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**IMPROVEMENT OF STATE LEVEL CIVIL SERVICE RECRUITMENT PROCESS
IN BOSNIA AND HERZEGOVINA**

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The efficiency of the state administration depends greatly of the quality of the professionals employed by the state institutions. In order to provide this high quality it is necessary to implement an adequate system of selection of the best candidates for the existing vacancies.

We have analyzed the system of recruitment of civil servants, by stages and factors influencing the process. Based on the deficiencies identified within the process we are proposing measures on how to enhance the transparency, integrity and quality of the entire process.

Improvements to be made within the individual steps of the recruitment process require a better assessment of the candidates, including the enhanced and standardized written and oral exams, improvements related to members and operations of the selection commissions along with further involvement of the human resources management experts within the entire process.

0. Introduction

Purpose of this document is to provide an analysis of the civil servants recruitment process in Bosnia and Herzegovina (starting from the vacancy announcement all the way to the selection of the employees). Based on the shortcomings identified within the process, we intend to ***propose the measures on how to enhance the transparency, integrity and quality of an entire process.***

The European Commission Delegation to Bosnia and Herzegovina, through its support to the *System Review of Public Administration in BiH*, played an important role in this domain. Along with that, the United Nations Development Program (UNDP) put significant efforts pertaining the improvement of public administration in Bosnia and Herzegovina through its projects: *Proposals of the Working Group for the Improvement of the Procedures Related to the Performance Appraisal and Recruitment within the Public Administration Bodies in Bosnia and Herzegovina* and the *Human Resources Management Guide*.

These efforts, however, did not significantly influence the opinion of the public at large on transparency and integrity of the civil service recruitment and appointment process. The way that public all over Bosnia and Herzegovina perceives the work of the state institutions is partially linked to the civil servants recruitment process. Opinions of ordinary citizens are reflected through their posts at the Civil Service Agency Forum¹ that are, to be honest, not providing too many concrete objections and proposals, but are significantly reflecting the frustration and lack of trust regarding the credibility of the civil servants selection and appointment process.

Along with the analysis of the key documents related to this issue drafted and adopted within the last three years, we have interviewed the human resources management experts, experts participating in different public administration reform projects in BiH as well as the Civil Service Agency (CSA) employees.

For the purpose of this research, we have been observing the entire recruitment process, by *specific stages* and *factors* that are influencing the process. Each of the stages was examined separately. By using the methodology described we have identified a number of shortcomings within the civil service recruitment process. In the text below, we will explain their substance and the implications they have to the integrity, quality and transparency of the current civil servants appointment process.

The last chapter of this document contains a line of recommendations that would help to further improve the process, and provide support for the long term improvement of the quality of the civil service employees.

¹ www.ads.gov.ba

1. Description of the civil servants appointment process at the BiH level

For the purpose of this study, we have presented and examined the civil service recruitment process through five stages. We will present the basic segments of the civil servants appointment process in a chronological order.

Stage I: Publishing of the vacancy notice

The first step of the recruitment process is sending of a request to initiate the recruitment process to the CSA, by an institution of BiH wanting to employ new personnel. The state level ministry or an institution, based on its internal rulebook and the terms of reference for its working posts is issuing a decision to recruit new civil servants. CSA, after receiving this request, and in cooperation with the institution in case shall prepare an appropriate public vacancy announcement. These are being published in three of the BiH newspapers. These announcements contain the general application criteria, and in order to apply, a candidate has to deliver the most basic data on his/her qualifications, while at the same time, s/he has to deliver a large amount of accompanying documents (certified copies of university degree diplomas, personal ID cards, proof of citizenship, certificates that they have not been criminally charged or sentenced, certificates on previous working experience, service records booklets, etc.).

Stage II: Establishing of the selection commission

Selection commission consisting of five members shall be established in accordance with the Article 24 of the Law on Civil Service in the Institutions of Bosnia and Herzegovina. Three of its members are from the CSA list of experts which is an internal document of the CSA effectively making names or profiles of the experts a secret, while the two others are representatives of the institutions recruiting the new civil servants. The institution recruiting new employees is usually delegating persons in charge of personnel issues and/or person directly related, or is going to be a superior to the person who is going to work at the position in case. CSA is defining the list of experts. Candidate selection criteria are neither clear nor available to public, and therefore the way that the commission members delegated by CSA are being selected, as well as the criteria a person needs to satisfy in order to become the CSA expert are clear.

Stage III: Collection and control of applications

A CSA employee is filing applications and checking if they are complete. All the applications that do not contain the documents required are not being taken into consideration and are being dismissed. After this initial check of applications, all candidates are invited to take part in a written part of the Special Knowledge Exam.

Stage IV: Written part of the Special Knowledge Exam

Selection commission is defining the written exam questions 24 hours before the very exam, in order to prevent the information 'leaks'. All the candidates shall get the same number of questions, in accordance with the level of the position they are competing for.

- single question for the position of an associate;
- two questions for the candidates applying to positions of the senior associate and advisor;
- three questions for the candidates who applied to the position of the head of an internal organizational unit;
- four questions of the candidates for the positions of managers;

In order to pass the written part of the exam, *it is necessary to get 75 out of 100 possible points.* «After the testing if finished, each of the Selection Commission members is individually evaluating responses submitted by the candidates, by awarding certain number of points for each of the questions - maximum score s/he can award is 100. Total score for an individual task is a sum of points given by each of the Commission members, minus the highest and the lowest score, divided by three. Total score for the written part of the exam is calculated as a sum of total scores for each of the questions or the tasks solved, divided by the total number of questions. As an exception and if the Commission establishes that the number of candidates who took the written exam is not sufficient, it can propose to CSA to decide to call for an interview those candidates who had 60 or more points at the written part of the exam.»²

Stage V: Oral exam – an interview

Candidates that took the written part of the exam are taking the oral exam to be evaluated by the Commission of five members. According to the data received from CSA, number of questions and the length of the interview itself are not standardized and therefore the interview can last from 10 to 30 minutes, depending of the candidate and the interview itself. Each of the Commission members can ask as many questions as they find necessary in order to get a clear picture of the candidate, however, they do not have to ask a single question if they don't find it necessary. Since the BiH institutions still do not have a sufficient human resources management experts employed, questions related to this, human resources management domain are usually avoided during the oral exam and *therefore they do not influence the final score and the evaluation of the candidate.*

Each of the Commission members is awarding a certain number of points for an interview to each of the candidates. The final score is calculated in a way that the highest and the

² Odluka o naèinu i programu polaganja javnog i struènog ispita za lica koja se postavljaju za državne službenike u institucijama Bosne i Hercegovine – Decision on Modalities and Curriculum of the Civil Service General Knowledge and Special Knowledge Exam, CSA BiH. www.ads.gov.ba

lowest scores are being dismissed, and the average is calculated based on the three remaining scores.

Candidate has to get at least 15 out of the total of 30 points. Candidate's score at an interview is the sum of scores given by each of the Commission members minus the highest and the lowest score, divided by three.

After the interview is completed, the Commission will make a list of candidates ranked according to their scores from the written and oral part of the exam. CSA is appointing the candidate with the highest score as a civil servant to a vacant position for a trial period of 12 months. If, during that period of time, the civil servant appointed does not satisfy, s/he is being dismissed, and the second best candidate from the list is being appointed. Other candidates have the right to appeal to the CSA Appeal Board.

2. Analysis of the civil servants recruitment and appointment process

In the text below, we are providing an analysis of the above mentioned stages of the process of selection of civil servants. The shortcomings we have noted shall be used as the basis of recommendations we are offering in the final, third part of the document.

Stage I: Publishing of the vacancy notice

After the institution wishing to recruit new employees sends its request to the CSA, the Agency shall publish a vacancy notice in three of BiH newspapers. All the tasks related to this are being done by the civil servants working in the CSA Appointments Department – Office for Vacancy Notice Publishing, General Knowledge Exams and Appointments, and on behalf of the institution recruiting new employees, as it is defined by Article 31 of the Law on Civil Service in the Institutions of Bosnia and Herzegovina.³

Public vacancy announcement text includes the terms of reference of the position. It also contains general terms and conditions defined by the Article 22 of the Law on Civil Service in the Institutions of Bosnia and Herzegovina.⁴ Vacancy announcement contains special

³ **Public vacancy announcement:** 1. The Agency is issuing a public vacancy notice. 2. Public announcement is to be published in three of the BiH newspapers available at the entire territory of BiH and on the Agency's web site 3. Public announcement should indicate the deadline, which can not be less than 21 days from the day that the vacancy notice announcement text was sent to the institution 4. The institution is obliged to publish this announcement in the newspapers within the deadline of 7 days from the day of its receipt from the Agency. 5. Public announcement includes the general terms related to the appointment of the civil servant (s) stated within the Article 20, Paragraph 3 of this Law.

⁴ **General terms for civil servant's appointment:** 1. In order to be appointed as a civil servant, a candidate must fulfill the following general terms: a) to be the citizen of Bosnia and Herzegovina; b) to have more than 18 years of age; c) to have a university degree diploma and other academic qualifications of minimum bachelor degree; d) to be physically able to perform tasks required; e) to have a proof that he regulated his military obligations required by the law; f) to submit record that the applicant was not previously discharged from the civil service as a result of a disciplinary measure

terms related to the specific post, usually the education requirements, as well as requirements related to experience, knowledge of foreign languages, computer literacy, etc. *Adviser for Advertising and Appointment* is directly in charge of establishing of the special terms. S/he also synchronizes the text of the vacancy announcement – the part related to special terms, with the representative of the institution recruiting the new civil servant. This part of the vacancy announcement related to the required skills and knowledge is often described in less detail than the first part referring to administrative/general terms and same one should contain more detail. Description of the special terms is similar for most of the positions which suggests that adequate and professional analysis of special needs for specific job placements were not conducted.

Stage II: Establishment of the selection commissions

Composition of the selection commissions: The appointment of the commission members and system of their rewarding is not completely defined, while the provisions of Civil Service Agency of Bosnia and Herzegovina regulating appointment and rewarding of commission members were not available in the course of this research. Article 24 of the Law on Civil Service in the Institutions of Bosnia and Herzegovina recognizes the significance of *independence and impartiality* of the special selection commission. However, it is difficult to ensure that these two assumptions are complied with in practice, and relatively negative perception of the applicant selection process can be described as caused by a vague way of selection of the commission members from the Civil Service Agency list.

Considering that forming and maintaining of the list of experts without in detail defined criteria and within the CSA discretion, there is a possibility that for certain jobs there is no adequate experts on the CSA lists of experts. This risk is especially present on massive public vacancy announcements, where ministries require personnel for large number of posts. Even in that case, due to the amount of work, one or few additional commissions are appointed; the diversity and number of posts and number are so extensive that the appointed commissions can not meet the required expertise level for different posts.

However, the commission members from the recruiting institutions already have relevant experience in different organizational segments, therefore they have the adequate knowledge for proper testing of candidates, and that is not the case with the commission members – external experts from the Agency's list.

For members of special Commission for Selection coming from the institution issuing the public announcement, there is no necessary guarantee of independence and impartiality,

on any level of administration in Bosnia and Herzegovina, three years prior to the announcement of the vacancy published in the "Official Gazette of Bosnia and Herzegovina"; g) to have a proof that no criminal proceeding is held against the candidate; h) that the Article IX.1 of the Constitution of Bosnia and Herzegovina does not apply to candidate.

considering that the policy of their engagement can be influenced by their superiors in their ministry or another institution.⁵ This might be a problem, and this is something known from before, therefore the Law on Civil Service in the Institutions of Bosnia and Herzegovina prescribes that the majority of the members of the selection commissions have to be the experts outside the institution recruiting the new civil servants in case.

Stage III: Collection and control of applications

Hiring process does not require that members of the selection commissions make individual or joint analysis of the professional CVs of candidates, which makes them irrelevant in the valuation process. In other words, **they do not take into consideration additional academic diplomas, research papers, publications, foreign language knowledge, meaning everything relevant for creating an overall picture of the applicant**. Considerable improvement for this stage of the hiring process would be individual overview of the professional CVs of applicants.

Objectivity would be improved if the number of candidates that are rejected in this phase of the process due to the procedural reasons, such as lack of document that is not recently stamped in municipality (e.g. birth certificate).

At the same time, perhaps one of the greatest weaknesses of this stage is a large amount of documents that the candidate has to submit, which does not say anything about the candidate and his/her qualifications in regard to the specific post (such as team work, organizational abilities, communication skills – including knowledge of additional languages, self initiative, etc.).

Stage IV: Written part of the Special Knowledge Exam

Written part of the exam is standardized in terms of number of questions for a specific post, and all questions are topic-related. That fact, as well as the fact that the written test stays fully recorded, greatly contributes to its impartiality. Another positive aspect of the written test is its sophisticated evaluation (see page 4: Stage III – Written part of the Special Knowledge Exam).

According to the Article 19 of the *Decision on Modalities and Curriculum of the General Knowledge and Special Knowledge Exam for Civil Servants in the Institutions of Bosnia and Herzegovina*, the section commission defines the text of the written test, 24 hours prior to the exam. Due to many objections related to the cases of “leaks”, even such a

⁵ Each of the persons interviewed in course of this research expressed his/her concerns related to the objectivity of the commission members coming from the institution recruiting the civil servant.

short deadline for creating questions does not exclude the possibility for “well-informed” candidates to gain certain advantage on a written part of the exam.⁶

Therefore there is a need to standardize questions for each of the specific posts, and for their random selection prior to the written exam. This process should be led by the person with relevant experience in HR management that would consult internal rulebooks for systematization of jobs; they would, as required adjust rulebooks, in consultation with management and staff dealing with human resources for a given work place.

Stage V: Oral exam – an interview

The research has shown that one of the greatest weaknesses within the selection process prior to appointing of a civil servant is actually an *interview*, i.e. oral exam. Positive aspect of the oral exam is its advanced evaluation procedure deriving from the *Article 25 of the Decision on Modalities and Curriculum of the General Knowledge and Special Knowledge Exam for Civil Servants in the Institutions of Bosnia and Herzegovina* (see page 6: Stage IV – Oral exam – an interview).

The basic deficiency of the interview is a lack of standardization where, opposite to the written part of the exam, neither number nor type of questions are defined, but rather previously agreed among the commission members. Considering that the questions are not standardized in terms of number and type, the duration of the interview itself is also not standardized. In that sense, Article 24 of the *Decision on Modalities and Curriculum of the General Knowledge and Special Knowledge Exam for Civil Servants in the Institutions of Bosnia and Herzegovina*, defining that the interview should last for 30 minutes is in fact, a fictive and unviable standard. Article 23 of the Decision states that:

1. *The candidate who successfully passed the written exam enters the interview procedure, where he/she is asked to answer a certain numbers of questions asked by the commission members.*
2. *Questions asked during the interview, **whose exact number is determined by the selection commission**, are aimed to establish the level of applicant’s knowledge and ability to perform tasks and duties required by a specific post, as well as the candidate’s ability to adjust to the changing work environment.*
3. *Interview questions could refer to the working experience, educational level and qualifications as well as other data stated in the candidate’s application.*

⁶ This issue was underlined in *Systematic Overview of Public Administration* published by European Commission, Office for Coordination of Public Administration Reform (PARCO), page 71.

Article 23 should be more specific. All of the interviews for the civil service posts need to have the same number of questions, and those should serve to better estimate the wider professional profile of the candidate. "Wider" estimate of the professional profile is focusing on skills, knowledge and capabilities, requiring active involvement of the human resource experts, both in the questions preparation phase and in interviews and evaluation.

Article 23 provides a wide range of possibilities for the commission in course of the interview, but also leaves the possibility for selective interpretation and application of the above-mentioned Article, due to its undefined structure and broadness. The consequences of insufficiently standardized oral exam are:

- a.) evaluation environment that does *not provide* basis in the sense of equal opportunities for candidates taking exams in front of different commissions,
- b.) superficial insight into the professional attributes of candidates,
- c.) poor evaluation criteria, which may affect the integrity and objectivity of the interview itself (evaluation is based on general observation rather than focusing on details in CV and specific requirements of post).

It is obvious that the interview present the major weakness within the civil servants recruitment process, considering that it is not optimized to serve its function – the selection of the best applicants. Main reason for this is lack of standardization of number and nature of questions, directly resulting in different duration of interviews and interviews not be guided in such manner as to confirm candidates professionalism as noted in their CV. Such an interview does not give value to a more objective written exam, but contrary, it may harm its objectivity. Although the assessment ratio in the evaluation process between written and oral testing is 1:3.3 (written having more importance than oral), that does not exclude the possibility of eroding the objective overall evaluation.

According to the information we received from the CSA, the process of appeal to the commission's decision never succeeded. Hence, no appeal was accepted and all commission's decisions so far were always confirmed. The fact that no decision of the selection commissions was revoked during the appeal process, presents a basis for assessing the performance quality of commission members from the CSA's list. According to CSA, efficiency of the commission members selected from the list of experts is measured by number of appeals accepted in the application process, and not by the total number of appeals.

3. Recommendations

Recommendations for the improvement of the whole process are present according to its five stages. It is also necessary to mention observations that are indirectly linked with this study. Main observation is that Civil Service Agency's Department consists of only five employees, Director included, and it needs more workers. It is necessary to develop human resource management capacities and staff according to the needs of the state level ministries. Namely, the lack of human resources management experts within the Agency and the individual units presents a major obstacle for a speedier and more efficient process.

Stages I and II: Publishing of the vacancy notice and establishing of the Selection Commission

1. There is a significant question referring to the way the CSA is establishing and updating of the list of experts, criteria that are being applied as well as referring to the criteria of their engagement. Basic assumptions that need to be fulfilled in order to get a high quality list of experts are: **transparency** and **up-to-date data**. **Therefore we would suggest that the list should be public as well as the criteria of the selection of experts for that list.**
2. It is necessary to **structure**, standardize and optimize the questions used **for the oral part of the exam**. This should be done by experts in cooperation with the civil service institutions and experts in human resources management (HRM). The HRM experts should have a special place within the list of the experts that the CSA is using. So far, this was not the case. There is an evident need for the HRM experts to be engaged working with each of the individual selection commissions. As well as the experts from other areas, they should, according to their engagement, agree on a joint (framework) program of interviews – related to their line of work and assist in designing and standardizing of this program. **In that regard we would suggest that the HRM experts should coordinate all the activities related to the selection of candidates.** Best results would be achieved if CSA could **employ on full-time basis enough HRM experts**, if that is not possible now, we recommend that in a meantime a separate list independent HRM experts should be established.
3. **Number of commission members should be reduced, from five to three.** It would make the commissions more compact and practical, and it would be easier to gather a meeting of such a small commission; less members within the commission implies more responsibility, speedier assessment process and it simplifies the interviews. All of this would significantly reduce the total amount of time spent on the recruitment process. **Commission might – this is one of the**

possible solutions – consist of: 1 member representing the recruiting institution, 1 expert in a relevant domain from the CSA list, and 1 member would be a human resources management expert.

STAGE III: Collection and control of applications

4. In order to prevent the situation in which the candidates are being disqualified because they lack certain documents (proof of citizenship for example and similar) it would be necessary to allow to all candidates to take the written exam, meanwhile as a pre-requisite for a oral exam candidate would be asked to provide all required documents. **This means that the control of the validity of the documents delivered should be left for the very end of the process, after the final list and ranking of candidates after an oral exam is established.**
5. A more detailed insight into the relevant experience would require a more detailed adjustments of the application form that would encourage candidates to present as much of information as possible regarding their education, international experience, scholarships, participation in different research projects, etc. This actually means that the existing civil service application forms should become more of a CV-like. Such an approach would enable the commission – wanting to select the best possible candidate - to get a thorough insight into the previous engagement of candidates. That approach would also be useful when facing several candidates that have achieved similar scores, therefore the additional engagement and qualifications may serve as a genuine reference during their comparison and selection. We are proposing **introduction of the standard EU CV form as the mandatory part of the application package**. Evaluation of the CVs that we are advocating in this document is aiming to provide higher quality of the selection process and to be used as an addition to the interview, giving a wider insight into candidate's professional characteristics. Brčko District is already using this practice and in our opinion the application form⁷ used in Brčko should be adapted to the needs of service at the state level and used as the basis when developing these types of forms for the CSA BiH. The form should clearly state that the candidate, **under the full criminal responsibility**, guaranties that the data provided within the application form are true and reliable.

STAGE IV: Written part of the Special Knowledge Exam

6. Written part of the exam is the 'strongest link of the chain', therefore it requires minimal changes. The biggest shortcoming of the written part of the exam is a belief that sometimes, the questions that this part is based on can 'leak' immediately prior to the exam, therefore **it is necessary to make a**

⁷ The form is available at www.bdcentral.net

standardized list of questions for each of the vacancies. It is a continuous and demanding task, but necessary and achievable. In addition, it would be **necessary for these questions to be selected using the random selection method immediately prior to the exam.**

7. It would also be useful **to introduce the multiple choice questions⁸.** Drafting and developing of these questions should be done by each of the commission members individually. It would be optimal to develop **a list of 15-20 multiple choice questions** for each job post, that would be **kept and updated in separate CSA data base and that would be randomly available immediately before the exam.** Members of the commission representing the recruiting institution should also deliver 10 questions each for the joint list of questions. These questions might be used as inputs for the Human Resources Management IT System (HRMIS) that the European Commission Delegation to Bosnia and Herzegovina is financing that would be able to automatically create a list of 30 randomly selected questions for that testing day. The HRMIS should be implemented by the middle of 2008, and measures should be taken in order to use its full potentials.

Stage V: Oral Exam – Interview

8. We have identified an oral exam as the most challenging part of the process; therefore it would require significant changes. To much of a discretionary approach that the commission members may use could be limited by **standardizing the interview 'form' for all of the civil service working posts, by number as well as by the type of the questions.** Since the written part of the exam is used to check the special, professional knowledge, an interview should **focus on psycho-social⁹ readiness of the candidate in regard to the concrete vacancy and candidate's professional attributes.**
9. The existing non-standardized interviews are used to transfer the responsibility to establish the necessary criteria to the selection commission. Without questioning the general quality of the commission members and their integrity, it is enough to say that even the most competent of the commissions can not guarantee their total impartiality without the clear assessment criteria. Having this in mind, it

⁸ Questions offering four or five possible options (a, b, c, d) – the candidate is asked to cross or circle the correct one.

⁹ The 'psycho-social' characteristics of the candidate encompass a large scope of professional and personal characteristics of the candidate in correspondence with the requirements of a concrete working post. These are, i.e.: ability to work in a team, organizational skills, communication skills (including the knowledge of relevant foreign languages), initiative, turnover history of the candidate, establishing of the professional dispositions – according to the data from their CVs: professional continuity and credibility of the candidate, etc.; analytical skills, creativity, problem solving abilities, psychological stability, ability to work under the pressure, ability to work on several tracks, etc. All the stated skills and characteristics can be evaluated by using known HR evaluation matrices.

would be necessary to amend the Article 23 of the Decision¹⁰ widening it in order to set standards pertaining the type and number of questions. This task is not a simple one, and therefore its implementation would require the ***engagement of national HRM experts as well as to consult the foreign ones, that would jointly be working in order to develop these questions.***

Conclusion:

A detailed analysis of the recruitment process has shown systemic weaknesses. While analyzing the stages of this cycle individually, we have identified the 'weakest links' but also the weaknesses of the entire system. The selection process itself is frequently too formal and not substantial, meaning that it is not focusing on the best possible evaluation of candidates available, but aiming to fulfill the formal requirements.

Improvements related to these individual stages of the recruitment process that need to be introduced require better evaluation and selection of the best possible candidates in accordance with the requirements of the concrete vacancies. It is necessary to adopt a professional CV form that would provide the special selection commission members with the data relevant for the overall selection of the candidates.

It comes as a surprise that, despite all the efforts put into its reform, the recruitment process currently still does not sufficiently include the human resources management experts. We have identified the lack of any criteria or concrete instructions for the appointing of the selection commission members, as this is fully a discretionary right of the CSA and the interviews that are not fully standardized, and as such, not an unbiased measure for the overall evaluation of the characteristics of the candidates – especially those from the HRM domain, as potentially the weakest links within the recruitment system. There is no personnel policy planning at the level of the ministries, in addition, the CSA is not participating in its creation and implementation. This leads to 'massive' open competition processes that are additionally burdening the selection practice.

¹⁰ Odluka o naèinu i programu polaganja javnog i struènog ispita za lica koja se postavljaju za državne službenike u institucijama Bosne i Hercegovine – Decision on Modalities and Curriculum of the Civil Service General Knowledge and Special Knowledge Exam, CSA BiH. www.ads.gov.ba.

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Annex 1 – Measures proposed:

1. To reduce the number of the selection commission members from five to three.
2. To engage the human resources experts in planning, coordinating and managing of the Special Knowledge Exam – both for the oral and the written part of the exam (by enlarging the CSA's Department for Appointments capacities or by establishing an independent list of human resources experts).
3. To introduce a standard CV form used by the EU as the compulsory part of the application package and/or amend the existing application form used by CSA – in order to create a new one similar to the form used in Brčko District
4. Final validity of the application package should be evaluated at the end of the selection process, after the list of candidates and their ranking is completed.
5. Questions for the written part of the exam should be selected randomly among several questions of the same difficulty, by the candidates themselves, immediately prior to the exam (to introduce the HRMIS IT system by the end of 2007).
6. It is necessary to standardize the interview 'form' for all of the civil servants positions. Programming of an interview should be done in a way that would focus on evaluation of the psycho-social characteristics of the candidate in comparison to those required for a certain working post.