



# ReSPA

Regional School  
of Public Administration

BUILDING TOGETHER  
GOVERNANCE FOR THE FUTURE

## Online Workshop

### Sharing Good Practices in Merit-Based Recruitment in the Western Balkans

02-03 November 2020

Draft Discussion Paper and Agenda



## Background

Merit recruitment is at the centre of professional, de-politicised civil service systems. It is essential for the economic development, the consolidation of democracy, the prevention of corruption and the performance of government. In 2015, the Working Group on HRMD commissioned a regional study on the implementation of merit recruitment procedures in the Western Balkans. The study involved close collaboration with Working Group members, research by regional experts and a survey of personnel managers of central government ministries, subordinated organisations and, in the cases of Kosovo\* and Macedonia, municipalities. The regional study stressed the significant progress that has been made in the area of merit recruitment since the early 2000s and it also provided regional and country specific recommendations.

In 2018 ReSPA conducted an update of the study in which it allowed for an examination of progress between 2015 and 2018, the extent to which recommendations were implemented and the identification of new challenges that had emerged since the publication of the 2015 regional study. One of the challenges that was identified was the capacity to effectively implement merit recruitment procedures.

In 2020 ReSPA supported the development of the draft study on how to make merit-based recruitment work. The aim of the draft study is to leverage the previous research undertaken by ReSPA by drawing broader lessons from the Western Balkans for the Western Balkans on how to make merit-based recruitment work more effectively. A central output of the 2020 study has been the development of a framework for the self-assessment of merit-based recruitment. The framework has been applied to the ReSPA Member countries.

The workshop will further provide the floor for the exchange of experience among the country representatives.

This workshop shall provide an opportunity for:

- Presenting the framework for the self-assessment of merit-based recruitment that has been developed by ReSPA for the Western Balkans
- Presenting good practices that are evident in relation to distinct aspects of merit-based recruitment in Western Balkan countries
- Exploring opportunities for regional networking, support and exchange in order to share good practices across the Western Balkan countries.

Each ReSPA Member country will be asked to present one or more aspects of best practices from the field of merit-based recruitment. The programme below proposes the focus of presentation for each ReSPA Member.

## Objectives

The main objective of the Workshop is to strengthen the work of the HRMD WG in merit-recruitment and to explore possibilities for cooperation and exchange of good practices.

The main results expected are:

- Several best practice examples identified, presented and discussed
- Study on 'making merit recruitment work' finalised
- Self-assessment framework finalised

## Target Group

This workshop targets the HRM Working Group members.

- Senior managers with responsibilities for HRM in the Ministries in the region, in particular, from Ministry of Public Administration, Ministry of Economy, Ministry of Justice, HRM office;
- Human Resource Management staff responsible for recruitment and performance appraisal.



# PROVISIONAL PROGRAMME

## DAY I: Monday, 02 November 2020

10.00 – 10.10	<i>Welcome and introduction, ReSPA Programme Manager</i>
10.10 – 10.50	<b>Session 1:</b> Presentation of framework for the self-assessment of merit-based recruitment followed by Q&A <i>Prof Jan Meyer-Sahling, ReSPA Expert</i>
10.50 – 11.00	Break
11.00 – 11.40	<b>Session 2:</b> Getting examinations right: Competence-based examinations <ul style="list-style-type: none"><li>• Serbia on competency-based examinations</li><li>• BiH institutions on competency-based interviews</li><li>• Questions, answers and discussion of additional cases</li></ul>
11.40 – 12.00	Break
12.00 – 12.40	<b>Session 3:</b> Getting selection commissions right: The role of external experts <ul style="list-style-type: none"><li>• Montenegro on external experts on selection panels</li><li>• Kosovo* on plans to include external experts and civil society on selection panels</li><li>• Questions, answers and discussion of additional cases</li></ul>
12.40 – 12.50	Break
12.50 – 13.30	<b>Session 4:</b> Getting selection commission right: Training of commission members <ul style="list-style-type: none"><li>• Serbia on training of commission members</li><li>• FBiH on training commission members</li><li>• Questions, answers and discussion of additional cases</li></ul>
13.30 – 13.40	Break
12.05 – 12.25	<b>Session 5:</b> Presentations by <ul style="list-style-type: none"><li>• SIGMA and EC – To be confirmed</li></ul>
14.20 – 14.30	Conclusion of Day 1

## DAY II: Tuesday, 03 November 2020

10.00 – 10.10	<i>ReSPA Welcome</i>
10.10 – 10.50	<b>Session 6:</b> Increasing the reach of job advertisements <ul style="list-style-type: none"><li>• Albania on maximising the reach of job advertisements</li><li>• Macedonia on experience with e-recruitment</li><li>• Questions, answers and discussion of additional cases</li></ul>
10.50 – 11.00	Break
11.00 – 11.40	<b>Session 7:</b> Merit recruitment of managers and temporary staff <ul style="list-style-type: none"><li>• Macedonia planned law on senior managers</li><li>• Montenegro on ensuring merit for temporary staff</li><li>• Questions, answers and discussion of additional cases</li></ul>
11.40 – 12.00	Break
12.00 – 12.30	<b>Session 8:</b> Increasing transparency and accountability (in the context of COVID-19) <ul style="list-style-type: none"><li>• Albania on the recording of interviews and mechanisms to increase transparency of examinations</li><li>• Kosovo* on monitoring role of Independent Oversight Board (tbc)</li><li>• Questions, answers and discussion of additional cases</li></ul>
12.30 – 12.40	Break
12.40 – 13.10	<b>Session 9:</b> ReSPA activities and programme of work for 2020 – 2022 and discussion of opportunities for support of ReSPA members
13.10 – 13.30	<i>Conclusions and closure of the workshop</i>

\*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence