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# **Next steps for PSHRM development in Montenegro**

**Discussion based on results of SIGMA 2021  
Monitoring Report**

**Blanca Lázaro, OECD/SIGMA**

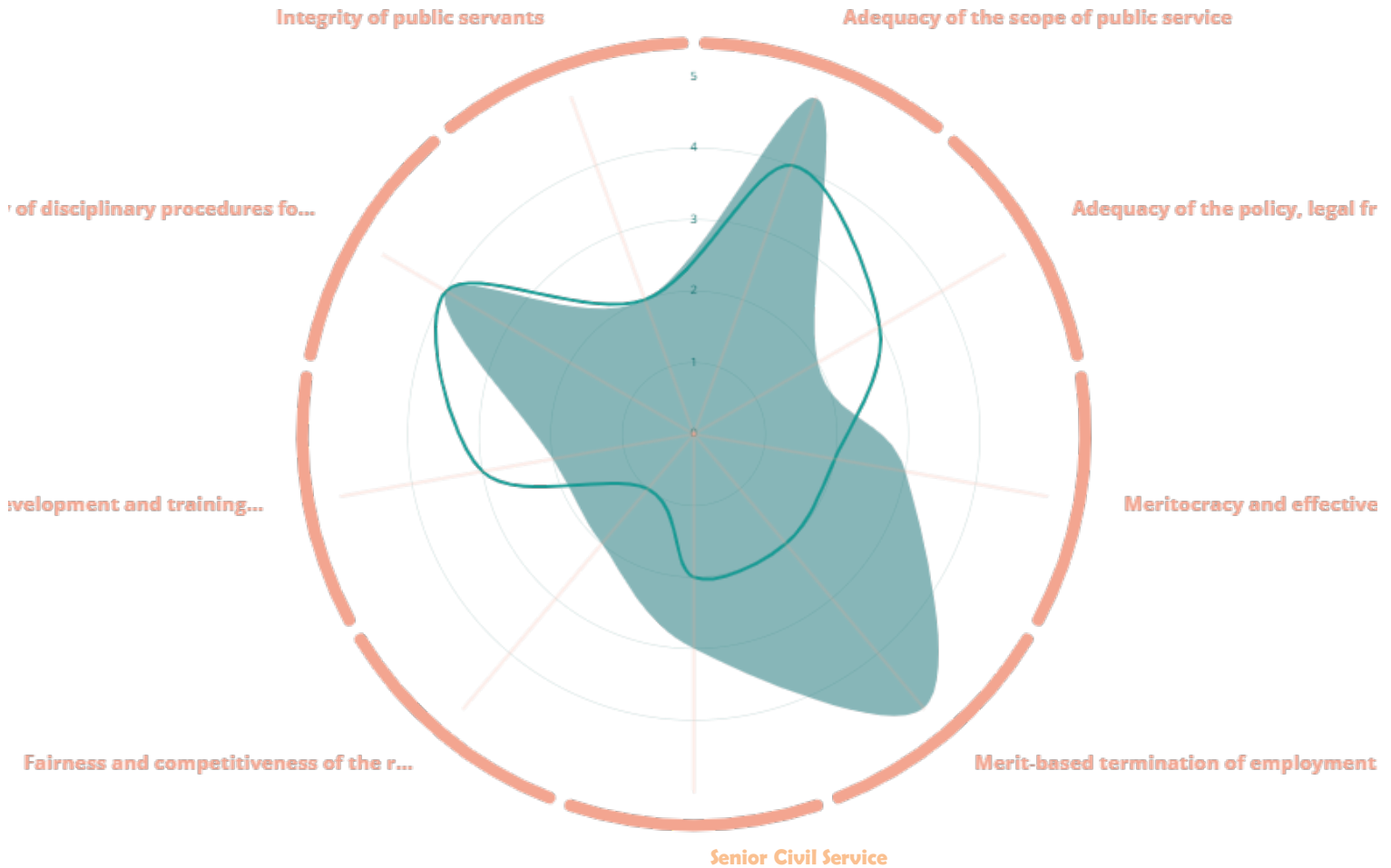
**9 February 2022**





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# MNE improved significantly in several areas from 2017



○ Montenegro 2017    ● Montenegro 2021

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## 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**

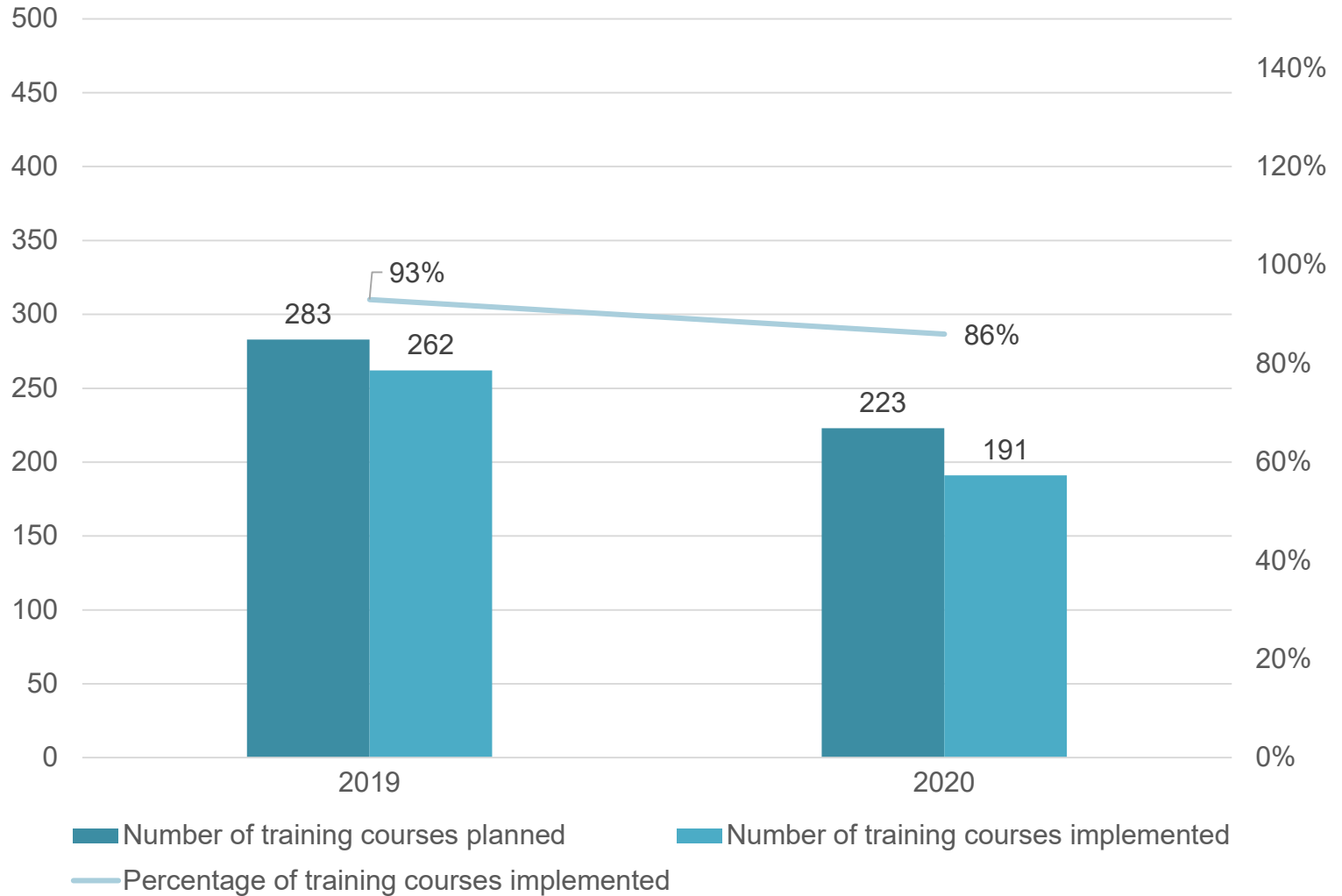




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# Proactive management of horizontal training





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Neither forward nor backward

**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**

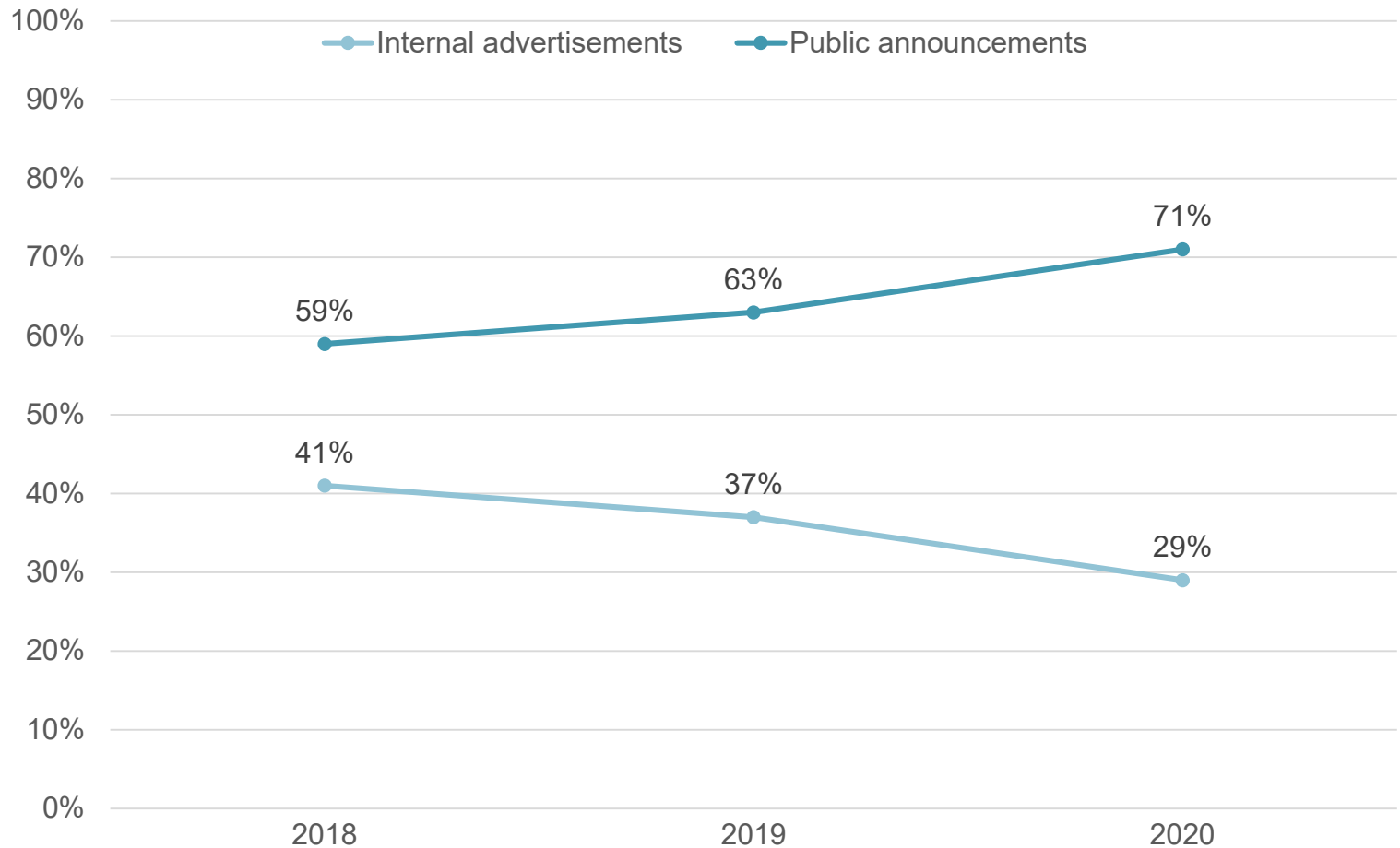
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# Low effectiveness of internal competitions



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## 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**

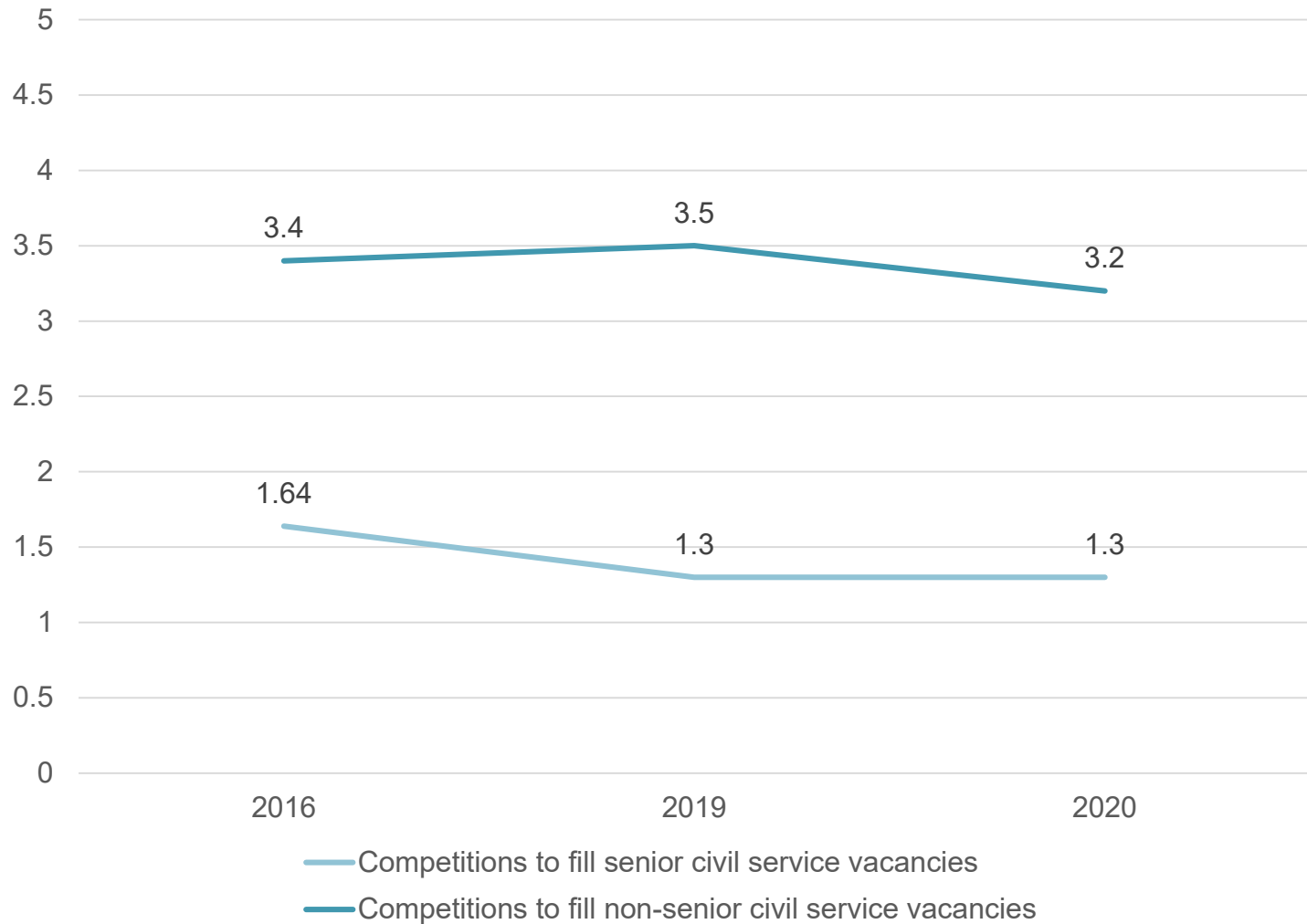




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# Very low numbers of eligible candidates in competitions



Source: HRMA



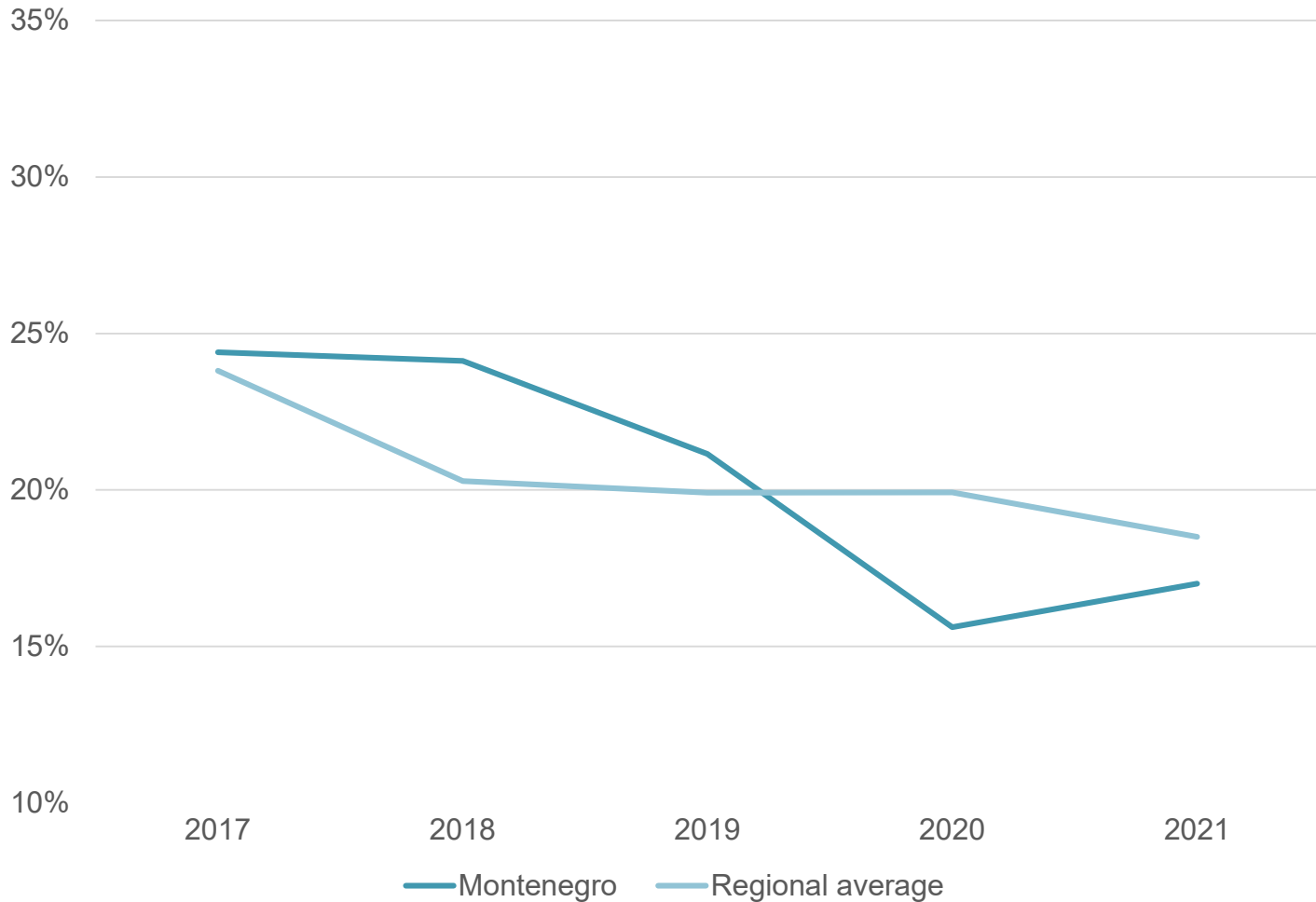




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# Perceived level of bribery in the public sector by businesses



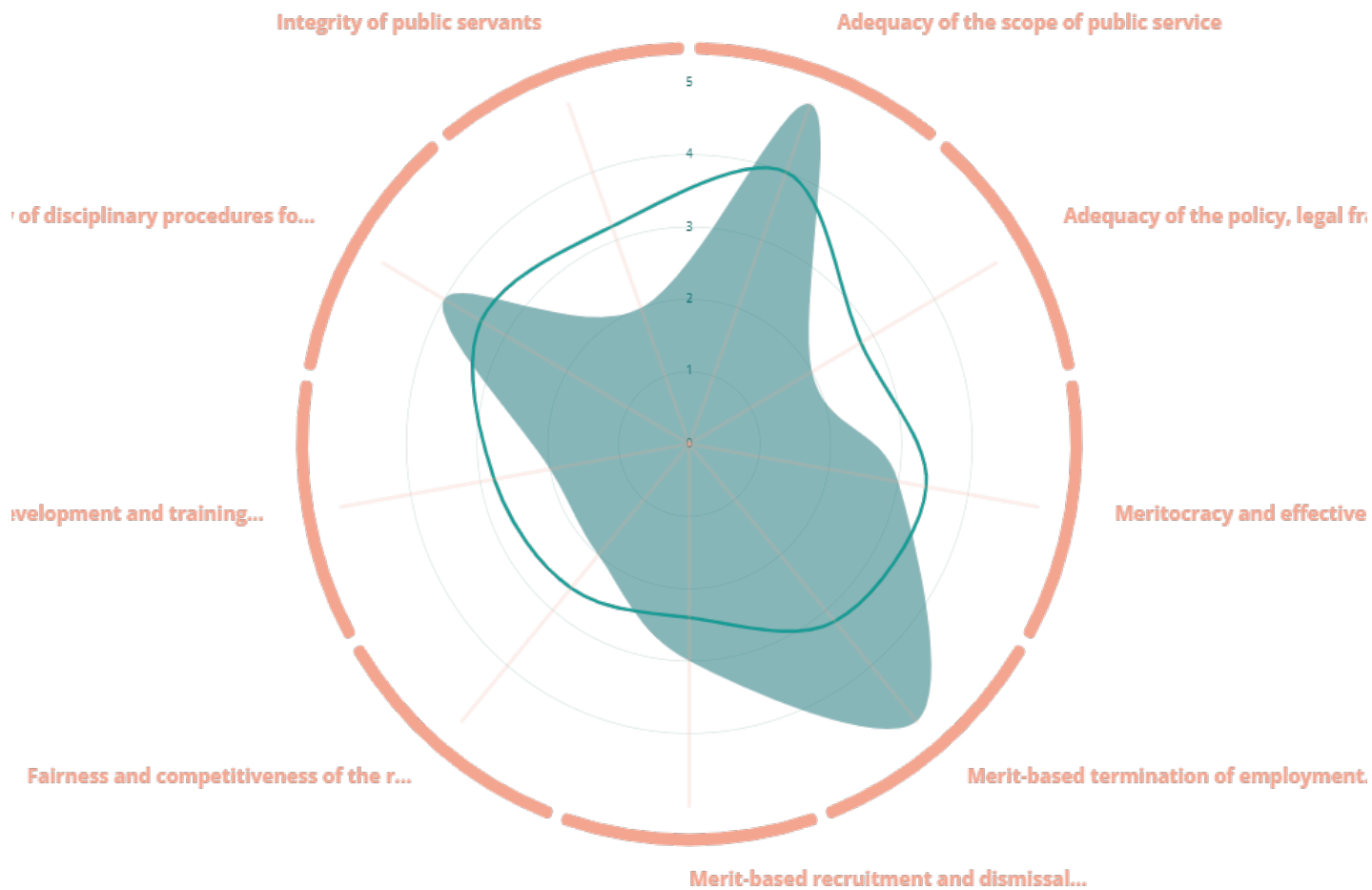
Source: Regional Cooperation Council, Balkan Barometer Public Opinion database  
(<https://www.rcc.int/balkanbarometer>)





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# Regional comparison



○ Average 2021

● Montenegro 2021

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- 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?*





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# 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*





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# Thank you for participating!

**SIGMA Monitoring Reports available at:**

**<https://sigmaweb.org/publications/monitoring-reports.htm>**

