



CENTRE FOR SECURITY COOPERATION

## Security Sector Reform Pillar

### “Strategic Human Resources Management” Workshop

SSR-I2-S-18

6<sup>th</sup>-7<sup>th</sup> December 2018

RACVIAC, Rakitje, Republic of Croatia

#### Introduction

The “Strategic Human Resources Management” Workshop was conducted by RACVIAC - Centre for Security Cooperation in partnership with the FLAME Consulting Company in RACVIAC on 6<sup>th</sup>-7<sup>th</sup> December 2018.

The purpose of this Workshop was to increase the awareness of the importance of Human Resources Management (HRM) and understanding of the key concepts and tools that can be applied to improve this important area of expertise.

The objectives of this Workshop were:

- To understand the role of HRM today – moving from transactional to strategic HRM
- To analyse the inner and outer context of the organization and implications for HRM
- To understand the key elements needed to develop employer value proposition to attract and retain key talent
- To start considering the key HRM challenges the organizations are facing and possible first steps to start addressing them.

The two-day Workshop was attended by eighteen participants from the Republic of Albania, Bosnia and Herzegovina, Republic of Croatia, Hellenic Republic, the former Yugoslav Republic of Macedonia\*, Montenegro and Kosovo\*\*.



Workshop room in RACVIAC

#### Execution

The Workshop was opened with a Welcome address by RACVIAC Director Major General (ret.) Jeronim Bazo, who emphasized: “In today’s world where industrial economy is shifting towards the knowledge economy global competition is the basic element needed to define the strategies of each organization. At an age where total quality is of primary importance, efficiency can only be achieved by a successful utilization of human resources. Therefore, HRM is a necessity of today’s business and government administrations which should be addressed at the highest level in the organization”.

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\* Turkey recognizes the Republic of Macedonia with its constitutional name.

\*\* This Designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence (In accordance with Arrangements regarding representation and cooperation).

“There is also an increase in importance of HRM Departments which have a fundamental role in recruiting, taking on board, and retaining employees, as well as supporting the development and performance of the people in the organization. Today and in the future this will constitute one of the key strategic priorities for various organizations”, underlined General Bazo.

The Workshop was conducted by Ms Kristina Prišeker, Human Resources expert, coach, trainer and owner of the FLAME Consulting d.o.o Company which is dedicated to supporting the development of individuals, teams, and organizations through training, coaching and Human Resources Development Consulting services.

The first day of the Workshop focused on the introduction and understanding of the key concepts and tools, using presentations, videos, case studies and interactive group activities to support the training process. During this part the issues of the evolution of the HR function, roles and responsibilities of HR experts, HRM strategic planning, HR strategic priorities, key performance indicators, strategic workforce planning, employer branding, developing Employee Value Proposition, diversity and inclusion and influence of HR in the organization, were tackled.

The participants also performed a SWOT analysis of an organization as a tool for strategic HR planning.

The Second day was conducted through a participatory approach and methods (*Open Space and World Café*) with the aim to address the key strategic HRM challenges of the participants’ organizations where various possibilities and courses of action were discussed.



Ms Kristina Prišeker coaching on the topic of the Open Space participatory process

The goal of an “Open Space” meeting was to create time and space for people to engage deeply and creatively in issues of concern to them. The participants elect the topics and the rest of the participants can choose which discussion they will participate in.

The key findings from the Open Space interactions were used in The World café discussions, focusing on what actions can be taken to move forward.

The most important issues of participants’ concern were merit based recruitment, retention (especially of critical personnel), downsizing, career development, education and innovations.



Word Café participatory processes



Workshop Group Photo

## **Conclusion**

The Strategic Human Resources Management Workshop contributed to a better understanding of the role of HR today and highlighted the relevance of HR within the organizations' structure as well as its equal importance in administration and business overall.

The Workshop raised the awareness about the different methods and tools that are aimed at obtaining capable people for achieving the objectives of the organization and ensuring overall business success.

At the end of the activity the participants expressed a strong interest in continuing with this topic in the future too.

*Compiled by SSR Pillar*  
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