Kosovo
Senior Recruitment Project

Project Achievements Phase 3 (2021-2024)

June 2024

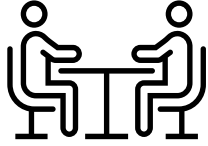www.kosovoselection.org

British Embassy
Pristina

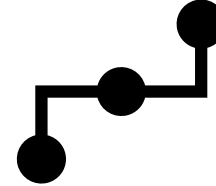IDEAS | PEOPLE | TRUST   BDO   TALOGY
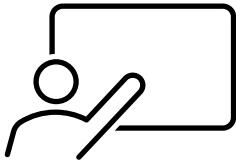
Achievements in numbers

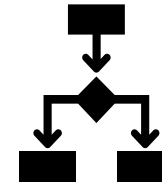**46** Senior Civil Service Recruitment Processes Supporting 79 positions

1 [Process Map](#) developed with a range of tools and templates to support senior recruitment

800 Public Sector Professionals trained on MBR principles and practices

1 MBR Governance Model developed to support MBR sustainability after project exit
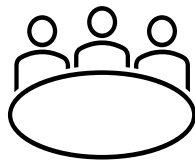
50+ Attendees at the May '24 Project Closing Conference

1 [Women's Network](#) created to lead on the promotion of women in leadership positions

Completed processes exclude processes that fail at shortlisting (13 processes so far) and include processes that fail at interview (10), lead to no appointment (10) or pending appointment (5).

Project Final Conference May '24
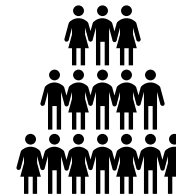
The final project conference was delivered on 28 May 2024 at the OPM with *50 stakeholders* attending including *Prime Minister Albin Kurti, HMA Jonathan Hargreaves*, representatives from the Government, Assembly, Civil Society and the Media in Kosovo.

Key Learnings

- **FAILED PROCESSES** occur due to a range of obstacles: low quality or number of applications, no appointment taking place despite suitable candidates, etc.
- **LAWS INADVERTENTLY UNDERMINE MERIT-BASED RECRUITMENT:** By failing to consult MBR expertise, laws often undermine MBR practice (prescription of wrong tools like Multiple Choice Questionnaires, arbitrary thresholds, etc)
- **INSTITUTIONAL SUPPORT** is still needed to grow and maintain HR expertise and confidence to effectively design MBR processes.
- **CANDIDATES** feel more confident in applying when the advert specifies that external monitoring will taking place.
- **ABSENCE OF CENTRALISED ACCOUNTABILITY AND MONITORING FUNCTION UNDEMINES MBR** as commission behaviours cannot be monitored and the lack of incentives to replace acting incumbents promotes institutional inertia.

Future of MBR

- **OPERATIONAL METHODOLOGY:** thorough use of MBR methodology (from advertisement to appointment) will ensure fair and effective candidate assessment.
- **LAWS THAT PROMOTE MBR:** Recent consultations underscored unanimous support for re-centralising senior recruitment processes in 2025, recognising the need to mitigate legislative drafts that inadvertently undermine merit-based principles by ensuring law-makers consult on MBR principles during law-making.
- **AN OVERSIGHT AND GOVERNANCE MODEL:** is required to institutionalise MBR expertise and practice sustainably in Kosovo, covering a range of functions such as: holding institutional expertise, operational delivery management, training, monitoring and accountability.
- **SUPPORT REQUIRED:** continued CSO involvement is essential for accountability and monitoring, alongside ongoing training for MBR-trained interviewers and HR professionals.
- **QUALIFIED CANDIDATES** including female high-flyers and the diaspora currently do not apply due to a range of factors. Implement strategies to make public sector jobs more attractive to eligible candidates.

Gender Focus – Women's Network

Providing support to women officials has been a core part of the project's capacity-building work over the past year. Our data suggests that women outperform men when they get to the interview stage. Yet, very *few women apply for senior civil service positions*. Accordingly, we supported the launch of the **Empowerment Network fo Women in Decision-Making Positions in the Public Sector.'**

The Network's objective is to be a place:

- for continuous **TRAINING & LEARNING** and sharing experiences to build confidence.

- for **NETWORKING** with women where contacts are made and mentoring relationships nurtured.

- where knowledge is shared so women can practically **apply IDEAS** for their career and life that really work.
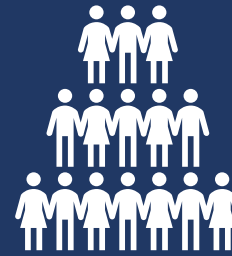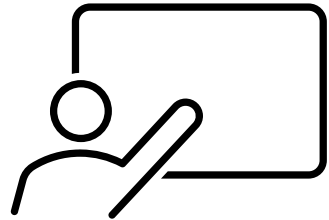
Women as Transformational Leaders - June '24

70

Women in decision-making roles in public and independent institutions attended the Network's latest Networking and Training Event

Capacity Building

Training is one of the ways in which the project seeks to transfer knowledge, practice and advice to government, civil society, and other key stakeholders in Kosovo. This year, we have trained over *800 individuals in 50 capacity-building activities in the principles and application of MBR*:

198 Potential candidates were trained on MBR principles and submitting quality applications for LPO and POE positions (April, May , June '23)

370 Women officials participated in Women in Leadership and Career Development workshops and several Women's Networking events (Feb '23, Oct '23, Feb '24, June '24)

24 DMPO Officials trained on principles of MBR and operationalisation of professional recruitment processes (Mar '23)

19 HR Managers attended an MBR Workshop (May '23)

17 Individuals trained to be part of a Commission

8 Individuals receive ongoing support (5 NAC Members received regular training and support and 3 Participants in a Management Circle to support senior leaders recruited through MBR processes)

22 Participants at a Next Generation Human Resources Workshop with the University of Pristina (Jan '23)

Governance Model for Merit-Based Recruitment

Project stakeholders have highlighted a range of *challenges due to the lack of overarching governance for MBR*. Accordingly, in consultation with key stakeholders, our project team has drafted **a governance model for MBR to ensure efficient, end-to-end, meritocratic and valid assessment**, without external influence adversely affecting the meritocracy of the recruitment processes.

Concept Diagram of Possible Long-Term Ownership of MBR Functions - Draft v0.2
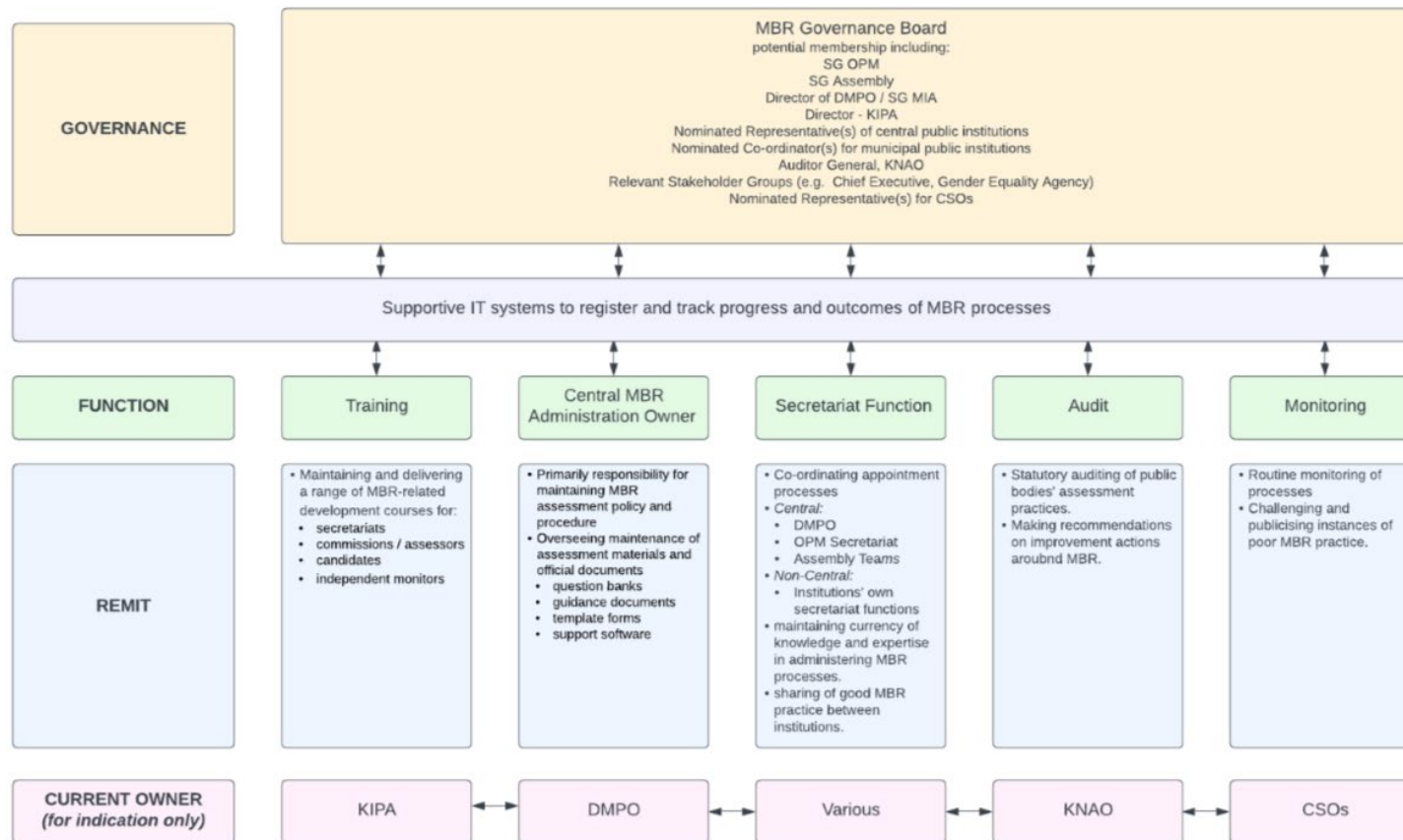
Key Considerations

- The model is not definitive

- It aims to highlight the need to have an overarching model for allocation of MBR functions, with clear owners and responsibilities,

- The location and ownership of functions can be determined as the model is developed – the critical factor is that the structuring of functions ensures efficient, end-to-end, meritocratic and valid assessment, without external influence adversely affecting the meritocracy of the recruitment processes.

Governance Model for Merit-Based Recruitment

The Problem

- Recruitments are not progressing according to a clear schedule. This is leading to many senior positions being filled through temporary or acting post holders.

- Limitations on the level and quality of information about the progress and status of recruitment processes across public institutions.

- Devolved areas of ownership, leading to variations in interpretation and practice.

- Limitations in the overarching governance on how MBR is being delivered within the different institutions.
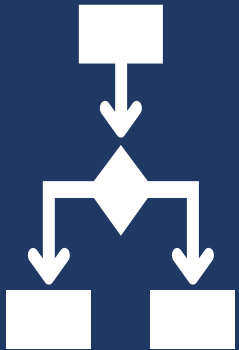
Anticipated Impact – Increased Transparency, Accountability and Efficiency of MBR

The overall aim of the model is to ensure that vacancies are filled in a timely manner through robust, efficient and fair MBR processes. Specifically, the model would help to achieve the following:

- Greater transparency, oversight and co-ordinated decision- making.

- Clearly mapped demarcation of responsibility will ensure clear accountability of functions and expectations.

- Review and consolidation of associated legislation would give greater consistency of practice.

- Increased communication and co-operation between functions will help to minimise blockages within the system slowing the overall process down.

- Ownership is a key requirement for the sustainability of Merit-Based Recruitment across Kosovo Institutions.

For further information about the project and access to key support resources, you can visit:

www.kosovoselection.org