



■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE
MANAGEMENT

ALBANIA

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PAR Area	PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT	Country	ALBANIA
SIGMA Principle	4: Direct or indirect political influence on senior managerial positions in the public service is prevented		

WeBER Indicator	3PSHRM_P4_I1: Effective protection of senior civil servants' positions from unwanted political interference
Indicator approach	
<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 in-house expert analysis of legislation, documents and websites, civil servants' and CSOs' perceptions obtained through surveys implemented in all six participating 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>	
Summary of the findings	
<p>Senior civil servants are identified as Top-level Management Corps (TMC) and are recruited through a centralized pool-recruitment system and appointed afterwards from a pool of pre-selected candidates. The regulatory framework in place adequately protects senior civil service positions from undue political influence. The law does not allow appointment of acting managers into vacant positions and there are no additional political vetting procedures outside of the formal civil service system.</p> <p>Turning to perceptions, 47.8% of surveyed civil servants agreed that procedures for appointing senior civil servants ensure that the best candidates get the job. On the other hand, this is contrasted with a generally negative perception from CSOs, where only 15.9% of surveyed CSOs perceived meritocracy in the appointment of senior civil servants. Despite efforts towards depoliticizing senior civil service with the practice of pooled recruitment, perceptions of civil servants on the issue appear to exhibit a bimodal behavior. 32% of surveyed civil servants claimed that senior civil servants are appointed thanks to political support either often or always, whilst in the same proportion 32.7% reported that this happened rarely or never. Regarding political vulnerability of senior civil servants, 37% of surveyed civil servants stated that senior civil servants could reject an illegal order from a minister without endangering their position. 15% claimed that senior civil servants would implement illegal actions if political superiors asked them to do so, while 48.4% disagreed.</p>	
Specific observations	
<p>Survey of civil servants and CSOs were administered through anonymous, online questionnaire. The data collection method included self-administered questionnaires (web SAQ). The sample for the survey of civil servants was N=1116. The sample for the survey of CSOs was N=93.</p> <p>The public perception survey was conducted through computer-assisted personal interviewing (CAPI), using a three-stage random stratified sampling. For Albania, the margin of error for the total sample of 1013 citizens is $\pm 3.08\%$, at the 95% confidence level.</p> <p>For Albania, a total of 93 CSOs were surveyed. The data collection method included a self-administered questionnaire (web SAQ).</p>	
Indicator score	24 (out of 40 points)
Final indicator value	3 (scale 0-5) ¹

¹ Conversion of points: 0-7 points = 0; 8-14 points = 1; 15-21 points = 2; 22-28 points = 3; 29-34 points = 4; 35-40 points = 5

Measurement period

Survey of Civil Servants: April 3rd – April 25th, 2018
Survey of CSOs: April 23rd – May 28th 2018