



# ■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE  
MANAGEMENT

## BOSNIA AND HERZEGOVINA

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<b>PAR Area</b>	<b>Public Service and Human Resource Management</b>	<b>Country</b>	<b>BOSNIA AND HERZEGOVINA</b>
<b>SIGMA Principle</b>	<b>3: The recruitment of public servants is based on merit and equal treatment in all its phases; the criteria for demotion and termination of public servants are explicit</b>		

<b>WeBER Indicator</b>	<b>3PSHRM_P3_I1: Openness, transparency and fairness of recruitment into the civil service</b>
<b>Indicator approach</b>	
<p>The focus of this indicator is on the recruitment into the civil service, more specifically through the analysis of the characteristics of the public competitions, as an open and transparent recruitment method which should ensure that the best candidates get civil service jobs. The methodology is based on the combination of analysis of administrative data pertaining to public competitions for public (civil) service positions and the perceptions of the public, and the civil servants themselves.</p> <p>The main sample for analysis are five most recent, completed public competitions for civil service jobs in each country for the year preceding the monitoring, from five different state administration authorities, i.e. one large ministry, one medium ministry, one small ministry and two central state administration agencies (special organizations, offices, government services, etc.). Only institutions to which civil service law applies are taken into account. Before filing requests, researchers check if the administrative bodies have had public job announcements in the previous year. In countries with decentralised systems (where requests have to be filed to individual institutions), researchers double the number of FOI requests. All elements based on the sample below refer to the same sample.</p> <p>To better inform the research and particularly the narrative reports, a focus group will be held with 5-10 former candidates for civil service jobs who applied to various levels of job positions as external candidates (i.e. candidates who were not already civil servants or hired via contracts in the public administration). An interview with a representative of the central, HRM responsible institution is held, to further inform the findings.</p>	
<b>Summary of the findings</b>	
<p>The Law on Civil Service in the Institutions of Bosnia and Herzegovina prescribes that the Civil Service Agency of BiH shall advertise civil service competitions on its official website and in at least three daily newspapers distributed throughout the territory of Bosnia and Herzegovina, at least 15 days before the deadline for submitting applications.</p> <p>All competition announcements contain sufficient information starting from the general, such as date of announcement and deadline for applications at the beginning of the call. The BiH CSA has now created helpful tools for job applicants on its website informing the applicants how to fill out the forms, what documents to submit, how to submit them, what not to submit, and information about the materials and legal sources as well as the literature for taking public examinations.</p> <p>The text of the competition is generally clear, however parts of the competition pertaining to job description are often vague.</p> <p>Recruitment and selection procedure for the civil service in general is coherent, fair and merit-based. Labor Law in the institutions of BiH (Article 10) and Law on Civil Servants in the Institutions of BiH (Article 22) only specify general conditions for employment in BiH institutions and civil service. And once selected, probation period is mandatory.</p> <p>The civil servant's survey indicates 19.7% of surveyed civil servants agreed that civil servants in BiH country's administration are recruited on the basis of qualifications and skills, yet only 13.9% of them disagreed that in order to get the job in the civil service you do not need to have any political personal or political connections in order to get civil service job. Survey amongst the citizens shows that 10.6% of BiH citizens think that public servants are recruited based on merit, and that the best candidates get the job.</p> <p>The selection procedure is done in phases - submitting documents, written test and interview, yet candidates</p>	

are required to submit all the documents in the first phase (certified copies of requested documents and personally signed forms) because the Selection Committee will reject all untimely, incomprehensible or incomplete applications after the first phase.

The legislative framework enables equal opportunity for all when applying for a position in civil service. However, some barriers may arise due to the fact that some of the candidates applying for a certain position may have an advantage if they had the opportunity to work in that sector. The perception survey of civil servants shows that 26.3% of surveyed civil servants agreed that the recruitment procedure for civil servants in BiH administration ensures equal opportunity for all candidates.

Websites of the BiH CSA as well as the website of sample institutions do not contain published decisions and reasoning of the Selection Committee for each competition. Decisions of the Selection committee for each candidate are delivered to the candidates. On the website of Official Gazette of Bosnia and Herzegovina - the name of the selected candidate is publicly available. Decisions however are not available on the website of the Agency.

The Agency may annul the Announcement based on a justified request of the institution no later than the submission of the results of the selection process, whereby the same Announcement cannot be announced for a time period of one year from the date of the Announcement that was annulled.

#### Specific observations

Survey of civil servants was administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing). The sample was N=137. The same number of servants responded to questions from this indicator (n=137).

The public perception survey was conducted through computer-assisted personal interviewing (CAPI), using a three-stage random stratified sampling. N=1036, n=1036.

FoI requests for the data used in this chapter were sent to seven institutions. All of the institutions have responded to the requests in a timely manner. It is important to note, that most of the questions related to the competitions and the recruitment process under the purview of the central authority which is the Civil Service Agency of BiH, and therefore many responses received from the sample institutions have referred the FoI requests to the BiH CSA. The FoI requests were sent to: BiH Civil Service Agency, BiH Ministry of Human Right and Refugees, BiH Ministry of Civil Affairs, BiH Ministry of Foreign Trade and Economic Relations, BiH Ministry of Communication and Transport, BiH Institute for accreditation, BiH Directorate of Civil Aviation, BiH Institute for standardization.

<b>Indicator score</b>	14 (out of 36 points)
<b>Final indicator value</b>	2 (scale 0-5) <sup>1</sup>
<b>Measurement period</b>	Collection of data on public competitions: June – August 2018. Civil servants survey: March 26 <sup>th</sup> – April 30 <sup>th</sup> , 2018. Public perception survey: October 15 <sup>th</sup> – November 30 <sup>th</sup> , 2017.

<sup>1</sup> Conversion of points: 0-6 points = 0; 7-12 points = 1; 13-18 points = 2; 19-24 points = 3; 25-30 points = 4; 31-36 points = 5