


**BUREAU OF
METROLOGY**



HR Sustainability in Montenegrin Bureau of Metrology

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METROLOGY**

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Introduction

- ❑ The basis of Montenegrin metrology system is the Bureau of Metrology that was founded by the Government of Montenegro on 14th September 2006.
- ❑ In the former State Union, state functions in the field of metrology were executed by the Bureau of Measures and Precious Metals in Belgrade.
- ❑ One of eight regional organization units for measures and precious metals (The Control of Measures and Precious Metals) was in Montenegro.
- ❑ The traceability chain has been broken when Montenegro became independent.
- ❑ The Acting Director of the Bureau of Metrology was appointed by the Government of Montenegro, on 26th October, 2006.
- ❑ The reform of the metrology infrastructure inherited from the State Union of Serbia and Montenegro, as well as the legislative amendments and harmonisation with the EU *acquis*, are the most significant activities being continuously conducted in Montenegro.

Introduction

Activities of the Bureau of Metrology according to Montenegrin legislation

- ❑ it is responsible for the system of legal units of measurement in Montenegro;
- ❑ it realises, conserves, maintains and improves the national measurement standards;
- ❑ it ensures metrological traceability;
- ❑ it organises the calibration activity;
- ❑ it carries out the assessment of conformity of a measuring instrument with metrological requirements: type approval and verification of a measuring instrument;
- ❑ it examines pre-packaged products;
- ❑ it gives expert opinion on the authorisation of persons to carry out activities pertaining to metrology;
- ❑ it represents Montenegro in international and regional metrology organizations and establishes cooperation in the field of metrology as well as control of precious metal articles;
- ❑ it collaborates with competent inspection bodies and provides technical assistance in the field of metrology as well as control of precious metal articles;
- ❑ it decides in administrative proceedings in the field of metrology as well as control of precious metal articles;
- ❑ it prepares technical bases for the development of draft legislation in the field of metrology as well as control of precious metal articles;
- ❑ it provides metrological information and publishes official journal;
- ❑ it also performs other duties related to metrology and control of precious metal articles.



Introduction Bureau of Metrology

Mission:

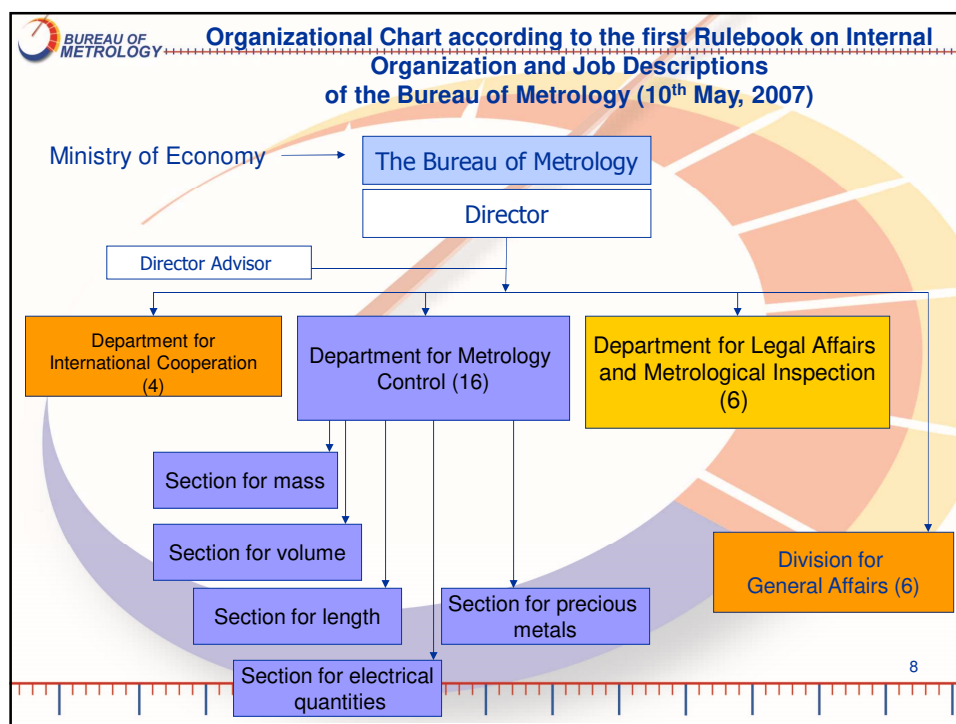
The mission of the Bureau of Metrology is to provide high-quality services in the field of legal and industrial metrology, build trust in the system of measurements, develop scientific metrology and establish effective metrology system in Montenegro. The Bureau accomplishes its mission through professional work and research, innovation of services as well as constant improvement of the methods and procedures used in work and operational processes.

Vision: *The national metrology institute is internationally recognized as a center of the effective metrology system in Montenegro. The Bureau will professionally, objectively and impartially implement metrological services, ensuring reliable measurements on the territory of Montenegro.*

Human Resources Management

- ❑ HR Planning
- ❑ Attracting Employees
- ❑ Developing Employees
- ❑ Keeping Talented Employees
- ❑ Retaining Employees
- ❑ HRM in Montenegro is governed by several laws, secondary legislation and agreements:
 - ❑ Law on Civil Servants and State Employees
 - ❑ Labor Law
 - ❑ Branch Collective Agreement for Administration and Justice...





Rulebook on Internal Organization and Job Descriptions of the Bureau of Metrology (2010)

- ❑ In order to gradually achieve conformity with European metrology and perform necessary activities, internal organization of the Bureau has been changed, and 67 civil servants and employees including director and advisor of director (2010) were planned.
- ❑ Internal organizational units of the Bureau included:
 - ❑ Department for Metrological Traceability and National Measurement Standards (*17 employees planned*);
 - ❑ Department for Verification of Measuring Instruments (*26 employees planned*);
 - ❑ Department for Precious Metals (*4 employees planned*);
 - ❑ Department for Inspection (*5 employees planned*);
 - ❑ Department for International Cooperation and European Integration (*2 employees planned*);
 - ❑ Quality System Division (*1 employee planned*);
 - ❑ Department for General Affairs, Finance and Information System (*10 employees planned*).

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MBM in the period 2007 – 2011

- ❑ There were several limiting factors in HR Planning such as:
 - Limited budget
 - Lack of appropriate premises
 - Lack of equipment
- ❑ Metrological traceability has been ensured;
- ❑ Development of first national calibration laboratories;
- ❑ Expanded activities in the field of legal and industrial metrology;
- ❑ New activities in the field of control of precious metal articles.



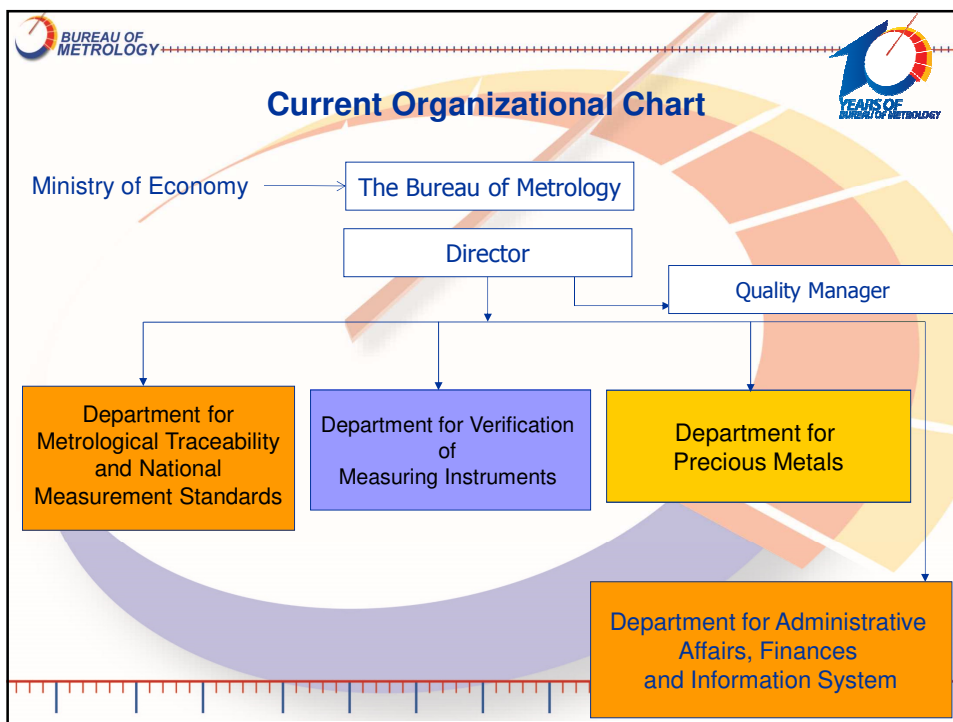
Before 2011

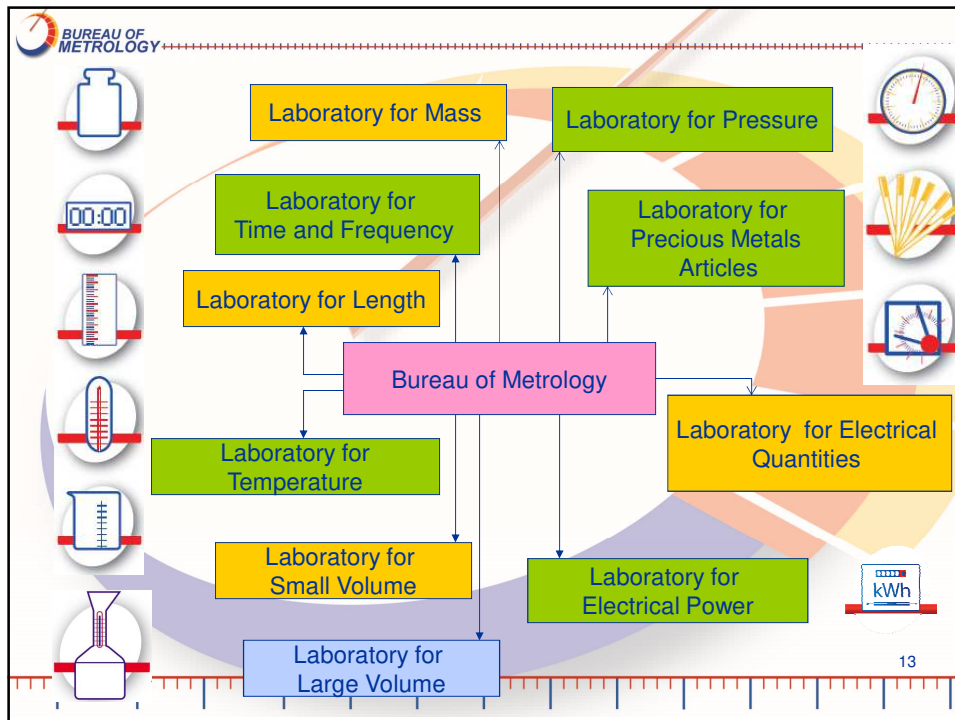
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Important changes in the period 2011 - 2015

- ❑ The Decree on internal organization and manner of functioning of the public administration (Official Gazette of Montenegro 5/12 and 25/12) stipulates that the tasks related to the inspection control in the area of metrology and precious metals are carried out by the Administration for Inspection Affairs which is why the chief metrological inspector on 1 June 2012 moved from the Bureau of Metrology to the Administration for Inspection Affairs.
- ❑ The Rulebook amending the Rulebook on Internal Organization and Job Description of the Bureau of Metrology envisaging 32 staff positions including the director was adopted by the Government of Montenegro at the meeting in 2013 (limitation of number of Civil Servants and State Employees in Montenegro).
- ❑ The Rulebook amending the Rulebook on Internal Organization and Job Description of the Bureau of Metrology envisaging 52 staff positions including the director was adopted by the Government of Montenegro at the meeting of 16th July 2015.

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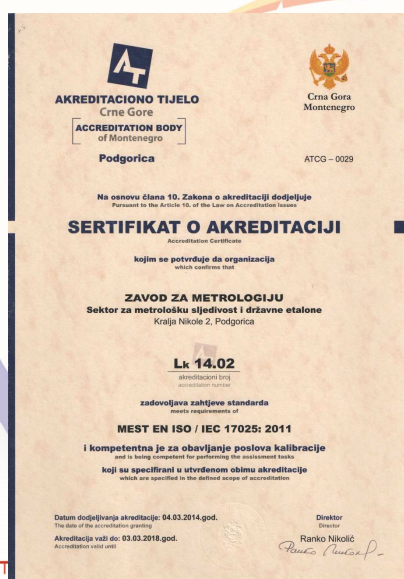



MBM today (cont.)

- ❑ It is a full member of European Association of National Metrology Institute (EURAMET), since June 7, 2011;
- ❑ It is a corresponding member of International Organization of Legal Metrology (OIML), since November 2007;
- ❑ It is an associate member of European Cooperation in Legal Metrology (WELMEC), since January 2009;
- ❑ It is an associate member of the General Conference on Weights and Measures (CGPM), since August 1, 2011;
- ❑ It is a member of International Association of Assay Offices (IAAO), since October 2012.


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MBM today (cont.)






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YEARS OF METROLOGY


MBM today (cont.)

- ❑ Calibration and Measurement Capabilities:
 - ❑ Thermometry
 - ❑ Volume of liquid
- ❑ The License for scientific and research activities in the field of technical, technological and interdisciplinary sciences.





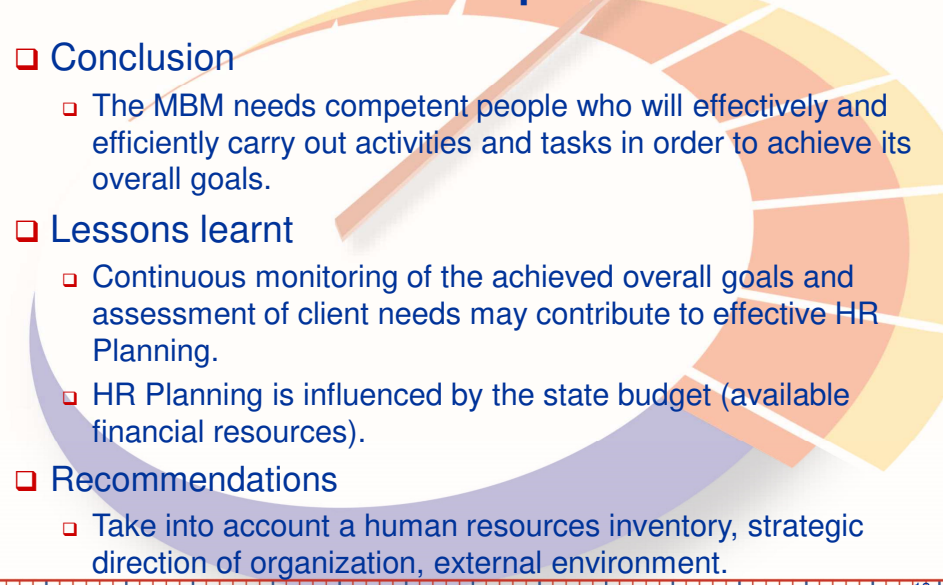
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YEARS OF METROLOGY

Human Resources Planning MBM's experience

- ❑ Conclusion
 - ❑ The MBM needs competent people who will effectively and efficiently carry out activities and tasks in order to achieve its overall goals.
- ❑ Lessons learnt
 - ❑ Continuous monitoring of the achieved overall goals and assessment of client needs may contribute to effective HR Planning.
 - ❑ HR Planning is influenced by the state budget (available financial resources).
- ❑ Recommendations
 - ❑ Take into account a human resources inventory, strategic direction of organization, external environment.



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Attracting Employees

- ❑ Recruitment
- ❑ Conditions for entering into employment
- ❑ Vacancy filling
- ❑ Selection
- ❑ Employment






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HR Management in the MBM

- ❑ Attracting Employees
 - ❑ Recruitment
 - It is possible to develop a pool of experts for periodically carrying out the activities of the MBM, but the employment must be done by the administration authority competent for HRM (Human Resources Management Authority).
 - ❑ Conditions for entering into employment
 - A person may enter into employment in a state authority such as the MBM provided that he/she is a citizen of Montenegro; is of legal age; is medically fit; has the required degree of education; has not been convicted of a criminal offense and against whom no criminal proceedings are pending for a criminal offense.

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HR Management in the MBM



- ❑ **Attracting Employees**
 - ❑ **Conditions for entering into employment:**
 - Other requirements can be laid down by separate law or act on internal organizations and job descriptions.
 - Passed civil service exam.
 - ❑ **Vacancy filling**
 - Director can make a decision to fill a vacancy if the job is specified in the act on internal organizations and job descriptions; if the job position is vacant and if the MBM has provided necessary financial resources for that.

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HR Management in the MBM

- ❑ **Attracting Employees**
 - ❑ **Vacancy filling shall be conducted through one of the following procedures:**
 - Internal announcement within the state authority (MBM)
 - Internal announcement among state authorities
 - Public announcement
 - Public competition (category of senior managerial staff).
 - ❑ **Internal announcement within MBM, internal announcement among state authorities, public announcement and public competition shall be published by the Human Resources Management Authority.**

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HR Management in the MBM

- ❑ Attracting Employees (Civil Servant and/or State Employee)
 - ❑ Selection of Employees after submission of applications
 - Persons from the list of candidates who meet the requirements of the announcement are subject to obligatory testing of abilities for performance of prescribed work tasks;
 - Human Resources Management Authority shall make a selection list consisting of five highest ranking candidates;
 - Based on the final decision of Human Resources Management Authority, the Director of the MBM shall adopt a decision on entering into employment for a Civil Servant and/or State Employee.

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HR Management in the MBM

- ❑ Attracting Employees
 - ❑ Selection of Employees
 - Civil Servant and/or State Employee shall, as a rule, enter permanent employment, unless for the purpose of replacement of a temporarily absent Civil Servant and/or State Employee, performance of project-related tasks with a specific duration, in case of which he/she shall enter fixed-term employment.
 - Probationary period lasting one year shall be mandatory for a Civil Servant and/or State Employee entering permanent employment in the MBM for the first time. Senior management staff shall not be subject to probation.
 - ❑ Legislation protects against employment discrimination.

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Attracting trainees and volunteers



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Attracting Employees MBM's experience

- ❑ Conclusion
 - ❑ Entering into employment is governed by laws, but affected by internal and external environment.
- ❑ Lessons learnt
 - ❑ Insufficient number of employees must be compensated by temporarily engaging persons.
 - ❑ Obligatory testing of abilities for performance of prescribed work tasks must be improved.
- ❑ Recommendations
 - ❑ Continuously presenting the results, client's needs, benefits of participation in regional projects, new goals.
 - ❑ Attracting trainees and volunteers.

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Development, Appraisal of Employees and Leading


- ❑ Orientation
- ❑ Training
- ❑ Development
- ❑ Performance Appraisal
- ❑ Keeping Talented Employees
- ❑ Leading



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 **BUREAU OF METROLOGY**

Developing Employees Orientation



- ❑ Job orientation
 - ❑ Specific duties and responsibilities of the employee are clarified;
 - ❑ Clarification of the manner of performance evaluation.
- ❑ Organization unit (department, division) orientation
 - ❑ Introduction to his or her co-worker, clarifications of organization unit's goals, activities...
- ❑ Bureau orientation – informs the new employee about the Bureau's goals, vision, mission, history, procedures, rules...

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Developing Employees



□ Training

- EURAMET - WELMEC Focus Group on Facilitating National Metrology Infrastructure Development;
- Bilateral Cooperation Projects (MNE and Republic of Slovenia);
- IPA program (national and regional);
- Different national projects, training organized by the Bureau;
- Program developed by Human Resources Management Authority etc.

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Developing Employees



□ Training methods

- On-the-job training (knowledge transfer, working with experienced employee or expert, mentoring programs)
- Off-the-job training (experimental exercises, workshops, case studies)

□ Assessment of training results

- Presentations
- Implemented improvements
- New services
- New procedures...

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Developing Employees

- ❑ Education
 - ❑ Specialist Study Program
 - ❑ Master Studies
- ❑ Conferences
- ❑ Projects
- ❑ Research Mobility Grant



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Performance Appraisal

- ❑ The Criteria for Performance Appraisal shall be as follows:
 - ❑ Achieved performance results
 - Expertise, scope and timeliness in the performance of tasks.
 - ❑ Independence and creativity in the performance of tasks
 - Giving useful suggestions, motivation for work and ability to plan performance of work tasks.
 - ❑ Quality of cooperation achieved with parties and colleagues
 - Employee's ability of written and oral communication with their colleagues at work and the ability to treat parties in a professional, impartial, and decent manner.



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Performance Appraisal



- ❑ The Criteria for Performance Appraisal shall be as follows:
 - ❑ Quality of organization work in the performance of tasks
 - The ability to effectively and efficiently organize work and the ability to harmonize work tasks with priority activities of the MBM.
 - ❑ Apart from the above mentioned criteria, some of the conditions affecting the appraisal of the employee shall be team work, communication skills, the ability to engage in and perform tasks of their posts as well as interdisciplinary.
 - ❑ Appraisal grades: excellent, good, satisfactory, unsatisfactory.

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Performance Appraisal



- ❑ Performance Appraisal in MBM
 - ❑ The Performance Appraisal shall be done once a year, no later than 31st January of the current year for the previous year.
 - ❑ Civil Servant and/or State Employee shall be promoted to a higher salary grade if he/she receives an “excellent” performance appraisal grade, within the period of two years.
 - ❑ The decision on promotion shall be adopted by the Director on a proposal from an immediate manager.

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HR Management in the MBM

- ❑ Keeping Talented Employees
 - ❑ Compensation system
 - Variable pay system (prescribed by the law but depends on the budget)
 - ❑ Motivation
 - Payment of tuition for Master Study
 - ❑ Promotion (new position according to the law)
 - ❑ Training abroad
- ❑ Employment of civil servant and/or state employee shall terminate:
 - ❑ When he/she turns 67 years of age and at least 15 years of contributing to insurance (according to **the Law on Civil Servants and State Employees**).

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HR Management in the MBM

- ❑ Employment of civil servant and/or state employee shall terminate:
 - ❑ If he/she fails to show satisfactory performance during probationary period;
 - ❑ If he/she gets two consecutive unsatisfactory grades;
 - ❑ If a measure of termination of employment is imposed on him/her in the disciplinary procedure (due to a severe violation of official duty);
 - ❑ If he/she refuses reassignment or unjustifiably fails to start working at a position that he/she is reassigned to;

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HR Management in the MBM

- ❑ Employment of civil servant and/or state employee shall terminate:
 - ❑ If he/she is forbidden, in accordance with law, by final and non-appealable court decision or decision of another authority, to perform certain activities, and he/she cannot be reassigned to other activities;
 - ❑ If he/she is sentenced by a final and non-appealable judgment to an imprisonment sentence of at least six months;
 - ❑ If a safety measure, corrective or protective measure is imposed on him/her, lasting more than six months, due to which he/she must be absent from work.

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Leading

- ❑ Director and Assistant Directors have been selected several times since 2006.
- ❑ Filling the vacancy within the category of senior managerial staff shall be conducted based on the public announcement.
- ❑ Human Resources Management Authority shall, on the basis of timely, complete and proper documentation, make a list of candidates for positions belonging to senior managerial staff meeting the public competition requirements.

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Leading

- ❑ The testing of the persons who met the requirements and are on the list shall be carried out by the Commission formed by the Human Resources Management Authority consisting of a representative of the Human Resources Management Authority, representative of the MBM, and renowned expert in the area of competency of the employing state authority. Testing shall be done through a specially structured interview.
- ❑ The Director of the MBM, shall, as a rule, propose to the Government the appointment of the best-ranked candidate from the selection list of candidates, within 15 days from the day of receiving the selection list of candidates and assessment report.
- ❑ The Director of the MBM, on the basis of the interview conducted with all candidates from the selection list of candidates, may propose to the Government or competent authority another candidate from the list, in case of which he/she shall be obliged to state the reasons for such decision in the proposal for appointment.

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Appointment of Director of MBM

- ❑ Upon publishing a public competition for nominating a director of the MBM, Human Resources Management Authority shall prepare a list of candidates meeting the requirements stipulated by the competition, on the basis of timely, complete and proper documentation and submit it to the competent Minister who, based on the interviews with all candidates, proposes nomination to the Government.

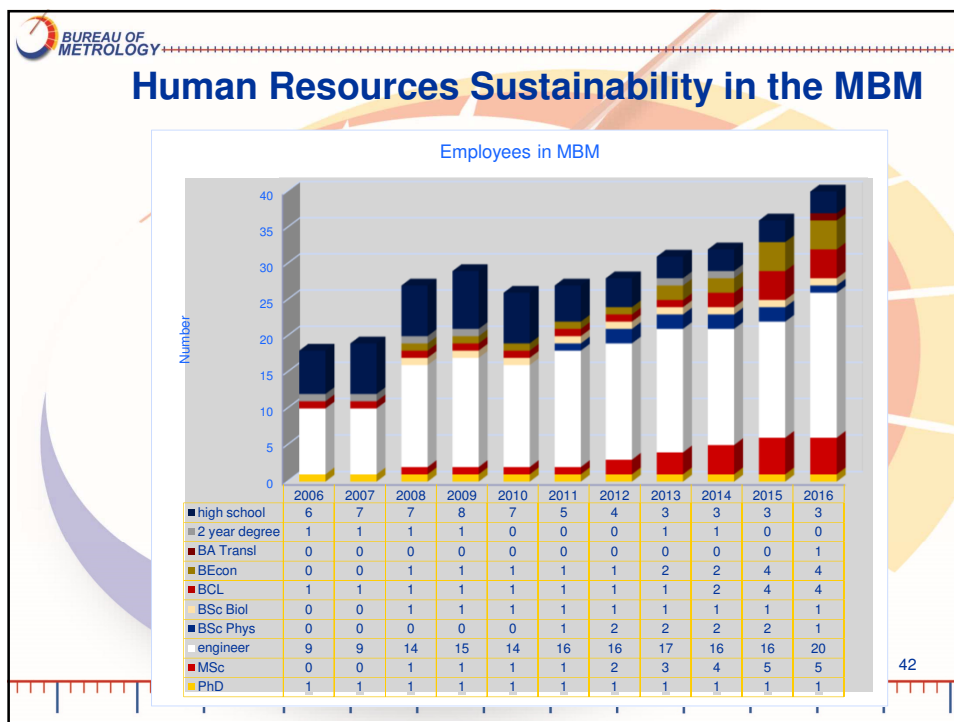
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Development, Appraisal of Employees and Leading (MBM's experience)

- ❑ Conclusion
 - ❑ Successful orientation results in good work performance.
 - ❑ Training must be properly evaluated.
- ❑ Lessons learnt
 - ❑ Postgraduate studies, participation in conferences, research mobility grants are significant elements for employees motivation.
- ❑ Recommendations
 - ❑ Retaining the competent and talented employees required developed compensation or motivation system.

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Human Resources Sustainability in the MBM

- ❑ The insufficient number of employees was recognized in the MBM in the period from 2012 to 2014 because of implementation of measures for solving the problems caused by economic crisis.
- ❑ The increase of number of employees in the MBM is planned by the Programme of Accession of Montenegro to the EU 2014-2018 (PPCG).
- ❑ Since the MBM is independent state authority, the ministry could not change the staff or number of employees.
- ❑ Major changes could be done by the Government (Decree on internal organization and manner of functioning of the public administration).

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Human Resources Sustainability in the MBM

- ❑ Many Montenegrin citizens are interested in being employed in the MBM.
- ❑ Salary is not high but the employment is attractive due to stable financing, training abroad, possibilities for professional development...
- ❑ Human Resources Stability could be beneficial for the decision making level at the ministries since the work of the MBM is monitored in the process of preparing the negotiation process of Montenegro - EU.
- ❑ According to legislation, the staff changes could not be caused by changes of leadership of the ministry.

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Human Resources Sustainability in the MBM

- ❑ Stable human resources in the MBM enable high quality services, maintenance of efficient measurement system in Montenegro, consumer protection.
- ❑ Ministry of Economy and Ministry of Finance understand the importance of metrology and the need for continuous development of the MBM and achieving its recognition in regional and international metrological organizations. Hence they support MBM's plans and projects.
- ❑ Good relations with journalists may contribute to public awareness raising.

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Human Resources Sustainability in the MBM

- ❑ Human Resources Inventory
 - ❑ The list of name, education, training results, prior employment, capabilities, foreign language knowledge, specialized skills and every day performance enable assessment of current availability of talented and skilled employees.
- ❑ List of trainees and volunteers.
- ❑ Cooperation with the University of Montenegro and other scientific educational institutions.

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Human Resources Sustainability in the MBM

❑ EMPIR projects

- ❑ Employees may participate in EMPIR projects
 - He/she shall be entitled to return to work
 - The MBM shall provide earnings compensation for the employee during his/her absence from work in the amount of 100 % of his/her earnings.
- ❑ Temporary-project jobs – chance for future human resources development
 - List of volunteers
 - Call for experienced persons
 - Call for young talented postgraduates.

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Human Resources Sustainability (MBM's experience)

❑ Conclusion

- ❑ Human Resources Sustainability enables an effective metrology system, adequate consumer protection, professional and objective realization of metrological services.

❑ Lessons learnt

- ❑ Despite the low salaries, the employment in MBM is attractive due to stable financing, training abroad, possibilities for professional development...
- ❑ Employees may participate in EMPIR projects, but sometimes existential issues are limiting factors.

❑ Recommendations

- ❑ Managing work teams, open communication, motivating employees and constant improvement of the methods and procedures.

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Through the quality of our services we create confidence and trust in the system of measurement in Montenegro!



Thank You for Your Attention

<http://www.metrologija.gov.me>

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