



# ■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE  
MANAGEMENT

## ALBANIA

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<b>PAR Area</b>	<b>Public Service and Human Resource Management</b>	<b>Country</b>	<b>ALBANIA</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 central governance units of public administration in Albania there is a two-track regime with regard to temporary employment that includes “employees with temporary employment contracts” and “external experts”. Regarding employees with temporary employment contracts, there are only soft limits on such engagements regulated through a decision passed by the Council of Ministers that gets changed several times a year based on emerging needs, so it cannot be considered a limiting regulation. On the other hand, regarding consultancy contracts, the public administration and public procurement legislation does not foresee a limit. Duration of temporary engagement is effectively limited for employees with a temporary employment contract. The general timeframe is 1 year but for specific jobs it varies from 4 months to 6 months. Alternatively, the public administration and public procurement legislation do not foresee a specific duration for expert work. Turning to civil servants’ perceptions, 44.6% of surveyed civil servants stated that individuals who are hired on a temporary basis in their institution either “rarely” (24.9%) or “never or almost never” (19.7%) perform tasks which should normally be performed by civil servants. Regarding their recruitment, around a third of them (32.3%) confirm that individuals hired on a temporary basis are selected based on qualifications and skills either “often” (12.4%) or “always” (19.9%). Along the same line, 31.9% of surveyed civil servants stated that the formal rules for hiring people on a temporary basis are applied in practice either “often” (14.1%) or “always or almost always”. However, 40.9% answered D/K or don't want to answer. 34.6% of surveyed civil servants stated that individuals hired on a temporary basis go on to become civil servants after their temporary engagements either “rarely” (15.6%) or “never or almost never” (19.0%). Answers D/K or don't want to answer range from 26.8% to 40.9%.</i></p>	
<b>Specific observations</b>	
<p><i>Survey of civil servants was administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing). N=1116 respondents</i></p>	

<b>Indicator score</b>	12 (out of 28 points)
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<b>Final indicator value</b>	2 (scale 0-5) <sup>1</sup>
<b>Measurement period</b>	Survey of Civil Servants: April 3 <sup>rd</sup> – April 25 <sup>th</sup> , 2018 Research: June 2018

<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