



# ■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE  
MANAGEMENT

## SERBIA

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- Date: 10.07.2018

<b>PAR Area</b>	<b>Public Service and Human Resource Management</b>	<b>Country</b>	<b>SERBIA</b>
<b>SIGMA Principle</b>	<b>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</b>		

<b>WeBER Indicator</b>	<b>3PSHRM_P2_I2: Performance of tasks characteristic for civil service outside of the civil service merit-based regime</b>
<b>Indicator approach</b>	
<p><i>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. 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. Experts and consultants hired and paid from external (technical assistance) projects or contracted through public procurement procedures (consultancy work) 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. 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, the survey is disseminated in a decentralised manner (i.e. by contacting and requesting dissemination from individual ministries and other administration authorities).</i></p>	
<b>Summary of the findings</b>	
<p><i>In the Serbian Civil Service, the total number of temporary employees cannot exceed 10% of the number of permanently employed staff, as stipulated by the Law on Determining the Maximum Number of Employees in the Public Sector (Article 10). Legislation lacks specific criteria for the selection of individuals for temporary engagements in the state administration, given that the Labour Law does not specify such criteria for service contracts and temporary employment contracts, which are used in the civil service system. There is a non-transparent election of temporary civil service staff, since fixed-term employments are established without internal or public competition, according to the Law on Civil Servants (Article 63). Duration of temporary engagement contracts is not fully regulated: Although the substance of the service contract suggests that the engagement period should be temporary, the Labour Law fails to specify or explicitly limit the duration of such type of contract, which opens the space for abuses in practice.</i></p> <p><i>According to survey results, a large part of civil servants (52.5%) believe that hiring individuals on a temporary basis is not an exception at their institutions, whereas a half of them (47.2%) noted that such temporary staff tend to perform tasks which should normally be performed by civil servants. Moreover, answering the question of whether temporary engagements are based on skills and qualifications, similar numbers of surveyed civil servants answered that this is rarely/never the case (29.5%) and that this is often/always the case (33.6%). Additionally, more than a third (37.2%) of surveyed civil servants answered that the formal rules for hiring people on a temporary basis are usually applied in practice, while around a third (31%) noted that a temporary engagement often or (almost) always leads to a civil service position. Finally, more than a half of those surveyed (54.5%) noted that temporary contracts often or (almost) always get extended for over a year.</i></p>	
<b>Specific observations</b>	

*Survey of civil servants was administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing). N=1193, n=1086.*

<b>Indicator score</b>	<i>6 (out of 28 points)</i>
<b>Final indicator value</b>	<i>1 (scale 0-5)<sup>1</sup></i>
<b>Measurement period</b>	<i>Survey of Civil Servants: March 26<sup>th</sup> – April 30<sup>th</sup>, 2018 Research: June 2018</i>

<sup>1</sup> Conversion of points: 0-4 points = 0; 5-9 points = 1; 10-14 points = 2; 15-19 points = 3; 20-24 points = 4; 25-28 points = 5