steering Committee, which will act on case referral from the EUSYP BiH Working group.



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## II) TRAINING PHASE

The EUSYP BiH Round I offers to all selected participants two tailor-made specialised online executive training programmes which suit the profiles of the selected civil servants and the needs of the BiH public administration.

The training phase will be divided into two executive trainings (2 weeks each) organised and implemented online by the College of Europe in Bruges (4 weeks in total). This institution was selected based on its sound experience in working with WB6 countries and its academic relevance and experience in providing executive trainings for state institutions and PA. The EUSYP BiH working team made a comparative evaluation of the contents proposed for each training and of the needed budget. The College of Europe offered two tailor-made specialised online executive training programmes which suite the profiles of the selected civil servants and the specific objectives of this project.

A **pre-training briefing event** will be organised by the EUSYP BiH working team. This event is aiming at building confidence and mitigate anxiety among selected participants. These briefings will include relevant information on the two-rounds of executive training programmes and logistics. Depending on the evolution of the Covid-19 pandemic in the next few months it will be decided if this briefing will be held virtually or in person.

The College of Europe developed a four weeks long intensive online executive training divided into four sessions. Each online training session will last one week, and there will be a two weeks break between the first two and the second two sessions.

The **first two sessions** (*Understanding the EU Dynamics and BiH and the Enlargement Policy*) will be held between 2 and 13 November 2020.

The **second two sessions** (*Managing Change for Public Efficiency and From Policy Formulation to Evaluation*) will be held between 30 November and 11 December 2020.

The **learning/training methodology** is a mix of different tools and approaches. This methodology includes online live lectures on public administration reform and EU policy-related topics and active pedagogy, specific case studies, direct interaction between trainers and participants (self-paced learning, simulations, workshops, role-play, group discussions, etc.), panel debates, organisation of high-level meetings with representatives from EU institutions, OECD Sigma, EU delegations to understand the realities faced by European policymakers and interact with them. Also, the use of a mixed academic team with academics, professionals and practitioners and of teamwork will improve the overall quality of proposed trainings, enhancing the collaboration skills of participants as well.

The entire programme of the four weeks online executive training provides an excellent foundation as it includes diversified activities such as workshops, individual and group coaching, virtual visits, keynote speeches and panel discussions with DG NEAR officials, simulations, role-playing etc. This approach will ensure interactive participation of all civil servants who will benefit from the scheme while maintaining the highest academic standards.

This training programme was designed keeping in mind the main recommendations included in the document “Commission Opinion on Bosnia and Herzegovina’s application for membership of the EU”.



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### **A) Week 1 – Understanding the EU Dynamics**

The **first one-week session** of the online executive trainings offered by the College of Europe is named “**Understanding the EU Dynamics**”, and it will be **implemented between 2 and 6 November 2020**.

This is an intensive **five days (1 week) online training** where the participants will get acquainted with the most relevant aspect of EU procedures and policies in general and with the priorities set by the EC for the period 2020-2027 (green deal, EU funds, digital policy etc.). The specific topics will also be identified based on the profile and professional background of selected participants.

Thanks to this training session, participants will be able to:

- Improve their knowledge about EU functioning and procedures
- Master tools and methods for negotiation with EU institutions
- Focus on key policy issues currently addressed by National/European authorities and relevant for BiH
- Orientate with the different tools offered by EU facts, legal provisions etc.
- Better understand the decisional processes within EU institutions.

### **B) Week 2 - BiH and the Enlargement Policy**

The **second one-week session** of the online executive trainings offered by the College of Europe is named “**BiH and the Enlargement Policy**”, and it will be **implemented between 9 and 13 November 2020**.

This is an intensive **five days (1 week) online training** where the participants will get acquainted with the most relevant aspects of the EU enlargement strategy as well as with the accession procedures for the Western Balkans with a specific focus on the state of the art of negotiations between the EC and BiH. The specific topics will also be identified based on the profile and professional background of selected participants.

Thanks to this training session, participants will be able to:

- Improve their knowledge about EU enlargement strategy and accession procedures
- Better understand the main challenges and threats on the way forward the EU accession of BiH
- Enhance their communication and negotiation skills in the frame of EU accession negotiations
- Better understand and participate in the negotiation of the acquis: role of an impact in the public administration
- Deepen their knowledge about EU funding, management and monitoring of EU accession procedures.



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### **C) Week 3 - Managing Change for Public Efficiency**

The **third one-week session** of the online executive trainings offered by the College of Europe is named “**Managing Change for Public Efficiency**”, and it will be **implemented between 30 November and 4 December 2020**.

This is an intensive **five days (1 week) online training** where the participants will get acquainted with the Public Administration systems in the EU, the public administration reform process and public efficiency principles and tools. Also, specific attention will be dedicated to human resource management in public service and decision making. The specific topics will also be identified based on the profile and professional background of selected participants.

Thanks to this training session, participants will be able to:

- Improve their knowledge about public administration in the EU
- Understand the impact and the mitigation measures undertaken by the PA in the EU to face the challenges by Covid-19 pandemic
- Improve their knowledge about PAR strategies and enhance their skills for managerial change in PA
- Understand the modern Human Resource Management in PA and the main drivers behind retention policy in the PA
- Enhance their knowledge about the opportunities and challenges laying behind the digitalisation process of PA
- Improve their knowledge related to public service delivery and their public management skills.

### **D) Week 4 – From Policy Formulation to Evaluation**

The **fourth one-week session** of the online executive trainings offered by the College of Europe is named “**From Policy Formulation to Evaluation**”, and it will be **implemented between 7 and 11 December 2020**.

This is an intensive **five days (1 week) online training** where the participants will get acquainted with the main principles governing public policy cycle, policymaking and policy implementation at a State level. Moreover, they will focus on strategic thinking, leadership skills and policy implementation in practice. The specific topics will be identified also based on the profile and professional background of selected participants.

Thanks to this training session, participants will be able to:

- Improve their knowledge about public policy cycle
- Understand the importance of policymaking and policy implementation, analysing the impact policy implementation can have at a State level
- Enhance their leadership, communication and negotiation skills
- Enhance their skills as decision-makers and improve their knowledge related to the practical implementation of public policies
- Understand the Human Resource Management in PA and the main drivers behind retention policy in the PA.



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### ***E) Study Visit in Belgium***

The **one-week Study Visit in Belgium** has been proposed by the College of Europe as concluding part of the executive training. The one-week study visit is planned to be organised in **May-June 2021**.

The organisation of this activity has been proposed by the College of Europe to allow the participants to visit the most relevant institutions based in Brussels dealing with EU Enlargement and Accession process, Public Administration Reform and related issues (DG NEAR, EU Parliament, OECD Sigma, etc.), as well as to meet in person and discuss with the lecturers and the practitioners who delivered their classes during the four weeks of online executive training sessions. Also, this study visit will provide for a visibility event to be organised by the College of Europe and social networking. A cultural visit to Bruges will be included too. The main purposes of this one-week study visit are to:

- Enhance the networking and the cooperation among the participants
- Have the possibility for a live discussion with relevant officers and practitioners at EU level
- Exchange experiences and lessons learnt among the participants
- Improve peer to peer learning and discussions.

**This study visit will be organised only if the circumstances around COVID-19 pandemics allow it.** An alternative scenario will be drafted and developed in case of need.

### ***F) Regional Mobility Programme***

Taking in account the role and the success that the regional EU Scheme for Young Professionals in the Western Balkans had in advancing regional cooperation and reconciliation, this project will continue to **support the regional dimension** and to **foster regional networking among civil servants**.

In fact, before the two weeks that participants will spend in a host institution in BiH (please see below par. *Intra BiH mobility Programme*, p. 20), the project will organise and manage **one-week mobility in another Western Balkans country for all participants** (Serbia, North Macedonia, Albania, Kosovo, Montenegro). **This one-week Regional Mobility Programme will be organised in February 2021.**

After the end of the online executive training, the EUSYP BiH working group will start with the organisation of all needed arrangements for the **regional mobility part of the project**. The **regional mobility will be organised simultaneously for all civil servants, divided into five groups, and it will serve as a networking and peer-learning experience.**

The regional mobility programme will be based on the lessons learned and on the network of contacts and host institutions across the region built by the British Council during the implementation of the regional exchange programme within the EU Regional Scheme for Young Professionals. These assets will be used



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to maximise the impact of the EU Scheme for the Young Professionals in BiH. Also, NIPAC offices across the six countries, which provided consistent support in organising the regional exchange during the implementation of the EU Regional Scheme, will be directly involved by the EUSYP BiH working group for proposals for agenda and logistics arrangements for the participants during their stay abroad.

The five host institutions will be identified based on previous experience of working with them as well as the interest of participants and their thematic assignments and liaise with their contact persons to inform them about the logistical steps that need to be taken while hosting a civil servant. A couple of weeks before the departure of participants, the EUSYP BiH working group will share with the selected young professionals the additional instructions - this phase will be crucial to match participants with host organisations.

While the assignments and topic papers will be focused to address priorities in BiH, an extra week spent in the host institution in the region will allow participants to familiarise with how the same issues are addressed in a different country context, apply lessons learned during the work on thematic paper and join the broader group of alumni.

The EUSYP BiH working team will contact the potential hosting institutions in the five countries of the Western Balkans during the outreach campaign already. As mentioned above, these preliminary contacts will be done based on the previous network built during the implementation of the EU regional scheme and will aim at individuating the potential host institutions at this stage.

**All pre-departure arrangements will be set before the departure of participants for their destinations.** They include: drafting agendas with host institutions, transfer of living allowance to each participant; travel and accommodation arrangements and other logistics arrangements.

Written agreements with each hosting institution, listing the above, will be drafted by the BC, agreed and signed prior to the departure of each group for their final destination.

**This Regional Mobility Programme will be organised only if the circumstances around COVID-19 pandemics allow it.** An alternative scenario will be drafted and developed in case of need.

### **G) Intra-BiH Mobility Programme**

**Peer learning and joint work on EU accession** issues are key elements to ensure the success of this project and to guarantee that the specific objectives of the project are reached.

The online executive training organised by the College of Europe and the Regional Mobility Programme will be complemented with an **Intra-BiH Mobility programme of two-weeks** to be organised **in March and April 2021 after the completion of the one-week regional mobility** (see above point F, p. 18) in cooperation with all State levels and entities targeted by the project during the outreach campaign.



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**The primary purpose** of the exchange of civil servants between different levels of government in BiH is to **maintain the momentum of career development of young professionals** and to **create a more collaborative environment favouring the networking and the pro-active cooperation among civil servants covering different positions at different levels of BiH government and institutions.**

This will provide participating young professionals with a chance to learn and develop their skills by visiting public institutions in another part of BiH, learning from their peers and learning by doing in a different context than the ones from their own administrative/government level. The programmes will also provide an excellent opportunity to participants to further network and receive direct insight on how the different levels of government manage the process of public administration as well as of EU integration, SAA implementation.

The Round I Intra-BiH Mobility Programme will be **organised as follows:**

- **five working groups** will be formed and agreed among all selected participants during the executive training programmes
- each hosting institution will have a group of five civil servants spending one week in its environment.

As mentioned earlier, different levels of governments were requested to formally commit to hosting working groups within designate bodies of the public administration during the preparatory phase. Each hosting institution appointed a contact person in charge of coordinating the logistics, monitoring the activity and supporting the working group during the exchange. This person may also act as a mentor to the working group.

Exchange and mobility programmes will be implemented, and pre-departure arrangements will be set before the departure of participants.

**The exchange period will be used to work on a specific assignment. Each of the five working groups will elaborate on the specific assignment defined during the online executive training,** based on the discussions held during the training and the initial proposals made by participants during the selection phase.

All assignment papers will be drafted following clear instructions on their content and structure, the research methodology to be used and the mechanics of their drafting. The Guidelines on common assignment topics will be prepared and delivered to all participants in due time.

**The two-week-long intra-BiH exchange programme will act as a platform for practical policy exchange among candidates, allowing them to learn in the host institution environment.** By working jointly on the assignments and producing thematic papers, they will generate in-depth research on concrete EU accession policies and deliver quality recommendations for policy reform and improvement of practice.

**This Intra-BiH Mobility Programme will be organised only if the circumstances around COVID-19 pandemics allow it.** An alternative scenario will be drafted and developed in case of need.



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### III) EUSYP BiH Round I: Selection Schedule, Stages and Rules of Procedure

#### A) Schedule and Deadline for Application

**31 August (Monday) – 2 September (Wednesday) 2020: Pre-notice of the call for applications** (3 days) published on social media, BiH institutions websites and social media, relevant online portals and the EUSYP project's website <https://eu4wb6.com/>. The dissemination of the pre-notice will be done jointly by the EUSYP working team and by targeted BiH institutions.

**3 September (Thursday) – 20 September (Sunday) 2020: Opening of the Call for applications** (18 days). Each potential applicant will be asked to download from the project's website the application package including: a Europass CV template and related instructions, the application form, a checklist and this Rules of Procedure. Complete applications (including also a signed and scanned letter of motivation with a proposal of common assignment topic – **see above p. 11-12**) must be sent by email to the following address: [british.council@britishcouncil.ba](mailto:british.council@britishcouncil.ba).

**NB:** If one or more of the above-mentioned parts of the application package is/are missing (**application form, CV, the common assignment topic or the letter of motivation**) the EUSYP working group reserves the right to exclude the candidate or to ask him/her for an integration of the missing documents (**in case that some documents are incomplete or need to be integrated**).

**20 September (Sunday) at 23.59 - Deadline for the receipt of complete applications by email.** Applications received after this deadline will not be considered during the pre-selection phase.

**21 September (Monday) – 23 September (Wednesday) 2020: Pre-selection of received applications** according to set administrative criteria and a **long listing of applicants invited to sit the Aptis English language test**. Long-listed applicants will be invited by email to sit the English language test with clear instructions. Lists of long-listed applicants invited to take the Aptis English language test will be published online on the project's website <https://eu4wb6.com/> using names and surnames only.

**28 (Monday) – 29 (Tuesday) September 2020: Aptis English language test for invited applicants** aiming at ascertaining at least a strong upper-intermediate level (B2) of English. **Depending on the development of circumstances related to the Covid-19 pandemics, participants will be informed if the test will be online or if they must sit it in person at the British Council's venue.**

This test is foreseen as determining the candidate's level of English and his/her suitability (minimum level B2) to join the programme. The results of the Aptis English language tests will be published at least two working days before the interviews (i.e. 1 October 2020), including the final shortlisted candidates invited to interviews (also in this case the list of shortlisted candidates will be published using names and surnames only). Each candidate invited to the interview will also receive an individual email from the project.



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**5 (Monday) – 9 (Friday) October 2020: Online Interviews with shortlisted applicants.** The detailed schedule of the interviews will be communicated to all shortlisted applicants by email.

**16 October 2020 (Friday): publication of final results and rankings of RI selections.** The results will be published in the project's website <https://eu4wb6.com/>. **The final ranking will be done based on names and surnames, in full compliance with DGPR provisions.**

## **B) Selection Procedure**

The EUSYP BiH Round I selection procedure will be carried out in 3 stages:

- a) *Long-listing: eligibility of applicants and complete applications (administrative and formal pre-selection of applications)*
- b) *Aptis English Language Test and shortlisting of applicants for interviews*
- c) *Interviews*

### **a) Long-listing (Eligibility of Applicants and Complete Applications)**

The initial selection of applications is to ensure that applicants are eligible and that their applications are complete in all parts.

A **pre-selection panel** composed of **two members**, including two (2) EUSYP BiH working group representatives, will be in charge of **long-listing the candidates invited to the Aptis English language test**. The results of long-listing will be confirmed by the EUD task manager as they will be asked to review the individual files of applicants and the results of long-listing electronically.

Candidates are pre-selected based both on formal and administrative criteria (i.e. **exclusion criteria**) aimed at ensuring the eligibility of applicants and the presentation of complete applications (i.e. with all required documents, and with the EUSYP BiH Round I Application Form duly filled in). This means that **applications from non-eligible candidates** will be automatically rejected, whilst **incomplete applications** (e.g. missing CV and/or letter of motivation and/or common assignment topic proposal) **might be rejected** (in case that one or more documents are completely missing: i.e. CV, letter of motivation, common assignment topic proposal and/or application form) **or the applicants might be asked for integration** (in case that the application documents are incomplete: i.e. the signature on the application form and/or some data are missing).

### **EU Scheme for Young Professionals in Bosnia and Herzegovina- Round I eligible applicants are:**

- ***BiH citizens enjoying full political and civil rights***
- ***Civil servants with one to seven years of professional experience in the area of EU integration/accession in PA.***



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- **University graduates holding a valid BA and/or MA/MSc degree.**
- **Fluent in English with at least an upper-intermediate level (B2).**
- **Available to attend the two (2) online executive trainings for four (4) weeks in total (2 weeks each), to travel abroad for a one (1) week study visit in Belgium in 2021, to be part of the two (2) week intra-BiH exchange and the one (1)-week regional exchange (8 weeks in total).**

### Complete applications are composed of:

1. the filled and signed application form
2. complete Europass CV in English
3. a signed letter from their institution/office confirming their status of civil servants covering duties related to EU integration and authorising the candidate to attend the planned trainings and mobility
4. a signed and scanned letter of motivation including: a brief description of the candidate's duties in PA with a focus on EU integration matters and a draft proposal for the common assignment topic to be discussed and elaborated during the executive trainings
5. in case the candidate has an English language certification, a scanned copy of a valid IELTS/TOEFL/FCE Cambridge English language certificate demonstrating at least a B2 level of knowledge of English language must be included (in case the candidate has not obtained any language certification at the moment of his/her application this step is not required and he/she will be asked to attend an English language test assessing his/her level of knowledge – see below for more details).

A final checklist will be included for the applicants' convenience in the *EUSYP BiH Round I Application Form*. Please make sure to have included all required documents to avoid disappointment and exclusion by failing to include required documents or for presenting them in the incorrect form (e.g. a CV or a Letter of Motivation missing or not in English missing signed letter by applicant's institution or a EUSYP BiH Round I Application Form that has not been filled-in or signed, a Letter of Motivation without common assignment topic proposal etc). **Applications submitted after the deadline will not be accepted under no circumstances.**

Complete applications from eligible candidates are then formally accepted, and the applicant is invited to take the Aptis English Language Test. Please note that applicant must be available for the Aptis English Test either on 28 or 29 September 2020.



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## **b) Aptis English language test and shortlisting for interviews**

The Aptis, English Language test, will be organised by the British Council to **assess the level of English for each candidate.**

**Depending on the development of circumstances related to the Covid-19 pandemics, participants will be informed in due time if the test will be online or if they must sit it in person at the British Council's venue.**

**The Aptis, English Language test, has the goal to assess a minimum B2 level (upper-intermediate) English language knowledge. All those candidates who will be able to pass this threshold will be admitted to interviews.**

The test does not count towards the final ranking of candidates (i.e., it does not accumulate points towards the final ranking). This test is an “in or out” threshold exam. **This means that applicants are required to pass the thresholds specified below in order to be admitted at interviews. Before entering the examination rooms, all candidates must prove their identity and be checked against an accredited list, sign for their admission while their presence is validated by a member of the British Council.**

**Candidates must score at least a threshold of B2 level. Any candidates with less than B2 will be eliminated at this stage,** unless not enough suitable candidates are to be found within this threshold. In such a case, those candidates with at least a threshold of B1 level might be conditionally rescued.

## **c) Interviews (motivation and discussion on potential exchange programme assignment)**

Interviews will be conducted online only by an interview panel composed of an odd number of members (i.e. 5). **This online interview panel will be composed by five members composed of two (2) members of the British Council's working group, two (2) member representing the State level from the Directorate for European Integration (DEI) and Public Administration Reform Coordinator's Office (PARCO) and one (1) member representing Delegation of the European Union to BiH.**

Interviews will be held online-only, and each candidate admitted to the interviews will receive an invitation by email with the exact date and hour of his/her interview.

Interviews' procedure:

**Before starting the interview, the EUSYP BiH working group will register the candidate. Therefore, a copy of a valid ID/passport issued by National Authorities is needed. Passports of another country than BiH will not be acceptable.**



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Each member of the interview panel will receive a complete set of candidate's files (CV, letter of motivation, a letter issued by the institution where he/she works and application form) and an individual evaluation sheet for each candidate where he will make his/her comments on and score the candidate's performance in each part of the interview (i.e. CV and letter of motivation, Presentation, Q&A Interview).

Each interview will last up to 40 minutes in total. It will consist of 4 consecutive steps:

- closed door individual review and scoring of candidate's files (CV and letter of motivation) made by each member of the interview panel (up to 10 min)
- personal presentation held by each candidate on his personal motivation, professional duties related to EU accession and common proposal topic (up to 5 min.)
- interview with Q&A posed to the candidate by each member of the interview panel (up to 15 min.)
- closed door discussion among the interview panel members and final scoring of each candidate in the Consensus Sheet (up to 10 min).

(Step 1)

**Before the start of each interview, the** members of the interview panel will individually review the CV and the Motivation Letter enclosed with the application of the candidate (up to 10 min.). **Each member of the panel will score this part individually accordingly to the overall quality of the CV and of the motivation letter in compliance with higher EU standards (keeping as main indicators for the evaluation of the CV and of the letter of motivation the following: consistency, clarity, used language, studies, professional experience, analytical thought).**

(Step 2)

Personal presentation (up to 5 min.) made in English by each candidate on his/her personal motivation to be included in the programme, on his EU accession related duties in civil service and on the common assignment topic proposal made in the motivation letter for the joint research to be performed during the exchange programme. **Each member of the panel will score this part individually accordingly to the overall quality of the presentation in compliance with higher EU and academic standards (clarity, consistency, contents and presentation skills, language used, et similia). The candidate must make sure to end his presentation in 5 minutes, his/her capacity to keep the timing will be evaluated as well.**

(Step 3)

Questions and Answers posed by each member of the interview panel. Each member of the panel will pose at least one question to each candidate. This part of the interview will last up to 15 minutes. **Questions will be related to EU accession topics relevant to BiH, PAR, work in civil service, general opinions on EU integration and accession matters, their field of activity within the PA, their studies and professional background. Each member of the panel will score the candidate individually in his/her individual evaluation sheet.**



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(Step 4)

Ten additional minutes will be given to the interview panel to evaluate each candidate and to reach consensus as for the final scoring **in case of relevant discrepancies and differences in the evaluation (see below *Scoring Methodology* for more details).**

#### Scoring methodology

Candidates are first scored on a 10/10 basis by each member of the panel individually (i.e. **each member of the panel scores individually each part of the interview up to 10 points each**):

- a) once for the review of CV/letter of motivation
- b) once for the personal presentation in English
- c) once for the interview

**Maximum 10 points are awarded for each part in the individual evaluation sheet.**

The final marks for each candidate will be calculated in the final consensus sheet by making the mathematical average for each part of the interview individually scored (e.g. **if one member of the panel scored the candidates 7 for the CV/letter of motivation, another one 8 and the last one 9 the average for this part of the interview in the final consensus sheet is 8**). If there are three or more points of difference between one score and another proposed individually by the interview panel members, a consensus meeting must be held to keep this difference within two points of difference. The scores will be rounded up to the highest decimal (e.g. if the mathematical average is 7,49 the score is 7 if it is 7,50 it is 8).

The final overall score is given by the mathematical average of the three parts in the final consensus sheet. In a total maximum of 10 points are awarded for the three stages interview. Anyone below 6 is considered not to have passed the interview and therefore cannot be considered as eligible.

The interview counts for up to 100% of the final aggregate score. (ex. **one candidate is scored 7 for the CV, 4 for motivation letter and 10 for the interview: his/her final score in the consensus sheet will be 7**).

#### **d) Final Results**

The final results of the selections will be made public within up to 5 working days from the end of the interviews stage (i.e. 16 October 2020). A specific ranking will be published online using the names and surnames of applicants, with an indication of the exact number of awarded candidates (as well as reserve list).

#### ***How to calculate the final score?***

**The selection of candidates will be made on the basis of points awarded in the online interview only.**



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**The Pre-selection stage (formal and administrative check for eligibility of applicants and complete applications) simply provides admission to or rejection from the other two stages of the Selections but does not award any point.**

The score on the English tests does not count for the final score. **It is conceived as a threshold to pass to the interview stage (see above p. 26).**

The score on the interview counts for up to 100% of the final score. **Each candidate will be evaluated separately with clear indications and comments by each member of the panel for each part the interview is divided in: a review of CV/motivation letter; presentation; questions made by the panel. Each member of the interview panel will fill an individual evaluation sheet with a clear indication of the scores given and clear comments and indicators explaining each decision.**

**The Final Consensus Sheet will recall all comments made by each member of the interview panel on each candidate.**



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## IV) Indicative Overall Plan

### Indicative Timetable

ACTIVITY	DATE
<b>EUSYP BiH Round I</b>	
<b>PRE-NOTICE AND APPLICATION PHASE</b>	<b>31 August – 20 September 2020</b>
<b>PRE-SELECTION OF CANDIDATES (long listing)</b>	<b>21 – 23 September 2020</b>
<b>APTIS ENGLISH LANGUAGE TEST (shortlisting of candidates for interviews)</b>	<b>28 – 29 September 2020</b>
<b>INTERVIEWS</b>	<b>5 – 9 October 2020</b>
<b>FINAL RESULTS</b>	<b>16 October 2020</b>



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# EU Scheme for Young Professionals in BiH

## Annex I - Evaluation Grid

PRE-SELECTIONS		ENGLISH LANGUAGE TEST				INTERVIEWS		
RESULT: Admitted or Rejected		Threshold B2 level				100% of the total score of 10 points available. Mathematical average of the three sections for each member of the interview panel. Eliminated if less than 6 points or 60% as mathematical average of the three parts		
Ineligible candidate (i.e. < 1 or > than seven years working experience; not employed in an eligible institution and/or not a civil servant but political appointee)	Eligible candidate	CAN follow or give a talk on a familiar topic or keep up a conversation on a relatively wide range of topics.	CAN scan text for relevant information and understand detailed instructions or advice.	CAN make notes while someone is talking or write a letter including non-standard requests	Total B2	Personal Presentation (10 points)	Interview (10 points)	Review of CV/ motivation letter (10 points)
and/or Not complete application (missing CV and/or letter of motivation) =	AND Complete application =							
REJECTED	INVITED to Aptis English Language test							



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