



■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE
MANAGEMENT

SERBIA

- Author: European Policy Centre - CEP
- Date: 14.08.2018

PAR Area	Public Service and Human Resource Management	Country	SERBIA
SIGMA Principle	5. The remuneration system of public servants is based on the job classification; it is fair and transparent.		

WeBER Indicator	3PSHRM_P5_I1: Transparency, clarity and public availability of information on the civil service remuneration system
Indicator approach	
<p><i>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.</i></p> <p><i>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.</i></p>	
Summary of the findings	
<p><i>The remuneration system for civil servants is simply structure based on the analysis of the Law on Salaries of Civil Servants and General Employees, but the fragmentation of the system makes it more complex. Namely, several parts of the civil service have their salaries regulated by special legislation. Since there are other laws and bylaws which contribute to the fragmentation of the civil service and introduce special regimes, the overall remuneration system for civil servants is assessed as partially simply structured.</i></p> <p><i>Salary supplements for civil servants are fully defined and clearly limited. Primary law regulating salaries²²⁸ strictly defines possible supplements, with no space left for determining additional supplements through secondary legislation. The same law regulates mutual relations between different salary supplements and clearly limits the possibility of combining two different supplements of the same/similar nature or purpose.</i></p> <p><i>Serbia received one out of two points in the SIGMA's sub-indicator 3.5.1.6: Managerial discretion in the allocation of bonuses. ²³⁰ In practice, 28% of surveyed civil servants think that bonuses or increases in pay grades are used by managers only to stimulate or reward performance. Similarly, a significant part (around 38%) find that political and personal connections often or (almost) always help employees to receive bonuses or increases in pay grades. For the latter question in particular, the percentage of respondents who opted not to reply (26%) indicates the political sensitivity and unease to provide an opinion.</i></p> <p><i>The web pages of two responsible institutions – MPALSG and HRMS – do not provide any salary information, explanation or description for citizens. They contain relevant legislation, available for download, and administrative documents aimed at collecting and categorising data for the ongoing salary system reform in the wider public administration system. Public competition announcements for civil service jobs also lack salary information.</i></p>	
Specific observations	
<p><i>The survey of civil servants was administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing). N=1193, n=992.</i></p>	

Indicator score	10 (out of 22 points)
Final indicator value	2 (scale 0-5) ¹
Measurement period	Research: July 1 – July 14, 2018 Survey of Civil Servants: March 26 th – April 30 th , 2018

¹ Conversion of points: 0-3 points = 0; 4-7 points = 1; 8-11 points = 2; 12-15 points = 3; 16-19 points = 4; 20-22 points = 5