



# ■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE  
MANAGEMENT

## Montenegro

- Author: Institut alternativa
- Date: 24.07.2018

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

WeBER Indicator	<i>3PSHRM_P4_I1: Effective protection of senior civil servants' positions from unwanted political interference</i>
Indicator approach	
<p><i>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.</i></p> <p><i>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.</i></p>	
Summary of the findings	
<p><i>The Civil Service Law prescribes a procedure for appointment of senior manager, but after this procedure is over, the Government is not obliged to appoint the first-ranked person indicated by the process. Government's Commission for Personnel and Administrative Issues has the competencies in regards to appointments and dismissals. This is also valid for candidates for acting positions.</i></p> <p><i>Review of the Government decisions on the senior-level appointments in the period 01 July 2017 - 01 July 2018, showed that out of the total number of appointments (112) during the examined period, 57 were conducted with a public competition procedure, or 50.9%. This means that 49.1% of appointments were done without previous competition.</i></p> <p><i>Majority of civil servants in Montenegro (48%) consider that the procedures for appointing senior civil servants do ensure that the best candidates get the jobs. This is the regional record for this option. Another regional record is that more than one fifth of respondents in Montenegro decided to opt for "Don't know/No opinion/Don't want to answer" to this question.</i></p> <p><i>Furthermore, a quarter of surveyed civil servants in Montenegro (26.9%) perceive that senior civil servants are not appointed based on political support.</i></p> <p><i>However, when the CSOs in Montenegro were asked whether they think the procedures for appointing senior civil servants ensure the best candidates get the jobs, there were no answers for either "agree" or "strongly agree" option.</i></p> <p><i>Asked whether they think that senior civil servants would implement illegal actions if political superiors asked them to do so, more than half of civil servants in Montenegro disagreed (51.9%). Only 6.3% thought that they would, which is the regional low.</i></p> <p><i>When civil servants were asked can a senior civil servants reject an illegal order from a minister or another political superior, without endangering their position, in Montenegro 44.4% agreed that they could. Only 11.3% stated an illegal order could not be rejected without endangering of position, which is the lowest percentage in the region.</i></p> <p><i>When it comes to dismissal of senior civil servants on political basis, 46.2% of surveyed civil servants in perceive that this does not happen in Montenegro. Additionally, majority of civil servants in Montenegro (45%) perceive that the criteria for dismissal of senior public servants are properly applied in practice, which is a regional record (regional average being 29.6%).</i></p>	

*Montenegrin senior civil servants are the least likely in the region to participate in electoral campaigns, as perceived by the surveyed civil servants.*

*Civil servants in Montenegro were divided when asked whether they think that senior civil service positions are subject of political agreements and “divisions of the cake” among the ruling political parties.*

*When CSOs in Montenegro were asked whether they consider senior managerial civil servants to be professionalised in practice, there were no CSOs who answered that is the case.*

#### Specific observations

*Survey of civil servants and CSOs were administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing). For the survey of civil servants, the sample included N=192 respondents, while n=160 responded the questions from this indicator. The sample for the CSO survey was N=49, the base for questions in this indicator was n=39.*

Indicator score	8 (out of 20 points)
Final indicator value	1 (scale 0-5) <sup>1</sup>
Measurement period	Civil servants survey: 02 April - 21 May 2018, 2018. Public perception survey: 5 October - 30 November, 2017. Research: July 2018

<sup>1</sup> 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