



# ■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE  
MANAGEMENT

## Montenegro

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<b>PAR Area</b>	<b>Public Service and Human Resource Management</b>	<b>Country</b>	<b>MONTENEGRO</b>
<b>SIGMA Principle</b>	<i>The remuneration system of public servants is based on the job classification; it is fair and transparent.</i>		

<b>WeBER Indicator</b>	<b>3PSHRM_P5_I1: Transparency, clarity and public availability of information on the civil service remuneration system</b>
<b>Indicator approach</b>	
<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>	
<b>Summary of the findings</b>	
<p><i>The civil service remuneration system, as defined by the Law on Wages in the Public Sector is assessed as partially simply structured.</i></p> <p><i>The civil service salary/remuneration system does not foresee clearly limited clearly defined options for salary supplements additional to the basic salary.</i></p> <p><i>Additionally, the Law does not specify the mutual exclusiveness of some of these types of supplement pay, which combined can alter the base salary in a significant way, making the remuneration system less transparent.</i></p> <p><i>39.16% of surveyed civil servants answered "agree" (27.71%) or "strongly agree" (11.45%) with the statement "In my institution, bonuses or increases in pay grades are used by managers only to stimulate or reward performance", which is by far the highest percentage of such answers in the region. In all other countries, civil servants are much more critical of the supplement system implementation. Another record value for Montenegro is the highest percentage in the region of those who chose the "Don't know / No opinion" option (34.2%).</i></p> <p><i>When asked whether political and personal connections help employees to receive bonuses or increases in pay grades, surveyed civil servants in Montenegro adamantly denied - 42.77% of surveyed civil servants answered "rarely" (12.65%) or "never or almost never" (30.12%). This almost a double value of the regional average (25.7%), with the remainder of respondents opting for the "Don't know / No opinion" option, again setting a regional record (31.7%).</i></p>	
<b>Specific observations</b>	
<p><i>The survey of civil servants was administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing). N=192, n=166.</i></p>	

<b>Indicator score</b>	5 (out of 22 points)
<b>Final indicator value</b>	1 (scale 0-5) <sup>1</sup>
<b>Measurement period</b>	Research - July 2018 Civil servants survey: 02 April - 21 May 2018, 2018.

<sup>1</sup> 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