

# **FRA STRATEGIC TRAINING FRAMEWORK 2011**

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## **1. Introduction**

This document outlines the overall training approach FRA intends to follow in 2011. It is intended to

- identify the training needs for FRA as an organisation in 2011;
- inform staff about training possibilities and developments in 2011;

It covers the Agency's needs, as well as those of individual staff.

Training is essential to maintain professionalism and to enable staff to meet the Agency's challenges. We all recognise that staff training and development is an ongoing process and an investment for the future, for which we all share responsibility. In return, performance, efficiency, well-being and motivation are improved.

***Anything worth achieving is worth planning for!***

## **2. FRA training needs in 2011**

Towards the end of 2010, the HRP Department requested from all Heads of Department their training needs for the following year. Consequently, the areas identified below have been established to help FRA staff develop the skills and knowledge that will contribute most to achieving FRA goals in 2011 and beyond. They may, however, change during the year in line with the Agency's and departmental needs. Departments are therefore welcome to request additional training.

### **2.1 Project management**

Tailor-made project management training will continue to be offered in 2011. It will enable staff to acquire and update their knowledge, including the planning, monitoring and evaluation process, and MATRIX.

### **2.2 Coaching for senior managers**

Individual and team coaching sessions will be offered. They will cover a broad spectrum of management topics (leadership, appraisal of staff, conflict management, etc). They will provide the opportunity to optimise personal strengths, apply best practice in daily management, and to build teams.

### **2.3 Communication**

Training will be organised to meet new communication challenges. Sessions on interpersonal communication, working in a multicultural environment, writing for the media and public, public speaking, etc. will be considered.

## **2.4 Stakeholders**

Stakeholders remain at the core of FRA's work. Follow-up training in the area of stakeholder management and engagement will be designed.

## **2.5 Preventing harassment**

As part of FRA policy on protecting the dignity of the person and preventing psychological and sexual harassment at work, awareness raising sessions will be offered to all staff and to the Heads of Department. In addition, the confidential counsellors will receive further specialised training.

## **2.6 Crash courses on fundamental rights**

Crash courses will be offered in various fundamental rights areas and themes from the Annual Work Programme.

## **2.7 Equal opportunities and diversity**

FRA is fully committed to provide equal opportunities and promote diversity. Specialised training in this area will be organised, i.e. equal and flexible workplace-managing team diversity, ethics, tools and mechanisms for recruitment, employment and retaining of diversity.

## **2.8 Induction training**

The aim of the induction training is to familiarise new entrants with FRA's work, Departments and specific issues. The induction training is open to all FRA staff as well. It will be led by HRP- Training in cooperation with other Departments.

# **3. FRA Training possibilities in 2011**

## **3.1 In-house training**

### **3.1.1 General training**

Various training courses will be offered from the areas mentioned above. In-house activities will aim for a tailor-made approach.

"Refresher" in-house training sessions on JSIS, Expenditure life cycle, Procurement-terms of reference, Problem-solving techniques, Critical thinking and strategy making, Self-management, etc. could also be considered.

***A detailed schedule for all in-house training courses will follow. Some training courses will be identified as mandatory.***

### 3.1.2 Language training

It is planned to offer German, English, French, Spanish and Italian languages at the FRA premises. A new call for tender will be launched to cover these needs for a further four years.

### 3.2 Inter-department knowledge exchange

Info training sessions provided in cooperation with other Departments will be designed. These will promote exchange of knowledge and expertise between Departments. Info sessions on FRA working areas, internal policies and procedures, as well as new e- tools will be conducted.

### 3.3 Training courses delivered by DG HR B3 and DG DIGIT

FRA has signed agreements with DG HR B3 and DG DIGIT. It gives a broader choice on general and IT training organised by the Commission in Brussels and Luxembourg.

### 3.4 Training courses offered by external training providers

With regard to the individual training needs, by request, fully justified and where resources allow, training offered by external training providers may be followed.

### 3.5 Self-training

#### 3.5.1 E-learning

E-learning modules are offered through the DG HR B3 training catalogue and the Microsoft catalogue. It is aimed to encourage staff to undertake more flexible and efficient self-training.

#### 3.5.2 Distance learning

Many opportunities are available, e.g. HREA (Human Rights Education Associates) offers Human rights courses covering themes from the MAF.

#### 3.5.3 Training library

The library provides an alternative solution offering literature and DVDs for self-training purposes.

### 3.6 The study support scheme

Upon request, following a decision of the Director, financial support of studies [Diploma/ Postgraduate/Masters] may be granted, amounting to 50 % of the total cost.

### **3.7 Away-days and team building events**

Away-days will continue to be organised in 2011. The purpose of this type of activity is to exchange knowledge, find solutions, improve coordination and working methods, plan activities, get to know each other better, and to optimise team work.

## **4. Implementation**

Training will be implemented according to the priorities set by management taking into account staff development needs, as well as human and financial resources. Although an important condition for success for the Strategic training framework is strong and active management support, there is an obligation for all of us to develop a "learning culture". It requires time and commitment, whereby the need for training and development is widely accepted.

## **5. Responsibilities**

Having regard FRA's training policy- Agency's decision n° 2003/26 of the Director on Staff Training, training is both a right and a duty for all staff regardless of their function. Staff have the right to be trained and to be supported in their development but also the obligation to improve themselves wherever necessary. 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.

## **6. Training Developments in 2011**

### **6.1 Revision**

- FRA training policy- Agency's decision n° 2003/26 of the Director on Staff Training will be revised, and new policy will be adopted.

### **6.2 Challenges**

- Further review of the design and evaluation of training sessions;
- Further development of the training library;
- Implementation of an individual training passport;
- Adoption of the guidelines for away-days and team-building events
- Introduction of e-training