



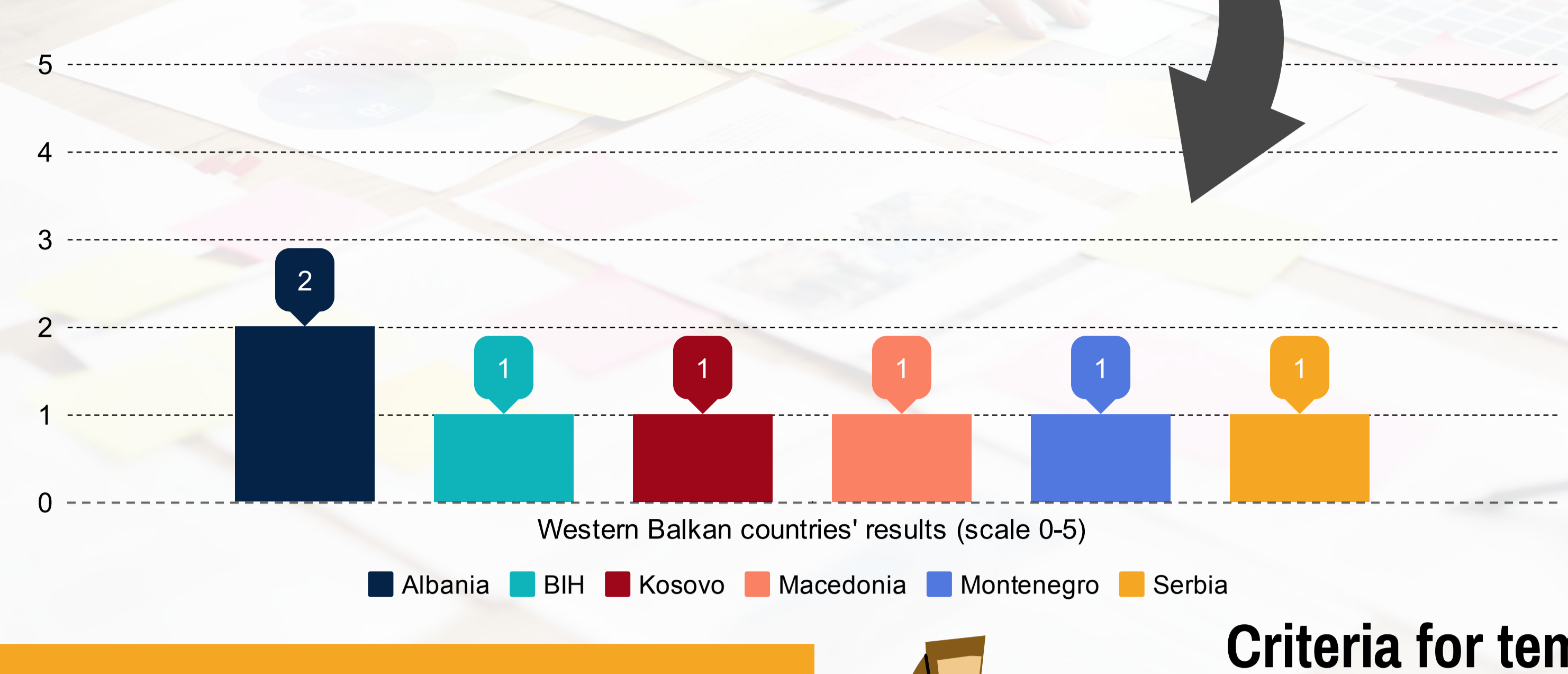
PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT

Some of the questions WeBER researches in PSHRM area:

- Are the policy and legal frameworks for a professional and coherent public service established and applied in practice? Does the institutional set-up enable consistent and effective human resource management practices?
- Is the recruitment of public servants based on merit and equal treatment in all its phases?
- Is direct or indirect political influence on senior managerial positions in the public service prevented?

WeBER measures...

performance of tasks characteristic for civil service outside of the civil service merit-based regime



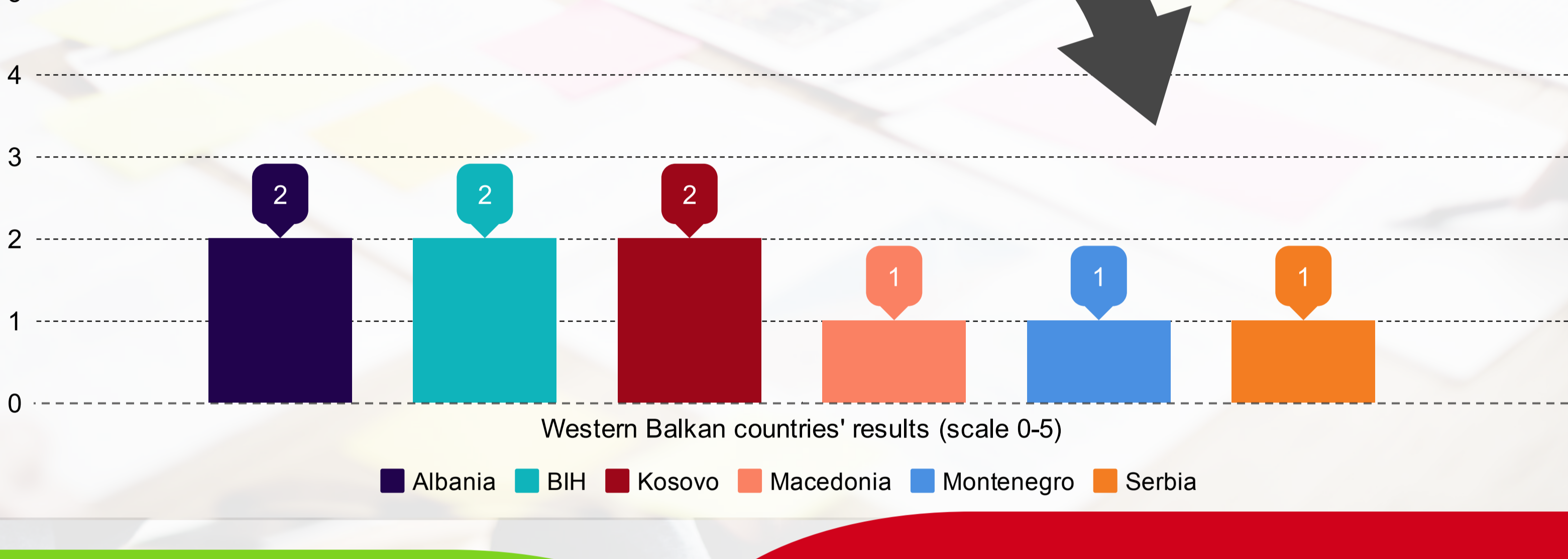
50% civil servants think that individuals hired on a temporary basis sometimes, often or always perform tasks which should normally be performed by permanent civil servants.

Criteria for temporary employees are usually not prescribed among the Western Balkan countries, except in **ALBANIA** and **MACEDONIA**.



WeBER measures...

openness, transparency and fairness of recruitment into the civil service



Asked if the recruitment procedure in their institution ensures equal treatment of all candidates, civil servants in **ALB, MNE, SRB** mostly agree that these procedures are equitable.

The countries with multi-ethnic composition and constitutional requirements related to ethnic representation in the civil service have markedly more negative results on the question on equal treatment of all candidates.



Is it necessary to have connections to get a civil service job?

46% of civil servants in the region agree!

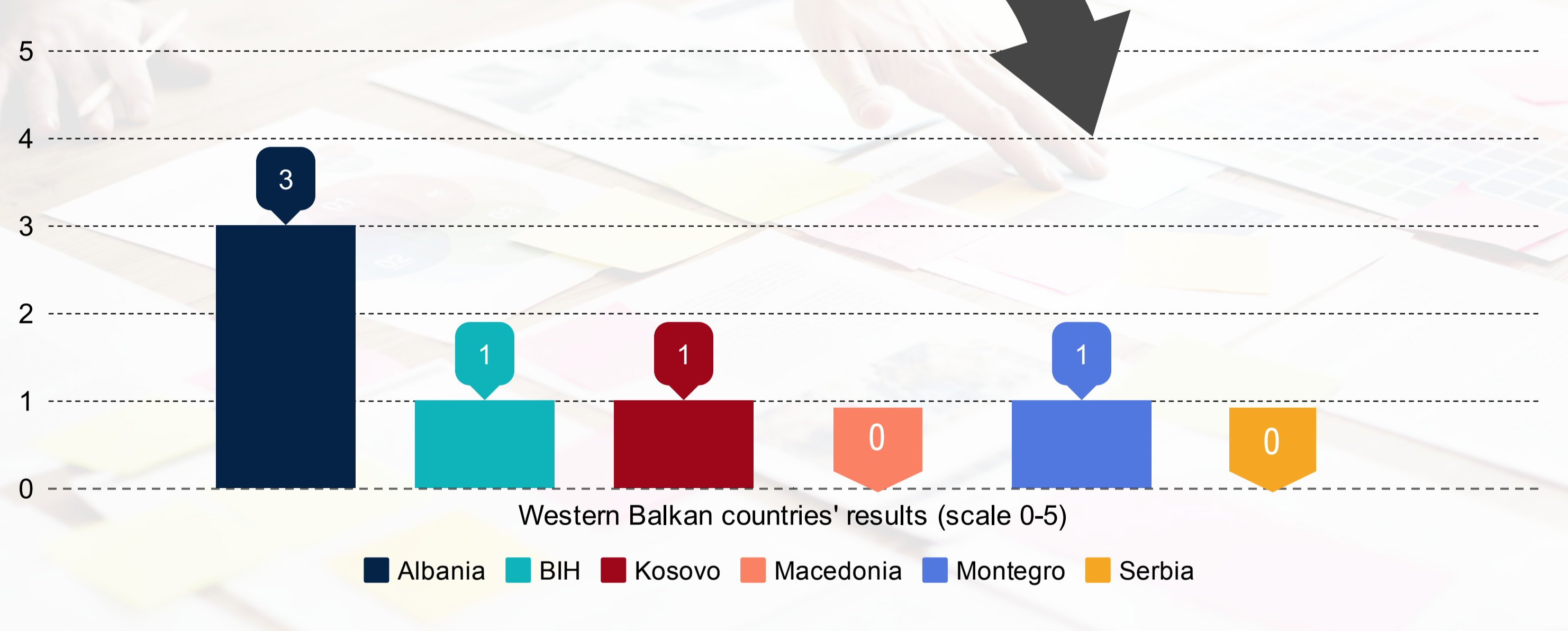
Texts of vacancy announcements are clear and simplified in **ALBANIA** and **BIH**.

In the first application stage applicants in all countries are required to submit over five different types of documents!



WeBER measures...

how effective is protection of senior civil servants' position from unwanted political interference



The protection of senior civil service positions from undue political influence is flawed across the Western Balkans!



A major problem in several countries are appointments of acting managers into vacant positions. In **SERBIA** this has become endemic. Between 1 June 2017 and 31 May 2018 **94%** of all appointments to senior civil service positions were appointments of acting managers!

KOSOVO is the only country where acting managers are only appointed from within the ranks of permanent civil servants.

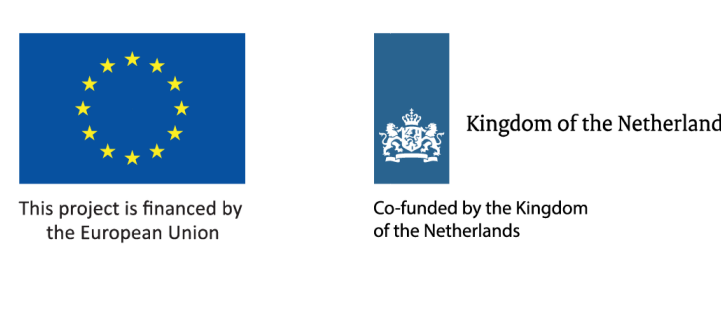
45% of civil servants in WB disagree that the best candidates get the jobs through public competitions!

ALBANIA's results are the highest here, owing to quality legislative framework and recruitment procedures, more positive identified practices than in the rest of the region as well as civil servants' more positive perceptions.



This infographic was produced by the WeBER project. The Western Balkans Enabling Project for Civil Society Monitoring of Public Administration Reform – WeBER – is a three-year project aiming to increase the relevance, participation and capacity of civil society organisations and media in the Western Balkans, to advocate for and influence the design and implementation of public administration reform. WeBER is implemented by the Think for Europe Network (TEN), composed of six EU policy-oriented think tanks in the Western Balkans, and in partnership with the European Policy Centre (EPC) from Brussels.

See more at: www.par-monitor.org



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