



■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE
MANAGEMENT

KOSOVO

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PAR Area	Public Service and Human Resource Management	Country	KOSOVO
SIGMA Principle	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		

WeBER Indicator	3PSHRM_P3_I1: Openness, transparency and fairness of recruitment into the civil service
Indicator approach	
<p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p>	
Summary of the findings	
<p><i>Recruitment in Civil Service is regulated by the Regulation on Recruitment Procedures in Civil Service. As such, text of open competition announcement, content, decisions and the form and public availability of decisions are regulated according to the Regulation in place. The regulation states that recruitment advertisements shall be published in daily press and electronic media, as well as government portal and relevant institution portal (website). To that extent all sampled institutions publish public competition announcement on their respective website. To that extent, all five sampled institutions, publish their public competition on printed version of daily press, in addition to their websites. Nevertheless, no public competition announcement was found in the government portal, constituting a violation of the Regulation in hand. It should be noted that independent job portals seems to be one the most common used ways to get information on public competition announcement published by the institutions.</i></p> <p><i>Content of the public competition announcement, on the other hand, is largely uniformed within the sampled institutions and follows article 15 of the Regulation. With the exception of MI, the text of public competitions in all sampled other institutions are drafted in a simple and clear way in terms of containing all relevant information, however it is not translated into a less bureaucratic language. It includes a brief job description and a list duties and responsibilities, as well as professional qualifications required for the job and document that should be attached to the application. In addition, a contact number for more information or clarification is included, alongside with the physical address and website address where the application form can be found. In the case MI, the text of public competition includes all relevant information, but the format of the announcement is not presented in a very comprehensive way. That is because the announcement is published in</i></p>	

both Albanian and Serbian language simultaneously where each sentence of the announcement is followed by the translation in Serbian language, making it at times difficult to follow. Instead, perhaps they should have presented each announcement separately language-wise, which would make it more reader friendly.

Furthermore, our findings show that public competition announcement contains none of what the methodology considers as unreasonable barriers for external candidate. However the application process is organised in one phase, with all documents to be obtained and submitted by the candidates upfront across all sampled institutions. The regulations note that the application procedures include a written test and an interview, and not more than five documents required for the submission of the application. However, only Ministry of European Integration (MEI) indicates textually that the application process is organized in two phases and includes a written test and an interview. The text informs that only-short listed candidates will be contacted by the institutions to proceed with the next phase. In case applicant do not manage to complete the application until the deadline the Regulation on Recruitment Procedures in Civil Service does not foresee a timeframe within which candidates are allowed to supplement missing documentations. Upon a successful completion of the application procedure, selection decisions are publicly available on the website of relevant institutions across all sampled institutions, but only partial information is provided. If in case an open completion announcement is annulled, research shows that such decision is made publicly available across all institutions. However, the reasoning provided is not always proper.

Despite the fact that institutions generally uphold recruitment procedures, civil servant survey results display a significant level of skepticism towards the effectiveness of such procedures in terms of the substance of these procedure. Only a quarter (24.1%) of civil servant "strongly agree" and "agree" that administration's employee are recruited on the basis of qualifications and skills, whereas only 17% showed disagreement towards the statement that political or personal connections are necessary to get a civil service job in the administration. Moreover, only 32.7% of civil servants claimed to "strongly agree" and "agree" that recruitment procedure for civil servants in the state administration ensures equal opportunity for all candidates, and only 24.4% of citizens share the opinion that the public servants are recruited through public competitions based on merit (i.e. best candidates are enabled to get the jobs).

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=427.
The sample for the public perception was N=1011*

Indicator score	13(out of 36 points)
Final indicator value	2(scale 0-5) ¹
Measurement period	Collection of data on public competitions: June – July 2018. Civil servants survey: April 3 rd – April 25 th , 2018 Public perception survey: October 15 th – November 30 th , 2017.

¹ 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