

Area 3:

Public Service and Human Resource Management

Principle 2	The policy and legal frameworks for a professional and coherent public service are established and applied in practice; the institutional set-up enables consistent and effective human resource management practices across the public service
Principle approach	<p>The monitoring approach for this principle is based on identified elements which SIGMA does not strongly focus on in its monitoring, but which are interesting to WeBER from the perspective of transparency of the public service system and employment regime. Like SIGMA, WeBER also focuses on central administration in this principle (a separate local-level methodology has been prepared by WeBER for the purposes of the Small Grants Facility). WeBER adopts the term “civil service” which is more common in the region than “public service” (SIGMA uses the terms interchangeably).</p>
INDICATOR 2 <i>Relevant to SEE 2020</i>	Performance of tasks characteristic for civil service outside of the civil service merit-based regime
Indicator focus and general methodological remarks	<p>This indicator assesses the scope and use of temporary forms of employment in the civil service, as a deviation from the standard civil service regime that is legally regulated and subject to specific merit-based criteria.</p> <p>Its measurement combines legislative analysis, collection and analysis of government data with the results of a survey of civil servants, which is conducted in each country and cuts across the HRM principles and indicators.</p> <p>Experts and consultants hired and paid from external (technical assistance) projects are not covered by this indicator. Also, general service employees, as a category stipulated by the public (civil) service legislation, are not covered by this indicator.</p> <p>It should be noted that for the survey of civil servants it is not possible to create a random or representative sample, as in most countries the researchers do not have access to a database of contacts of all civil servants (moreover, in most countries such databases do not exist). In order to boost the response rate and maximise representativeness, the research team seeks and relies on support of the ministries/offices who act as Project associates, to widely distribute the online anonymous survey. Where such support cannot be ensured, survey is disseminated in a decentralised manner (i.e. by contacting and requesting dissemination from individual ministries and other administration authorities). Convenience sampling is not applied.</p>

INDICATOR ELEMENTS			
Element #	Element formulation	Weight	Element data source
E.1	The number of temporary engagements for performance of tasks characteristic of civil service in the central state administration is limited by law	2	<ul style="list-style-type: none"> Primary and secondary legislation regulating temporary engagements for expert work in the public service and (where applicable) special legislation limiting hiring in the administration
	Element methodology		Point allocation
	<p>Content review of applicable legislation (laws and bylaws) and relevant Government reports to determine limitations in real numbers or percentages for the temporary engagements (service contracts and other types of temporary engagements) from overall public (civil) service.</p> <p>If no information can be obtained, the country scores zero on this element. If temporary engagements are limited generally (for performance of any type of work in the administration or public sector more widely), this is accepted for point allocation.</p>		<p>0 if not limited or if the limit is over 10%</p> <p>1 if limited to up to 10%, by secondary legislation (bylaws);</p> <p>2 if limited to up to 10% by primary legislation</p> <p>Maximum points: 4</p>
Element #	Element formulation	Weight	Element data source
E.2	There are specific criteria determined for the selection of individuals for temporary engagements in the state administration.	2	<ul style="list-style-type: none"> Primary and secondary legislation regulating temporary engagements for expert work in the central administration
	Element methodology		Point allocation
	<p>Specific defined criteria mean requirements and/or competences which are equal or similar to those required for civil servants performing tasks (jobs) of similar complexity.</p> <p>Researchers perform a review of laws and regulations relevant for temporary engagements of experts in the state administration system. If there are no special regulations that specifically target the administration, researchers review the laws and regulations generally applicable to temporary engagements.</p>		<p>0 if not regulated</p> <p>1 if basic requirements, but less precise and demanding than for public servants</p> <p>2 if the requirements are the same or more demanding</p> <p>Maximum points: 4</p>
Element #	Element formulation	Weight	Element data source
E.3	The hiring procedure for individuals engaged on temporary contracts is open and transparent	2	<ul style="list-style-type: none"> Primary and secondary legislation regulating temporary engagements for expert work in the central administration Information available on web pages

			<ul style="list-style-type: none"> FOI requests (if needed)
	Element methodology		Point allocation
	<p>This element seeks to establish if procedures for temporary engagements in the central administration are transparent and if public competitions are announced.</p> <p>Researchers first perform review of relevant legislation (primary and secondary). Next, they review websites of a sample of ministries and/or responsible institutions for announcements (depending on whether the recruitment procedures in the country are centralised or decentralised). If information is not available online and the legislation does stipulate publication of vacancy announcements, FOI requests are sent, to the same sample of institutions as for 3HRM_P3_I1 indicator.</p> <p>To establish full transparency and openness, researchers need to determine if all the necessary elements of a public call are present (vacancy announcement, requirements/ competences, job description, basic information on remuneration, selection procedure, deadlines for submission and clear information on documents to be submitted).</p>		<p>0 if the engagement process is not transparent - no public competitions are announced, or are selectively transparent</p> <p>1 if the engagement process is open – public competitions announced, but deficiencies found with particular elements of transparency listed in the methodology</p> <p>2 if the engagement process is fully open and transparent – public competitions are announced and all information is included; also, reports exist on the results of hiring procedures.</p> <p>Maximum points: 4</p>
Element #	Element formulation	Weight	Element data source
E.4	Duration of temporary engagement contracts is limited	2	<ul style="list-style-type: none"> Primary and secondary legislation regulating external contracting for expert work in the public service
	Element methodology		Point allocation
	<p>Review of regulation on external contracting for expert work in the public service in terms of duration.</p> <p>In cases where there is a formal limitation, but a renewal of the contract is allowed without the repeated public call, researchers will treat them as unlimited.</p>		<p>0 if no limitation in terms of duration foreseen</p> <p>1 if limited, but longer than one year</p> <p>2 if limited to up to one year</p> <p>Maximum points: 4</p>
Element #	Element formulation	Weight	Element data source
E.5	Civil servants perceive that temporary engagements in the administration are an exception	1	<ul style="list-style-type: none"> Survey of civil servants
	Element methodology		Point allocation
	A survey of civil servants; respondents are asked the following question:		<p>0 point = below 29.9%</p> <p>1 point = 30.00 – 59.9%</p>

	<p>Please reflect on the following statement: <i>Hiring of individuals on a temporary basis (on fixed-term, service and other temporary contracts) is an exception in my institution</i></p> <p>The scale is 1 – Strongly disagree, 2 – Disagree, 3 – Neither disagree nor agree, 4 – Agree, 5 – Strongly agree, with possibility to opt for “Don’t know/ No opinion/ Don’t want to answer”. Researchers calculate the percentage of respondents who reply with “agree” and “strongly agree”.</p>	<p>2 points = 60%-100%</p> <p>Maximum points: 2</p>
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Element #	Element formulation	Weight	Element data source
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E.6	<p>Civil servants perceive that performance of tasks characteristic of civil service by individuals hired on a temporary basis is an exception</p>	1	<ul style="list-style-type: none"> Survey of civil servants
Element methodology			Point allocation
<p>A survey of civil servants; respondents are asked the following question:</p> <p><i>Please indicate how frequently you observe the following practices in the institution of state administration where you work (“Your” institution): Individuals who are hired on a temporary basis perform tasks which should normally be performed by civil servants...</i></p> <p>Scale: 1 - Never or almost never, 2 – Rarely, 3 - Sometimes (about half of the time), 4 – Often, 5 - Always or almost always, with the possibility to opt for “Don’t know/ No opinion/ Don’t want to answer”.</p> <p>Researchers calculate the percentage of respondents who reply with “rarely” and “never or almost never”.</p>			<p>0 point = below 29.9%</p> <p>1 point = 30.00 – 59.9%</p> <p>2 points = 60%-100%</p> <p>Maximum points: 2</p>

Element #	Element formulation	Weight	Element data source
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E.7	<p>Civil servants perceive that performance of tasks characteristic of civil service by individuals hired on a temporary basis is an exception</p>	1	<ul style="list-style-type: none"> Survey of civil servants
Element methodology			Point allocation
<p>A survey of civil servants; respondents are asked the following question:</p> <p><i>Please indicate how frequently you observe the following practices in the institution of state administration where you work (“Your” institution): When people are hired on a temporary basis, they are selected based on qualifications and skills.</i></p> <p>Scale: 1 - Never or almost never, 2 – Rarely, 3 - Sometimes (about half of the time), 4 – Often, 5 - Always or almost always,</p>			<p>0 point = below 29.9%</p> <p>1 point = 30.00 – 59.9%</p> <p>2 points = 60%-100%</p> <p>Maximum points: 2</p>

	with the possibility to opt for “Don’t know/ No opinion/ Don’t want to answer”.		
	Researchers measure the % of respondents that answer with “often” and “always”.		
Element #	Element formulation	Weight	Element data source
E.8	Civil servants perceive that performance of tasks characteristic of civil service by individuals hired on a temporary basis is an exception	1	<ul style="list-style-type: none"> Survey of civil servants
	Element methodology		Point allocation
	<p>A survey of civil servants; respondents are asked the following question:</p> <p><i>Please indicate how frequently you observe the following practices in the institution of state administration where you work (“Your” institution): When people are hired on a temporary basis, they are selected based on qualifications and skills.</i></p> <p>Scale: 1 - Never or almost never, 2 – Rarely, 3 - Sometimes (about half of the time), 4 – Often, 5 - Always or almost always, with the possibility to opt for “Don’t know/ No opinion/ Don’t want to answer”.</p> <p>Researchers measure the % of respondents that answer with “often” and “always”.</p>		<p>0 point = below 29.9%</p> <p>1 point = 30.00 – 59.9%</p> <p>2 points = 60%-100%</p> <p>Maximum points: 2</p>
Element #	Element formulation	Weight	Element data source
E.9	Civil servants perceive that performance of tasks characteristic of civil service by individuals hired on a temporary basis is an exception	1	<ul style="list-style-type: none"> Survey of civil servants
	Element methodology		Point allocation
	<p>A survey of civil servants; respondents are asked the following question:</p> <p><i>Please indicate how frequently you observe the following practices in the institution of state administration where you work (“Your” institution): Individuals hired on a temporary basis go on to become civil servants after their temporary engagements</i></p> <p>Scale: 1 - Never or almost never, 2 – Rarely, 3 - Sometimes (about half of the time), 4 – Often, 5 - Always or almost always, with the possibility to opt for “Don’t know/ No opinion/ Don’t want to answer”.</p> <p>Researchers calculate the percentage of respondents who reply with “rarely” and “never or almost never”.</p>		<p>0 point = below 29.9%</p> <p>1 point = 30.00 – 59.9%</p> <p>2 points = 60%-100%</p> <p>Maximum points: 2</p>
Element #	Element formulation	Weight	Element data source

E.10	Civil servants perceive that contracts for temporary engagements are extended to more than one year	1					• Survey of civil servants
	Element methodology	Point allocation					
	<p>Survey of civil servants; respondents are asked the following question:</p> <p><i>Please indicate how frequently you observe the following practices in the institution of state administration where you work ("Your" institution): Such contracts get extended to more than one year.</i></p> <p>Scale: 1 - Never or almost never, 2 – Rarely, 3 - Sometimes (about half of the time), 4 – Often, 5 - Always or almost always, with the possibility to opt for "Don't know/ No opinion/ Don't want to answer".</p> <p>Researchers calculate the percentage of respondents who reply with "rarely" and "never or almost never".</p>						<p>0 point = below 29.9%</p> <p>1 point = 30.00 – 59.9%</p> <p>2 points = 60%-100%</p> <p>Maximum points: 2</p>
TOTAL POINTS	0-4	5-9	10-14	15-19	20-24	25-28	
FINAL INDICATOR VALUE	0	1	2	3	4	5	