

Technical Secretariat training program

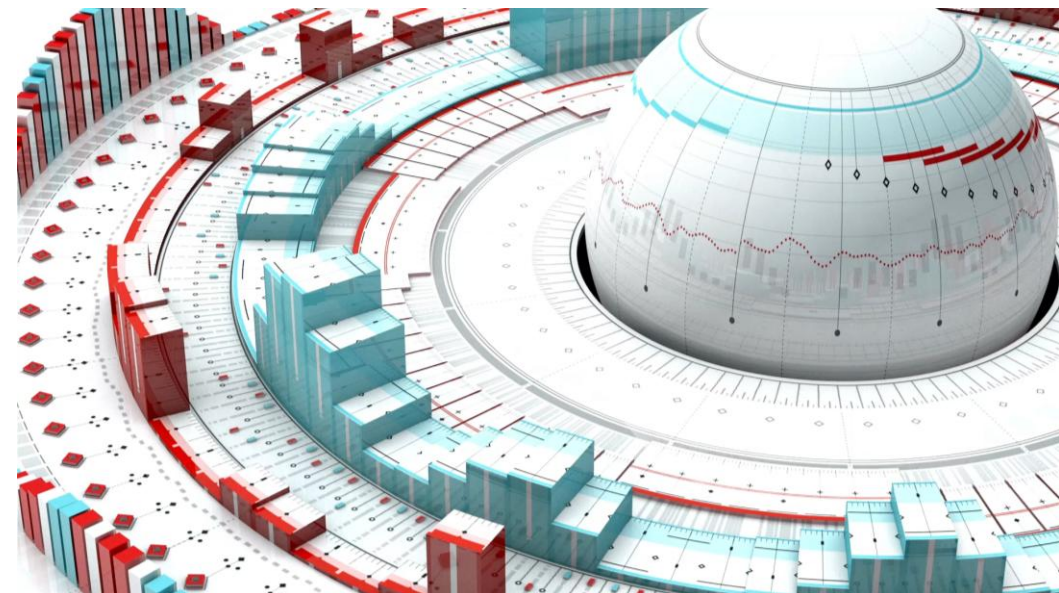
SECTOR SKILLS COUNCILS

A project of the Swiss Agency for
Development and Cooperation SDC



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



Estimated time of self-study: 240 to 300 minutes

Subject 3

**FUNCTIONS AND
ATRIBUTIONS OF
TECHNICAL
SECRETARIAT**

TOPICS

- 3.1. Objectives, Activities and Outcomes
- 3.2. Structure of the Technical Secretariat
- 3.3. Staff roles
- 3.4. Conflict management and communication

Key documents:
Roadmap to SSC implementation;
TS Regulation





Learning Outcomes

At the end of this training subject, you will be expected to be able to:

- Identify the Objectives, Activities and Outcomes expected of the Technical Secretariat (TS)
- Recognize the structure of the Technical Secretariat
- Distinguish the different Staff roles
- Identify some elements of conflict and conflict management in the context of SSC functioning
- Reflect on possible conflict situations and on some strategies that can be used

How are we going to learn



1. Read and analyze the documentation given - the contents of these slides, texts and videos
2. Perform the suggested practical exercises
3. Reflect and answer questions posed on the subject during the development of the subject

To do this, don't forget to have your notepad at hand.



Let's get started! First we will address the constitution, objectives, activities expected for the staff of the Technical Secretariat.

Objectives of Technical Secretariat (TS)

- Sustain, from a technical and administrative point of view, the SSC organisation and functioning;
- **Ensure expert technical support** to SSC and their members regarding their involvement and participation in the development of the Albanian educational and training system;
- **Stimulate information sharing and communication** within each SSC, between the various SSC, and between SSC and other institutions;
- Support coordination between NAVETQ work in the implementation of the Albanian Qualifications Framework, as well the functioning and results of SSC, in particular concerning the identification of qualification needs and validation of proposed qualifications

3.1. Objectives, Activities and Outcomes

Estimated time of self-study on this topic: 30 to 45 minutes



Let's get started! First we will address the constitution, objectives, activities expected for the staff of the Technical Secretariat.

Expected results

- Mobilisation of knowledge and contributions of SSC members for the development of AQF, bearing in mind the anticipation and response to the social and economic needs in different sectors of activity
- Analysis and technical validation of qualifications proposals, and respective standards, to ensure the updating and relevance of AQF as an economic and social policy instrument.

3.1. Objectives, Activities and Outcomes

Estimated time of self-study on this topic: 30 to 45 minutes



Let's get started! First we will address the constitution, objectives, activities expected for the staff of the Technical Secretariat.

Scope of intervention

Administrative

- Support activities for the preparation, organization, convening, functioning and follow-up of SSC meetings. TS is also responsible for monitoring the attendance and participation of the SSC members, or other invited experts, in meetings and technical events, namely for the purpose of paying attendance fees.

Technical

- Production or/and mobilization of information and knowledge activities, reporting and monitoring activities and technical mediation activities that are necessary for the SSC.
- In this context, the TS technical support requires specialized knowledge, namely in the field of Vocational Education and Training (system, players, offers, challenges, problems), of the Albanian Qualifications Framework and the dynamics and challenges of the sectors that comprise the Committees

3.1. Objectives, Activities and Outcomes

Estimated time of self-study on this topic: 30 to 45 minutes



Let's get started! First we will address the constitution, objectives, activities expected for the staff of the Technical Secretariat.

Scope of intervention – and also

Administrative

- Preparing and organising the meetings, proposing and arranging their agendas, carrying out the meetings summonses and gathering all the information for the meetings functioning;
- In the meetings, supporting their conduction, providing information, participating in the reflections and discussions and ensuring the elaboration of its minutes with registry of contributions, results and tasks to be developed
- In the meeting follow up, by sharing the minutes, analysing and giving technical advice on qualification proposals and identifying contributions to Albanian Qualifications Framework development



Let's get started! First we will address the constitution, objectives, activities expected for the staff of the Technical Secretariat.

Key functions of TS Staff

- Planning and organization
- Support and mediation/communication
- Follow-up and reporting
- Validation of proposals and contributions



Let's get started! First we will address the constitution, objectives, activities expected for the staff of the Technical Secretariat.

| Key Functions | Administrative scope activities | Technical and technical-specialised scope activities |
|---------------------------|---|--|
| Planning and organisation | <ul style="list-style-type: none">• Prepare the meeting agenda, in coordination with the SSC chairman;• Prepare the summonses for each meeting;• Elaborate the attendance list of each meeting• Ensure the organization and printing of templates and documents needed for each meeting. | <ul style="list-style-type: none">• Identify themes to reflect on with employers and their representatives, taking into account the development needs of AQF in different education-training areas;• Carry out the diagnosis of the team knowledge and skills needs;- Design information/training programs for team elements;• Analyse employment policy documents, sector policy and studies/documents on sector dynamics and needs;• Analyse activity and employment indicators to support reflection and discussion in each SSC;• Plan, in articulation with the NAVEQT president, an agenda proposal for the first meeting and work route alternatives for each SSC;• Identify possible needs for specialized knowledge and the participation of experts in the SSC meetings, according to the carried-out planning;• Analyse any contributions and proposals for discussion that could have been sent to NAVEQT before each meeting, preparing issues to be discussed at the meeting;• Organise the documentation and information to provide CS members (before or during the meeting);• Draw up the terms of reference for the launch of tenders for studies and projects related to the National Qualifications System. |

3.1. Objectives, Activities and Outcomes

Estimated time of self-study on this topic: 30 to 45 minutes



Let's get started! Firstly we will address the constitution, objectives, activities expected for the staff of the Technical Secretariat.

| Key Functions | Administrative scope activities | Technical and technical-specialised scope activities |
|--|---|---|
| Support and interlocution/ communication | <ul style="list-style-type: none">- Ensure the registries on the attendance list;- Ensure the delivery of documentation to each SSC member;- Register all the questions that are raised by the SSC members;- Register the meeting conclusions and the tasks agreed upon;- Prepare the minutes of each meeting (see template);- Organise the file of each meeting or working session, including the analysed documentation, records/ templates. | <ul style="list-style-type: none">- Produce technical documents/summaries of information for meetings support to stimulate the participation of all members;- Support, with information, questions or technical contributions, the SSC president in the meeting facilitation;- Present reflections on needs associated with the development of qualifications in the respective area/sector;- Identify and register information and contributions of reflection on dynamics and skills and training needs for the sector;- Clarify and inform about concepts, methodologies and instruments associated with the development and updating of qualifications. |



3.1. Objectives, Activities and Outcomes

Estimated time of self-study on this topic: 30 to 45 minutes



Let's get started! Firstly we will address the constitution, objectives, activities expected for the staff of the Technical Secretariat.

| Key Functions | Administrative scope activities | Technical and technical-specialised scope activities |
|---|--|---|
| Follow-up and reporting | <ul style="list-style-type: none">- Send the minutes of each meeting to each participant for signature and approval within 2 days after the meeting;- Ensure the collection of the minutes signed by all meeting participants, no later than 15 days after the meeting;- Ensure despatch of the documentation/ information agreed. | <ul style="list-style-type: none">- Make regular contacts with SSC members, in the period between meetings, in order to monitor and support the fulfilment of agreed tasks;- Ensure articulation with the sector stakeholders - training entities network, companies, professional and business associations and other entities. |
| Validation of proposals and contributions | <ul style="list-style-type: none">- Forward the produced documentation to the competent departments. | <ul style="list-style-type: none">- Carry out a prior analysis (opportunity, relevance, feasibility) of the proposals, sent by SSC members or other entities, and received at NAVEQT before the meetings;- Technically validate proposals for new qualifications, adjustment of qualifications, elimination of qualifications, in accordance with the rules and requirements of AQF. |





Practical exercise I – Check-point exercise

Instructions:

We are going to check your understanding of the concepts and key ideas. **Try to answer the following questions without consulting the previous slides.**

Record your answers in the notebook and check the results at the end. If you can, do this exercise with a team-mate and do a peer review.

List two objectives of the Technical Secretariat function:

1. _____

2. _____

The Technical Secretariat's activities are purely administrative.
True or False?

Your answer: _____

Complete with the identification of two administrative activities of the TS:

1- _____

2- _____

3.2 and 3.3. Structure of the Technical Secretariat and Staff Role



Now that we have finished topic 3.1, let's proceed to 3.2 and 3.3., starting with the composition of TS

Estimated time of self-study on this topic: 30 to 45 minutes

Constitution of the Technical Secretariat (TS)

- The TS **consists of three members**, selected from the NAVETQ team.
- NAVETQ General Director nominates the members of the TS according to the competences profile set out in this regulation.
- At least **one member of the TS must ensure participation in meetings**.
- One team may provide technical support to more than one SSC, or to all yet to be constituted. For each SSC also different teams may be formed.
- Each team should be assigned a supervisor who monitors and ensures the accomplishment of the TS functions and activities.
- In full operation of the SSC (several SSC created and running), and in case the TS teams are different in each SSC, the supervisor of each team should meet on a 2-week basis, with the presence of the NAVEQT president, to share information and ensure the coherence of the working course.
- Collectively, the three elements of the TS must ensure the profile for exercising functions and activities provided herein, both in the administrative and technical scopes.
- The TS is coordinated by the NAVEQT General Director.



3.2 and 3.3. Structure of the Technical Secretariat and Staff Role



Now that we have finished topic 3.1, let's proceed to 3.2 and 3.3., starting with the composition of TS

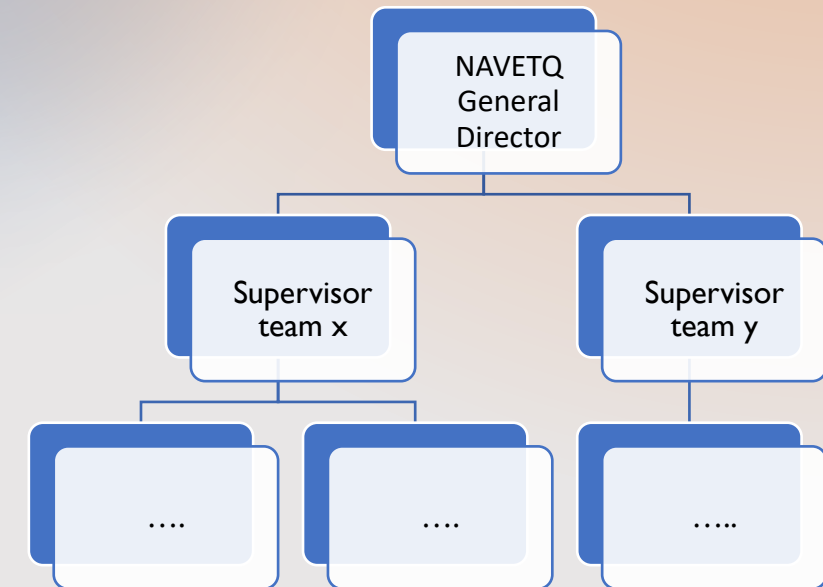
Estimated time of self-study on this topic: 30 to 45 minutes

Practical exercise 2 – TS Structure

Instructions:

After having read the content of the previous slide regarding the composition of the TS, we suggest that you graphically represent it by means of an organizational chart (See the example given). You can do this in your notebook or, if you prefer, use the Word tool for this purpose.

The exercise ideally is to be done in groups of 2 to 3 people.



3.2 and 3.3. Structure of the Technical Secretariat and Staff Role



After having finished exercise 2 (building the flowchart) we will move on to point 3.3, Staff Role. In other words, we are going to identify what knowledge and skills are expected from the technicians

Estimated time of self-study on this topic: 30 to 45 minutes

Practical exercise 3 – Staff Roles

Instructions:

For the study of this point 3.3 on the Staff Role, we suggest you **analyze the knowledge and skills required of TS technicians**, reflecting on those which you consider you possess and those which you need to develop. If it is useful, consult and print the **attached sheet** and make **your self-assessment**.



Technical Secretariat training course

Subject 3. Topic 3.3- Staff Role

Check-list of TS team competences profile

- The TS members should ensure, as a whole, a competence set and mobilise external resources needed to perform the proposed functions and activities.
- Collectively, the TS should mobilise, develop and combine, the following competences and use a set of external resources.
- The main competences and resources to be employed are:



Once you have completed topic 3.3, continue to 3.4 on Conflict Management which is in a stand-alone video.

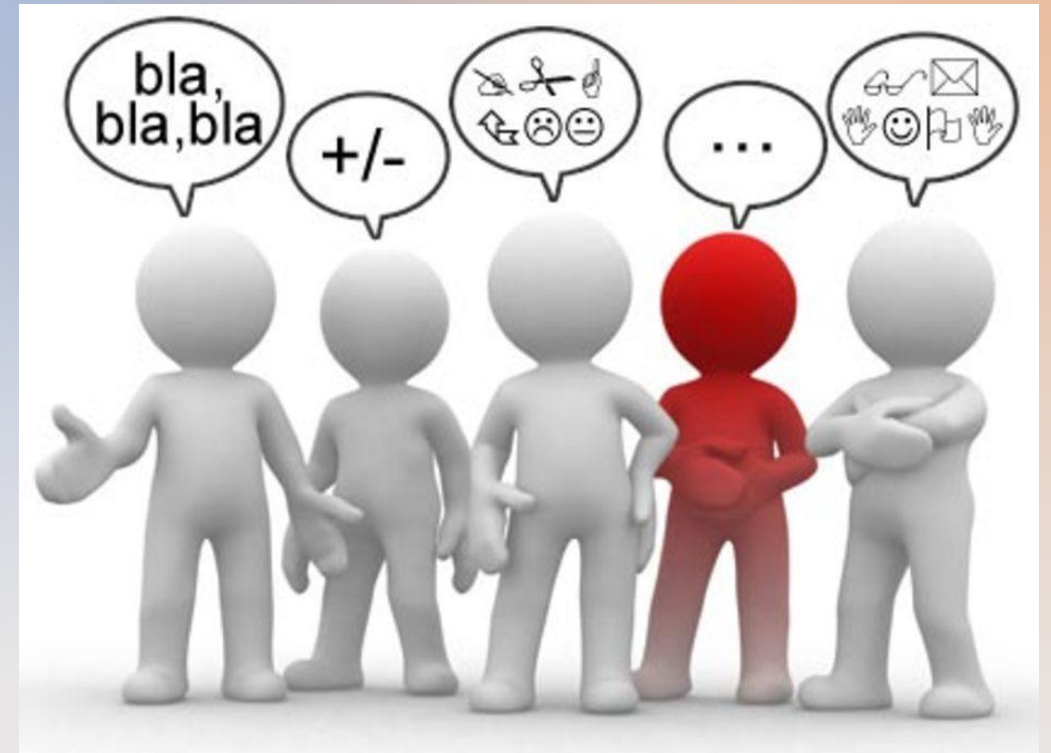
When you finish topic 3.4, you can then continue to subject 4 dedicated to the organization and preparation of SSC sessions.

Keep up the good training!

3.4. Conflict management

RECALLING THE LEARNING GOALS

- Identify some elements of conflict and conflict management in the context of SSC functioning
- Reflect on possible conflict situations and on some strategies that can be used



3.4. Conflict management

WHAT ARE THE MAIN POINTS OF INTEREST IN THIS TOPIC?

1

SSC's are platforms for institutional cooperation.

These platforms are made up of people with **mental maps, beliefs, professional interests, personal interests, goals, motivations, professional statuses, behaviors and assigned tasks**. All this is a source of conflict and, at the same time, can be used to manage conflict.

2

Conflict is common and inherent to the **life of organizations and projects, which are relational contexts**.

Relational contexts naturally provoke conflict situations; and professional contexts are relational contexts. Relational contexts are also contexts of communication. We are always communicating.

3

Conflict management is an issue in the leadership of groups, organizations and projects.

Why?

Because the results of an organization or project are built with different perspectives, with the cooperation of knowledge, with the mobilization of wills, anchored in a common interest.

The **common interest** (interest shared by the parties) should always be present when managing a conflict.

4

Disagreement is different from conflict

Managing conflicts in a professional context requires, among others, relational and task management strategies and effective communication.

3.4. Conflict management

LET'S START WITH SOME (OF SEVERAL) DEFINITIONS

CONFLICT

According to Pruitt and Rubin (1986), **conflict** is a **perceived divergence** of interests or the belief that the parties' current aspirations cannot be achieved simultaneously

[AOM Best Paper Submission # 13395](#)

According to Robbins (2010), conflict is a process that begins **when someone perceives** that another party negatively affects, or may affect, something that he or she considers important.



TASK CONFLICT VS RELATIONSHIP CONFLICT

Task conflict is an awareness of differences in viewpoints and opinions about the group's task, whereas **relationship conflict** is interpersonal animosity, tension, or annoyance among members.

(Randall Peterson)



COMMUNICATION

The meaning of communication is the result that is obtained from it.

- Communicating with myself (internal communication)
- Communicating with another person, with others or with an audience

FOR AN EFFECTIVE COMMUNICATION

Make sure that the intended result is the one obtained.

The essential pillars of effective communication:

- the sender (who communicates) and the communication channels he/she uses (word, tone and rhythm of voice, body language);
- the message and its content - its clarity, the interest in others, the opportunity;
- the receiver or the audience - attention to the reactions of those who listen to us and to the signals which allow us to adapt our communication; attention to the environmental conditions and contexts which may affect the ability to listen.

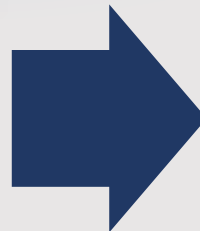
3.4. Conflict management

SITUATIONS THAT CAN OCCUR AND THAT MAY CAUSE CONFLICT IN THE FUNCTIONING OF THE SSC

Non-compliance of tasks or deadlines by the TS or SSC members

Different beliefs and perceptions about the National Qualifications Catalogue, the work of NAVEQT or the importance of some qualifications

Asymmetric or incomplete levels of knowledge and information



SOME USEFUL PROPOSALS FOR CONFLICT MANAGEMENT

.Plan-do-check and act. Persist. Don't give up.
Offer your support, clarify doubts and ask for contributions.

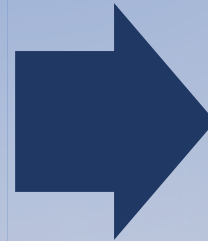
There are always different beliefs and perceptions
Identify what moves SSC members. From there build a basis for consensus. Make information available. Report experiences and positive results.
Use your power of influence.

Share and promote the sharing of information and knowledge. Give each other what each of you needs (information, support).
Make sure everyone has access to the information and uses it in their contributions

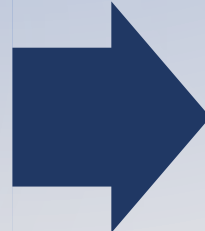
3.4. Conflict management

SITUATIONS THAT CAN OCCUR AND THAT MAY CAUSE CONFLICT IN THE FUNCTIONING OF THE SSC

Different degrees of maturity in teamwork and project work



The professional and personal relationships between SSC members and their emotions



Different motivations and/or interests (technical, political, institutional)



SOME USEFUL PROPOSALS FOR CONFLICT MANAGEMENT

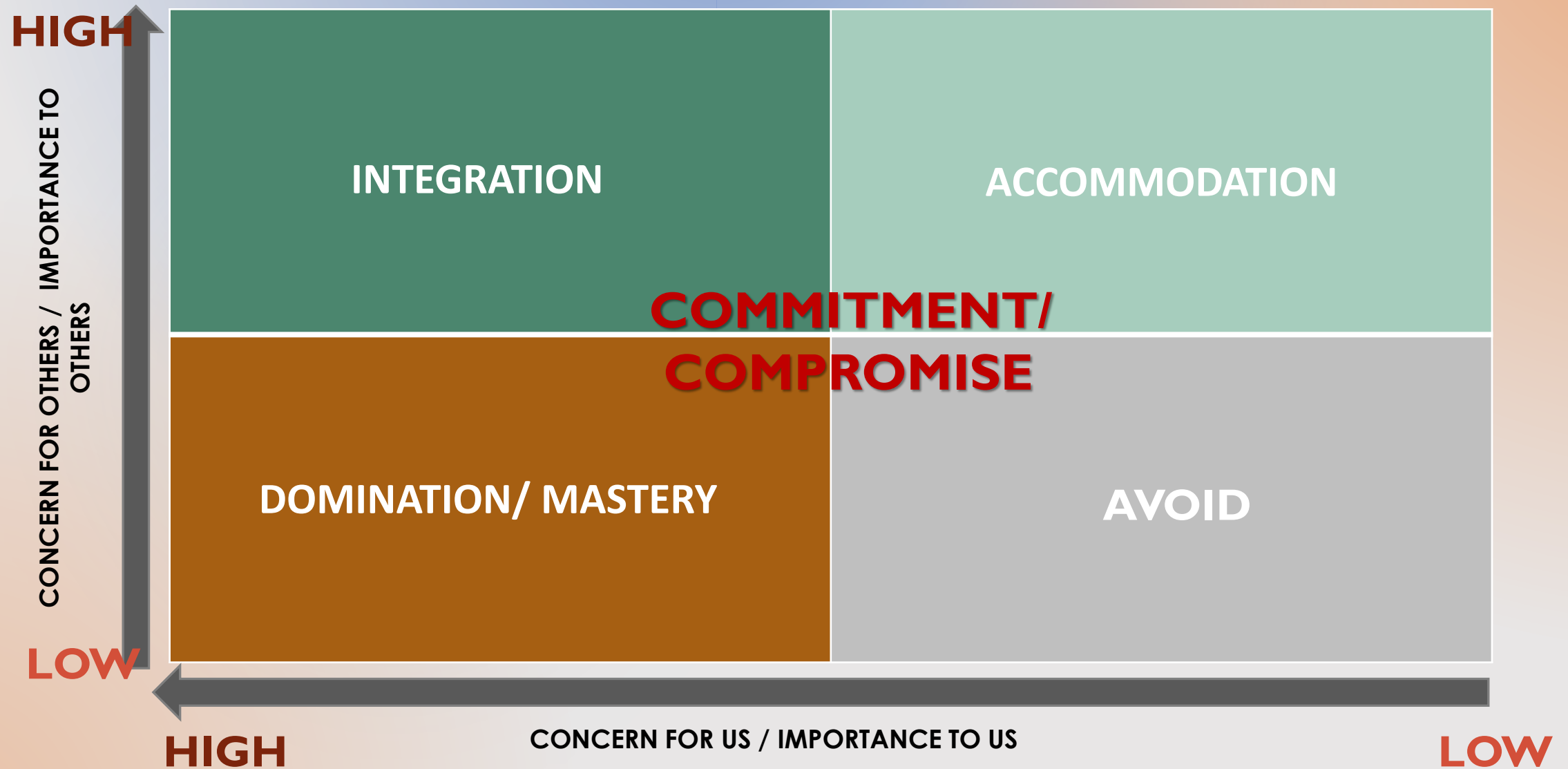
Acknowledge the small achievements of SSC
Promote the sharing of small tasks. Promote discussion and information on important points

Focus on the task. Task conflicts tend to be functional
Observe yourself! - Your emotional state and the result of your communication
Improve your communication! Make sure that what you convey is what is received

Embrace diversity. Recall and communicate what SSC members have in common and what ties them together. Choose one or two points of common interest and start from there to build consensus
Use some strategies to manage conflicts

3.4. Conflict management

SOME USEFUL STRATEGIES



(Fonte: Rahim, 1983)

SEVEN KEY NOTES FOR CONFLICT MANAGEMENT IN AN INSTITUTIONAL OR PROJECT CONTEXT

SSC IS A PLATFORM FOR INSTITUTIONAL COOPERATION (COOPERATION OF OBJECTIVES, INTERESTS, KNOWLEDGE AND MOTIVATIONS)

1. Clarify and affirm the vision and direction for SSC. Be mindful of your communication (verbal and non-verbal).

2. Accept differences in interests and motivations. Value what is common.

3. Focus on the task. Task conflicts tend to be functional. Relationship conflicts tend to be dysfunctional

4. Always keep in mind which issues are important for the expected results

5. Ask questions. Focus on desired outcomes. Acknowledge contributions

6. Promote information and knowledge. Acknowledge the small achievements of SSC

7. Strengthen your communication. Rephrase. Ask for feedback.