



■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE
MANAGEMENT

KOSOVO

- Author: Group for Legal and Political Studies
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PAR Area	Public Service and Human Resource Management	Country	KOSOVO
SIGMA Principle	<i>The remuneration system of public servants is based on the job classification; it is fair and transparent.</i>		

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>Research on Kosovo's remuneration system of public servants has revealed that it not predominantly simply structured and supplements are not clearly defined and limited. That is so because Law on salaries of civil servants which is currently formally in force is not being implemented. As a result, the salaries of civil servants are currently being regulated through 58 legal documents by individual institutions. Most of them are individual decisions or administrative instructions (interview with the Director of the Legal Department in the Ministry of Public Administration). Therefore, the salary system is not standardized and is highly heterogeneous. It should be noted that a new law is currently under preparation to regulate salaries of civil servants.</i></p> <p><i>In addition to our findings, SIGMA's assessment on civil service remuneration system also reveals the dire situation with regard to online availability of salary information and legislative framework on discretionary supplements for civil servant. Similarly, SIGMA report assesses the "availability of salary information" with 0 points out of a total of 3 (page 74). Expert review of the official website shows that, although salary coefficients are evident in the public competition announcement, information on the salary expressed in EUR is not found. It should be duly noted that the article 16 of the Regulation on Recruitment Procedures in Civil Service, responsible for regulating the content of the public announcement does not foresee such information expressed in currency value. Instead, it only requires that the announcement should include information with regard to "functional category and position rank based on job position classification standards, which are used in Kosovo Civil Service" (article 16.1.3).</i></p> <p><i>Likewise, the report asses with 0 point the legislative framework responsible to regulated salary supplements to civil servants, because the criteria included in the secondary legislation (Regulation No. 33/2012 on Allowances in Salaries and Other Compensations for Civil Servants) for determining such supplements are not clearly specified and allow for broad managerial discretion. In addition, since neither the law nor relevant regulation indicates that the percentage of bonuses in total remuneration is below 20%, no reference with regard to that is found in the Sigma report. To that end, civil servant survey results indicated that 26% of respondents showed positive affirmation towards the statement that bonuses or increases in pay grades are used by managers only to stimulate or rewards performance, whereas almost 23% opted and "rarely" and "never" to the statement that political and personal connections help employees to receive bonuses or increase in pay grades.</i></p>	
Specific observations	
<p><i>Survey of civil servants and CSOs were administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing).</i></p> <p><i>The sample for the survey of civil servants was N=427.</i></p>	

Indicator score	<i>0 (out of 22 points)</i>
Final indicator value	<i>0 (scale 0-5)¹</i>
Measurement period	<i>Research July 218 Civil servants survey: April 3rd – April 25th, 2018</i>

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