

# Public Service and Human Resource Management

<b>Principle 5</b>	<b>The remuneration system of public servants is based on the job classification; it is fair and transparent.</b>		
<b>Principle approach</b>	The monitoring approach for this principle is based on identified elements which SIGMA does not strongly focus on, but which is interesting in regards to the information about the public service that the public can access. Like SIGMA, WeBER also focuses on central administration in this principle.		
<b>INDICATOR 1</b>	<b>Transparency, clarity and public availability of information on the civil service remuneration system</b>		
<b>Indicator focus and general methodological remarks</b>	<p>This indicator aims to assess how transparent, clear and accessible is the salary/remuneration system for civil servants by reviewing both its formal and practical aspects. It covers all aspects of the remuneration system, including discretionary supplements.</p> <p>It combines expert review of legislation regulating the remuneration system for civil servants, results of specific SIGMA sub-indicators and results of the survey of civil servants conducted in all countries using an online surveying platform and relying on centralised or decentralised dissemination to the entire population, as possible in each country.</p>		
INDICATOR ELEMENTS			
Element #	Element formulation	Weight	Element data source
<b>E.1</b>	The civil service remuneration system is simply structured	2	<ul style="list-style-type: none"> <li>Civil service legislation</li> <li>By-laws on remuneration system</li> </ul>
	Element methodology		Point allocation
	<p>Researchers perform a review of primary and secondary legislation on public service remuneration.</p> <p>Simple structure of a remuneration system entails a table with clearly provided coefficients or other numerical values per public service rank/position and a clear and limited set of rules and formulas for calculating supplements (both statutory and discretionary).</p> <p>In borderline cases, researchers will hold consultations to ensure comparability across countries.</p>		<p>0 if remuneration system not assessed predominantly as simply structured</p> <p>1 if remuneration system assessed as partially simply structured</p> <p>2 if remuneration system assessed as predominantly simply structured</p> <p><b>Maximum points: 4</b></p>

Element #	Element formulation	Weight	Element data source	
E.2	The civil service salary/remuneration system foresees limited and clearly defined options for salary supplements additional to the basic salary	2	<ul style="list-style-type: none"> <li>Legislation pertaining to remuneration, and salary supplements</li> </ul>	
	Element methodology		Point allocation	
	<p>Researchers perform expert review of the legislation pertaining to remuneration of public servants. They analyse if there are clear legal provisions which limit the amounts and the use of salary supplements (supplements for overtime work, for night or work on weekends, etc.). To get a point, there also need to be clear provisions on which supplements can be combined and how, and which of them are mutually exclusive.</p> <p>In borderline cases, researchers conduct consultations to maximise comparability across countries.</p>		<p>0 if supplements are not clearly defined and limited</p> <p>1 if supplements are clearly defined and limited, with deficiencies found in terms of their mutual exclusiveness or other minor deficiencies</p> <p>2 if supplements are fully defined and clearly limited</p> <p><b>Maximum points: 4</b></p>	
Element #	Element formulation	Weight	Element data source	
E.3	Information on civil service remuneration system is available online	2	<ul style="list-style-type: none"> <li>SIGMA's assessment, indicator 3.5.1</li> </ul>	
	Element methodology		Point allocation	
	<p>SIGMA, indicator 3.5.1 "Fairness and competitiveness of the remuneration system for civil servants", sub-indicator 3 – "Availability of salary information".</p> <p><b>SIGMA methodology:</b></p> <p>Expert review of official websites to verify if the information on the salary is available for the candidates for the civil service and general public. This will be checked on the website of the central management body or government portal.</p>		<p>SIGMA's allocation:</p> <p>For each of the three following criteria, 1 point is awarded (total of 3 points):</p> <p>1) The information on the offered salary (or salary range) is available in job announcements (1 point).</p> <p>2) The information on average total salaries (disaggregated by different categories) is easily available (it can be easily found on the web page of the central co-ordination unit of the civil service with no more than three clicks) (1 point).</p> <p>3) The general information on salary levels (salary scale) is easily available on an official website (no more than three clicks) (1 point).</p> <p><b>Maximum points: 6</b></p>	
Element #	Element formulation	Weight	Element data source	

<b>E.4</b>	Citizen friendly explanations or presentations of the remuneration information are available online	1	<ul style="list-style-type: none"> <li>Website of the government or the responsible ministry</li> <li></li> </ul>
<b>Element methodology</b>		<b>Point allocation</b>	
<p>Researchers perform review of the website of the government or the ministry responsible for the civil service remuneration system. Availability is assessed from the perspective of quality of the information provided and the ease of access to it. If graphs and text are easy to understand and written in a non-bureaucratic language, as well as contained within 3 clicks from the homepage of the relevant institution, maximum score is awarded.</p>		<p>0 if no explanations are available</p> <p>1 if explanations are available, but either the quality of information or ease of access are lacking</p> <p>2 if information is clear and easy to understand and easily accessible (within 3 clicks from homepage)</p> <p><b>Maximum points: 2</b></p>	
<b>Element #</b>	<b>Element formulation</b>	<b>Weight</b>	<b>Element data source</b>
<b>E.5</b>	Discretionary supplements are limited by legislation and cannot comprise a major part of a civil servant's salary/remuneration	2	<ul style="list-style-type: none"> <li>SIGMA's assessment (indicator 3.5.1)</li> </ul>
<b>Element methodology</b>		<b>Point allocation</b>	
<p>Scores from SIGMA's indicator 3.5.1, sub-indicator 6 are used to calculate this element.</p> <p>SIGMA's methodology: Expert review of legislation supplemented with the analysis of one source of quantitative data: Percentage of bonuses with respect to total gross annual salary by professional category. The proportion can be slightly higher in high-level positions and lower in professional positions without managerial responsibility, but it should not go beyond 20% of the total salary, on average.</p> <p>Data relates to central government administration only.</p>		<p>SIGMA's allocation: For each of the following two criteria, 1 point is awarded (total of 2 points): 1 point if the percentage of bonuses in total remuneration is below 20% 1 point if the legislation contains clear and non-discriminatory criteria for allocating bonuses</p> <p>If no data is available, 0 points will be allocated. If there are no bonuses, 2 points are awarded.</p> <p><b>Maximum points: 4</b></p>	
<b>Element #</b>	<b>Element formulation</b>	<b>Weight</b>	<b>Element data source</b>
<b>E.6</b>	Civil servants consider the discretionary supplements to be used for their intended objective of stimulating and awarding performance, rather than for political or personal favouritism	1	<ul style="list-style-type: none"> <li>Survey of civil servants</li> </ul>
<b>Element methodology</b>		<b>Point allocation</b>	

<p>Within the survey of public servants, the following two questions are asked:</p> <p>1. <i>In my institution, bonuses or increases in pay grades are used by managers only to stimulate or reward performance.</i></p> <p>Scale: 1 – strongly disagree; 2 – disagree; 3 – neither agree nor disagree; 4 – agree; 5 – strongly agree, 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 “agree” and “strongly agree”.</p> <p>2. <i>In my institution, political and personal connections help employees to receive bonuses or increases in pay grades</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>The total score is calculated using the average of the percentages for these two questions.</p>	<p>0 point = below 29.9%</p> <p>1 point = 30.00 – 59.9%</p> <p>2 points = 60%-100%</p> <p><b>Maximum points: 2</b></p>
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<b>TOTAL POINTS</b>	0-3	4-7	8-11	12-15	16-19	20-22
<b>FINAL INDICATOR VALUE</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

