



■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE
MANAGEMENT

MACEDONIA

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- Date:

PAR Area	Public Service and Human Resource Management	Country	Macedonia
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>Article 86, 87, and 88 of the Law on Administrative Servants regulate the salaries and their components for administrative servants, whereas the salaries for civil servants are regulated by bylaws, which somewhat reduces the transparency and simplicity of the salary system, but still allows for assessment of the overall system as predominantly simply structured. Article 89 of the said Law defines three types of supplements which constitute the exceptional part of the salary of an administrative servant: 1. supplement for special working conditions; 2. supplement for labour market adjustment and 3. supplement for overnight work, work in shifts and overtime work. Article 90 clearly defines and limits the amounts for supplements for special working conditions (two types). Article 91 clearly defines the conditions under which labour market adjustment supplement can be requested, but it does not set an upper limit. Article 92 lays out five additional types of supplements: 1. for overnight work; 2. for work in shifts; 3. for work on weekends; 4. for work on a public holiday; 5. for overtime work. It also sets out the rules for awarding these supplements and their upper limits. However, the same article clearly states that these supplements are not mutually excluding. The lack of upper limit for the labour market adjustment supplement and the lack of mutual exclusiveness of the Article 92 supplements constitute the rationale for awarding 1 point.</i></p> <p><i>The SIGMA assessment report, states that even though the job announcements include clear and straightforward salary information, salary tables are not available on the MISA or MoF websites, when it comes to online availability of remuneration system. SIGMA assessment report also states that the salary system in Macedonia foresees performance – related bonus. Attribution of this yearly bonus, which is equivalent to one month of the employee’s total salary and is paid in December of a given year, is limited to a maximum of 5% of total administrative servants. Legislation on performance appraisals is clear on the criteria for attributing performance bonuses. Secretaries are not subject to the regular performance-appraisal system and are therefore not eligible. No bonuses were paid in 2016, following the recommendation of the SCPC.</i></p> <p><i>Civil servant survey reveals that 24.18% in total agreed that bonuses or salary increases are used by managers only to stimulate or reward performance, where 22.95% responded that they don’t know, and 17.22% responded (never/rarely) if political and personal connections help employees to receive bonuses or salary increase, where 17.21% responded that they don’t know</i></p>	
Specific observations	

Indicator score	<i>13 (out of 22 points)</i>
Final indicator value	3
Measurement period	<i>20th of July 2018</i>