Next steps for PSHRM development in Montenegro

Discussion based on results of SIGMA 2021 Monitoring Report

Blanca Lázaro, OECD/SIGMA

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MNE improved significantly in several areas from 2017
Main positive elements

Improved vertical scope of the civil service
Better regulation of selection for senior and non-senior positions
Percentage of women in the senior civil service
Fair dismissal, except for heads of authorities
Proactive management of horizontal training by HRMA
Availability of data
Proactive management of horizontal training

- **Number of training courses planned**
  - 2019: 283
  - 2020: 223

- **Number of training courses implemented**
  - 2019: 262
  - 2020: 191

- **Percentage of training courses implemented**
  - 2019: 93%
  - 2020: 86%
Exclusion of regulatory bodies from the civil service

Formalistic HR plans

Challenges to professional implementation of selection

Insufficient clarity and transparency in salaries

Limited internal mobility

Absence of verification of competencies in promotions

Inadequate implementation of performance appraisals
Low effectiveness of internal competitions

Source: HRMA, Annual reports for the years 2019 and 2020
Most pressing aspects

Instability in senior civil service positions
Weak capacities for HR analysis and professional HRM
Low attractiveness of work in the civil service
Lack of well-developed job descriptions
Scarce resources and capacities for sector-specific training
Quality of disciplinary procedures in practice
Very low numbers of eligible candidates in competitions

Source: HRMA
Perceived level of bribery in the public sector by businesses

Source: Regional Cooperation Council, Balkan Barometer Public Opinion database (https://www.rcc.int/balkanbarometer)
Regional comparison

- Integrity of public servants
- Adequacy of the scope of public service
- Adequacy of the policy, legal framework
- Meritocracy and effective development and training...
- Merit-based termination of employment
- Merit-based recruitment and dismissal...
- Fairness and competitiveness of the recruitment and dismissal process
- Adequacy of disciplinary procedures for public servants

Average 2021

Montenegro 2021
Complete implementation of HRMIS and strategic use of data
Enhancement of HR plans aligned with the budget
Strengthening of the HRM function
Improve job description, evaluation and classification
Prepare a plan to attract more eligible candidates
Ensure professionalism in selection to senior positions
Improve criteria and procedures for awarding salary supplements
Include regulatory agencies in the civil service
Comprehensive policy to fight against corruption
Discussion

• What elements of the recruitment and selection processes can be improved? Possible ideas:

  ✓ Enhancement of job descriptions and person specifications (job profiles)
  ✓ How to ensure implementation of the competency model for managers in selection?
  ✓ How to enhance capacities of selection panels?
  ✓ Is there scope for simplification of recruitment and selection procedures?
  ✓ How to improve recruitment strategies?
Discussion

• How to enhance capacities for professional HRM in public bodies? Possible way forward:

✓ Establishment of HRM shared services (different possible configurations)?

✓ Enhanced definition of HRM functions, HRM jobs and job structures?

✓ Capacity building in key areas (e.g. HR analysis, job analysis, workforce planning, etc.)?
Discussion

• What are the main challenges regarding the internal fairness and transparency of the salary system, and how to enhance them? Possible ideas:

✓ Enhancing capacities for job analysis, description, evaluation, classification

✓ Harmonisation of job descriptions and classification (standard jobs catalogue)

✓ Clarify the criteria to award salary supplements
Thank you for participating!

SIGMA Monitoring Reports available at:

https://sigmaweb.org/publications/monitoring-reports.htm