

Група за подршку управљању променама (ГПУП) / Change Management Support Team (CMST)
Министарство државне управе и локалне самоуправе / Ministry of Public Administration and Local Self-Governance

ЕУ ИПА 2014,,Реструктурирање и оптимизација јавне управе у Републици Србији 2015-2018“



Пројекат финансира Европска унија /
This project is funded by the European Union



Република Србија
МИНИСТАРСТВО ДРЖАВНЕ УПРАВЕ
И ЛОКАЛНЕ САМОУПРАВЕ

STRATEGIC FRAMEWORK FOR COMMUNICATION ACTIVITIES IN CHANGE MANAGEMENT

with proposed Action plan of communication activities

- Prepared in line with the Strategic Framework for Change Management -

JULY 2018, Belgrade

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1. OVERALL TASKING (TOR)

The main objective of Change Management Support Team (hereafter: CMST) is to provide continuous advisory and necessary additional analytical assistance to the Ministry of Public Administration and Local Self Government (hereafter: MPALSG) and relevant bodies in order to prepare, coordinate, implement and “transpose” and communicate recommendations from Functional analysis (hereafter: FA) prepared by the World Bank (hereafter: WB), as a part of the EU IPA 2014 “Restructuring and Optimization in Public Administration in Republic of Serbia 2015-2018” (hereafter: the Project).

In order to enable understanding of processes and creating suitable climate, CMST should establish a concept of change management and to deliver guidelines for establishment of relative structures (regulatory, organizational and communicational) - aimed at implementation and improvement of process of change management. This team is expected to closely collaborate with ministerial Task teams (consisting of employees dedicated to rightsizing and restructuring process) and with WB consultants in preparation of roadmaps (action plans), general guidelines, methodologies regarding FA recommendations along with proposals for legislative modifications regarding restructuring process - all of these activities accompanied by communication campaign.

CMST will be in continuous communication with all project stakeholders regarding implementation of FAs recommendations, it will provide training to ministerial Task teams and provide overall implementation support to the Government on the proposed reform measures. The CMST will also be responsible for promoting a participatory and collaborative process, as well as genuine ownership of project outputs by Serbian authorities. Moreover, the CMST will facilitate the alignment of the project with the Serbian Public Administration Reform Strategy (hereafter: PAR Strategy), as well as with the Government Program and Action plan for its implementation (by October 2017).

2. Introductory remarks

Public administration reform is one of the three pillars of the European Union's enlargement policy, and the importance of proactively accepting changes in the public administration of the Republic of Serbia must be seen in the context of accepting standards that implies the concept of the *European Administrative Space*.

Public Administration Reform Strategy adopted in January 2014 (Official Gazette of RS No. 9/14, 42/14 - correction, consolidated text in concluding with the amendments from the RS Official Gazette No. 42/14 which are in application from 23 / 04/2014), defines the overall goal of the reform as further improvement of public administration (PA) in accordance with the principles of European administrative space and providing high quality services to citizens and enterprises, and the creation of such a public administration that will significantly contribute to economic stability and raise living standards. Taking into account good governance principles developed by SIGMA (*Principles of Public Administration*), a further process of PAR in Serbia will rely on already proven concrete principles such as decentralization, depolitization, professionalization, rationalization and modernization.

3. Project communication framework

3.1 Concept of change management

Internal changes in organizations imply a vision of development that generated future transformations. Clear vision is necessary for changes in big organizations which involve a large number of people, with different positions, job descriptions responsibilities. .

Vision often is not understandable to employees. On the contrary, major changes in organizations are not usually expected by eagerness, as they seek a change in the organizational culture and leaving the comfort zone, regardless of whether the expected change is essentially negative or positive. Change therefore often leads to a change resistance. Resistance, among other things, is due to the lack of inadequate communication, lack of consultative process with the internal public, lack of understanding of the need for change, feelings of exclusion from the process, lack of trust in the benefit of which changes should be made.

In order to ensure the success of the transformation process, the organization must implement change management on behalf of easier, faster and more economical acceptance of change. Change management is a process that takes place in parallel with the transformational processes in organization. This is the framework for change.

Although PAR has been implementing since 2010, efforts and processes of communication in the forums were very rare and unregulated, with no strategy and continuity. From this point of view, the EU IPA project "Restructuring and Optimization in Public Administration in the Republic of Serbia 2015-2018" can't rely on previous documents. The previous communication was mainly focused on the damage control of potential damages in the process of cutting the number of employees, which represented the first phase of the reform. For this reason, within the framework of this project, there is a strategic concern about communication as a project activity, as well as the communication of sectors included (line ministries).

The communication campaigns of the CMST contain several components of which the most important are the following:

- Advocacy (information and motivation of managers in departments in the form of a positive framework in all departments for efficient implementation of the optimization measures);
- Social mobilization (through external communication of the project, influencing the awareness of institutions, civil society organizations, citizens and the media, and building a positive image and process of optimization and restructuring);
- Communication of behavioral change (specific, individual communication with actors in institutions involved in the project, directly responsible for implementation of measures in order to promote changes in the way of behavior with benefits).

The aim of these efforts is to provide clear insight among decision makers and managers in line ministries about the benefits and desirable results that the implementation of the reform processes (wider) and the defined measures (roles) should made, as well as the necessity of careful change management, the benefits of cooperation between the departments in the field of change management, as well as the exchange and coordination of information within the nine departments involved in the project.

3.2 Principles of communication

The starting point of each communication process must be messages (content of the reform process) sent by the leaders (ministers, state secretaries, agency directors). The results of the survey conducted within the project indicate that, when it comes to such important and demanding processes and decisions, most employees trust only managers. Therefore, each change is not only applied to the bottom-up principle, but also the communication should be in that direction.

For this reason, it is important to keep in mind that effective change management is essential to the active participation of high decision makers in the process of optimization and restructuring. If specific, profound and continuous communication of the objectives, benefits, necessity and legitimacy of required changes by management is lacking, a full understanding of the required changes can easily be omitted. Therefore, the role of middle and higher managers and the application of their leadership skills in terms of communication and transmission of a vision is essential for the effective realization of the measures of optimization and restructuring.

The role of managers is not only reflected in the supervision and coordination of the implementation of activities, that is, the measures of optimization defined as the obligation of individual departments according to the Action Plan for the implementation of the Government program. Much more and more importantly, it discusses the essential involvement and commitment of executives to make the depth transformation that optimization measures bring to the plan of changing the organizational culture of each individual body that is part of this project and that the new values are adopted by employees.

3.3 Defining Terms

- **Restructuring**

It implies numerous changes in organizational structures, in the systematization and definition of workplaces, as well as in the number of employees. These changes can be summed up as "rationalization" as they aim to create the optimal number of employees in the public sector.

- **Optimization**

It implies the establishment of work processes within the organization in such a way that all existing capacities and resources are engaged in the most efficient, most effective and economical way, that is, achieving higher results with smaller resources in terms of system sustainability.

- **Modernization**

It implies structural and systemic changes within the PA that bring organizational, functional and managerial novelties, as well as a new approach to human resource management.

4. What is the Strategic Framework for Communication Activities in Change Management?

The Strategic Framework for Communication Activities in Change Management (hereafter: CM Communication Strategy) is the accompanying document of the Strategic Framework for Change Management which is the main deliverable of the project EU IPA 2014 "Restructuring and Optimization in the State Administration in the Republic of Serbia 2015-2018."

The main goal of the CM Communication Strategy is to support institutions to communicate effectively, continuously and clearly throughout and after the project, during the overall implementation of the Public Administration Reform (PAR), communicate the vision and goals of the implemented and future changes that PARE delivers directly to the executors and executives in the public administration bodies and consequently also for the citizens as the final beneficiaries of public administration services. Communication and communication processes are recognized as a key factor for any reform process, any initiative, and change management. If the organization implementing the change does not accept the new work system, it will not give the expected results.

Strategically guided communication with major transformations in the organization should provide the following:

- Clear articulation of the vision to which the introduction of change should lead;
- Inclusion of the entire internal public in the process of transformation;
- Distinction of "ownership" over the change to all employees, from directly responsible persons to every employee;
- Understanding the importance of an individual employee in an organization;
- Improving and strengthening trust between employees and management;
- Overcoming fear and resistance to change (the emergence of "silent bureaucratic resistance")
- Strengthening existing and establishing new values of bodies (organizations) that are the result of implemented changes;
- Better working atmosphere and relations between employees;
- Improving and / or changing organizational culture;

At the same time, this document has is the tool for strengthening institutions in the field of internal and external communication, which for the ultimate goal is to restore reputation and improve the reputation of the terms "civil servant" and "state administration body", which is of long-term significance for the commitment to every employee's implementation PAR. This is especially true, having in mind that civil servants are the key drivers of public administration reform and, to a large extent, it depends on the implementation of overall reform processes, as well as the quality of services towards citizens.

This document is conceived as a practical guide for employees in communication and organs and support in their efforts to deliver key messages, support and understanding to both the external and the internal public. Also, it is important that within this document the best model of the organization (division of activities) be submitted among the competent institutions in order to successfully implement the communication envisaged.

For this reason, the most important emphasis in this Strategy has been investing time in informing, communicating and cooperating with employees in the bodies and working with employees, which will be defined by the relevant Action Plan containing listed activities in three key areas:

- Strengthening internal communication and building support for PAR;
- Strengthening the capacities of communication staff in relevant institutions;
- Conducting campaigns for greater visibility of actors and activities in the process of optimization;

For all the listed reasons, it was decided that this document should be concise and short and not repeat the facts and insights that appear in the Change Management Strategy as the umbrella product of the project, but not even those that may appear in the documents produced during the implementation of the project by the CMST. The communication strategy will only refer to the documents developed by the Strategic Communication Expert where it is necessary to contextualize the individual position or proposed activity.

5. Analysis of the situation

5.1 Activities carried out and identified weaknesses

All insights and key findings were created as a result of implemented project activities in the field of communication. The analysis included:

- Analysis of documents,
- Online research for employees in the public administration;
- Depth interviews with executives and employees in a position;
- Meetings with employees in positions in selected ministries;
- Analysis of media content;
- Development of documents on the state of communication in individual departments (6 documents)

Findings obtained during the analytical phase of the project show a lack of strategic approach to communications in the sectors covered by the project. Great challenges in the field of internal communication in almost all organs were observed, as well as the lack of focus on integrated management of communications in public administration as a system. This situation is due to several facts, the most important of which are:

- PAR as one of the umbrella policies of the Government of Serbia does not have its communication strategy (at this moment there are only a few partial and unrelated documents related to this topic);
- Currently, the Government of Serbia does not have its communication strategy where the PAR would be recognized as an important part of the Action Plan of the Government Communication Strategy;
- High level of challenges and obstacles in the field of internal communication observed in most of the sectors covered by the project;
- Lack of coordination of communication on key points of PAR at the level of the public administration system;

- The MPALSG communication team is not recognized as a strategic and horizontal mechanism for communication of PAR as one of the umbrella public policies of the Government of RS;
- Optimization and restructuring are not recognized as topics of relevance to the development of PR and the reputation of organs and high decision-makers in these bodies;
- The absence of an additional systematized position for communication and public relations outside the cabinet of the highest decision-maker (the employee who would be the "institutional memory guardian" in the field of communication and PR) was noticed; The absence of a person who, in the job description, has "care about internal communication" in all bodies involved in the project;
- Insufficiently developed skills and competencies of middle and senior managers in the transmission and communication of a strategic vision "down the vertical";
- Assuming that the aspects of PAR related to employees and their status (in any form) are accepted as a positive and positive phenomenon;
- Lack of strategic documents for the communication of individual departments;
- Qualitative analyzes of media announcements have been made only recently;
- Public relations (PR) remains largely perceived mainly as media relations.

5.2 Key Challenges

Based on the above findings and noted shortcomings, it is concluded that the key challenges for achieving the vision of the CM Communication Strategy and the establishment of integrated communication are in the following phenomena:

- **The absence of a job that in the description has "care about internal communication"**

By analyzing the existing regulations on internal organization and systematization of workplaces in the MPALSG and partner institutions involved in the project, there has been a finding that there are no executive or managerial posts that in the job description envisage activities related to internal communication and establishment of internal procedures for faster, more efficient and more intensive exchange of information, documents and notifications necessary for efficient performance of tasks within the competence of the body, as well as information of importance for employees.

While in the corporate sector internal communication has been recognized as one of the key preconditions for successful business, in the public sector, even in the Republic of Serbia, it is not yet recognized as a relevant field for work and promotion. This situation presents a challenge and a potential risk, having in mind that in order to successfully manage the changes that occur at all levels in the public administration system in the Republic of Serbia, adequate internal communication is necessary in order to successfully implement the changes. If transformation processes are not adequately communicated, the degree of acceptance of the change would be a major issue because the resistance of the change is a very common phenomenon that interferes with the activities undertaken.

Resistance to change occurs as a reaction to leaving a comfort zone that the introduction of a change disturbs. It is personal process, psychological in great extent. At the same time, the resistance to change is a completely rational decision of the employees in the organization, representing their response to potentially inadequate treatment by management in the transformation process.

- **Failure to recognize the internal public as a key public for the process of optimization and restructuring**

The internal public is the key target public, which depends on the highest level of the resulting organizational changes. Employees in the bodies in which the optimization measures need to be implemented are direct implementers of measures, but at the same time persons who will, to the greatest extent, feel the effects of these measures in their everyday work. This fact applies not only to the implementation of measures from the action plans of optimization and restructuring, but to most of the processes that are implemented within the public administration within PAR.

Changing the perspective from which employees in the PA are viewed is therefore a prerequisite for the overall result of all reform processes that fall under PAR. For this reason, internal communication is a field that requires special attention, which is not disclosed at this time.

On February 14, 2018, the Public Administration Reform Council adopted a "Feasibility Study for optimizing the organizational structure of state administration bodies in the services of the Government and professional services of administrative districts", as well as "Analysis and guidelines for unifying the functions of strategic, operational and financial planning and internal controls, with recommendations for amending regulations, which states that "Secretariats represent the central points for the coordination of horizontal, joint activities and affairs in ministries",

Recommendation: By inspecting all proposed changes in the organizational structure and reallocation of jobs through the new systematization of activities, the area of internal communication should be placed in one of the executive and / or managerial positions in the secretariats.

Setting up internal communications activities in the Secretariat should ensure the following:

- Strengthening the position of the secretariat as a coordinating body in the line ministry;
- Improving the capacity of the staff in the Secretariat in the new field of work processes;
- Further improvement of coordination of all activities of the Ministry;
- Improving professional communication;
- Establishment of a new organizational culture (team spirit, employee cohesion, sense of ownership, sense of involvement, feeling that the Secretariat is a place of employee support, and not only the place of demands, orders and sanctions, the culture of two-way communication, the culture of feedback, regular information for all employees, in particular by sectors and inner organizational units);
- Introduction of the change management concept through activities in the field of internal communication;
- More efficient and more economical performance of jobs in all sectors;
- Construction and preservation of "institutional memory" in the field of communication in the line ministry (building competencies of the Secretariat in the field of internal communication);
- Continuous support to PR teams in the Cabinet of the Minister.

By establishing the Secretariat as a central organizational unit, in which the unified strategic, operational and financial function requires that any activities in the field of internal communication are placed within the Secretariat, which additionally ensures that communications activities are defined at the same time as strategic and operational tasks of importance for the whole body. The added value of this concept is that the communication area is thus "protected" and secured as a group

of activities that are not under the control of one of the sectors, which would make a particular activity from communication.

The proposed new organizational structure of the Secretariat in the field of internal communication can be established through two concepts:

- By the systematization of particular position, to create a job description that includes "taking care about internal communication of the body" and
- By defining competence of the Secretariat as a whole responsible for "taking care about internal communication" without the explicit specific systematization of the executive position.

Recommendation: By combining both concepts, it would be secured that Internal Communications Coordination Team is established within the Secretariat, which is operatively led by a civil servant who has "taking care about internal communication" in his/her job description. Such a solution should ensure the following:

- By systematizing the executive position, it is ensured that a civil servant is a responsible for the activities in that area;
- By defining communication as the competence of the Secretariat, it is possible for the Secretariat to act in the field of internal communication of the Ministry continuously, teamed, integrated and with great capacities;
- A wider "institutional memory" has been established and capacities that will not be compromised in case an individual civil servant leaves the state administration;
- Mentoring capacity of the Secretariat for the area;
- Building competences of civil servants in the new field is ensured;
- Ensure the even distribution of jobs in the specified area;

• **Lack of capacity for strategic communication and continuous campaigning**

In all sectors, a lack of capacity in knowledge, skills, weather or human resources is observed in a different degree. Public relations advisors are most often related to the mandate of officials and, due to frequent changes in government, the fluctuation of persons in these positions is high, which prevents continuity in communication and strategic approach. The Public Relation advisors who work in the cabinet to a significant degree are directed to the activities of the minister and other senior representatives of the line ministry. This situation leaves no time for their deeper knowledge of all processes and activities in the body.

• **Lack of centralized PR sites for PAR communication**

The Media Office of the Government of the Republic of Serbia has no longer strategic position, but rather operational. PR persons in certain ministries conduct independently event management, calling and informing the media about the activities. There is no structure in an exchange of information among the departments, nor there is adequate coordination. As a result, there is a lack of a strategic approach to PAR communication.

- **Lack of a systematic approach to the professional development of PR consultants**

The NAPA is the central institution of the system of professional development in the public administration of the Republic of Serbia, which opens the space for the establishment of a system of professional development of employees in communication and public relations. The systematic training for professional staffing of communications has to take into account the broader framework of knowledge and skills that emanates from the narrow PR field.

Employees in communication area, especially considering that they are mostly accommodated in the cabinet, and that a certain number of them are not in the civil service, often do not have all the necessary knowledge about the system of public or state administration, the legal and institutional framework, as well as the knowledge of systemic reform processes which concern public and state administration as a whole. PAR is one of such policy frameworks - it "horizontally" refers to a complete system of public administration, which, considering the current situation, is not sufficiently recognized by the persons employed in communications in a number of departments. At the same time, the prohibition of employment in the public sector further complicates the communication capacities because it does not allow the increase of human resources, which could provide adequate capacities for proper communication management.

5.3 A brief overview of the state of organs

Ministry of State Administration and Local Self-Government (MPALSG)

- Special Advisor to the Minister in charge of public relations located in the Cabinet;
- The Minister's special adviser is in charge of, among other duties, the Minister's PR and PAR communication;
- A wide range of activities and channels of communication covered by the Minister's special adviser;
- External communication at a high level;
- During the three governments (2014-2017), the statements of the ministries in the media were compiled carefully, very professionally, in a timely manner with a focus on the strategic messages of the department;
- There is no systematized place for the communication advisor outside the Cabinet of the Minister;
- There is no workplace that in the description has "care about internal communication";
- Media analyzes have been made from the beginning, and are used to guide activities;
- There are not many strategic communication documents;
- There are no internal acts and procedures for access to communication activities;
- Internal communication is mainly done through e-mails, meetings and workshops, which are most often organized with the support of international or local, non-governmental organizations;
- There are no internal acts that determine the procedures in internal communication more closely;
- The focus of the individual minister on some of the topics from the scope of work of MPALSG has changed, which consequently changes communication especially to external public;
- A detailed overview of the state of communications in the document "Opinion of the expert for strategic communications on the state of communications in the Ministry of Public Administration and Local Self-Government"

Ministry of Labor, Employment, Veterans' Affairs and Social Affairs (MINRZS)

- PAR in the communication of this sector is not recognized as a significant topic for communication;
- The Janitor Relations and Protocol Affairs Unit is located in the Cabinet;
- There is no systematized place for an out-of-office communications consultant;

- There is no workplace that in the description has "care about internal communication";
- There are no internal acts that determine the procedures in internal communication more closely;
- An overview of the situation in the social protection department, which is part of the Ministry of Labor and Social Policy, is given in the document "Opinion of the expert for strategic communications on the state of communication in the Ministry of Labor, Employment, Veterans' and Social Affairs".

Ministry of Health

- The public relations body has had a systematized job position for a long time
- Two new positions in the field of communication have been introduced; for media relations and for digital communications;
- The PR Service is a small internal unit outside sector and secretariat;
- There is no systematized place for an out-of-office communications consultant;
- There is no workplace that in the description has "care about internal communication";
- There are no internal acts that determine the procedures in internal communication more closely;
- Official statements by the authorities as well as statements by high decision makers refer only to several topics in the field of public administration reform;
- The focus is more on topics that are more attractive to the media and more "communicative" at the level of daily visibility (for example, the acquisition of gamma knives);
- Strategic messages about reformation in the health sector are not repeated;
- There is no systematized place for the communication advisor outside the Cabinet of the Minister;
- There is no workplace that in the description has "care about internal communication";

Ministry of Education, Science and Technological Development

- The media relations office is located in the Cabinet of the Minister;
- A total of two employees work on PR affairs, one of which is positioned as a special media advisor;
- There is no systematized place for the communication advisor outside the Cabinet of the Minister;
- There is no workplace that in the description has "care about internal communication";
- There are no internal acts that determine the procedures in internal communication more closely;
- There are no channels for internal communication (except for e-mail);
- Communication about unpopular reform measures has not been adequately followed by relevant elaborations (there is insufficient factual approach to communication about reform in the education sector; data analyst does not communicate; figures are not used in communication of key messages; they do not communicate sufficiently or positively educational reform measures);
- It seems that official statements and statements by high decision makers are often reactive after the outbreak of the crisis.

Ministry of Agriculture, Forestry and Water Management

- The body has systematized Press Service outside the Cabinet of the Minister with three employees;
- The body has one person in charge of public relations and PR minister in the cabinet;
- There is no workplace that in the description has "care about internal communication";
- There are no internal acts that determine the procedures in internal communication more closely;
- An overview of the situation in the agriculture sector given in the document "Opinion of the expert for strategic communications on the state of communications in the agriculture sector" (the Administration for Agricultural Payments is described in the document "Opinion of the Strategic Communication Expert on the state of communication in the Administration for Agrarian Payments").

Ministry of Environmental Protection

- A relatively new authority that seals its structure;
- The body has a public relations service at the Cabinet of the Minister.
- In two narrow indoor units there are workplaces that have within their jurisdiction a certain range of communications and information activities (Education and Communication Group and Department of Chemicals of the Department of Environmental Management);
- There is no workplace that in the description has "care about internal communication";
- There are no internal acts that determine the procedures in internal communication more closely;
- An overview of the state of the environment protection environment given in the document "Opinion of the expert for strategic communications on the state of communications in the Ministry of Environmental Protection"

Ministry of Finance

- The PR Group is run by the Cabinet, and is run by a special adviser to the Minister;
- There is no workplace that in the description has "care about internal communication";
- There are no internal acts that determine more closely the procedures in internal communication.

5.4 Conclusions

The findings of the analytical phase have shown that there is a significant space for interventions in the field of communication business by CMST in all institutions and under the coordination of MPALSG. Response and readiness of the sector to communication issues, however, is neither uniform nor compatible with any possible improvements. For this reason, the achievement of the goal in which CMST can direct its expert support is the following:

- expert and analytical support to the competent state authorities in the realization and communication of the results of implementation of action plans, derived from functional analyzes;
- MDULS support to coordinate the communication of relevant ministries on the results of change management (optimization and restoration);
- Ensuring greater information among the employees on the newspapers delivered by them through selected digital communication tools and workshops.

Bearing in mind this situation, the space for the recommendation can potentially be opened at a later stage of the project, both on a bilateral plan towards individual bodies, as well as on the integration process of the reform process, which is the subject of the project.

The current maximum contribution of the CM Communication Strategy is provided through the Action Plan in the form of concrete activities that are undertaken by MPALSG and CMST on the plan of communication as supporters of project activities and, in particular cases, individual departments or persons in charge of communication.

6. Communication vision and mission

6.1 Communication vision

The project EU IPA 2014 Restructuring and Optimization in the Public Administration in the Republic of Serbia 2015-2018 is carried out under a more general communication vision that directly relates to PAR, the aim of which is to create a modern and rational state with a professional and efficient public administration who delivers services to citizens and business. Public administration is organized according to EU standards and capacities of RS and its employees are responsible, worthy and qualified civil servants who are motivated to create a better society.

Communication vision of change management in state administration bodies: Reformed and better organized public administration that functions according to the highest European standards requires numerous organizational, managerial, personnel and functional changes that place demands on employees who respond to them because they see a possibility for improvement and progress in how for themselves as well for all Serbian citizens as users of PA services.

6.2 Communication Mission of the project

With the support of the European Union and the World Bank, a project is dedicated to change management in state institutions and represents a significant contribution in the achieving the PAR goals. When citizens and companies of Serbia receive quality services on a daily basis and pay less for them, when civil servants are proud of their work, all in accordance with the best practices in the world, we can achieve a common goal.

7. Competence for the implementation of the Communication Strategy

The complexity of the optimization process is reflected in the fact that, in addition to MPALSG as a "horizontal ministry", the project encompasses six other ministries, that is, eight more departments. Such a complex formation assumes that the scope of the optimization measures is broad and demanding, and that, as a result, the communication of these activities is a particular challenge. For this reason, it is already clear in the Terms of Reference that communication of the concept of "change management", as well as the defined measures of optimization in each sense will be a challenge and a novelty.

The Ministry of State Administration and Local Self-Government (MPALSG) is an institution which will, to the maximum extent, implement activities from the Action Plan of the CM Communication Strategy, since it is the direct beneficiary of the project and the coordinator of the implementation of the PAR Strategy. During the duration of the project (first and potentially second phase), MDULS will have the operational, expert and advisory support of the CMST, namely Strategic Communication Expert. In MPALSG conducting activities related to APHFA.

Other line ministries and bodies involved as part of the project are individually responsible for deeper and more concrete communication to the target public of those activities that directly concern the work and the mandate of their institutions. In the implementation of communication activities, the task of the CMST, i.e., the Strategic Communication Expert, is to provide advisory and expert support to the employees responsible for communication of optimization measures in particular institutions,

and in direct cooperation with MPALSG, which will act as a coordinator in establishing integrated communication in optimization and restructuring process.

The MPALSG personnel responsible for project implementation and consequently the communication follow:

- Assistant Minister - Sector for European Integration
- Assistant Minister - Good Governance Department
- Special Advisor to the Minister in charge of public relations

Special PR Advisor to the Minister directly monitor CMST activities in the field of communication and in cooperation with the Strategic Communications Expert takes care of the following activities:

- Coordination of nine departments in communication of measures and optimization process;
- Establishing a network of "communicators" in nine resorts;
- providing advisory support in the field of creating an integrated "communication style" of the optimization process;
- Monitoring implementation of the Action Plan of the CM Communication Strategy;
- Regular reporting to the Minister on the implementation of the AP Communication Strategy.

8. Target audiences and key messages

8.1 Internal communication in organizational changes

The concept of change management puts great emphasis on the issue of internal communication as a necessary, primary and most important task without which there is no successful change management. The lack of quality and focused vision communication is commonplace in many organizations and systems and is one of the important factors in the failure of organizational changes.

The analytical phase of the project led to the finding that internal communication is a weak point in most of the authorities (see the documents "Opinion of the Strategic Communication Expert on the State of Communications ...", as well as the results of "Research on the information and attitudes of civil servants in the reform of state administration" carried out within the framework of the project).

The lack of quality internal communication can significantly relativize the overall success of the optimization process. The reasons for the absence of clear, two-way, inclusive and continuous communication can be varied, among which the most common are the following:

- The broad agenda of the change being implemented;
- misunderstanding of the importance of communication in the process of change;
- the assumption that employees will follow the senior management agenda in everything;
- lack of specific knowledge and skills for a clear and effective communication of the vision;
- insufficient leadership skills of managers in the field of vision communication;
- insufficiently clear oversight of management responsibilities;
- inadequate communication tools (use of PR tools external communication towards employees in the body);
- Organizational culture that does not recognize communication as a value.

The internal public is the most important public, which requires efficient, continuous and clear communication of the goals of optimization and restructuring. Organizational changes of any level of intervention, especially when they are systemic, can't be carried out without an adequate, long-lasting and competent investment in internal communication. Whatever the sector and organization is going to happen, a major change is uncertain and at risk *if the largest number of employees are unwilling to help, often to the point where they need to make a personal, short-term sacrifice. But people will not sacrifice, even if they are dissatisfied with the existing situation if they do not consider that the potential benefit of change is attractive enough and if they really do not think that change is possible* (see Cotter: 2012).

If transformation processes do not communicate adequately with the degree of acceptance of changes, even when it is binding, it is a big sign of the issue because the resistance of the change is an extremely common phenomenon that interferes with the activities undertaken. Resistance to change occurs as a reaction of leaving a comfort zone that the introduction of a change breaks down. In order to avoid this, the management of the organization must understand that top-down communication is essential, having in mind that the change is always applied through individual tasks and positions.

Middle and higher managers are of utmost importance for this process in state administration. The communication of change and the transmission of a vision is part of their managerial responsibility, if the goal is to achieve a high percentage of success in implementing the change, because the risks that exist before such a process are numerous. Therefore, it is necessary for management to develop a number of leadership skills in the field of internal communication that should ensure successful change management:

- Developed leadership skills and competencies;
- Capacity to create and communicate a vision;
- Capacity for clear articulation and "dropping" the message of change that employees point to both sides of the process - "for and against";
- Ability to communicate two-way and transparently on set tasks and goals;
- Awareness of the fact that nothing is implied;
- Ability to actively listen and "put on someone else's shoes";
- Commitment to strengthening team spirit in the body;
- The ability to "distribute ownership" over each employee to each employee;
 - Creative potential for the use of informal communication channels;

8.2 Key messages

In communicating key messages, the target public should be kept in mind, which in this case is complex. The internal public is the public of the authority within which certain optimization measures are implemented. Because of the complexity of the target public, it is therefore suggested that all the departments involved include a focus on only a few general key messages (three for external and internal communication). The proposed key messages relate to the communication of the umbrella policy of the PAR within which the optimization measures are implemented. Individual "linear" messages by certain measures need to be created independently by the authorities in the context of the proposed key messages, "placing" the communication of the line optimization in the broader context of the reform process

Other bodies involved in the process of optimization, that is, the project, can be viewed as internal public because they are part of the public administration system, but at the same time as an external public, since

that the organizational culture of each individual institution is different. At the same time, the changes that occur in most public administration institutions are the result of the same reform processes that differ manifested, depending on the organ in question.

It is therefore necessary to pay attention to a kind of dual internal public:

- employees in an individual body
- other bodies, (line ministries) involved in the project.

The external public in the literal sense are all stakeholders outside the public administration system and according to which there is interest in communication of the optimization process: media, civil society organizations, business entities, academic community with interest to follow this topic, donor community, bilateral and multilateral partners of the Government of Serbia which are of interest to monitor the results of the optimization and restructuring process and beyond - the implementation of PAR.

Key messages to the external public

Continuous efforts of the Government of Serbia in the PAR, with the World Bank expert support and financial support from the European Union, lead to a modern, professional, efficient and rational public administration that serves its citizens.

The PAR is one of the three pillars of the EU enlargement policy, but it is implemented in the interests of citizens and the state, because only good governance can be support for the development of society, the establishment of long-term sustainability of public finances and a prerequisite for sustainable economic growth.

All activities are proposed based on detailed analysis of the work of the public administration, by comparison with the best practices in Europe and beyond. The PAR measures aim to make more efficient the work of administration that saves time and money both for the state and citizens.

Key messages to the internal public

Changes are necessary in the public administration in order for the administration to cease to be a better-off, inefficient, unjust and non-transparent state apparatus that has led to irrational spending of personnel and financial resources by demotivating employees for work, while reducing the satisfaction and confidence of citizens in the work of state bodies.

Changes need to be applied to each of us, in order to group together into a shift. Let's start with ourselves.

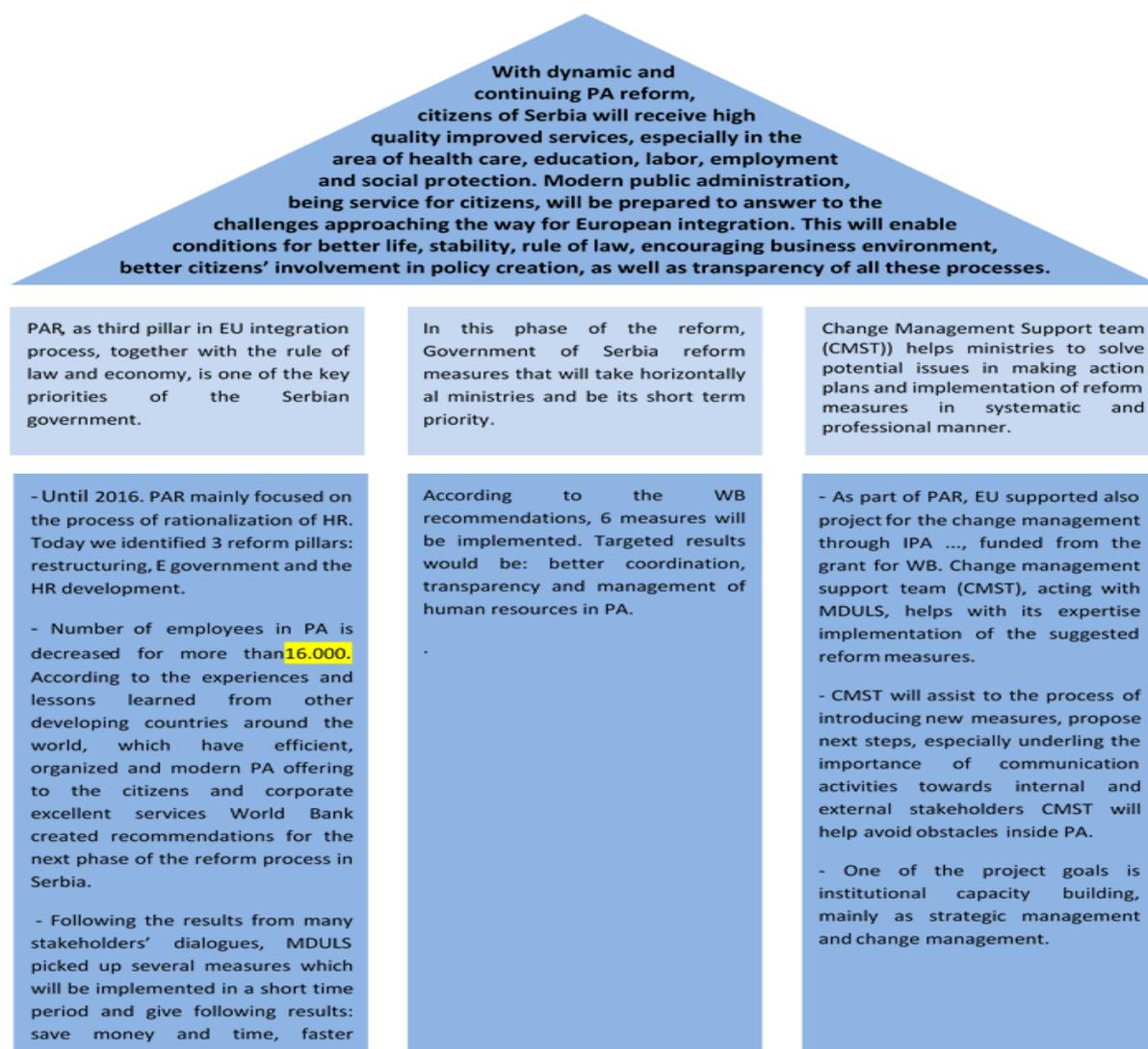
Let's change in time because there's no alternative. Administration reform will happen because we have to go forward.

Reasoning: The conceptualized key messages are to the greatest extent following the communication of MDULS as project coordinator and line ministry in charge of successful implementation of PAR.

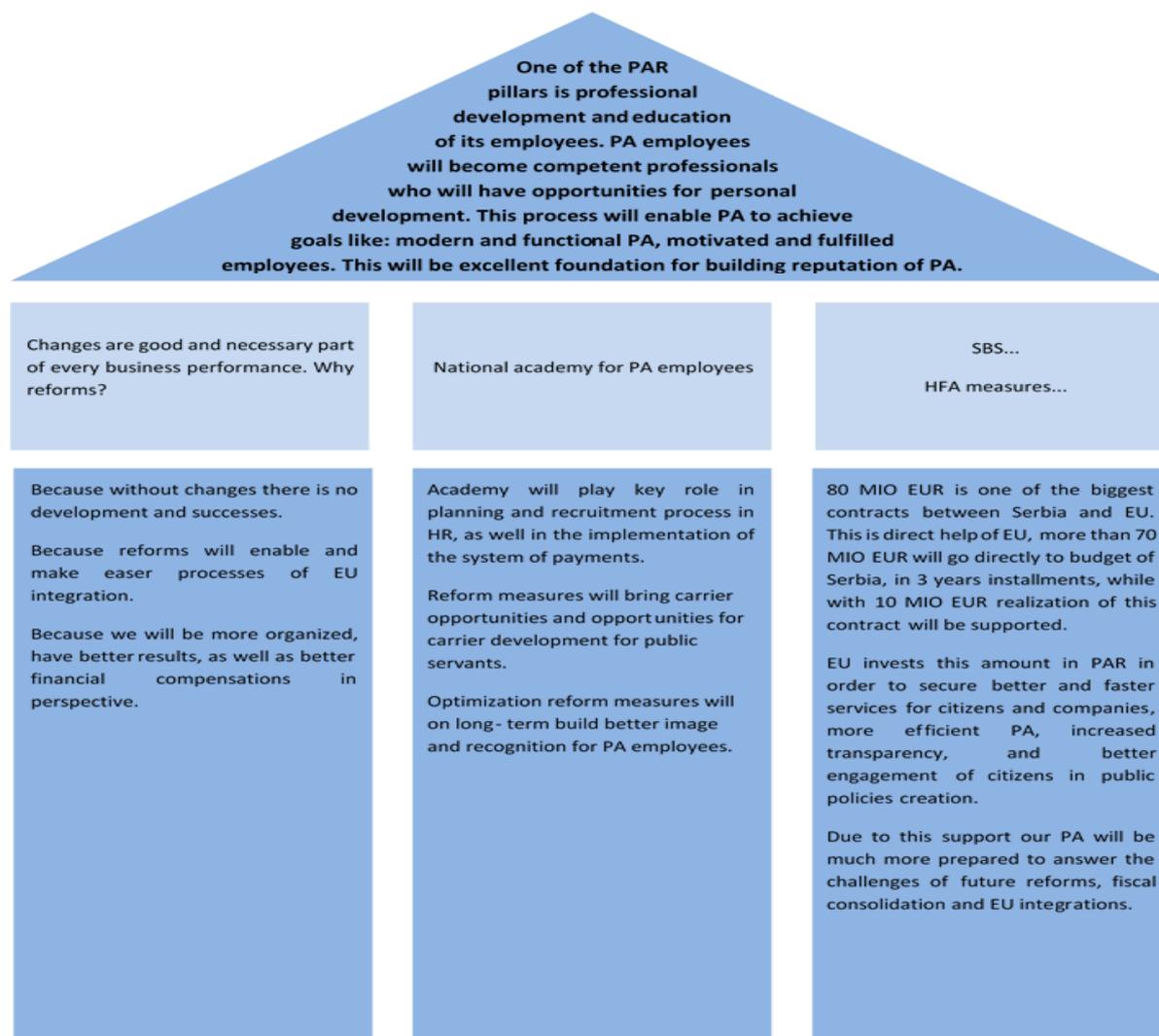
Implementation of general key messages opens the space for establishing the framework of integrated communication of the entire optimization process in all nine departments, within the framework of the umbrella public policy communication. Also, the messages allow the advisor of the Minister in charge of public relations to coordinate communication from the "sectoral" communication and PR MDULS, and that each department will only carry out activities in the area of communication of his department.

Therefore, sufficiently wide-ranging key messages allow the project authorities sufficient space for their independent and unique internal and external communication and personalized seal.

8.3 General MPALSG strategic messages



8.4 General MPALSG internal strategic messages



9. Significance of integrated communication of the optimization process

For this reason, integrated communication is not seen as a desirable but necessary approach. When looking at the volume of PARs coordinated by MPALSG, as well as the activities expected by individual departments in the implementation of action plans, it can be concluded that the scope of potential communication is very broad and demanding. Optimization, that is, the implementation of measures from the action plans, is a process that connects all stakeholders both horizontally and vertically, and it seems necessary to use all available means for external and internal communication of nine resorts in order to successfully accomplish tasks.

The primary beneficiaries of this communication strategy are public administration officials, as bearers of change, then employees in charge of communication in selected ministries and other bodies. The main channels of communication that are recommended for use are workshops with employees and heads of management and departments, workshops with employees in the field of communications, stakeholder workshops, consultative meetings, focus groups, consulting, CM electronic newsletter,

web site, web sites of MPALSG and other institutions. At the same time, the site, the social network, and the project's blog are the primary channels for external communication, so the integration of communication is possible on this plan as there is a tidy site for gathering information.

At the same time, each department has its own electronic and traditional communication channels available to individual PR people or PR teams for communicating individual activities and results from individual departments.

Bearing in mind the positive past practice, and the mentioned research conducted during the project, it can be concluded that the employees are most looking for workshops as a form of communication. Since important communication channels are being launched during the implementation of the project, such as an electronic bulletin, a website, a blog, and two social networking accounts (Twitter and Facebook), and that through all communication channels a well-defined project with a logo that is already recognizable is necessary further work on improving communication through these channels and ensuring their sustainability after completion of the project.

Without ensuring the sustainability of the running channels, the achieved communication will shut down and the effort will be depleted. For this reason, it is necessary to put great emphasis on working with employees in all sectors, or at least in the majority in the field of communication in order to ensure "institutional memory", at the same time, the independent and integrated communication of this reform process has continued. This mechanism can also be the transfer of communication to the existing orders of the competent institutions, with an envisaged action communication plan that will help the PRs in the ministries to encourage a greater number of employees in the administration to think about the topic of change management, as well as to get more information about the newspapers, and they achieve two-way communication directly with the competent institution, and not with the GPUP, which was the case so far.

10. Communication channels

The purpose of communication during the change management process in PAR is to eliminate possible obstacles, the risk of failure and the smooth transition process. It is important to note that in communication activities GPUP maintains a consistent relationship that adequately represents the role of the EU as a donor and the SB as an implementing partner in the implementation of the project, with a consistent focus on the achievements and positive impacts of the partnership between the EU, SB, MDULS and the Government of Serbia. Communication and visibility in this project have their place and significance. All activities will be created in accordance with the Communication and Visibility Handbook for EU external actions. These guidelines have been developed to ensure that all manufactured communication materials comply with visibility regulations. The EU Flag, the VB logo and the MDULS logo with the corresponding printouts should be the same positions and sizes.

The project has its own channels of communication, each having its own specific purpose, format, communication tactics.

10.1 Workshop - Training

Raising the capacity of employees in the communications authorities is one of the efficient and in vivo communication channels for the transmission of key messages as well as for familiarization with the change management concept. Training should focus on those aspects of communication that are

crucial for the successful implementation of this concept. Three training modules are proposed within the theme "Change Management":

- Training for employees in the institutions
- Training for executives (middle and senior management)
- Training for communication staff (public relations, press services, information services)

Each training should be tailored to the duties and competencies of the participants as well as their place in the process of implementing the optimization measures in their body. It is necessary to last at least two days, because experience has shown that the topics of the workshop in this volume are most often accepted and that employees are best engaged. It is important that workshops are held by those who have experience in working with employees in the administration, recognize risks and solve them on the spot, as well as experience in training with the group on accepting change and dealing with fear. Likewise, it is important to make an evaluation after each workshop in order to improve them and use the findings from these surveys for further work.

89% of employees want to be informed about the course of the PAR through meetings and workshops on the topic (53%), 43% of them consider it to be a specialized web site, 41% of employees want training and seminars, 33% periodical bulletin, 25% while only 18% choose the media.

10.2 Promotional material

Harmonized branding and the production of promotional materials are, to the greatest extent, turned to "inside" - the internal public of individual organs. Promotional material is intended for the employees of the participating bodies and is distributed in meetings and trainings as working materials and operational support. The entire material is created in accordance with the EU Delegation and the World Bank, both on "hard-copy" products and on all electronic products such as Power Point, social network orders, baby pages, electronic bulletin, roll apps, printed material for training, cups, pens and other.

10.3 Electronic newsletter

The electronic newsletter is a key communication channel for employees in the public administration. Benefits of drafting the newsletter are as follows:

- Direct distribution to organs;
- Potentially very large reach (the ability to send to countless addresses);
- High coverage of the key target group (employees in public administration bodies);
- Possibility of continuously expanding the target group
- The material is further communicated over the web strings;

The goals of the electronic newsletter are:

- Raising awareness of PAR, the process of restructuring and optimization, SBS;
- Continuous and integrated informing and educating employees about the results, challenges, plans and core issues of reforming ports in the area of optimization and restructuring and PAR as framework policy;
- Platform for the promotion of topics, results, individual managers and employees;
- Platform for the promotion of MPALSG as a project coordinator and institution responsible for PAR;
- A platform for the roll-out of all individual resorts;
- Raising the awareness of relevant stakeholders on the state of optimization and restructuring;
- Employee education on the concept of "change management";
- One of the mechanisms for depreciation of resistance is shifting;
- Platform for the promotion of the EU as a donor and the SB as an importer partner.

The contents of an CM newsletter should be made on the basis of several formats that include:

- Educational contributions on the concept of "change management";
- Promotion of PAR results in individual bodies, as well as strategic contributions communicated by representatives of MDULS;
- Placement of successful stories (from the participating departments, other bodies and organizations, local self-government units);
- Motivational interviews;
- Brief statements by the representative of the department;
- Authors;
- Infographics on PAR, restructuring, optimization and change management issues:

Publishing: quarterly.

10.4 Web site

The website www.upravljanjepromenama.gov.rs is a key external communication channel. The general objectives of communication on the project's website are:

- Promoting the activities of nine departments in the field of optimization and restructuring;
- Promoting the activities and results of the PAR Strategy;
- Promoting the project and consequently promoting the European Union and the World Bank;
- Educating the interested audience about the concept of "change management";
- Open communication on the challenges of change in public administration bodies;
- Informing different stakeholders about improvements, activities, challenges and results of reform processes ...

10.5 Social media

Social media accounts (Facebook and Twitter) have been launched to implement a communication campaign on the reform process being implemented within the project as well as for the additional support of MDULS as a project user in the field of increasing the number of communication channels. As modern and mass communication channels, social networks aim at linking public administration bodies with broad interest groups and opening porches for interaction with citizens. They have been

opened with the aim of using all nine departments to promote their results within the project, but also as a field for placing additional information as needed and a defined dynamic.

The goals of communication on social networks are:

- Promotion of the Change Management concept in the broader context of PAR;
- Promoting the project and informing the public about project activities and results;
- Improving the general understanding of public administration reform;
- Platform for promotion of high decision makers in the departments;
- Establish transparent communication between the departments and direct communication with citizens;
- Promotion of project partners (EU Delegation to the Republic of Serbia, World Bank);
- Space for communication and visibility of leaders in organs.

Websites and social media will be newly established and starting from the zero audience (zero clicks and zero followers). Creating an audience requires time to reach a large number of visits / users, thereby increasing the visibility of the project value. The website and SM accounts will be linked to the websites and profiles of the ministries. The Strategic Communication Expert will collaborate with the PR services in the ministries mentioned above, as well as with the EU Info Center.

10.6 Blog

The blog was launched in order to establish an additional communication channel for:

- Promoting the concept of "change management";
- Promote the activities of nine departments in the field of optimization and restructuring;
- Raising the capacity and overall knowledge of employees in nine departments and wider public administration on topics of importance in the field of change management;
- Creating a modern way to transfer knowledge to employees in public administration;
- Engaging and providing added value to the optimization process by individual civil servants and executives who, from the perspective of their expertise and professional experience, will create texts for the blog "Change Management";
- Promoting a civil servant as a professional and expert, and consequently promoting the entire state administration as a system in which professionals work;
- Promotion of individual civil servants who will actively engage in creating content for the blog "Change Management".

Change Management Support Team

11. Action Plan

AREA 1: COMMUNICATION OF MEASURES FROM LINE MINISTRIES ACTION PLANS				
APHFA				
Responsibility: MPALSG supporters supported by CMST				
Measure	Activity	Indicators	Stakeholders	Deadline
Measure 1.1. Improved management of institutional development for the European integration process	Consultative meeting MDULS, NAPA and other departments on the subject of measures with Organized focus group on the application of the measure for the purpose of obtaining depth finding	<p>Conclusions from the meeting with recommendations were made</p> <p>Focus group held</p> <p>Published news on the UP focus group</p> <p>Published research results on the website.</p> <p>Published text in the electronic journal UP</p> <p>Published text of the expert on the blog UP</p> <p>Created and published content on social networks</p> <p>Expert councils presented for achieving these goals in accordance with the laws</p>	NAPA, MEI, RSJP	2018 / 2019.

		<p>Understanding the level of understanding about the needs for monitoring the European integration process</p> <p>Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...)</p> <p>Published information about the realization of the measure on the site and social networks of the authorities and CM</p>		
<p>Measure 2.1.</p> <p>Establishment of standards for performing joint / supporting functions and the required number of employees working on basic and supporting functions in state administration bodies and holders of public authorizations</p>	<p>Consultative meetings with the Secretaries of the line ministries regarding the classification of joint and accompanying activities</p> <p>Consultative meetings with managers of organizational units on the classification of business functions</p> <p>Focus group within organizational units in order to adequately redistribute business functions</p>	<p>Published research results on web pages, bulletin and social networks with a note on further activities</p> <p>Published news on MPALSG and CM</p> <p>Created and published text on UP blog</p> <p>Established mechanism for continuous informing of employees on the status of measure realization (regular e-mail by the manager or monthly newsletter or letter from the minister to all employees on the implementation of the measure or established internal platform ...)</p> <p>Published information about the realization of the measure on the site and social networks of the authorities and CM</p>	NAPA, RSPP	2018 / 2019.
<p>Measure 2.2.</p> <p>Establishment of new organizational forms in the public sector</p>	<p>Internal communication at the level of the authorities regarding the procedure for establishing new organizational forms</p>	<p>Internally informed findings about the inadequate attitude of employees dealing with key and those dealing with auxiliary affairs, as well as recommendations for more efficient administration through newsletters, social networks, project website and at all workshops within this framework</p>	Ministry of Finance	2018 / 2019.

	<p>Organized working groups of the workshop type in connection with the consideration of the establishment of new forms</p> <p>Internal notification of rules and procedures for establishing new forms</p>	<p>Externally communicated findings with recommendations that would lead to more efficient administration and rational spending of public funds through 1-2 contributions to the public service and 1-2 texts in print media, with the possibility of the author's text of the MPALSG in a single daily newspaper to provide greater support process.</p> <p>Established mechanism for continuous informing of employees on the status of measure realization (regular e-mail by the manager or monthly newsletter or letter from the minister to all employees on the implementation of the measure or established internal platform ...)</p> <p>Expert text on the blog</p> <p>Interview of the minister in the electronic journal</p> <p>Published information about the realization of the measure on the site and social networks of the authorities and CM</p>		
<p>Measure 2.3.Optimization of the organizational structure of the state administration bodies, the services of the Government and the administrative districts</p>	<p>Consultative meetings with the Secretaries of Ministries regarding the harmonization of the organizational structures of the ministries with the optimization of the organizational structure</p> <p>Internal communication with ministers' assistants regarding the application of internal organization rules</p>	<p>Expert's article on the blog CM</p> <p>Interview of the minister in the electronic journal</p> <p>Established mechanism for continuous information of employees on the status of implementation of the measure (regular e-mail by the manager or monthly newsletter or letter from the minister to all employees on the implementation of the measure or the upgraded internal platform ...)</p> <p>Published information about the realization of the measure on the site and social networks of the authorities and CM</p>	<p>General Secretariat of the Government , line ministries</p>	<p>2018 / 2019.</p>

<p>Measure 3.1. Improving the cooperation of organs within the procedure for preparation of documents and acts on which the Government decides</p>	<p>Consultative meetings in the process of developing guidelines Communication guidance for improving the process through project channels</p>	<p>Distribution of guidelines at workshops within this measure (printed in the number of required copies) The elaborated electronic guidelines to be distributed by the MPALSG by e-mail to all institutions, as well as on the CM and MPALSG web site Established mechanism for continuous informing of employees on the status of measure realization (regular e-mail by the manager or monthly newsletter or letter from the minister to all employees on the implementation of the measure or established internal platform ...) Published information about the realization of the measure on the site and social networks of the authorities and CM</p>	<p>The line ministries, the Republic Secretariat for Legislation, RSPP</p>	<p>2018 / 2019.</p>
<p>Measure 3.2. Integration of functions of strategic, operational and financial planning and internal control with recommendations for amending regulations</p>	<p>Consultative meetings of the Secretaries of Ministries regarding the implementation of the measure and the internal organization of the Secretariat</p>	<p>Internally communicated the Report through organized workshops within this measure The report is printed in the required number of copies Create an online version of the Report Report published on CM site Text of an expert in an electronic journal Text of the blog's blog Established mechanism for continuous informing of employees on the status of measure realization (regular e-mail by the manager or monthly newsletter or letter from the</p>	<p>Secretaries of Ministries, Ministry of Finance, RSPP</p>	<p>2018 / 2019.</p>

		<p>minister to all employees on the implementation of the measure or established internal platform ...)</p> <p>Published information about the realization of the measure on the site and social networks of the authorities and CM</p>		
Measure 4.1. Retention policy	<p>Education of managers in the field of communication and recognition of the potential of employees (competence)</p> <p>Determination of the communication channels in relation to the input and output interviews of employees who are employed or who leave the state administration</p> <p>Forming regular annual reports on the reasons for abandoning the state administration and publishing them through internal bulletins and consultations</p> <p>Identification of motivators of employees in state administration and regular communication at the managerial level aimed at exchanging experiences in stimulating the motivators</p>	<p>Internally communicated recommendations to stakeholders (meetings, workshops)</p> <p>An external computerized staff retention plan is crucial for more efficient provision of services to citizens in 1-2 print media, MPALSG press release and message communication by all MPALSG officials wherever possible</p> <p>Established mechanism for continuous informing of employees on the status of measure realization (regular e-mail by the manager or monthly newsletter or letter from the minister to all employees on the implementation of the measure or established internal platform ...) Published information about the realization of the measure on the site and social networks of the authorities and CM</p>	<p>НАПА, all ministries, PM cabinet</p>	<p>2018 / 2019.</p>

	Focus groups and internal communication workshops inside and outside organizational units			
AGRICULTUREO				
Responsibility: Ministry of Agriculture, Forestry and Water Management (Measure 2.1 and Measure 2.2), Administration for Agricultural Payments (measure 1.2), supported by CMST				
Measure	Activity	Indicators	Stakeholders	Deadline
Measure 2.1 Establish a proactive and planned development of human resources and employee training - especially in the inspection services)	<p>Consultative meetings of the operational team</p> <p>Focus groups for collecting inputs from employees</p> <p>Semi-structured interview with employees</p> <p>A proposed plan for the development of high decision-makers in the sector</p> <p>Continuous information of employees on the status of implementation of the measure</p>	<p>A meeting was held, a conclusion was made</p> <p>Focus group held and report prepared;</p> <p>Interviews conducted; narrative made</p> <p>A Human Resource Development Plan was created</p> <p>Published information on the watch UP</p> <p>An interview with the manager responsible for the implementation of measures on the site and in el. UP magazine</p> <p>Created presentation on the proposal for implementation of the measure</p> <p>Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...)</p>	MPALSG, ME, other departments with inspecting services	2018 / 2019.

		Published information about the realization of the measure on the site and social networks of the authorities and CM		
Measure 2.2. Development and harmonization of all tasks within the competence of the MAFWM and the functions it performs in order to achieve strategic objectives in an efficient and high-quality manner	Consultative meetings of representatives of MAFWM and CMST Focus groups in order to collect inputs	Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...) Published information about the realization of the measure on the site and social media of the authorities and CM	MPALSG, bodies within the MAFWM	2018 / 2019.
Measure 1.2 Functional realization of the competences of the Administration for Agrarian Payments	Consultative meetings of UAP, UT, CMST on the implementation of the operational plan Organized focus groups Counseling and presentation of good practice examples from the region	Joint interview with director of UAP and UT in el. UP magazine Expert text on the blog Published information on the site UP Prepared and published content on social networks Supported by press service of UAP in the process of informing RGP users Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...)	Government of RS, Ministry of Finance, Treasury Department, Ministry of Agriculture	2018 / 2019.

		Published information about the realization of the measure on the site and social networks of the authorities and CM		
EMPLOYMENT				
Responsibility: National Employment Service with CMST support				
Measure 1.1.Improvement of the profiling system and professional advisory work with the unemployed	Consultative meeting of the representatives of the human resources department of the NES and a group of advisers with the facilitation of the CMST focus group with advisers in order to get a deep insight into the top	<p>Conclusions drawn from the meeting</p> <p>Presentation of the results of the focus group to the management of the NES with recommendations</p> <p>Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...)Published information about the realization of the measure on the site and social networks of the authorities and CM</p>	MPALSG, Ministry of Labor	2018 / 2019.
Measure 1.2. Improving the efficiency of the employment advisor's work in the NES branch offices for work with employers.	Consultation meeting of the NES and the Employers Union with CMST facilitation	<p>Conclusions drawn from the meeting</p> <p>A joint interview of the President of the Union of Employers and Director of the NES in El. UP magazine</p> <p>The text of the head of the NES on the blog CM</p> <p>Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...)Published information about the realization of the</p>	MPALSG	2018 / 2019.

		measure on the site and social networks of the authorities and CM		
SOCIAL PROTECTION				
Supporters: Ministry of Labor, Employment, Veterans' Affairs and Social Affairs with CMST support				
Measure	Activity	Indicators	Stakeholders	Deadline
Measure 1.1. Optimization of existing resources (material, financial, human) in social protection institutions for children with disabilities	Organizing semi-structured interviews Organizing a focus group with SMCT facilitating	An internally narrative report on conducted interviews Focus group held An internally narrative report with a focus group with recommendations An electronic version of the Deinstitutionalization Strategy developed Expert text on CM blog Expert interview on the deinstitutionalization strategy in the electronic journal	MPALSG, local self-government	2018 / 2019
ENVIRONMENT				
Ministry of Environmental Protection supported by CMST				
Measure	Activity	Indicators	Stakeholders	Deadline
Measure 1.1. Optimizing the internal organization and systematization of tasks carried out in the	Consultative meeting meetings with the CMST	Completed and internally communicated conclusions from a meeting with recommendations	MPALSG	2018 / 2019.

<p>Ministry of Environmental Protection - in particular the inspection services</p>	<p>Focus group with employees (inspectors) to gain depth insights</p>	<p>Created an infographic about the measure for internal communication to employees</p> <p>Focus group was held and narrative report with recommendations was made</p> <p>Internal narrative report</p> <p>Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...)</p> <p>Published information about the realization of the measure on the site and social networks of the authorities and CM</p>		
<p>Measure 1.2. Development and harmonization of all tasks within the competence of the Ministry of the Environment and Spatial Planning and the functions it performs in order to achieve strategic goals in an efficient and high-quality manner</p>	<p>Consultations on the production of questionnaires</p> <p>Organizing a focus group</p> <p>Organizing semi-structured interviews with employees</p>	<p>A questionnaire was created</p> <p>Focus group held</p> <p>Created report with focus group findings</p> <p>Created inventions and created narrative.</p> <p>Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...)</p>		

		Published information about the realization of the measure on the site and social networks of the authorities and UP		
HEALTH				
Responsibility: Ministry of Health with CMST support				
Measure	Activity	Indicators	Stakeholders	Deadline
Measure 2.2. Introduction of electronic recipe and electronic cardboard	Making a video film "E prescription"	<p>Made a video film "E recipe"</p> <p>An interview with the minister in charge of the measure in the electronic journal was published</p> <p>The text of the manager responsible for the measure in el. UP magazine</p> <p>Promotion of statistical results on savings after the introduction of e-prescription through el. newspapers, sites and social networks</p> <p>Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...)</p> <p>Published information about the realization of the measure on the site and social networks of the authorities and UP</p>	MPALSG	2018 / 2019.
Measure 3.1.Optimization of the human resources management function	Consultative meetings with CMST facilitations	Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a	MPALSG, Ministry of Education	2018 / 2019.

in the field of health care		letter from the minister to all employees on the implementation of the measure or established an internal platform ...)		
Measure 4.1. Review and clarify the roles and responsibilities of the Ministry of Health, the Institute of Public Health and RFZO in the management of the health system, the public and the private sector.	Consultative meetings with CMST facilitations	Draft reports and conclusions from the meetings Established mechanism for continuous informing of employees on the status of implementation of the measure (regular email by the manager or monthly newsletter or a letter from the minister to all employees on the implementation of the measure or established an internal platform ...) Published information about the realization of the measure on the site and social networks of the authorities and UP	MDULS, Institute of Public Health "Batut", RFZO	2018 / 2019.

AREA 2: A KNOWLEDGE TRANSFER PLAN FOR EMPLOYEES IN MPALSG AND OTHER MINISTRIES

Responsible: Strategic Communications Expert, Special PR Advisor to MPALSG Minister

Activity	Indicators	Stakeholders	Deadline
Creation of blog articles	Published articles of GPUP experts Released PR texts from individual departments	Employees in the departments of communication and PR, chiefs of the cabinet	Until the end of 2018
Creation of texts for an electronic journal	Published texts of certain PRs in certain departments on the subject of importance for optimizing this department (texts on individual measures from the context of public relations)	Employees in the departments of communication and PR, chiefs of the cabinet	Until the end of 2018
Final conference	Organized final conference;	Employees in the departments of communication and PR, chiefs of the cabinet	Until the

	Within the conference, one workshop (master class) was held for PRs in the departments		end of 2018
Creation of infographics	2 infographics with the theme: Communication in the process of organizational changes	Employees in the departments of communication and PR, chiefs of the cabinet	Until the end of 2018
Focus group on communication challenges in the process of organizational change	Focus groups with PR teams were held Created recommendations for communication integrated approach to communication of nine departments in the PAR domain	Employees in the departments of communication and PR, chiefs of the cabinet	Until the end of 2018
Training Change Management and Public Relation	Training was held A training report was prepared Draft proposal for recommendations for public relations activities in the process of change management "	Employees in the departments of communication and PR, chiefs of the cabinet, communication team MPALSG	Until the end of 2018
Training Integrated communication and inter-departmental cooperation in strategic PR	Training "Integrated communication and interest-based cooperation on strategic PR plan" organized	Employees in the departments of communication and PR, chiefs of the cabinet	Until the end of 2018
AREA 3: TRAINING PLAN FOR EMPLOYEES IN MDULS IN THE FIELD OF COMMUNICATION			
Training Internal Communication	Training was held A training report was prepared Created recommendations for the communication team MDULS in the field of internal communications	Communication team MPALSG, staff of the MPALSG Secretariat	Until the end of 2018

Training Integrated Communication	<p>Training was held</p> <p>A training report was prepared Created recommendations for communication team MDULS in the field of integrated communications</p>	Communication team MPALSG, staff of the MPALSG Secretariat	Until the end of 2018
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AREA 4: PROMOTIONAL CAMPAIGN OF THE PROCESS RESULTS AND PROMOTION OF THE PROJECT

A promotional campaign action plan that would be wider than the current range of activities can be effectively implemented only with the leading role of project beneficiaries. MDULS as a user has a leading role and is the address from which it is necessary to communicate with the media. GPUP as a group of experts does not have a "credit address" nor the authority to act independently on behalf of the line ministries and communicates the course of the project or the results achieved so far.

At the same time, the incorporation of the GPUP into promotional activities of MDULS and other departments would additionally give the importance of both the project and the individual departments and their results in terms of implementing the measures of optimization.

Recommendation: In the continuation of the project, prepare a campaign plan immediately at the beginning; define a team that coordinates the campaign from nine departments; define the time dynamics.