



■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE
MANAGEMENT

BOSNIA AND HERZEGOVINA

- Author: Foreign Policy Initiative BH – FPI BH
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PAR Area	Public Service and Human Resource Management	Country	BOSNIA AND HERZEGOVINA
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>Civil service remuneration system in Bosnia and Herzegovina (State level) is regulated through the Law on Salaries and Remunerations in the Institutions of Bosnia and Herzegovina and Law on Civil Service in the Institutions of Bosnia and Herzegovina.</i></p> <p><i>Article 6 of the Law on Salaries and Remunerations in the Institutions of Bosnia and Herzegovina regulates that the basic salary is determined by multiplying the base for salary calculation with the corresponding coefficient. The calculation of the base for salary calculation is precisely determined in Article 7 of the same Law (85% of the average monthly salary in BiH). Article 11 contains the table with the exact coefficients for the civil servants in the executive branch of the central state government. Article 30 of the Law regulates compensations, which include also what is referred to as compensation (rather than supplement) for overtimes, nightshifts, work during holidays and weekends, and the subsequent articles detail all of the compensations. Moreover, Article 26 regulates a number of supplements on the salary. More specifically, those are the supplement for ICT jobs and for "jobs of special significance ", both of which can amount to 50% of the amount of the basic salary. The latter is left very vague in the Law, without any specific criteria included. Finally, the mutual relations and exclusiveness of compensations and supplements is not regulated. Information on the remuneration system is not available online.</i></p> <p><i>Law on Civil Service in the Institutions of Bosnia and Herzegovina, articles 35-42, define the salary structure for civil servants in the Institutions. This Law defines the supplements for basic salary in Articles 31 to 41 (retribution for a temporary performance of overwork, paid absence, compensation of costs of transportation to and from work compensation for food rations; holiday cash grant; death of the civil servant or one of his family members; compensation of the costs of moving from the place of permanent residence to the place where the official apartment is located and back, compensation for education expenses; anniversary rewards; family separation allowances and fees for accommodation at the place of work; reimbursement for official trips and other.) which are in detail elaborated in the Law on Salaries and Remunerations in the Institutions of Bosnia and Herzegovina.</i></p> <p><i>Each job announcement contains a clearly stated starting basic salary in BAM (national currency). This information is easily accessible and clearly visible within each vacancy announcements. However, no other citizen friendly information about salaries of civil servants are available on the CSA website.</i></p> <p><i>SIGMA research indicates that managers have very limited resources and possibilities to stimulate civil servants</i></p>	

with performance-related pay, At the State level bonus can reach as high as 20% of the salary, per year.

Political agenda again plays an important part here. Civil servants survey reveals that 57.93%(strongly disagree and disagree) of the civil servants do not consider that the discretionary supplements are used for their intended objective of stimulating and awarding performance, but rather to rewards political or personal favoritism (44,44%).

Specific observations

Survey of civil servants and CSOs were administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing).

The sample for the survey of civil servants was N=136, n=126

Indicator score	7 (out of 22 points)
Final indicator value	1 (scale 0-5) ¹
Measurement period	Research July 2018 Civil servants survey: 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