

MONTHLY NEWSLETTER

EUROPEAN UNION ADVISORY MISSION UKRAINE

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EU and Danish government announce plans for major anti-corruption initiative in Ukraine – EUAM to be main EU implementing partner

[Read the full article](#)



Integrated Border Management: an interview with EUAM's Head of the Strategic Civilian Security Sector Reform Component, Brian Richard

[Read the full interview](#)

EUAM takes Ukrainian partners to all corners of Europe in best-practices exchange exercises

Last month the European Union Advisory Mission Ukraine conducted several study visits to various EU countries for staff from agencies of Ukraine's civilian security sector. Such study visits are a

Good governance

Representatives from Ukraine's National Security and Defence Council, Ministry of Internal Affairs, National Police, Security Service and Presidential Administration participated in a EUAM study visit to Estonia and Finland. The aim of the visit was to introduce Estonian and Finnish practices in strategic and medium-term operational and financial management of the central executive bodies. The need for a study visit arose from a workshop held in Kyiv in mid-

useful tool in passing on best European practices in specific thematic areas, and instructive for EUAM's partners as they adopt reform measures.

summer, where the planning challenges of Ukrainian civilian security sector agencies were outlined, namely a lack of experience in strategic planning, weak coordination mechanisms, lack of inter-agency cooperation and information-sharing between institutions.

Community policing



A delegation of four senior National Police officers has visited the Northumbria Police Department in UK. Northumbria is the 6th largest police force in England with some

3,500 officers and 1,500 support staff. The force is well regarded as a national exemplar of the Community Policing philosophy and the purpose of the visit was to expose the police officers to the experience of Northumbria Police in planning, implementing and managing community policing methods.

Feedback from participant:



Vyacheslav Kovalyov
NPU Deputy Chief
of Staff (HR)

"I was impressed with the educational level of the Polish police, with attention drawn to the training and retraining of personnel and funding spent for these purposes. For example, an officer in Ukraine specialises only in a certain field. Our colleagues in Poland use a completely different approach. Their system might look simpler, but it is more efficient."

Human resource management

Staff from the National Police (NPU) and the Ministry of Internal Affairs (MoIA) went on a study trip to Poland at the beginning of September. During the visit, which was organised by the European Union Advisory Mission (EUAM), Ukrainian police officers got acquainted with HR management systems and recruitment processes in Poland and shared their experiences with their Polish colleagues. They also visited educational and training centres to learn more about how to manage career development.

Anti-corruption

EUAM facilitated the first visit of Ukrainian prosecutors from the Specialized Anti-Corruption Prosecutors' Office (SAPO) to meet their counterparts in the Romanian capital, Bucharest. This study visit was part of a project to support Ukraine's anti-corruption institutions that is being implemented by Romania's Public Ministry. The SAPO prosecutors had meetings with senior officials and prosecutors from the National Anti-Corruption Directorate (DNA) of Romania. DNA speakers shared their 14-year experience of institutional development and prepared thought-provoking case studies on investigating corruption crimes. The SAPO delegation has also held experience exchange meetings with senior

STATISTIC OF THE MONTH

28 trainings
and study
trips



for
300 middle
and high ranking
Ukrainian officials

Human Resources: managing people through change

What does it take to be an effective HR manager?

The ideal HR manager will have a broad range of different skills. They will have to think strategically and plan in such a way that strategies can be executed. A good HR manager will have to be able to multitask and be flexible enough to handle grey areas, while at the same time keeping the bigger strategic picture in mind.

It goes without saying that they will have to be ethical, trustworthy, compassionate and discrete. They should be able to handle and manage conflicts - for that reason, good interpersonal skills and the ability to communicate effectively are crucial.

Lastly, they should be passionate about people and what they do. A sense of humor also helps! It's a tough job, but not impossible, especially with the right support and training.



Barbara Kelly

EUAM's Lead Adviser
on Human Resources
Management

Our top expert explains what it takes to be an effective HR manager and how human resources will play an important role in assisting Ukraine with its transition.



How does being an HR manager in a law enforcement body such as the police or border guards differ from a private company?

In our experience with different Ukrainian law enforcement bodies, HR departments were traditionally seen as just a document management section. Consequently, staff often lack the support and skills to assist their organisation become a well-functioning collective with a shared vision and values. Important skills that need to be supported include abilities to assist staff with career development, managing talent, accurately assessing staffing needs and planning, for instances when people leave the organisation for whatever reason. To recruit new staff in a fair way, it is also important to develop interview skills and spot talent during recruitment processes.

HR departments should play a central role in promoting professional ethics, conduct and discipline, recognising excellence, managing relations between employees and management, resolving disputes and promoting health, safety and wellness. These are the areas which HR departments in Ukrainian public institutions are often underequipped to deal with and we help them with all those issues.

How can HR management assist Ukrainian institutions with their transition?

People are the most important asset in any organisation.

Proper HR Management allows the organisation to meet and exceed its organisational goals, optimise existing resources, including Human, Material, Time, and Information resources and smooth the transition to a 'better state'.

'Change management' what is behind it?

Change management is quite simply managing the process of change in any organisation. This means managing people

Quote:

"Never hire someone who knows less than you do about what he's hired to do."

Malcolm Forbes, Forbes

and processes effectively. Ukraine is in the middle of enormous change and the organisations that serve the public here must constantly assess whether their goals and strategies, will keep them abreast of the changing environment.

[Read the full interview](#)

Activities on the horizon

- **12 October:** Conference on Freedom of Peaceful Assembly to be held jointly with the International Centre for Policy Studies
- **19 October:** Handover of computer tablets and cameras to Kharkiv regional police
- **28 October – 4 November:** Community Policing trainings in Zhytomyr, Chernivtsi, Kherson
- **1–5 November:** Human Rights and Gender/Policing peaceful assemblies training in Lviv
- **5 November:** NABU anti-corruption awareness campaign, final round-table, featuring national and international journalists, Kyiv



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