

FRA - Guidelines

FRA – Strategic Learning & Development Framework 2013



FRA

EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS



Table of Contents

| | |
|--|----------|
| 1. Introduction | 4 |
| 2. FRA staff learning and development priorities in 2013 | 4 |
| 2.1. Executive training for the FRA Management Team..... | 5 |
| 2.1.1. <i>Executive coaching</i> | 5 |
| 2.1.2. <i>Strategic Thinking Day (AoPL)</i> | 5 |
| 2.1.3. <i>Respect and dignity at work for a high-performing team</i> | 6 |
| 2.1.4. <i>Coaching skills</i> | 7 |
| 2.2. Management training/coaching for Head of Sectors | 7 |
| 2.3. Planning, Monitoring and Evaluation | 8 |
| 2.4. Equal Opportunities..... | 8 |
| 2.4.1. <i>Disability Awareness</i> | 9 |
| 2.4.2. <i>Gender Awareness</i> | 9 |
| 2.4.3. <i>Diversity Training</i> | 10 |
| 2.5. Wellbeing..... | 10 |
| 2.5.1. <i>Awareness Raising session for the prevention of harassment</i> | 10 |
| 2.5.2. <i>Mediation skills</i> | 11 |
| 2.5.3. Behavioural coaching and supervision sessions for confidential counsellors and the wellbeing coordinator | 11 |
| 2.5.4. <i>Stress and workload management</i> | 12 |
| 2.5.5. <i>First Aid Training</i> | 12 |
| 2.6. The FRA staff member – an EU Civil Servant..... | 13 |
| 2.6.1. <i>Induction training</i> | 13 |
| 2.6.2. <i>Ethics and Integrity</i> | 13 |
| 2.6.3. <i>Administrative and financial procedures</i> | 14 |
| 2.7. Media and communication training..... | 14 |
| 2.7.1. <i>Interview skills and techniques</i> | 14 |
| 2.7.2. <i>Public speaking</i> | 15 |
| 2.7.3. <i>Chairing meetings and presentation skills</i> | 15 |

| | |
|--|-----------|
| 2.7.4. <i>Policy and research report writing skills</i> | 16 |
| 2.7.5. <i>Technical media and communication skills</i> | 17 |
| 2.9. Academic Research | 18 |
| 2.9.1. <i>Participation in expert seminars and conferences</i> | 18 |
| 2.9.2. <i>Quality Assurance in Qualitative Research</i> | 18 |
| 2.10. Stakeholder Engagement – Appreciative Inquiry | 19 |
| 2.11. Informal in-house learning possibilities..... | 19 |
| 2.12. Away days and team building events | 19 |
| 3. Implementation and available resources | 20 |
| 4. Impact assessment | 20 |
| 5. HRP priorities in the area of staff learning and development in 2013 | 21 |

1. Introduction

This document is based on the FRA Staff Learning & Development Policy and Guidelines, which are both in force since 1 January 2012.

It summarises the FRA learning and development priority areas identified for 2013, which shall help the FRA staff develop the skills and knowledge, as well as attitudes and behaviour that will contribute most to achieving FRA goals and organisational development priorities in 2013.

2. FRA staff learning and development priorities in 2013

Within the period from December 2012 to January 2013, the training coordinator in HRP had meetings with the FRA Director and the FRA Heads of Department in order to

- (1) inform of developments and achievements in the area of learning and development - such as the development on evaluation and impact assessment in the course of 2012 - as well as improvements in the online training application tool (TrainMa);
- (2) assess the priority training needs for the Agency overall and the different departments.

On the basis of these meetings and discussions, the following priority areas were identified:

2.1. Executive training for the FRA Management Team

2.1.1. Executive coaching

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| Rationale/ content/ objectives | Given the FRA's continued high ambitions to further develop its key role in the protection of fundamental rights in the EU, senior managers need to develop their skills related to the external as well as internal environment. Individual and team coaching sessions for FRA senior managers will be continued in 2013. They will cover a broad spectrum of management topics (working as a team, leadership, appraisal of staff, conflict management, mediation skills, etc). They will provide the management team with opportunities to optimise personal strengths, apply good practice in daily management, and to build teams. |
| Target group | Management Team |
| Contract | The existing framework contract with LinkS will be used for this purpose. Other possibilities/contracts could be used in addition. |
| Schedule | Throughout the year 2013 – 1 session scheduled for 4 April |

2.1.2. Strategic Thinking Day (AoPL)

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| Rationale/ content/ objectives | <p>The objectives of this training/workshop are to</p> <ul style="list-style-type: none">• Share the underpinning world view and key mental models on Participatory Leadership in order to support the Management Team's understanding of the theoretical underpinning of this approach;• Create the conditions for strategic conversation amongst the Management Team so that Participatory Leadership |
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| | <p>can be contextualised within FRA and be applied to its strategic direction;</p> <ul style="list-style-type: none"> • Invite the Management Team to translate Participatory Leadership practice in how they manage their own teams and work programmes. |
| Target group | Management Team |
| Contract | This training/workshop will be provided through an existing inter-institutional framework contract with DEMOS. |
| Schedule | Foreseen in the 2 nd half of 2013 |

2.1.3. *Respect and dignity at work for a high-performing team*

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| Rationale/ content/ objectives | With the aim to ensure an environment where respect and dignity are valued in teams, the managers have an important role in creating and fostering a respectful working environment. The course will be run as a workshop, that is, open plenary discussion that will move from the general principles of respect and dignity at work for a high-performing team and psychological and sexual harassment to the specific environment and requirements of the FRA. |
| Target group | Management Team |
| Contract | This workshop will be provided through an existing inter-institutional framework contract with EFE. |
| Schedule | 19 March |

2.1.4. Coaching skills

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| Rationale/ content/ objectives | Following the results of the Staff Wellbeing Survey 2012, the wellbeing action programme proposes to organise training on coaching skills for the Head of Departments. The aim is to provide Management with the skills and techniques to develop their staff by encouraging and supporting them. This will also result in keeping a highly motivated work force. |
| Target group | Management Team |
| Contract | This workshop will be provided through an SLA with the European School of Administration. |
| Schedule | 2 nd half of 2013 |

2.2. Management training/coaching for Head of Sectors

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| Rationale/ content/ objectives | In 2012, provided a group of managers with management training and group coaching with the aim of supporting their work as team leaders or coordinators and supervisors of staff. This shall continue in 2013. With this in view, the Management Team took care of a harmonisation of target groups for management training and coaching and an additional hierarchy was introduced in form of Head of Sectors at the beginning of the year. Rules on the provision of coaching for staff members with certain functions (e.g. staff management) will be drafted and adopted in the course of 2013. |
| Target group | Head of Sectors |
| Contract | The Service Level Agreement with the European School of Administration will serve to make this training/coaching |

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| | available. In addition, FRA intends to launch a procurement procedure for coaching services. |
| Schedule | 4-5 February |

2.3. Planning, Monitoring and Evaluation

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| Rationale/ content/ objectives | Due to the project-oriented nature of the FRA's work, project management has a high priority as a training need. Special emphasis in 2013 will be given to planning and monitoring and evaluation skills as well as the definition of performance indicators. |
| Target group | Project managers and project team members |
| Contract | Whenever possible and useful – and with regards to the FRA's own approach to project management – such training will be provided by the Planning team. They can be supported by specialised consultants (e.g. external contractor for internal monitoring and evaluation). When new and more innovative skills are required, recommended external experts shall be sought and contracted directly. |
| Schedule | Throughout the year |

2.4. Equal Opportunities

The FRA is committed to providing equal opportunities and promoting diversity among its staff. As a consequence, the FRA works to ensure that all staff is aware of how to treat persons with disabilities in a respectful and supportive way and how to guarantee equal opportunities for all. The FRA Equal Opportunities & Diversity Action Programme 2013-2015 among other actions also indicates the

following awareness raising sessions/workshops (the offer could be complemented during the year):

2.4.1. Disability Awareness

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| Rationale/ content/ objectives | <p>The main objectives of the disability awareness workshop are</p> <ul style="list-style-type: none"> - To develop an awareness and understanding of how and why we perceive disability in the way we do; - To develop knowledge and understanding about key aspects of disability and dispel myths and misconceptions; - To provide practice in preparing for welcoming and working with disabled people to ensure best practice; - To raise awareness of the FRA Equal Opportunities & Diversity Action Programme 2013-2015. |
| Target group | All staff – compulsory, condensed 0,5 day session for the Management Team |
| Contract | This workshop will be provided through an existing inter-institutional framework contract with EFE. |
| Schedule | 1 st session: 26-28 February; 2 nd session in 2 nd semester |

2.4.2. Gender Awareness

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| Rationale/ content/ objectives | <p>The goal of this training is to help the organisation to apply equal opportunities and equal treatment for women and men as well as to apply gender mainstreaming in the Agency's work. An important effort to make is raising awareness on the matter by looking at gender stereotypes, discrimination</p> |
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| | causes and what needs to be done to make further progress. |
| Target group | Management Team, HRP staff, all staff - compulsory |
| Contract | Existing framework contracts and/or direct contracts with experts will serve to make this training available. |
| Schedule | March 2013 |

2.4.3. Diversity Training

In the course of 2013, HRP envisages to organise an Equality and Diversity Audit at the FRA. The results are foreseen to feed into a "diversity training". If possible, the training would still be provided in 2013; however it seems to be more realistic to expect it in early 2014.

2.5. Wellbeing

The FRA is committed to the wellbeing of its staff. It is understood as essential to ensuring an effective and efficient organisation, high staff motivation and more. The FRA's wellbeing action programme 2013-2014 among other actions also indicates a list of staff training needs for the coming two years. The following is foreseen for 2013 (the offer could be complemented during the year):

2.5.1. Awareness Raising session for the prevention of harassment

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| Rationale/ content/ objectives | As part of the FRA policy on protecting the dignity of the person and preventing psychological and sexual harassment at work, awareness raising sessions of compulsory nature will be offered to all staff. |
| Target group | Newcomers - compulsory |
| Contract | This workshop will be provided through an existing inter- |

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| | institutional framework contract with EFE. |
| Schedule | 19 March |

2.5.2. Mediation skills

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| Rationale/ content/ objectives | The FRA Wellbeing Survey 2012 has shown a need to improve internal conflict prevention and resolution mechanisms. Mediation training is an alternative form of workplace dispute resolution. It should help solving conflicts at an early stage and prevent the escalation. |
| Target group | With EB decision 2009/02, the FRA introduces the role of Confidential Counsellors. The policy paper stipulates that Confidential counsellors may also play a conciliatory role. Therefore, it is foreseen to train the three FRA Confidential Counsellors on mediation skills. |
| Contract | Since there will be only three trainees, the most adequate and cost efficient seems to be to make available specialised external mediation training organised by institutes with expertise in the field. Furthermore, the FRA will also look at the possibility of finding external mediators. |
| Schedule | 1 st semester 2013 |

2.5.3. Behavioural coaching and supervision sessions for confidential counsellors and the wellbeing coordinator

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| Rationale/ content/ objectives | The confidential counsellors as well as the Agency's staff involved in staff welfare issues will continue to receive further specialised training and supervision sessions. |
| Target group | Confidential Counsellors and Wellbeing Coordinator |

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| Contract | This workshop will be provided through an existing inter-institutional framework contract with EFE. |
| Schedule | 20 March |

2.5.4. *Stress and workload management*

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| Rationale/ content/ objectives | Stress and workload is an issue addressed by staff in the FRA Wellbeing Survey 2012. In order to help staff manage their workload better, training on self management, time management, planning, and/or assertiveness shall be provided in-house. |
| Target group | All interested staff |
| Contract | Existing framework contracts will serve to make this training available. |
| Schedule | 2 nd semester 2013 |

2.5.5. *First Aid Training*

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| Rationale/ content/ objectives | In the area of Health and Safety at Work, a need was identified to train a number of staff as first aiders. |
| Target group | Ca. 6 interested staff members (ideally one on each floor) |
| Contract | Since the FRA does not have a framework contract on the topic, it is intended to contract a specialised institution in Vienna (e.g. Vienna Red Cross, etc.) |
| Schedule | 2 nd semester 2013 |

2.6. The FRA staff member – an EU Civil Servant

2.6.1. Induction training

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| Rationale/ content/ objectives | The aim of the induction training is to familiarise new entrants with FRA's work, departments and specific issues, especially safety and health at work. |
| Target group | Newcomers – compulsory; open to all staff for refreshment |
| Contract | The induction training will be organised by HRP in cooperation with all other departments, who will make available their in-house experts as presenters. |
| Schedule | 19-20 February 0.5 day; 25 February 1-day session |

2.6.2. Ethics and Integrity

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| Rationale/ content/ objectives | <p>The Ethics and Integrity course should enhance awareness on professional ethics and contribute to a better understanding of:</p> <ul style="list-style-type: none">- EU Staff Regulations;- Main staff conduct principles and rules/code of good administrative behaviour;- Main staff obligations;- Conflict of interest;- Reporting of frauds and disciplinary matters;- Prevention of wrongdoings. |
| Target group | Newcomers - compulsory |
| Contract | This training will be provided through an existing inter-institutional framework contract with EFE. |
| Schedule | 19 March |

2.6.3. Administrative and financial procedures

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| Rationale/ content/ objectives | The FRA and its staff are obliged to follow EU finance and procurement procedures as well as other obligatory administrative procedures. Therefore, training on these procedures is a priority and compulsory for all staff involved. Specific training sessions foreseen in 2013 are the Expenditure Life Cycle for Operational Initiating Agents and Intellectual Property Rights in procurement for procurement and project staff. |
| Target group | Staff involved in financial workflow and procurement |
| Contract | Several times in the past, EC DG BUDG has provided finance and procurement training to FRA staff at the FRA premises. This proved to be excellent quality training and received very positive evaluation results. However, whenever possible and in order to save financial resources but also with a view to FRA specificities, it is considered good practice to have in-house expert staff deliver these courses when possible. |
| Schedule | Throughout the year 2013 |

2.7. Media and communication training

2.7.1. Interview skills and techniques

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| Rationale/ content/ objectives | A need was identified for training a backup of the FRA's spokesperson for the same function. |
| Target group | Back up for spokesperson (CAR) |
| Contract | A recommended external media trainer shall be sought. |
| Schedule | 1 st semester 2013 |

2.7.2. Public speaking

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| Rationale/ content/ objectives | Staff in the operational departments who have to hold public speeches at conferences and events in their field of expertise shall receive public speaking training to <ul style="list-style-type: none">- understand the audience and adapt the presentation/speech to their needs;- understand the difference between speeches prepared for trainings, webinars, conferences, workshops;- use their notes and slides effectively while speaking;- use their voice to their advantage during the speech;- keep their calm and confidence when on camera;- evaluate the impact of their speech and their performance. |
| Target group | Staff in operational departments (ECR, FJ, and CAR) |
| Contract | This training workshop will be provided through an existing inter-institutional framework contract with EFE. |
| Schedule | 25-26 June 2013 |

2.7.3. Chairing meetings and presentation skills

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| Rationale/ content/ objectives | Staff in the operational departments who have to chair internal or external meetings and produce presentations at internal or external events require training to <ul style="list-style-type: none">- Understand the way in which meeting effectiveness contributes to decision-making and meaningful outcomes;- Understand the way in which effective communication is critical to the success of any meeting;- Be able to identify and overcome the obstacles to |
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| | <p>communication in meeting environments of all types;</p> <ul style="list-style-type: none"> - Be able to deal with “difficult” people; - Identify the purpose of the presentation and the objective it is intended to achieve; - Analyse the subject matter and choose the key information, which will put the message across concisely and clearly; - Structure the material logically; - Organise and tailor the presentation to suit the profile and needs of the audience; - Select and prepare the most appropriate visual aids; - Use proven techniques to maintain audience interest and encourage participation. |
| Target group | All interested FRA staff |
| Contract | This training will be provided through an existing inter-institutional framework contract with EFE. |
| Schedule | 28 May |

2.7.4. Policy and research report writing skills

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| Rationale/ content/ objectives | Staff in the operational departments require training on how to write policy documents and (research) reports in high-level English. |
| Target group | Research and communication experts in ECR, FJ, and CAR |
| Contract | Recommended and experienced English native speaker |
| Schedule | Throughout the year 2013 |

2.7.5. Technical media and communication skills

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| Rationale/ content/ objectives | With the aim to enhancing the visibility of the FRA's work, the FRA continues to make use of various media such as its website, social media, video clips about its projects, etc. Given the rapid technological changes, the staff in charge of these activities requires continuous upgrading and updating of their technical skills. |
| Target group | Video production staff, staff responsible for the website |
| Contract | Since the FRA does not have a framework contract in this area at hand, external providers shall be sought (e.g. WiFi - Vienna) |
| Schedule | Throughout 2013 – 1. Adobe After Effects training 21-25 January (video production staff) |

2.8. Political foresight and trends analysis

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| Rationale/ content/ objectives | The political and socio-economic environment in which the FRA operates continues to experience significant changes and uncertainties linked to the economic crisis and its impact on fundamental rights. This intensifies the need for reflection and anticipation of trends affecting the discourse on fundamental rights in the EU. Specialist training is sought to learn and apply policy foresight techniques to the area of fundamental rights. The training intends to help staff in communicating with policy makers on future fundamental rights trends. |
| Target group | Communication and research staff in CAR, ECR and FJ |
| Contract | The FRA could potentially use its framework contract with |

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| | PROSPEX/ECRE, or – if deemed inappropriate – other external providers shall be sought. |
| Schedule | Throughout the year 2013 |

2.9. Academic Research

2.9.1. Participation in expert seminars and conferences

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| Rationale/ content/ objectives | Given the highly qualified FRA workforce in general and the Research expertise in particular, FRA experts are often invited to speak at international conferences. At the same time, there is a need for FRA experts to keep up with development in research areas that requires these experts to participate in conference without being invited as a speaker. |
| Target group | Research experts in ECR and FJ |
| Contract | Such learning shall be supported by HRP. Therefore, HRP will seek to establish a memorandum of understanding with academic institutions, e.g. the European Law Academy (ERA), with a view to obtaining reduced fees for FRA participants in return for making available FRA speakers free of charge. |
| Schedule | Throughout the year 2013 |

2.9.2. Quality Assurance in Qualitative Research

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| Rationale/ content/ objectives | Content to be covered are: formal assessment criteria, quality assessment issues and frameworks, quality of design, quality of research briefs and proposals, quality of data generation, quality of analysis and reporting. |
| Target group | Research experts in ECR and FJ |
| Contract | An academic expert shall be contracted to provide specific |

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| | training on quality assurance in Qualitative Research. |
| Schedule | 21-22 February |

2.10. Stakeholder Engagement – Appreciative Inquiry

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| Rationale/ content/ objectives | Appreciative Inquiry is primarily an organisation development method which focuses on increasing what an organisation does well rather than on eliminating what it does badly. Through an inquiry which appreciates the positive and engages all levels of an organisation (and often its stakeholders) it seeks to renew, develop and build on this. |
| Target group | All interested staff members |
| Contract | Existing SLA with the EC or framework contracts will be used. |
| Schedule | 2 nd semester |

2.11. Informal in-house learning possibilities

The following informal in-house learning activities will continue in 2013:

- a) INFORM ME session (organised by HRP or CAR);
- b) ResT & Test sessions (organised by ECR and FJ);
- c) Fundamental Rights crash courses (developed by ECR and FJ);
- d) Communities of Practice (organised by all interest FRA staff).

Staff in all FRA departments is encouraged to create further internal informal learning activities for all staff and/or specific target groups.

2.12. Away days and team building events

Away days and team building events will continue to be organised in 2013. The purpose of this type of activity is to commonly discuss issues of strategic concern

to the Agency overall, exchange knowledge, find solutions, improve coordination and working methods, strategic planning of activities, get to know each other better, and to enhance team work. These events have been found highly useful in the past.

HRP is available to support the organisation of away days and teambuilding events where requested and necessary; however, the responsible person in the requesting department (e.g. Head of Department, project manager, etc.) will be the main organiser (e.g. drafting the proposal and event programme).

3. Implementation and available resources

Learning and development activities will be implemented according to the priorities set by management taking into account staff development needs, as well as human and financial resources.

An indicative number of 10 training days is targeted per staff member in 2013. The budgetary resources for professional training of staff in 2013 will be of 290,000 EUR. With a staff (TAs, CAs, and SNEs) number of 105 at the beginning of 2013, ca. 2,800-3,000 EUR will be targeted per staff member on average. The human resources made available for the organisation of FRA training activities in 2013 will be one AD (training coordinator) and one trainee (assisting the training coordinator).

4. Impact assessment

The impact assessment of learning/training activities is key to account for the investment of resources in staff training. To this end, as in previous years, the FRA will continue to undergo an ex-post evaluation process on 4 levels, i.e. level 1 and 2 immediate reactions and learning evaluation, level 3 behaviour evaluation, level 4

results evaluation. Level 1 asks the application if the learning/training objectives have been met. Level 3 and 4 evaluations will be automatically forwarded to the Head of Department for her/his review. The achievement of the training objective(s) is considered to be the most important performance indicator. For this reason, it is compulsory for the applicant to define learning/training objectives when applying for a learning/training activity. The evaluation of her/his learning/training activities by a staff member is also compulsory. The obligation also includes being on time and evaluating training in which they take part. Our general goal is to meet the objectives of the training and to put into practice the knowledge and skills acquired. HRP will report regularly to the Director and the Heads of Department. They will be asked for their feedback and evaluation of the impact the different training sessions had on their staff's performance.

5. HRP priorities in the area of staff learning and development in 2013

- Adoption and implementation of the FRA Strategic Learning & Development Framework 2013;
- Establishment of career profiles for certain (important/sensitive) positions and related competency frameworks as well as compulsory or recommended training paths;
- Draft and adoption of rules on the provision of coaching for staff members with certain functions (e.g. staff management);
- Procurement of a framework contract for management coaching to be used as of 2014;
- Continuous optimisation of the online training application tool TrainMa;
- Further development of impact assessment of training activities;
- Further promotion of the use of e-learning and informal in-house learning activities;
- Further developing the learning culture inside the FRA.