Kosovo
Senior Recruitment Project
Project Achievements and Key Findings
January 2024
www.kosovoselection.org
Achievements in numbers

44
Senior Civil Service Recruitment Processes Supporting 74 positions

1
Governance Model developed to support MBR sustainability after project exit

120
Professionals in and outside of Government trained

70+
Attendees to the March ‘23 Process Map launch
Recruitment Processes

To date, we have supported 44 completed* processes covering 74 positions.

24 of these processes have been successfully completed, with 44 individuals appointed.

The project found 39 of the candidates in position to be appointable.

For 14 of these positions, agreed with the commission on the top scoring candidate.

*Completed processes exclude processes that fail at shortlisting (13 processes so far) and include processes that fail at interview (8), lead to no appointment (8) or pending appointment (5). Another 2 processes are currently ongoing: CEO of the Independent Media Commission (IMC); Director of the Department of Community Affairs.
Gender Focus - Public Sector Women’s Network Launch

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 have ramped up our support to women professionals to motivate and equip them for senior positions, notably by supporting the creation of the ‘Network to Empower Women in Decision Making Positions in the Public Sector’.

Keynote Speeches
at Inaugural Event in Oct ‘23

- **Edi Gusia** | Chief Executive of the Agency for Gender Equality Members
- **Anita Kalanderi** | Executive Director of the Free Legal Aid Agency
- **Leonita Shabani** | Director of the Department for European Integration, Policy Coordination and Economic Development
- **Vlora Spanca** | Auditor General of the Republic of Kosova
- **Anne Stratton** | Coaching Expert on the project, covered competences required around MBR, best practice for networking, and the value of women in decision-making, including women’s ability to collaborate and influence to bring about culture change with their colleagues, organisations and sector.

Network Objectives

- **44 women** in decision making roles in public and independent institutions attended the Women’s Network Launch

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.
Training

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 **300 individuals 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)
- **57** Women officials participated in sessions in Women in Leadership and Career Development and a Women’s Network event (Feb ‘23, Oct ‘23)
- **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 Prishtina (Jan ‘23)
Project stakeholders had highlighted **uncertainty about the sustainability of Merit-Based Recruitment** after the project ends, and a gap in knowledge by leaders, HR Managers and Secretariats in how to implement merit-based processes. Our advisors accordingly developed a step-by-step tool to support institutions wanting to implement merit-based recruitment processes in the future.

### Senior Appointments Process Map

<table>
<thead>
<tr>
<th>Role:</th>
<th>Process:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior / Accountable Person</td>
<td>Directs Process toCommence and Confirm Administrative Function</td>
</tr>
<tr>
<td>Administration Function</td>
<td>Prepares Vacancy Notice Questions</td>
</tr>
<tr>
<td></td>
<td>Obtains / Drafts Standard Advert / Job Description</td>
</tr>
<tr>
<td></td>
<td>Arranges Meeting With Senior Accountable Person / Uses Vacancy Review Questions</td>
</tr>
<tr>
<td></td>
<td>Updates Advert / Job Description (Incorporating latest legislation)</td>
</tr>
<tr>
<td></td>
<td>References / Publishing Recommended Candidates’ Names / Clarifies Verification Evidence / Confirm use (or not) of Candidate Experience Checklist</td>
</tr>
<tr>
<td></td>
<td>Directs Review of Advert / Job Description</td>
</tr>
<tr>
<td></td>
<td>Authorises Documentation for use to Proceed</td>
</tr>
<tr>
<td></td>
<td>Co-ordinates the Admission Commission, Shortlisting Panel, Appeals Panel(s) and Chair(s)</td>
</tr>
<tr>
<td></td>
<td>Adhering to Law Ensures Establishment of the Admission Commission and responsibilities for Shortlisting by the Appropriate Persons</td>
</tr>
</tbody>
</table>

**Key Features**

- Visual step-by-step guide that fits different types of users and recruitment processes.
- Outlines the sequential inputs and outputs as well as the tasks and decisions required for a successful recruitment outcome.
- Contains links to supporting resources and will remain accessible to Kosovo institutions beyond the project closure.
The Process Map was finalised after consultations and launched in March 2023. It is now publicly available [here](#).

**The Problem / The Opportunity**
- There is real respect for the principles behind MBR and widespread support to implement MBR practices. Talented candidates expect and want to be part of MBR processes.
- However, Leaders, HR managers and Secretariat staff need support. They want to know “how” to implement an MBR recruitment. “What” do they need to do.

**Impact - Strengthening the Sustainability of Merit-Based Recruitment**
- Practical and accurate step-by-step guide that fits different types of users and recruitment processes.
- Links to resources that will remain accessible to Kosovo institutions beyond the project closure.
- Generic enough to be useable and adaptable for the foreseeable future.
- Publicly available. Anyone seeking to understand, design, manage and run a merit-based recruitment process can do so by relying on the correct knowledge and practical documentation.
- Overall, it greatly increases the ability for Kosovo professionals to maintain Merit-Based recruitment principles after the project end.

48 stakeholders consulted on design

70+ attendees at launch event, including:
- Assembly Members
- Government officials
- Civil Society and Media
- Technical Experts
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.

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