



Survey of Personnel Managers in the Western Balkans: Serbia

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Introduction

This report presents the results from a survey of personnel managers conducted in the context of two ReSPA projects on Improving Merit Recruitment and Performance Appraisals in the Western Balkans. Both projects were commissioned by the ReSPA Working Group on Human Resources Management in the Public Sector. This report complements the comparative, cross-country ReSPA reports (Meyer-Sahling et al 2019, Staronova 2019).¹

The survey was conducted between September and November 2018. It targeted managers responsible for human resources management in public sector organisation that apply the Law on the Civil Service. The survey was closely coordinated together with the Human Resources Management Service and the Ministry of Public Administration and Local Self-Government in Serbia and their representatives on the ReSPA HRM Working Group. The local partner provided a list of institutions, the names of responsible personnel managers and their email addresses.

The survey consisted of approximately 80 questions including two batteries of questions on merit recruitment and performance appraisal. The focus of the questions was on the *practice of human resources management in their institutions*. The survey hence differs from assessments of the legal basis of civil service management but focused on the level of implementation. Moreover, the survey differs from evaluations of management practices that compare countries rather institutions or individuals. Indeed, one of the main purposes of the survey was to reveal potential differences in management practices ‘within’ countries, thereby taking into account that experience with recruitment and appraisals may differ considerably across institutions.

The survey was translated into local languages and uploaded to Qualtrics, a platform for the design and implementation of online surveys. Participants were invited to complete the survey. They were sent up to three reminders to ensure a high cooperation rates among participants.

Table 1 below shows the list of 23 institutions whose designated personnel manager completed the survey in Serbia. 11 institutions remained anonymous. With 67 institutions whose personnel manager was invited to participate in the survey project and 34 responses overall, the cooperation rate is 51 per cent in Serbia.

The report is divided in three parts. The first part presents the results of personnel managers’ experience with the recruitment of civil servants in their institution. The second part reports their experience with the performance appraisal system in their institution. The third part provides open text comments on how to improve recruitment and performance appraisal practices as well as how to develop Personnel Departments across public administration. The third part is kept in local languages to facilitate the use by local partners.

Table 1. List of institutions

Administration for the Prevention of Money Laundering
Centre for Demining
Customs Administration
Directorate for Inland Waterways

¹ Meyer-Sahling, JH et al (2019) Merit Recruitment in the Western Balkans: An Evaluation of Change Between 2015 and 2018. Danilovgrad: ReSPA Publications. Staronova, K (2019) Performance Appraisal in the Western Balkans. Danilovgrad: ReSPA Publications.

Directorate for Measures and Precious Metals
Directorate for Railways
Directorate for Seized Property Management
Environmental Protection Agency
Free Economic Zones Administration
Government of Serbia Coordination Body for the Municipalities of Preševo,
Bujanovac and Medveđa
Ministry for EU integration
Ministry of Culture and Information
Ministry of Environmental Protection
Ministry of Public Administration and Local Self-government
Ministry of Youth and Sports
Office for human and minority rights
Office for IT and e-administration
Public Debt Administration
Public Procurement Office
Republic Agency for Peaceful Settlement of Labour Disputes
Republic Seismological Office
Statistical Office of the Republic of Serbia
The Administration for Joint Services of the Republic Bodies
Anonymous – 24 institutions

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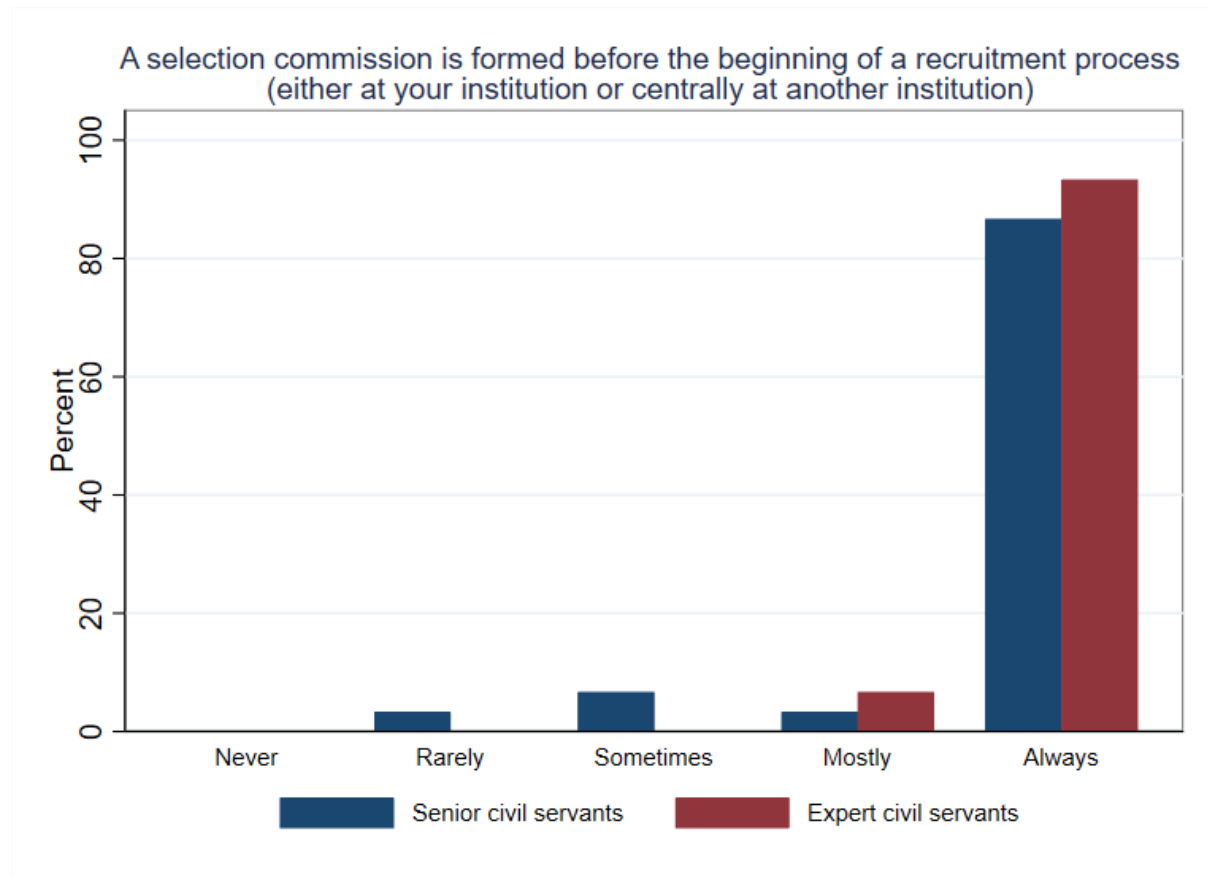
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I. Merit Recruitment

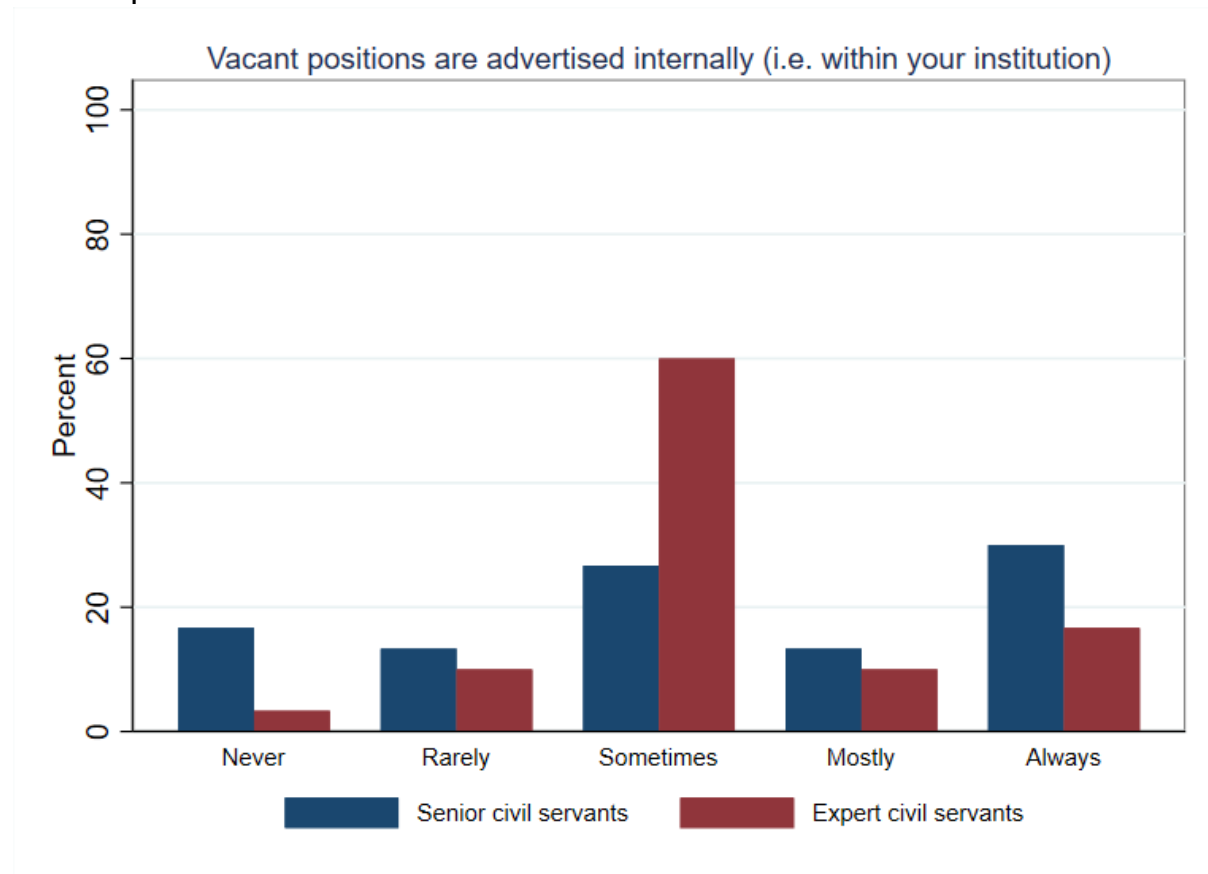
Positions approved



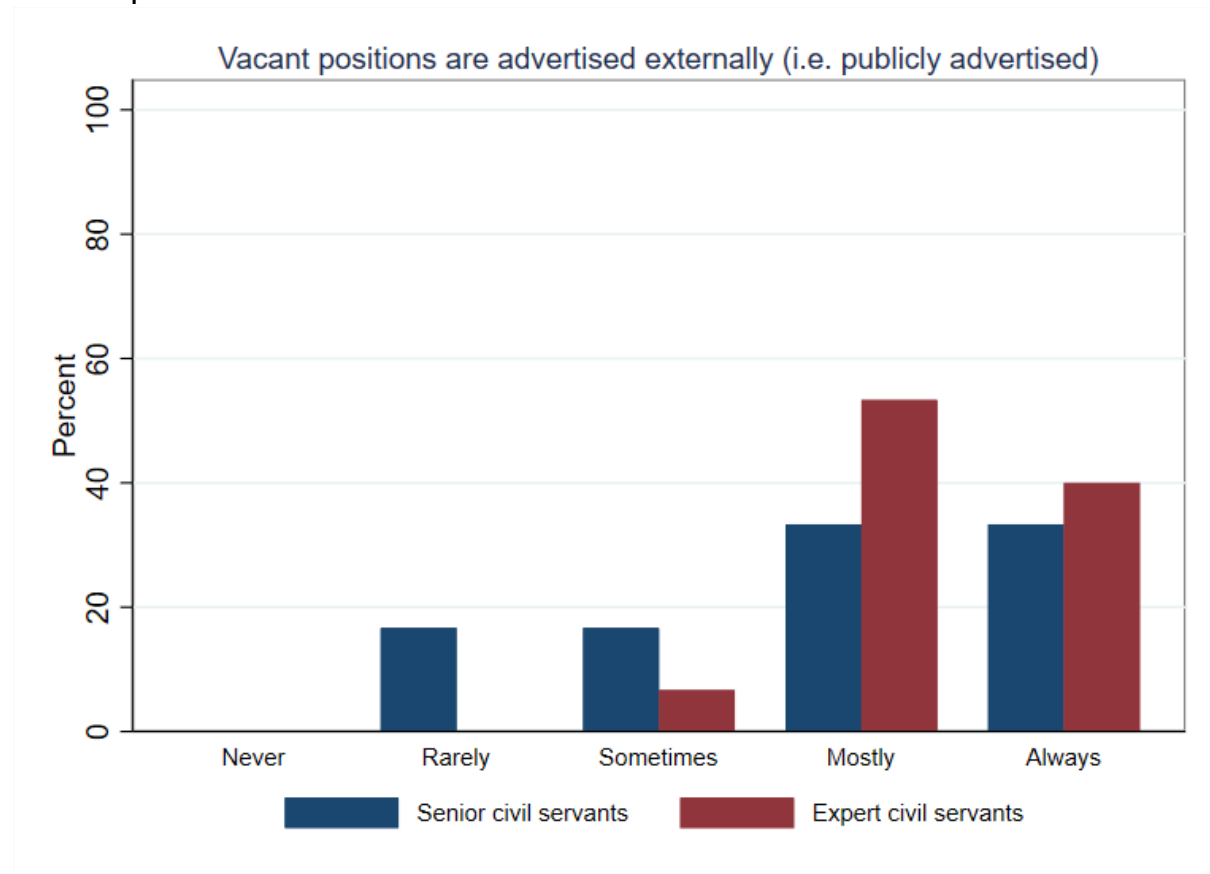
Selection committees



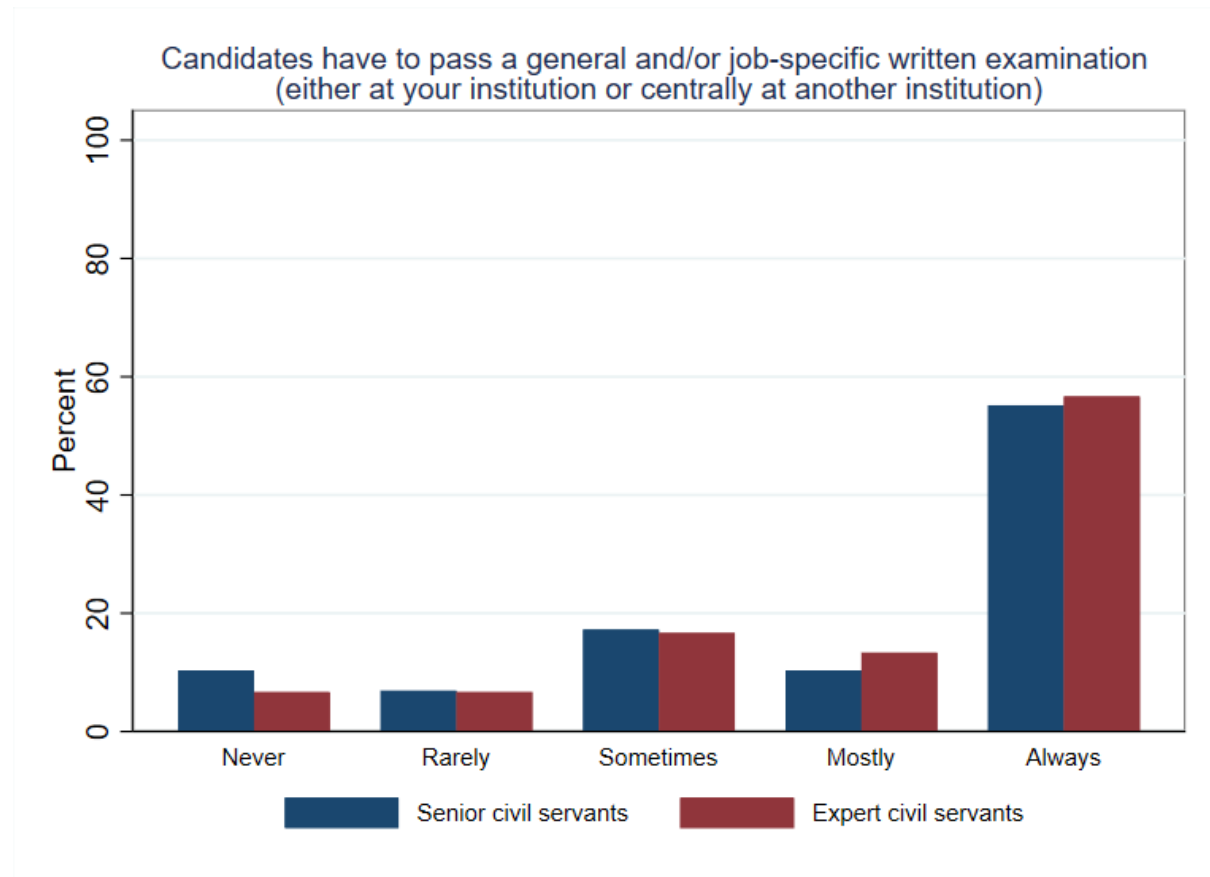
Vacant positions internal advertisement



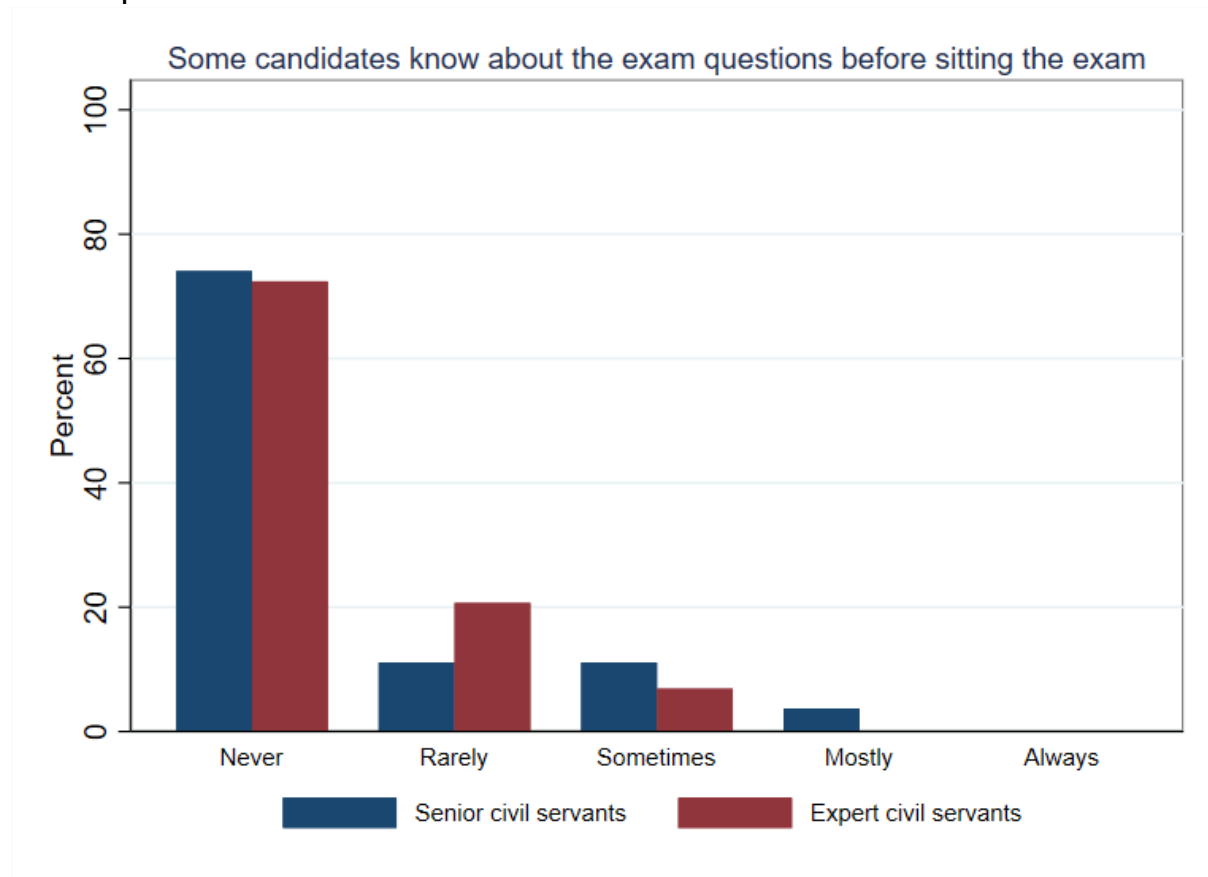
Vacant positions external advertisement



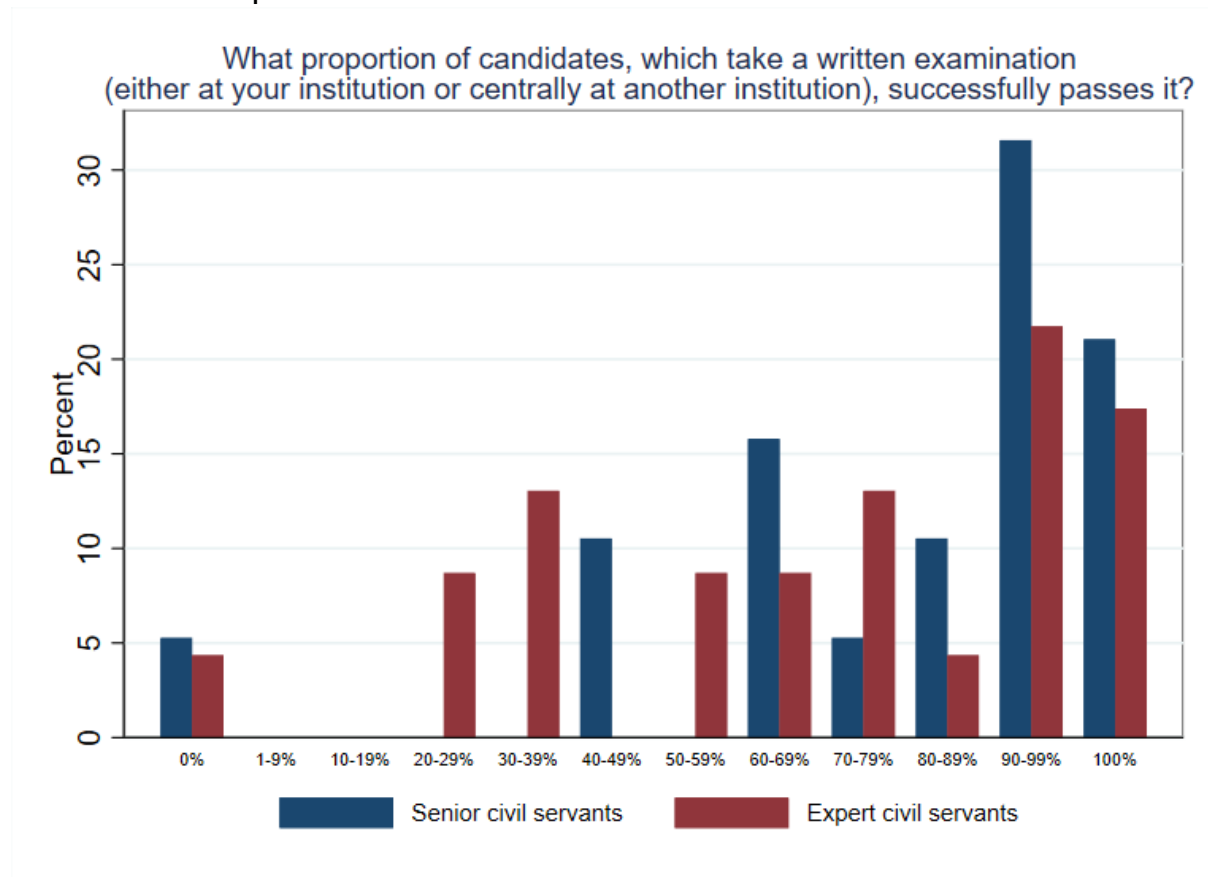
Written exams



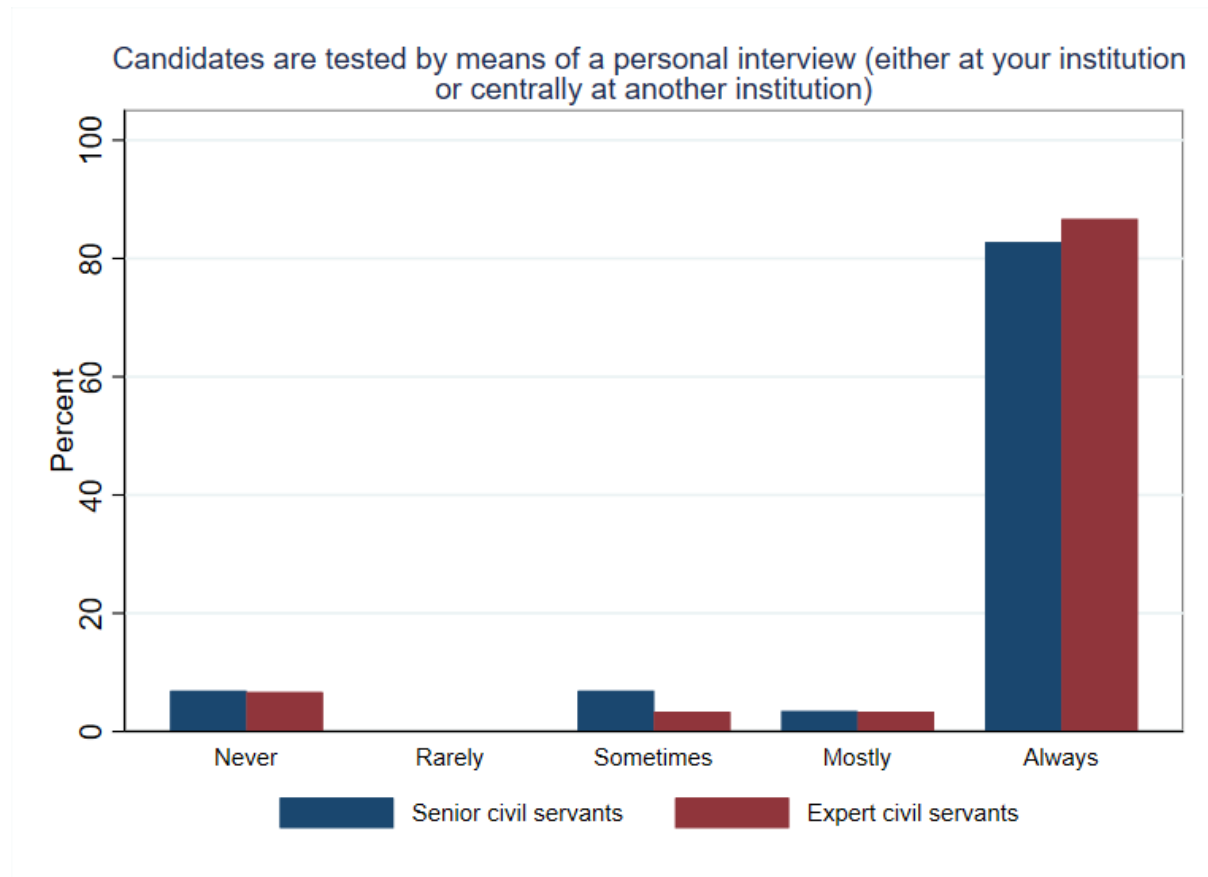
Exam questions known in advance



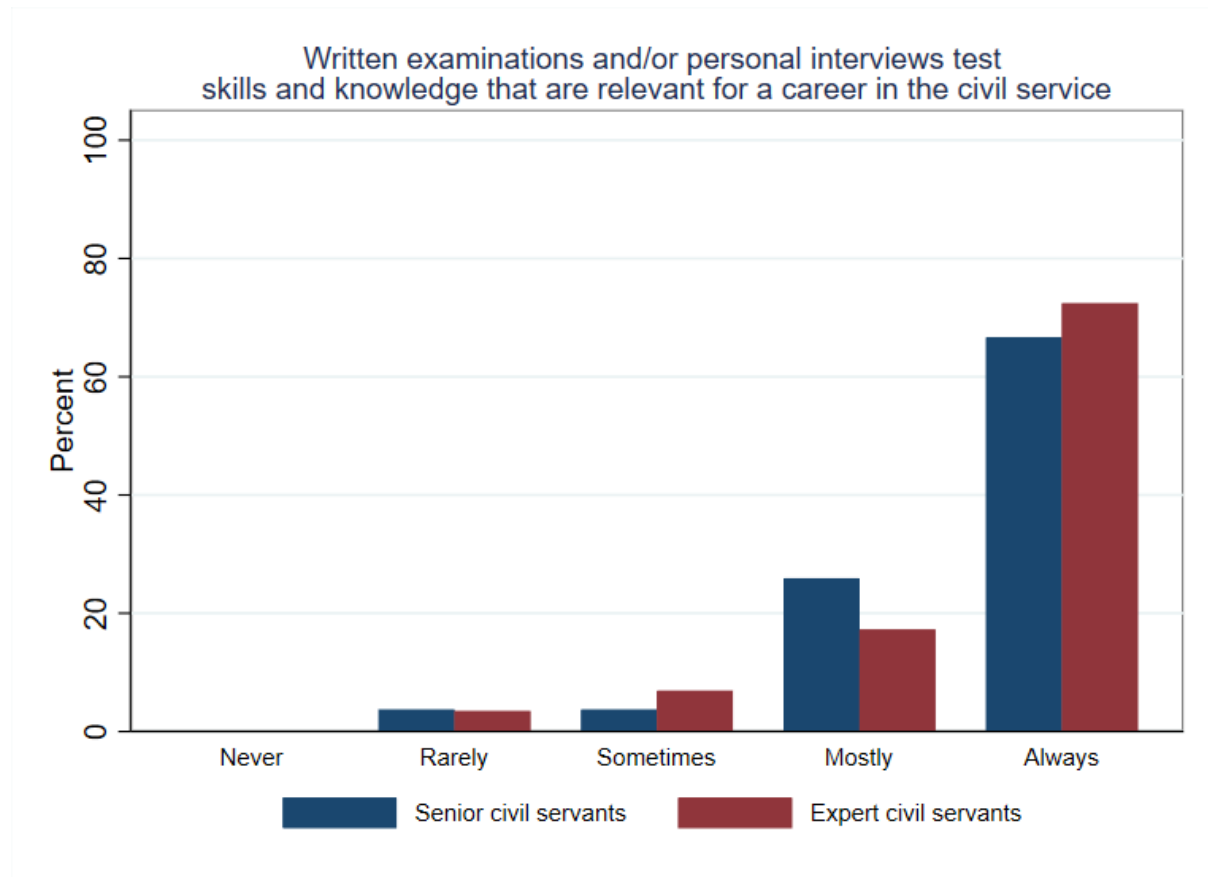
Ratio of exams passed



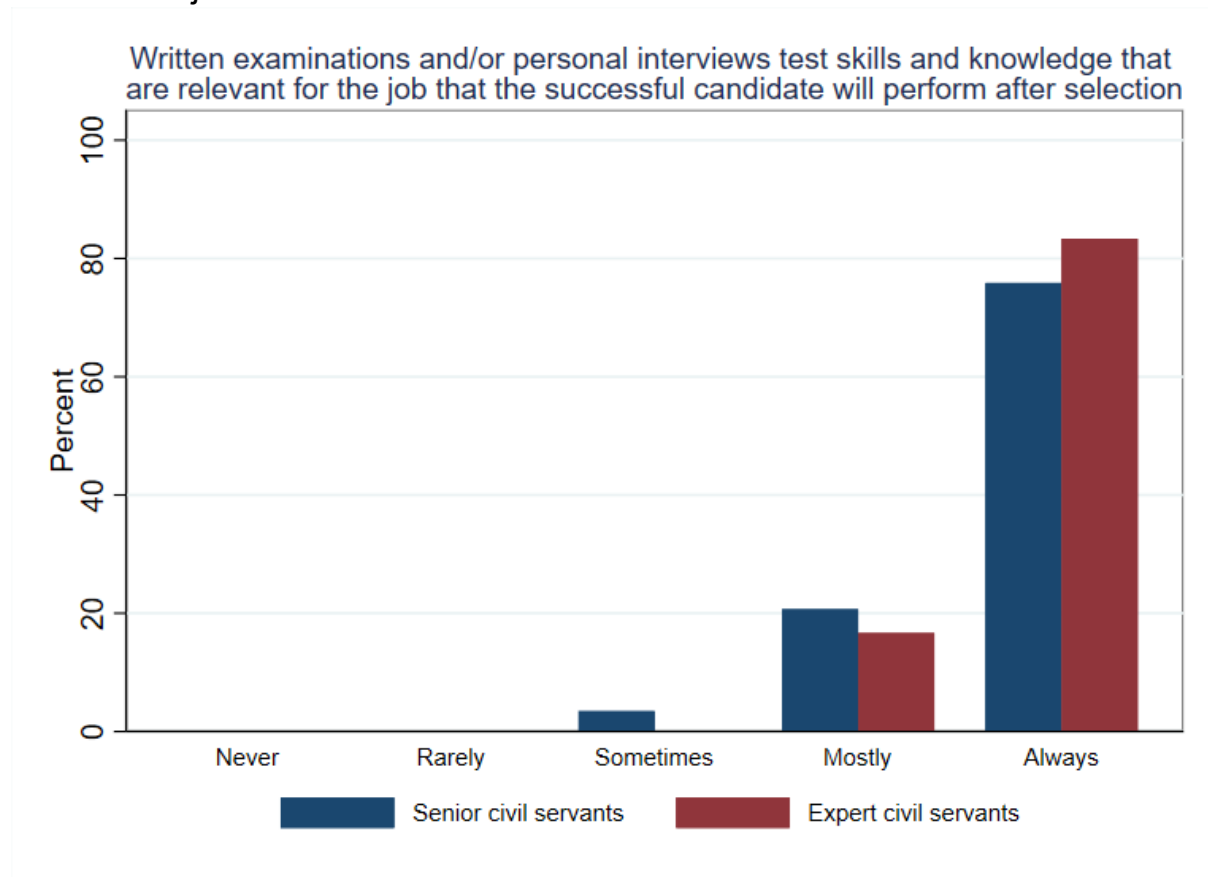
Personal interviews



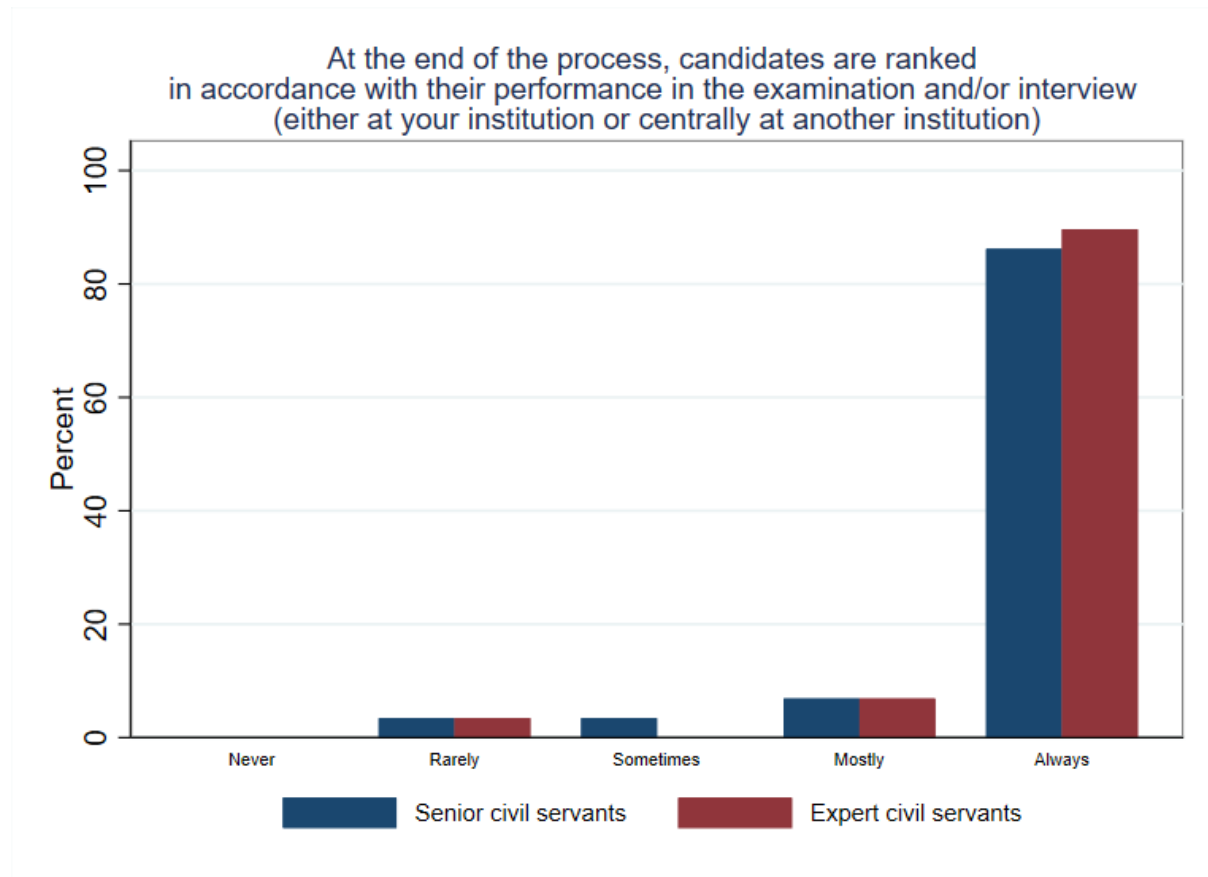
Exams test skills for civil service career



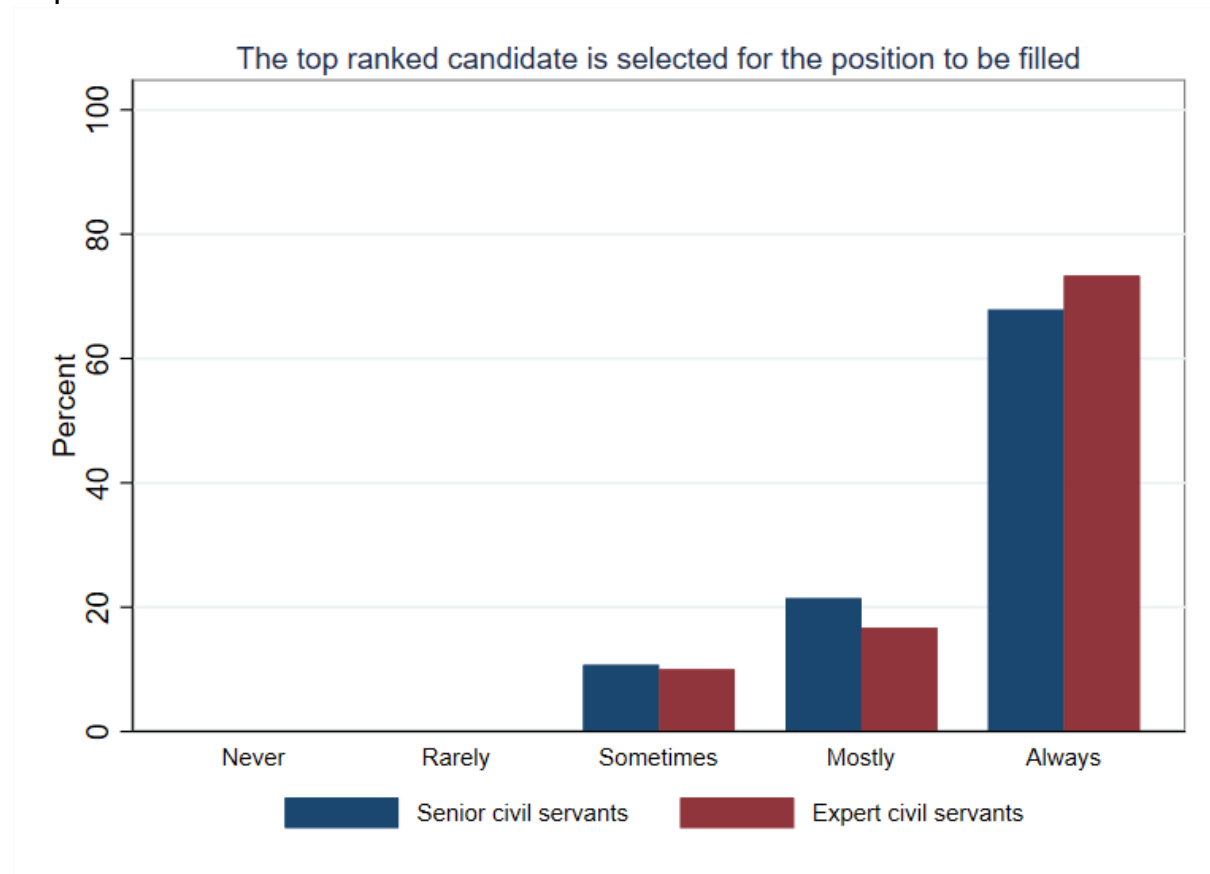
Exams test job skills



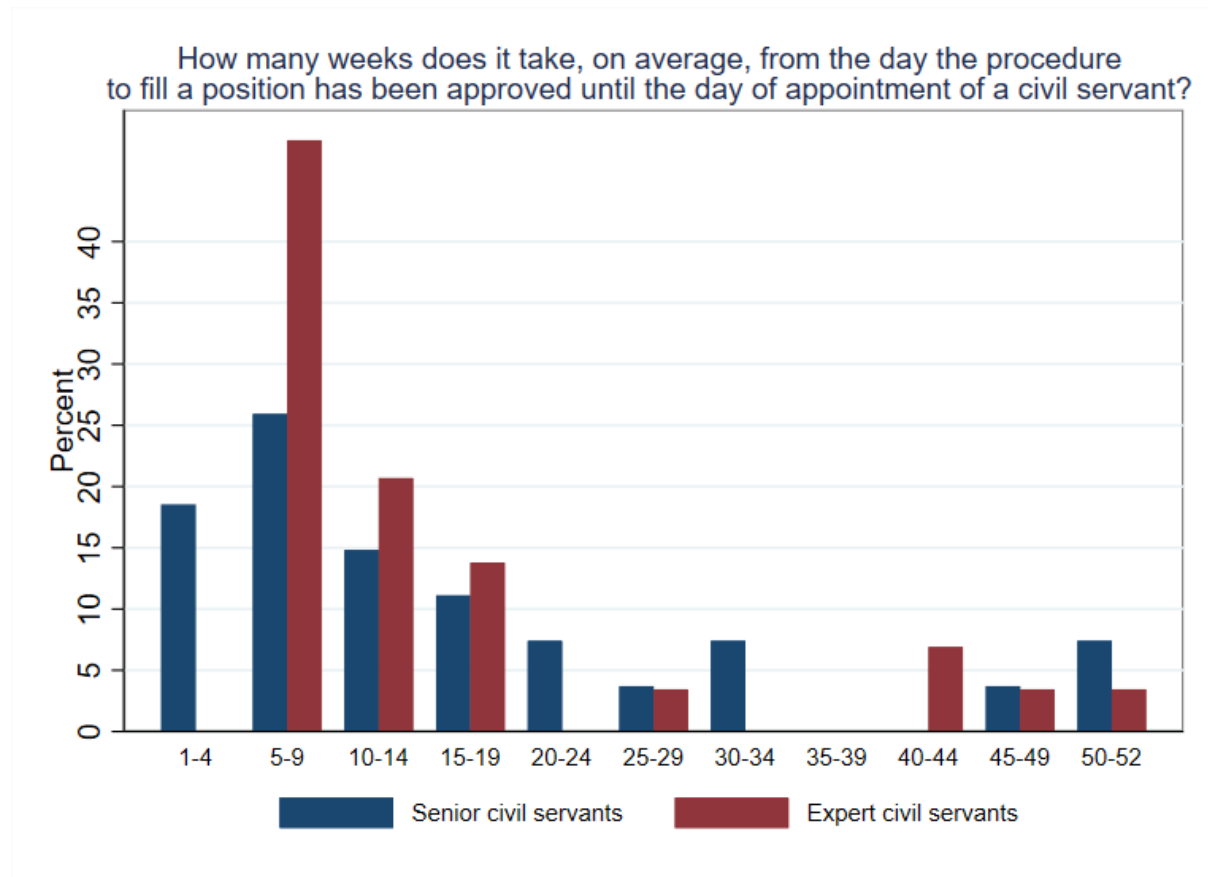
Candidates ranked



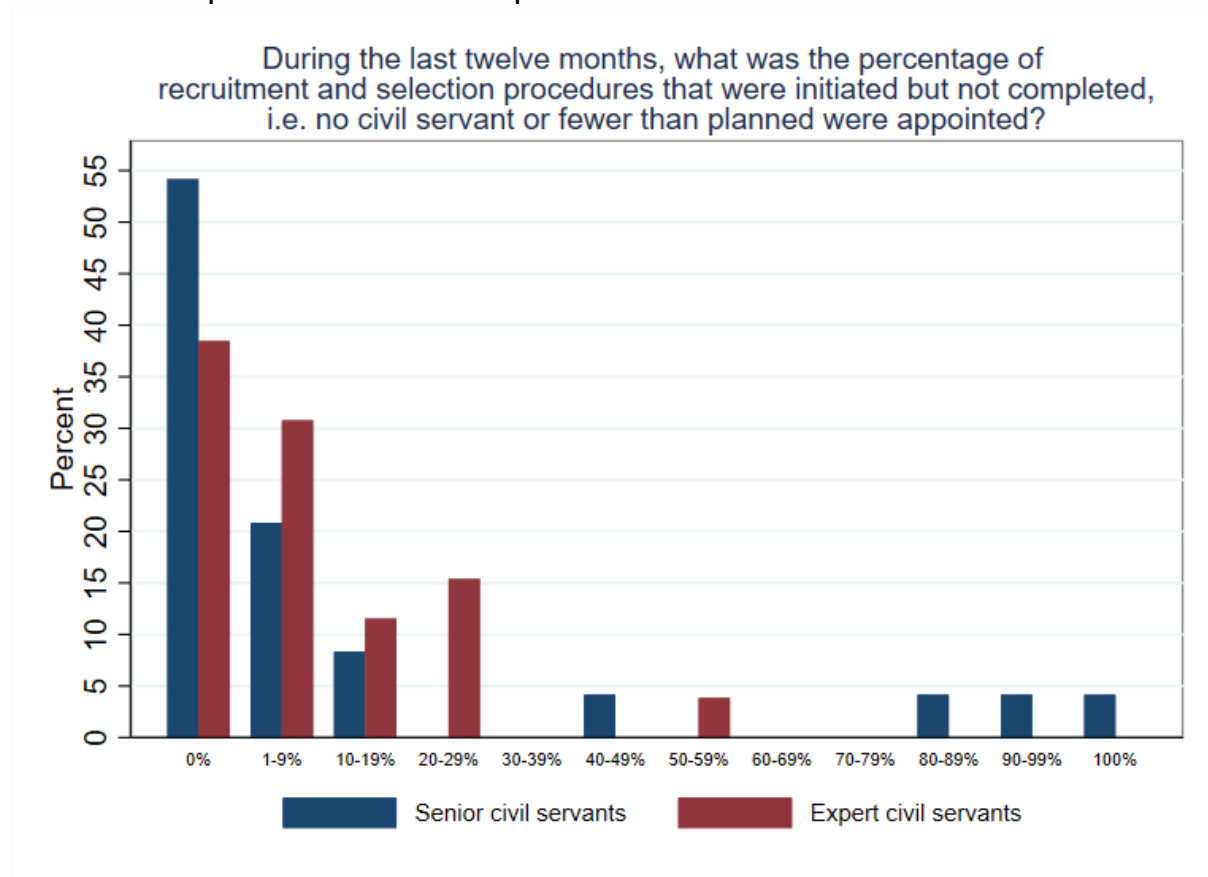
Top ranked selected



Time to fill vacancies



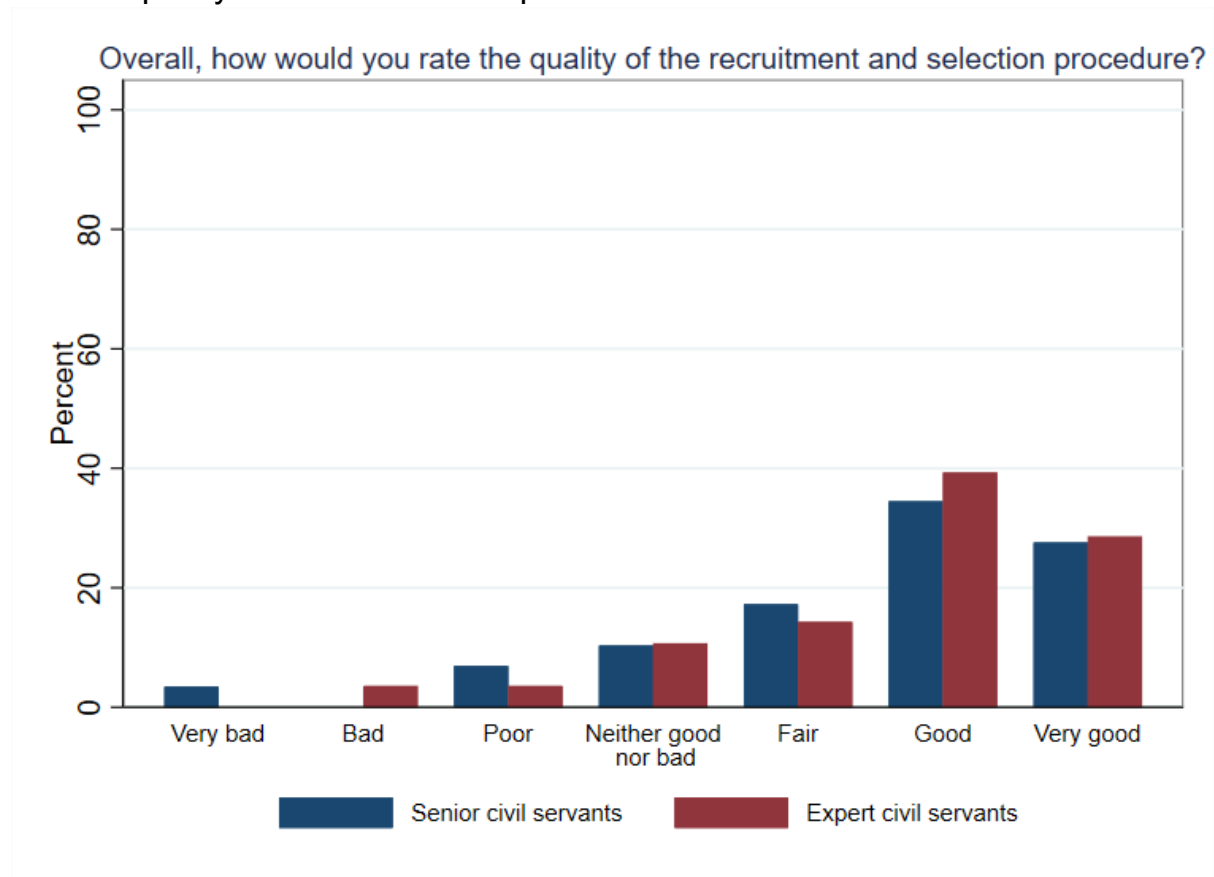
Recruitment procedures not completed



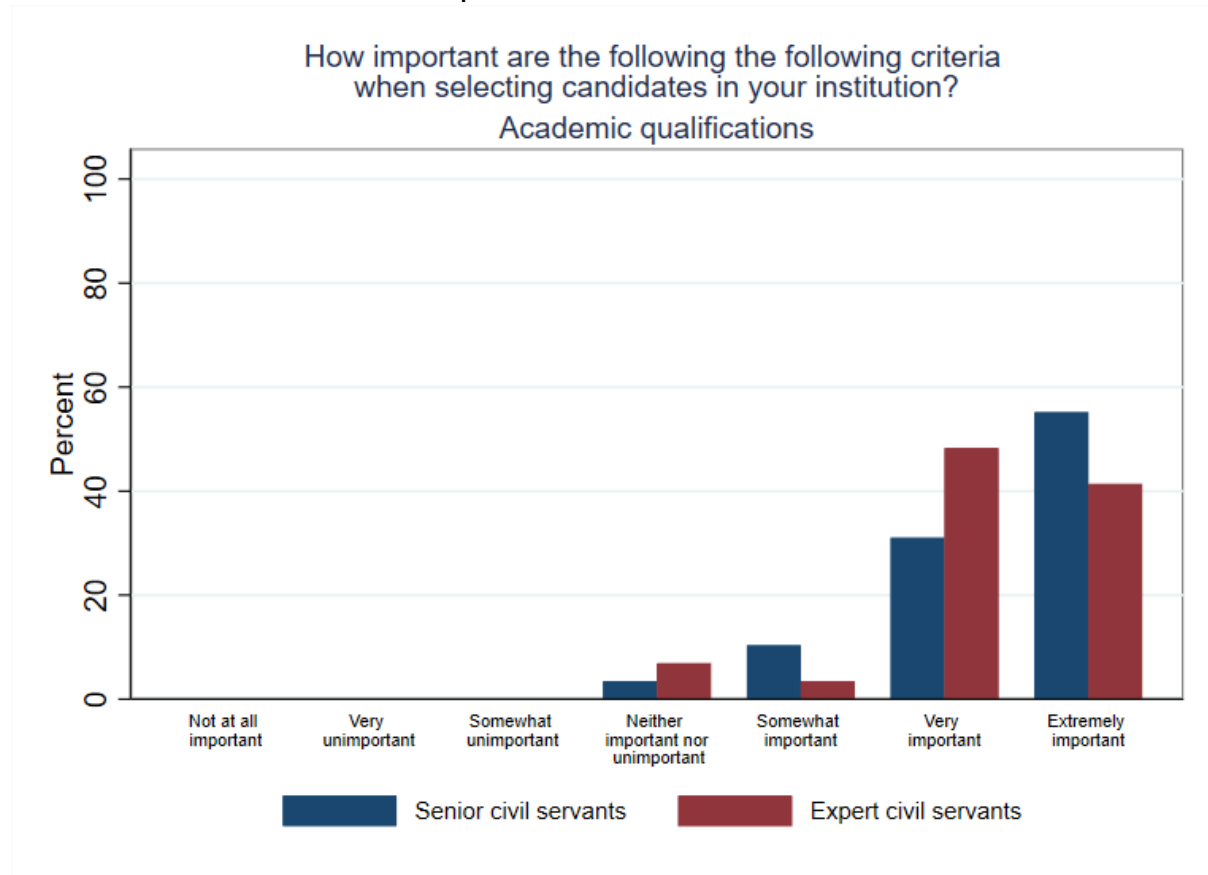
Complaints against recruitment procedures



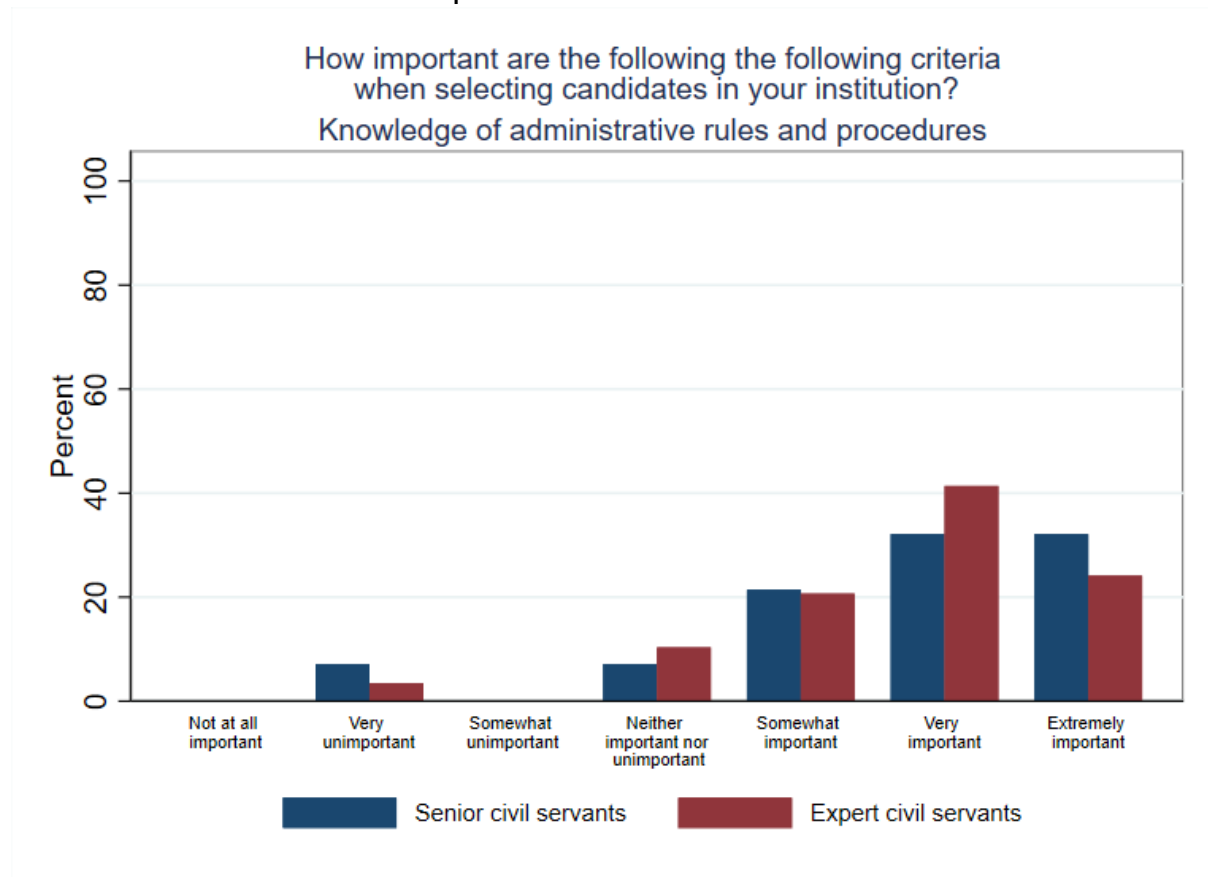
Overall quality of the recruitment procedure



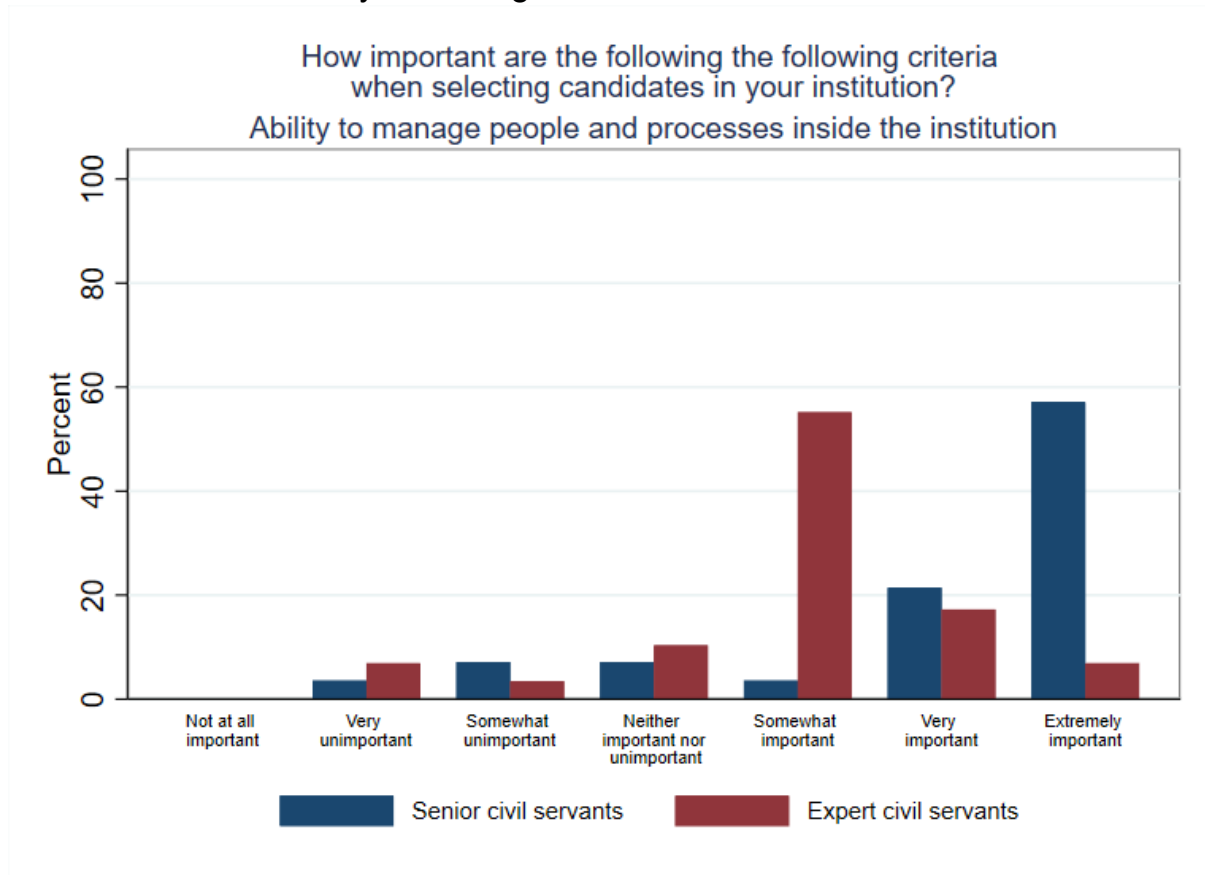
Selection criteria: Academic qualifications



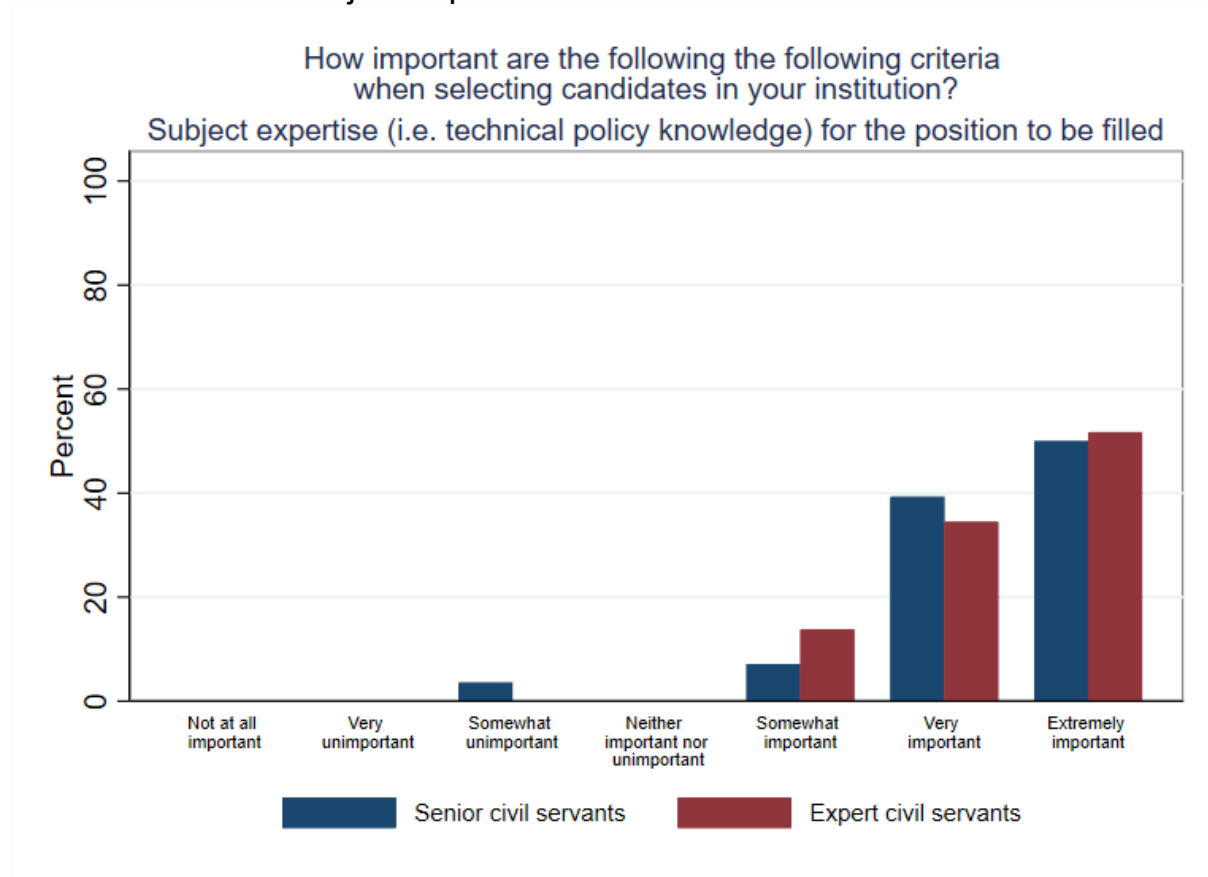
Selection criteria: Rules and procedures



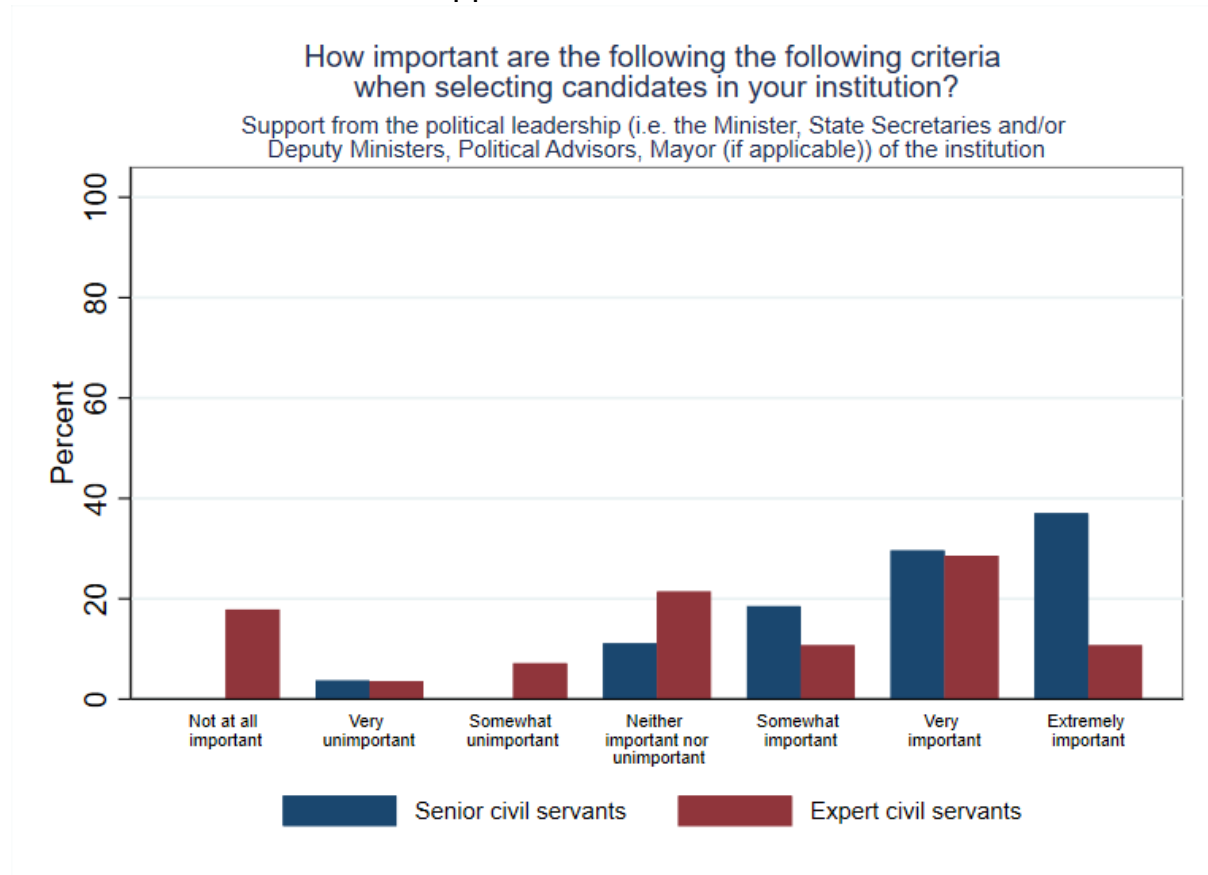
Selection criteria: Ability to manage



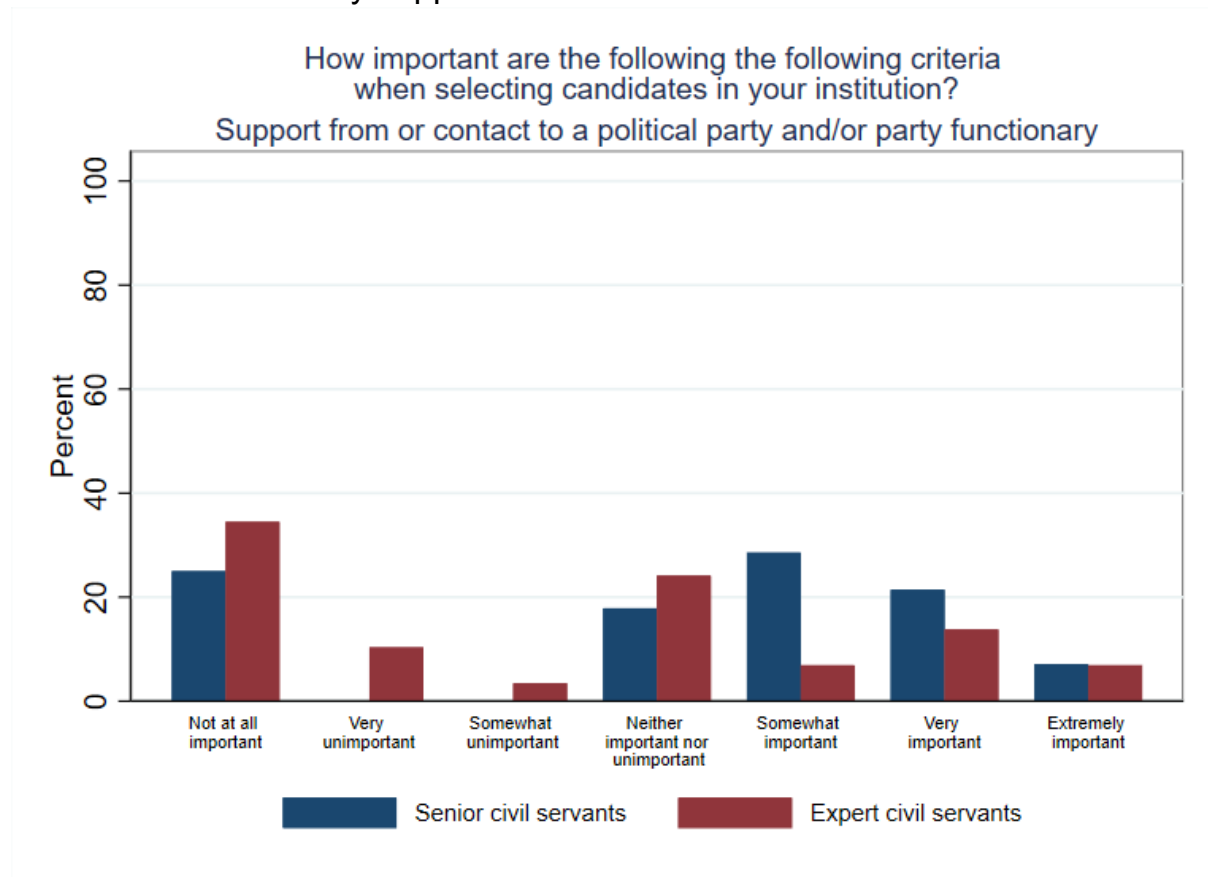
Selection criteria: Subject expertise



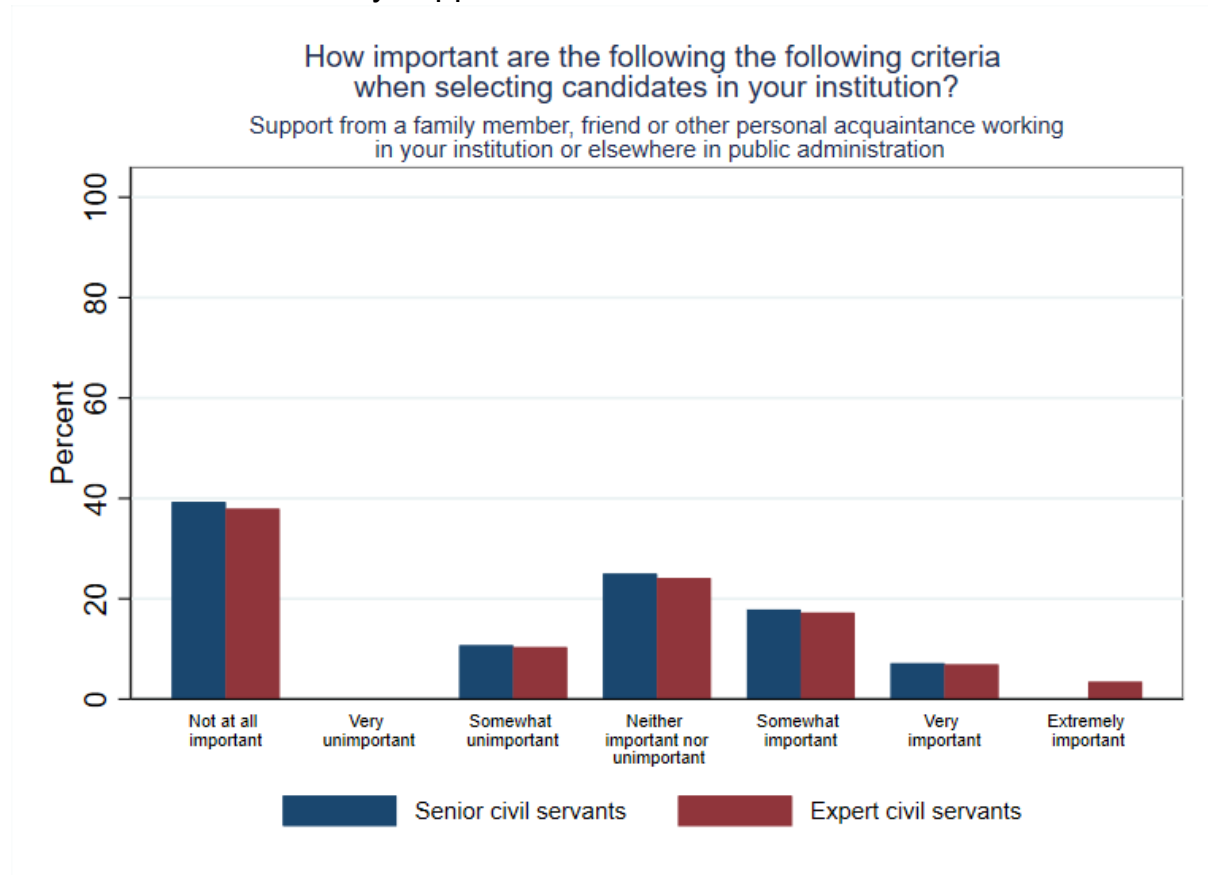
Selection criteria: Political support



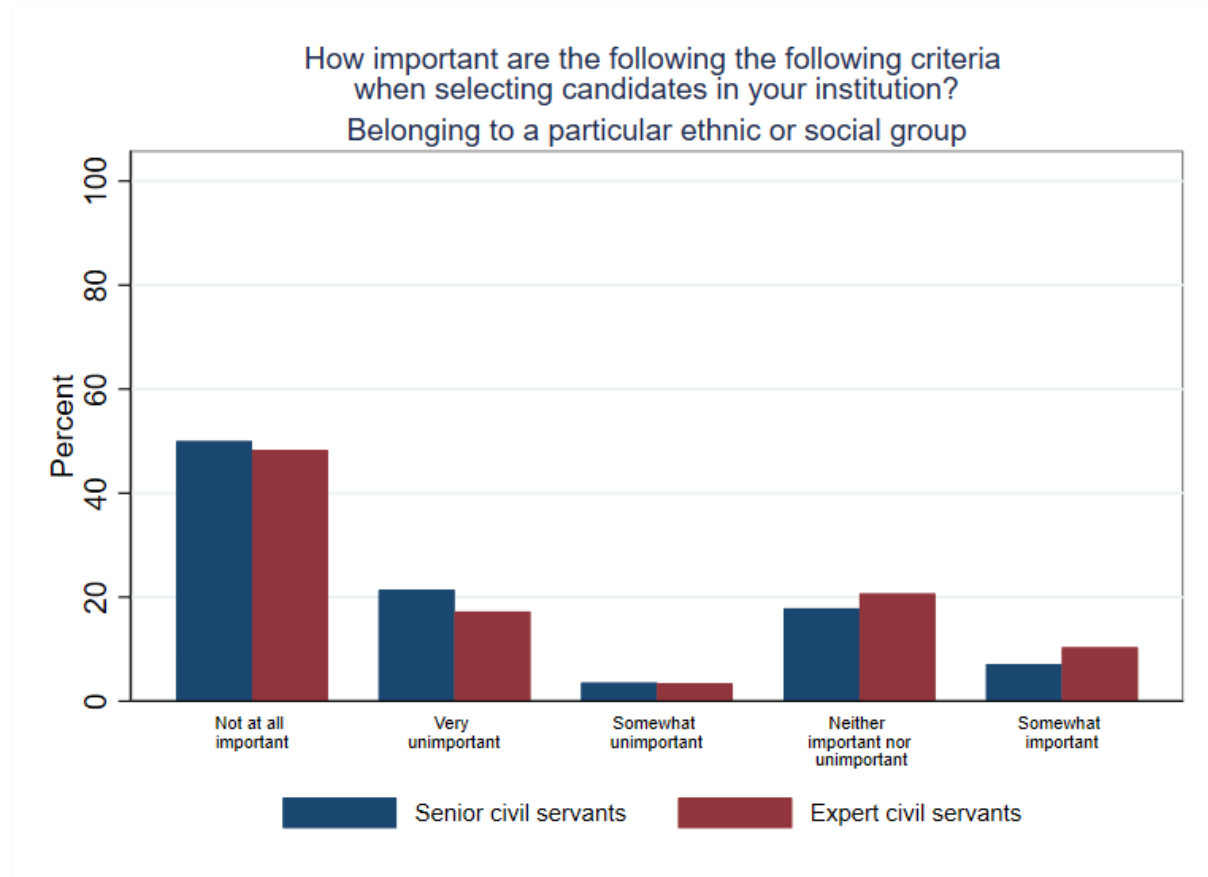
Selection criteria: Party support



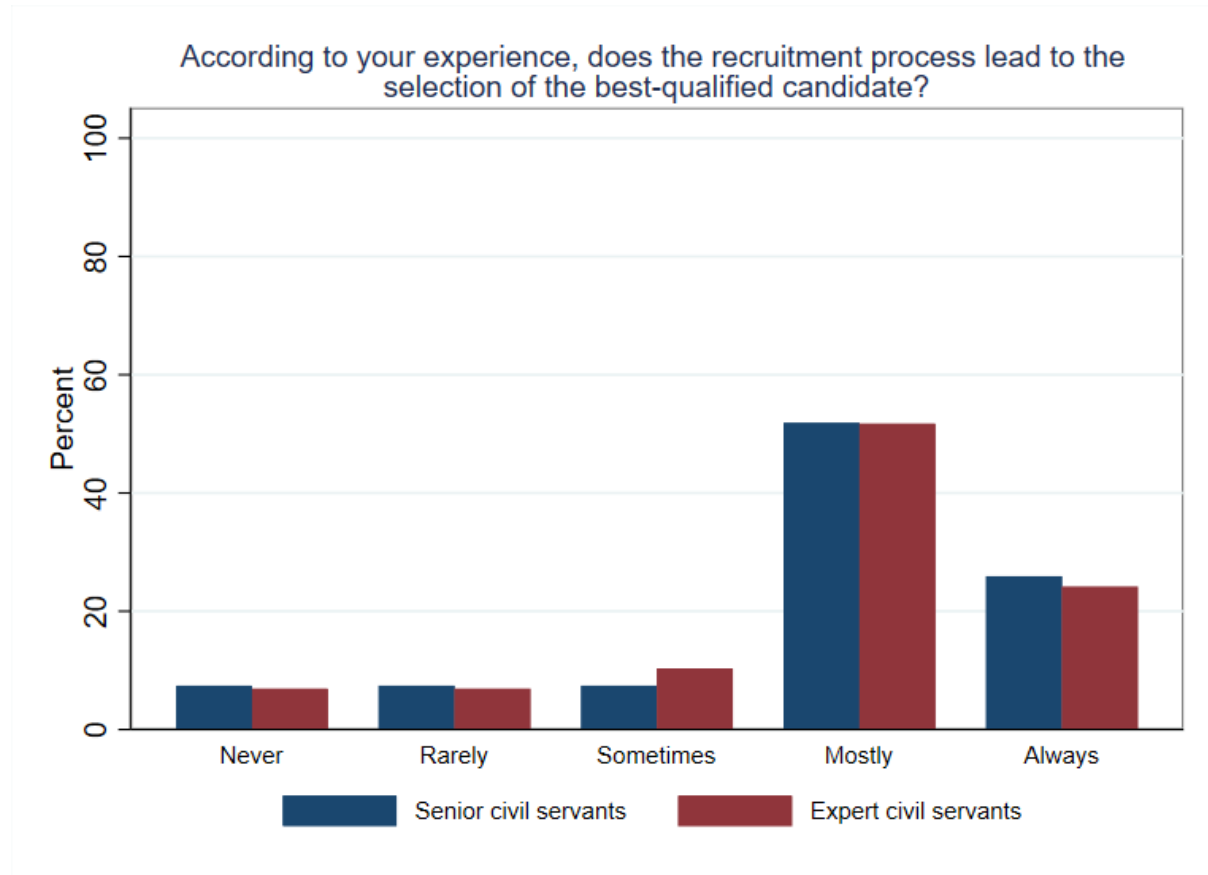
Selection criteria: Family support



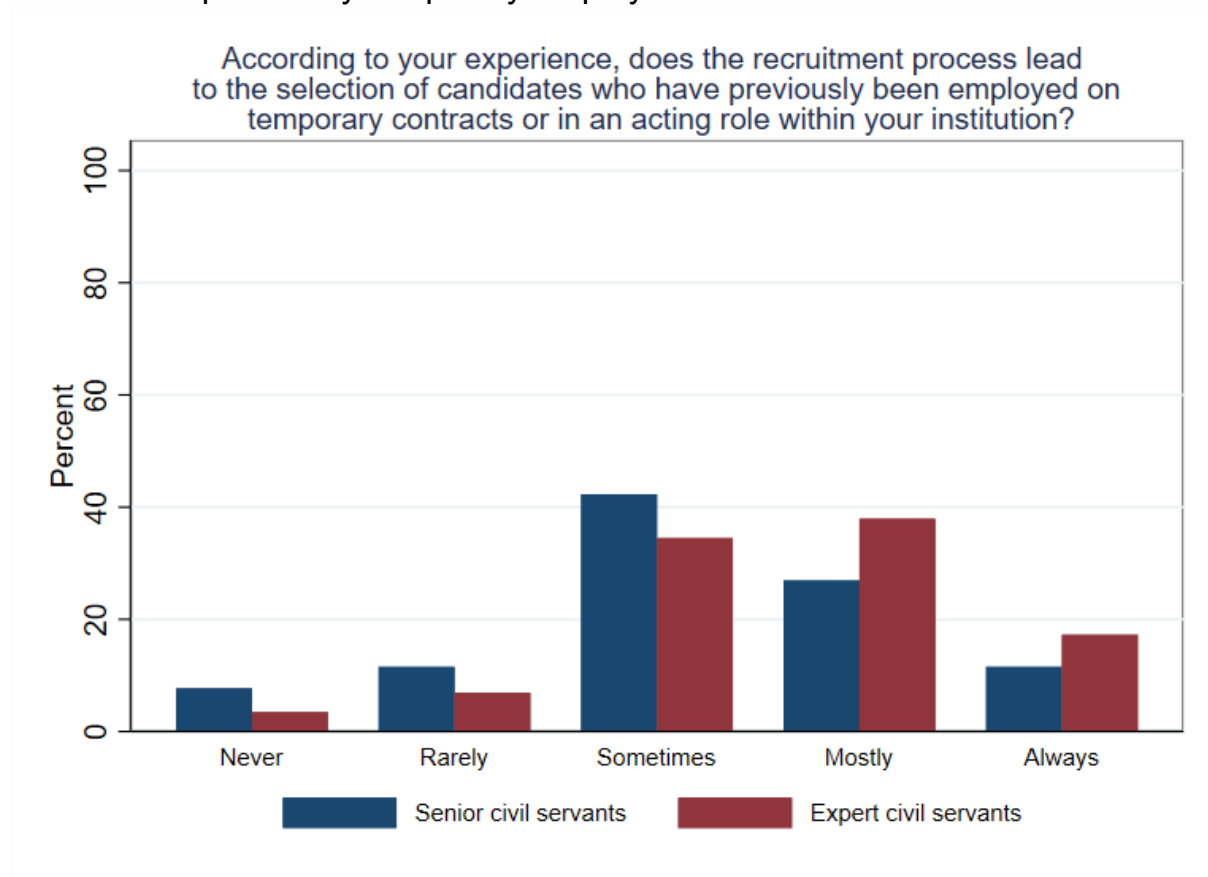
Selection criteria: Ethnic social



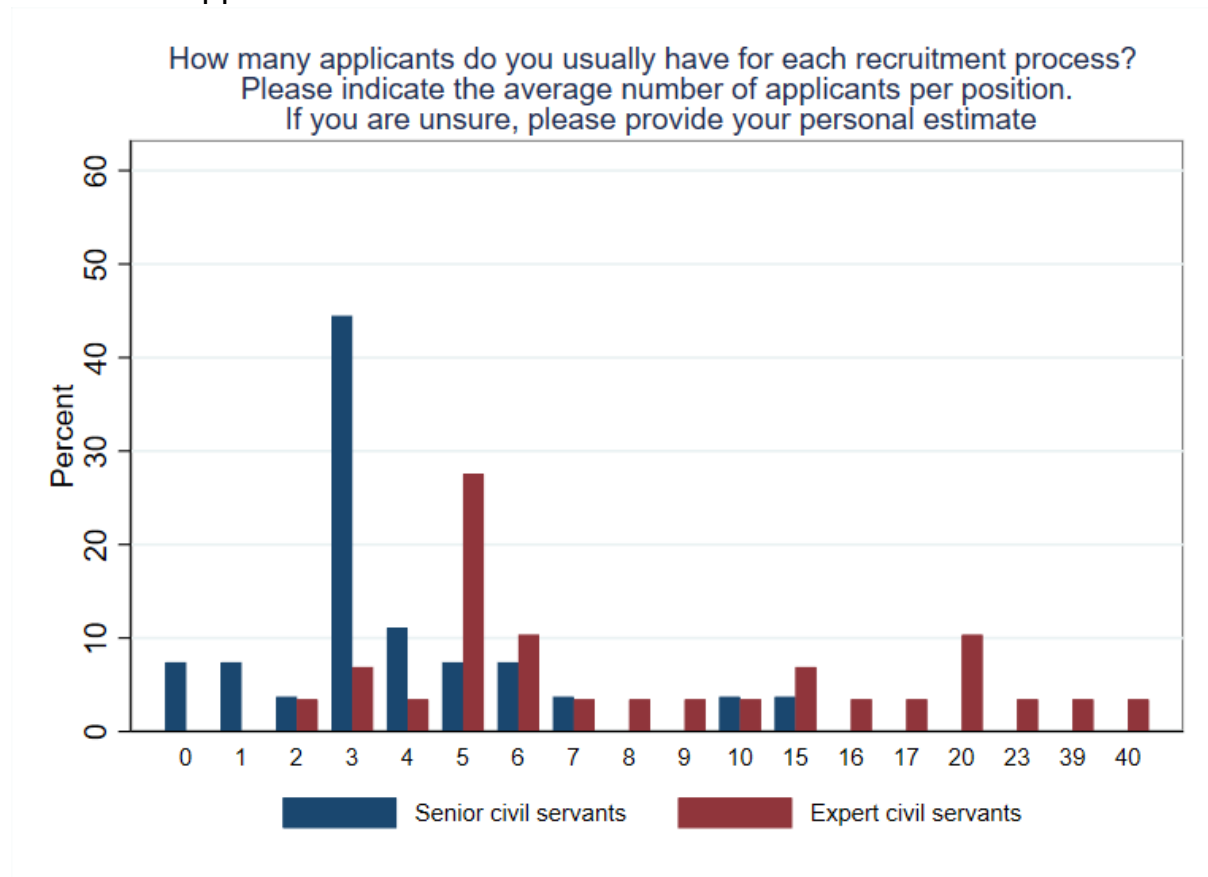
Selection criteria: Merit



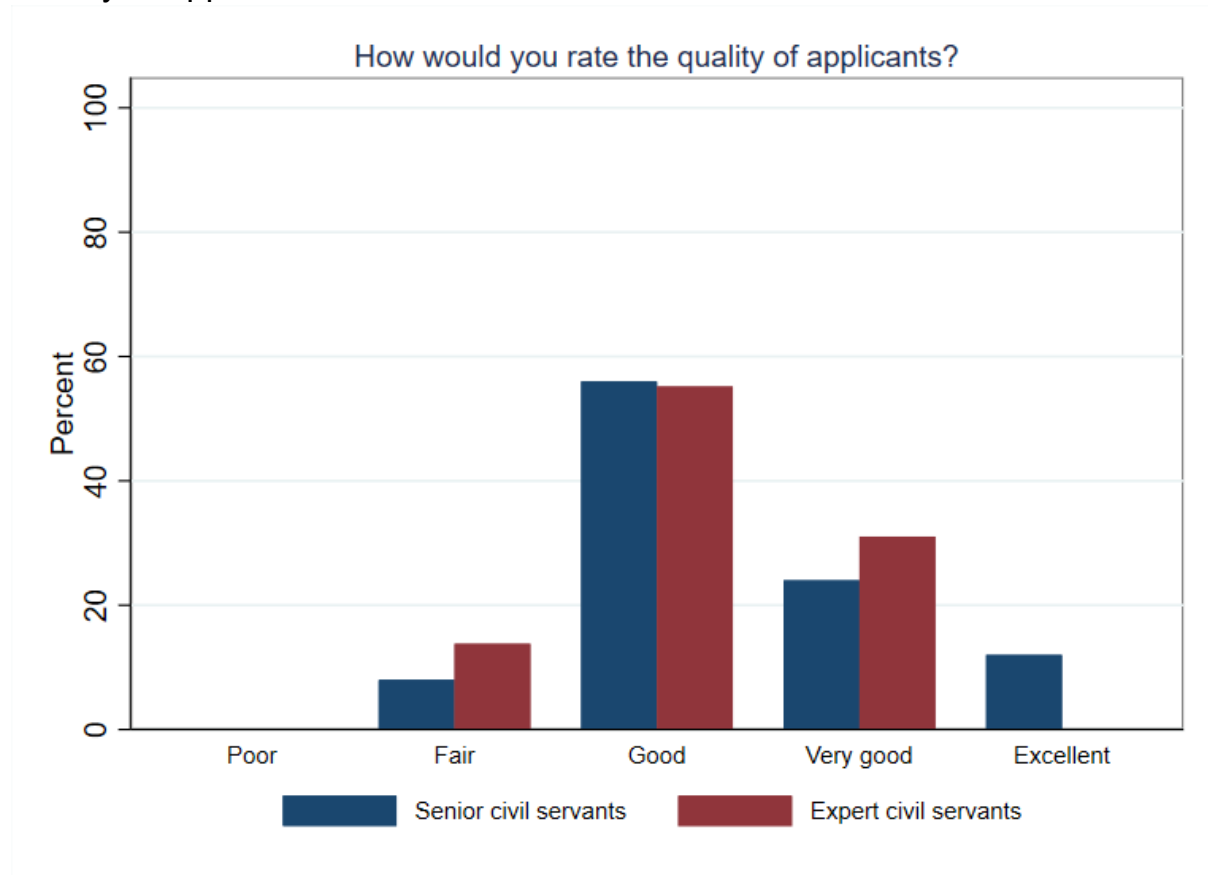
Selection of previously temporary employees



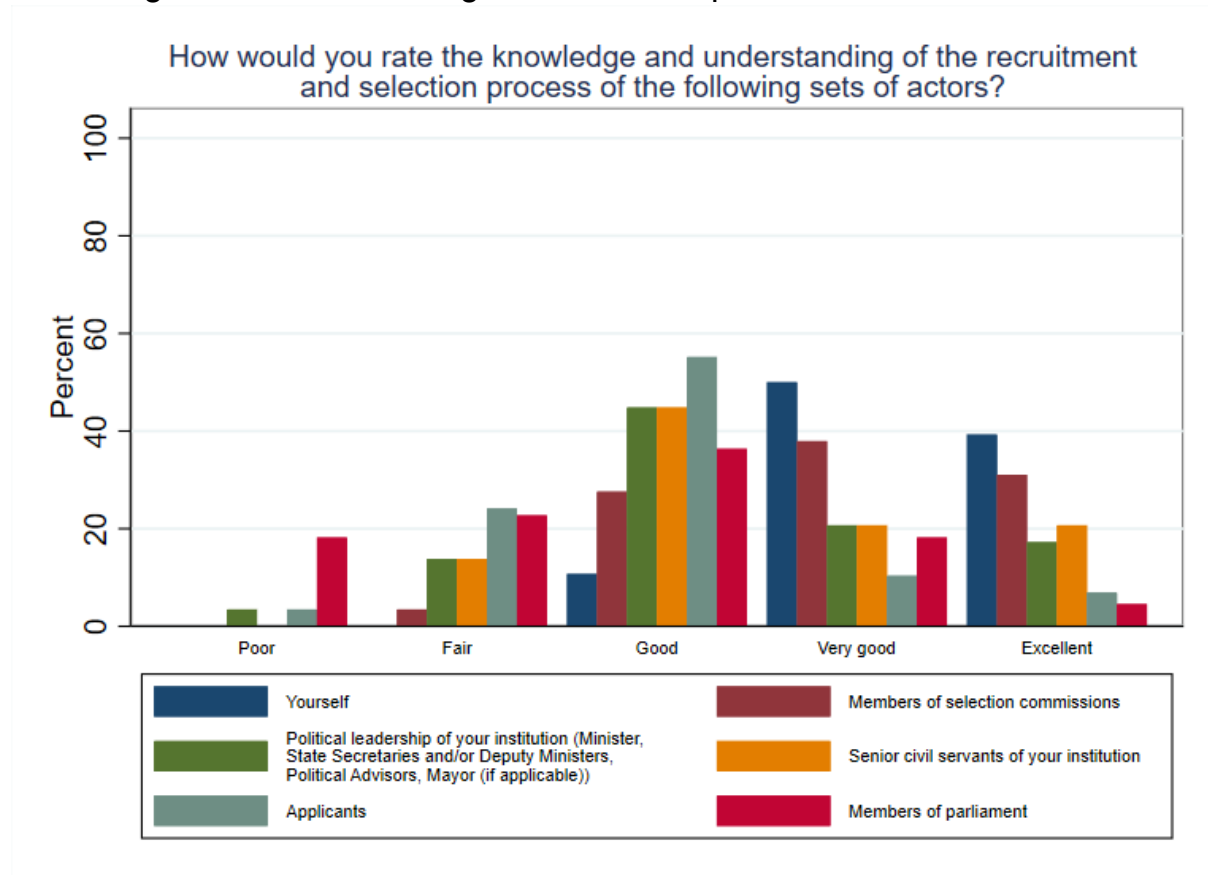
Number of applicants



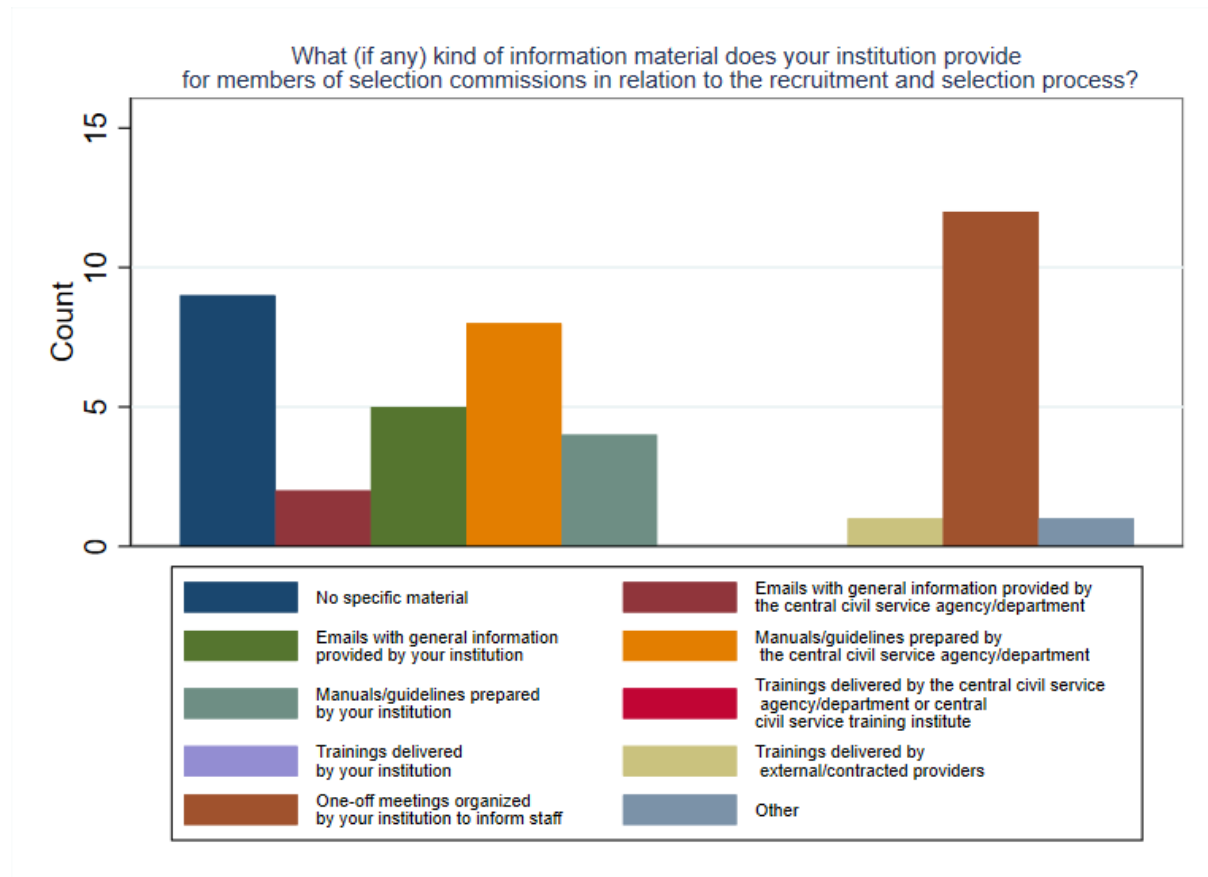
Quality of applicants



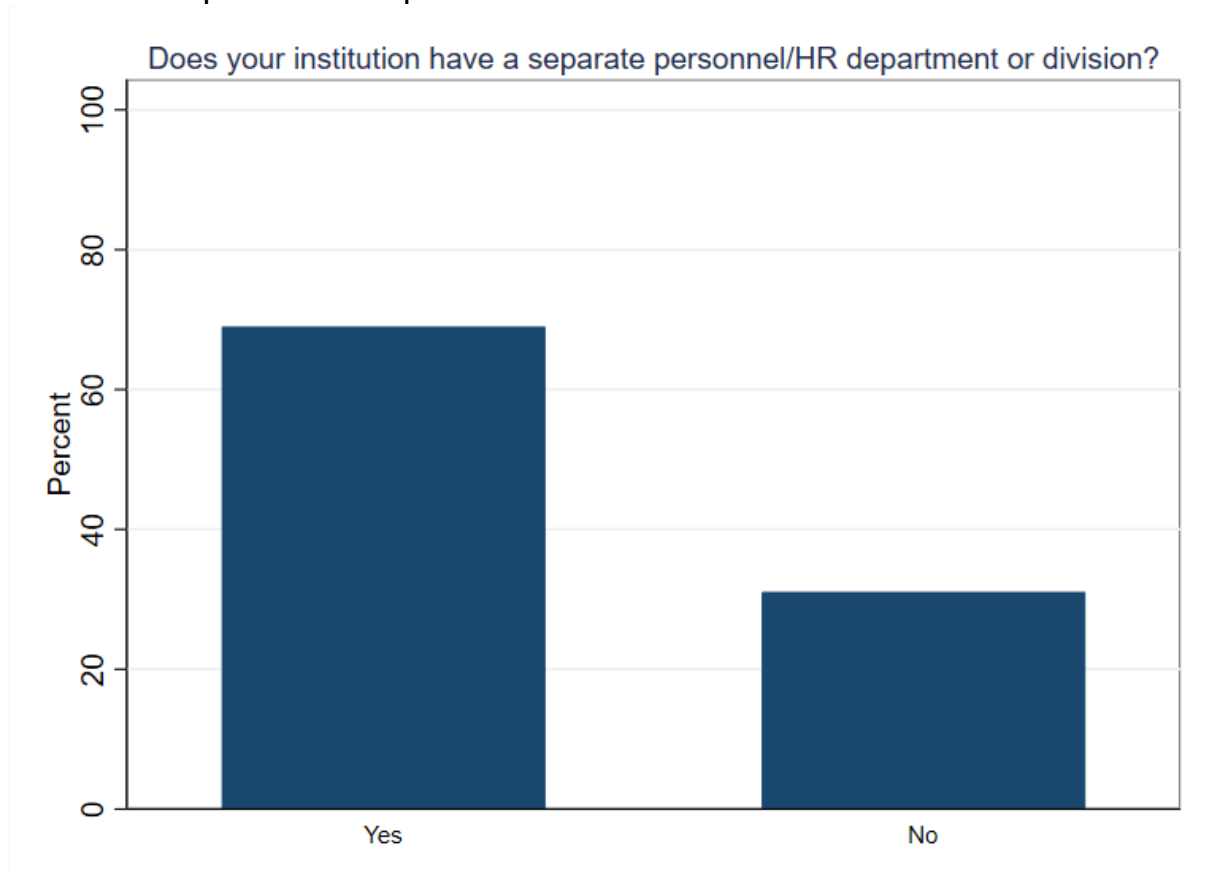
Knowledge and understanding of recruitment process



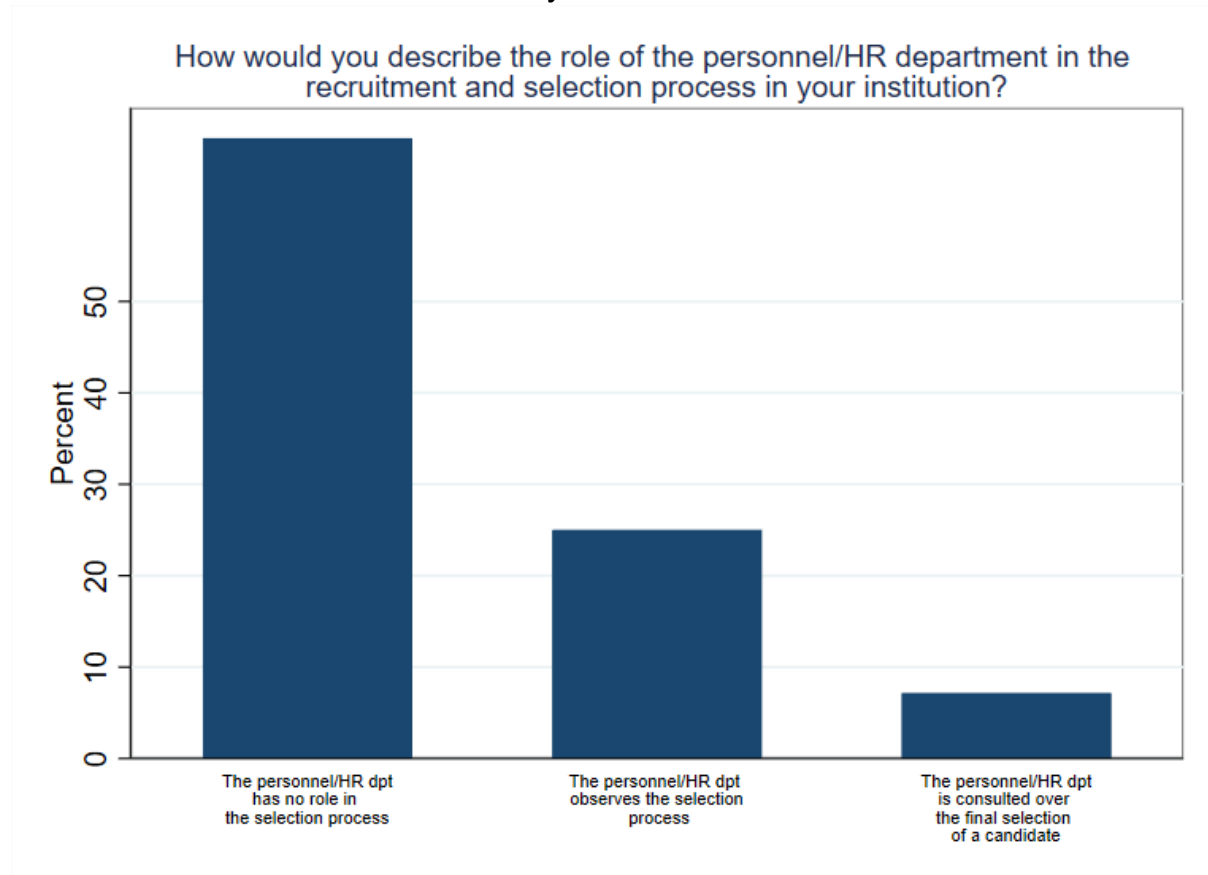
Material for selection commissions



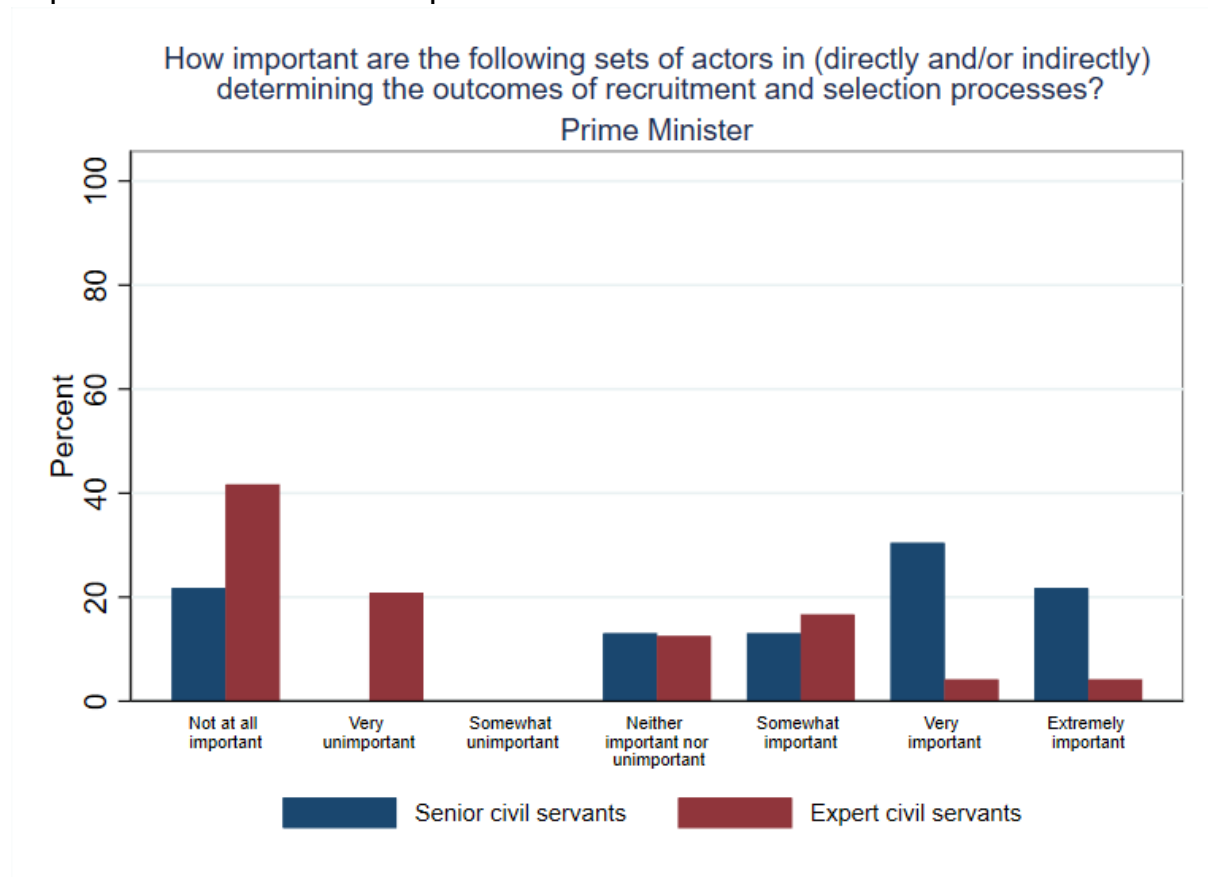
Presence of personnel department



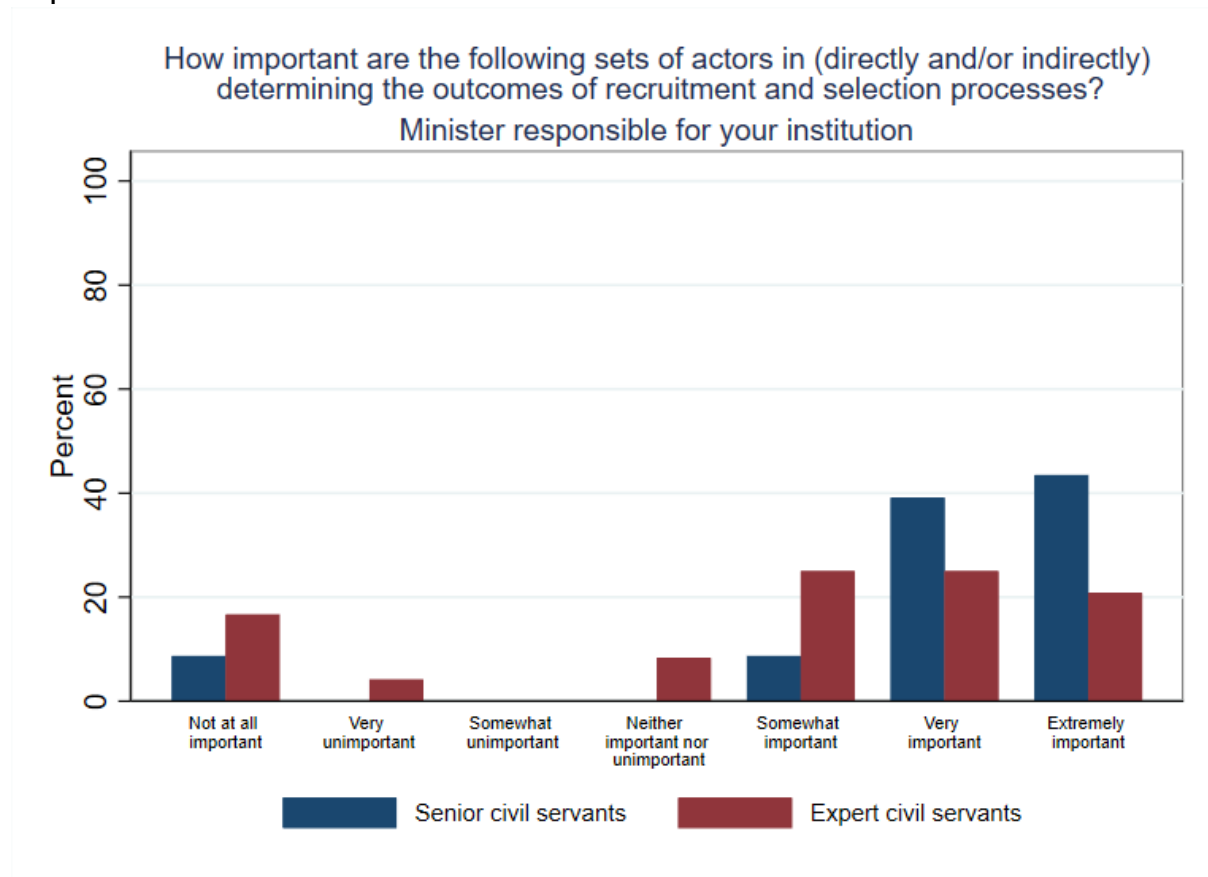
Role of central civil service authority



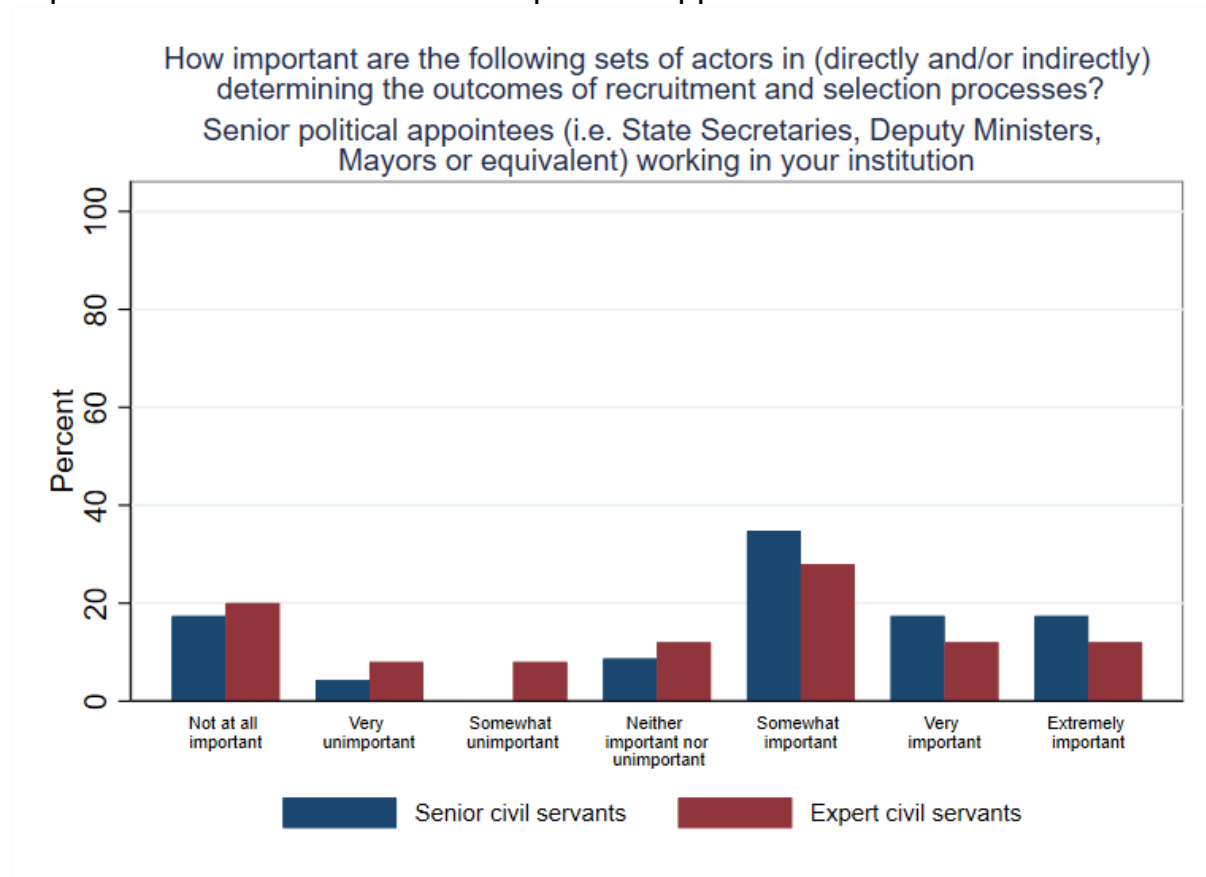
Importance for selection of prime minister



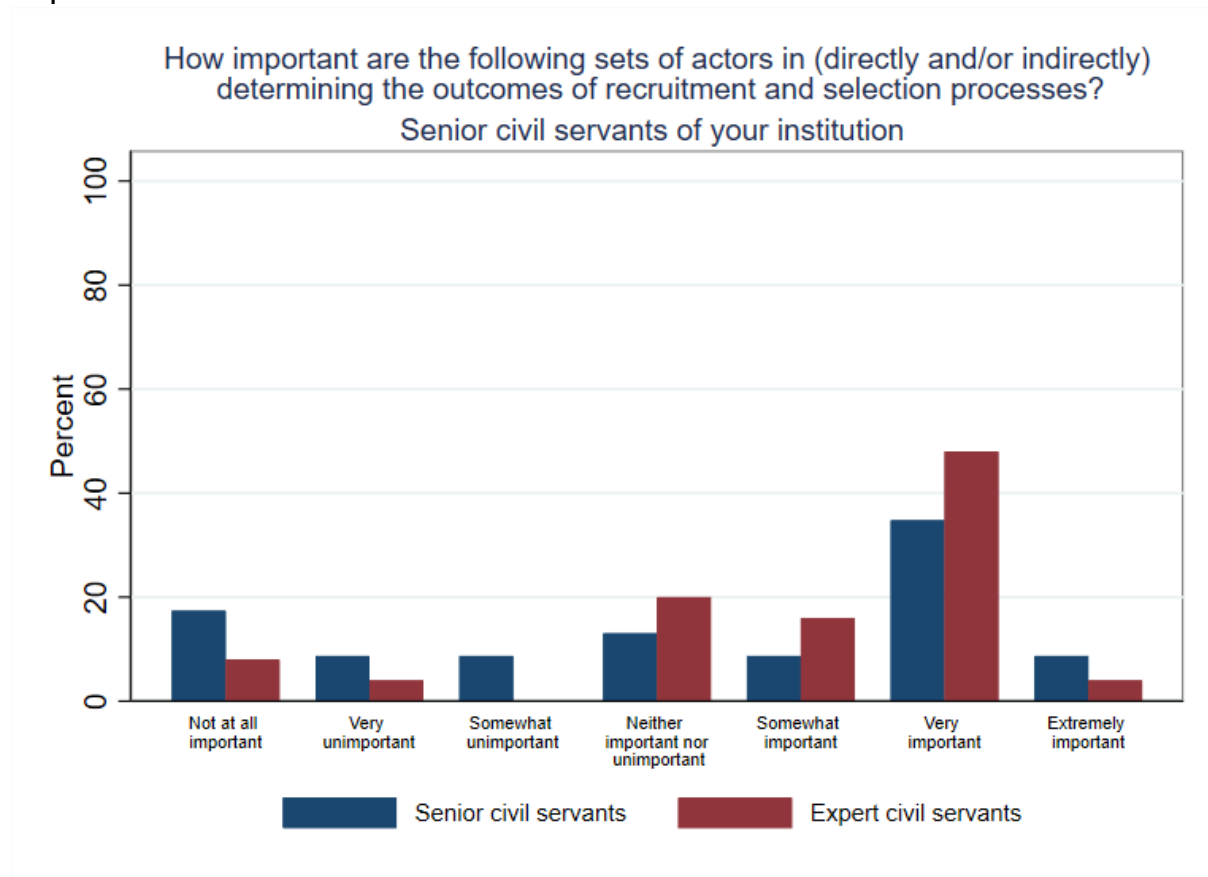
Importance for selection of minister



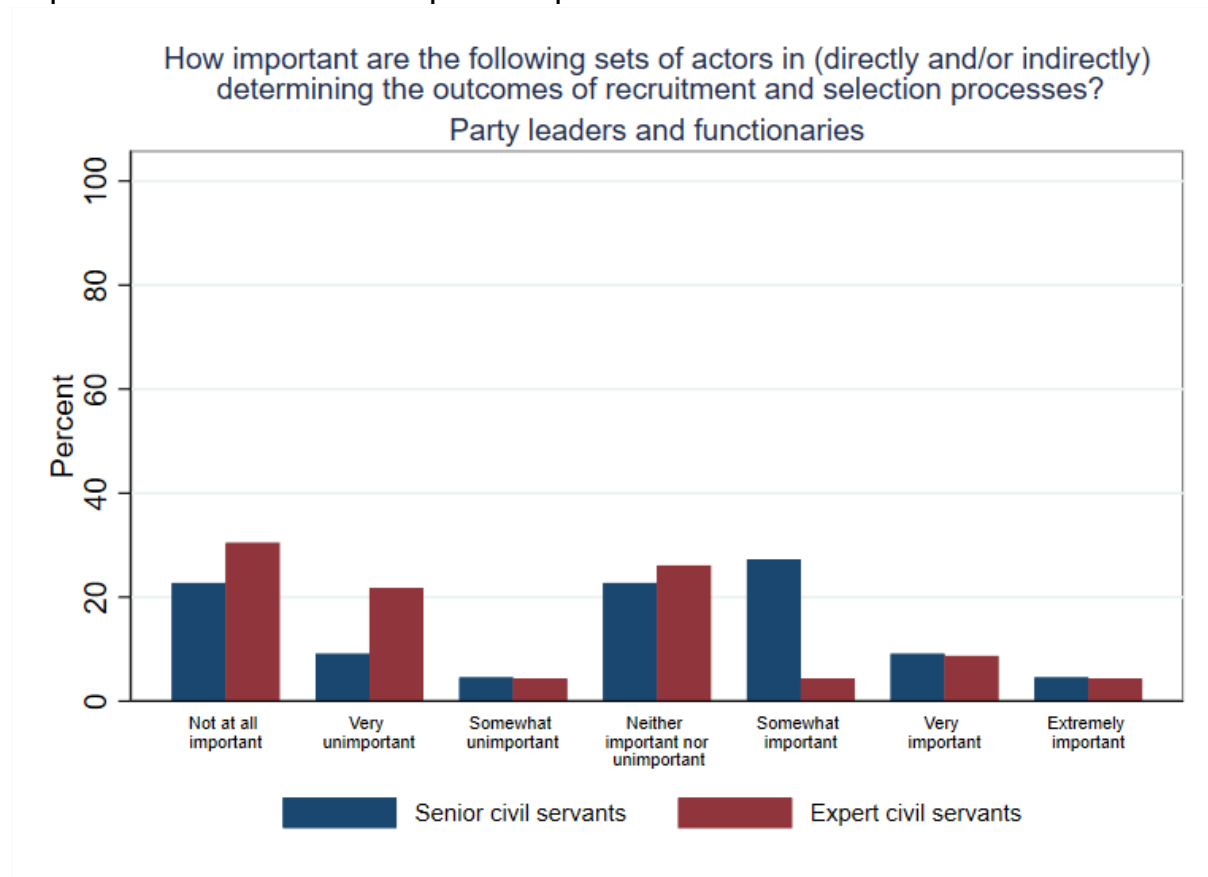
Importance for selection of senior political appointee



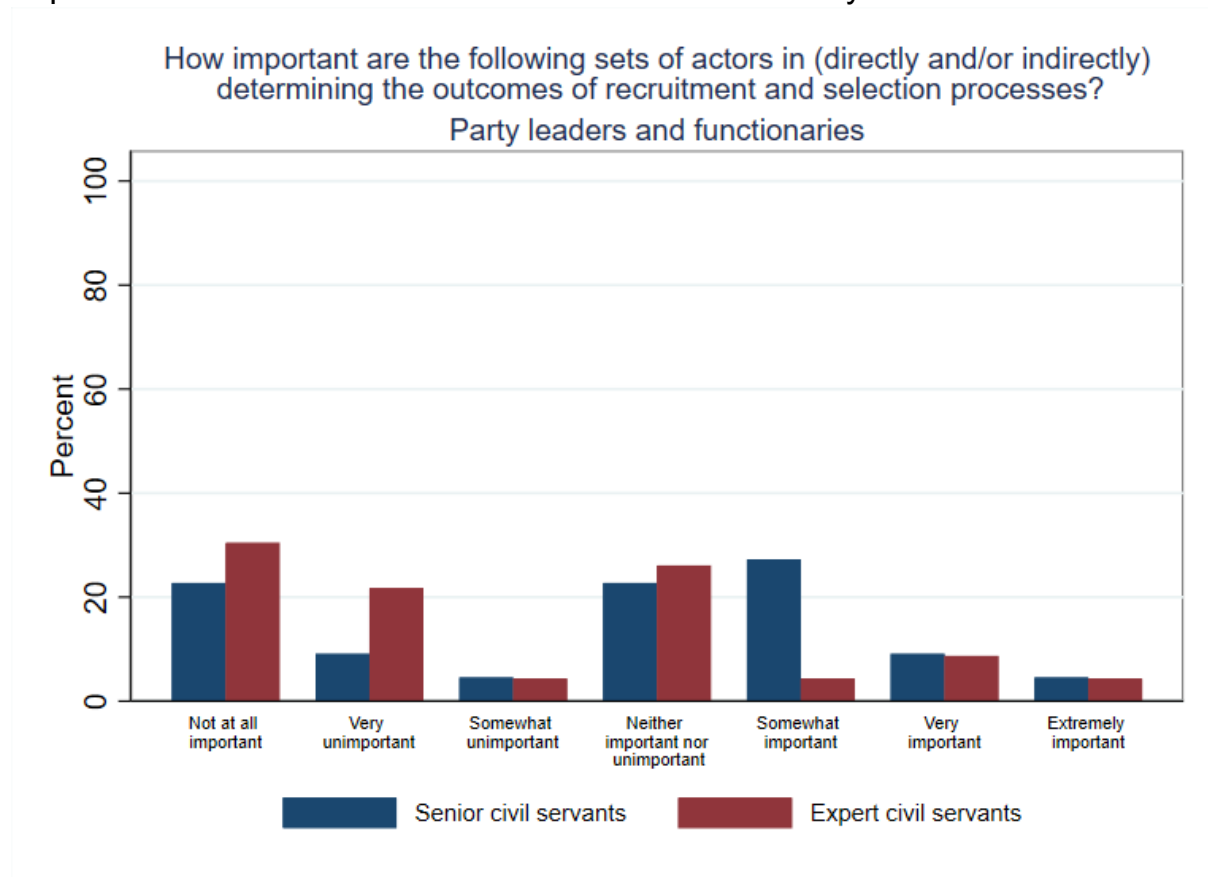
Importance for selection of senior civil servants



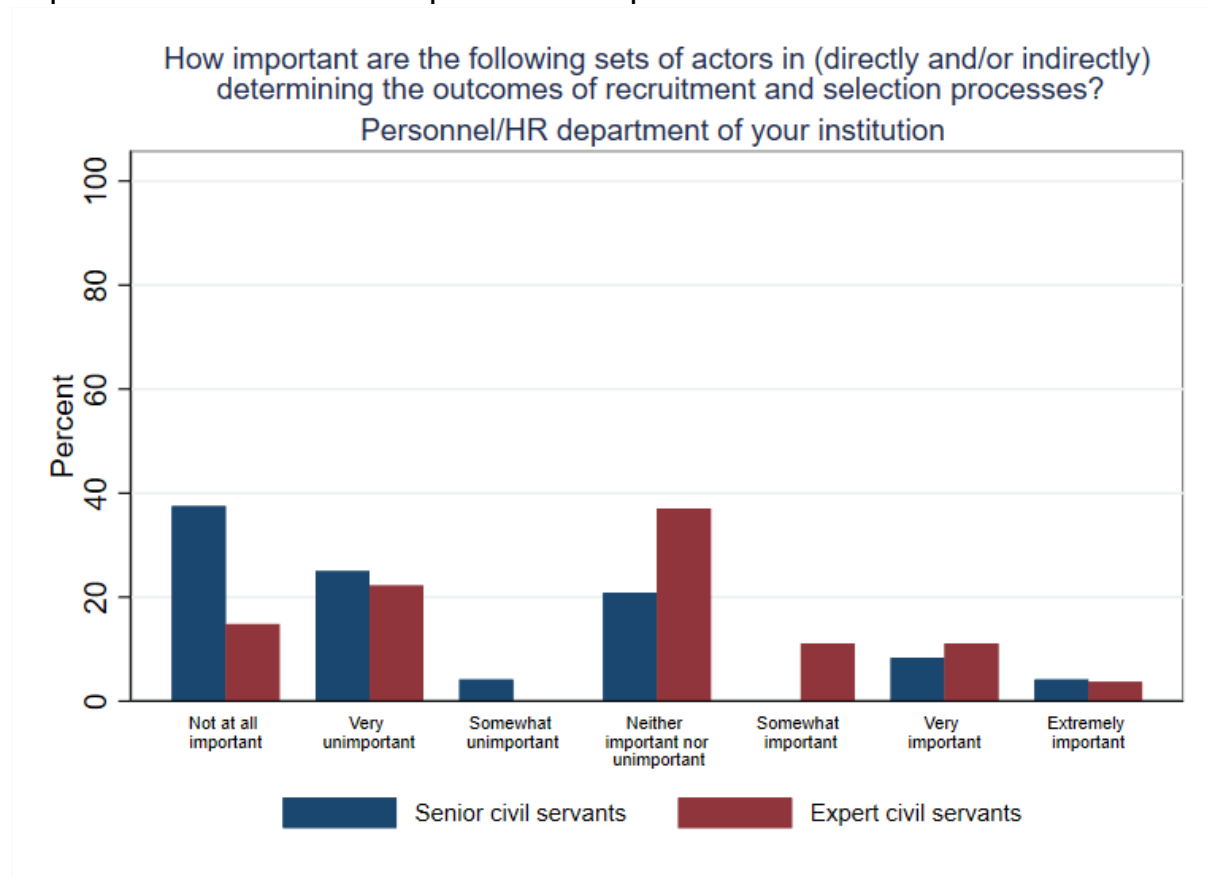
Importance for selection of political parties



Importance for selection of central civil service authority

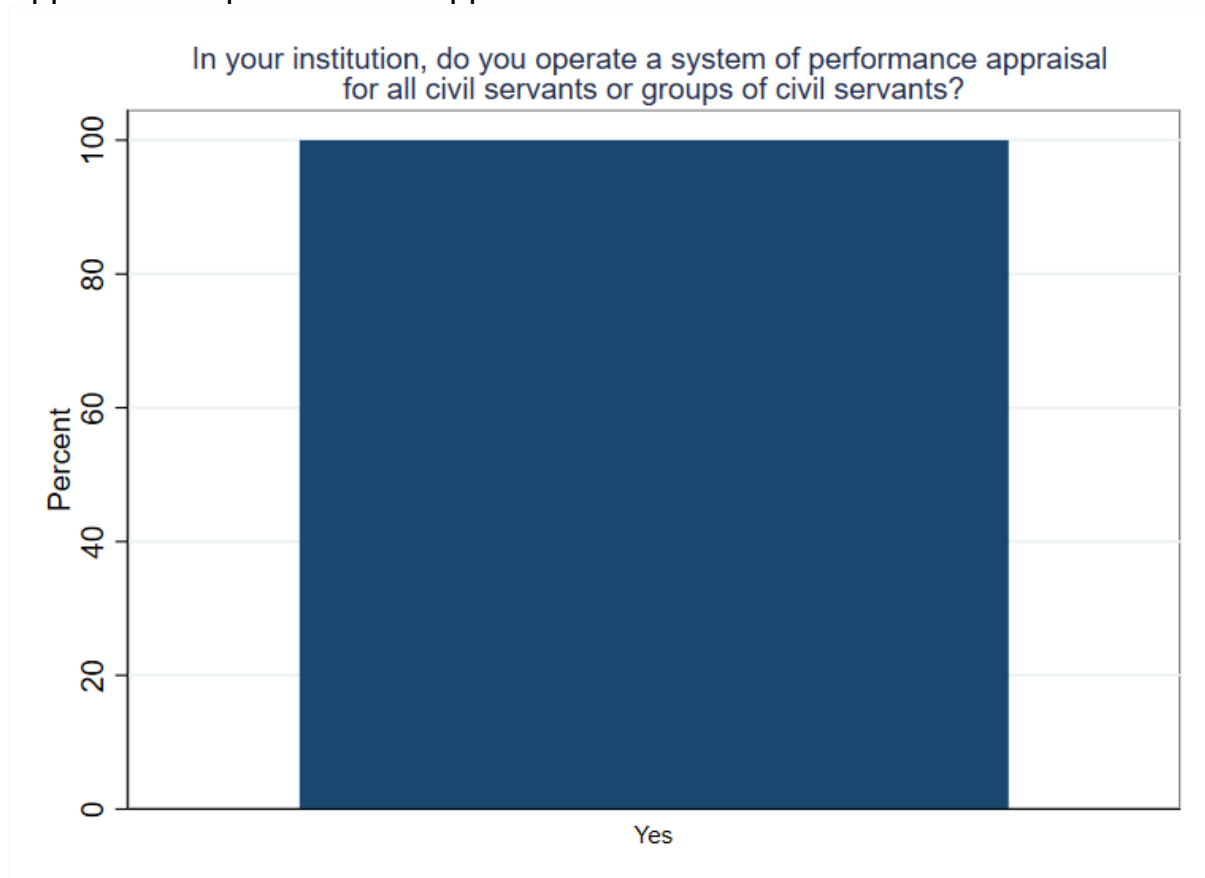


Importance for selection of personnel department

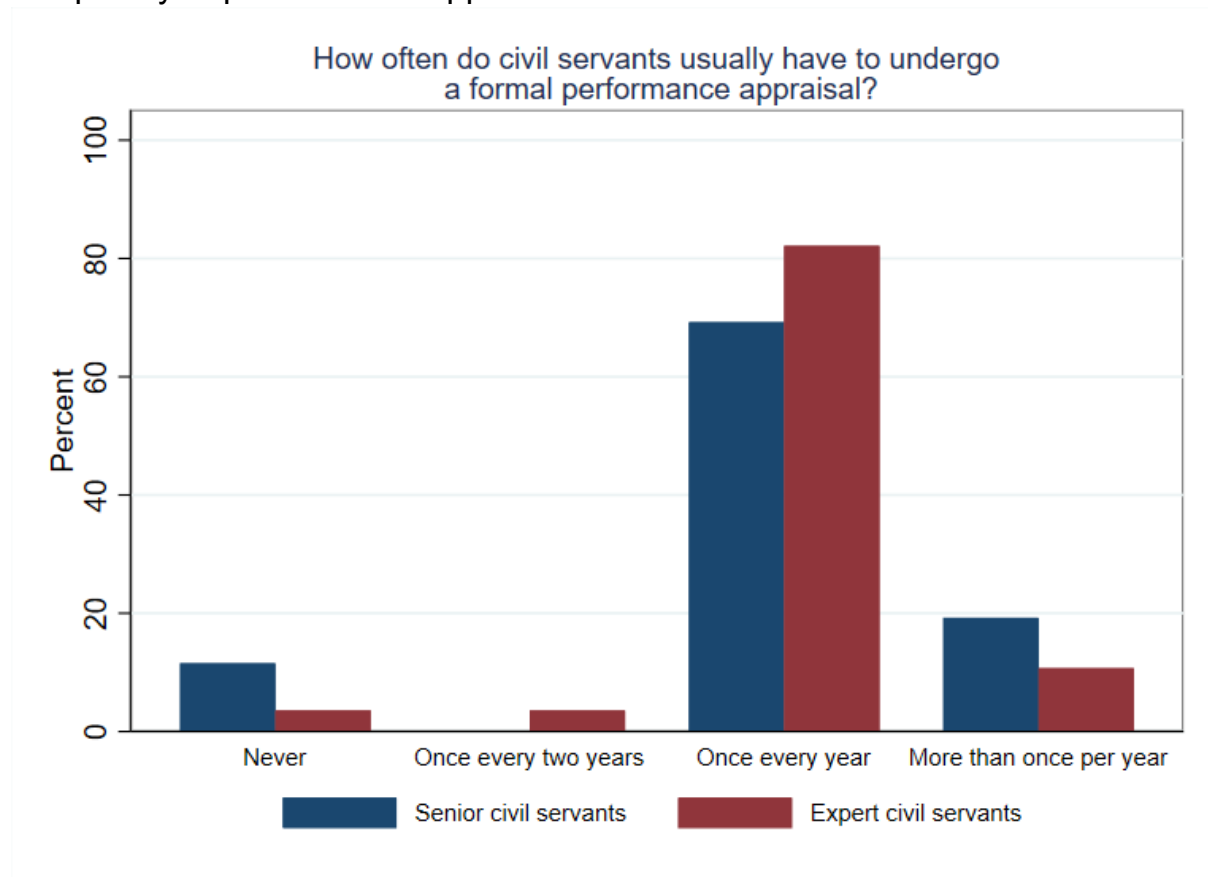


II. Performance appraisal

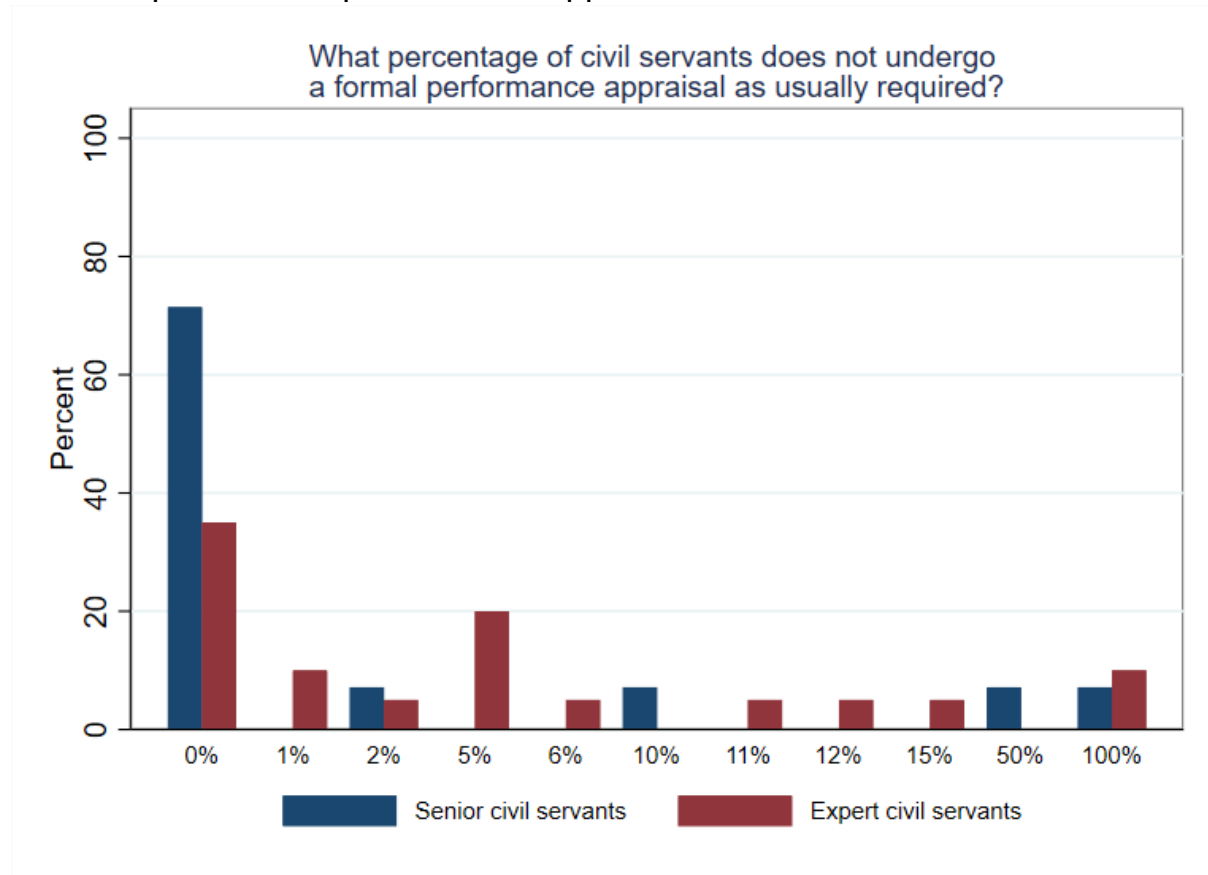
Application of performance appraisal



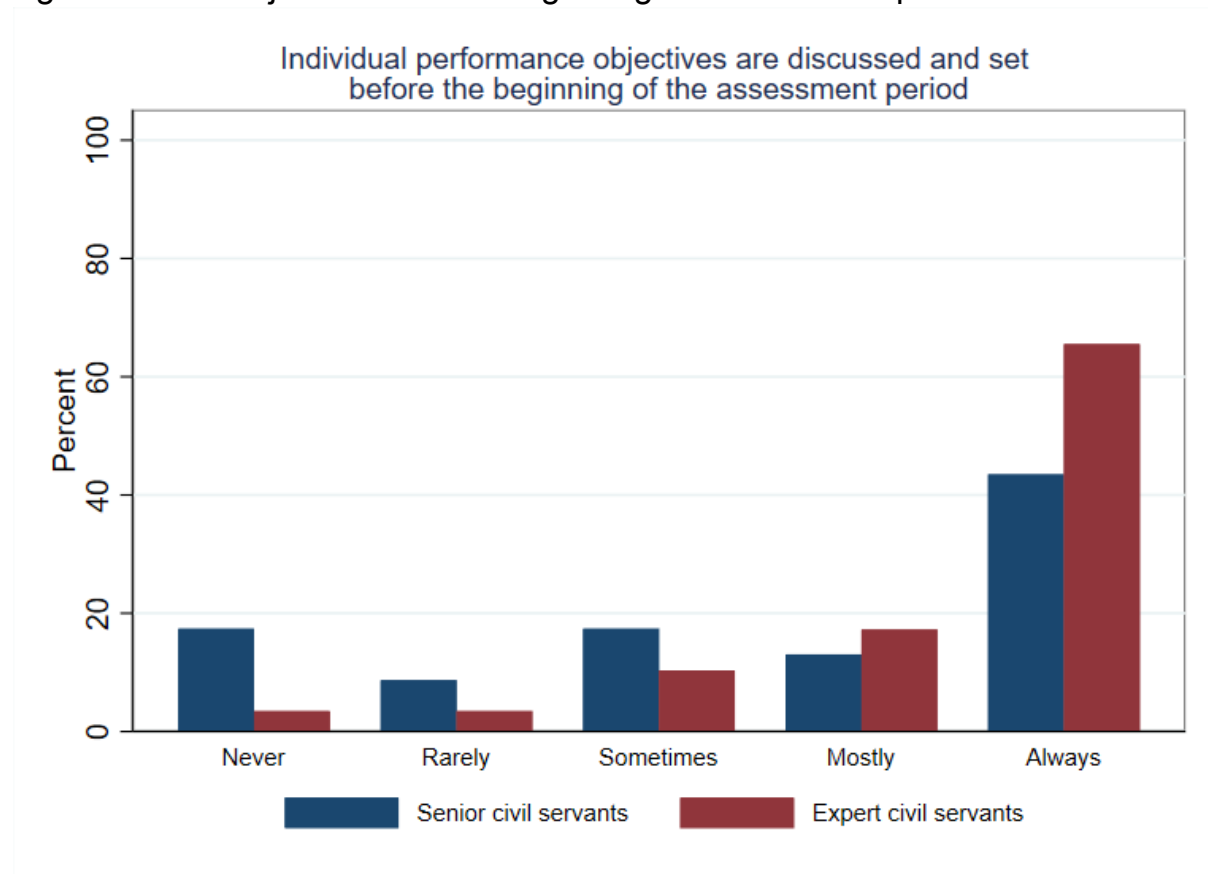
Frequency of performance appraisal



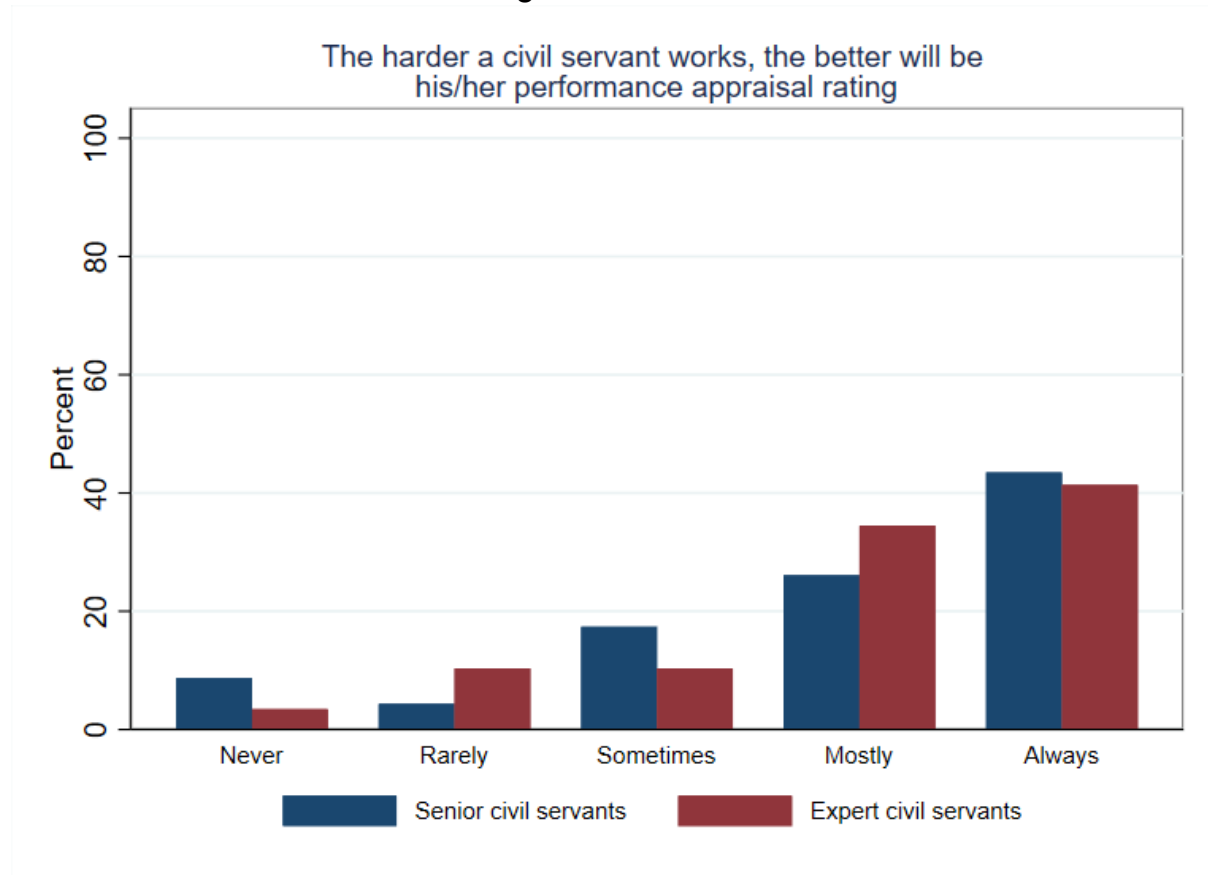
Non-compliance with performance appraisal



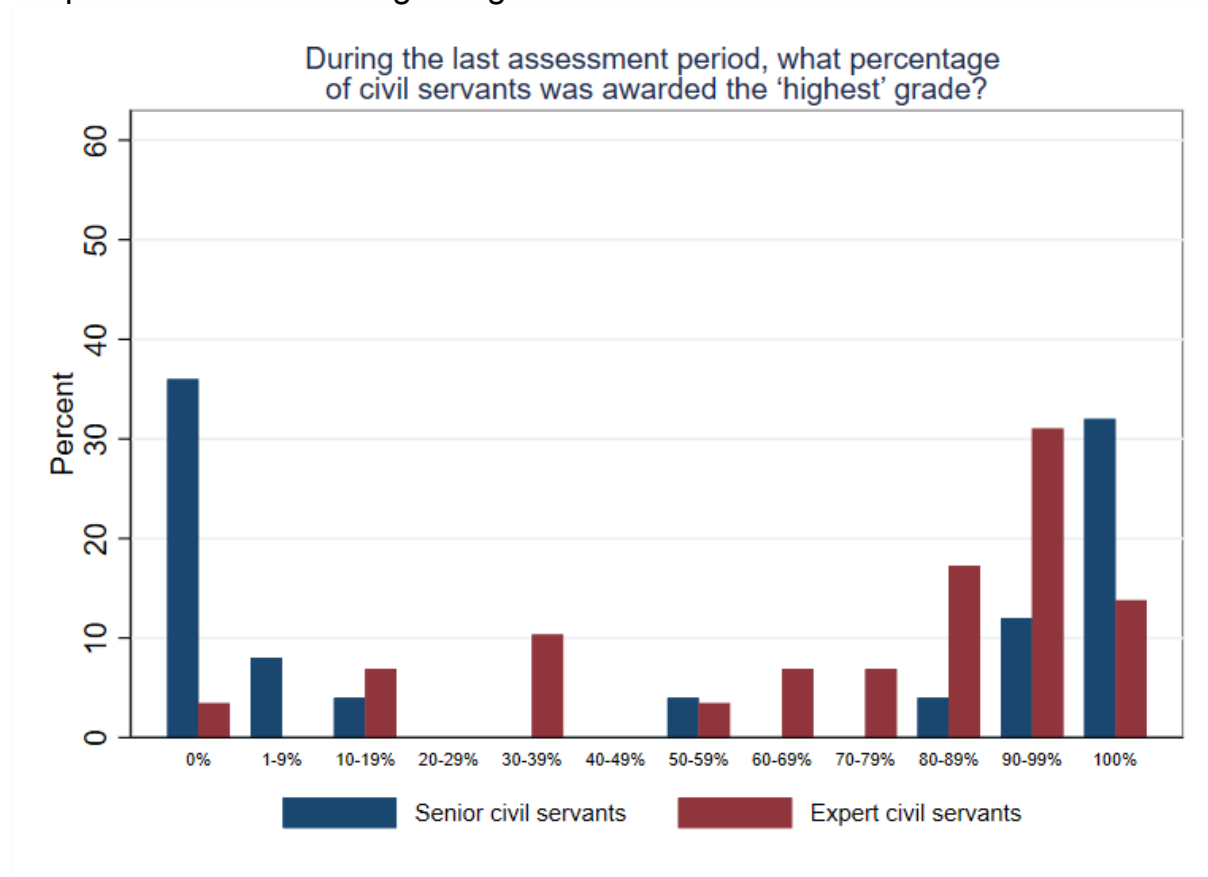
Agreement of objectives before beginning of assessment period



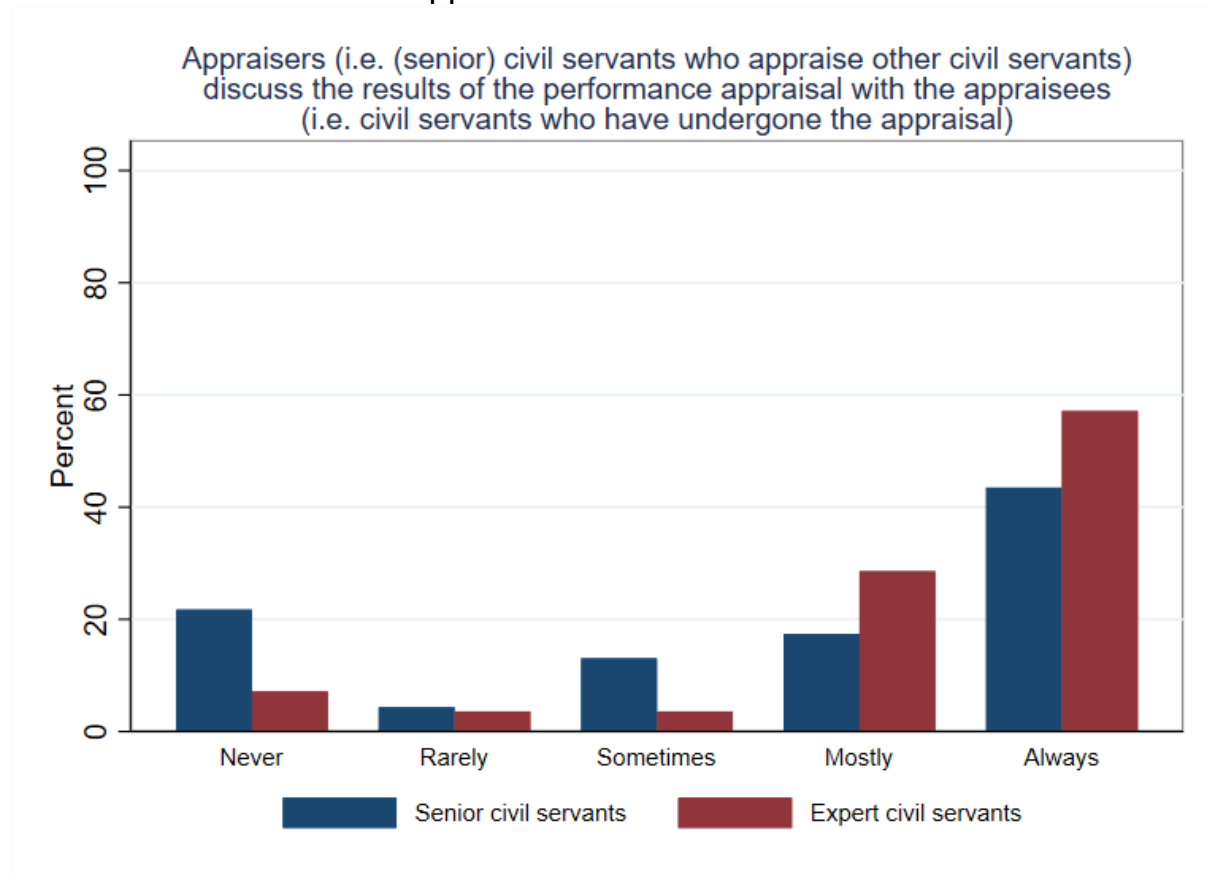
Hard work will lead to better ratings



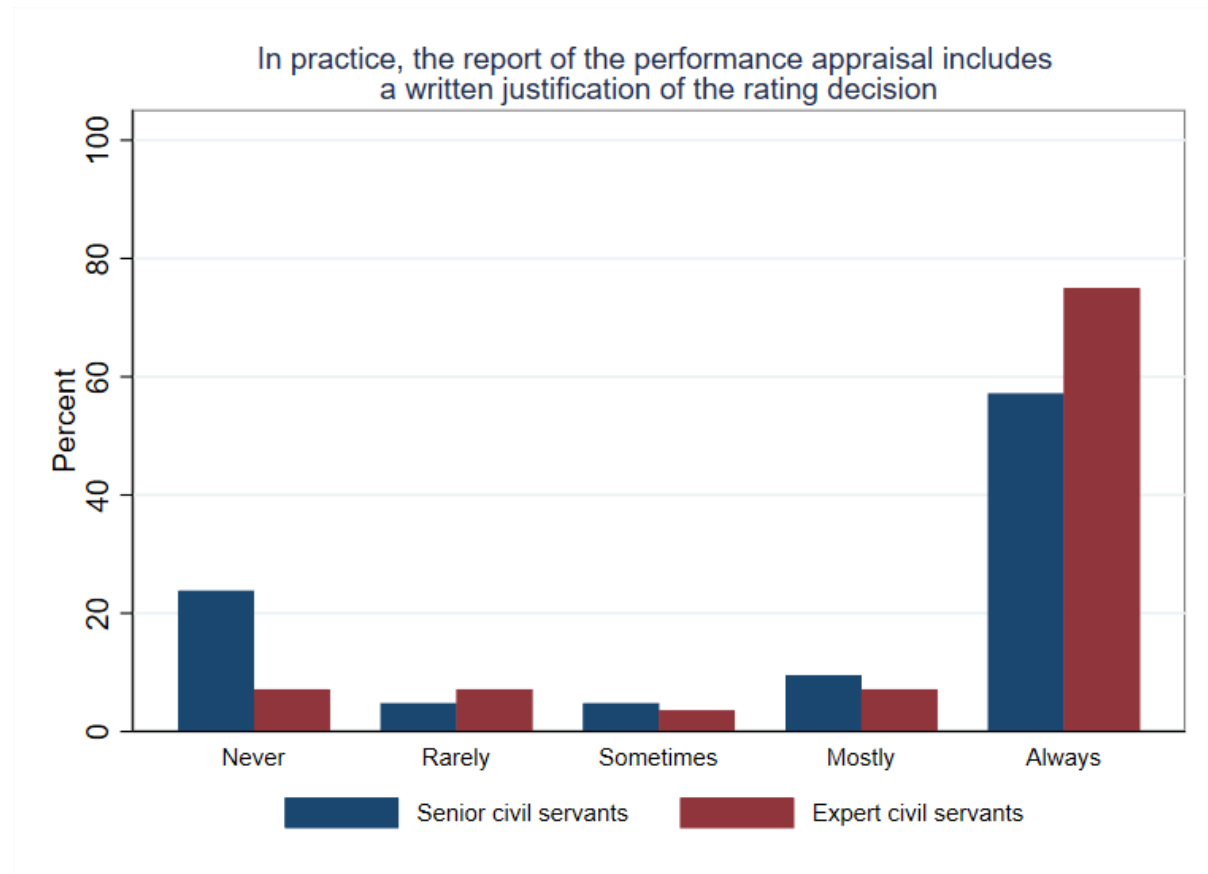
Proportion of staff with highest grade



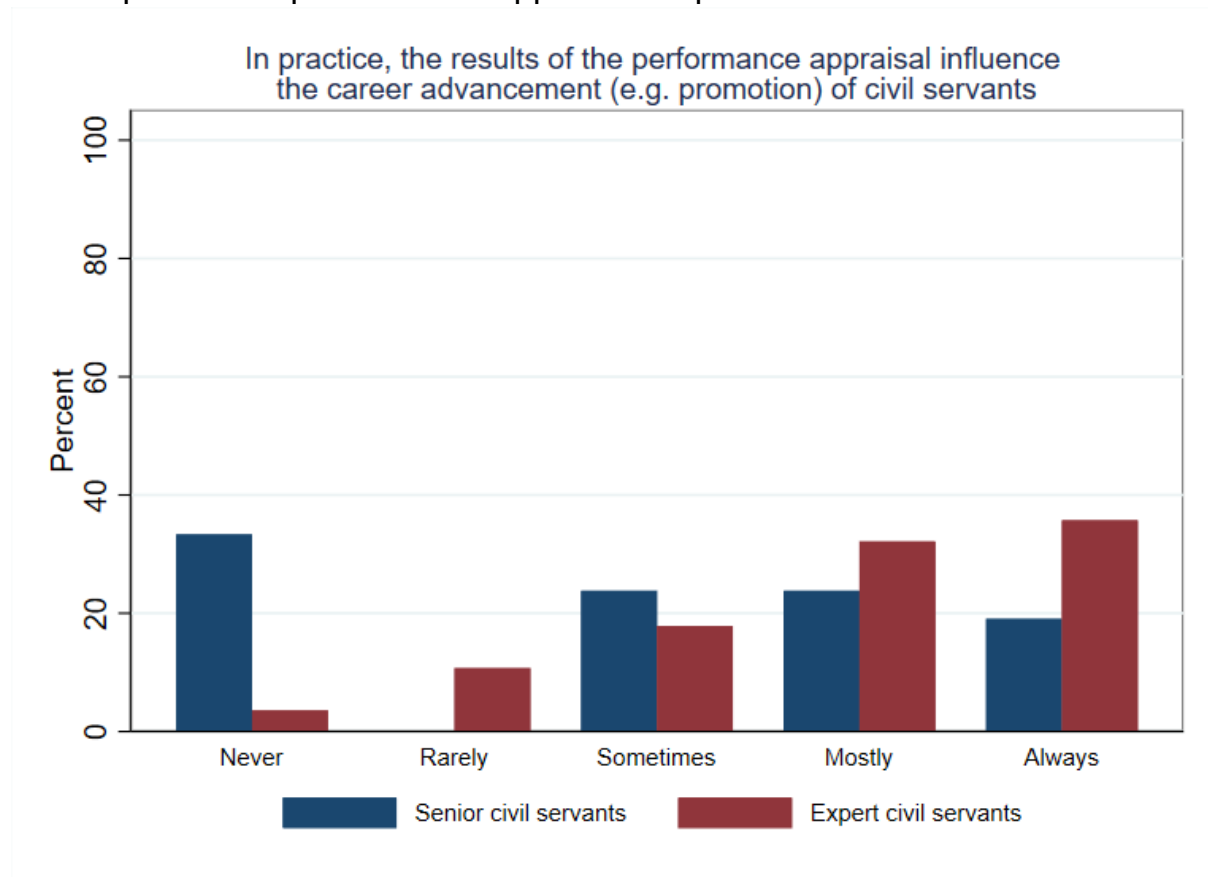
Discussion of results with appraisees



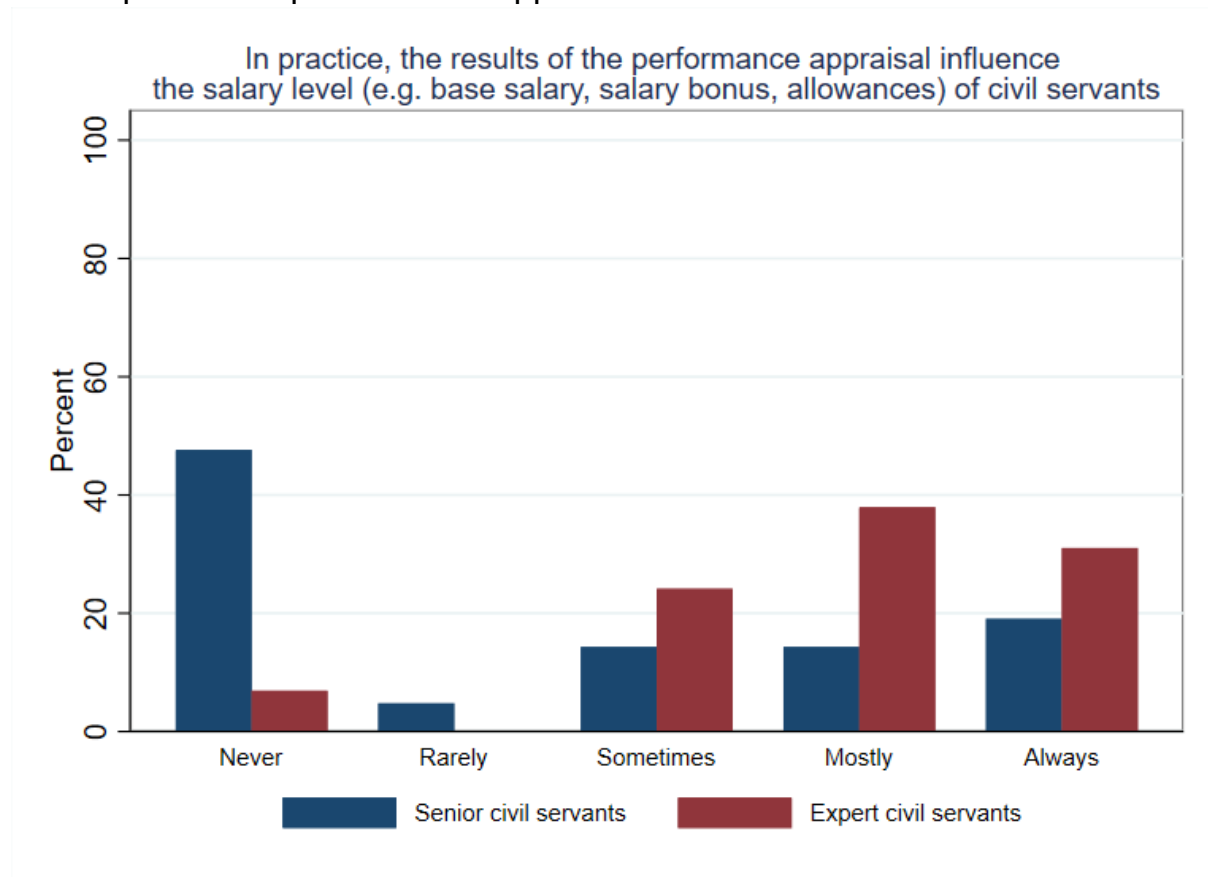
Written feedback



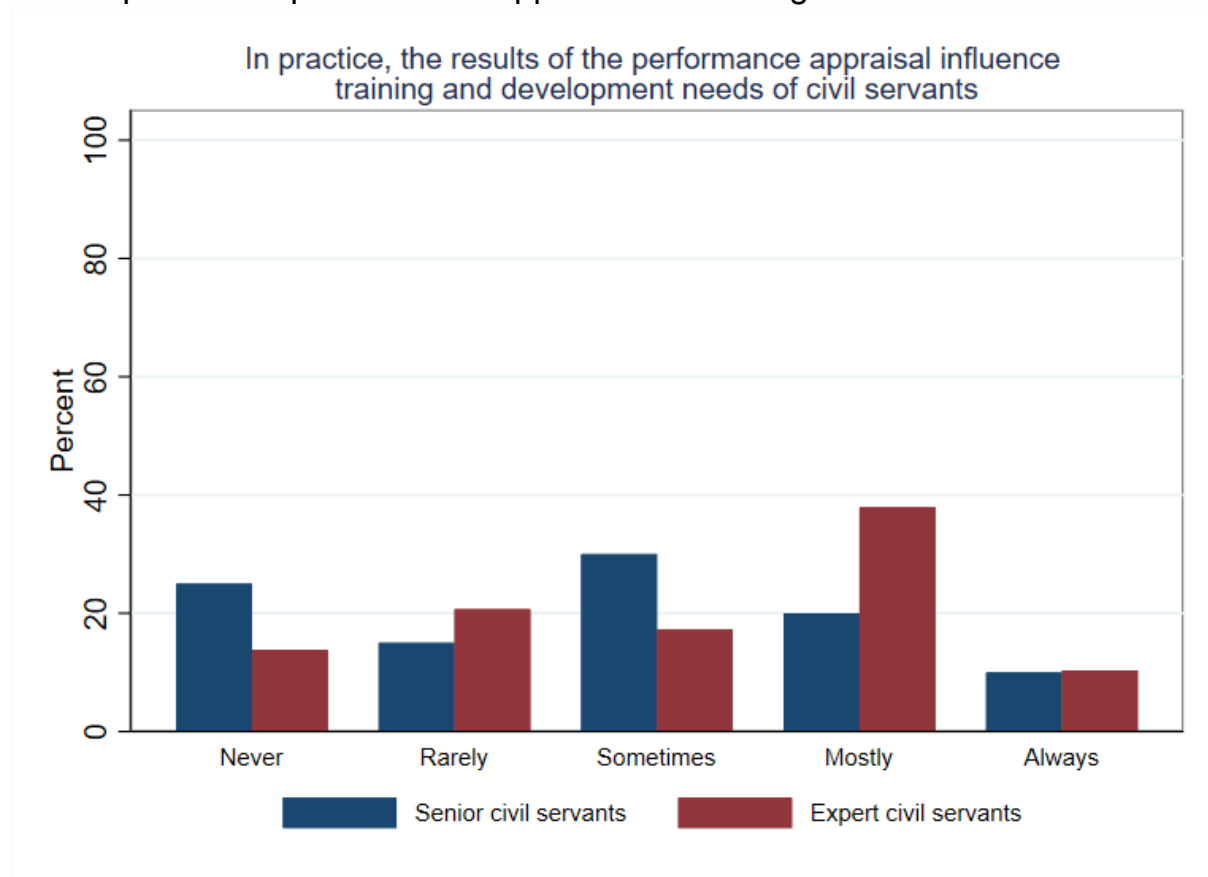
Consequences of performance appraisal for promotions



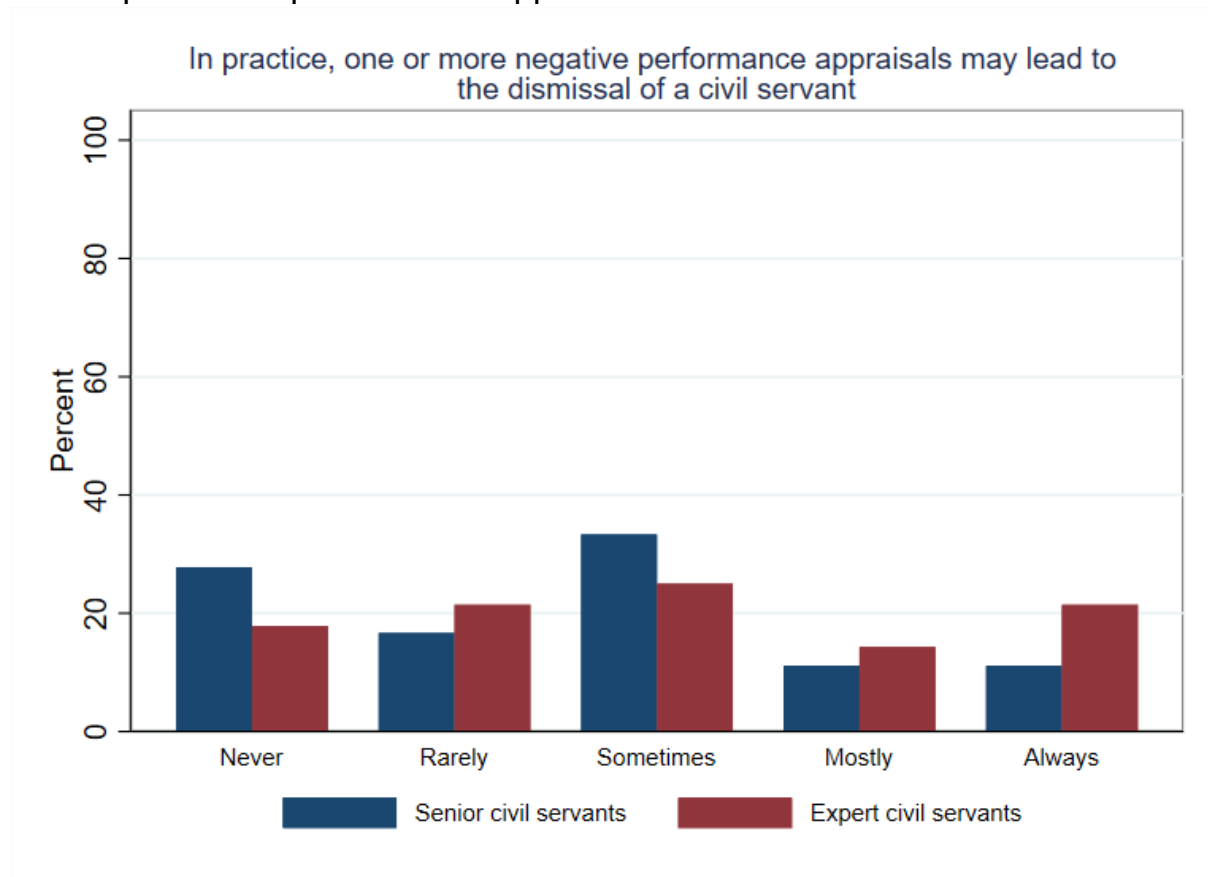
Consequences of performance appraisal for salaries



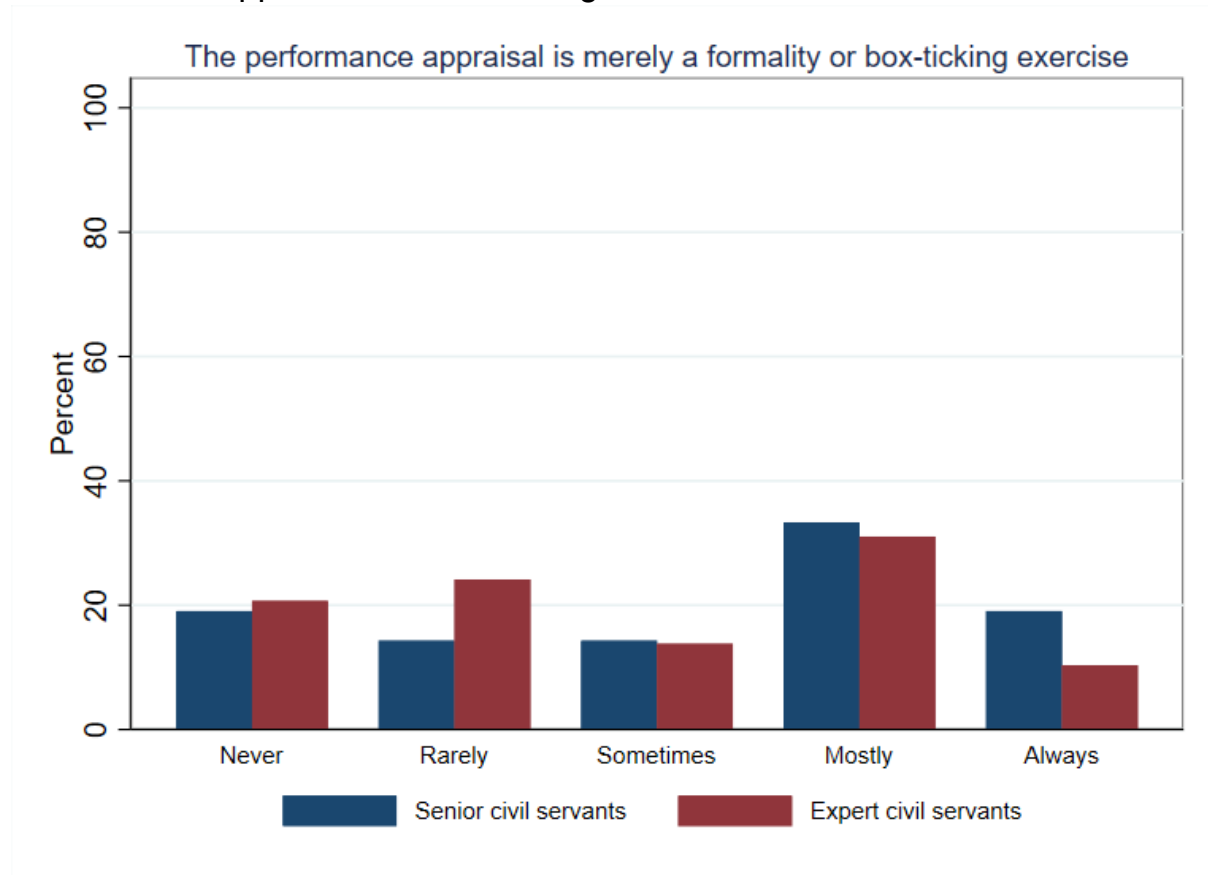
Consequences of performance appraisal for training



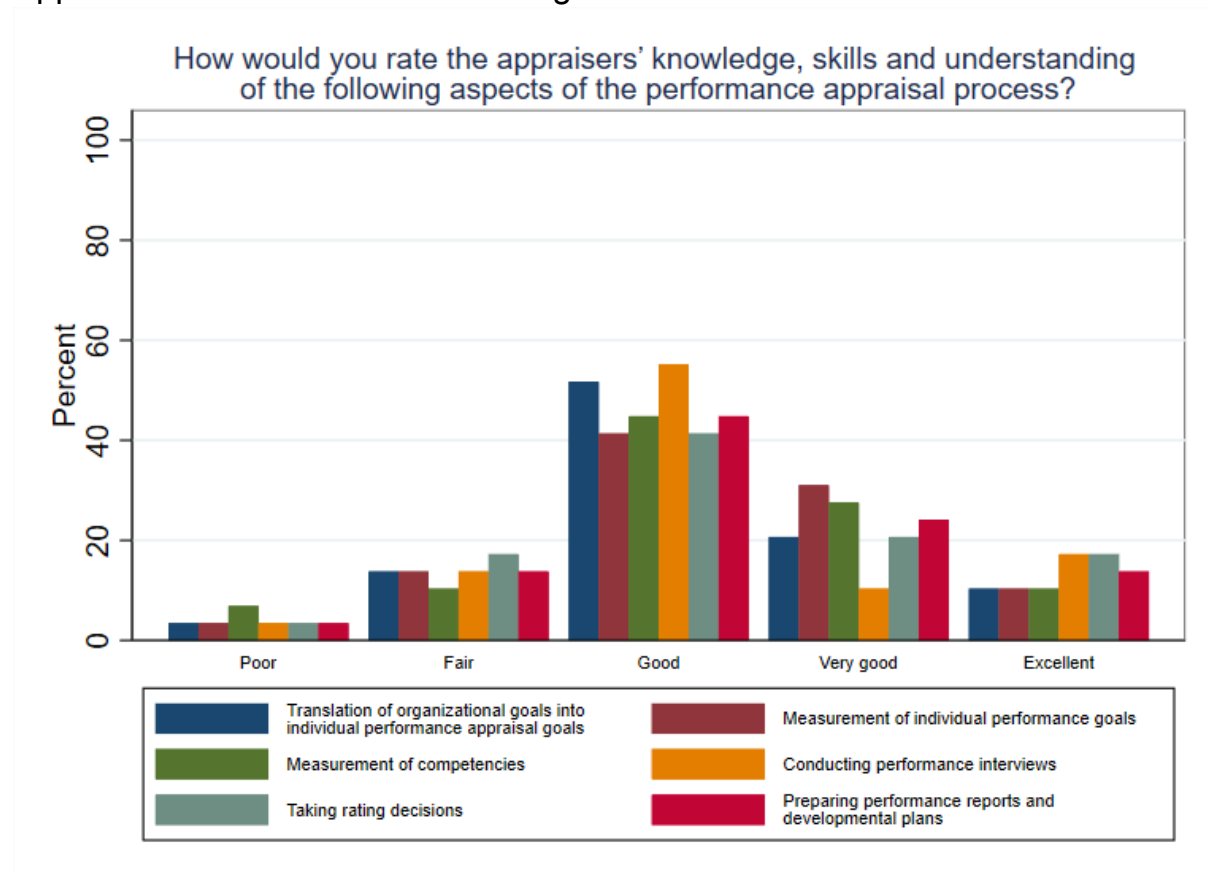
Consequences of performance appraisal for dismissal



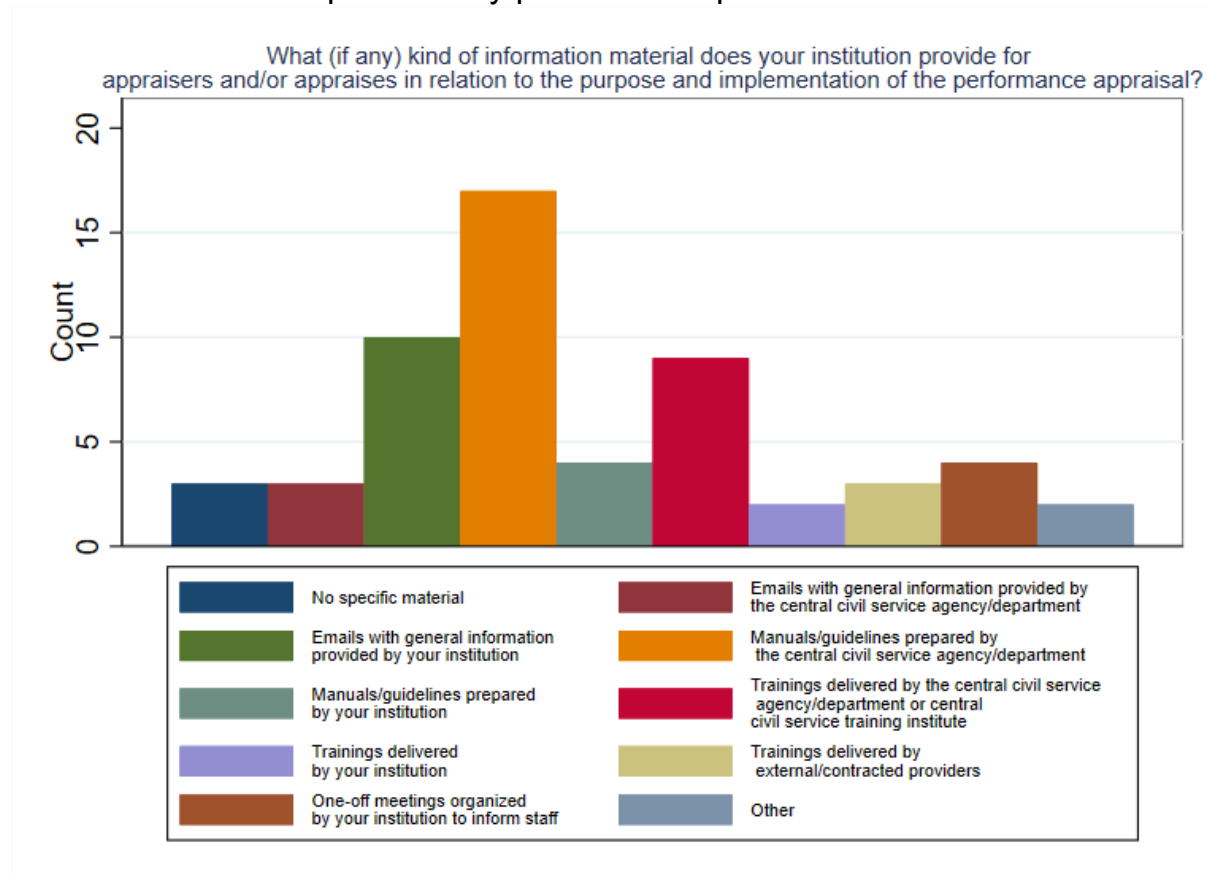
Performance appraisal is a box-ticking exercise



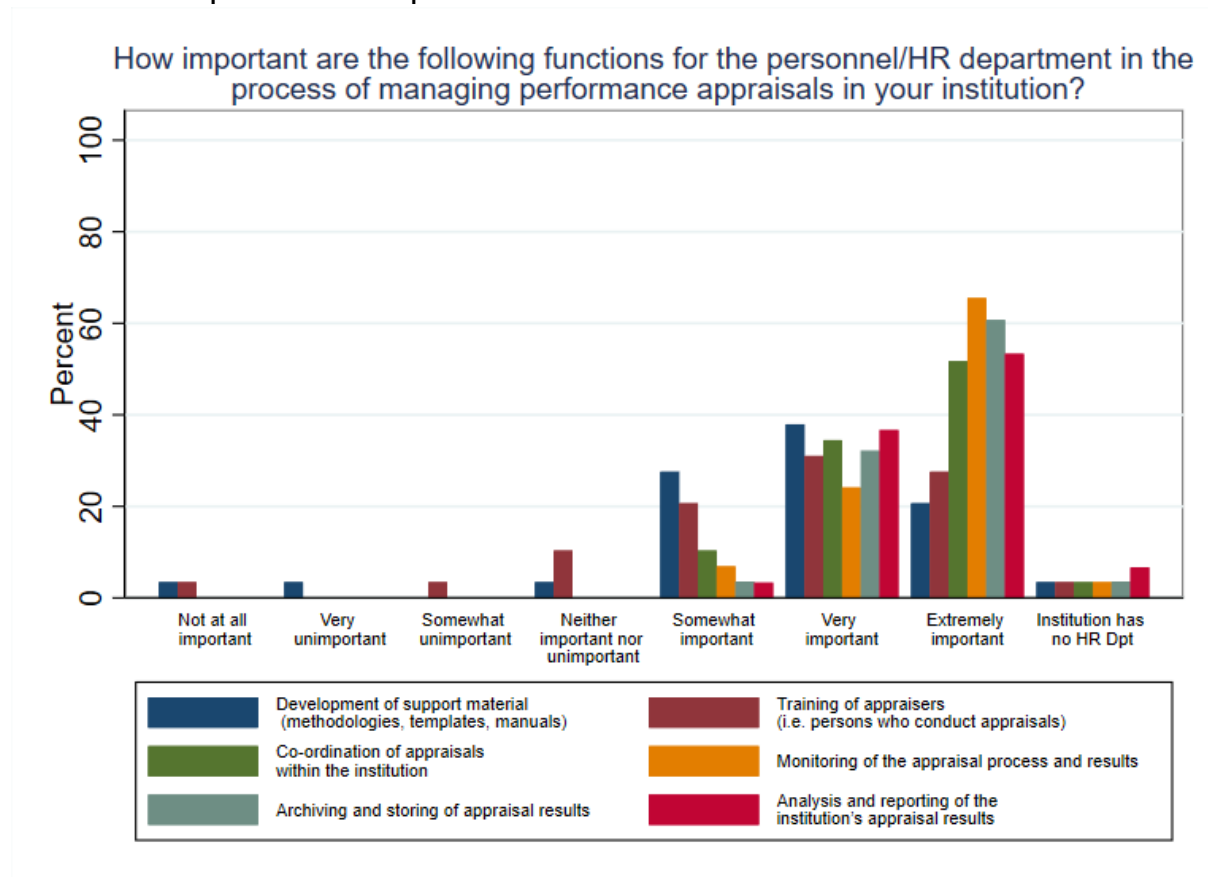
Appraisers have skills and knowledge



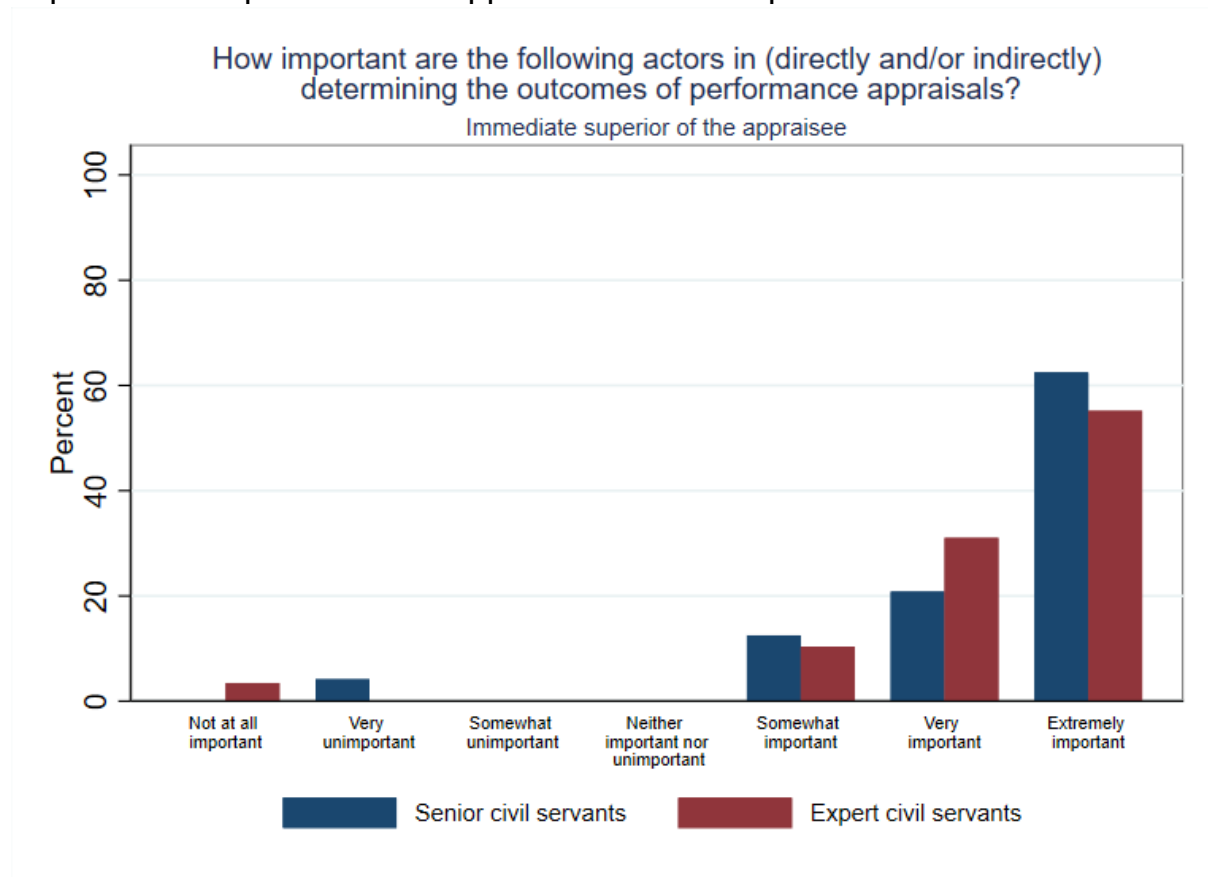
Information material provided by personnel departments



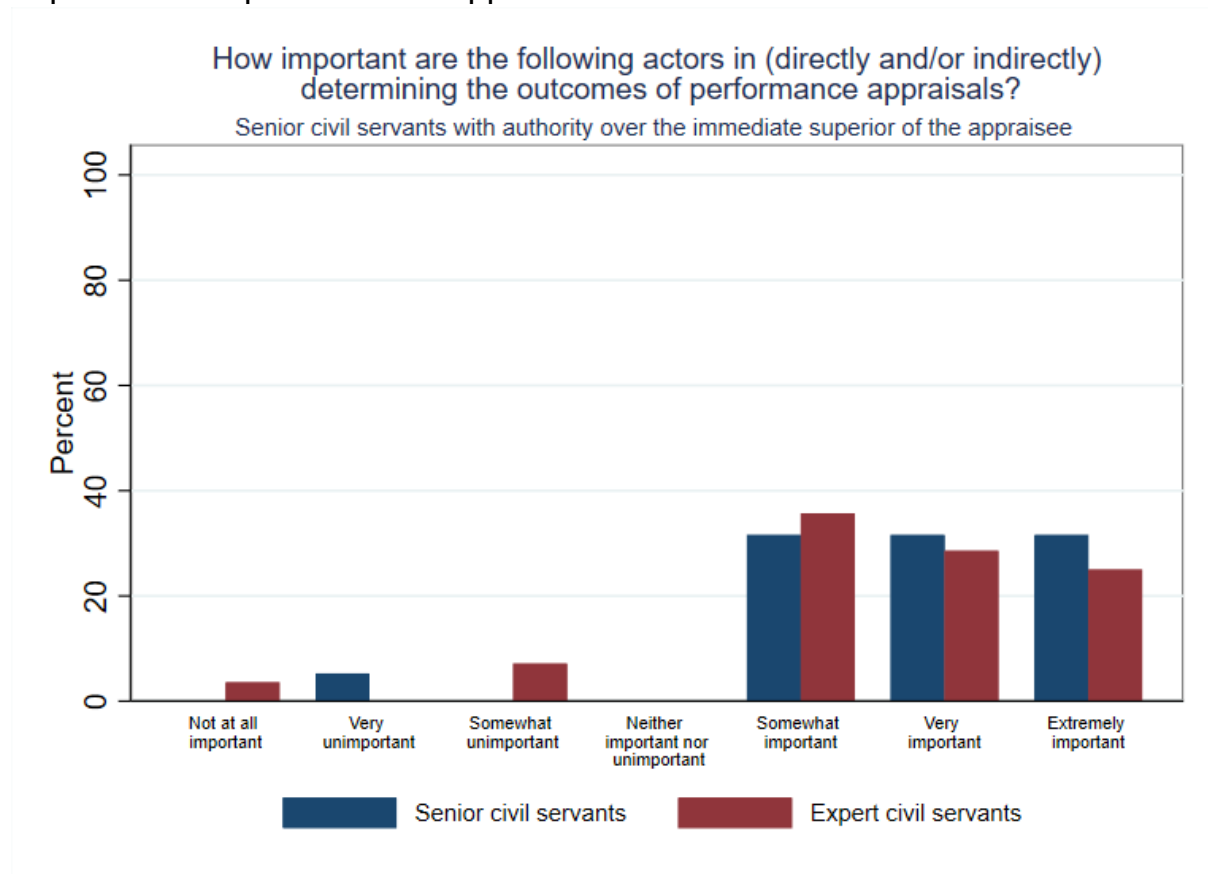
Functions of personnel departments



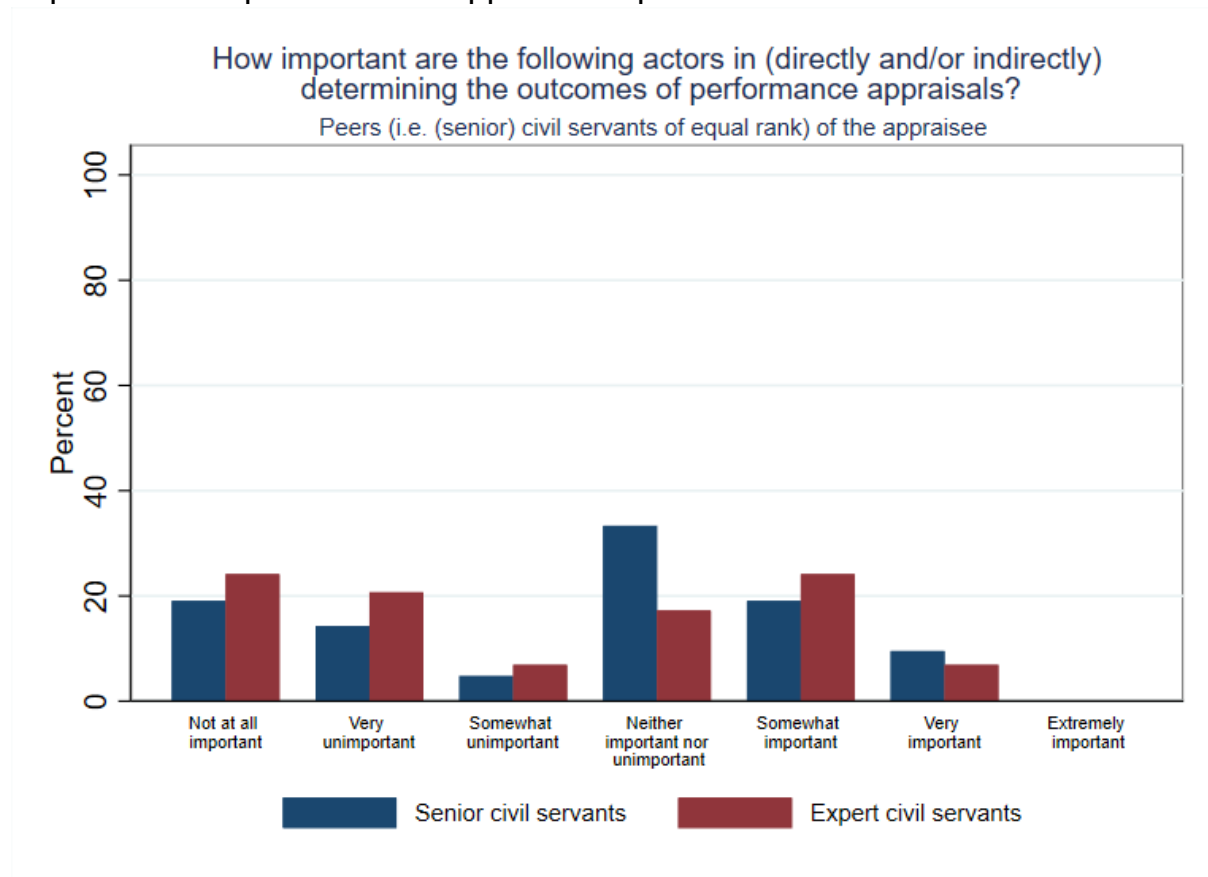
Importance for performance appraisal of direct superior



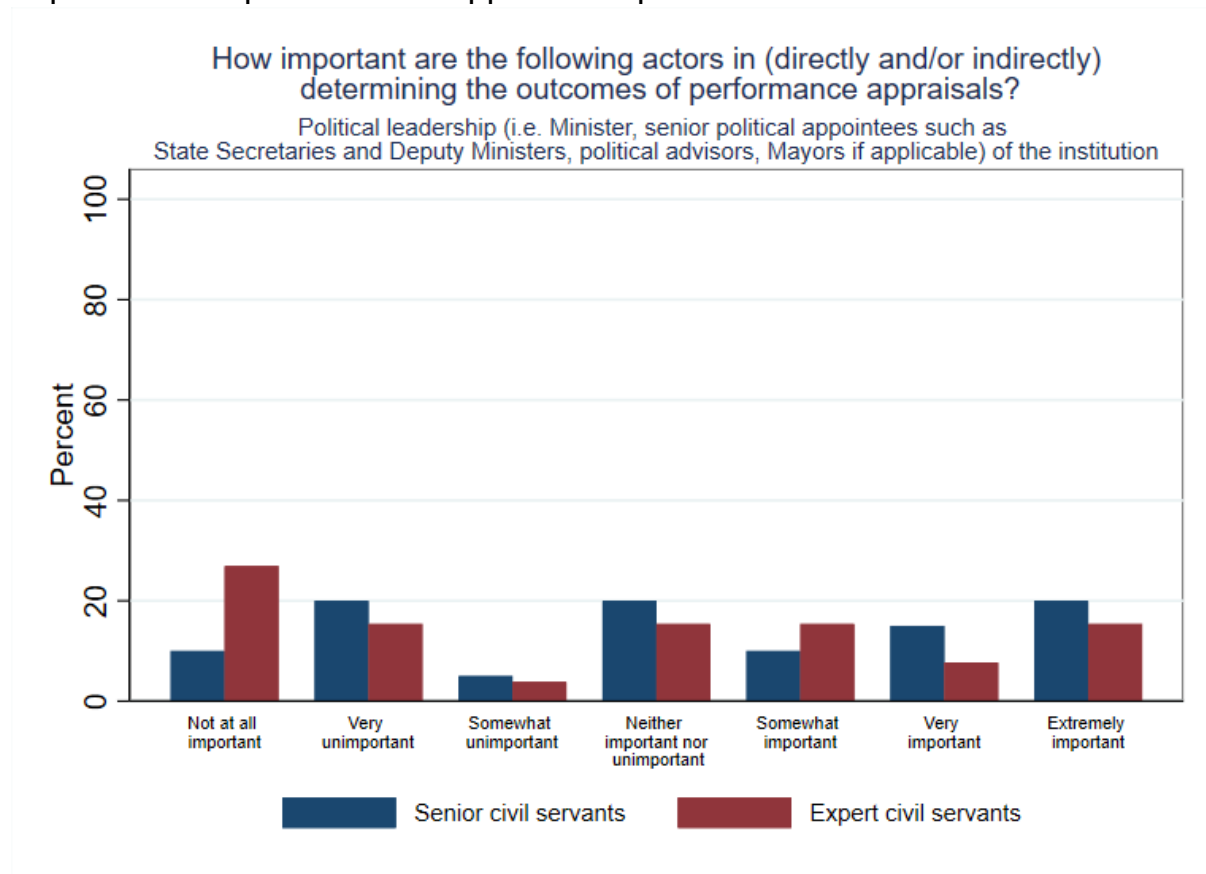
Importance for performance appraisal of senior civil servants



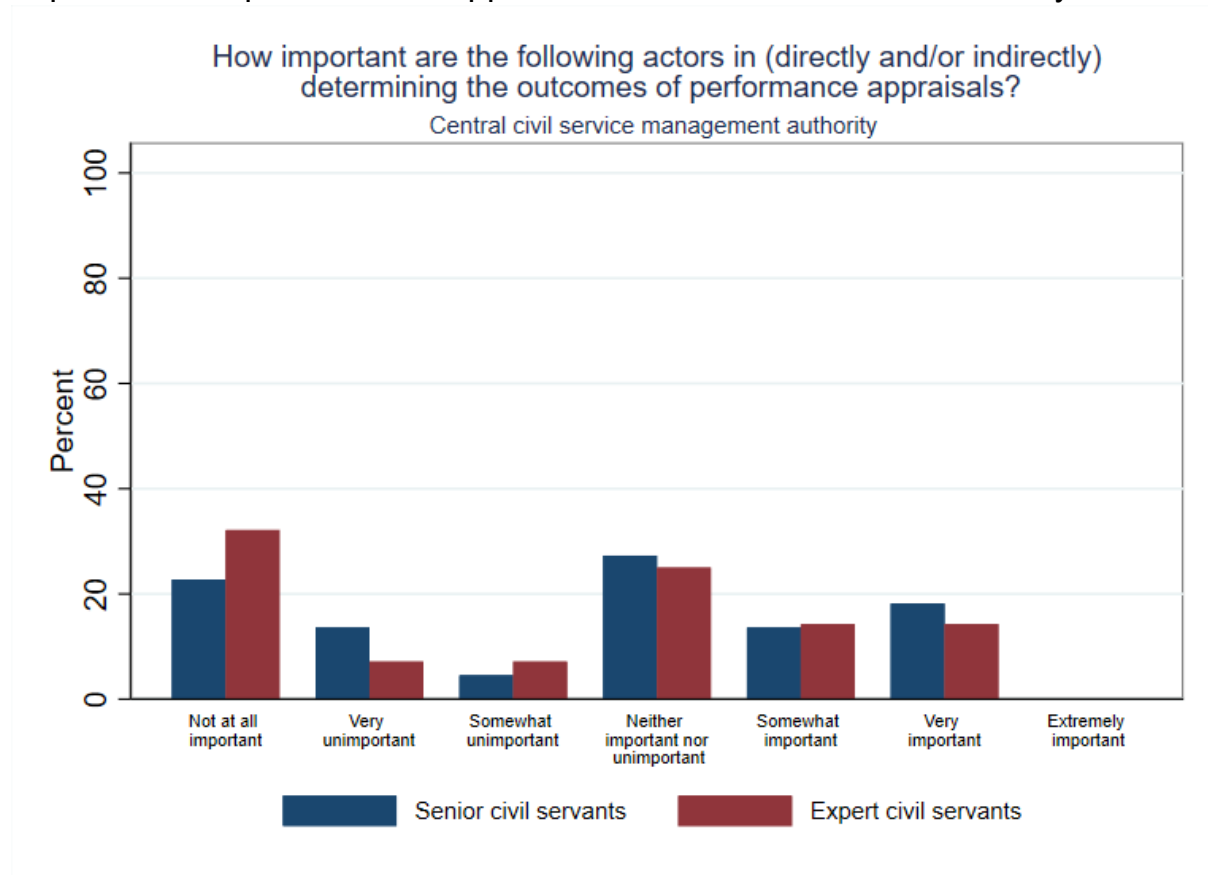
Importance for performance appraisal of peers



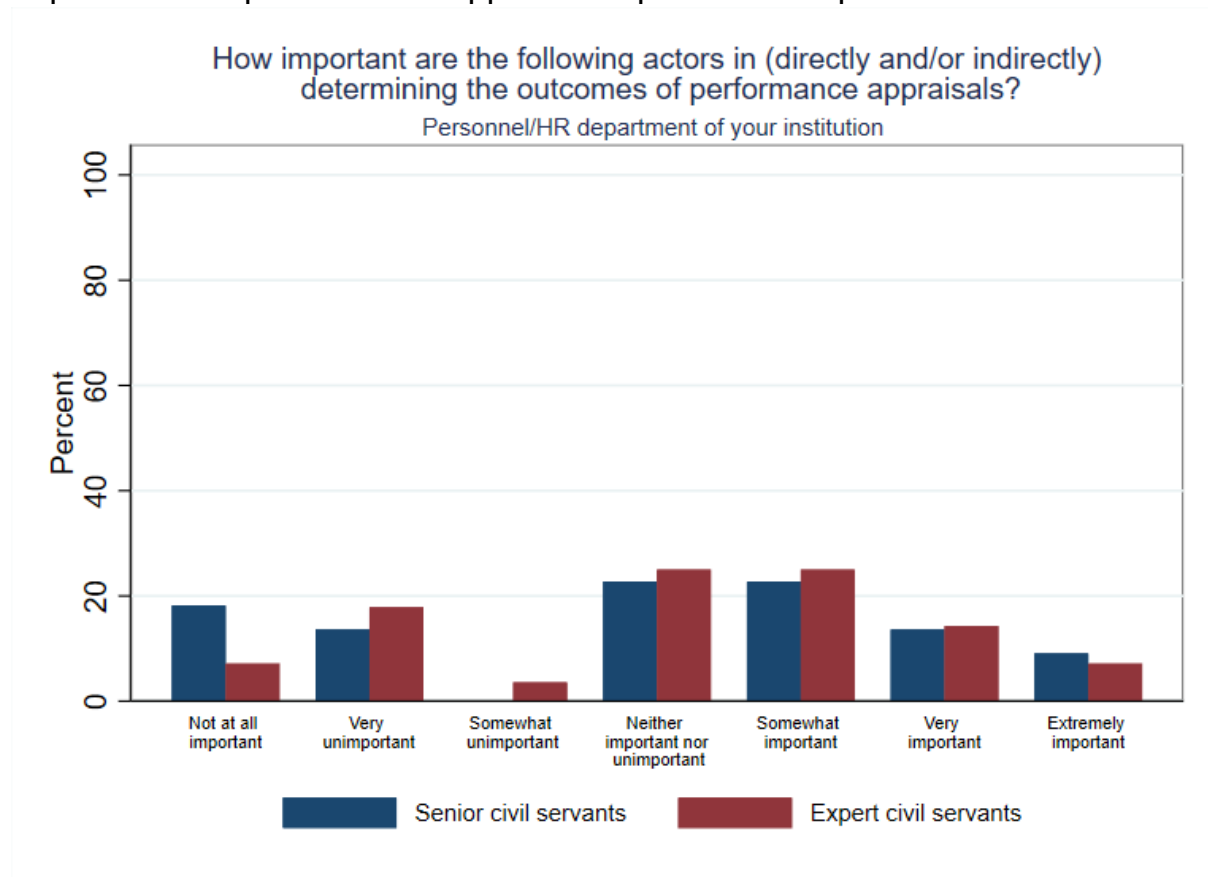
Importance for performance appraisal of political leaders



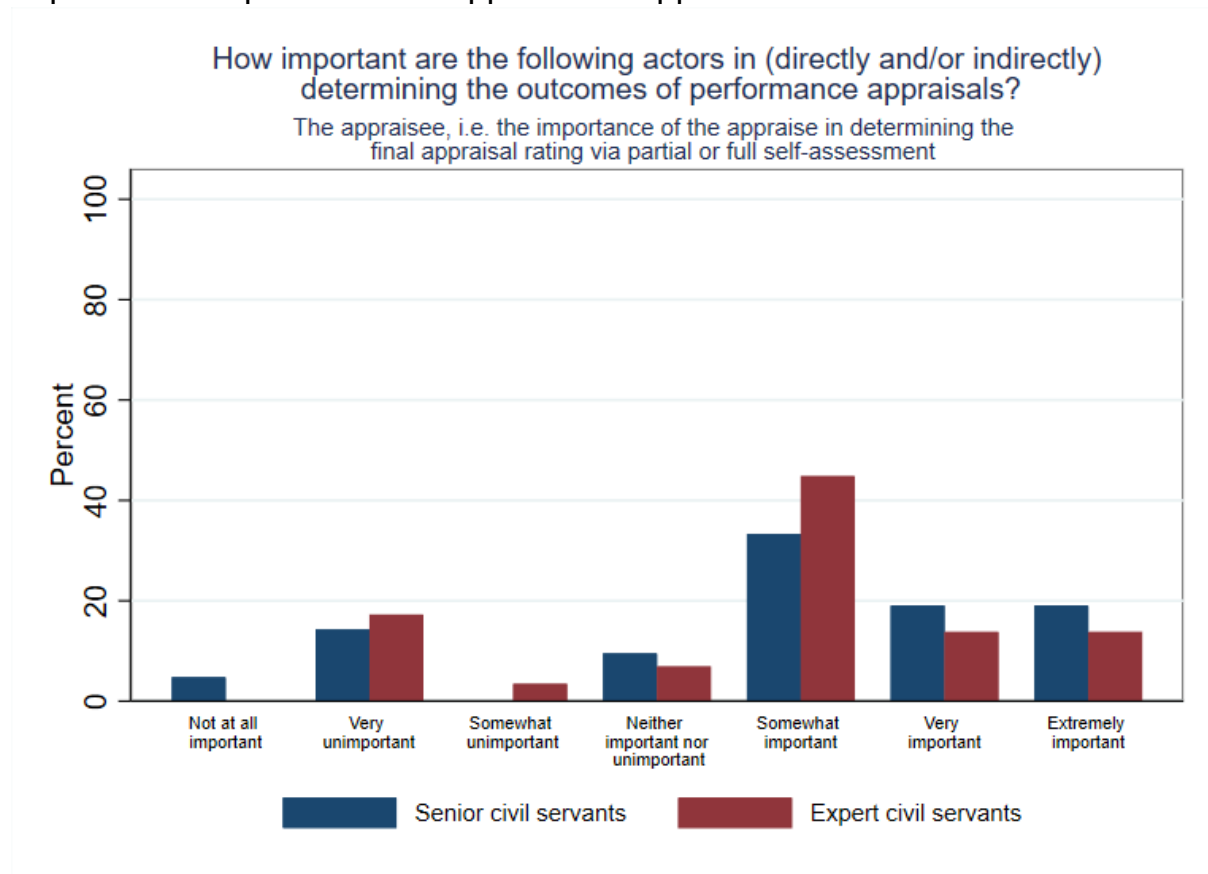
Importance for performance appraisal of central civil service authority



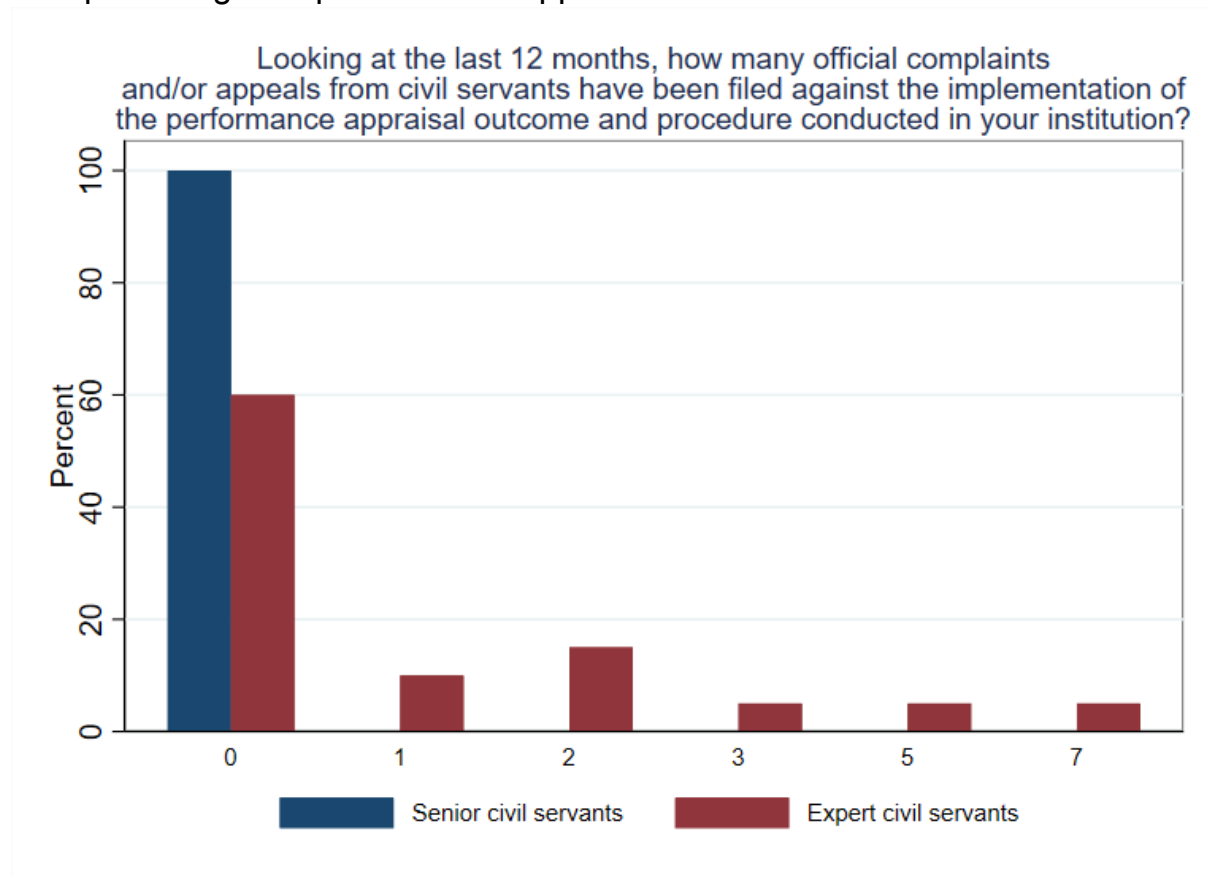
Importance for performance appraisal of personnel department



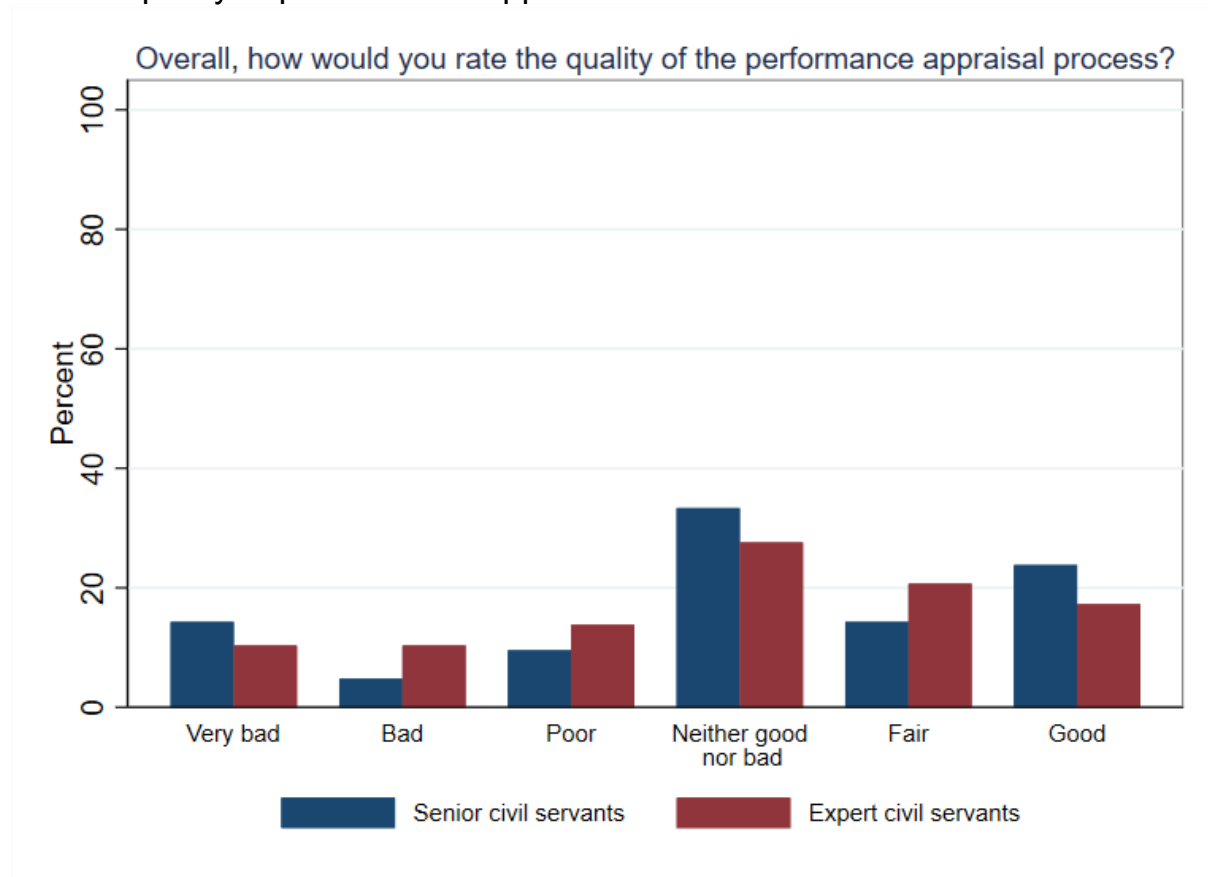
Importance for performance appraisal of appraisees



Complaints against performance appraisals



Overall quality of performance appraisal



III. Free text comments

Molimo vas da navedete do tri segmenta procedure zapošljavanja koje je po vašem mišljenju neophodno revidirati i unaprediti. Molimo vas da objasnite kako bi te segmente trebalo unaprediti.

1. saglasnost za zapošljavanje-ukinuti, ostaviti organu, rukovodiocu da sam procenjuje, u skladu sa budžetskim sredstvima, da li treba popuniti neko radno mesto ili ne; 2. rokovi za sprovođenje određenih radnji u izbornom postupku (skratiti iste); 3.

Kandidatima postavljati na intervju više pitanja iz prakse

Konkursna komisija-mislim da treba jedan član komisije da bude nezavisan, kao što je sada član iz SUK-a, ali smo dobili obaveštenje da se planira izmena zakona u tom delu. Konkursna pitanja i zadaci po mom mišljenju ne bi trebalo da obuhvataju samo stručne zakone već i opšta znanja i sposobnosti.

konkursne komisije-nikada se nije desilo da kandidat koji već popunjava radno mesto položaja ne bude opet izabran na taj položaj a obično je postavljen kao v.d., znači bez konkursa proveru znanja-sastoji se uglavnom iz provere poznavanja propisa i to napamet, umesto da se da praktičan zadatak uz primenu propisa koje bi trebalo da ima kod sebe kandidat motiv kandidata-nikada se ne uzima u obzir plata kao motiv, čak se i negativno ocenjuje, zainteresovanost kandidata za oblast u kojoj konkuriše se ne uzima kao važan motiv ukoliko kandidat nije imao priliku da radi u toj oblasti ranije osim ako se ne postavlja kao v.d.

kriterijume prilikom odabira kandidata učiniti transparentnim, diskreciono pravo detaljno obrazložiti ili ukončiti u postupku odlučivanja

Ne smatram da bilo šta treba menjati što se tiče procedure zapošljavanja državnih službenika. Sa procedurom zapošljavanja državnih službenika na položaju nisam upoznata, zato što se ne sprovodi u našem organu, pa u vezi sa tim ne mogu izneti svoje mišljenje.

Ne sprovoditi provere rada na računaru, već tražiti sertifikat ili drugi dokument izdat od ustanova koje su specijalizovane. isto važi i za strani jezik. Komisija u kojoj su psiholog i državni službenici iz organa nije stručna da ocenjuje znanje stranog jezika ni proverava sposobnosti korišćenja računara.

osloboditi mogućnost odabira kodrova od spoljnih uticaja.

Smanjenje obima konkursne dokumentacije; objektivnost i nepristrasnost-sprovođenje konkursnog postupka pod šifrom;

Sve procedure su savršeno propisane. Potrebno je samo pridržavati se propisa.

Utvrđivanje kompetencija za svako radno mesto i u skladu sa tim vršiti odabir kandidata. Uvođenje obaveznog psihološkog testiranja. Uvođenje mogućnosti pravljenja uže liste kandidata sa kojima će se obavljati razgovori i testiranja, a ne kao do sada vođenje razgovora sa svim kandidatima koji ispune formalne uslove navedene u oglasu o javnom konkursu.

Uvesti elektronsko podnošenje prijava na konkurs

Uvesti eliminacione testove, od kojih bi jedan obavezno bio test pismenosti (stiže mnogo pravopisno i jezički neispravnih molbi). Smanjiti mogućnost "odavanja" pitanja - rad pod šifrom? Bolja obučenost članova konkursnih komisija.

Uvesti psiho test.

оглашавање, брзина, увођење у посао

Molimo vas objasnite, u skladu sa vašim iskustvom, 'kome' su potrebne dodatne informacije i obuka u vezi sa postupkom odabira kadrova i u vezi kojih elemenata postupka.

Članovima komisija Licima na položaju

Članovima konkursnih komisija iz reda zaposlenih državnih službenika, dakle ne onima koji su zaposleni u jedinicama za kadrove, već 'ostalim' članovima konkursnih komisija.

Članovima konkursnih komisija pri odabiru izvršilaca, u pogledu redosleda radnji pri sprovođenju procedure sprovođenja konkursa i zakonske regulative

članovima Konkursnih komisija u cilju sto boljeg sagledavanja stručnih osposobljenosti i vestina kandidata

Članovima konkursnih komisija.

Dodatne informacije su obično potrebne članovima komisije

dodatne informacije su uvek potrebne članovima komisija, I oni ih dobijaju usmenih putem od pravnika zaduzenog za ljudske resurse

nikome od članova konkursne komisije

Pojedinim članovima Konkursne komisije.

predsednik konkursne komisije rokovi

Pretpostavljenima

Rukovodiocima užih unutrašnjih jedinica - pretpostavljenim državnim službeniku na radnom mestu koje se popunjava u vezi sa procedurom sprovođenja postupka

Svim kandidatima koji se javljaju na oglas o javnom konkursu, ako nikada nisu radili u državnoj upravi verovatno ne poseduju dovoljno informacija o postupku te je oglas prilično detaljan kada su u pitanju radna mesta u državnoj upravi

Новим члановима изборне комисије

топ менаџменту

Total

Molimo vas objasnite koja vrsta obuke bi bila najkorisnija zaposlenima zaduženim za kadrovske poslove/upravljanje ljudskim resursima.

Definisanje kompetencija, obuka i razvoj zaposlenih

kako prepoznati dobrog kandidata, priručnik sa praktičnim pitanjima najznačajnijim za određene oblasti

novine u propisima

Obuke iz oblasti radnih odnosa

planiranje potreba za kadrovima i analiza posla

radionice

Sprovođenje postupka odabira kadrova, izrada potrebne konkursne dokumentacije, tabela, izveštaja, zapisnika i sl.

Stručno usavršavanje državnih službenika

sve korisno

Sve obuke vezane za stručno usavršavanje, ocenjivanje, odabir i razvoj kadrova

unapređenje u oblasti ljudskih resursa

upoznavanje sa odredbama predstojećeg Zakona o državnim službenicima

Upravljanje ljudskim resursima u javnoj upravi, kompetencije državnih službenika

veštine razgovora sa kandidatima, veština slušanja

zastita od stresnih situacija

искуство из других земаља

Na koje načine bi želeli da promenite ulogu organizacione jedinice za kadrovske poslove/ljudske resurse kako bi unapredili postupak odabira kadrova u vašoj instituciji?

Imajući u vidu mali broj zaposlenih nemamo organizovanu jedinicu za kadrove već jedno radno mesto nadležno za upravljanje kadrovima.

Jedinica za kadrovske poslove bi trebalo više da se bavi razvojem zaposlenih i njihovim obukama i stručnim usavršavanjem

Organizaciona jedinica za kadrovske poslove stara se o zakonitom sprovođenju postupka

Treba da bude centralizovana, van svih državnih organa i institucija, treba da ima spisak stručnjaka određenih oblasti koji bi se po rednom broju pozivali u komisije, odnosno ne treba da postoji u državnom organu ili instituciji za prijem u radni odnos već samo za procenje razvoja kadrova, usavršavanje i edukaciju, procenje procesa ocenjivanja, vođenje disciplinskog postupka i drugo

U prethodnom pitanju sam morala da odaberem jedan od predloženih odgovora, ali to nije kompletan odgovor. Naime, jedinica za ljudske resurse ima svog predstavnika u konkursnoj komisiji (obično je to predsednik), pruža pomoć u kontroli priložene dokumentacije i izrađuje zaključke o odbacivanju prijave, pruža informacije i pomoć ostalim članovima konkursne komisije. Naravno, kao član konkursne komisije ocenjuje sve candidate, ali njegovo mišljenje nema veću težinu od ostalih.

Veća samostalnost pri odabiru kadrova

veća uloga u procesu kreiranja kadrovske politike organizacije

Већи број запослених

Molimo vas da obrazložite, vašim rečima, da li bi bilo potrebno revidirati i unaprediti bilo koji aspekt postupka ocenjivanja službenika.

Kriterijume za ocenjivanje ujednacene na svim nivoima i institucijama u okviru sistema državne uprave

Mislim da nije potrebno

ne

Nije suština u izmeni postupka, već u ocenjivačima i njihovim postupcima.

Odrediti jasne i konkretne kriterijume koji mogu da ucine merljivim konkretan posao ocenjivanog kako po kvalitetu tako i po kvantitetu, ponasanje, strucnost. Ne postoji centralna kontrola izvestaja o ocenjivanju, osim sa statistickog aspekta. Poslove radnog mesta sa istim nazivom u razlicitim organima obavlja razlicit broj drzavnih sluzbenika tako da se obim posla nigde ne meri adekvatno.

Postupak ocenjivanja je do detalja propisan zakonom

postupak ocenjivanja sveden je na ispunjavanje formalnih zahteva.

Potrebno je revidirati postupak ocenjivanja sa akcentom na razvoj zaposlenih a ne kažnjavanje

primenjivati merljive kriterijume kako bi se svi eventualni uticaji sveli na najmanju moguću meru

Trebalo bi da ocena bude opisna, nije dobro resenje da su ocene numerisu brojevima od 1-5 jer sugerise na skolske ocene. Razmera od 1-5 je prevelika, dovoljno je ocene svrstati u tri kategorije. U svesti drzavnih sluzbenika nije prihvacena ideja zakonodavca da ocena 3 opisuje dobar rad zaposlenog.

u delu koji se odnosi na radne ciljeve -precizno ih definisasti

ucesce ocenjivaca na obukama za ocenjivanje

Ukinuti apsolutno, ovako zamišljeno.. Ili uvesti uz striktnu procedure i poštovanje Uredbe i dr. propisa...uz odgovornost ocenjivača... ovako nema nikakav smisao..

Zanemariti aspekt nezameranja kolegama prilikom ocenjivanja i pristupiti primeni propisa na adekvatan nacin
