STANDARD SUMMARY PROJECT FICHE

1. Basic Information

1.1 CRIS Number: 2004/016-689.03.02
Twinning: Development of a competence-based, integrated system of the human resources management at Ministry of Interior

1.2 Title: Development of a competence-based, integrated system of the human resources management at the organs of the Ministry of Interior
(Aiming at the partial realisation of the objectives stated in the “Strategy of Human Resources” for the strategy of the public administration and policing sector (2003-2006)

1.3 Sector: Justice and Home Affairs

1.4 Location: Hungary

2. Objectives

2.1 Overall Objective

The main goal is to promote effective, EU-conform public administration and policing activity, to build and run cheaper and more effective public administration and to create and operate a HR system contributing to accelerate the change in organisational structure and promoting the establishment of a motivated, client-oriented servicing-type.

2.2 Project purpose

To create and introduce a competence-based, development-oriented, standard HR management and training – further training system at the organs of the Ministry of Interior (in all categories of staff, in the whole range of employment structure).

The project is especially focused on life long learning.

2.3 Justification

The project is in line with the Comprehensive Monitoring Report priorities concerning the project objectives. According to the CMR:

- „acceding countries need to be equipped to meet adequate standards of administrative capacity”
  (Chapter 24, paragraph 1)

Section C., Administrative and judicial capacity, Public Administration part contains (pages 12-13):

- “The reform of the Hungarian public administration has continued under the new government, aiming at the functional, organisational and legal modernisation of the system. The overall responsibility for the reform currently lies with the Prime Minister’s Office and the Ministry of the Interior.”

- “The recruitment and promotion system in the Hungarian civil service is still not fully in line with essential civil service principles such as equal access and competition based on merit, given that there is no mandatory recruitment based on open competition. The current system thus needs to be improved.”
“Training for civil servants is based on the medium-term action plan covering the period 2003-2006. Preparation for accession and the operation as a Member State are the main features of the training programmes. While general EU training for civil servants appears to be well on track, more sector-specific training is needed. In September 2002, a public administration database was set up, which contains data on civil servants, such as their educational level. Such data assist the Government in designing training schemes for civil servants.”

3. Description

3.1. Background and Justification

The project is related to the long-term strategic plans of the Government such as modernisation and development of public administration, together with the involvement of the policing sector to administration. The aim of the project is fully in harmony with the Act on public administrators and Government Decree 1100/1996. (X. 2.) on the reform of public administration, as well as with the general principles laid down in the human strategy being part of the sectoral strategy of the Ministry of Interior on public administration and policing.

The planned project is based on the previous project „Source” which is related to the Ministry of Interior and organisations under its control as well as the project „Human Resources Management being the 4th module of the twinning program „Strengthening the border guarding system – filter system” HU2001/IB/JH01.

3.1.1. The main deficiencies

There are three categories of employees in the Ministry of Interior and at the organs directed by the minister of interior, namely public servants, public administrators and regulars (commissioned and non-commissioned officers). The HR management of the different categories are regulated by separate laws.

The realisation of an effective strategic HR management is rather difficult due to the fact that the HR activity has an excessive administrative character.

The HR system is not development/training oriented yet.

According to the new approach, the aim shall be to keep the employees. Taking into account their competences, the employer can find them the right workplace within the organisation or can train them in order to make them competent for a given job – instead of sending them away.

The waging system is non-flexible, in several cases it is not in line with the worth of the job.

The present HR system acts upon the historically formed and random solutions instead of a strategic approach - using the competences necessary for the given scope of activity at the given unit.

As a consequence of these deficiencies, the MoI has to face several problems like fluctuation, lack of motivation, inefficiency in several fields, too high training costs, etc.

3.1.2. The necessary system for diminishing the deficiencies:

In order to diminish these deficiencies, the whole approach must be changed, the need for the efficient operation of subsystems has to be accepted.

The new system should change the administrative type of work into a real strategic HR management. The competences serve as a solid standard base for this. The necessary competences for a given scope
of activity ensure equal access and career development based on merits. Besides, it also ensures the possibility for life-long learning and directed self-education. Subsystems are intended to create, based on the values and traditions of the existing HR activity.

- **system of the working process** (analysis of scope of activity, definition of scope of activity, analysis of the processes of activity, planning of working power, structural adjustment, organisational culture, management systems, system of working hours, trade union etc.)

- **managing fluctuation** (recruitment, selection, career management, layoff, integrated realisation of pension) in the form of regulated processes;

- **performance management** (strategic planning, quality assurance /Common Assessment Framework/, controlling, competence based and development oriented evaluation of individual performance, etc.);

- **remuneration** (adequate waging and assignment system based on the evaluation of scope of activity enabling the effective and economic realisation of both the organisational and individual aims, the system of individual and group bonuses;

- **development of human resources** (linking up the individual and organisational forms of learning, the creation of the preconditions for life-long learning, the development of human competences is a key issue of improvement, formation of a standard training structure etc.).

3.1.4. **The necessary steps to be taken** in order to diminish the deficiencies:

1. Following the continuation and extension of the „Source” project to the
   - independent organisations of the MoI,
   - the organisation of the MoI,
   - the organs promoting the activity of the MoI
   a standard **competence-based HR** management is established:
      · The work of job competence analysis and job evaluation is implemented within the program, together with the elaboration of a proposal for the introduction of an adequate waging and assignment system;
      · Application of the practice of evaluation according to standard and justified methods, at the other organisations concerned, the competence based performance evaluation system will be elaborated. The complex of competences necessary for the entry will also be defined for each scope of activity.

2. Upon the analysis of job competences the system of **competence-based selection** will be elaborated and introduced at all organisations involved in relation with
   · the entry process,
   · fluctuation within the job competences
   · becoming leaders of entities

3. The educational, training, re-training and further-training system is restructured on the basis of competence; the adults’ training is developed in a complex way.

4. Examinations of suitability: this means the control of the processes of selection and training, during which it can be judged whether the selection or the training was proper.

5. Career can be planned based on these processes of competence-based selection, training and evaluation.

The analysis of job competences and standard methodology of the selection of leaders is the first and most important task in order to achieve the aims. It is important to purchase a software for the job analysis, performance evaluation and career support, which could be applied in the whole sector of
interior (both for the commissioned staff and the public servants and administrators). As far as attitude examination for the leaders is concerned we need to purchase and introduce an adequate method. A similar method has been successfully applied in the selection of policing leaders and training for two years, which have been approved by practice. The examination of attitude has the great advantage of reflecting on competence, strengths and abilities to develop and gives a valid feedback for the applicant, as well as promotes his/her development.

In order to achieve these aims it is necessary to reorganise the current training system of the MoI, regarding the organisations under the control of the minister a standard, competence-based training structure with modules has to be established and introduced. This process approaches the adults’ training system of the sector to the realisation of the objectives of the Bologna Declaration. The institutions in this sector concerned with training have to participate in the program. They have got as a task to rearrange curriculum, to find new forms of training. The reform of the institutional system requires centres and decentral for further training.

During the reform of the training system the key competences necessary to fulfil a field of activity should be defined by training levels. It also has to be stated for what kind of jobs the trainings prepare. Promotion or translocation can be preconditioned by new trainings together with the precondition of the necessary practice.

The central task of the further training system is to build a system similar to the competence-based and development-focused training system, periodic further training system for the staff of non-commissioned officers and public administrators. For the time being in the sector of internal affairs only the career system of the officers and leaders is under elaboration. In the future – among others by this proposal – the career of the employees and the building of the career supporting system have to get greater importance.

In order to implement these aims and to accomplish the tasks an expert 3D software support is indispensable. A competence-based expert software supporting human resource management ensures this aim. Our institute has long experience in the installation and application of a similar program. We need to obtain a program, which is capable not only to handle human records. An expert software supports all elements of HR management, decision making, and also capable of data supply to the MoI on national level, thus contributing to the decisions in HR management on sector level.

Examinations of suitability serve as a good feedback regarding the whole program, which should be carried out first of all with beginners and employees becoming executives.

3.2. Linked activities

1. The project „Source” related to the Ministry of Interior and organisations under its control. This program started in 1999 with the aim to create the basis for a competence-based standard integrated human resources management in the sector of home affairs and to run it. This program was extended to the organisation and staff of the Police, the Office of Immigration and Nationality (further on: OIN) and the National Directorate of Disaster Management (further on: NDDM). The organs involved into the program have been running their evaluating activity according to this program for a year.

   - As a result of the project a standard competence-based and development-oriented system for the evaluation of efficiency has been formed at the mentioned organisations adjusted to the special features of the given organisation together with a system of job analyses, career-support and job-specifications.

2. The project „Human Resources Management being the 4th module of the twinning program „Strengthening the border guarding system – filter system” HU2001/IB/JH01 was implemented by the Ministry of Interior with the participation of the Border Guard, the OIN, Police, the Law Enforcement Training Further Training and Research Institute of the Police College and the IHESI during 2002-2003. This program aimed at the creation of human resources management at the Border
Guard and the OIN and further development at the Police. As a main result the Border Guard worked out its HR strategy and the OIN the training and further training concepts.

The recommendation of the EU experts participating in the PHARE project is in harmony with the objectives of this proposal. This recommendation is as follows: “Introduction of the results of the project „Source” at the Border Guard and its extension to further organisations of the Ministry of Interior, introduction of a standard evaluation system where the evaluation of efficiency is based on the scope of activity.”

Both of the above mentioned projects are in full harmony with the strategy of the Ministry of Interior on public administration and policing sector and HR management in order to implement a HR management system based on a standard, transparent career system, which ensures the functioning of a qualified and efficient public administration.

3.3 Results

- As a result of the twinning modul, a standard competence-based HR management is established at the organs of the MoI, which ensures an acceleration in the structure and system-approach. The definition and the levels of the competences related to the particular job are defined, modern job analyses, organisational competence maps, and handbooks of job analyses are developed. Fluctuation constantly decreases, a new competence based training and selection system is established, which lead to a growth in the efficiency of HR management and an approach to an EU-conform system.

- The integrated 3D HR software is applied at nearly 300 work-places. With the use of the software, the data of the jobs and employees, and also the individual training expectations become simply manageable. The performance evaluation, the selection and training plans can be simply prepared as well. With the employment of the e-learning software the possibility of the individual and life-long learning increases. The selection and attitude examination methods are used and spread at the above mentioned organs.

3.4 Activities

3.4.1. Twinning

During the implementation the results of the previous projects must be taken into account. At the organs where some of the working phases have already been fulfilled¹ we shall implement the remaining part of the project. At other organisations, where no working phases have been accomplished we shall act in the logical order of the tasks, in parallel at all organisations involved. (For detailed sequencing see annex 9)

The Twinning follows the five-step logic of competence based HR management, also described under 3.1 (Annex 7 describes the process of the project implementation.)

1. Job analysis

Participating organs: independent organs of the MoI (except for Police, Office of Immigration and Nationality and the National Directorate of Disaster Management), the organisation of the MoI, the organs promoting the activity of the MoI

¹ National Police (NP), National Directorate of Disaster Management of the MoI (NDDM), Office of Immigration and Nationality (OIN)
With reference to each department a system-developing working group (10 groups, 250 people) has to be created. This working group learns the method of job-analysis, defines the characteristics of it and helps to create the questionnaires necessary for the data-collection. 150 interrogators have to be prepared for this task.

The knowledge transfer is provided by the PAA. The PAA’s task is to present his/her own system based on competences and to adapt the working method to the Hungarian specialities together with the Hungarian experts. Within the co-operation the partner supports:

- the implementation of about 2300 job analyses
- evaluation of job analyses
- the definition of the competences related to the particular job, development of the job-competences map of the organisations involved;
- elaboration of the draft of the matching waging and incentive system;
- the building of an evaluation system of individual performance based on job analysis and also a career system, the use of a database for the potential employees;
- the adaptation and installation of a complex HR management software supporting the functions mentioned above.
- the establishment of training materials for mentors who are necessary for the introduction of evaluation and career supporting systems.

The module of career planning is running in parallel with the job analyses during 2004. Two types of career-systems must be created: one for the professional and one for the leaders’ career.

2. Development of the standard selection system and the system of selection of the leaders on the basis of defined competences

Participating organs: Independent organs of the MoI: Police, Border Guard, the National Directorate of Disaster Management, Organs promoting the activity of the MoI: Police College, Law Enforcement Secondary Schools

The knowledge transfer is provided by the PAA. Within the EU the police agencies of several member states apply the competence-based selection system and also the competence-based training system which develops the necessary skills. The partners support:

- The perfection of the present selection method of the Ministry of Interior and its standardisation by introducing and applying the competence-based selection system and the job-evaluation;
- Primary training of the experts responsible for the operation of the system (2 groups, 30 persons)
- Training and regular further training of experts, psychologists and psychologist-assistants responsible for the professional implementation of the system (45 persons)

The number of beginners and leaders from the participating organs affected by this work-phase depends on the fluctuation.

3. Transformation of the training system - both traditional and non-traditional – operated by the Ministry of Interior to a universal, competence-based and development-oriented system

Participating organs: Independent organs of the MoI: Police, Border Guard, the National Directorate of Disaster Management, Police College, Organs promoting the activity of the MoI: Law Enforcement Secondary Schools, Training Center of Disaster Management, International Training Center, Dog-Hundler Training School, Training Center of Law Enforcement Bodies.

The knowledge transfer is provided by the PAA. Within the EU several member states have significant experience in the field of developing competence-based training systems as they have changed their training methods recently.

- 6 working groups (90 persons) set up from the members of the participating organs are acquainted with Bologna process and the legal regulations in force.
• A comprehensive conception regarding the established proposals of the six groups is elaborated, which contains the structure of the training and further training (drafts of curricula, training modules, basis of credit-points and further important issues).
• On the basis of the proposals, cities that are able to be training decentres will be chosen.
• Training of e-learning system operators (5 groups, 100 persons from the IT experts of the participating organs).
• Definition of the modules and curricula which could be implemented in the framework of e-learning system.
• Teaching of 5 groups (90 persons) for the special technology of e-learning curriculum programming.
• A test material for e-learning will be established.
• Elaboration of a Handbook for E-learning Implementation.

4. Development and introduction of methods ensuring the control of the competence-based, integrated HR management system and suitability examinations.

Participating organs: Independent organs of the MoI, the organisation of the MoI, Organs promoting the activity of the MoI.

40 newly nominated leaders and 500 beginners from the area of law enforcement and civil service chosen on the basis of representative sampling.

In this part of the programme the knowledge transfer is provided by the PAA. The partner presents its own method of suitability examination and support the adaptation of the method as for the
• elaboration of the method of suitability examination of the officers or public administrators beginning their career (in the first 2-3 years) and carrying out the first test - examinations;
• elaboration of the method of suitability examination of the medium or high ranking leaders having been appointed for 1 or 2 years and carrying out the first test - examinations.

5. Career planning and benchmark.

Participating organs: Independent organs of the MoI, the organisation of the MoI, Organs promoting the activity of the MoI.

Careers can be planned based on the processes of competence-based selection, training and evaluation.

• linking the career supporting system to the competence-based individual performance evaluation system;
• establishment of a professional and management databank;
• creation of the operating system of the databank and the conditions of the access to the databank;
• definition of the potential career for officers and non-commissioned officers;
• career fields according to different professional grouping within internal affairs (criminal investigations, defence of public security, traffic etc.);
• elaboration of a manual for the career supporting system.

Cascading effects with the training of trainers:

The trained officers train their department, and they also help in upgrading the adaptation of softwares and methods.

Guaranteed results:

The main guaranteed results:
• the implementation of about 2300 job analyses;
• elaboration of the draft of the matching waging and incentive system;
• the adaptation and installation of a complex HR management software;
• elaboration of training materials for mentors who are necessary for the introduction of evaluation and career supporting systems.
- 6 working groups set up from the members of the participating organs are acquainted with Bologna process and the legal regulations in force.
- **Definition of the modules and curricula** which could be implemented in the framework of e-learning system
- a test material for e-learning will be established
- elaboration of a **Handbook for E-learning Implementation**
- elaboration of the method of suitability examination and carrying out the first test-examinations;
- linking the career supporting system to the competence-based individual performance evaluation system
- establishment of a **professional and management databank**
- creation of the operating system of the databank and the conditions of the access to the databank
- definition of the potential career for officers and non-commissioned officers
- career fields according to different professional grouping within internal affairs (criminal investigations, defence of public security, traffic etc.)
- elaboration of a manual for the career supporting system

**Tasks of the PAA will be:**

(i) to co-ordinate the programme,
(ii) to contract and mobilise short-term experts,
(iii) to ensure proper quality of outputs,
(iv) to liaise with Hungarian institutions,

**Background (qualification) of the PAA**

The PAA must be highly qualified in all subject matters covered by the twinning arrangement, and must possess good management skills. Experience in organising training programmes is a comparative advantage.

More specifically, the PAA
(i) shall have sound theoretical and practical experience in areas related to training of staff of public institutions;
(ii) shall have broad international contacts;
(iii) shall be familiar with the social and cultural environment of Eastern-European countries in the pre-accession stage;
(iv) shall be fluent in English.

**Short- and medium term experts**

Areas not directly covered by the PAA can be taken over by short-term experts within the limits of the budget as stated at point 5. of the present fiche. Specifically their tasks will be:
(i) to contribute to the preparation of training materials,
(ii) to deliver training.

**Operating environment**

The Pre-Accession Adviser will spend 18 months at the Ministry of Interior and provide expert advice for effective implementation. He/she will be provided with office space and office equipment necessary for his/her job.

The PAA will also be responsible to identify short-term experts with the assistance of his/her delegating institution.

**3.4.2. Supply**
3.4.2.1. Softwares

See also annex 9 (It shows the targeted organs of the MoI, where the 3D HR software applications will be implemented)

1. integrated 3D HR expert software for nearly 300 working stations

The purchase is justified by the fact that it enables the users to handle, analyse, evaluate and draw the necessary consequences for planning the HR management concerning nearly 60 thousand employees. The dimensions of the integrated 3D HR expert software are as follows:

- The dimension handling job data and necessities (competences)
- The dimension handling the data (competences) of employees
- The dimension handling the expectations, demands (training) of development

The most important characteristic of the expert software is the total integration of the system, which means that data created in any module of its module system is also available in any other module, i.e. it can be analysed in the whole system. Due to it the software has an indicative and decision supporting function.

Its main modules are:

- employee database module - for handling the data of the employees
- report-making module – suitable for establishing diagrams
- job handling module – the sub-module of job evaluations sets up the ranks of the jobs on the bases of the quantity and quality of the competences given in the job definitions
- recruitment-handling module
- survey-handling module – it contains tests for the assessment of eligibility, behaviour and intelligence level
- employee-handling module: its assessment sub-module measures the person’s current skills, abilities, characteristics that is compared with the job analyses by the expert sub-module and proposes the improvement of the person’s skills and abilities. The “post-test” survey measures the efficiency of the training. The leader surveys can be implemented in the personality developing sub-module and these surveys can be compared with the self-surveys and the expectations of job definitions
- further training handling module

The integrated 3D HR expert software is a frame-software, it has to be filled up with content, knowledge.

This software can be used at:
- job analyses and evaluations,
- handling the job definitions,
- evaluation of performance,
- planning the professional career and operating databanks,
- planning selection,
- elaboration of training and further training plans

2. E-learning software

The standard integrated HR management is intended to be modernized and developed to change the training system of the organisations belonging to the Ministry of Interior into a competence based system better concentrating on task- and problem solving. By the development and implementation of the training system adjusted to the Bologna process it becomes possible to establish the regional further training system of the commissioned officers and public administrators, to operate training centres far from the capital, to make distance-learning system and life-long learning popular.
3.4.2.2. Methodologies

Both methods concern intellectual property rights.

1. selection (jobfidence) method

It is necessary to purchase and adapt to the requirements of the specified structure a selection, admission method which is suitable to select the best potential candidate. This method includes psychological tests, structured interviews, practical tasks, manuals etc.

2. leaders’ attitude examination method

The method of examination at the selection of leaders serves to examine the factors influencing the attitude of the candidates before they are nominated and also to show the attitude of the candidate’s personality and its interaction with the capabilities to be expected as a leader, and the motivations respectively.

Both of the above mentioned methods support the selection of employees on the basis whether the employee is up to his/her professional task, whether his/her conduct suits the requirements and also support the career of the employees. They enable the selection and career on the basis of equal opportunities. One of them is to be applied at the admission of all employees, the other at the selection of leaders.

3.5 Lessons learned

The period since the change of the political regime has clearly proven that HR activity has to be operated as a standard system in order to get an effectively functioning public administration. A common denominator had to be found for working out and operating an overall system. In this case the competence theory serves as a common denominator.

The recommendation worded as the result of the Ministry of Interior’s HU/2001/IB/JH01 „Strengthening the border guarding system – filter system” Human Resources Management” 4th module of the twinning program proposes the necessity of the uniform HR management system aimed in this project. The consequences of the twinning program affirm the necessity, that at the organs of the Ministry of Interior a job analysis based, uniform HR management ought to be established, which handles the HR activity in one system from the selection- labour force planning till the career support.

The previous twinning programme made unambiguous recommendations on the field of recruitment, HR management, training and further-training system. The experts proposed the Hungarian authorities to make a decision on the fields of three main questions:

- establishing a central structure, which is responsible for the benchmark and the implementation of the training
- establishing educational, training centres, which regularly trains the trainers
- systematization of the coordination of the personnel and training work and its harmonisation on every level

Within the frame of these main points, several recommendations had been taken, which the project aims to answer:

- they proposed the establishing of a standardized selection model covering the whole Ministry of Interior, which means selection methods and processes that include parameters standardized to the function of the job definitions
- they propose to set the elaboration of work process as an unambiguous task of the HR management, where the job requirements are defined (job competences analysis) and as a result of this a uniform job definition system is established. They propose to adopt the annual evaluation for
the checking of the expectations set up in the job definition towards the employee, as well as to use its result as an information base at the planning of the trainings, further-trainings and at the planning of the personnel’s needs.

- They mention the elaborated evaluation system as our main potential resource. At the same time they mention two main difficulties to overcome –namely the lack of sharing the responsibility and the out of date leading style - that hinder the personnel-forming ambitions of the service orientated organs. In order to familiarize the performance evaluation system widespread they propose the elaboration of pre-worked supporting central curricula to which central elaborated “train of trainers” program is needed.

- On the field of education they propose to cease the parallelisms and to review the duplications.

- In a decentralized basic and further-training system it would be possible to meet the fast changing organ requirements. Regarding the basic and further –training it is expedient to establish an educational centre, where well-prepared experts are able to transmit the professional knowledge and the modern method of face-to-face pedagogic to the teachers (trainers) working in adult training. The training of programme creator coordinators who can prompt react to the organisational claims and network animators would also be possible in this centre.

- On the currently existing basis that applies modern management technologies we have to make an effort to establish common (integrated, civil servant – commissioned officers – public administrators) leader training, and in the framework of further training the development of social competences (communication, conflict-handling, project management, lecturer techniques, human management) as well.

- In this same twinning-project one task was successfully accomplished through the establishment of the integrated HR-system at the Office of Immigration and Nationality. Namely the development of the training system of the Office. As a result a training system was developed, which is able to accept the basic and the further trainings as well as the leader trainings as a competence-based training, similar to the law enforcement trainings. It adopts the results of “Source” project affirming in addition the participants that the HR activity is ought to be aggregated around competences.

- **Besides the previous twinning project our project can also build upon the results of “Source” project.** The policing result of the “Source” project beginning in 1999: analyses and evaluation of jobs, integrated competence-based, development-oriented performance evaluation system, the methodology of career planning system, and the system supporting the leader career of commissioned officers at the police. In the case of police the project should not begin from the start, but has to build upon the existing results. It is very important to work out a career system for non commissioned officers too, that ensures a calculable career system. The program has to continuously develop the HR activity and also aftercare the currently existing performance evaluation system.

- Between 2000-2002, also in the framework of “Source” project the elaboration and introduction of job analyses and performance evaluation were developed at the National Directorate of Disaster Management and at the Office of Immigration and Nationality. But the establishing of the career system was successful only at the National Directorate of Disaster Management in case of commissioned officers. Similar to the police project the missing HR elements have to be completed at both organizations. For example as regards the selection method the commissioned officers and civil servants have to be separated during the realization of the project. We have to pay attention to the fact, that civil servants do not have such obligations, like carrying of arms, implementation if legitimate violence etc., but the introduction of competence-based selection according to the specifics of jobs can increase the efficiency of cost-saving public administration.

### 4. Institutional Framework

The Ministry of Interior will be responsible for the technical implementation of the project as Employer. Owner will be the Hungarian State. Trustee of the property will be the Ministry of Interior and more specific the Training Directorate of the Ministry of Interior. The Ministry of Interior will
ensure full co-ordination with the Training Directorate of the Ministry of Interior. Specialists of the Ministry of Interior and the organisations involved will carry out and finalise the Technical Specifications. They will also co-ordinate and supervise the implementation of the project.

5. Detailed Budget (€)* 2004

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<th>Total TF</th>
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Note: All the amounts in the table above are indicated net of VAT and solely for the year 2004. The project is jointly co-financed by Transition Facility and Government resources. The ratio between the Transition Facility and national amount is binding and has to be applied to the final contract price.

6. Implementation Arrangements

6.1 Implementing Agency

**PAO:** Gábor Rónaszéki, Head of the CFCU
Address: Deák Ferenc u. 5
H-1052 Budapest
Telephone: (36-1) 327-3555
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**SPO:** Dr. Krisztina BERTA, Deputy State Secretary, Ministry of Interior
Address: József Attila u. 2-4
H-1051 Budapest
Telephone: (361) 441-1338
Fax: (361) 441-1574
e-mail: hat7@bm.gov.hu

The national authority responsible for the technical implementation shall be the Hungarian Ministry of Interior in co-ordination with other ministries and government institutions concerned. The CFCU will manage the administrative and financial implementation of the project under the responsibility of the Programme Authorising Officer.

6.2 Twinning:

The beneficiary of the twinning component of the project is the Training Directorate of the Ministry of Interior. The Ministry of Interior will be responsible for the co-ordination of the twinning project. The contact person is Deputy State Secretary, Dr. Krisztina Berta.

6.3 Non-standard aspects:

During the implementation of the project the National Public Procurement Rules and the Twinning Manual will be strictly followed.

6.4 Contracts

1 tender for Supply, 547 600 €
1 tender for Twinning, 561 300 €

7. Implementation Schedule 2004
<table>
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<th>Contract</th>
<th>Start of Tendering</th>
<th>Start of Project Activity</th>
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</table>

**8. Sustainability:**

All supported actions are sustainable in the long term. They will comply with the EU norms and standards, and will be coherent with the sector policies of the EU.

**9. Conditionality and sequencing**

Realisation of the project is based on the decision-making process within the Ministry, which determines the exact tasks and sequencing of the participants of the program, creates the preconditions, and legal framework of the institution-rebuilding and the reform of organisational structure.
Annexes:

Annex 1: LOGFRAME PLANNING MATRIX
Annex 2: DETAILED IMPLEMENTATION CHART
Annex 3: CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE
Annex 4: LIST OF RELEVANT LAWS AND REGULATIONS
Annex 5: INDICATIVE ALLOCATIONS TABLE
Annex 6: DETAILED BUDGET
Annex 7: ILLUSTRATION OF THE PROCESS OF THE PROJECT
Annex 8: IMPLEMENTATION OF THE TWINNING MODULES (SCHEDULE AND PARTICIPATING ORGANS)
# LOGFRAME PLANNING MATRIX FOR

## Project: Competence-based, integrated system of the human resources management at the organs of the Ministry of Interior

**Project number:** 2004/016-689.03.02

- **Contracting period expires:** November 2006
- **Disbursement period expires:** November 2007
- **Total Budget:** €1,108,900
- **TF Budget:** €972,000

## Overall objective

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Surveys on the population’s satisfaction</td>
<td>• reports of examinations</td>
<td>• decision making in the structural questions</td>
</tr>
<tr>
<td>• Budgetary requirements of the institutions</td>
<td>• budget documentations</td>
<td>• accreditation</td>
</tr>
<tr>
<td>• Statements of the EU monitoring programs</td>
<td>• personal documents</td>
<td>• necessary IT backing</td>
</tr>
<tr>
<td>• Analysis of effects in the fields of internal affairs, HR data</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Project purpose

To create and introduce a competence-based, development-oriented, standard HR management and training - further training system at the organs of the Ministry of Interior. (in all categories of staff, in the whole range of employment structure)

The project is especially focused on life long learning.

## Results

- **As a result of the twinning module, a standard competence-based HR management is established at the organs of the MoI, which ensures acceleration in the structure and system-approach. The definition and the levels of the competences related to the particular job are defined. Modern job analyses, organisational competence maps, and handbooks of job analyses are developed.**
  - Fluctuation constantly decrease, a new competence based training and selection system is established, which lead to a growth in the efficiency of HR management and an approach to an EU-conform system.
  - The integrated 3D HR software is applied at nearly 300 workplaces.
  - With the use of the software, the data of the jobs and employees, and also the individual training expectations become simply manageable.
  - The performance evaluation, the selection and training plans can be simply prepared as well. With the employment of the e-learning software the possibility of the individual and life-long learning increases. The selection and attitude examination methods are used and spread at the above mentioned organs.

## Activities

<table>
<thead>
<tr>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job analysis</td>
<td>• Commitment of the Beneficiary to upgrade all software</td>
</tr>
<tr>
<td>2. Development of the standard selection system and the system of selection of the leaders on the basis of defined competences</td>
<td>• personal and organisational backing</td>
</tr>
<tr>
<td>3. The transformation of the training system - both traditional and non-traditional - operated by the Ministry of Interior to a universal, competence-based and development-oriented system</td>
<td>• good communication within the organisation</td>
</tr>
<tr>
<td>4. Development and introduction of methods ensuring the control of the competence-based, integrated HR management system.</td>
<td>• delegation of decisions-making competence</td>
</tr>
<tr>
<td>5. Career planning</td>
<td>• system of adequate control</td>
</tr>
</tbody>
</table>

## Preconditions

- Availability of national co-funding
## DETAILED IMPLEMENTATION CHART (TF 2004)

<table>
<thead>
<tr>
<th>MONTH</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td>Twinning</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
</tbody>
</table>

- **D** Design
- **T** Tendering and contracting
- **I** Implementation
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONTRACTING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPLY</td>
<td>410 700</td>
<td>410 700</td>
<td>410 700</td>
<td>410 700</td>
<td>410 700</td>
<td>410 700</td>
<td></td>
</tr>
<tr>
<td>TWinning</td>
<td>561 300</td>
<td>561 300</td>
<td>561 300</td>
<td>561 300</td>
<td>561 300</td>
<td>561 300</td>
<td>561 300</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>561 300</td>
<td>972 000</td>
<td>972 000</td>
<td>972 000</td>
<td>972 000</td>
<td>972 000</td>
<td>972 000</td>
</tr>
<tr>
<td><strong>DISBURSEMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPLY</td>
<td>246 420</td>
<td>246 420</td>
<td>246 420</td>
<td>246 420</td>
<td>246 420</td>
<td>410 700</td>
<td></td>
</tr>
<tr>
<td>TWinning</td>
<td>280 157</td>
<td>280 157</td>
<td>280 157</td>
<td>280 157</td>
<td>280 157</td>
<td>280 157</td>
<td>561 300</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>280 157</td>
<td>526 577</td>
<td>526 577</td>
<td>526 577</td>
<td>526 577</td>
<td>526 577</td>
<td>972 000</td>
</tr>
</tbody>
</table>
Annex 4

List of relevant laws and regulations

Joint Action to institute a mechanism for the collective evaluation of the adoption, application and effective implementation by the candidate countries of the Acquis of the European Union in the field of justice and home affairs: Official Reference OJ L 191 of 7 July 1998.


**European Union Common Position**

Chapter 24: Co-operation in the fields of Justice and Home Affairs

“The EU emphasises the need for Hungary to improve its overall administrative capacity, in particular with regard to staffing policy, professional training, infrastructure, equipment and the co-ordination between relevant authorities.”
## Indicative allocations table

*Note: All the amounts in the tables are indicated net of VAT*

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TF</td>
</tr>
<tr>
<td>SUPPLY</td>
<td>410.700</td>
</tr>
<tr>
<td>TWINNING</td>
<td>561.300</td>
</tr>
<tr>
<td>TOTAL</td>
<td>972.000</td>
</tr>
</tbody>
</table>
### Detailed Budget

Note: All the amounts in the tables are indicated net of VAT

**Detailed budget for 2004**

<table>
<thead>
<tr>
<th>Contract</th>
<th>Institution Building</th>
<th>Total TF</th>
<th>National co-financing</th>
<th>IFI</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment</td>
<td>Institution Building</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- e-learning software</td>
<td>112.500</td>
<td>0</td>
<td>112.500</td>
<td>37.500</td>
<td>0</td>
</tr>
<tr>
<td>- 3D software</td>
<td>268.200</td>
<td>0</td>
<td>268.200</td>
<td>89.400</td>
<td>0</td>
</tr>
<tr>
<td>- selection method</td>
<td>15.000</td>
<td>0</td>
<td>15.000</td>
<td>5.000</td>
<td>0</td>
</tr>
<tr>
<td>- attitude examination method</td>
<td>15.000</td>
<td>0</td>
<td>15.000</td>
<td>5.000</td>
<td>0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>410.700</td>
<td>0</td>
<td>410.700</td>
<td>136.900</td>
<td>0</td>
</tr>
<tr>
<td>Twinning</td>
<td>561.300</td>
<td></td>
<td>561.300</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>0</td>
<td>561.300</td>
<td>561.300</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>410.700</td>
<td>561.300</td>
<td>972.000</td>
<td>136.900</td>
<td>0</td>
</tr>
</tbody>
</table>
Annex 7

ILLUSTRATION OF THE PROCESS OF THE PROJECT

Competence-based, integrated system of the human resources management at the organs of the Ministry of Interior

Aim of the actuation of the HR system: adequacy between the competences of the person and of which are necessary for the job

Analysis of scope of activities

job-evaluation

planning of human resources

recruitment, admission

Performance evaluation

leader selection

Human resource development

Examination of suitability

Performance evaluation

carreer support

database of potential employees

database of potential leaders

Selection method

HR expert software

rating, waging, incentiv

Attitude examination method

e-learning software

Motto: „Right person to the right position!”
Implementing the twinning modules
Schedule and participating organisations

<table>
<thead>
<tr>
<th>Module</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Analysis of scope of activity</td>
<td>Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
<td>Organs participating in the previous project+Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
<td>Organs participating in the previous project+Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
</tr>
<tr>
<td>2. Elaboration of a standard general selection system and also a leaders’ selection system</td>
<td>Organs participating in the previous project+Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
<td>Organs participating in the previous project+Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
<td>Organs participating in the previous project+Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
</tr>
<tr>
<td>3. Competence based transformation of the training, further training system</td>
<td>Organs participating in the previous project+Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
<td>Organs participating in the previous project+Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
<td>Organs participating in the previous project+Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
</tr>
<tr>
<td>4. Elaboration and testing of the controlling methods</td>
<td>Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
<td>Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
<td>Independent organs of MoI, Organisation of MoI, Organs supporting the Organisation of MoI</td>
</tr>
</tbody>
</table>

1. **Organisation participating in the previous project**: Police, the Office of Immigration and Nationality, the National Directorate of Disaster Management.
2. **Independent organs of MoI**: Border Guard, Dataprocessing Bureau of MoI, Police College.
3. **Organisation of MoI**: Organisations subordinated to the minister, to the political secretary of state, the public administrative secretary of state, the deputy secretary of state responsible for local governments and architecture, the deputy secretary of state responsible for public law, the deputy secretary of state responsible for international relations and the deputy secretary of state responsible for crime prevention.
4. **Organs supporting the activity of MoI**: TULEO, Telecommunications Service, Duna Palace and Publishing House, Territorial office of Chief architects (8), Educational Directorate + - training institutions (9) Central Hospital and its institutions.
The targeted organs of the MoI, where the 3D HR software applications will be implemented

<table>
<thead>
<tr>
<th>Planned work stations</th>
<th>Organisations of Mol</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisations subordinated to the minister (129 persons)</td>
<td></td>
</tr>
<tr>
<td>Organisations subordinated to the political secretary of state (20 persons)</td>
<td></td>
</tr>
<tr>
<td>Organisations subordinated to the public administrative secretary of state (74 persons)</td>
<td></td>
</tr>
<tr>
<td>Secretary of state responsible for local governments (133 persons)</td>
<td></td>
</tr>
<tr>
<td>The deputy secretary of state responsible for public law (53 persons)</td>
<td></td>
</tr>
<tr>
<td>The deputy secretary of state responsible for economy (136 persons)</td>
<td></td>
</tr>
<tr>
<td>The deputy secretary of state responsible for human policy (78 persons)</td>
<td></td>
</tr>
<tr>
<td>The deputy secretary of state responsible for international relations (70 persons)</td>
<td></td>
</tr>
<tr>
<td>The deputy secretary of state responsible for crime prevention (24 persons)</td>
<td></td>
</tr>
</tbody>
</table>

**Organisations of Mol (714 persons) total**

<table>
<thead>
<tr>
<th></th>
<th>Organisations promoting the activity of Mol</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defence Service of Law Enforcement Agencies (285)</td>
<td></td>
</tr>
<tr>
<td>Telecommunication Service (276)</td>
<td></td>
</tr>
<tr>
<td>Duna Palace (89)</td>
<td></td>
</tr>
<tr>
<td>Central Economic Administration (1019)</td>
<td></td>
</tr>
<tr>
<td>Training Directorate (50+64+150+1096) (1283 persons)</td>
<td></td>
</tr>
<tr>
<td>Central Hospital and its institutions (1316)</td>
<td></td>
</tr>
</tbody>
</table>

**Organisations promoting the activity of Mol total**

<table>
<thead>
<tr>
<th></th>
<th>Independent organs of Mol</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police College (383 persons)</td>
<td></td>
</tr>
<tr>
<td>Border Guard (13158 persons)</td>
<td></td>
</tr>
<tr>
<td>Dataprocessing Bureau of Mol (841 persons)</td>
<td></td>
</tr>
</tbody>
</table>

**Independent organs of Mol total**