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Review of recruitment procedures in Kosova's public service / [presentation given May 2011]

Baki Svirca

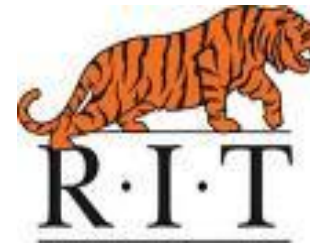**American University in Kosova/ Rochester Institute for Technology**
Master of Science Degree Program in Professional Studies
Professional Public Administration Master Program

Capstone Project Rapport

"Review of recruitment procedures in Kosova public service"
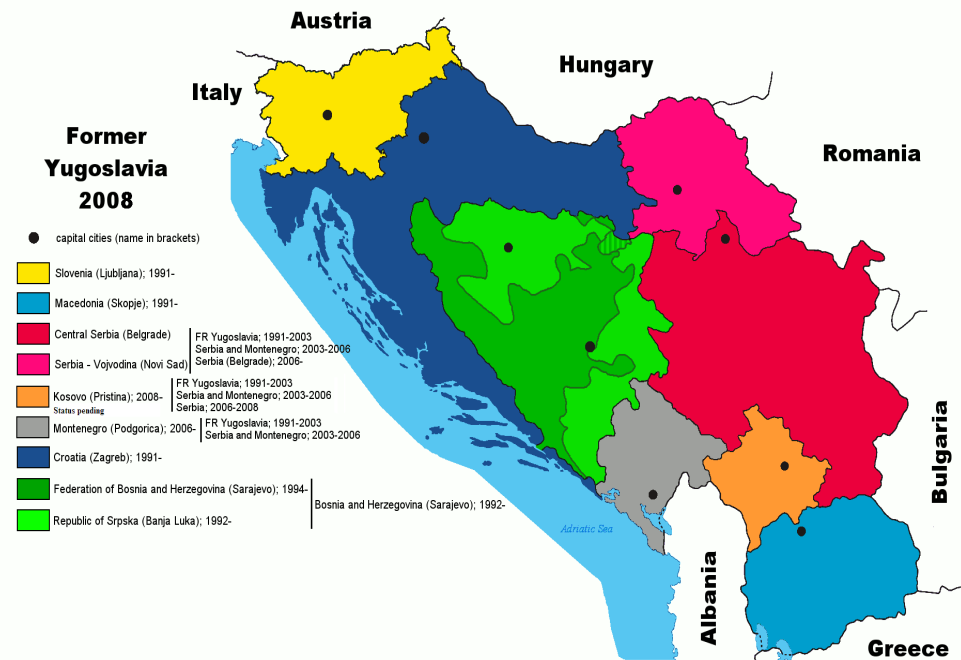
Baki Svirca
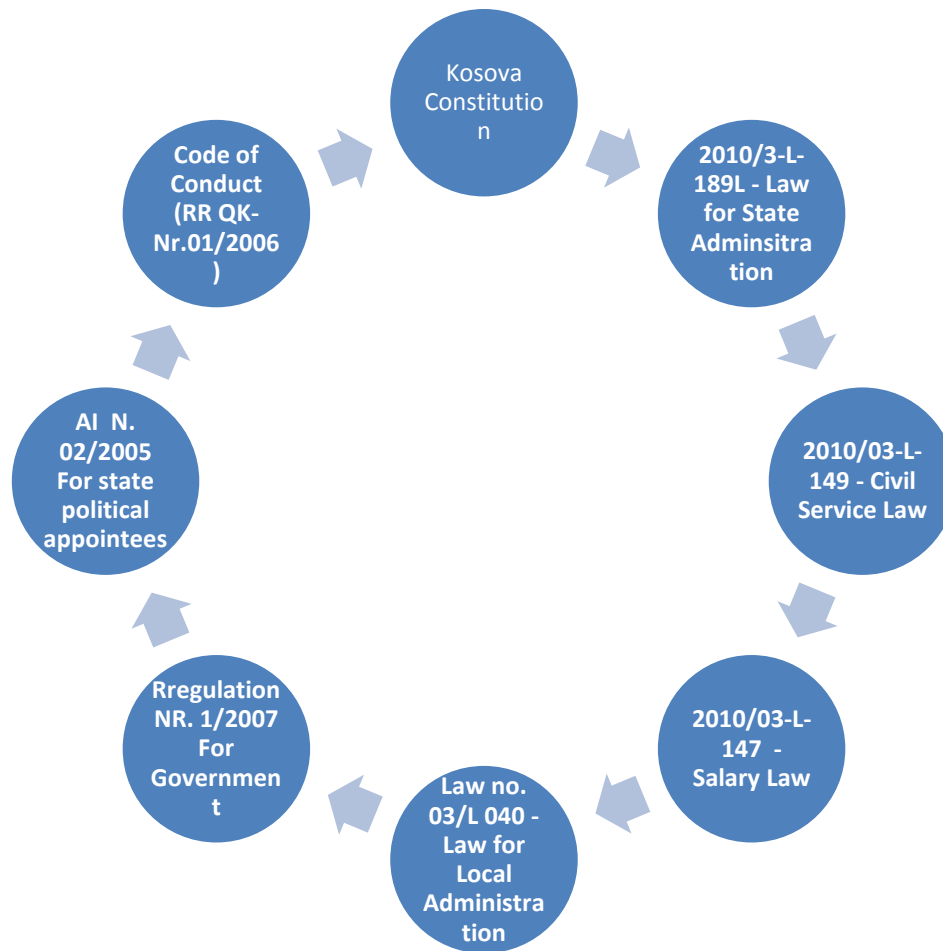
E-mail: bakisvirca@gmail.com

Prishtina

May 2011

Problem background - History of civil service in Kosova, past and present

- Problem background
- History of civil service in Kosova, past and present
- First phase 1945 – 1950
- Second phase 1950 – 1968/74
- Third phase 1974 – 1989
- Fourth phase 1989 – 1999
- Fifth phase 1999 – 2010

Former Yugoslavia 2008

- capital cities (name in brackets)
- Slovenia (Ljubljana); 1991-
- Macedonia (Skopje); 1991-
- Central Serbia (Belgrade); FR Yugoslavia; 1991-2003 Serbia and Montenegro; 2003-2006 Serbia (Belgrade); 2006-
- Serbia - Vojvodina (Novi Sad);
- Kosovo (Pristina); 2008- Status pending; FR Yugoslavia; 1991-2003 Serbia and Montenegro; 2003-2006 Serbia; 2006-2008
- Montenegro (Podgorica); 2006- FR Yugoslavia; 1991-2003 Serbia and Montenegro; 2003-2006
- Croatia (Zagreb); 1991-
- Federation of Bosnia and Herzegovina (Sarajevo); 1994- Bosnia and Herzegovina (Sarajevo); 1992-
- Republic of Srpska (Banja Luka); 1992-

Civil Service and legal framework

Key lessons from international cases

❑**Albania**

- Testing
- Selection of the candidates
- Conflict of Interest verification

❑ **Croatia**

Survey preparation and Problems

- **Project survey**
- **Project results –Project findings**
- **Civil Service performance**

Ministries/agencies	Send Out	Completed
Kosova Presidency	10	9
Office of the Prime Minister	10	8
Ministry of Public Administration	12	11
Ministry of Education, Science and Technology	12	9
Ministry of Justice	10	7
Ministry of Energy and Mining	10	7
Ministry of Finance and Economy	8	9
Ministry for the Kosova Security Force	10	9
Ministry of Environment and Spatial Planning	12	9
Ministry of Local Government Administration	12	7
Ministry of Internal Affairs	8	7
Ministry of Foreign Affairs	8	7
Ministry of Labor and Social Welfare	10	9
Ministry of Community and Return	8	7
Ministry of Health	10	7
Ministry of Culture, Youth and Sports	12	9
Ministry of Transport and Telecommunication	12	7
Ministry of Agriculture, Forestry and Rural Development	10	7
Ministry of Trade and Industry	10	7
Total	194	152 or 78.3%

Number of questionnaires
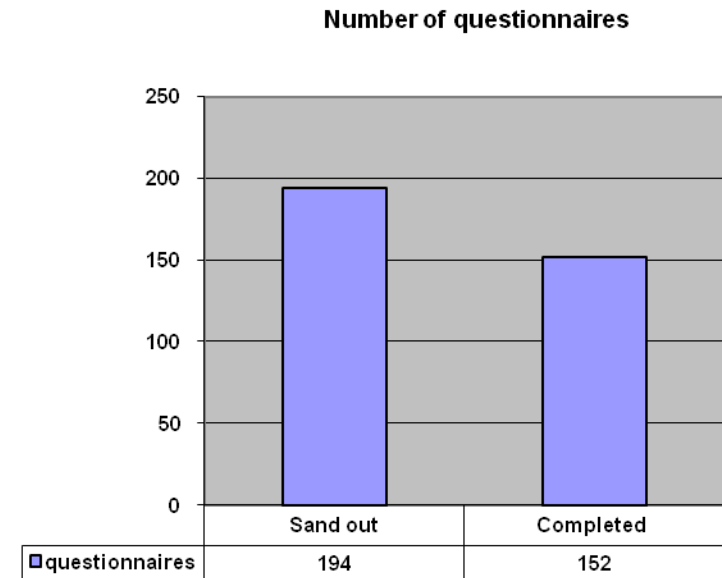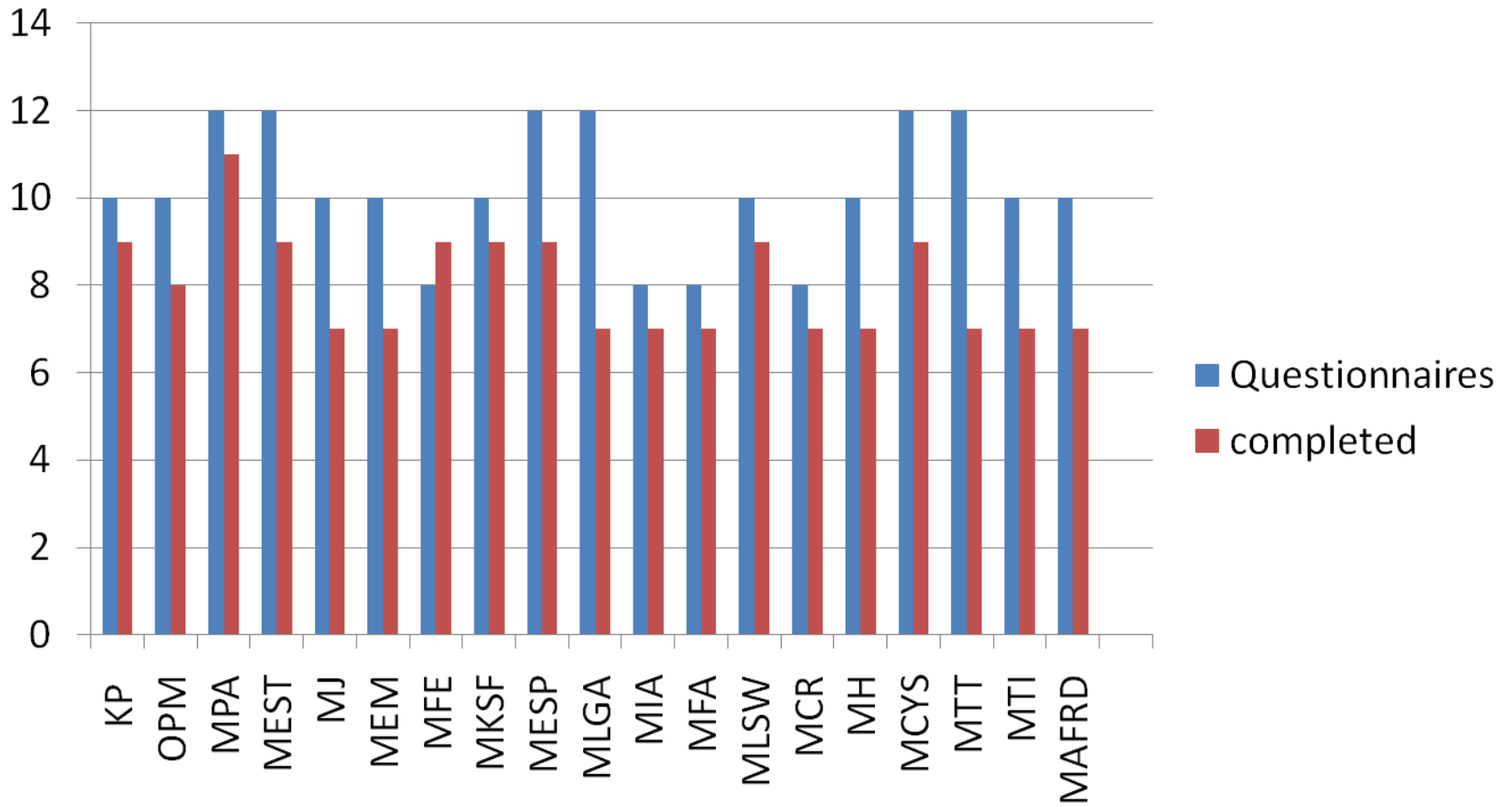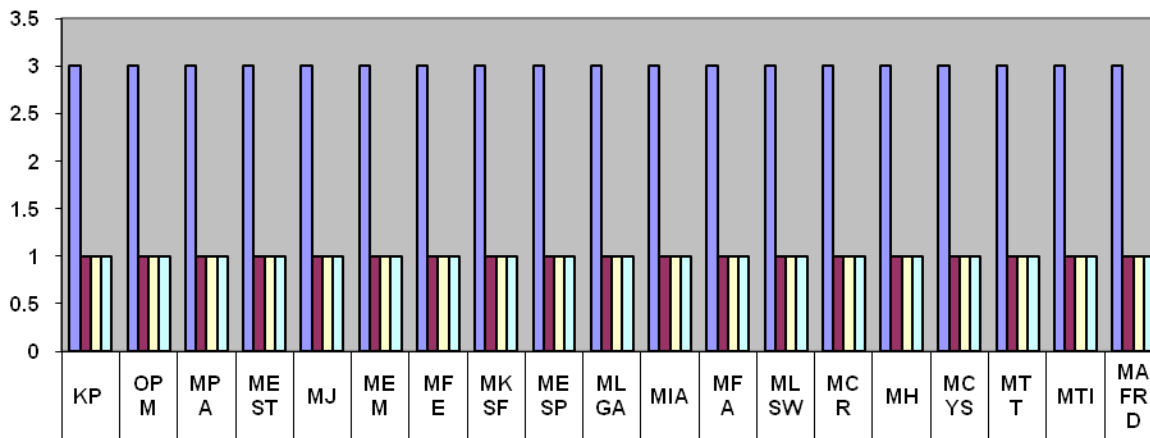
|	Sand out	Completed
questionnaires	194	152

Table 3.1

Number of questionnaires in agencies

Questionnaires for managers/human recourse managers

	KP	OPM	MPA	MEST	MJ	MEM	MFE	MKSF	MESP	MLGA	MIA	MFA	MLSW	MCR	MH	MCYS	MTT	MTI	MAFRD
Number of questionnaires	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Permanent scretary	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Deprtament Directors	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Human recourse office	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Questionnaires for professional emplyees
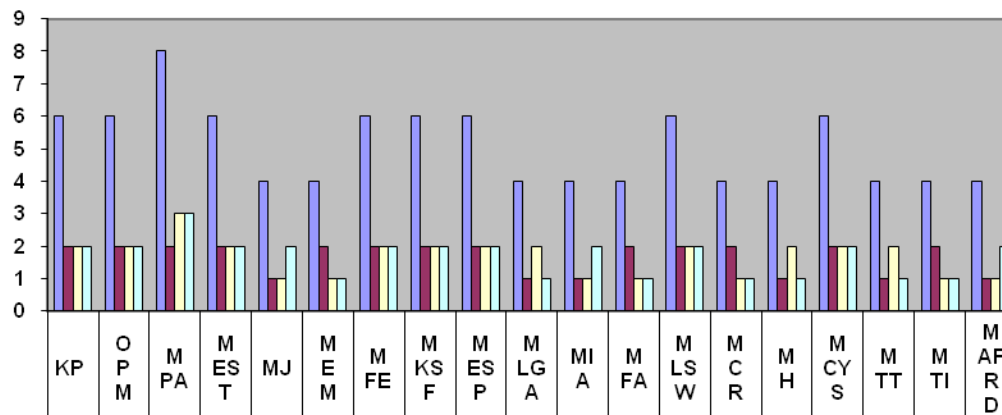
	KP	OPM	MPA	MEST	MJ	MEM	MFE	MKSF	MESP	MLGA	MIA	MFA	MLSW	MCR	MH	MCYS	MTT	MTI	MAFRD
Number of questionnaires	6	6	8	6	4	4	6	6	6	4	4	4	6	4	4	6	4	4	4
Steering level	2	2	2	2	1	2	2	2	2	1	1	2	2	2	1	2	1	2	1
Executive and professional level	2	2	3	2	1	1	2	2	2	2	1	1	2	1	2	2	2	1	1
Administrative level	2	2	3	2	2	1	2	2	2	1	2	1	2	1	1	2	1	1	2

Ethnical background of emplyees in central Civil Service

■Others	193
□Roma	45
■Egiptians	20
□Ashkali	27
■Gorani	69
□Turkish	343
□Bosnian	385
■Serbian	1438
□Albanian	26395
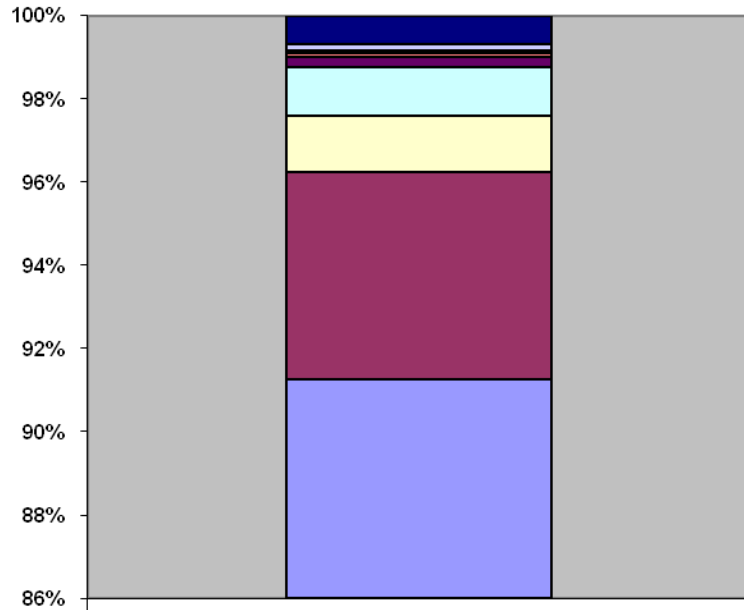
Legend: Others, Roma, Egiptians, Ashkali, Gorani, Turkish, Bosnian, Serbian, Albanian

Gender structure

Male 28915
18509
Female 10406
Gjender

Hundreds

Male
Female
Gjender
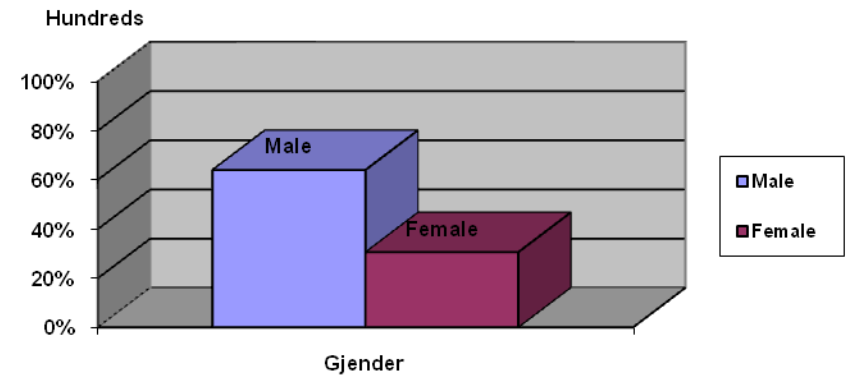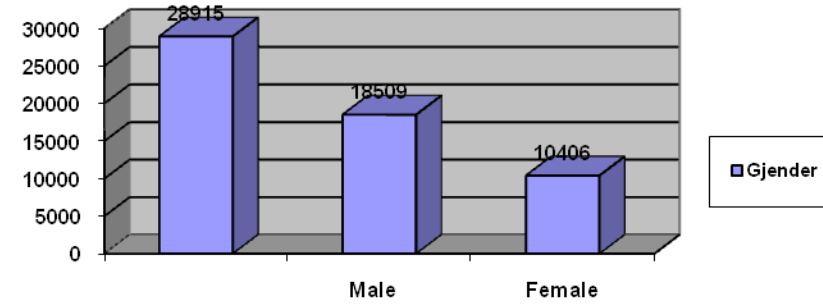
Level of Education
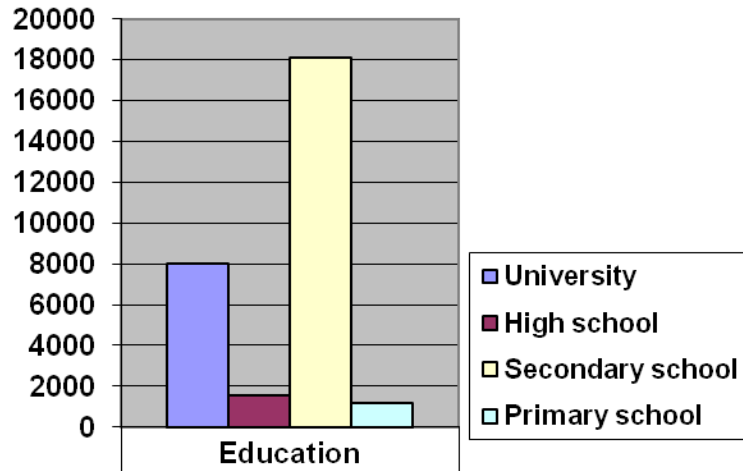
Education	
University	8034
High school	1565
Secondary school	18129
Primary school	1187
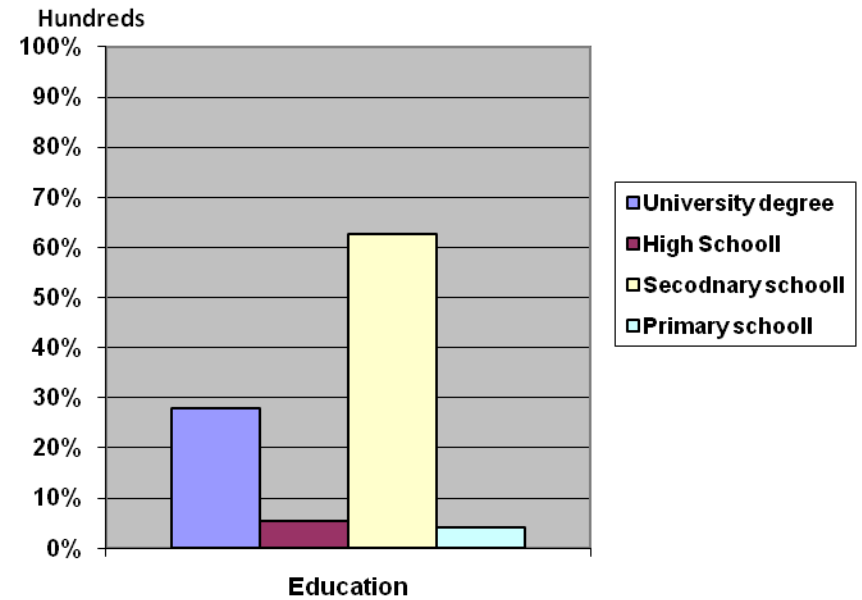
Recruitment and Legalities

- **Legality**
  - Law on Civil Service of Nr. 03/L-149
  - Regulation Nr.02/2010 for recruitment procedures in the Civil Service

Recruitment procedures in the civil service in Kosova Findings

Question	Possible answers	Answers	Total
How did you first find out about your current position?	1.From a colleague	+ 47	95
	2.From a friend	+ 28	
	3.Official web pages	4	
	4.Public media	91	
	5.Other	0	

Question	Possible answers	Answers	Total
How did you first find out about your current position?	1. From a colleague	+ 8	57
	2. From a friend	+ 6	
	3. Official web page	20	
	4. Public media	37	
	5. Other	0	

Table 4.1

Question	Possible answers	Answers		Total
Do you agree with the current legal recruitment procedures?	◆ Yes	40	70%	57
	◆ No	17	30%	
	◆ Please specify why?			

Question	Possible answers	Answers		Total
Do you agree with the current legal recruitment procedures?	◆ Yes	45	47.5%	95
	◆ No	50	42.5%	
	◆ Please specify why?			

Table 4.2

Question	Possible answers	Answers		Total
Do you think that job advertisements, job description are normally with the goal of requirements?	♦ Yes	32	56.1%	57
	♦ No	6	10.5%	
	♦ Not always	19	33.4%	
	♦ I don't know	0		
	♦ Other	0		

Question	Possible answers	Answers		Total
Do you think that job advertisements, job description are normally with the goal of requirements?	♦ Yes	20	21%	95
	♦ No	14	14.7%	
	♦ Not always	34	35.6%	
	♦ I don't know	27	28.7%	
	♦ Other	0		

Table 4.3

Question	Possible answers		Answers		Total
Are all vacant positions completed through public recruitment procedures?	♦ Yes		55	58%	95
	♦ No		12	12.6%	
	♦ Not always		27	29.4%	

Question	Possible answers		Answers		Total
Are all vacant positions completed through public recruitment procedures?	♦ Yes		50	87.8%	57
	♦ No		0		
	♦ Not always		7	12.2%	

Question	Possible answers		Answers		Total
Do you know any case when employer is known in advance?	♦ Yes		43	45.2%	95
	♦ No		52	54.8%	

Question	Possible answers		Answers		Total
Do you know any case when employer is known in advance?	♦ Yes		15	31.5%	33
	♦ No		28	68.5%	

Table 4.4
Table 4.5

Most impacted criteria in recruitment
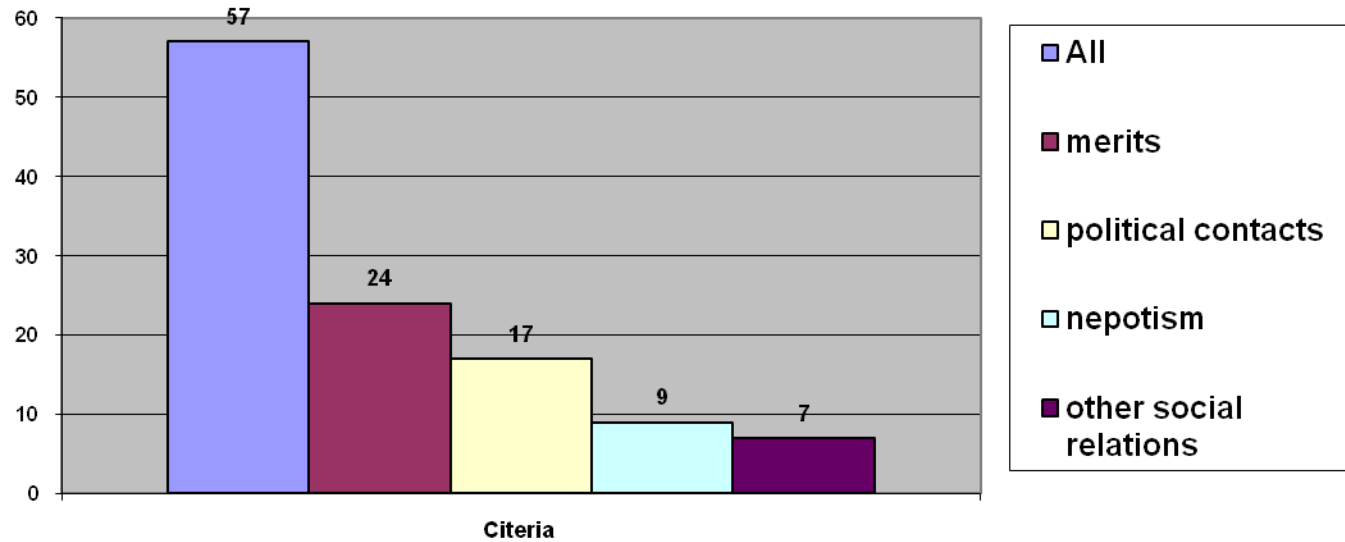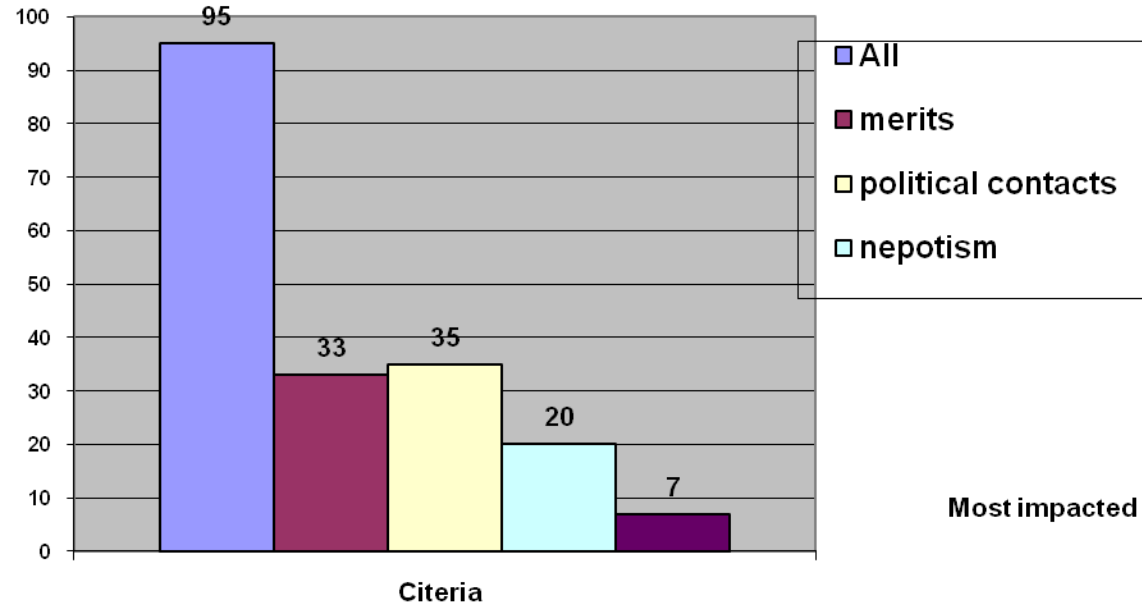
Question	Possible answers	Answers		Total
Are there cases when the criteria were adapted to a candidate who was known in advance that will be hired?	♦ Yes	45	47%	95
	♦ No	50	53%	

Question	Possible answers	Answers		Total
Are there cases when the criteria were adapted to a candidate who was known in advance that will be hired?	♦ Yes	18	31.5%	57
	♦ No	39	69.5%	

Question	Possible answers	Answers		Total
Are there opportunities for complaints in recruitment procedures?	♦ Yes	95	100%	95
	♦ No			
	♦ Not always			

Question	Possible answers	Answers		Total
Are there opportunities for complaints in recruitment procedures?	♦ Yes	57	100%	57
	♦ No			
	♦ Not always			

Table 4.6
Table 4.7

Question	Possible answers	Answers		Total
Do you think that the responsible institutions are effective in civil servant complaints?	♦ Yes	28	29.7%	
	♦ No	47	49.4%	95
	♦ Not always	20	20.9%	

Question	Possible answers	Answers		Total
Do you think that the responsible institutions are effective in civil servant complaints?	♦ Yes	32	56.1%	
	♦ No	15	26.3%	57
	♦ Not always	10	17.6%	

Experience

	Total	1+3	3+5	5+8	8+10	10+
■ Experience in civil service	152	34	58	45	15	0
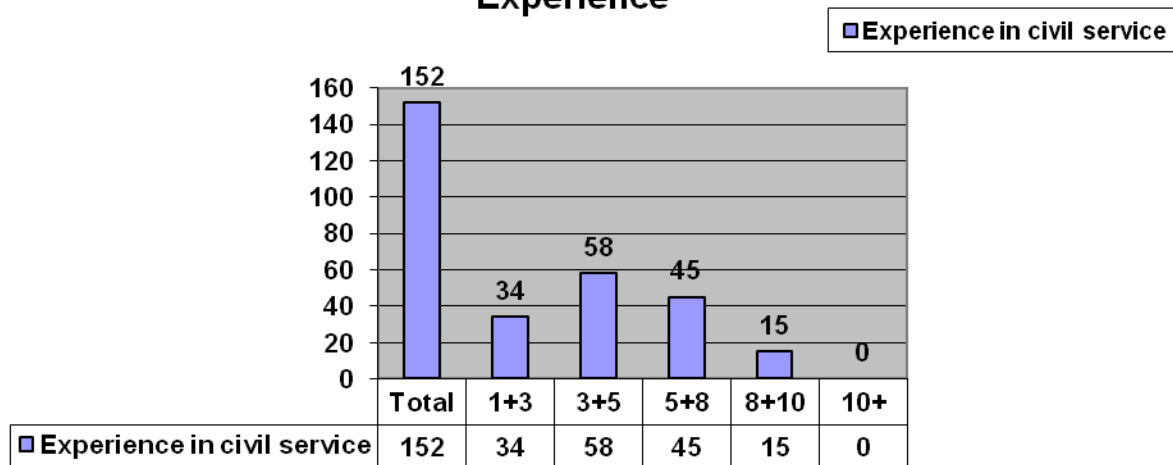
Job Description and Job Evaluation

Job discription
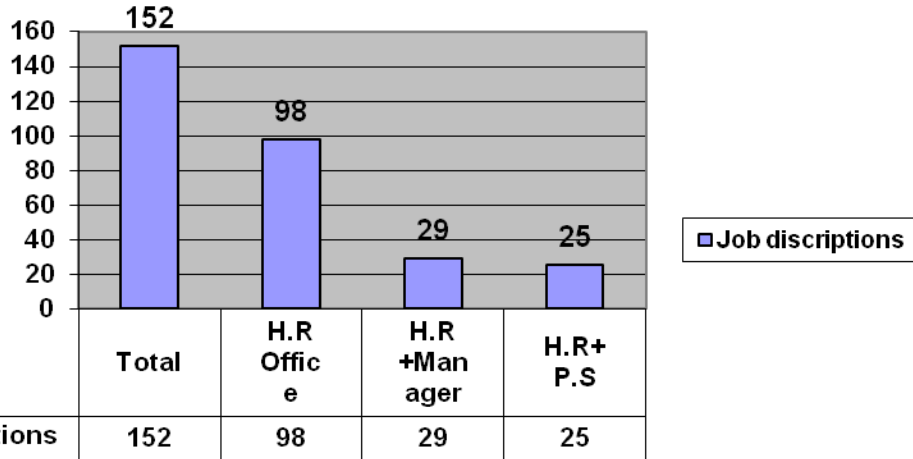
Job discriptions	Total	H.R Office	H.R +Manager	H.R+ P.S
Job discriptions	152	98	29	25

Nr	Procedures	Responsibility
1	Authorization for new position	Head of Unit + HR Manager
2	Job description	Line manager + HR Manager
3	Distribution of job description	HR officer + Head of Unit
4	Modification of duties and job description	Head of Unit

Content of modern evaluation form

- Job knowledge ;
- Quality of Work;
- Productivity;
- Communication and Teamwork;
- Initiative;
- Dependability/Reliability;
- Adaptability;
- Takes Direction;
- Adherence to Guidelines;
- Creativity;
- Customer Service;
- Knowledge, Use and Care of Equipment;
- Leadership and Supervision;
- Organization and Planning;
- Problem Solving, Decision Making and Judgment;
- Professionalism;
- Safety and Security

Reference from Civil Service Employee Performance Evaluation form Southern Illinois University

Professionalism, politics and anonymity

- **Classification of the Civil Service**
  - o Career Civil Servants
  - o Non career Civil servants
- **Functional categories**
  - o civil servants in senior management
  - o Civil Servants in management
  - o Civil Servants in professional level
  - o Civil Servants of the technical – administrative
- **Rights and Duties**

Recruitment and Independence from Politics

Regional experience: Albania, Bosnia and Herzegovina, Montenegro, Croatia, Macedonia and Serbia:

- ✓ 42.5% of respondents agree with the statement that there is a major political impact on recruitment,
- ✓ 46.8% of them highly agree with the statement that political actors may impact on whether civil servants would keep their jobs or not,
- ✓ 42.4% of the respondents disagreed with the statement that the policy is serving to make public administration more professional, not only from the formal point of view but also in practical plan,
- ✓ 43.6% of respondents disagreed with the statement that procedures are transparent to reach the highest posts"

Kosova civil service case

Out of 152 respondents 52 have ranked as first
criterion, 17 from senior management staff and
35 from professional employees, expressed in
percentage, about 30% of managerial level and
37% of non -managerial level.

Way of politicization- Political influence
- participation in election campaigns during working hours,
- being part of electoral lists,
- participation in the governing bodies of political parties

Participation in election

- **Elections in November 2007- from central and local civil service :**
  - ➢ 123 officials- permanent secretaries, chief executive officers, department directors, and directors of directorates in municipalities
- **2010 parliamentary election:**
  - ➢ Average of participation from each ministry or agency is 5 officials. About 65% were from the level of senior/top management, 25% from management and about 10% from professional level. Overall number of those who run in these elections from the civil service was about 100 civil servants.
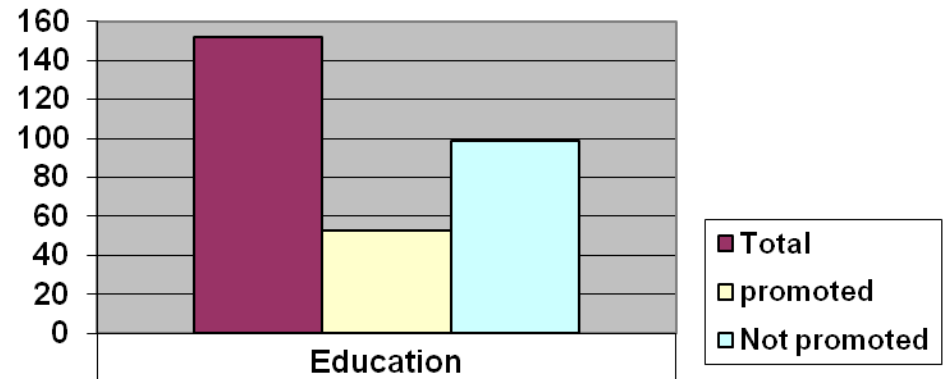
Salary System and Pay Determination

- the standardization of grades and ranks

Question	Possible answers		Answers		Total
Are grades uniformed in your organization?	♦ Yes		39	41%	95
	♦ No		56	59%	

Question	Possible answers		Answers		Total
Are grades uniformed in your organization?	♦ Yes		28	49.1%	57
	♦ No		29	50.9%	

Results of promotion

| | Total | promoted | Not promoted |

Total	152
promoted	53
Not promoted	99

Motives for working in the Kosova's Civil Service

- **Public Service Attractiveness -** out of 152 respondents,
- 33% have ranked job
security as leading motive for working in civil
service than other factors.
- 40% have ranked
regular payments as leading motive, and
- 27% professional development.

Regional experience

- safety at work;
- regular salary;
- favorable schedule and
- professional development

Responsible institutions

- Ministry of Public Administration
- Department of Civil Service Administration
- Independent Oversight Board for the Civil Service
- Kosova Institute for Public Administration - (KIPA)
- Human resource development units

Conclusions

The report's main findings indicate that the areas needing attention include:

- level of education,
- inadequate recruitment procedures,
- politicization,
- numerous movements after each election cycle and
- lack of promotion.

Recommendations

- Increasing capacities for DCSA and IOBK;
- Establishing the integrated recruitment system;
- Launching a pilot anonymous application procedures;
- Improving the educational standards;
- Improving the evaluation procedures;
- Alternative promotion mechanisms;
- It must be a code of conduct for political appointees

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Thank you very much

Baki Svirca

E-mail bakisvirca@gmail.com

baki.svirca@ks-gov.net

+377 44 405 397