

# Public Service and Human Resource Management

<b>Principle 4</b>	<b>Direct or indirect political influence on senior managerial positions in the public service is prevented.</b>		
<b>Principle approach</b>	It is understood that formally prescribed procedures often allow for some level of political influence on the recruitment of senior managers in the public administration (e.g. the minister makes the final selection from a list of candidates). It is also indisputable that senior civil servants need to ensure that the administration implements the policies of the incumbent government all the while ensuring that ministers receive professional, impartial advice and opinion. Nevertheless, in reality the limits of legally prescribed and legitimate political influence can be breached and political influence may occur in an illegal or otherwise undue form. WeBER seeks to grasp this “grey area” and establish the extent to which there is effective prevention of unwanted political influence on the work of senior managers in the civil service.		
<b>INDICATOR 1</b>	<b>Effective protection of senior civil servants’ position from unwanted political interference</b>		
<b>Indicator focus and general methodological remarks</b>	<p>The indicator measures the extent to which both formal and informal practices protect senior civil servants from political influence and prevent them from exercising their duties in a politically impartial manner.</p> <p>WeBER combines results of SIGMA’s measurement for specific elements covered thoroughly in their methodology, with own expert analysis of legislation, documents and websites, civil servants’ and CSOs’ perceptions obtained through the surveys implemented in all six countries, to create a more balanced approach to the sensitive and controversial issue of the demarcation between professional and political posts in public administration.</p>		
INDICATOR ELEMENTS			
Element #	Element formulation	Weight	Element data source
<b>E.1</b>	The Law prescribes competitive, merit-based procedures for the selection of senior managers in the civil service	1	<ul style="list-style-type: none"> <li>Latest SIGMA Monitoring reports</li> </ul>
	<b>Element methodology</b>	<b>Point allocation</b>	
	The element uses results of indicator 3.4.1 “Merit-based recruitment and dismissal of senior civil servants”, sub-indicator 2, within the Public Service and Human Resource Management area:		<p>0 points for 0-5 on SIGMA’s sub-indicator</p> <p>1 point for 6-10 on SIGMA’s sub-indicator</p>

	<ul style="list-style-type: none"> <li>- Adequacy of the legislative framework for merit-based recruitment for senior civil service positions</li> </ul> <p>Results of the most recent SIGMA assessment are used. The maximum points SIGMA awards under this sub-indicator is 15 and the scores are used as indicated in the point allocation field.</p>		<p>2 points for 11-15 on SIGMA's sub-indicator</p> <p><b>Maximum points: 2</b></p>
Element #	Element formulation	Weight	Element data source
E.2	The law prescribes objective criteria for the termination of employment of senior civil servants	2	<ul style="list-style-type: none"> <li>• Latest SIGMA Monitoring reports</li> </ul>
Element methodology			Point allocation
<p>The element uses results of indicator 3.4.1 "Merit-based recruitment and dismissal of senior civil servants", sub-indicator 3, within the Public Service and Human Resource Management area:</p> <ul style="list-style-type: none"> <li>- Objectivity of criteria for the termination of employment of senior civil servants in the legislative framework</li> </ul> <p>Results of the most recent SIGMA assessment are used. The maximum points SIGMA awards under this sub-indicator is 4 and the scores are used as indicated in the point allocation field.</p>			<p>0 points for 0 on SIGMA's sub-indicator</p> <p>1 point for 4 on SIGMA's sub-indicator</p> <p><b>Maximum points: 2</b></p>
Element #	Element formulation	Weight	Element data source
E.3	The merit-based recruitment of senior civil servants is efficiently applied in practice.	2	<ul style="list-style-type: none"> <li>• Latest SIGMA Monitoring reports</li> <li>•</li> </ul>
Element methodology			Point allocation
<p>The element uses results of indicator 3.4.1 "Merit-based recruitment and dismissal of senior civil servants", sub-indicator 5, within the Public Service and Human Resource Management area:</p> <ul style="list-style-type: none"> <li>- Application in practice of recruitment procedures for the senior civil service</li> </ul> <p>Results of the most recent SIGMA assessment are used. The maximum points SIGMA awards under this sub-indicator is 9 and the scores are used as indicated in the point allocation field.</p>			<p>0 points for 0-3 on SIGMA's sub-indicator</p> <p>1 point for 4-6 on SIGMA's sub-indicator</p> <p>2 points for 7-9 on SIGMA's sub-indicator</p> <p><b>Maximum points: 4</b></p>
Element #	Element formulation	Weight	Element data source
E.4	Acting senior managers can by law, and are, only appointed from within the civil service ranks for a maximum period limited by the Law	2	<ul style="list-style-type: none"> <li>• Expert analysis of legislation (civil/public service laws and special legislation)</li> <li>• Interviews with two current civil servants <ul style="list-style-type: none"> <li>• Two expert interviews</li> </ul> </li> </ul>
Element methodology			Point allocation

	For this element, the extent of agreement with statement <i>"Explanatory materials (such as administrative guidance, documents, directives, interpretation bulletins or other rules that have practical impact, but do not have the force of law) relevant to existing legislation are easy to access"</i> is analysed. The percentage of respondents that answered "Strongly agree" or "Agree" on a verbal five-point scale is measured.  Scale used: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree.		0 points for 0 - 29.9% 1 point for 30 - 59.9% 2 points for 60 - 100%  <i>Maximum points: 4</i>				
Element #	Element formulation	Weight	Element data source				
E.5	CSOs consider the explanatory materials to be written so as to be easily understandable	1	<ul style="list-style-type: none"> <li>Survey of CSOs</li> </ul>				
	Element methodology		Point allocation				
	For this element, the extent of agreement with statement <i>"The explanatory materials to the legislation are written in a manner and style, which makes them easy to understand"</i> is analysed. The percentage of respondents that answered "Strongly agree" or "Agree" on a verbal five-point scale is measured.  Scale used: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree.		0 points for 0 - 29.9% 1 point for 30 - 59.9% 2 points for 60 - 100%  <i>Maximum points: 2</i>				
TOTAL POINTS		0-7	8-14	15-21	22-28	29-34	35-40
FINAL INDICATOR VALUE		0	1	2	3	4	5