

**Transitional Department for Good Governance,
Human Rights, Equal Opportunity and Gender***

**JIAS EMPLOYMENT SURVEY:
RESULTS REPORT**

12 November 2001

* On 4 Oct. 2001, this transitional department succeeded the JIAS Department for Democratic Governance and Civil Society. On 19 Nov. 2001, the Transitional Department will become the Prime Minister's Advisory Offices for Good Governance, Human Rights, Equal Opportunity and Gender; and Communities.

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All of the 20 JIAS Departments participated in this employment survey, utilizing a minimum of four of the six survey instruments offered. The Department for Democratic Governance and Civil Society (DDGCS) would like to thank all JIAS Co-heads, managers and employees for volunteering to participate in the data collection phase. DDGCS is grateful to former Co-heads, Dr. Vjosa Dobruna for her vision, and Robert Pulver for his attention to detail. Other DDGCS staff members who contributed to this survey include: Michelle Berg, Shefqet Berisha, John Cerone, Katherine Gallagher, Helen Gardiner, Fitore Gashi, Julia Goette, Elene Gogvadze, Habit Hajredini, Celal Ilyas, Tigran Jashari, Suraiya Naher, Kujtim Pula, Edmond Shyti, Per-Gunnar Skog, Melissa Stone and Ceylan Ustaibo. In addition, DDGCS thanks Samuel Adeleye, appointed by the Department of Public Services to assist with the design of survey questionnaires. Thanks to Halit Ferizi (Handikos), Andrew Houghton (Vietnam Veterans of America), Wenny Kusuma (STAR Network of World Learning), Grainne O'Hara (UNHCR), and Claire Trevena (OSCE) for their thoughtful revisions, which are included in the text.

Summary of Findings

Top Ten Points of Interest

1. **Job Satisfaction.** The majority of Kosovo Consolidated Budget (KCB) employees believe that they are treated fairly with regard to the tasks and work assigned to them. (p. 23)
2. **Publicity of Vacant Posts.** Newspaper is the most effective method for advertising civil service position vacancies. (p. 18)
3. **Ethnicity.** According to JIAS department reports on staff composition at end-May 2001, the percentage of non-majority ethnic group members working in the central JIAS structures is 2.35%. None of the survey respondents identified themselves as Ashkali, Croatian, Egyptian, Gorani or Roma. (p. 14)
4. **Gender.** Within the JIAS structure at the central level, as rank-based professional power increases, the presence of women decreases. Among professional KCB staff, males outnumber females by a ratio of 2:1. The international community's staff appointed to JIAS is more gender imbalanced than the KCB staff hired from the Kosovo community at large. (p. 14)
5. **Disability.** Persons with disability are not specifically included in civil service recruitment efforts. Few JIAS employees or managers seem to know definitively whether their work place is wheel chair accessible, or whether there is an existing policy to accommodate persons with disability. (p. 15)
6. **Inconsistent Application of Policy.** Employment policies and procedures are *not* followed consistently. For example, a significant number of KCB employees are asked about their marital status, number of children, age and political affiliation in job interviews. According to hiring policy, these personal attributes are irrelevant to hiring criteria. (p. 19)
7. **Criteria for Training and Promotions.** Nearly half of KCB employees surveyed report that training is not available to them, and most do not know of specific selection criteria for training or promotions. (p. 26)
8. **Policy on Discrimination.** More than one-third of KCB employees and half of managers are not aware of existing non-discrimination policy. (p. 29)
9. **Discrepancies in Resource Allocation to JIAS Staff.** Unequal resource allocations of office space, supplies and equipment between international and national staff may reduce the productivity of KCB employees. (p. 24)
10. **Complaints of Unfair Compensation Standards.** KCB employee complaints about discrimination based on wage, benefit and resource differences between Kosovo staff working under KCB and international agencies, respectively, strongly outnumber complaints about ethnic- and gender-based discrimination. (p. 30)

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Glossary of Terms

civil servant – a member of the civil service.

civil service – the permanent professional branches of a governmental administration, excluding military and judicial branches and elected politicians. In Kosovo, civil service refers to the administrative departments, ministries who succeed the departments, municipalities and other organizations that comprise the self-governing structures.

civil service staff – all employees and managers performing the duties of the civil service, except publicly elected officials.

Co-head – A Kosovo permanent resident or seconded international appointed to take joint responsibility in leading one of the 20 departments of the Joint Interim Administrative Structure of the United Nations Interim Administration Mission in Kosovo.

employer – same as manager.

employee – KCB staff member hired according to civil service policy and procedures to provide professional and/or administrative services, which do not regularly include daily or operational supervisory authority, nor hiring or promotion duties.

EU – European Union

JIAS – Joint Interim Administrative Structure, the interim governmental administrative departments developed by the United Nations Interim Administration Mission in Kosovo. Each department was led jointly by one Kosovo and one international Co-Head.

OSCE – Organization for Security and Cooperation in Europe.

Pillar – each of the four Pillars are governing structures organized and funded in part by an international organization charged by the United Nations Interim Administration Mission in Kosovo to provide specific administrative functions. Pillar I –originally led by UNHCR and later by the UN, Pillar II – led by the UN, Pillar III – led by OSCE, and Pillar IV – led by the EU.

public service – same as the civil service.

managers – JIAS managers include international and national professional staff hired and/or seconded by Pillar-leading organisations, and KCB staff in managerial positions, who regularly supervise other JIAS staff on a daily or operational basis, and have hiring and promotion authority.

self-governing structure(s) – the JIAS Departments, their successor Ministries, municipal governments and associated organizations who are authorized by the United Nations Interim Administration Mission in Kosovo to conduct the functions of government in Kosovo.

staff – all employees and managers working in the central JIAS departments in Pristina.

UNHCR – United Nations High Commissioner on Refugees.

UNMIK - United Nations Interim Administration Mission in Kosovo.

Purpose

Under the authority of the office of Special Representative of the Secretary General (SRSG) and in collaboration with the Department of Public Services, the Department for Democratic Governance and Civil Society,¹ conducted an employment survey of the Pristina-based central offices of each JIAS department from March to May 2001 for the following purposes:

- A. **To survey central JIAS department staff supported by the Kosovo Consolidated Budget (KCB)** about their experiences and perceptions of the degree to which current fair employment and equal opportunity policies are being applied in practice within the twenty JIAS departments;
- B. **To enable central JIAS staff to identify areas of successful or inconsistent compliance with current fair employment and equal opportunity policy** regarding recruitment, hiring, promotion, division of responsibilities, allocation of benefits and resources, and other factors impacting the JIAS and successor central governance structure's work environment;
- C. **To ensure that the prevalent concerns of central JIAS staff are addressed in the development of strategies and recommendations** for increasing the efficient utilization of human resources, and for developing a model of transparency in governance at the central level, which is applicable to all levels of civil service; and
- D. **To establish baseline values** for qualifying the central JIAS and the successor central governing structure's capacity to self-correct discrepancies between policy and practice in the future, using data collection and analysis instruments similar to those demonstrated in this report.

¹ According to Regulation 2000/40, which established the Department for Democratic Governance and Civil Society:
"Section 1, 1.2 The Department shall be responsible for the promotion of democratic governance and civil society, where, for the purposes of this regulation: The promotion of democratic governance shall include the creation of institutionalised mechanisms for public participation in governance and the promotion of ... non-discrimination, equal opportunity, [and] gender equality...
Section 2, 2.1 The Department may make policy recommendations to the Interim Administrative Council through the Deputy Special Representative of the Secretary-General for Institution Building concerning, inter alia: (c) The formulation of guidelines, in cooperation with the Administrative Department of Public Services, for other Administrative Departments, public officials and civil servants of the interim administrative structure to ensure compliance with international human rights standards and other principles basic to democratic governance and civil society; and (d) The preparation of regulations.
Section 2.2 The Department shall: (a) Monitor the implementation of the overall strategy and policies for the promotion of democratic governance and civil society; (b) Observe the policies and practices of, and assist, other Administrative Departments, local administration, and any emerging self-governing structures to encourage compliance with ... principles basic to democratic governance and civil society, and make appropriate recommendations..."

Methodology

The JIAS Employment Survey utilized six separate, mutually reinforcing data collection instruments described below.²

- A. KCB employee written questionnaires.**³ DDGCS distributed written questionnaires, which included an overview of fair employment principles to Kosovo Consolidated Budget (KCB) employees who do not have regular supervisory, hiring or promotion authority.⁴ KCB employees submitted their survey responses voluntarily, and in most but not all cases anonymously. By providing for anonymity, DDGCS intended to create a safe environment for employees to express their opinions openly and honestly. Respondents included 410 KCB employees, approximately 35% of 1157 filled positions from all 20 JIAS departments.⁵ (Annex 1 shows the text of the questionnaire and tables of respondent answers. Annex 3 provides a breakdown of the total, filled and vacant KCB positions between March and May 2001, when the survey data was collected.)
- B. KCB employee consultations.** After the distribution of written questionnaires to KCB employees, DDGCS invited them to attend a one-hour presentation. It reiterated equal opportunity provisions within current employment policy and included an open discussion forum. These verbal discussions often revealed specific details about their job satisfaction and the problematic areas that respondents did not elaborate in the written questionnaires.⁶
- C. JIAS manager questionnaires.** DDGCS distributed written questionnaires to managers, including international and national professional staff hired and/or seconded by Pillar-leading organisations, and KCB employees in managerial positions. Managers include those who regularly supervise employees on a daily or operational basis, and have hiring and promotion authority.⁷ The manager questionnaires also contained an overview of fair employment principles, and addressed decision-makers charged with implementing JIAS employment policies within their departments. Because these managers are accountable for their departments' compliance with current policy, and will be the individuals contacted for follow

² Two teams of DDGCS staff conducted consultations: Team 1 – Melissa Stone, Fitore Gashi and Tigran Jashari; Team 2 – Elene Gogvadze, Kujtim Pula and Edmond Shyti. DDGCS former Co-heads, Vjosa Dobruna and Robert Pulver participated in Co-head level consultations when possible. Celal Ilyas compiled the survey databases. Former DDGCS staff, that contributed to the survey design include Michelle Berg, Julia Goette and Suraiya Naher.

³ DDGCS distributed Employee and Manager Questionnaires to the Kosovo and international Co-heads of the 19 additional JIAS department in four languages (Albanian, English, Serbian and Turkish) on February 26, 2001.

⁴ The questionnaires incorporated input and recommendations of staff from the Office of the SRSG and the Department of Public Services.

⁵ Staff Composition reports submitted by the 20 JIAS departments indicated 1157 KCB employees, of which only 1103 were disaggregated by ethnicity, gender and disability.

⁶ This report does not include all commentary documented during discussion sessions. However, DDGCS invites interested JIAS department members to contact survey staff in the Equal Opportunity Bureau at 381-38-504-604 ext. 6591 for more detailed information.

⁷ The questionnaires incorporated the input and recommendations of staff from the Office of the SRSG and the Department of Public Services.

up to this survey, the questionnaire requested information about their identity. In total, 62 managers from 19 departments voluntarily submitted completed questionnaires. Six disclosed only their department, but not their identity, position or contact information. (Annex 2 includes lists of the 62 manager respondents, survey questions and summary tables of their responses.)

- D. JIAS manager consultations.** After the distribution of the written questionnaire to managers, DDGCS invited them to attend a one-hour presentation. From a managerial perspective, the presentation reiterated equal opportunity provisions within current employment policy and included an open discussion forum. These discussions provided information about successes and difficulties on a department-specific level not addressed in the general questionnaire developed for all JIAS departments.⁸
- E. Co-head interviews** gave the leading managers in each department the opportunity to identify other concerns unique to their particular department or working environment. More than 27 Co-heads or others acting in their stead participated in interviews. Those who did participate made further recommendations to DDGCS for inclusion in this report. Numerous Co-heads, who did not participate in interviews, contributed their comments via written questionnaires. (Annex 2 lists Co-heads who responded to the written questionnaire. Annex 4 lists Co-heads who participated in these interviews, listed by department.)
- F. Demographic composition of staff** reports were requested from the personnel administrator of each department. For the purpose of this report, “staff” refers to all employees and managers working in the central JIAS departments. Information about the numbers and positions of commonly disadvantaged groups (based on gender, ethnicity, and disability) was included. All 20 JIAS departments provided staff composition reports. (Annex 3 provides summary and detailed results.)

Scope and Limitations

Dates covered. DDGCS conducted data collection for this survey between March and May 2001. Thus, results included in this report are not reflective of staff changes, which have occurred since June 2001. However, numerous policy changes have been proposed or approved since June 2001. Where such policies have been considered they are noted accordingly.

Respondent participation. All associated results and recommendations are based on the volunteer responses of KCB employees, managers and Co-heads working in central JIAS departments in Pristina. A staff member of the Department of Public Services was invited to monitor the participation of DDGCS Co-heads, managers and KCB employees when DDGCS administered all survey instruments to itself.

⁸ The discussions with managers often reinforced comments heard earlier from employees about the same issues. This report concentrates predominantly on JIAS-wide issues. The DDGCS Equal Opportunity Bureau proposes to address specific departmental concerns more thoroughly in the follow-on trainings intended for the reconstituted central ministries of the Kosovo self-governing structure after the fourth quarter Central Assembly elections.

As only one-third of KCB staff volunteered to participate, the findings of this report are representative rather than conclusive.⁹ DDGCS acknowledges that future surveys of this kind, if mandated for full staff participation of the Kosovo self-governing structures, would be more reliable as comparative bi-annual measures of progress in the areas covered by this organizational self-analysis exercise. In addition, more detailed comparisons by region would be possible if similar studies were conducted for civil servants in municipalities outside the central self-governing structures hosted in Pristina.

Overview of Findings and Recommendations

The findings and recommendations noted below concentrate on the priority issues that DDGCS perceives to be the most pressing in their relation to the development of competent and efficient structures for representative democratic governance. While this JIAS employment survey was in process, the Department of Public Services was simultaneously drafting the Basic Public Service Law and correlating employment policy recommendations. The Department of Health and Social Welfare was also preparing a proposal for a Kosovo-wide pension plan. The Disability Task Force, led by the Department of Health and Social Welfare, was drafting a comprehensive disability policy framework for Kosovo. The Department of Labour and Employment was preparing a draft labour law.¹⁰ DDGCS anticipates that the findings and recommendations elaborated below may provide an independent assessment that is likely to reinforce these and other policy improvements already underway.¹¹

General. The development of policies to regulate employment, and appropriate enforcement mechanisms within the self-governing structures of Kosovo are directly relevant to the establishment of “conditions for a peaceful and normal life for all inhabitants of Kosovo.”¹²

Further, according to Resolution 1244, the “international civil presence” is ultimately responsible for the establishment of interim and transitional administration, as well as the establishment of provisional self-governing institutions. For this purpose, the Department of Public Services has provided recruitment policy and procedures in an administrative instruction for hiring KCB staff. This instruction provides for transparency, fairness, merit-based and non-discriminatory employment practices within all levels of civil service. Although this policy applies to all civil servants, the policy explicitly states: “Recruitment should be undertaken under the responsibility of

⁹ Although the difference between a self-selected sample of staff members and a random sample may or may not be statistically relevant, DDGCS chose the first sample collection method for building staff confidence in the willingness of Kosovo self-governing structures to correct discrepancies between policy and practice.

¹⁰ On 8 Oct. 2001, the Essential Labour Law in Kosovo, UNMIK/REG/2001/27 came into effect. According to Section 1.2, this regulation does not govern the civil service in Kosovo.

¹¹ The draft Basic Public Service Law of 5 May 2001 was presented at the Council of JIAS Co-heads meeting on 17 May, 2001. A revised version of the law was completed on 16 May 2001. The subsequent draft, renamed the Civil Service Law, was distributed on 26 September 2001.

¹² U.N. Security Council Resolution 1244, adopted 10 June, 1999, Article 10: “Authorizes the Secretary-General, with the assistance of relevant international organizations, to establish an international civil presence in Kosovo in order to provide an interim administration for Kosovo under which the people of Kosovo can enjoy substantial autonomy within the Federal Republic of Yugoslavia, and which will provide transitional administration while establishing and overseeing the development of provisional democratic self-governing institutions to ensure conditions for a peaceful and normal life for all inhabitants of Kosovo.”

the Co-heads of Departments... At least two members of the selection panels constituted for recruitment to senior management positions must be international staff.”¹³

Therefore, the international and Kosovo Co-heads and all senior staff members “performing basic civilian administrative functions,”¹⁴ are accountable for knowing, interpreting, implementing and enforcing the recruitment policy and procedures defined by JIAS/PS/AI/2000/1. Presumably, the post-election self-governing structures that succeed the UNMIK/JIAS structure will be legally bound to these policies as well.

Survey findings indicate that JIAS departments are not following these and other employment policies and procedures consistently. However, independent mechanisms for monitoring and enforcing them are not in place at this time.

RECOMMENDATION (1) - Internal Management Audit:

DDGCS urges the Department of Public Services to assist in the creation of an independent body, which will “develop a system of internal management audit of administrative departments and municipalities” to fulfil the department’s UNMIK mandate,¹⁵ and that such management audits:

- a) are conducted on a regular basis, at minimum every 24 months;**
- b) address the central as well as municipal levels of civil service;**
- c) include at minimum the topical areas investigated in this survey;**
- d) develop additional random surveys of job applicants and out-going former staff for more accurate data defining interviewing and hiring practices, that address the challenges facing the central governing structures in the quest to hire and retain the most qualified civil service staff; and**
- e) lead to the development of appropriate enforcement mechanisms, including incentives for success, grievance procedures, affirmative action programs, and disciplinary measures for sub-standard conduct.**

A. Staff Composition of Central JIAS Departments.

Periodic staff composition reviews are important for identifying which populations are and *are not* employed in self-governing structures. Currently, there is a basic non-discrimination clause noted in several regulations, as well as specific provisions in the official recruitment policy and procedure. However, there are no mechanisms in place for monitoring or enforcing such non-discrimination provisions, or for developing affirmative action programs.¹⁶

The immediacy of implementing comprehensive equal opportunity policy, through monitoring and enforcement mechanisms cannot be over-emphasized. Equal opportunity policies enable all groups

¹³ JIAS/PS/AI/2000/1, Recruitment policy and procedures.

¹⁴ U.N. Security Council Resolution 1244, adopted 10 June, 1999, Article 11.

¹⁵ UNMIK/REG/2000/12, Section 2.2(h) of 14 March 2000, On the Establishment of the Administrative Department of Public Services.

¹⁶ UNMIK Regulation 2000/54 of 27 September 2000 states: “Section 2 Observance of Internationally Recognized Standards: In exercising their functions, all persons undertaking public duties or holding public office in Kosovo shall observe internationally recognized human rights standards and shall not discriminate against any person on any ground such as sex, race, colour, language, religion, political or other opinion, national, ethnic or social origin, association with a national community, property, birth or other status.”

of people to have equal access to employment by eliminating barriers to their employment that are often unintentional, and by instituting corrective action in cases where the barriers are intentional. However, creating comprehensive equal opportunity policies is not enough. Mechanisms are needed to ensure that implementation of equal opportunity policies is monitored and enforced.

The large number of vacant KCB positions is a window of opportunity for developing an appropriately ethnic and gender balanced workforce. This window will slowly close as more and more vacancies are filled. Thus, developing a diversified work force while mass hiring is in process, will ensure that equal opportunity employment is the norm in the self-governing structures of Kosovo for years to come. The opposite may also be true. Without adequate attention to equal opportunity issues in initial development, later implementation of equally opportunity provisions that are consistent with international standards may prove to be more difficult.

RECOMMENDATION (2) - Equal Opportunity Provisions:

DDGCS urges the self-governing structures to develop specific equal opportunity legislation that:

- a) includes statistical goals for proportional representation of all ethnic groups, gender balance, as well as the participation of persons with disabilities within the civil service at the central and municipal levels;**
- b) utilizes census data to correct statistics-based quotas and related affirmative action measures as the Kosovo population fluctuates over time;**
- c) provides for monitoring and enforcement mechanisms; and**
- d) is submitted for discussion, revision and approval by the Central Assembly, when it is established.**

B. Recruitment Practices According to Employees and Managers.

The practical efforts of all departments to attract and hire the most qualified staff possible should adhere uniformly to policy standards. These standards require wide public and multi-ethnic distribution of vacancy announcements, for screening and interviewing suitable applicants; as well as reasonable compensation, benefits and working conditions.

Non-majority communities. There is a conspicuous absence of members of particular ethnic groups within central JIAS departments. According to JIAS department staff composition reports, only 26 (2.35%) of 1103 staff members are non-majority members. According to 410 KCB employees surveyed, 93.9% are Albanian, 1.7% are Turkish, 1.5% are Bosniak, 1.0% are Serbian, 0.5% are other and 1.5% did not answer the question. Despite the significant number of Roma, Ashkali and Egyptian peoples living in Kosovo, none of the KCB staff surveyed self-identified as those ethnicities. Apart from Albanian, Bosnian and Turkish ethnic groups, it appears that most non-majority communities indigenous to Kosovo are under-represented in central self-governing structures. Fair representation of all ethnicities in civil service is imperative to the establishment of authentic democratic governance. “The non-majority community representation in the composition of the civil service at all levels should be closely proportionate to the representation of non-majority communities in the Assembly.”¹⁷

Gender balance. According to JIAS department staff composition reports, the KCB staff is 69% male and 31% female. According to KCB employees surveyed, men are twice as likely as women

¹⁷ UNMIK/REG/2001/19 Section 4.2. If 20 seats of the 120 are set aside for non-majority members, then the minimum representation of non-majority community members in the Central Assembly will be 16.6%.

to be employed as higher paid professionals under the KCB budget. The gender imbalance becomes more significant among KCB and international managers and Co-heads. In the higher ranks, the increase in authority of the given position correlates directly with a sharp decrease in the percentage of women who have access to such positions. Only three (15%) of the 20 Kosovo Co-head posts are filled by women, and two (10%) of the 20 international Co-heads are women. At the highest level of JIAS oversight, the Interim Administrative Council (IAC), there is one (12.5%) Kosovo woman, but no (0%) international women. Although the representation of Kosovo women in Kosovo self-governance is poor, the representation of international women is worse. Thus, affirmative action efforts to recruit and promote professional women, especially for decision-making positions in allegedly representative democratic governance, could correct the severe under-representation of more than half of the population, which is female.

RECOMMENDATION (3) – Comprehensive Internal Monitoring and Correction of Employment Practices:

DDGCS urges the self-governing structures to implement internal monitoring and affirmative action mechanisms at the earliest possible time to monitor and correct imbalances in the recruitment, hiring and promotion practices, as well as staff composition with regard to ethnicity, gender and disability at the central and municipal levels of civil service.

Disability. It is imperative for the self-governing structures to conduct outreach to and recruitment of persons with disabilities, and to remove the physical barriers that prevent persons with disabilities from gaining access to the public work place and their government. The failure of self-governing structures to provide adequate access and facilities for those dependent upon wheel chairs for personal mobility, and other reasonable accommodations for persons with disabilities constitutes *de facto* discrimination.

RECOMMENDATION (4) – Access to Public Buildings for Persons with Disabilities:

DDGCS urges the self-governing structures to develop a phased plan to establish wheel chair access (ramps and elevators), and access to other facilities (toilets), as well as other necessary and reasonable accommodations for civil servants and members of the visiting public with disabilities within all public buildings, especially where central and municipal government functions are located.

Influence of political parties. According to some managers, the establishment of JIAS departments based on equitable distribution of Co-head positions among political parties has led to vacant positions not being filled because the preferred party is unable to identify a qualified candidate.¹⁸ This statement implies that in some departments, professional civil servant selection has been based on party affiliation. If JIAS departments are engaging in hiring practices that rate an applicant's political party affiliation above or in addition to his or her professional qualifications, there could be a significant number of qualified applicants who are not given a fair chance to participate in civil service.¹⁹ Given that discrimination based on political party affiliation is

¹⁸ From Department of Education interview with deputy Co-heads on 24 May 2001.

¹⁹ Political party exclusivity in KCB hiring practices would be consistent with the tendency of particular parties to monopolize municipal level appointments when one party has a majority of municipal assembly seats. One

prohibited for posts below Co-head, this issue warrants further investigation, which is beyond the scope of this survey.

RECOMMENDATION (5) – Policy, Monitoring and Enforcement of Conflict of Interest in Hiring:

DDGCS urges the self-governing structures to establish comprehensive policy, as well as monitoring and enforcement mechanisms to address discriminatory recruitment based on party affiliation, as well as nepotism. For example, in addition to prohibitions against hiring siblings, children and parents, additional provisions to guard against nepotistic conflicts of interest during recruitment could include prohibitions on the appointments of spouses, and other dependents living within the same household, whose income would benefit the current employee.²⁰

C. Compensation, Benefits and Resource Allocation.

Despite the equal opportunity principle regarding “equal pay for equal work,” some JIAS departments offer professional appointments according to UNMIK or world labour market wage scales to Kosovo employees who are fluent in English.²¹ The salaries for these English-speaking Kosovo employees are as much as five times higher than those offered to KCB-funded professional employees in spite of the equivalent professional qualification required for each position. If KCB professional employee salaries align with regional standards for compensation to professional civil servants, as proposed by the Central Fiscal Authority (CFA), then the salaries paid by Pillar-leading international organizations are inflated.

The negative consequence of having two labour markets for Kosovo professional employees – one for English-speakers and another for non-English-speakers – is that the resulting wage imbalance is disproportionately disadvantageous to the Kosovo self-governing structures. Consequently, the international organizations that dominate the most qualified Kosovo professional employees by paying them salaries that are two to five times the average regional market rate are creating an inequitable labour market, where the self-governing structures cannot compete.

Thus, JIAS departments that have high staff turn-over or problems filling KCB positions, may be experiencing difficulty attracting and retaining appropriately qualified employees as a structural by-product of the different compensation rates imposed by the international community. Such salary structures, where the same organizations are mandating significantly lower salaries for the self-governing structure than they support for their own employees, is creating KCB staff dissatisfaction as well as other systemic anomalies. Such anomalies include the absence of employee benefits such as pension, health and disability insurances, as well as what may appear to be an excessive number of three-month contracts. The latter creates a general perception of job insecurity.

The presence of a sizeable international community, which creates a large demand for a limited supply of housing and commodities, corresponds to the prices and the general cost of living in the

incidence of this behaviour occurred in Lipjan and was reported by DDGCS in its weekly reports to OSCE of 17-23 and 24-30 April 2001.

²⁰ UNMIK Information Circular No. 14/2001 of 13 June 2001 was from Luiz Carlos Da Costa, Director of Administration, to all UNMIK national staff members, and copied to all pillars that oversee JIAS departments.

²¹ Universal Declaration of Human Rights, Section 23, Article 2, effective 10 Dec. 1948.

local Kosovo community, which have escalated. However, the self-governing structures pay KCB employees at wage rates that are insufficient to bear the cost of living. This combination of economic factors makes jobs in retail, commerce and the service industry more lucrative to Kosovo permanent residents than the professional KCB positions, which require far more education, expertise and experience. By default, the low KCB wage rates under-value education among KCB staff, while inflating the sense of entitlement among Kosovo professionals outside of the KCB, who earn at significantly higher, if unsustainable wage rates. This disparity may create a fertile environment for corruption.

In addition, 18.5% of KCB employees surveyed do not believe that office space, supplies and other resources are allocated equally to national and international staff. In discussions with managers as well as KCB employees, they claim that under-allocation of resources to Kosovo staff has a negative effect on job performance.

RECOMMENDATION (6) – Standardization of Wages, Benefits and Employment Terms for All Civil Servants Whether Hired by KCB or Seconded by International Organizations:

DDGCS urges the self-governing structures to work together with associated international organizations to develop consistent labour standards with regard to:

- a) Wages, whereby a consistent compensation scale will account for the cost of living, educational credentials, and prior employment experience as well as language proficiency for all national staff.**
- b) Employee benefits package including pension, health and disability coverage, life insurance and education incentives for all national staff.**
- c) Standard employee contracts of a one-year standard minimum term, with the exception of a 90-day probationary term for new hires, as soon as possible after results from Kosovo-wide elections scheduled for November 2001 are implemented.**
- d) Equalize all resource allocations within civil service, including office space provisions, access to transport and communications from international donor sources across the central and municipal levels of the civil service.**

D. Training, Promotions and Staff Retention.

According to KCB staff, many JIAS departments have not been distributing relevant policy documents about non-discrimination, and do not appear to have written policies on training or promotion criteria. KCB staff also report inconsistencies between departments in the criteria used for selecting national staff to receive foreign language training. It is clear that English-speaking Kosovo staff often benefit financially for the increased productivity within the multi-national JIAS structure associated with communication proficiency in international languages. Investing in multilingualism among national staff now, with a strong concentration on prevalent European languages, will enable the beneficiary population to develop a model of greater association with Europe. That could help dispel the focus on regional and local language-based conflicts. In addition, financial incentives to encourage proficiency in the local and regional languages can underscore the essential obligation of civil servants to have a mutual command of their co-workers' and constituents' languages. Improving consistency in these areas, in addition to the standardization of wages, benefits, contracts and resource allocations (in section C. above) could increase staff retention in the Kosovo self-governing structures overall.

RECOMMENDATION (7) – Training for Consistency with European Standards:

DDGCS urges the self-governing structures to:

- a) Provide a series of regular training seminars to employees and managers of Kosovo self-governing structures about general employment policy, fair criteria for training and promotion, equal opportunity policies and practices, and related human rights. Such training would raise awareness, build conceptual knowledge and ensure sharing of best practices with neighbouring countries.**
- b) Provide foreign, regional and local language classes for all civil servants willing to attend. Include wage increases as incentives for the achievement of multiple language proficiency and advancement.**

E. Working Environment.

Each JIAS department's efforts to implement hiring and employment policies developed by the Department of Public Services are cumulatively contributing to the evolution of the self-governing structures toward international standards of civil service. Some new policies toward merit-based employment practices may at first feel unusual or uncomfortable to Kosovo staff members. Expression of discomfort from employees is more acute in cases where compensation or benefits provided by the current civil service differ significantly from former centrally planned state mechanisms, which offered benefits that are no longer economically feasible. Thus, in addition to the transitional inconsistencies associated with the development of a completely new form of government, economic conversion to a free market system is likely to feel like "shock therapy" in a traumatic post-war environment.

However, at the current level of development there are no mechanisms in place to enforce policy and procedure guidelines, nor to address grievances outside of the intra- and inter-departmental chain of command. Such mechanisms could provide impartial advice, mediation of workplace conflict, and independent investigation of sub-standard conduct in the civil service especially in cases where employee grievances are about their managers with daily or operational supervision authority over the complainant. In such cases, employee reports of grievances to supervisors could constitute a source of job insecurity, and subsequently a conflict of interest if the employee is forced to ignore inefficiencies or damaging behaviours within the civil service to keep his or her job. In addition, grievance procedures conducted by impartial authorities independent of the self-governing structure's source of grievance could contribute significantly to the confidence of civil servants and the general population in the capacity of the Kosovo self-governing structures to address internal problems in the establishment of representative democratic governance.

RECOMMENDATION (8) – Grievance Procedures:

DDGCS urges the self-governing structures to create both:

- a) internal mechanisms for the effective processing of grievances at the central and municipal governance levels; and**
- b) an independent, non-partisan civil service oversight body for dispute mediation, settlement of grievances, and appeals to grievance decisions made by the self-governing structures, particularly for discrimination and equal opportunity employment claims.**

Data Analysis

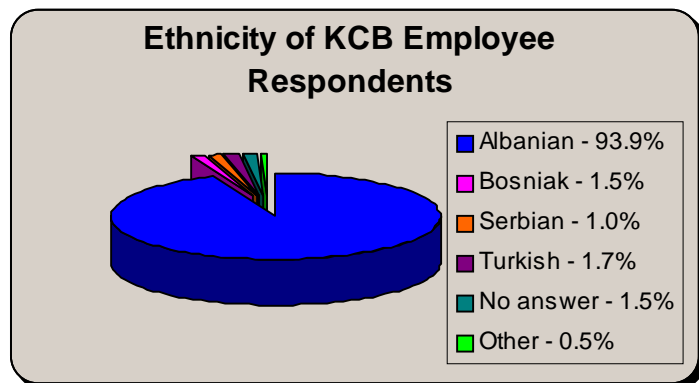
A. Staff Composition Review of Central JIAS Departments.

Statistics on staff composition by ethnic group, gender, disability and position show each JIAS department's progress toward meeting the ethnic and gender balance goals of the recruitment policy and procedures defined in Public Services Administrative Instruction No. JIAS/PS/AI/2000/1. "In order to lay a solid foundation for the emerging Kosovo civil service, the process of recruitment into all grades must be transparent, competitive, fair, and meritorious, reflecting the multi-ethnic character of communities of Kosovo and ensuring equitable gender balance to the extent possible."²²

Non-majority community representation.²³

Because of the inconsistent waves of migration into and out of Kosovo for more than a decade, reliable demographic statistics for determining the current ethnic composition will not be available until the next census is completed.

Of KCB employee questionnaire respondents, 93.9% self-identified as ethnically Albanian, 1.5% as Bosniak, 1.0% as Serbian, 1.7% as Turkish, 0.5% as other, and 1.5% did not answer.²⁴ Notably, no respondents identified themselves as Ashkali, Croatian, Egyptian, Gorani or Roma. This was the most frequently answered question of all questions asked in the KCB employee questionnaire.²⁵ According to staff composition data submitted by all 20 JIAS departments, 26 (2.3%) of 1103 KCB employees are members of non-majority ethnic groups.²⁶



²² JIAS/PS/AI/2000/1 of 25 February 2000. The policy's clause, "to the extent possible" does not contain specific targets, such as numerical quotas or ratios, for defining the degree to which each department or self-governing structure is required to have balance by ethnicity or gender.

²³ The term "non-majority communities" is preferable to the term "minorities," the demographically determined population category that has been used by various Balkan governmental regimes to prevent full participation in representative and democratic governance by ethnic populations that are smaller in number than others. In consistency with *the Assessment of the Situation of Ethnic Minorities in Kosovo from March through August 2001*, when the term "minority" is used in this report, it "refers to any community that lives in a situation where they are a numeric minority relative to the communities surrounding them. As such, the term is as applicable to Kosovo Serbs in Gracancia/Ulpiana as it is to Kosovo Albanians in north Mitrovica/Mitrovica." These Kosovo populations may qualify for affirmative action provisions to correct various obstacles to full participation in Kosovo self-governing structures.

²⁴ According to the survey administrator in the JIAS Department of Labour and Employment, two Serbian employees received the survey questionnaire. The survey administrator noted the security constraints and related transport difficulties that these staff members experience daily as the likely reason why they did not return the completed questionnaire to DDGCS.

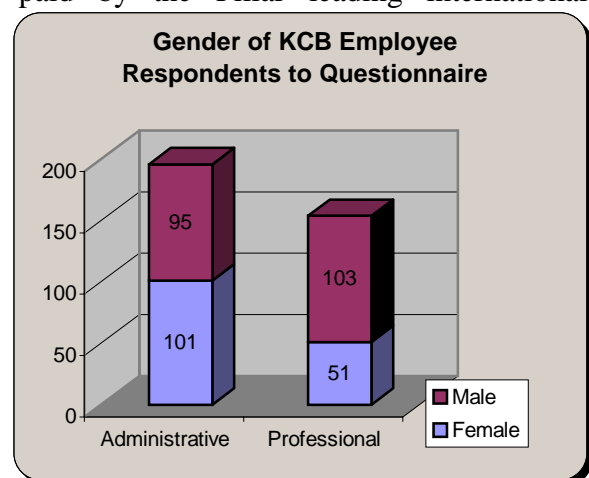
²⁵ Annex 1, 1.1. Of 410 respondents, 98.5% answered the question about ethnicity, while 92.9% answered the question about their religion; 351 (85.6%) identified themselves as Muslim, 13 (3.2%) as Catholic, four (1.0%) as Orthodox, one (0.2%) as Protestant, three (0.7%) as Other, nine (2.2%) as None, and 29 (7.1%) did not answer the question. See Annex 1, 1.2.

²⁶ Annex 3, 3.1(b).

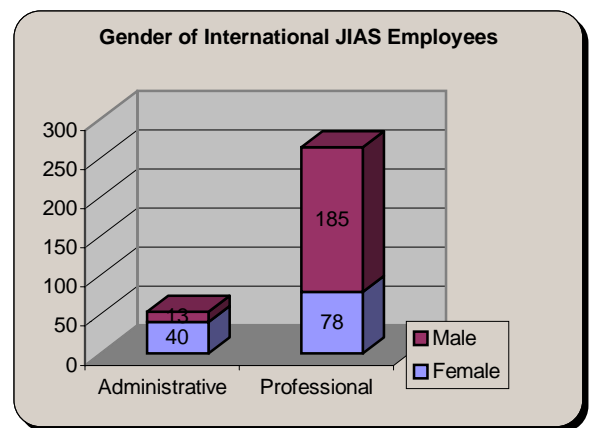
In addition to the Albanian and Turkish KCB employees who were participants in employee discussions, Albanian, Bosniak and Serbian KCB managers were participants in departmental manager and Co-head discussions. During the manager discussions, most departments noted that they had encountered some kind of difficulty in their outreach efforts to diverse ethnic groups for a variety of reasons. The obstacles they cited included the shortage of KCB staff to concentrate on hiring issues, shortage of language support staff, shortage of funds to pay existing staff, and constant pressures from urgent or highly pressing work demands. Of the manager questionnaire respondents, 24 (38.7%) and 14 (22.6%) noted that they include non-majorities in their short-term (one to three years) hiring and promotion goals, respectively.²⁷

To the written survey question that asked KCB employees if they “were paid fairly compared to [their] colleagues,” 214 replied “yes,” 168 replied “no,” and 28 did not answer. There were no complaints of unfair wages based on ethnicity. Explanations for the negative answers were most frequently related to the low salaries paid by KCB, or related to the wage gaps between Kosovo staff paid by KCB compared to Kosovo staff paid by the Pillar leading international organizations.²⁸

Gender balance. Based on questionnaire responses of the KCB employees, who answered the question about gender and profession, KCB employees are comprised of approximately 56% men and 44% women.²⁹ In professional positions, there are twice as many men (67%) as women (33%).³⁰ Thus, if the monthly administrative (support) staff wage is 180 DM, and the monthly average professional wage is 360 DM, then the average monthly KCB wage is 240 DM for 152 women, compared to 274 DM for 198 men.



According to the gender disaggregated staff composition data submitted by the 20 JIAS departments between March and May 2001, there is more gender imbalance across the entire KCB staff, than among the KCB employee questionnaire respondents. Of the 1103 total professional and administrative staff, 764 (69%) were men and 339 (31%) were women. Also as of May 2001, of the available 20 KCB Co-head positions, men had been appointed to the strong majority of seats (85%), compared to only 3 women (15%). Thus, within the



²⁷ Annex 2, 4.1 and 4.2.

²⁸ Annex 1, 2.2.

²⁹ Although the number of women and men in administrative positions appears roughly equal, the survey results do not discern between traditionally female roles (secretarial and cleaning) and traditionally male roles (heavy maintenance and drivers).

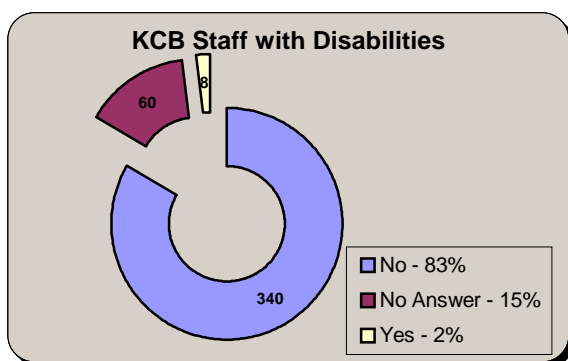
³⁰ Annex 1, 1.3.

JIAS structure at the central level, as rank-based professional power increases, the presence of women decreases.³¹

According to data submitted by the 20 JIAS departments, of 316 international staff members 118 (37%) were women and 198 (63%) were men. Among international staff appointments in the professional ranks, 70% were men, compared to 30% women. In administrative positions, with less decision-making authority, there were fewer men (24%) compared to women (76%). In statistical terms of rank-based professional power, the international community's staff appointed to JIAS was more gender imbalanced than the KCB staff hired from the Kosovo community at large.³²

In addition to the shortage of women with rank-based professional power to influence the general workplace environment in tasks of policy-making, hiring and promoting, the excess of women in support positions creates a correlating economic disadvantage for women. Simultaneously, men in better paying professional positions outnumber women by a ratio of more than 2:1, while women in lower paying administrative positions outnumber men by more than 3:1. Despite the discrepancies of the manager questionnaire respondents, only 22 (35.5%) and 14 (22.6%) noted that they include women in their short-term (one to three years) goals for the hiring and promotion of women, respectively.³³

Persons with disability. Although JIAS/PS/AI/2000/1 addresses ethnic and gender balance, the JIAS does not have any specific policy provisions that ensure the fair recruitment, hiring and promotion of persons with disability. The draft Basic Public Service Law states, “this Regulation shall provide for all eligible people to have equality of opportunity for employment and advancement on the basis of their suitability for work... [and] shall prohibit discrimination, direct or indirect, by reason of ethnic origin, religion, residency, gender, disability or any other reason.”³⁴



However, there appears to be no specific policy provision ensuring that the civil service working environment is wheel chair accessible or otherwise accommodating to persons with disability. According to current reports, many civil service employing authorities are already indirectly discriminating against persons with disability by not offering reasonable access to or accommodation in their facilities.³⁵

³¹ Annex 3, 3.3a.

³² Thus, the severe under-representation of women in the JIAS decision-making levels contradicts Security Council Resolution 1325 of 31 Oct. 2000: “The Council urged Member States to increase the participation of women at decision-making levels.” It urged the Secretary-General to “appoint more women as special representatives and envoys to pursue good offices on his behalf. In that regard, the Council called on Member States to provide candidates to the Secretary-General for inclusion in a regularly updated centralized roster.” Further, the Council urged the Secretary-General to “expand the role of women in United Nations field-based operations, especially among military observers, civilian police, human rights and humanitarian personnel. It requested the Secretary-General to include, in his reporting to the Council, progress on gender mainstreaming throughout peacekeeping missions and all other aspects relating to women and girls.”

³³ Annex 2, 4.1 and 4.2.

³⁴ Civil Service Law, draft of 26 September 2001, section 11.

Managers were asked whether there is a written policy to accommodate persons with disabilities, and whether all employees received a copy of the policy. The majority of managers answered “no” to both questions, 51 (82.3%) and 14 (22.6%), respectively; although two (3.2%) managers answered “yes” to both questions. The remaining respondents left the answer blank.³⁶

Of KCB employee respondents, eight (2%) identified themselves as having disabilities. An additional 61 (15% of 410) respondents did not answer the question about whether or not they consider themselves to have a disability.³⁷ The Staff Composition Data provided by each JIAS department identified only three (0.27%) persons with disability of 1103 total KCB staff.³⁸ Of the manager questionnaire respondents, 11 (17.7%) and 14 (22.6%) noted that they include persons with disability in their short-term (one to three years) hiring and promotion goals, respectively.³⁹

On the issue of accessibility of public buildings, KCB employees from three of twenty JIAS Departments were of the view that their facilities were not wheel chair accessible, whereas employees from 16 departments (80%) gave mixed answers ranging between no, yes, do not know to no answer about the same work place.⁴⁰ Questionnaire responses of 39 (32.9%) managers, were generally “no,” although members of six departments answered both “yes” and “no” about the wheel chair accessibility same work place.⁴¹ When asked whether or not the interview premises for new hires was wheel chair accessible, manager answers ranged from “no” (53.2%) to “yes” (33.9%) to “no answer” (12.9%).⁴²

B. Recruitment Practices According to Employees and Managers.

Recruitment policies and procedures as defined by JIAS/PS/AI/2000/1 include: “(1) advertisements of the various vacancies in English, Albanian and Serbian in print and electronic media, in Pristina and other municipalities as appropriate, (2) completion of application form by each candidate, (3) short-listing, (4) interviews of candidates by panels of not fewer than three senior staff, and (5) issuance of appointments of limited duration to successful candidates.”⁴³

Vacant positions. The recruitment policy and procedures above were formulated “in order to lay a solid foundation for the emerging Kosovo civil service.”⁴⁴ The large number of vacant positions is

³⁵ The Disability Task Force, led by the Department of Health and Social Welfare, is investigating the wheel chair accessibility of public buildings, access to schools and economic opportunities for all persons with disability.

³⁶ Annex 2, 3.5a and 3.5b.

³⁷ Annex 1, 1.5.

³⁸ Annex 3, 3.3a.

³⁹ Annex 2, 4.1 and 4.2.

⁴⁰ Annex 1, 3.8.

⁴¹ Annex 2, 3.11.

⁴² Annex 2, 2.8.

⁴³ JIAS/PS/AI/2000/1 of 25 February 2000, Recruitment policy and procedures.

⁴⁴ JIAS/PS/AI/2000/1 of 25 February 2000, Recruitment policy and procedures.

a window of opportunity for the departments experiencing under-representation of specific populations. By increasing their attention to the above procedures, these departments can assume a pro-active stance in their promotion of ethnic and gender balance. Staff composition data submitted by the twenty JIAS departments show that at least 194 (10.3%) of the 1,878 positions of the KCB manager and employee positions funded for 2001 may still be vacant.⁴⁵ The rate of vacancy for professional positions (138 vacancies, or 19.5% of 706 available positions) is significantly higher than the rate of vacancy for administrative positions (73 vacancies, or 11.5% of 632 available positions).⁴⁶ According to discussions with the managers at the Department of Education and Science, additional positions are still needed, but have not been funded yet.

Vacancy advertisement languages. According to KCB employees, vacancy advertisements were available to them in the following languages: Albanian 335 (35.2%), English 130 (13.7%), Serbian (as well as Bosnian and Croatian) 44 (4.4%), Turkish seven (0.7%), and all of the aforementioned languages nine (0.9%).⁴⁷

According to managers from 19 departments, three did *not* advertise job vacancies in Albanian; six did *not* advertise in Serbian, Bosnian, or Croatian; and four did *not* advertise jobs in English. However, four departments advertised in all of the official languages and exceeded the minimum requirement by advertising job vacancies in Turkish as well.⁴⁸

Job applicants. Some departments said they had focussed heavily on recruiting staff members from more than one ethnic group, but despite their efforts, they received employment applications from only one ethnic group. In other cases, the department(s) received applications and held interviews, but subsequently the applicant(s) declined the job offer(s) because of security concerns. In addition, one Kosovo Co-head noted that the information obtained through the survey instruments could be more informative if security concerns related to working conditions, and transport to and from work for particular non-majority communities, particularly Serbs, were addressed in more detail.⁴⁹

According to discussions with KCB employees and subsequently with managers, many believe that professionals qualified for KCB positions prefer higher paying jobs working for international organisations outside of their fields of professional expertise. Some KCB professionals stated that the most qualified professionals in Kosovo do not apply for KCB professional jobs because of the disincentive of a low salary. Employee reports of colleagues, who left KCB posts because of the low salary (23.4%) or better job offers (11.7%), reinforces this observation.⁵⁰

Application and interview languages. Even when vacancy announcements are available in all official languages, applicants have the correlating right to submit their applications and participate

⁴⁵ These statistics were compiled between March and May 2001. Because of on-going hiring in JIAS departments, it is difficult to quantify the exact number of position vacancies on a given date.

⁴⁶ Annex 3, 3.1(a).

⁴⁷ Annex 1, 2.5.

⁴⁸ Annex 2, 2.3.

⁴⁹ Comments from 26 March 2001 meeting between Co-heads.

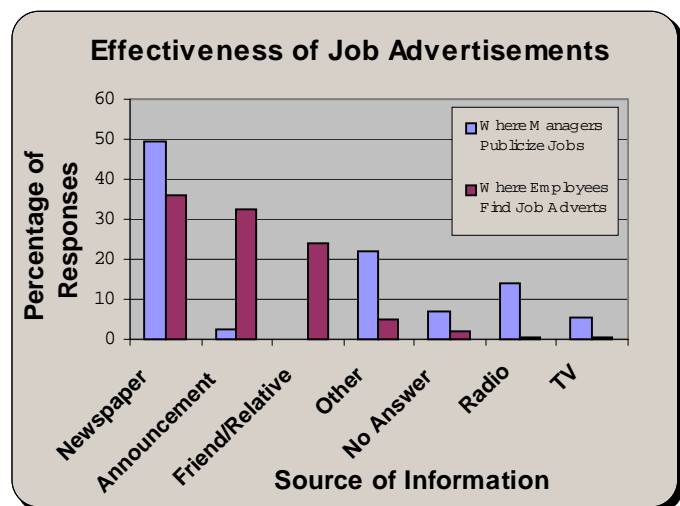
⁵⁰ Annex 1, 3.16.

in subsequent interviews in the official language of their choice. The 410 KCB employee respondents reported that their interviews were conducted in the following language(s): 58.1% in Albanian, 36.2% in English, 2.6% in Serbian (as well as the related languages of Bosnian and Croatian), 0.2% in Other, and 2.9% did not answer the question.⁵¹ In addition, 46.8% confirmed that JIAS departments provided interpretation at their job interviews.⁵²

According to managers from 19 departments, two did *not* provide application forms in Albanian; four did *not* provide application forms in English, Serbian, Bosnian or Croatian. However, one department exceeded the minimum requirement by providing job applications in Turkish as well.⁵³ Managers reported that job interviews had been conducted in the following language(s): 79.0% in Albanian, 75.8% in English, 41.9% in Serbian (as well as Bosnian or Croatian), 4.8% in Other, and 19.4% of respondents did not answer the question.⁵⁴ To the written question asking whether interpretation was available, 79.0% of managers answered "yes," while 3.2% answered "no," and 17.7% did not answer the question.⁵⁵

Interview panels. According to the Public Service Administrative Instruction No. JIAS/PS/AI/2000/1, "The process of recruitment should therefore include... (4) interviews of candidates by panels of not fewer than three senior staff."⁵⁶ According to manager responses, 52 (83.9%) conducted interviews, eight (12.9%) did not, and two (3.2%) did not answer. At least two departments have conducted recruitment interviews with fewer than three panel members.⁵⁷

Publicity of vacant posts. Of the managers surveyed, all 62 identified the primary medium for advertising KCB job vacancies as newspapers, announcements or flyers, radio and television.⁵⁸ The chart to the right compares the public information channels managers use for distribution of job vacancy information, with the information sources that current KCB employees confirmed as successful. According to employees surveyed, who obviously became informed about job vacancies and were subsequently



⁵¹ Annex 1, 2.6(a).

⁵² Annex 1, 2.6(b).

⁵³ Annex 2, 2.4.

⁵⁴ Annex 2, 2.11(a).

⁵⁵ Annex 2, 2.11(b).

⁵⁶ JIAS/PS/AI/2000/1 of 25 February 2000, Recruitment policy and procedures.

⁵⁷ Annex 2, 2.5 and 2.6.

⁵⁸ Annex 2, 2.2.

hired, the sources of information about job vacancies that enabled their success in getting recruited were newspapers, announcements or flyers, friends and relatives –more than TV or radio.⁵⁹ This is valuable advice to JIAS managers about which information distribution channels they could use to improve outreach to under-represented populations.

Nepotism. The high percentage of job advertisements reportedly passed on through friends and relatives could raise concerns about nepotism, whereby hiring is influenced by personal preferences for family members. To develop the most competent civil service possible, job awards must be consistent with the fair, transparent and competitive recruitment procedures above, which give impartial and equal opportunity to the most qualified applicants. UNMIK Information Circular No. 14/2001 clarifies United Nations Staff Rule 304.6, which states, “appointment shall not be granted to a person who bears any of the following relationships to a staff member: father, mother, son, daughter, brother or sister.”⁶⁰

Potential for bias in interview questions. Public Services Administrative Instruction No. JIAS/PS/AI/2000/1 define the recruitment policy and procedures for the civil service. “In order to lay a solid foundation for the emerging Kosovo civil service, the process of recruitment into all grades must be transparent, competitive, fair, and meritorious, reflecting the multi-ethnic character of communities of Kosovo and ensuring equitable gender balance to the extent possible.”⁶¹ In principle, this means that recruitment decisions are to be based solely on the job applicant’s merit and projected competence in job performance, with regard to proportional population representation in the democratic governing structures in Kosovo.

Furthermore, this means that managers with hiring authority are responsible for evaluating each competitor for any given position according to the same “fair” standards, and for asking the same questions during each interview. According to four manager respondents to the written survey question, their departments do *not* have “standardized questions for each position that were asked of each candidate.”⁶²

Manager and employee personal attributes, such as marital status, number of children, age and political party affiliation are not relevant factors for consideration in the hiring process. According to KCB employee responses to a written survey question asking if managers had asked about these personal attributes during hiring interviews, a significant number responded affirmatively. These reports may indicate a manager inclination to evaluate a potential employee’s personal attributes over or in addition to his or her professional qualifications and experience.

Of the 62 manager respondents to the questionnaire, 42 identified themselves as male, which agrees with the overall statistics showing that men hold more than twice as many professional positions as women do. Correspondingly, KCB employees reported notable variances in the frequency with which managers inquire about these personal attributes. These variances correlate

⁵⁹ Annex 1, 2.4.

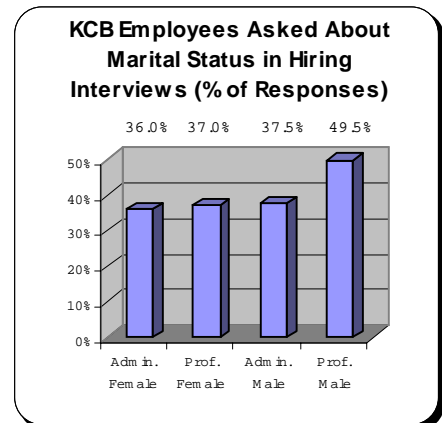
⁶⁰ This Information Circular of 13 June 2001 was from Luiz Carlos Da Costa, Director of Administration, to all UNMIK national staff members, and copied to all pillars that oversee JIAS departments. It is unclear whether this the U.N. Staff Rule 304.6 legally applies to staff in pillars bound by EU, OSCE or other organizational staff rules.

⁶¹ JIAS/PS/AI/2000/1 of 25 February 2000.

⁶² Annex 2, 3.9.

to the manager’s and employee’s gender and status of the position. This data could infer the prevalence of manager preferences for hiring candidates who have particular personal status related to marriage, number of children, age and political party affiliation.

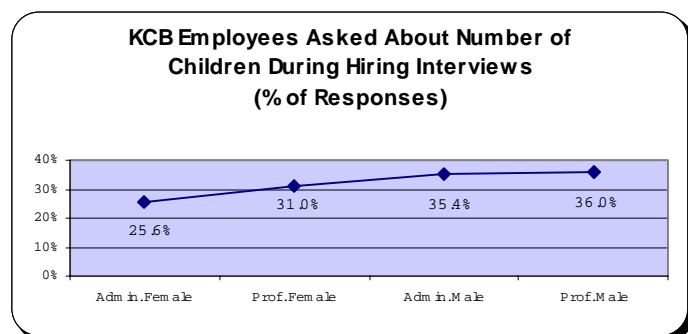
Marital status. The KCB employment application form asks each applicant to identify his or her marital status as single, married, divorced or separated. This information is unnecessary and irrelevant to hiring decisions. Indeed, it may predicate unfair bias. KCB employee respondents who answered the question about whether their prospective managers had inquired about their marital status during the hiring interview reported that in job interviews 40.6% of managers had inquired about marital status, while 59.4% had not. Managers who did inquire asked men and professionals this question more frequently than they asked women and administrative staff. KCB professional men reported that in 49.5% of employment interviews managers asked about their marital status, whereas only 37% of the professional women interviewed reported that managers asked them the same question.



Prospective managers asked male and female administrative employees about their marital status with similar frequency, 37.5% and 36%, respectively. These same managers asked female professionals (37%) about their marital status more frequently than they asked female administrative staff (36.0%), but less frequently than male administrative staff (37.5%). This comparison shows that according to KCB employee reports, managers ask male professionals about their marital status 25% more often than they asked female professionals or administrative staff – regardless of sex.⁶³

The survey questionnaire asked managers if they inquired about marital status of potential hires during interviews.⁶⁴ Of 62 managers surveyed, 42 identified as male, 16 identified as female, and four did not answer the question about their own gender. Of the male managers, 31% indicated that they inquired about marital status in interviews, compared to 12.5% of the female employers. Thus, there appears to be a connection between the gender of the manager and the inclination to inquire about job applicant’s marital status during recruitment interviews.

*Number of children.*⁶⁵ According to employees who answered the question about whether prospective managers had asked during the hiring interview about the number of children they parent, on average managers did inquire in 32% of all job interviews. Male professionals (36%) were asked more frequently than male administrative staff (35.4%), who



⁶³ Annex 1, 2.7(a).

⁶⁴ Annex 2, 2.10(a).

⁶⁵ Annex 1, 2.7(b).

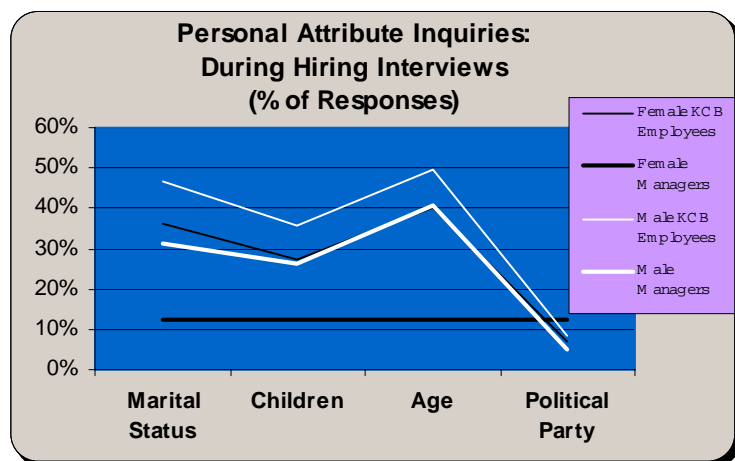
were asked ten percent more frequently than female professionals (31%), leaving female administrative staff (25.6%) with the lowest incidence of manager inquiry about the number of children they parent.

Thus, according to the KCB employees, the mostly male professional managers inquired about the children of other male professionals 29% *more often* than they inquired about the children of female administrative staff. Responses from managers to the written question, asking if they inquire about the number of children that job applicants, show that 26.2% of male managers ask, compared to 12.5% of female managers.⁶⁶

*Age.*⁶⁷ The written KCB job application requires applicants to identify their date of birth. According to 45.7% of KCB employees who answered the written survey question, managers also asked about their age during interviews. In general, KCB employees reported that managers asked male administrative staff most often (52.4%), followed by male professionals (47.2%), female professionals (41.9%) and female administrative staff (39.3%). Thus, according to the employees who answered, managers were 19% *more likely* to ask male applicants for KCB jobs about age.

According to written responses, 40.5% of male managers asked applicants their age, compared to 12.5% of female managers.⁶⁸ This may indicate that male managers are 224% *more likely* to ask KCB job applicants about their age than female managers are. This likelihood is even higher if the job applicant is male.

*Political party membership.*⁶⁹ Of the KCB employees who answered survey questions about their gender and professional status, 92.3% said that managers did not ask about political party membership during interviews. Of the 7.7% who said they were asked, professional males were the most likely to be asked about party affiliation (10%), compared to administrative females (8.3%), administrative males (6.2%) and professional females (4.5%), who were asked about their party affiliation less often than anyone else. Of 62 managers, 49 (79%) reported that they did not ask KCB job applicants about party affiliation, while four (6.5%) did ask, and nine (14.5%) did not answer the question.⁷⁰



⁶⁶ Annex 2, 2.10(b).

⁶⁷ Annex 1, 2.7(c).

⁶⁸ Annex 2, 2.10(c).

⁶⁹ Annex 1, 2.7(d).

⁷⁰ Annex 2, 2.10(d).

C. Wages, Benefits and Resource Allocation.

Wages were at the top of the KCB employees' complaint lists. Employees in every departmental meeting emphasized repeatedly that they consider the wages for KCB professional positions to be extremely low. For example, teachers and medical doctors earn less than 300 and 400 DM per month, respectively. KCB employees who appear to be experiencing the most difficulties are those who have the combination of low salary, few employee benefits such as health care or pension, and short-term (three month or shorter) contracts. Although the KCB wage scales may be in alignment with similar government positions in neighbouring countries, KCB employees reported that neighbouring countries have a lower cost of living compared to urban areas in Kosovo, and residents of other countries have not recently experienced the hardships and loss of war. These economic dynamics are part of a vicious circle: Kosovo civil service is largely dependent on donor financing of institutions because Kosovo has not yet reached a stage of economic development when it can finance its internal civil service functions. Simultaneously, the low wages for civil service staff hinder civil service capacity to build the professional competence for addressing the economic development problems.

To the survey question asking "Do you feel that your pay for the job you are assigned fair compared to your colleagues?," 214 (52.1%) KCB employees responded, "yes," compared to 168 (41%), who said "no," and 28 (6.8%) did not answer.⁷¹ Of the 44% of KCB employees who explained why their pay was not fair, 17 (36.1%) of 47, confirmed that salary compensation is too low in general, below sustenance; especially when compared to the amount of education, experience, work and responsibility required for the job. Others noted the disparity in KCB wages compared to salaries paid to internationals and Kosovo staff by the EU, OSCE and UN; to salaries paid by other departments and by the private sector.⁷² There are cases in nearly every department where professional staff hired by KCB earn 360 DM or less per month. Co-heads in the top leadership positions earn no more than 1000 DM per month. However, the language assistants that these professionals supervise, and who have fewer educational and experience-based job credentials earn more than 1,500 DM per month.⁷³

Benefits (pension, health, disability, life Insurances). Currently, KCB staff do not have pension rights, or regular health, disability or life insurances. After concerns about salary, the absence of these benefits was the most troubling issue. According to KCB staff surveyed, if the Kosovo self-governing structures can address benefit issues expeditiously, their job satisfaction will rise because of what they perceive to be guarantees of security for their health and welfare.⁷⁴ The Department for Health and Social Welfare is in the drafting stages of a Kosovo-wide pension plan, and intends to distribute the plan for comment during the third quarter of 2001.⁷⁵

Contract Length. Of the 410 KCB employees surveyed, 242 (59%) work in the Department of Public Services, mostly in Central Database facilities, where a significant portion of the work load has a short-term concentration on registering and providing identity documents for permanent

⁷¹ Annex 1, 2.2(a).

⁷² Annex 1, 2.2(b).

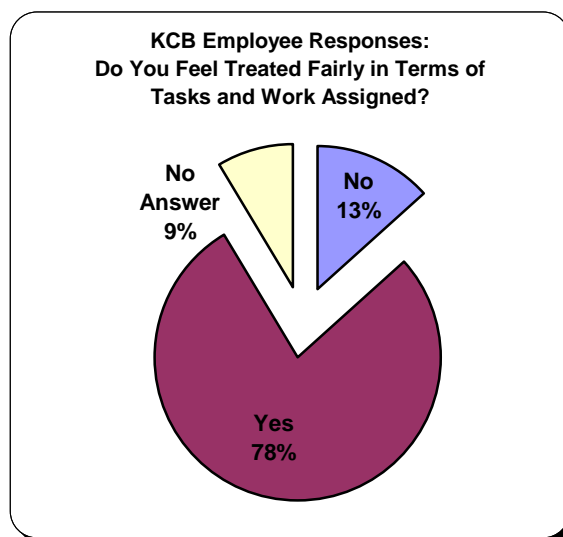
⁷³ Salaries based on actual DDGCS staff wages.

⁷⁴ From KCB employee interview at the Department of Reconstruction, 12 April 2001; employees interview at the Department of Labour and Employment 22 March, 2001.

⁷⁵ Discussion with Sandra Hudd, at Department for Health and Social Welfare on 20 August 2001.

residents of Kosovo. These workers stated during discussions that the shortness of contracts is a bigger source of worry for them than the salary or benefits issues. Because their contracts are usually only three months long, they constantly worry about their job security. According to them, it is not fair that the length of their contracts is only three-months when other KCB employees working in different JIAS departments have contracts for a full year.⁷⁶

Fair distribution of work tasks. In many departments, KCB employees work side-by-side with seconded internationals in posts with the same professional requirements and responsibilities. Three questions in the written survey asked KCB staff about the division of tasks and responsibilities within their departments. To the first general question, about whether they feel “treated fairly in terms of tasks and work assigned,” 320 (78.0%) of the 410 KCB employees surveyed answered affirmatively, “yes,” while 55 (13.4%) answered “no” and 35 (8.5%) did not answer the question.⁷⁷



To the second more specific question, about whether “national and international staff members at equivalent professional levels in your department have the same responsibilities and authority,” 191 (46.6%) respondents answered “yes,” 119 (29.0%) answered “no,” and 100 (24.4%) either did not answer or did not know.⁷⁸ A third question asked the KCB employee respondents surveyed about whether “the Co-heads of your department have equal responsibility and authority.” Of the 410 respondents, 259 (63.2%) KCB employees responded affirmatively, 73 (17.8%) responded negatively, and 78 (19.1%), did not answer or did not know.⁷⁹

However, according to managers who raised division of labour issues during the discussion meeting, the inability of managers to offer a higher salary to attract qualified potential applicants for KCB positions has resulted in a significant difference in professional “competence” between the Kosovo staff and their international counterparts. This discrepancy is most notable in JIAS departments where KCB professionals need international experience or education in order to have knowledge comparable with that of their international counterparts, who are paid at labour rates set by the EU, OSCE, UN or seconding governments and institutions.⁸⁰ In other cases, the reverse appears to be true. Some JIAS departments rely more on Kosovo-specific technical expertise from KCB professional staff, for example the Departments of Culture, Post and Telecom, Public

⁷⁶ From KCB employee interviews at the Department of Public Services on 24 and 25 May, 2001.

⁷⁷ Annex 1, 2.3.

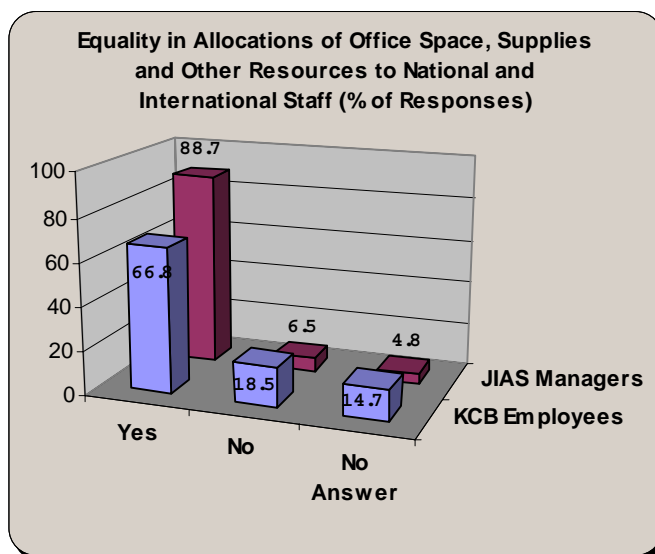
⁷⁸ Annex 2, 3.9.

⁷⁹ Annex 2, 3.11.

⁸⁰ From Co-head meeting at the Department of Labour and Employment on 26 March 2001. The international Co-head noted that due to central planning, even before the ethnic tensions began to rise in the first years of the 1990’s, Yugoslavia was twenty years behind Western Europe in its implementation of free market economic theories. Thus, Kosovo economists educated in the Yugoslav university system are not likely to have knowledge of contemporary economic concepts.

Utilities, and Reconstruction. In these departments, there are fewer differences between the competences of KCB and international staff. According to the KCB professional staff with prior technical experience in Kosovo, they know the infrastructure systems of Kosovo better. Their expertise is more relevant than that of their international professional counterparts with work experience in less develop infrastructure systems.⁸¹

Allocation of office space, supplies and other resources. Of KCB employees asked “Does your department allocate office space, equipment, supplies and other resources equally to national and international staff,” 274 (66.8%) answered affirmatively, 76 (18.5%) negatively, and 60 (14.7%) either did not answer or know.⁸² KCB employees who answered negatively noted office space shortages, and inconsistencies in budgetary allocations for transport, office and communications equipment for staff members working in the same department as equals, but under different contractual agreements that provide more resources. Of all staff, only KCB staff were denied access to the Lotus Notes e-mail and document distribution system used for official correspondence.⁸³



However, during discussion meetings it was obvious that manager and employee perceptions of equality were relative. The interpretation of budgetary allocation constraints that affect staff members differently depending upon their organisational and Pillar affiliation also varied between departments. According to managers surveyed in the written questionnaire, 55 (88.7%) believe that their departments do “allocate office space, equipment and supplies and other resources equally to national and international staff,” while four (6.5%) disagree, and three (4.8%) did not answer the question.⁸⁴ Some departments pool their office operational resources and redistribute them to all staff based on need. Others strictly segregate all office equipment, furniture and supplies, allocating only that supplied by the KCB budget to KCB staff.⁸⁵

⁸¹ From KCB employee interview at the Department of Post and Telecom of 12 April 2001.

⁸² Annex 1, 3.10.

⁸³ However, according to UNMIK/Reg/2000/12 of 14 March 2000, Article 2.1 “The Department may make policy recommendations to the Interim Administrative Council through the Deputy Special Representative of the Secretary-General for Civil Administration concerning, *inter alia*: (a) An overall strategy for the development of non-discriminatory, professional, ethical, efficient, transparent and accountable public services in Kosovo.” In article 2.2(k), the Department of Public Services shall “Determine information technology standards for the public service and develop and maintain corporate systems and information technology infrastructure.”

⁸⁴ Annex 2, 3.8(a).

⁸⁵ DDGCS understands that the pooling of resources by department and distribution to all staff according to need is the operational resource sharing strategy approved by top UNMIK administration.

The most common inequalities between KCB and international staff witnessed by DDGCS include the rejection of KCB staff applications for Lotus Notes, and the general absence of an integrated computer network that supports electronic communications that are compatible between all departments and staff. The continued absence of a computerized communication network to support civil service at the central level is remarkable. All Pillar-leading organizations have headquarters in countries where information technology has proven to be the single most cost-effective investment for exponentially improving labour efficiency. Computer hardware and network facilities were operational in most JIAS departments over 18 months ago.⁸⁶

The delayed installation of standard software and related transfer of expertise needed to build critical cross-departmental civil service systems (communication, scheduling, planning, and monitoring) is a lost opportunity. International staff that have profound knowledge of these kinds of systems is being reduced. The technical proficiency of most KCB staff warrants rapid investment and deployment of information technology to advance the effectiveness of civil service administration. This would also maximize the labour efficiency of international experts, provided by Pillar-leading organizations to expedite the transfer of expertise and technical assistance in building the capacity of professional civil service structures in Kosovo.

Access to telephone communications is also lacking, as many KCB staff are denied pin codes needed to make official calls to Alcatel mobile phones and long-distance numbers. Such administrative allocation issues are correctable with personnel policies that institute KCB staff accountability for resources, rather than abstinence.

In addition, vehicle insurance policies that prohibit KCB staff from driving official cars provided by the Pillar-leading organizations that oversee them, may be more difficult to resolve. According to several departments whose Kosovo staff is required to work outside of Pristina, most international organizations, including the EU, OSCE and UN have insurance policies that cover drivers only if they are staff members of the insured organization.⁸⁷ However, insurance is available which covers driver liability of vehicles purchased under KCB, as long as the driver can verify his or her official assignment to the department that purchased the insurance.

Obstacles to staff productivity. According to managers in the JIAS Department for Reconstruction, some KCB funded workers may appear to be less productive than their international counterparts as a result of tangible difficulties in accessing adequate resources. These managers stressed that over time, the reduced productivity of KCB staff caused by the restrictive working conditions, compared to the normal productivity of international staff with access to all available resources, can also negatively influence manager's perceptions of the competence of KCB staff. Ultimately, this unequal division of resources can lead to the creation of unnecessary discrimination between KCB and international personnel that would not arise under more equitable work place conditions. For example, an international employee can use the office phone with a pin code to contact a

⁸⁶ While the staffs of Pillar-leading organizations have access to intranet systems for all these tasks, KCB staff does not. Although the KCB staff with basic Internet access can utilize web-based e-mail, and basic Internet access may initially appear to provide a functional if primitive substitute for a bona fide intranet system. However, most of the free servers have strict storage limitations and attachment incompatibilities that are insufficient for a professional volume of documentation. In addition, these servers frequently force unpredictable delays, reject mail messages and attachments; and do not support multi-lingual messages, group mail, shared schedules or document archives.

⁸⁷ Annex 2, 3.8(b).

municipal official with an Alcatel mobile phone, yet a KCB employee who does not have a pin code has to track down the official on foot. Thus, the KCB employee needs more time to complete the same task.⁸⁸

A cost-benefit analysis of the connections between inequitable resource allocations and civil service productivity is beyond the scope of this survey. However, it is likely that reduced KCB staff productivity related to the inaccessibility of computerized communication, telephone, transport and other work place resources is significant; and will continue until corrected. With few exceptions, Co-heads and managers observed that the unintentional creation of two or more parallel resource management systems has caused more administrative difficulties for all staff than is necessary or advisable. According to discussions with KCB employees, most JIAS departments are doing the best job they can with the resources allocated to them, regardless of the limitations caused by the segregation of budgets and resources.

Language barriers. KCB employees and their managers in every department complained about the severity of the communication obstacles due to the absence of a common language, and shortages of language support. According to them, productivity suffers greatly when language barriers interfere with unplanned, but necessary interactions between co-workers, supervisors and Co-heads. In these cases, communication difficulties obstruct the most mundane daily operations. Of KCB staff, Bosnians, Serbians, and Turks, who do not speak English and whose Albanian language skills are below native fluency, suffer the most from language barriers.⁸⁹

KCB employees in discussions with DDGCS, noted discriminatory course eligibility criteria, which segregates Kosovo staff working in the same department, and sometimes in the same positions, according to the agency that pays their salary. Segregated eligibility criteria enables local staff supported by some Pillar-leading organizations to attend English courses to improve their language skills, while disqualifying KCB staff from the same training opportunities.⁹⁰ If this is the case, then the JIAS model may be unintentionally promoting inequalities in training opportunities between similarly qualified staff.

D. Training, Promotions and Staff Retention.

Training opportunities and selection criteria. According to the draft Civil Service Law, "Training is both a right and an obligation for civil servants."⁹¹ Of 410 KCB employees surveyed, 180 (43.9%) reported that training is available, 197 (48%) reported that training is *not* available, and 33 (8.1%) either did not know or did not answer the question.⁹² When asked about the employee selection criteria for training, 191 (46.5%) reported "need for a new skill," 14 (3.4%) noted "interest in the topic" or "seniority," and seven (1.7%) said "the desire to travel," whereas 174 (42.4%) did not answer the question at all.⁹³

⁸⁸ From manager interview with Department of Reconstruction of 13 April 2001.

⁸⁹ From Department of Labour and Employment interview with Co-heads on 26 March 2001, and Department of Agriculture, Forestry and Rural Development memo on Translation of Documents of 14 May 2001.

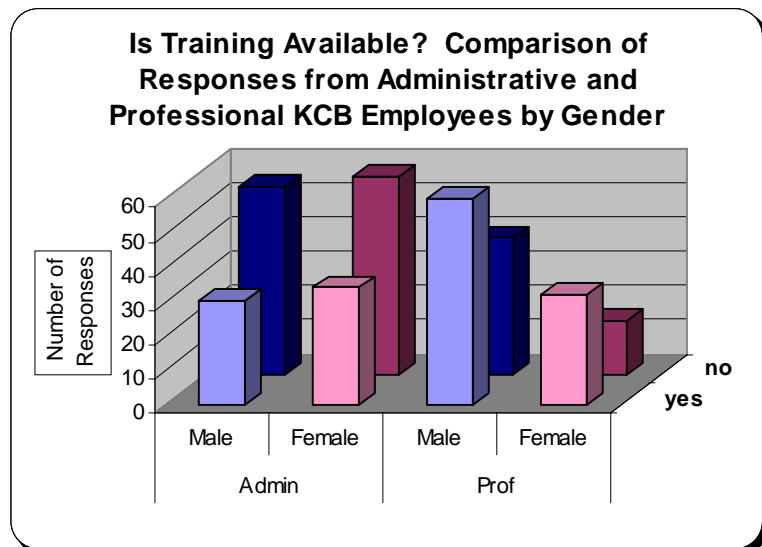
⁹⁰ From Department of Education interview with managers on 25 May 2001.

⁹¹ Civil Service Law, draft of 26 Sep. 2001, section 10.

⁹² Annex 1, 3.1(a). See Annex 1, 3.1(b) for a list of what types of training are available.

⁹³ Annex 1, 3.2.

According to managers, 53 (85.5%) stated that training is available, four (6.5%) said training was *not* available, and five (8.1%) did not answer or did not know.⁹⁴ When asked if “there is a policy about how employees are selected to attend training,” 29 (46.8%) managers answered “no,” while 16 (25.8%) answered “yes,” and 17 (27.4%) either did not answer or did not know.⁹⁵



Promotion criteria. According to the draft Civil Service Law, there are no specific provisions, procedures or criteria for the promotion of civil service staff, except for senior civil service positions (heads of departments). Section 7 refers only to selection criteria upon “entry” to the service. In addition, there is a general section about career development, assignment and mobility stating that civil servants are to “be assigned to posts only after fair and objective consideration of their suitability to meet the requirements of the post.”⁹⁶

Of 410 KCB employees surveyed about whether or not promotions are available, 229 (55.9%) responded affirmatively, while 58 (14.1%) responded negatively and 123 (30.0%) did not answer or did not know.⁹⁷ Of these employee respondents, the majority identified promotion selection criteria oriented toward equal opportunity provisions including “merit” 202 (48.7%), and “seniority” eight (1.9%). Others cited promotion criteria that is inconsistent with standard equal opportunity policy and practices, such as “personal connections” 36 (8.5%), “family status” five (1.2%), “support to political party” two (0.5%).⁹⁸ The remaining 167 (37.6%) either did not answer or did not know. When asked, “Do believe that these criteria are fair?” 207 (50.5%) KCB employees answered “yes,” 70 (17.1%) said “no,” and 133 (32.4%) did not answer the question.⁹⁹

⁹⁴ Annex 2, 3.1.

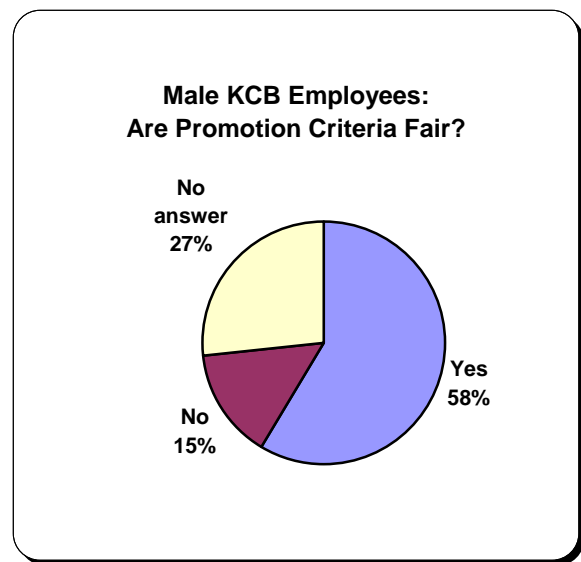
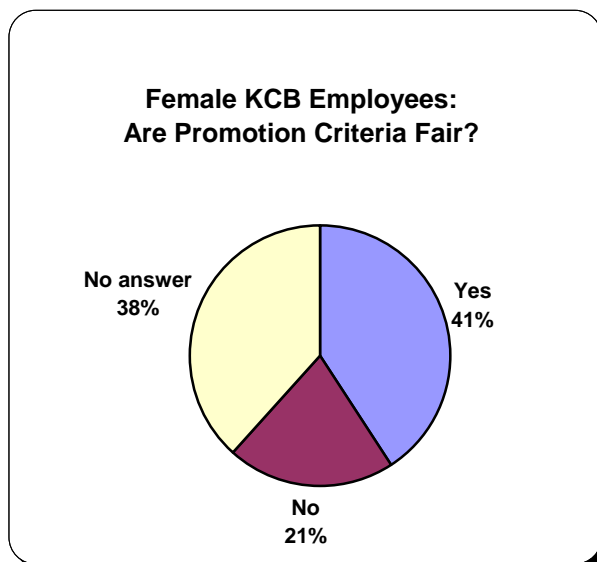
⁹⁵ Annex 2, 3.2.

⁹⁶ Civil Service Law, draft of 26 Sep. 2001, sections seven and eight.

⁹⁷ Annex 1, 3.12(a).

⁹⁸ Given that the original JIAS Co-head appointments were based on affiliation with a political party or independence from party structures, political party affiliated appointments and promotions for politically appointed staff based on “support to the party” are predictable. However, clear boundaries must be drawn to distinguish between political appointments and professional civil servants. Without such boundaries, professional KCB civil servants, who are not affiliated with a political party, are unfairly and illegally disadvantaged. According to the Civil Service Law draft of 26 Sep. 2001, Section 4.1(b) stating the governing principles of civil service, “The Service shall be governed by the following principles: Political neutrality: loyal service to the institutions of government without fear of favour, and irrespective of political views or affiliations...”

⁹⁹ Annex 1, 3.13.



According to 62 manager responses, 46 (74.2%) answered that promotions are possible in their departments, whereas six (9.7%) disagreed, and ten (16.1%) did not answer or know.¹⁰⁰ Managers answered a question about promotion criteria: 36 (58.1%) cited merit, eight managers (12.9%) cited seniority, and 18 (29.0%) did not answer.¹⁰¹ Yet, when asked if there is a written policy concerning promotions, 35 (56.5%) managers answered “no,” eight (12.9%) said “yes,” and 19 (30.6%) did not answer or know.¹⁰² Of all managers asked “If there is a written policy, is it available to all employees and given to new employees when they are hired?” Six (9.7%) responded “yes,” 12 (19.4%) answered “no,” and 44 (71.0%) did not answer or know.¹⁰³

Staff retention. Given the time and labour intensity of the KCB recruitment process, staff retention is a critical component of maintaining the most cost-effective and knowledgeable civil service possible. According to 410 KCB employee respondents, of the 146 (35.6%) who knew of colleagues who had quit their posts, 110 knew the reason why their colleagues had quit.¹⁰⁴ Of the 410 employees surveyed, many knew of more than one reason, for example 114 (23.4%) reported that their colleague(s) had quit because the KCB “salary was too low,” while others 57 (11.7%) cited “better job offer,” 44 (9.0%) said “end of contract,” 23 (4.7%) said “returned to school,” respectively. “Family responsibility” was cited by 12 (2.5%), “transport problems” by 18 (3.7%), while those who either did not know or did not answer the question numbered 220 (45.1%).¹⁰⁵

¹⁰⁰ Annex 2, 3.12(a).

¹⁰¹ Annex 2, 3.12(b).

¹⁰² Annex 2, 3.12(c).

¹⁰³ Annex 2, 3.12(d).

¹⁰⁴ Annex 1, 3.14 and 3.15.

¹⁰⁵ Annex 1, 3.16. This annex also contains a breakdown by gender of the reasons why colleagues quit. Males appear to be more likely than females to quit for the following reasons: salary too low, better job offer, family responsibility and transport problems. However, females may quit more often to return to school or because their contract(s) have ended.

According to managers, 37 (59.7%) knew of employees who had quit, while 20 (32.3%) did not, and five (8.1%) did not answer.¹⁰⁶ Many managers, 28 (45.2%) also knew the reason why the employees had quit, while 12 (19.4%) did not, and 22 (35.5%) did not answer the question.¹⁰⁷ Managers recalled the reasons why employee(s) had quit as: “Better job offer” 16 (25.8%), “End of contract” ten (16.1%), “Salary too low” four (6.5%), “Returned to School” four (6.5%), “Family Responsibility 3 (4.8%) and “Transport problems” two (3.2%). Of 62 managers, 23 (37.1%) did not answer the question.¹⁰⁸

E. Working environment.

Consistent anti-discrimination laws and enforcement mechanisms in all working environments, including the civil service, are critical. If such legislation had been adequately transparent and enforced fairly by prior governments, the need for U.N. administration here may never have arisen. The first UNMIK Regulation 1999/1, approved in July 1999, provides an anti-discrimination clause that technically applies to all civil servants in Kosovo. “In exercising their functions, all persons undertaking public duties or holding public office in Kosovo shall observe internationally recognized human rights standards and shall not discriminate against any person on any ground such as sex, race, colour, language, religion, political or other opinion, national, ethnic or social origin, association with a national community, property, birth or other status.”¹⁰⁹

However, the Essential Labour Law provides a definition of discrimination that is more comprehensive and in better compliance with international standards, as it also includes family status, sexual orientation and union membership.¹¹⁰ According to Section 27, the Essential Labour Law supersedes “any provision of the applicable law which is inconsistent with it.” On the other hand, the draft Civil Service Law defines and prohibits discrimination, “direct or indirect, by reason of ethnic origin, religion, residency, gender, disability or any other reason.”¹¹¹ These differences in terminology must be reconciled in order to establish one, clear and universally applicable anti-discrimination law in Kosovo.

Further, monitoring and enforcement mechanisms would be most effective if they were consistent across all ministries and sectors. However, the Essential Labour Law states that the civil service will not be governed by the Essential Labour Law,¹¹² while the Civil Service Law draft states that the “Ministry of Public Services shall issue instructions governing the recruitment and employment of civil servants.”¹¹³ Thus, the draft Civil Service Law gives exclusive legal mandate for

¹⁰⁶ Annex 2, 3.13.

¹⁰⁷ Annex 2, 3.14.

¹⁰⁸ Annex 2, 3.15.

¹⁰⁹ UNMIK Regulation 1999/1 of 25 July 1999, Section 2, Observance of Internationally Recognized Standards.

¹¹⁰ UNMIK/REG/2001/27 On Essential Labour Law in Kosovo defines discrimination in Section 2.2 as: “any distinction, exclusion or preference made on the basis of race, colour, sex, religion, age, family status, political opinion, national extraction or social origin, sexual orientation, language or union membership which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.”

¹¹¹ Civil Service Law draft of 26 Sep. 2001, Section 11.

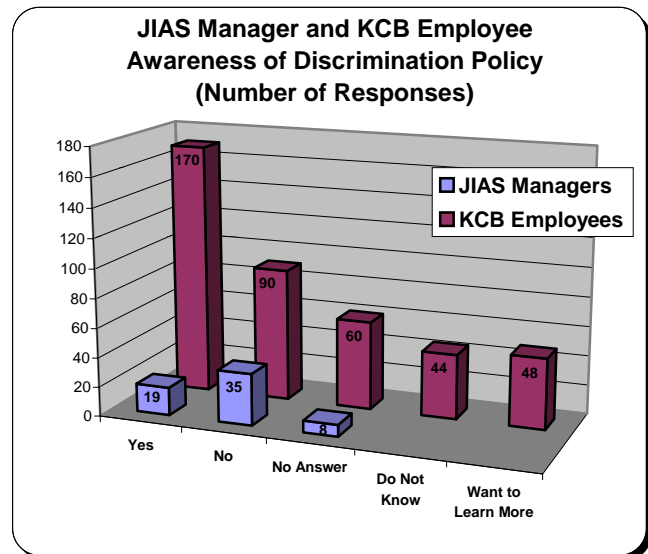
¹¹² UNMIK/REG/2001/27 On Essential Labour Law in Kosovo, Section 1.

¹¹³ Civil Service Law draft of 26 Sep. 2001, Section 6.1.

governance of the civil service to a Ministry in the executive branch of government. This provision is inconsistent with the legislative branch of government’s legal obligations to address discrimination provisions in law, and is further inconsistent with the judicial branch of government’s responsibility to enforce laws approved by the legislature.

Discrimination policy compared to practice.

Whichever anti-discrimination regulations are applicable to the civil service, they can be effective in the work place only when civil servants are aware of them. KCB employees were surveyed about their awareness of policies in their workplace that prohibit discrimination on the basis of ethnicity, race, colour, religion, beliefs, age, disability, sex, sexual orientation, marital status, urban/rural or national origin, or other aspects of personal status. Of the 410 employee respondents, 170 (41.3%) were aware of anti-discrimination policies, 90 (21.8%) indicated that they were not aware of such policies, 44 (10.7%) did not know, and 60 (14.6%) did not answer the question. An additional 48 (11.7%) indicated that they “would be interested in learning more about these policies.”¹¹⁴



When asked, “Do you feel that certain groups of people are favoured in your workplace,” 67 KCB employees (16.3%) answered “yes,” 200 (48.8%) answered “no,” and 143 (34.9%) did not answer the question.¹¹⁵ When asked “which groups?” 49 KCB employees (73.1%) did not answer, 13 (19.4%) cited “other,” 3 (4.5%) noted “internationals,” while one (1.5%) cited “Serbian,” and another (1.5%) cited “women.”¹¹⁶ To the subsequent question, “Why do you believe they are favoured and how are they favoured?” eight responses seemed to identify internationals, six mentioned wages, and two noted equipment or vehicles.¹¹⁷

Of the 62 managers asked if there are policies regarding a) discrimination, b) sexual harassment, and c) accommodation of persons with disabilities, only 19 (30.6%), ten (16.1%) and two (3.2%), respectively, answered affirmatively.¹¹⁸ When asked whether these three policies were provided to all employees, even fewer managers 18 (29.0%), eight (12.9%) and two (3.2%) answered affirmatively.¹¹⁹

¹¹⁴ Annex 1, 3.7(a). In addition, Annex 1, 3.7(b) contains a listing of discrimination policy descriptions provided by KCB employees.

¹¹⁵ Annex 1, 3.7(c).

¹¹⁶ Annex 1, 3.7(d).

¹¹⁷ Annex 1, 3.7(e).

¹¹⁸ Annex 2, 3.4(a), 3.3(a) and 3.5(a).

¹¹⁹ Annex 2, 3.4(b), 3.3(b) and 3.5(b).

Questionable behaviours and grievance resolution. The survey questionnaire asked KCB employees “Do you feel uncomfortable or unsafe or threatened at work?” The vast majority 350 (85.3%) answered “no,” 33 (8.0%) did not answer, and one did not know. However, of the 26 (6.3%) KCB employees who answered “yes,” 24 (5.8%) are Albanian, 21 (5.1%) are male, and 14 (3.4%) are professionals.¹²⁰ The subsequent question, “Do your colleagues or supervisor(s) make comments or engage in behaviour that makes you uncomfortable at work?” was an attempt by survey designers to identify the source of discomfort. Only 41 (10%) of the KCB employees surveyed initially answered affirmatively about experiencing discomfort at work due to comments and behaviours from colleagues and/or supervisors. When asked if they reported the behaviour to their supervisor, five additional employees brought the total to 46 (11.2%), who had.¹²¹

To gain more detail about work place grievances, a series of survey questions asked employees if a) they had reported the behaviour, then b) they were satisfied with their supervisor’s response.¹²² At the beginning of the question series, only 10% responded that they had experienced a problem on the job that made them “uncomfortable,” but by the end of the series that number of respondents had doubled –to approximately 20%.¹²³ Six additional employees reportedly had issues that they did not report to their supervisors, because they “did not want to make problems” or they seemed to not believe that their supervisor would be interested in their concerns.¹²⁴

The draft Civil Service Law provides for “disciplinary action to be taken against civil servants who are in breach of the Code [of conduct] or of the standards laid down in the instructions [under section 6].”¹²⁵ In addition, the same law establishes an Independent Oversight Board “to hear and determine appeals from individual civil servants or applicants for positions in the Service.”¹²⁶ However, this draft Civil Service Law contains no provisions requiring each employing authority to provide internal mechanisms for self-monitoring, specific grievance intake procedures, investigations of grievances, or mediation to address discriminatory behaviour in the civil service.

Schedule flexibility. Typical working hours are 8:30am to 5:30pm according to 214 (52.2%) of KCB employee respondents. In addition, 136 (33.2%) reported “other” working hours and 188 (45.9%) indicated that flexible working hours are available. Most managers 54 (87.1%) agreed that the typical working hours are from 8:30am to 5:30pm, and 48 (77.4%) agreed that they allow employees to work different hours when possible.¹²⁷ However, when managers were asked if they

¹²⁰ Annex 1, 3.3.

¹²¹ Annex 1, 3.4(c).

¹²² Annex 1, 3.5(a).

¹²³ Thus, of 410 KCB employees, 69 (16.8%) have experienced uncomfortable comments or behaviour, brought the issue to their supervisor, and were satisfied with their supervisor’s response. However, when asked whether the problem was redressed, 83 (20.2%) of the KCB employees answered, 45 (10.9%) responded “yes” and 38 (9.3%) answered “no.” Annex 1, 3.5(c). In addition, Annex 1, 3.5(b) lists reasons why employees were not satisfied with supervisor responses.

¹²⁴ Annex 1, 3.6.

¹²⁵ Civil Service Law, draft of 26 September 2001, section 12.

¹²⁶ Civil Service Law, draft of 26 September 2001, section 14.2(c).

¹²⁷ Annex 2, 3.16 and 3.17.

“allow employees to take days off for religious holidays not scheduled as “official’ holidays,” 40 (64.5%) answered affirmatively, although only 28 (45.2%) noted that, “employees are aware of this.”¹²⁸

Departmental plans for transferring responsibility and authority to national staff. Managers were asked the following question: “U.N. Resolution 1244 provides for a ‘transitional administration while establishing and overseeing the development of provisional democratic self-governing institutions to ensure conditions for a peaceful and normal life for all inhabitants of Kosovo.’ Given that the international presence in JIAS is intended to provide advisory support in capacity-building and skills-training for the development of Kosovo self-governance, does your department have a plan or strategy for transferring responsibility and authority to national staff?” In response to this question, 40 (64.5%) managers answered affirmatively, while ten (16.1%) disagreed, and 12 (19.4%) did not answer the question.¹²⁹

¹²⁸ Annex 2, 3.6(a) and 3.6(b).

¹²⁹ Annex 2, 3.9(a). See Annex 2, 3.9(b) for a listing of transference plan descriptions provided by employers.

JIAS EMPLOYMENT SURVEY QUESTIONS TO KCB EMPLOYEES AND THEIR RESPONSES

1. GENERAL INFORMATION	
<p>1.1 Please identify your ethnic background by placing a check mark next to one or more of the following categories ethnic groups:</p> <p>(Please note that for the purposes of this survey, it is up for to you to self-identify, that is, for you to determine/identify your own background or ethnicity.)</p>	<p>(listed in alphabetical order)</p> <p><input type="checkbox"/> Albanian</p> <p><input type="checkbox"/> Ashkalia</p> <p><input type="checkbox"/> Bosniak</p> <p><input type="checkbox"/> Croatian</p> <p><input type="checkbox"/> Egyptian</p> <p><input type="checkbox"/> Gorani</p> <p><input type="checkbox"/> Roma</p> <p><input type="checkbox"/> Serbian</p> <p><input type="checkbox"/> Turkish</p> <p><input type="checkbox"/> Other (s)</p>

Survey responses:

Pillar	JIAS Department	Albanian	Bosniak	Serbian	Turkish	Other	No answer	Total
Pillar II (UN)	Agriculture, Forestry and Rural Development	15						15
	Central Fiscal Authority	1						1
	Civil Security and Emergency Preparedness	4	1		1			6
	Culture	8						8
	Education and Science	6						6
	Environmental Protection	6	2					8
	Health and Social Welfare	23	1					24
	Judicial Affairs	6						6
	Labour and Employment	3				1		4
	Local Administration	1						1
	Non-Resident Affairs	5	1	1	1			8
	Post and Telecommunications	12				1		13
	Public Services	227	1	3	5		6	242
	Public Utilities	1						1
	Sport	7						7
	Transport and Infrastructure	3						3
Youth	10						10	
Pillar III (OSCE)	Democratic Governance and Civil Society	4						4
Pillar IV (EU)	Central Fiscal Authority	17						17
	Public Utilities	7						7
	Reconstruction	18						18
	Trade and Industry	1						1
Total		385	6	4	7	2	6	410
%		93.9%	1.5%	1.0%	1.7%	0.5%	1.5%	100.0%

Annex 1 - KCB Employees

1.2 Please identify your religion by placing a check-mark next to one or more of the following:

- Catholic
- Jewish
- Muslim
- Orthodox
- Protestant
- None
- Other (s)

Survey responses:

Pillar	JIAS Department	Catholic	Muslim	None	Orthodox	Protestant	Other	No answer	Total
Pillar II (UN)	Agriculture, Forestry and Rural Development	1	13	1					15
	Central Fiscal Authority		1						1
	Civil Security and Emergency Preparedness		6						6
	Culture	1	4				3		8
	Education and Science		5					1	6
	Environmental Protection		8						8
	Health and Social Welfare	1	23						24
	Judicial Affairs	1	5						6
	Labour and Employment	1	2					1	4
	Local Administration		1						1
	Non-Resident Affairs		6	1	1				8
	Post and Telecommunications	3	9					1	13
	Public Services	2	208	5	3			24	242
	Public Utilities		1						1
	Sport		6	1					7
	Transport and Infrastructure		3						3
Youth	1	8			1			10	
Pillar III (OSCE)	Democratic Governance and Civil Society		3	1					4
Pillar IV (EU)	Central Fiscal Authority	1	15					1	17
	Public Utilities		6					1	7
	Reconstruction	1	17						18
	Trade and Industry		1						1
Total		13	351	9	4	1	3	29	410
%		3.2%	85.6%	2.2%	1.0%	0.2%	0.7%	7.1%	100.0%

1.3 Please identify your sex.

 Female Male

Survey responses:

Pillar	JIAS Department	Female	Male	No answer	Total
Pillar II (UN)	Agriculture, Forestry and Rural Development	4	11		15
	Central Fiscal Authority		1		1
	Civil Security and Emergency Preparedness		5	1	6
	Culture	4	4		8
	Education and Science	2	4		6
	Environmental Protection	2	6		8
	Health and Social Welfare	9	15		24
	Judicial Affairs	1	5		6
	Labour and Employment	2	2		4
	Local Administration	1			1
	Non-Resident Affairs	2	6		8
	Post and Telecommunications	5	8		13
	Public Services	111	117	14	242
	Public Utilities	1			1
	Sport	5	2		7
	Transport and Infrastructure		3		3
Youth	5	5		10	
Pillar III (OSCE)	Democratic Governance and Civil Society	2	2		4
Pillar IV (EU)	Central Fiscal Authority	6	10	1	17
	Public Utilities	1	6		7
	Reconstruction	9	9		18
	Trade and Industry		1		1
Total		172	222	16	410
%		42.0%	54.1%	3.9%	100.0%

1.4 Is your job professional or administrative?

 Professional Administrative

Survey responses:

Sex	Administrative	Professional	All	Don't Know/No Answer	Total
Female	101	51	2	18	172
Male	95	103	3	21	222
No answer	8	2		6	16
Total	204	156	5	45	410

1.5 For the purposes of this survey "persons with disabilities" means persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:
 (a) Consider themselves to be disadvantaged in employment by reason of that impairment, or
 (b) Believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Based on this definition, are you a person with a disability?

Yes No

Survey responses:

No	Yes	No answer	Total
83.2%	2.0%	14.9%	100.0%
341	8	61	410

2. COMPENSATION																								
2.1 What is your pay grade?																								
Survey responses:																								
1-1 Ethnicity	1-3 Sex	1-5 Disability	Total	Less than 400 DM/Month	400 DM or More/Month	No Answer/Do Not Know																		
Albanian			385	72	23	290																		
Bosniak			6	0	0	6																		
No answer			6	1	0	5																		
Other			2	0	0	2																		
Serbian			4	1	0	3																		
Turkish			7	0	1	6																		
Total			410	74	24	312																		
	Female		172	35	7	130																		
	Male		222	34	18	170																		
	No answer		16	4	0	12																		
	Total		410	73	25	312																		
		Yes	8	1	0	7																		
		No	341	63	21	257																		
		No answer	61	9	4	48																		
		Total	410	73	25	312																		
2.2(a) Do you find your pay for the job you are assigned fair compared to your colleagues?		<input type="checkbox"/> Yes <input type="checkbox"/> No																						
Survey responses:																								
<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>No</td><td>168</td></tr> <tr><td>No answer</td><td>28</td></tr> <tr><td>Yes</td><td>214</td></tr> <tr><td>Total</td><td>410</td></tr> </table>			No	168	No answer	28	Yes	214	Total	410														
No	168																							
No answer	28																							
Yes	214																							
Total	410																							
2.2(b) If you answered "No" and believe that you are paid unfairly compared to your colleagues, please explain:																								
Survey responses:																								
<table border="1" style="width: 100%;"> <tr> <th colspan="2" style="background-color: #cccccc;">Salary is too low:</th> </tr> <tr> <td>a - in general</td> <td style="text-align: right;">17</td> </tr> <tr> <td>b - for cost of life</td> <td style="text-align: right;">7</td> </tr> <tr> <td>c - for amount of work and/or responsibility required for the job</td> <td style="text-align: right;">10</td> </tr> <tr> <td>d - for education and/or experience required for job</td> <td style="text-align: right;">3</td> </tr> <tr> <td>e - compared to internationals</td> <td style="text-align: right;">5</td> </tr> <tr> <td>f - compared to other Kosovo employees</td> <td style="text-align: right;">3</td> </tr> <tr> <td>g - compared to other departments</td> <td style="text-align: right;">1</td> </tr> <tr> <td>h - compared to private sector</td> <td style="text-align: right;">1</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">47</td> </tr> <tr> <td>No comment or not legible</td> <td style="text-align: right;">121</td> </tr> </table>			Salary is too low:		a - in general	17	b - for cost of life	7	c - for amount of work and/or responsibility required for the job	10	d - for education and/or experience required for job	3	e - compared to internationals	5	f - compared to other Kosovo employees	3	g - compared to other departments	1	h - compared to private sector	1	Total	47	No comment or not legible	121
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g - compared to other departments	1																							
h - compared to private sector	1																							
Total	47																							
No comment or not legible	121																							
2.2(c) Why do you believe you are discriminated against in terms of salary?																								

Survey responses:

Survey response examples:
Good qualifications are not paid.
Budget is restricted.
Must be for local staff.
Language assistant salary is bigger than mine.
I think that my salary is very low.
I think I want too much.
Life is very expensive but my salary is very low.
Salaries are different for UNMIK (local staff) and KCB (local staff).
No need to fill personnel vacancies.
Not working according to the JIAS criteria.
Nobody reviews work quality.
Salary is too much in the private pharmacy, or too low in the public pharmacy.

2.3 Do you feel treated fairly in terms of tasks and work assigned?

Yes No

Survey responses:

No	55
Yes	320
No Answer	35

2.4 How did you learn about the job in which you are presently employed?

- Announcement
 - Friend or relative in your department
 - Newspaper
 - Radio
 - Television
 - Other (s)
- Please specify below: _____

Survey responses:

Where Employees Find Job Advertisements (431 Responses)			
Newspaper	155	36.0%	
Announcement	139	32.3%	
Friend/Relative	104	24.1%	
Other	21	4.9%	
No Answer	9	2.1%	
Radio	2	0.5%	
Television	1	0.2%	

2.5 In what language did you learn about the availability of your job?

- Albanian
 - Bosnian
 - Croatian
 - English
 - Roma
 - Serbian
 - Turkish
 - Other (s)
- _____

Survey responses:

Job Advertisement Language											
Respondents	Number	Albanian	Bosnian	Croatian	English	Serbian	Turkish	Other	All	No Answer	Total
Albanian	385	320	4	4	124	27	5	4	9	10	892
Bosniak	6	3	4		2			1			16
No answer	6	5			1			1			13
Other	2	1			2	1					6
Serbian	4	1	1			3					9
Turkish	7	5			1		2				15
Total	410	335	9	4	130	31	7	6	9	10	951
Percentage		35.2%	0.9%	0.4%	13.7%	3.3%	0.7%	0.6%	0.9%	1.1%	100.0%

2.6(a) In which language(s) was the interview conducted?

- Albanian
- Bosnian
- Croatian
- English
- Roma
- Serbian
- Turkish
- Other (s)

Survey responses:

Interview Languages									
Respondents	Number	Albanian	Bosnian	Croatian	English	Serbian	Other	No Answer	Total Responses
Albanian	385	283	4	1	171	3	1	14	477
Bosniak	6	1	4		5				10
No answer	6	4			3			1	8
Other	2	1			2				3
Serbian	4	1			4	1			6
Turkish	7	7							7
Total	410	297	8	1	185	4	1	15	511
Percentage		58.1%	1.6%	0.2%	36.2%	0.8%	0.2%	2.9%	100.0%

2.6(b) Was interpretation available?

- Yes
- No

Survey responses:

Interpretation Available at Interview?					
Respondents	Number	No	No answer	Yes	Total
Albanian	385	106		179	385
Bosniak	6			5	6
No answer	6	2	2	2	6
Other	2	2			2
Serbian	4	2		2	4
Turkish	7	2		4	7
Total	410	114	104	192	410
Percentage		27.8%	25.4%	46.8%	100.0%

2.7(a) During the interview did anyone ask you about your marital status? Yes No

Survey responses:

Marriage					
1-3 Sex	Yes	%	No	%	Total
Admin. Female	32	36.0%	57	64.0%	89
Prof. Female	17	37.0%	29	63.0%	46
Admin. Male	33	37.5%	55	62.5%	88
Prof. Male	47	49.5%	48	50.5%	95
Total #	129	40.6%	189	59.4%	318

2.7(b) During the interview did anyone ask you about the number of children you have? Yes No

Survey responses:

Children					
1-3 Sex	Yes	%	No	%	Total
Admin. Female	21	25.6%	61	74.4%	82
Prof. Female	13	31.0%	29	69.0%	42
Admin. Male	28	35.4%	51	64.6%	79
Prof. Male	31	36.0%	55	64.0%	86
Total #	93	32.2%	196	67.8%	289

2.7(c) During the interview did anyone ask you about your age? Yes No

Survey responses:

Age					
1-3 Sex	Yes	%	No	%	Total
Admin. Female	33	39.3%	51	60.7%	84
Prof. Female	18	41.9%	25	58.1%	43
Admin. Male	44	52.4%	40	47.6%	84
Prof. Male	42	47.2%	47	52.8%	89
Total #	137	45.7%	163	54.3%	300

2.7(d) During the interview did anyone ask you about your affiliation with any political party? Yes No

Survey responses:

Political Party					
1-3 Sex	Yes	%	No	%	Total
Admin. Female	7	8.3%	77	91.7%	84
Prof. Female	2	4.5%	42	95.5%	44
Admin. Male	5	6.2%	76	93.8%	81
Prof. Male	9	10.0%	81	90.0%	90
Total #	23	7.7%	276	92.3%	299

3. WORKPLACE PRACTICES																																																																																										
A. Training																																																																																										
3.1(a) Does your Department offer training?					<input type="checkbox"/> Yes <input type="checkbox"/> No																																																																																					
Survey responses:																																																																																										
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">1-3 Sex</th> <th style="width: 20%;">1-4 Position</th> <th style="width: 10%;">Total</th> <th style="width: 10%;">Yes</th> <th style="width: 10%;">No</th> <th style="width: 10%;">NA/Don't Know</th> </tr> </thead> <tbody> <tr> <td rowspan="5">Female</td> <td>Administrative</td> <td>101</td> <td>34</td> <td>58</td> <td>9</td> </tr> <tr> <td>Professional</td> <td>51</td> <td>32</td> <td>16</td> <td>3</td> </tr> <tr> <td>All</td> <td>2</td> <td>2</td> <td></td> <td></td> </tr> <tr> <td>NA/Don't know</td> <td>18</td> <td>4</td> <td>12</td> <td>2</td> </tr> <tr> <td>Subtotal</td> <td>172</td> <td>72</td> <td>86</td> <td>14</td> </tr> <tr> <td rowspan="5">Male</td> <td>Administrative</td> <td>95</td> <td>30</td> <td>55</td> <td>10</td> </tr> <tr> <td>Professional</td> <td>103</td> <td>60</td> <td>40</td> <td>3</td> </tr> <tr> <td>All</td> <td>3</td> <td>3</td> <td></td> <td></td> </tr> <tr> <td>NA/Don't know</td> <td>21</td> <td>8</td> <td>10</td> <td>3</td> </tr> <tr> <td>Subtotal</td> <td>222</td> <td>101</td> <td>105</td> <td>16</td> </tr> <tr> <td rowspan="4">No answer</td> <td>Administrative</td> <td>8</td> <td>4</td> <td>4</td> <td></td> </tr> <tr> <td>Professional</td> <td>2</td> <td>1</td> <td>1</td> <td></td> </tr> <tr> <td>No answer</td> <td>6</td> <td>2</td> <td>1</td> <td>3</td> </tr> <tr> <td>Subtotal</td> <td>16</td> <td>7</td> <td>6</td> <td>3</td> </tr> <tr> <td>Total</td> <td></td> <td>410</td> <td>180</td> <td>197</td> <td>33</td> </tr> </tbody> </table>						1-3 Sex	1-4 Position	Total	Yes	No	NA/Don't Know	Female	Administrative	101	34	58	9	Professional	51	32	16	3	All	2	2			NA/Don't know	18	4	12	2	Subtotal	172	72	86	14	Male	Administrative	95	30	55	10	Professional	103	60	40	3	All	3	3			NA/Don't know	21	8	10	3	Subtotal	222	101	105	16	No answer	Administrative	8	4	4		Professional	2	1	1		No answer	6	2	1	3	Subtotal	16	7	6	3	Total		410	180	197	33
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	Subtotal	16	7	6	3																																																																																					
Total		410	180	197	33																																																																																					
3.1(b) If yes, what types of training are offered? Please describe:																																																																																										
Survey responses:																																																																																										
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3.2 How are people in your Department selected to attend training? Please describe below if your Department's selection criteria does not appear in the list on the right:					<input type="checkbox"/> Need for new skills <input type="checkbox"/> Interest in topic <input type="checkbox"/> Seniority <input type="checkbox"/> Training is available <input type="checkbox"/> Desire to travel																																																																																					

Survey responses:

1-3 Sex	1-4 Position	Respondents	Desire to travel	Interest in topic	Need for new skill	Seniority	Training is available	NA/Don't Know
Female	Administrative	101	2	5	36	1	4	53
	Professional	51		2	31		4	14
	All	2			2			
	NA/Don't Know	17	1		9			8
	subtotal	171	3	7	78	1	8	75
Male	Administrative	95	4	3	41		1	45
	Professional	103		8	56		4	35
	All	3			3			
	NA/Don't Know	21		1	7			13
	subtotal	222	4	12	107	0	5	93
No answer	Administrative	8		4	1			3
	Professional	2			2			
	NA/Don't Know	6			3			3
	subtotal	16	0	4	6	0	0	6
Total		409	7	23	191	1	13	174

B. Office Environment

3.3 Do you feel uncomfortable or unsafe or threatened at work?

Yes No

Survey responses:

1-1 Ethnicity	Respondents	Yes	No	Don't know	No answer
Albanian	385	24	328	1	32
Bosniak	6		6		
Serbian	4		4		
Turkish	7	1	6		
Other	2		2		
No answer	6	1	4		1
Subtotal	410	26	350	1	33
1-3 Sex	Respondents	Yes	No	Don't know	No answer
Female	172	4	154	1	13
Male	222	21	182		19
No answer	16	1	14		1
Subtotal	410	26	350	1	33
1-5 Disability	Respondents	Yes	No	Don't know	No answer
Yes	8		5		3
No	341	20	297	1	22
No answer	61	6	48		7
Subtotal	410	26	350	1	32
1-4 Position	Respondents	Yes	No	Don't know	No answer
Administrative	204	8	179	1	16
All	5	1	2		2
Don't know	5		4		1
No answer	40	3	34		3
Professional	156	14	131		11
Subtotal	410	26	350	1	33

3.4(a) Do your colleagues or supervisor(s) make comments or engage in behaviour that makes you uncomfortable at work?

Yes No

Survey responses:

1-1 Ethnicity	Respondents	Yes	No	Don't know	No answer
Albanian	385	39	291	1	54
Bosniak	6	1	4		1
Other	2		2		
Serbian	4		4		
Turkish	7	1	5		1
No answer	6		4		2
Subtotal	410	41	310	1	58
1-3 Sex	Respondents	Yes	No	Don't know	No answer
Female	172	15	130	1	26
Male	222	23	170		29
No answer	16	3	10		3
Subtotal	410	41	310	1	58
1-5 Disability	Respondents	Yes	No	Don't know	No answer
Yes	8	2	3		3
No	341	32	266		43
No answer	61	7	41	1	12
Subtotal	410	41	310	1	58
1-4 Position	Respondents	Yes	No	Don't know	No answer
Administrative	204	24	152		28
Professional	156	14	122	1	19
All	5	1	2		2
Don't know	5		4		1
No answer	40	2	30		8
Subtotal	410	41	310	1	58

3.4(b) If yes then please identify the comments or behaviour that causes this discomfort.

Survey responses:

3-4b Comments/Behavior (memo)
Offices are not appropriate for normal work
We understand the fact that we are not in equal positions
I an ex-KLA war fighter and currently there is an anarchy (insecurity)
Wants subjugation
There is no responsibility and discipline at work
Relations between Co-Directors are not equal
Non-working manners, irresponsible
Because of the workload, new ideas are not taken into consideration
Lack of office space, six people work in one office
Showing no respect for the work, and unpleasant behaviour
Assistance is offered much faster to women than men. This is because all supervisors are men
Because I am Turkish women
There are many
We need to ask even if we need only 10 minutes to go to the bathroom, we are warned for every movement or a better explanation would be that they feel themselves as superior
Not equal competencies compared to international colleagues
One colleague is undervalued because of differences in wage
Cynicism, enormous authority

3.4(c) Have you reported it such comments or behaviour to your superior/supervisor?

Yes No

Survey responses:

1-1 Ethnicity	Respondents	Yes	No	Don't know	No answer
Albanian	385	45	166	1	173
Bosniak	6		3		3
No answer	6		2		4
Other	2		2		
Serbian	4	1	1		2
Turkish	7		4		3
Total	410	46	178	1	185

1-3 Sex	Respondents	Yes	No	Don't know	No answer
Female	172	12	76		84
Male	222	34	94	1	93
No answer	16		8		8
Total	410	46	178	1	185

1-5 Disability	Respondents	Yes	No	Don't know	No answer
No	341	37	150	1	153
No answer	61	5	26		30
Yes	8	4	2		2
Total	410	46	178	1	185

3.5 If you did report the comments/behaviour please complete the following:

3.5(a) Were you satisfied with his/her response?

Yes No

Survey responses:

1-1 Ethnicity	3-4c Report Behavior?	Respondents	Yes	No	No answer
Albanian	Yes	45	29	15	1
	No	166	27	11	128
	Don't know	1			1
	No answer	173	8	4	161
Bosniak	No	3		1	2
	No answer	3			3
Serbian	Yes	1	1		
	No	1			1
	No answer	2			2
Turkish	No	4	1	1	2
	No answer	3	2		1
Other	No	2			2
No answer	No	2		1	1
	No answer	4	1		3
Total		410	69	33	308
1-3 Sex	3-4c Report Behavior?	Respondents	Yes	No	No answer
Female	Yes	12	10	1	1
	No	76	13	4	59
	No answer	84	6	1	77
Male	Yes	34	20	14	
	No	94	14	9	71
	Don't know	1			1
	No answer	93	4	3	86
No answer	No	8	1	1	6
	No answer	8	1		7
Total		410	69	33	308
1-5 Disability	3-4c Report Behavior?	Respondents	Yes	No	No answer
Yes	No	2	1		1
	No answer	2			2
No	Yes	4	2	2	
	Don't know	1			1
	No	150	23	13	114
	No answer	153	7	3	143
	Yes	37	25	11	1
No answer	Yes	5	3	2	
	No	26	4	1	21
	No answer	30	4	1	25
Total		410	69	33	308
Percentage		100.0%	16.8%	8.0%	75.1%

3.5(b) If not, why not? Please explain:

Survey responses:

ENGLISH 3-5b Not Satisfied (memo)
I have no reason to report since I am selected by the Directorate.
A bodyguard and an official vehicle were not made available for me.
He is not aware of this issue. And there is no response.
Equipment that was procured is not in compliance with the duties that need to be performed.
No, nothing was ever discussed in an open meeting.
I am going to wait for a while
Partially
He behaves like he's God

3.5(c) Was the problem redressed?

Yes No

Survey responses:

3-4c Report Behavior?	3-5a Satisfied w/Response?	Respondents	Yes	No	Don't know	No answer
Yes	Yes	30	20	4		6
	No	15		15		
	No answer	1				1
No	Yes	28	18	1		9
	No	14	1	8		5
	No answer	136	1	6	2	127
Don't know	No answer	1				1
No answer	Yes	11	3			8
	No	4	1	2		1
	No answer	170	1	2		167
Total		410	45	38	2	325

3.6 If you did not report the comments/behaviour to your supervisor, why did you not report it? Please explain:

Survey responses:

3-6 Unreported Behavior ENGLISH	Respondents
All this behaviour was justified (they were the right ones)	1
Finds more appropriate justification	1
I am employed temporarily	1
I didn't want to create problems since I am Turkish	1
I am waiting	1
It had no impact	1
There are a lot of [such behaviours].	1
No comment	4
There is no need	15

3.7(a) Are you aware of any policies in your workplace that prohibit discrimination on the basis of ethnicity, race, colour, religion, beliefs, age, disability, sex, sexual orientation, marital status, urban/rural or national origin, or other aspects of personal status?

Yes No
 Do not know
 I would be interested in learning more about these policies.

Survey responses:

3-7a Discrimination Policy	Primary Answer	Secondary Answer	Percentage
Yes	170		41.3%
No	90		21.8%
Don't know	44		10.7%
Would be interested in learning more	46	2	11.7%
No answer	60		14.6%
Total	410		100.0%

3.7(b) If yes, please describe:

Survey responses:

3-7b Policy Description ENGLISH	Respondents
According to Geneva convention every person has the right to life, education, work, etc.	1
This are rules that are brought based on international covenants	1
Advertisement shows that employees were hired regardless of ethnic, racial, gender, age difference, etc.	1
Equal Opportunity Bureau	1
I do not need these rules, because I feel them personally	1
I knew these rules before	1
We are aware	1
Treatment	1
I work with different kinds of people, e.g. students, with pepole that live in villages, in towns, etc	1
In this way I was brought up by my parents	1
It is not allowed to insult colleagues of other nationalities, etc.	1
There was no need	1
I was not aware of these rules	1
Nothing	6

3.7(c) Do you feel that certain groups of people are favoured in your workplace?

Yes No

Survey responses:

3-7c Favoured Groups Field	Respondents	%
Yes	67	16.3%
No	200	48.8%
No answer	143	34.9%
Total	410	100.0%

3.7(d) If yes, which group(s)?

Survey responses:

3-7c Favoured Groups	Respondents	Internationals	Other	Serbian	Women	No answer
No	200					200
No answer	143					143
Yes	67	3	13	1	1	49
Total	410	3	13	1	1	392

3.7(e) Why do you believe they are favoured and how are they favoured?

Survey responses:

3-7e Why Favored? (memo)
The reason is that internationals are administering Kosovo
They are internationals, they have higher wages
Because of the difference in wages
On wages that they receive, on use of vehicles
They have high wages and the work product is small
Because of the wages, equipment
By raising wages
In everything
They know
Because they speak English
Competencies, information
Beautiful and single women
Investments are made in the monuments protected by the state without prior co-ordination with the Department of Culture
There are many gaps that need work
I don't know
No Comment

3.8 Are your offices wheel chair accessible?

 Yes No

Survey responses:

JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	15		12		3
Central Fiscal Authority	18	10	5		3
Civil Security and Emergency Preparedness	6	2	3		1
Culture	8	3	4		1
Democratic Governance and Civil Society	4	3	1		
Education and Science	6	1	1		4
Environmental Protection	8		6		2
Health and Social Welfare	24	13	8		3
Judicial Affairs	6	3	2		1
Labour and Employment	4	1	3		
Local Administration	1	1			
Non-Resident Affairs	8	4	3		1
Post and Telecommunications	13	6	6		1
Public Services	242	88	88	2	64
Public Utilities	8		8		
Reconstruction	18	11	5		2
Sport	7		6		1
Trade and Industry	1		1		
Transport and Infrastructure	3	1	2		
Youth	10	6	2		2
Total	410	153	166	2	89
Percentage	100.0%	37.3%	40.5%	0.5%	21.7%

3.9 Do national and international staff members at equivalent professional levels in your department have the same responsibilities and authority? If not, please explain.

 Yes No

Survey responses:

3-9a Nat/Intnat Equivalent Field	Respondents	%
Yes	191	46.6%
No	119	29.0%
Don't know	2	0.5%
No answer	98	23.9%
Total	410	100.0%

3-9b Nat/Intnat (memo)
I think it is
International and local staff payed by the UNMIK budget are in favouritism because they communication is much easier (they speak the same language, higher wages, etc.)
International staff is payed a lot more, they have more advantagees and they do not work a lot to train the local staff.
Because of the wages and space issue
Authorizations, wages
They have more authorizations, most probably because of the UN Mission in Kosovo
Internationals have advantagees in every aspect
You know who is a decision-maker in Kosovo nowadays
The official response is "Yes," but the differences do exist especially in sensitive positions, which carry a pot of responsibility, where is a lot of work to be done, where can be achieved many positive results, lot of "merit" for international staff and just a little
Internationals do ask about our opininon, but they make the decisions
They are decision-makers in most of the cases
International staff is on decision-making positions
Because local staff is administered by the international ones
International staff are lords in everything
International staff has more competencies
We have no competencies at all
Lack of confidence towards the staff
I have no access to database
Not with wages, too
I don't know
No comment

3.10 Does your department allocate office space, equipment, supplies and other resources equally to national and international staff? If not, please explain.

Yes No

Survey responses:

3-10a Nat/Internat Support Field	Respondents	%
Yes	274	66.8%
No	76	18.5%
Don't know	4	1.0%
No answer	56	13.7%
Total	410	100.0%

3-10b Support (memo)
Because we lack office space
To many people in the same office
There is not enough space
There is not enough space
Budget is limited
Depends on the budget
Because we have our own budget
International staff has more advantages
International staff is interested only on themselves. We do not have a right even to ask for a blank paper from them
Again favouritism towards internationals
Internationals do have beneficiaries
They possess access to internet, Motorola
They possess access to internet, mobile phone
Local staff is not connected to internet
Provision of office equipment
Because all the equipment is provided by KCB
The work that I do is conditional
Partially
Even though we have shortages
I don't know

3.11 Do you believe that the co-heads of your department have equal responsibility and authority? If not, please explain.

Yes No

Survey responses:

3-11a Co-Head Equality Field	Respondents	%
Yes	259	63.2%
No	73	17.8%
Don't know	6	1.5%
No answer	72	17.6%
Total	410	100.0%

3-11b Co-Head (memo)
Relatively
Advertisement for vacant posts in PTK had been announced only by international staff
The same reason as mentioned above (Internationals are favored)
Internationals have the final say
International staff has more competencies
The international has more
The international one decides
Because of the function (position) that they are holding
Only those with a higher responsibility
The international Co-Head problem
Resolution 1244 does not allow this
Competencies
Currently, we have only an Albanian Co-Head
No Comment

C. Promotions

3.12(a) Are promotions possible in your Department?

Yes No

Survey responses:

3-12a Promotions? Field	Respondents	%
Yes	229	55.9%
No	58	14.1%
Don't know	3	0.7%
No answer	120	29.3%
Total	410	100.0%

3.12(b) Upon what criteria (to your knowledge) are promotions granted?

Please describe below if your department's criteria is not listed on the right:

- Seniority
- Job well-done (merit)
- Political party support
- Family status
- Personal connections

Survey responses:

3-12b Promotion Criteria Field	Respondents	Additional	%
Family status	5		1.2%
Merit	202	5	48.7%
Personal connections	27	9	8.5%
Political party support	2		0.5%
Seniority	8		1.9%
Don't know	6	1	1.6%
No answer	160		37.6%
Total	410	15	100.0%

3.13 Do you feel believe that these criteria are fair?

Yes No

Survey responses:

3-13 Fair Criteria? Field	Respondents	%
Yes	207	50.5%
No	70	17.1%
No answer	133	32.4%
Total	410	100.0%

D. Retention of Employees

3.14 Have any of your colleagues quit?

Yes No

Survey responses:

3-14 Colleagues Quit? Field	Respondents	%
Yes	146	35.6%
No	198	48.3%
No answer	66	16.1%
Total	410	100.0%

3.15 Did they provide a reason for quitting?

Yes No

Survey responses:

3-14 Colleagues Quit?	Respondents	Yes	No	Don't know	No answer
Yes	146	108	112	2	186
No	198	2	96		100
Don't know	1				1
No answer	65		1	1	63
Total	410	110	209	3	350
%	100.0%	26.8%	51.0%	0.7%	85.4%

3.16 Please check all of the reasons employees have quit if you know the reasons or describe below if the reasons are not in the list to the right.

- End of contract
- Better job offer
- Returned to school
- Salary too low
- Job too demanding
- Transport problems
- Family responsibility

Survey responses:

3-15 Reason Provided?	Respondents	Salary too low	Better job offer	Returned to school	Family responsibility	Transport problems	End of contract	Don't know	No answer	Total Answers
Yes	110	73	39	15	7	12	11		6	163
No	112	22	10	2	3	4	18	2	62	123
Don't know	2			1			1		1	3
No answer	186	19	8	5	2	2	14	1	148	199
Total	410	114	57	23	12	18	44	3	217	488
% of Answers		23.4%	11.7%	4.7%	2.5%	3.7%	9.0%	0.6%	44.5%	100.0%

3-15 Reason Provided?	Respondents	Salary too low	Better job offer	Returned to school	Family responsibility	Transport problems	End of contract	Don't know	No answer	Total Answers
Female	172	44	19	11	4	5	25	2	86	196
% of females		25.6%	11.0%	6.4%	2.3%	2.9%	14.5%	1.2%	50.0%	
Male	222	66	35	8	8	13	19	1	125	275
% of males		38.4%	20.3%	4.7%	4.7%	7.6%	11.0%	0.6%	72.7%	
No answer	16	4	3	4	0	0	0	0	6	17
Total answers	410	114	57	23	12	18	44	3	217	488
% of answers		23.4%	11.7%	4.7%	2.5%	3.7%	9.0%	0.6%	44.5%	100.0%

E. Accommodation

3.17 What are your office's working hours?

8:30am to 5:30pm
 9am to 6pm
 Other _____

Survey responses:

3-17 Working Hours (memo) Field	Respondents	%
8:30am to 5:30pm	214	52.2%
9am to 6pm	2	0.5%
Other	136	33.2%
Don't know	58	14.1%
Total	410	100.0%

3.18 Are employees allowed to work different hours when possible?

Yes No

Survey responses:

3-18 Flex-Time? Field	Respondents	%
Yes	188	45.9%
No	148	36.1%
Don't know	5	1.2%
No answer	69	16.8%
Total	410	100.0%

Please make any further comments you wish below. Thank you for completing this survey!

**JIAS EMPLOYMENT SURVEY
QUESTIONS TO EMPLOYERS (MANAGERS)
OF KCB EMPLOYEES
AND EMPLOYER RESPONSES**

1. EMPLOYER IDENTIFICATION			
1. Name of JIAS Department:			
2-3. Names of Co-Heads:			
4. Your Name:			
5. Position Title:			
6. Telephone:		7. Fax:	8. E-Mail:
9. Location of Offices:			
Survey responses:			
	1-1 JIAS Department	1-4 Your Name	1-5 Your Position Title
1	Agriculture, Forestry and Rural Development	Maurizio Farinelli	Co-Head
2	Central Fiscal Authority	Ali Sadriu	Deputy Co-Head
3	Central Fiscal Authority	Besa Koqi	Human Resources Unity Director
4	Central Fiscal Authority	Besnik Osmani	Director of service joint
5	Central Fiscal Authority	David Evans	Head of Treasury
6	Central Fiscal Authority	Fadil Govori	Adm.Taxpayer Deputy Director
7	Central Fiscal Authority	Florjon Mima	Adviser-Tax Administration
8	Central Fiscal Authority	Hanife Statovci	Payment Bureau Manager
9	Central Fiscal Authority	Petraq Milo	Deputy Director of Budget
10	Central Fiscal Authority	Toni Preston-Stanley	Co-Head
11	Civil Security and Emergency Preparedness	Bislim Zyrap	Co-Head
12	Culture	Edi Shukriu	Co-Head
13	Culture	Gonzalo Retamal	Co-Head
14	Democratic Governance and Civil Society	Barbara-Anne Krijgsman	Executive Assistant
15	Democratic Governance and Civil Society	Habit Hajredini	Advisor
16	Democratic Governance and Civil Society	Laurence Marzal	Democratic Governance Advisor
17	Democratic Governance and Civil Society	Melissa Stone	Coordinator
18	Democratic Governance and Civil Society	Robert Pulver	Co-Head
19	Democratic Governance and Civil Society	Vjosa Dobruna	Co-Head
20	Education and Science		
21	Education and Science	Janet Goddard	Admin. Assistant
22	Education and Science	Michael Daxner	Co-Head
23	Education and Science	Naim Rustemaj	Deputy Co-Head
24	Environmental Protection	Sefcet Pecanin	Co-Head
25	Health and Social Welfare	Bajram Nuraj	Deputy Co-Head
26	Health and Social Welfare	Bengt Stalhandske	Co-Head
27	Health and Social Welfare	Evelyn Arnold	Deputy Co- Head
28	Health and Social Welfare	Hannu Vuori	Co-Head
29	Health and Social Welfare	Muhamet Gjocaj	Deputy Co-Head
30	Health and Social Welfare	Pleurat Sejdiu	Co-Head

	1-1 JIAS Department	1-4 Your Name	1-5 Your Position Title
31	Judicial Affairs	Nekibe Kelmendi	
32	Judicial Affairs	Fernando Castanon	Co-Head
33	Labour and Employment	Ylber Shabani	Co-Head for professional faculty
34	Labour and Employment		
35	Labour and Employment		Labour Law
36	Labour and Employment	Danuta Mozdzenska-Mrozek	Head of Vocational Training
37	Labour and Employment	L. Heathy	Co-Head
38	Labour and Employment		
39	Local Administration	Didne Louns	Cao
40	Local Administration	Sevdije Mehaj	Director of Budget & Finance
41	Local Administration	Agim Koshi	Sectors Director
42	Local Administration	Blanca Antonini	Co-Head
43	Non-Resident Affairs	Avni Dehari	Deputy Co-Head
44	Non-Resident Affairs	Morius Lukosiunas	Deputy Co-Head
45	Non-Resident Affairs	Hydajet Hyseni	Co-Head
46	Non-Resident Affairs	Hatixhe Hoxha	Office Manager
47	Non-Resident Affairs	Juozas Kazlas	Co-Head
48	Post and Telecommunications	Rainer Lesar	Co-Head
49	Public Services	Jiv Mizuno	Civil Registrar
50	Public Services	Sefidin Kaqamaku	Local Site officer
51	Public Services		
52	Public Services	Joseph Konnakkottu	OIC, Procurement
53	Public Services	Olivier Bricet	Field Op. Reg. Coordinator-Prizren
54	Public Services	Mazllum Mehmeti	
55	Public Utilities	Avni Jashari	Dep. Finance Director
56	Sport	Zenun Pajaziti	Co-Head
57	Sport	Biyyola V.P. Rao	Deputy Co-Head
58	Trade and Industry	Maulen O'Neill	Administration Manager
59	Transport and Infrastructure		
60	Transport and Infrastructure	Nait Babuna	Co-Head
61	Youth	Mounzer Fatfat	Acting Co-Head
62	Youth	Driton Lajci	Co-Head

10. Please identify your ethnic background in by placing a check mark next to one or more of the following ethnic groups (listed in alphabetical order):

- Albanian
 Ashkalia
 Bosniak
 Croatian
 Egyptian
 Gorani
 Roma
 Serbian
 Turkish
 Other _____

(Please note that for the purposes of this survey, it is up to you to self-identify; that is, for you to determine/identify your own background or ethnicity.)

Survey responses:

1-1 JIAS Department	Respondents	Albanian	American	American-Lebanese	Anglo Saxon	Australian	Austrian	British	Caucasian	French	Hungarian	Indian	International	Italian	Japanese	Latin American	Lithuanian	Polish	Swedish	Other	No answer	
Agriculture, Forestry and Rural Development	1													1								
Central Fiscal Authority	9	6				1														1	1	
Civil Security and Emergency Preparedness	1	1																				
Culture	2	1														1						
Democratic Governance and Civil Society	6	2	1						1	1											1	
Education and Science	4	1			1			1													1	
Environmental Protection	1																				1	
Welfare	6	3						1	1										1			
Judicial Affairs	2	1											1									
Labour and Employment	6	3									1			1				1				
Local Administration	4	2												1							1	
Non-Resident Affairs	5	3	1														1					
Telecommunications	1						1															
Public Services	6	2								1		1			1						1	
Public Utilities	1	1																				
Sport	2												2									
Trade and Industry	1																				1	
Infrastructure	2																				1	
Youth	2	1		1																		
Total	62	27	2	1	1	1	1	2	2	2	1	3	1	3	1	1	1	1	1	1	4	6

11. Please identify your religion by placing a check-mark next to one or more of the following:

- Catholic
 Jewish
 Muslim
 Orthodox
 Protestant
 None
 Other _____

Survey responses:

1-1 JIAS Department	Respondents	Catholic	Muslim	Orthodox	Protestant	Other	None	No answer
Agriculture, Forestry and Rural Development	1	1						
Central Fiscal Authority	9		5	1	1			2
Civil Security and Emergency Preparedness	1		1					
Culture	2						2	
Democratic Governance and Civil Society	6	1	1		1		2	1
Education and Science	4				1		1	2
Environmental Protection	1		1					
Health and Social Welfare	6		2		3		1	
Judicial Affairs	2		1					1
Labour and Employment	6		3				3	
Local Administration	4	1	1					2
Non-Resident Affairs	5	2	1				1	1
Post and Telecommunications	1						1	
Public Services	6	1	2	1	1	1		
Public Utilities	1		1					
Sport	2					2		
Trade and Industry	1	1						
Transport and Infrastructure	2						1	1
Youth	2		1					1
Total	62	7	20	2	7	4	11	11

12. Please identify your sex: Female Male

Survey responses:

1-1 JIAS Department	Respondents	Female	Male	No answer
Agriculture, Forestry and Rural Development	1		1	
Central Fiscal Authority	9	1	6	2
Civil Security and Emergency Preparedness	1		1	
Culture	2	1	1	
Democratic Governance and Civil Society	6	4	2	
Education and Science	4	2	2	
Environmental Protection	1		1	
Health and Social Welfare	6	1	5	
Judicial Affairs	2	1	1	
Labour and Employment	6	2	3	1
Local Administration	4	2	2	
Non-Resident Affairs	5	1	3	1
Post and Telecommunications	1		1	
Public Services	6		6	
Public Utilities	1		1	
Sport	2		2	
Trade and Industry	1	1		
Transport and Infrastructure	2		2	
Youth	2		2	
Total	62	16	40	4
Percentage	100.0%	25.8%	64.5%	6.5%

13. For the purposes of this survey "persons with disabilities" means persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:
 (a) Consider themselves to be disadvantaged in employment by reason of that impairment, or
 (b) Believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Based on this definition, are you a person with a disability? Yes No

Survey responses:

1-12 Your Sex	Respondents	No	No answer
Female	16	16	
Male	42	39	3
No answer	4	3	1
Total	62	58	4
Percentage	100.0%	93.5%	6.5%

Focal Person for Equal Opportunities:

14. Name:

15. Position Title:

16. Telephone:

17. Fax:

18. E-Mail:

Contact person for Equal Opportunity Survey, if different from above:

19. Name:

20. Position Title:

21. Telephone:

22. Fax:

23. E-Mail:

Survey responses:

1-1 JIAS Department	1-14 EO Focal Person Name	1-19 Survey Contact Name
Agriculture, Forestry and Rural Development		Adriana Todd
Central Fiscal Authority	Besa Koci, Fadil Govori	
Culture	Gonzalo Retemal	
Democratic Governance and Civil Society	Melissa Stone	Fitore Gashi
Education and Science	Janet Goddard	
Health and Social Welfare		Genet Wolde-Amanuel
Judicial Affairs	Anthony Rieci, Hanife Syla	
Labour and Employment	Alek Henczel	Alek Henczel
Labour and Employment	Isabel Henon	Ramigiusz Henczel
Local Administration	Gunay Sadikova	
Non-Resident Affairs	Hatixhe Hoxha, Marius Lukosiunas	Nino Manchkhashvili
Post and Telecommunications	Ivana Kristo	
Public Services	Melissa Stone	
Public Utilities	Avni Jashari	
Sport	Biyyola V.P. Rao	
Trade and Industry	Maureen O'Ne'll	
Transport and Infrastructure	Daniel Ngangmuta	
Youth	Eva Lopez	

2. EMPLOYMENT HIRING PRACTICES						
2.1 Did you advertise for available job positions in your Department?					<input type="checkbox"/> Yes <input type="checkbox"/> No	
Survey responses:						
1-1 JIAS Department	Respondents	Yes	No	No answer		
Agriculture, Forestry and Rural Development	1	1				
Central Fiscal Authority	9	9				
Civil Security and Emergency Preparedness	1	1				
Culture	2	2				
Democratic Governance and Civil Society	6	6				
Education and Science	4	4				
Environmental Protection	1	1				
Health and Social Welfare	6	6				
Judicial Affairs	2	2				
Labour and Employment	6	5				1
Local Administration	4	4				
Non-Resident Affairs	5	5				
Post and Telecommunications	1	1				
Public Services	6	2	4			
Public Utilities	1	1				
Sport	2	2				
Trade and Industry	1	1				
Transport and Infrastructure	2	2				
Youth	2	2				
Total	62	57	4			1
2.2 How did you advertise?					<input type="checkbox"/> Radio <input type="checkbox"/> TV <input type="checkbox"/> Newspaper <input type="checkbox"/> Other (Please specify below)	
Survey responses:						
1-1 JIAS Department	Respondents	New spaper	Radio	Television	Other	No Answ er
Agriculture, Forestry and Rural Development	1	1			1	
Central Fiscal Authority	9	9			5	
Civil Security and Emergency Preparedness	1	1				
Culture	2	2	1		1	
Democratic Governance and Civil Society	6	6	1	5	2	
Education and Science	4	4			1	
Environmental Protection	1				1	
Health and Social Welfare	6	4			2	
Judicial Affairs	2	2	1		1	
Labour and Employment	6	5	3	1	3	1
Local Administration	4	3			1	
Non-Resident Affairs	5	3	5	1	2	
Post and Telecommunications	1					1
Public Services	6	1			2	4
Public Utilities	1	1				
Sport	2	2	2			
Trade and Industry	1	1				
Transport and Infrastructure	2	2				
Youth	2	2				
Total	62	49	13	7	22	6
Percentage of 97 total answers		50.5%	13.4%	7.2%	22.7%	6.2%

<p>2.3 In what language(s) did you advertise the jobs? (List to the right is in alphabetical order)</p>	<input type="checkbox"/> Albanian <input type="checkbox"/> Bosnian <input type="checkbox"/> Croatian <input type="checkbox"/> English <input type="checkbox"/> Roma <input type="checkbox"/> Serbian <input type="checkbox"/> Turkish <input type="checkbox"/> Other (s)
--	---

Survey responses:

1-1 JIAS Department	Respondents	Albanian	Bosnian-Croatian -Serbian	Turkish	English	Other	No Answer
Agriculture, Forestry and Rural Development	1	1	1	0	1	0	0
Central Fiscal Authority	9	9	8	0	8	0	0
Civil Security and Emergency Preparedness	1	1	0	0	0	0	0
Culture	2	2	1	0	2	0	0
Democratic Governance and Civil Society	6	6	10	3	4	0	0
Education and Science	4	4	5	0	2	0	0
Environmental Protection	1	0	1	0	0	0	0
Health and Social Welfare	6	1	0	0	4	1	0
Judicial Affairs	2	2	2	1	2	0	0
Labour and Employment	6	5	7	0	6	0	0
Local Administration	4	2	0	0	2	0	0
Non-Resident Affairs	5	5	3	0	1	1	0
Post and Telecommunications	1	0	0	0	0	0	1
Public Services	6	3	3	1	2	0	3
Public Utilities	1	0	0	0	1	0	0
Sport	2	2	3	1	2	0	0
Trade and Industry	1	1	1	0	0	0	0
Transport and Infrastructure	2	2	0	0	2	0	1
Youth	2	2	2	0	2	0	0
Total	62	48	47	6	41	2	5
Percentage of Respondents		77.4%	75.8%	9.7%	66.1%	3.2%	8.1%

<p>2.4 In what languages was your application form available?</p>	<input type="checkbox"/> Albanian <input type="checkbox"/> Bosnian <input type="checkbox"/> Croatian <input type="checkbox"/> English <input type="checkbox"/> Roma <input type="checkbox"/> Serbian <input type="checkbox"/> Turkish <input type="checkbox"/> Other (s)
--	---

Survey responses:

1-1 JIAS Department	Respondents	Albanian	Bosnian-Croatian -Serbian	Turkish	English	Other	No Answer
Agriculture, Forestry and Rural Development	1	1	1	0	1	0	0
Central Fiscal Authority	9	9	8	0	9	0	0
Civil Security and Emergency Preparedness	1	1	0	0	0	0	0
Culture	2	2	2	0	2	0	0
Democratic Governance and Civil Society	6	3	5	1	3	0	2
Education and Science	4	3	4	0	2	0	1
Environmental Protection	1	0	1	0	0	0	0
Health and Social Welfare	6	1	0	0	4	1	0
Judicial Affairs	2	2	2	0	2	0	0
Labour and Employment	6	5	6	0	6	0	0
Local Administration	4	2	0	0	1	0	1
Non-Resident Affairs	5	5	3	0	2	1	0
Post and Telecommunications	1	0	0	0	0	0	1
Public Services	6	2	1	0	4	0	2
Public Utilities	1	1	1	0	1	0	0
Sport	2	2	2	0	2	0	0
Trade and Industry	1	1	1	0	0	0	0
Transport and Infrastructure	2	2	1	0	2	0	0
Youth	2	2	2	0	2	0	0
Total	62	44	40	1	43	2	7
Percentage of Respondents		71.0%	64.5%	1.6%	69.4%	3.2%	11.3%

2.5 Did you conduct interviews for the positions?

 Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No Answer
Agriculture, Forestry and Rural Development	1	1		
Central Fiscal Authority	9	6	2	1
Civil Security and Emergency Preparedness	1	1		
Culture	2	2		
Democratic Governance and Civil Society	6	5	1	
Education and Science	4	3	1	
Environmental Protection	1	1		
Health and Social Welfare	6	6		
Judicial Affairs	2	2		
Labour and Employment	6	5	1	
Local Administration	4	4		
Non-Resident Affairs	5	5		
Post and Telecommunications	1			1
Public Services	6	3	3	
Public Utilities	1	1		
Sport	2	2		
Trade and Industry	1	1		
Transport and Infrastructure	2	2		
Youth	2	2		
Total	62	52	8	2
Percentage of Respondents		83.9%	12.9%	3.2%

2.6 How many persons participated in the interviewing of candidate?

Survey responses:

1-1 JIAS Department	Respondents	2	3	4	5	6	7	8	No Answer
Agriculture, Forestry and Rural Development	1		1						
Central Fiscal Authority	9		5		2				2
Civil Security and Emergency Preparedness	1			1					
Culture	2			1		1			
Democratic Governance and Civil Society	6		3	1	1	1			
Education and Science	4				2				2
Environmental Protection	1					1			
Health and Social Welfare	6		3		1				2
Judicial Affairs	2			1	1				
Labour and Employment	6		2		1		1		2
Local Administration	4			1		2		1	
Non-Resident Affairs	5			3	1				1
Post and Telecommunications	1								1
Public Services	6	1	1		1				3
Public Utilities	1	1							
Sport	2		2						
Trade and Industry	1				1				
Transport and Infrastructure	2		1						1
Youth	2		1						1
Total	62	2	19	8	11	5	1	1	15
Percentage of Respondents		3.2%	30.6%	12.9%	17.7%	8.1%	1.6%	1.6%	24.2%

2.7 Where were the interviews conducted?

- In your office
 Other place _____

Survey responses:

1-1 JIAS Department	Respondents	In your office	Other place	All of the above	No answer
Agriculture, Forestry and Rural Development	1				1
Central Fiscal Authority	9		3	3	1
Civil Security and Emergency Preparedness	1	1			
Culture	2	1	1		
Democratic Governance and Civil Society	6	3	3		
Education and Science	4	2	1		1
Environmental Protection	1	1			
Health and Social Welfare	6	5			1
Judicial Affairs	2	2			
Labour and Employment	6		4	1	1
Local Administration	4	1	3		
Non-Resident Affairs	5	5			
Post and Telecommunications	1				1
Public Services	6	2	1		3
Public Utilities	1	1			
Sport	2	2			
Trade and Industry	1	1			
Transport and Infrastructure	2	2			
Youth	2	2			
Total	62	34	16	3	9
Percentage of Respondents		54.8%	25.8%	4.8%	14.5%

2.8 Is this location wheel chair accessible?

- Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1		1	
Central Fiscal Authority	9	4	3	2
Civil Security and Emergency Preparedness	1	1		
Culture	2		2	
Democratic Governance and Civil Society	6	3	3	
Education and Science	4		2	2
Environmental Protection	1		1	
Health and Social Welfare	6		6	
Judicial Affairs	2		2	
Labour and Employment	6	3	3	
Local Administration	4	4		
Non-Resident Affairs	5	3	2	
Post and Telecommunications	1			1
Public Services	6	2	2	2
Public Utilities	1		1	
Sport	2		1	1
Trade and Industry	1		1	
Transport and Infrastructure	2		2	
Youth	2	1	1	
Total	62	21	33	8
Percentage of Respondents		33.9%	53.2%	12.9%

2.9 Did you have standardized questions for each position that were asked to each candidate?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1				1
Central Fiscal Authority	9	7			2
Civil Security and Emergency Preparedness	1	1			
Culture	2	1	1		
Democratic Governance and Civil Society	6	5		1	
Education and Science	4	3			1
Environmental Protection	1	1			
Health and Social Welfare	6	6			
Judicial Affairs	2	2			
Labour and Employment	6	5			1
Local Administration	4	3	1		
Non-Resident Affairs	5	5			
Post and Telecommunications	1				1
Public Services	6	3	1		2
Public Utilities	1	1			
Sport	2	2			
Trade and Industry	1		1		
Transport and Infrastructure	2	2			
Youth	2	2			
Total	62	49	4	1	8
Percentage of Respondents		79.0%	6.5%	1.6%	12.9%

2.10(a) Did you ask each or any candidate about his/her marital status? Yes No

Survey responses:

Ask about marital status?							
1-12 Your Sex	Respondents	Yes	%	No	%	Don't know	No answer
Female	16	2	12.5%	11	68.8%	1	2
Male	42	13	31.0%	24	57.1%	0	5
No answer	4	0	0.0%	3	75.0%	0	1
Total	62	15		38		1	8
% of		24.2%		61.3%		1.6%	12.9%

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1		1		
Central Fiscal Authority	9	1	7		1
Civil Security and Emergency Preparedness	1	1			
Culture	2	1	1		
Democratic Governance and Civil Society	6	1	4	1	
Education and Science	4		2		2
Environmental Protection	1	1			
Health and Social Welfare	6	3	3		
Judicial Affairs	2		1		1
Labour and Employment	6	2	3		1
Local Administration	4		4		
Non-Resident Affairs	5	1	4		
Post and Telecommunications	1				1
Public Services	6	2	2		2
Public Utilities	1		1		
Sport	2		2		
Trade and Industry	1		1		
Transport and Infrastructure	2	1	1		
Youth	2	1	1		
Total	62	15	38	1	8
Percentage of Respondents		24.2%	61.3%	1.6%	12.9%

2.10(b) Did you ask each or any candidate about how many children s/he has? Yes No

Survey responses:

Ask about number of children?							
1-12 Your Sex	Respondents	Yes	%	No	%	Don't know	No answer
Female	16	2	12.5%	11	68.8%	1	2
Male	42	11	26.2%	25	59.5%	0	6
No answer	4	0	0.0%	3	75.0%	0	1
Total	62	13		39		1	9
% of		21.0%		62.9%		1.6%	14.5%

Agriculture, Forestry and Rural Development	1		1		
Central Fiscal Authority	9	1	7		1
Civil Security and Emergency Preparedness	1	1			
Culture	2	1	1		
Democratic Governance and Civil Society	6	1	4	1	
Education and Science	4		2		2
Environmental Protection	1	1			
Health and Social Welfare	6	2	3		1
Judicial Affairs	2		1		1
Labour and Employment	6	2	3		1
Local Administration	4		4		
Non-Resident Affairs	5	1	4		
Post and Telecommunications	1				1
Public Services	6	1	3		2
Public Utilities	1		1		
Sport	2		2		
Trade and Industry	1		1		
Transport and Infrastructure	2	1	1		
Youth	2	1	1		
Total	62	13	39	1	9
Percentage of Respondents		21.0%	62.9%	1.6%	14.5%

2.10(c) Did you ask each or any candidate about his or her age?

Yes No

Survey responses:

Ask about age?							
1-12 Your Sex	Respondents	Yes	%	No	%	Don't know	No answer
Female	16	2	12.5%	11	68.8%	1	2
Male	42	17	40.5%	20	47.6%	0	5
No answer	4	0	0.0%	3	75.0%	0	1
Total	62	19		34		1	8
% of		30.6%		54.8%		1.6%	12.9%

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1		1		
Central Fiscal Authority	9	1	7		1
Civil Security and Emergency Preparedness	1	1			
Culture	2	1	1		
Democratic Governance and Civil Society	6		5	1	
Education and Science	4		2		2
Environmental Protection	1	1			
Health and Social Welfare	6	2	4		
Judicial Affairs	2	1			1
Labour and Employment	6	3	2		1
Local Administration	4		4		
Non-Resident Affairs	5	4	1		
Post and Telecommunications	1				1
Public Services	6	1	3		2
Public Utilities	1		1		
Sport	2	2			
Trade and Industry	1		1		
Transport and Infrastructure	2	1	1		
Youth	2	1	1		
Total	62	19	34	1	8
Percentage of Respondents		30.6%	54.8%	1.6%	12.9%

2.10(d) Did you ask each or any candidate about:
his or her political party affiliation?

Yes No

Survey responses:

Ask about political party?							
1-12 Your Sex	Respondents	Yes	%	No	%	Don't know	No answer
Female	16	2	12.5%	11	68.8%	1	2
Male	42	2	4.8%	35	83.3%	0	5
No answer	4	0	0.0%	3	75.0%	0	1
Total	62	4		49		1	8
% of		6.5%		79.0%		1.6%	12.9%

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1		1		
Central Fiscal Authority	9		8		1
Civil Security and Emergency Preparedness	1		1		
Culture	2		2		
Democratic Governance and Civil Society	6	2	3	1	
Education and Science	4		2		2
Environmental Protection	1		1		
Health and Social Welfare	6		6		
Judicial Affairs	2		1		1
Labour and Employment	6	1	4		1
Local Administration	4		4		
Non-Resident Affairs	5		5		
Post and Telecommunications	1				1
Public Services	6	1	3		2
Public Utilities	1		1		
Sport	2		2		
Trade and Industry	1		1		
Transport and Infrastructure	2		2		
Youth	2		2		
Total	62	4	49	1	8
Percentage of Respondents		6.5%	79.0%	1.6%	12.9%

2.11(a) In which language(s) was the interview conducted?

- Albanian
- Bosnian
- Croatian
- English
- Roma
- Serbian
- Turkish
- Other (s)

Survey responses:

1-1 JIAS Department	Respondents	Albanian	Bosnian -Serbian	English	Other	No Answer
Agriculture, Forestry and Rural Development	1	1	1	1	0	0
Central Fiscal Authority	9	7	2	6	0	4
Civil Security and Emergency Preparedness	1	1	1	1	0	0
Culture	2	2	1	1	2	0
Democratic Governance and Civil Society	6	5	2	4	0	3
Education and Science	4	3	2	2	0	0
Environmental Protection	1	1	1	0	0	0
Health and Social Welfare	6	5	3	6	0	0
Judicial Affairs	2	0	0	1	0	1
Labour and Employment	6	6	5	6	0	0
Local Administration	4	4	1	4	0	0
Non-Resident Affairs	5	5	5	4	1	0
Post and Telecommunications	1	0	0	0	0	1
Public Services	6	2	1	3	0	3
Public Utilities	1	1	0	1	0	0
Sport	2	2	0	2	0	0
Trade and Industry	1	1	0	1	0	0
Transport and Infrastructure	2	1	0	2	0	0
Youth	2	2	1	2	0	0
Total	62	49	26	47	3	12
Percentage of Respondents		79.0%	41.9%	75.8%	4.8%	19.4%

2.11(b) Was interpretation available?

 Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1	1		
Central Fiscal Authority	9	8	1	
Civil Security and Emergency Preparedness	1			1
Culture	2	2		
Democratic Governance and Civil Society	6	5		1
Education and Science	4	3	1	
Environmental Protection	1			1
Health and Social Welfare	6	6		
Judicial Affairs	2	1		1
Labour and Employment	6	5		1
Local Administration	4	4		
Non-Resident Affairs	5	5		
Post and Telecommunications	1			1
Public Services	6	2		4
Public Utilities	1	1		
Sport	2	2		
Trade and Industry	1	1		
Transport and Infrastructure	2	1		1
Youth	2	2		
Total	62	49	2	11
Percentage of Respondents		79.0%	3.2%	17.7%

3. WORKPLACE PRACTICES					
A. Training					
3.1 Is training available to employees?					<input type="checkbox"/> Yes <input type="checkbox"/> No
Survey responses:					
1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1	1			
Central Fiscal Authority	9	9			
Civil Security and Emergency Preparedness	1	1			
Culture	2	2			
Democratic Governance and Civil Society	6	6			
Education and Science	4	2	1		1
Environmental Protection	1	1			
Health and Social Welfare	6	5	1		
Judicial Affairs	2	1			1
Labour and Employment	6	6			
Local Administration	4	4			
Non-Resident Affairs	5	4		1	
Post and Telecommunications	1	1			
Public Services	6	3	1		2
Public Utilities	1	1			
Sport	2	2			
Trade and Industry	1	1			
Transport and Infrastructure	2	1	1		
Youth	2	2			
Total	62	53	4	1	4
Percentage of Respondents		85.5%	6.5%	1.6%	6.5%
3.2 Is there a policy about how employees are selected to attend training? (If yes, please provide a copy of the policy or describe it)					<input type="checkbox"/> Yes <input type="checkbox"/> No
Survey responses:					
1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1				1
Central Fiscal Authority	9	5	2		2
Civil Security and Emergency Preparedness	1				1
Culture	2	1	1		
Democratic Governance and Civil Society	6	2	3		1
Education and Science	4	1	1		2
Environmental Protection	1		1		
Health and Social Welfare	6		5		1
Judicial Affairs	2		1		1
Labour and Employment	6	2	2		2
Local Administration	4	1	2		1
Non-Resident Affairs	5	3	1	1	
Post and Telecommunications	1				1
Public Services	6		3		3
Public Utilities	1		1		
Sport	2		2		
Trade and Industry	1		1		
Transport and Infrastructure	2		2		
Youth	2	1	1		
Total	62	16	29	1	16
Percentage of Respondents		25.8%	46.8%	1.6%	25.8%

B. Office Environment					
3.3(a) Is there a written policy regarding sexual harassment of employees in your office?				<input type="checkbox"/> Yes <input type="checkbox"/> No	
Survey responses:					
1-1 JIAS Department	Respondents	Yes	No	No answer	
Agriculture, Forestry and Rural Development	1		1		
Central Fiscal Authority	9	3	6		
Civil Security and Emergency Preparedness	1			1	
Culture	2		2		
Democratic Governance and Civil Society	6	2	3	1	
Education and Science	4	1	1	2	
Environmental Protection	1		1		
Health and Social Welfare	6	1	5		
Judicial Affairs	2		2		
Labour and Employment	6	1	5		
Local Administration	4	1	2	1	
Non-Resident Affairs	5		5		
Post and Telecommunications	1			1	
Public Services	6		4	2	
Public Utilities	1		1		
Sport	2		2		
Trade and Industry	1		1		
Transport and Infrastructure	2	1	1		
Youth	2		1	1	
Total	62	10	43	9	
Percentage of Respondents		16.1%	69.4%	14.5%	
3.3(b) If yes, is it provided to all employees?				<input type="checkbox"/> Yes <input type="checkbox"/> No	
3.3(c) Please provide a copy with this survey if you answered yes.					
Survey responses:					
1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1				1
Central Fiscal Authority	9	2	1		6
Civil Security and Emergency Preparedness	1				1
Culture	2		1		1
Democratic Governance and Civil Society	6	2	1		3
Education and Science	4		1		3
Environmental Protection	1				1
Health and Social Welfare	6	1	2	1	2
Judicial Affairs	2				2
Labour and Employment	6	1	1		4
Local Administration	4	1	2		1
Non-Resident Affairs	5				5
Post and Telecommunications	1				1
Public Services	6		1		5
Public Utilities	1				1
Sport	2		2		
Trade and Industry	1				1
Transport and Infrastructure	2	1			1
Youth	2				2
Total	62	8	12	1	41
Percentage of Respondents		12.9%	19.4%	1.6%	66.1%
3.4(a) Is there a written policy about discrimination in the workplace?				<input type="checkbox"/> Yes <input type="checkbox"/> No	

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1		1	
Central Fiscal Authority	9	7	2	
Civil Security and Emergency Preparedness	1	1		
Culture	2		2	
Democratic Governance and Civil Society	6	2	3	1
Education and Science	4		2	2
Environmental Protection	1		1	
Health and Social Welfare	6	1	4	1
Judicial Affairs	2		2	
Labour and Employment	6	3	3	
Local Administration	4	2	1	1
Non-Resident Affairs	5	1	4	
Post and Telecommunications	1			1
Public Services	6	1	4	1
Public Utilities	1		1	
Sport	2		2	
Trade and Industry	1		1	
Transport and Infrastructure	2	1	1	
Youth	2		1	1
Total	62	19	35	8
Percentage of Respondents		30.6%	56.5%	12.9%

3.4(b) If yes, is it provided to all employees?

Yes No

3.4(c) Please provide a copy with this survey if you answered yes.

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1				1
Central Fiscal Authority	9	7			2
Civil Security and Emergency Preparedness	1	1			
Culture	2		1		1
Democratic Governance and Civil Society	6	2	1		3
Education and Science	4		1		3
Environmental Protection	1				1
Health and Social Welfare	6	1	2	1	2
Judicial Affairs	2				2
Labour and Employment	6	2			4
Local Administration	4	2	1		1
Non-Resident Affairs	5	1			4
Post and Telecommunications	1				1
Public Services	6	1			5
Public Utilities	1				1
Sport	2		1		1
Trade and Industry	1				1
Transport and Infrastructure	2	1			1
Youth	2				2
Total	62	18	7	1	36
Percentage of Respondents		29.0%	11.3%	1.6%	58.1%

3.5(a) Is there a written policy on accommodation of persons with disabilities?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1		1	
Central Fiscal Authority	9		9	
Civil Security and Emergency Preparedness	1			1
Culture	2		2	
Democratic Governance and Civil Society	6		5	1
Education and Science	4		2	2
Environmental Protection	1		1	
Health and Social Welfare	6		6	
Judicial Affairs	2		2	
Labour and Employment	6	1	5	
Local Administration	4	1	1	2
Non-Resident Affairs	5		5	
Post and Telecommunications	1			1
Public Services	6		5	1
Public Utilities	1		1	
Sport	2		2	
Trade and Industry	1		1	
Transport and Infrastructure	2		2	
Youth	2		1	1
Total	62	2	51	9
Percentage of Respondents		3.2%	82.3%	14.5%

3.5(b) If yes, is it provided to all employees?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1			1
Central Fiscal Authority	9		1	8
Civil Security and Emergency Preparedness	1			1
Culture	2		1	1
Democratic Governance and Civil Society	6		2	4
Education and Science	4		1	3
Environmental Protection	1			1
Health and Social Welfare	6		3	3
Judicial Affairs	2			2
Labour and Employment	6	1	1	4
Local Administration	4	1	1	2
Non-Resident Affairs	5			5
Post and Telecommunications	1			1
Public Services	6			6
Public Utilities	1			1
Sport	2		2	
Trade and Industry	1			1
Transport and Infrastructure	2		2	
Youth	2			2
Total	62	2	14	46
Percentage of Respondents		3.2%	22.6%	74.2%

3.6(a) Do you allow employees to take days off for religious holidays, not scheduled as 'official' holidays?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1	1		
Central Fiscal Authority	9	6	3	
Civil Security and Emergency Preparedness	1	1		
Culture	2	1	1	
Democratic Governance and Civil Society	6	3	1	2
Education and Science	4	2	1	1
Environmental Protection	1	1		
Health and Social Welfare	6	4	2	
Judicial Affairs	2	1		1
Labour and Employment	6	5		1
Local Administration	4	3	1	
Non-Resident Affairs	5	5		
Post and Telecommunications	1			1
Public Services	6	2	3	1
Public Utilities	1	1		
Sport	2		2	
Trade and Industry	1	1		
Transport and Infrastructure	2	1	1	
Youth	2	2		
Total	62	40	15	7
Percentage of Respondents		64.5%	24.2%	11.3%

3.6(b) If yes, are employees aware of this?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1				1
Central Fiscal Authority	9	3			6
Civil Security and Emergency Preparedness	1	1			
Culture	2	1			1
Democratic Governance and Civil Society	6	1	1		4
Education and Science	4	2			2
Environmental Protection	1				1
Health and Social Welfare	6	3	1		2
Judicial Affairs	2				2
Labour and Employment	6	4			2
Local Administration	4	3	1		
Non-Resident Affairs	5	4			1
Post and Telecommunications	1			1	
Public Services	6	2			4
Public Utilities	1	1			
Sport	2		2		
Trade and Industry	1	1			
Transport and Infrastructure	2	1	1		
Youth	2	1	1		
Total	62	28	7	1	26
Percentage of Respondents		45.2%	11.3%	1.6%	41.9%

3.7(a) Do national and international staff members at equivalent professional levels in your department have the same responsibilities and authority?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1	1			
Central Fiscal Authority	9	3	2		4
Civil Security and Emergency Preparedness	1	1			
Culture	2	2			
Democratic Governance and Civil Society	6	4	1		1
Education and Science	4	1	1		2
Environmental Protection	1		1		
Health and Social Welfare	6	3	1		2
Judicial Affairs	2	1	1		
Labour and Employment	6	2	3		1
Local Administration	4	1	2		1
Non-Resident Affairs	5	4		1	
Post and Telecommunications	1	1			
Public Services	6	5			1
Public Utilities	1	1			
Sport	2	2			
Trade and Industry	1	1			
Transport and Infrastructure	2	2			
Youth	2		2		
Total	62	35	14	1	12
Percentage of Respondents		56.5%	22.6%	1.6%	19.4%

3.7(b) If not, please explain.

Survey responses:

3-7b Nat/Internat (memo)
Under CFA Reg. there are generally equal responsibilities for Co-Heads but there are two specified occasions where responsibility is only for international Co-Head. Otherwise it there are "shadow" positions not usually the case, the intention is to have equal responsibility.
Administration is under UNMIK. Responsibility and authorizations remain to UNMIK.
They [Internationals] have the advantage to take initiative, make decisions and contacts.
Our positions are not equal
Formally yes, factually not. Material is translated into English, but the quality and delays in translation make that local staff is only informed and not involved in the process
We are informed of results only after the fact [but not authentic participants in decision-making]
There is collegial cooperation where Kosovar professional staff is in advisory rather than decision-making position.
Some nationals with legal degrees are in administrative positions with no chance of internal promotion based upon merit
Generally yes, but responsibilities vary with skill and experience.
We [internationals] are still building their capacity
Internationals are authorized to make decisions where it concerns finances, and to sign the same ones, as well
In finance sector, and in other sectors, as well, responsibilities are not equal
Only internationals can sign on issues that deal with finances
On minority issues, internationals have more competencies
In principle yes, in practice it is dependent on level of competence.
On going
Car usage, telephones

3.8(a) Do you allocate office space, equipment, supplies and other resources equally to national and international staff?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1	1		
Central Fiscal Authority	9	9		
Civil Security and Emergency Preparedness	1	1		
Culture	2	2		
Democratic Governance and Civil Society	6	5	1	
Education and Science	4	4		
Environmental Protection	1	1		
Health and Social Welfare	6	4	2	
Judicial Affairs	2	1	1	
Labour and Employment	6	5		1
Local Administration	4	4		
Non-Resident Affairs	5	5		
Post and Telecommunications	1			1
Public Services	6	5		1
Public Utilities	1	1		
Sport	2	2		
Trade and Industry	1	1		
Transport and Infrastructure	2	2		
Youth	2	2		
Total	62	55	4	3
Percentage of Respondents		88.7%	6.5%	4.8%

3.8(b) If not, please explain.

Survey responses:

3-8b Resource support (memo)
Yes, except KCB staff can not drive our OSCE vehicle because of insurance restrictions
We can not because of UN rules
Sometimes by circumventing U.N. Rules
Only international staff have telephone pin numbers or health insurance
Although resources for internationals are not allocated from KCB
There are differencies in budget

3.9(a) U.N. resolution 1244 provides for a 'transitional administration while establishing and overseeing the development of provisional democratic self-governing institutions to ensure conditions for a peaceful and normal life for all inhabitants of Kosovo.' Given that the international presence in JIAS is intended to provide advisory support in capacity-building and skills-training for the development of Kosovar self-governance, does your department have a plan or strategy for transferring responsibility and authority to national staff?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1			1
Central Fiscal Authority	9	2	3	4
Civil Security and Emergency Preparedness	1	1		
Culture	2	2		
Democratic Governance and Civil Society	6	4		2
Education and Science	4	2	1	1
Environmental Protection	1		1	
Health and Social Welfare	6	6		
Judicial Affairs	2	1	1	
Labour and Employment	6	3	2	1
Local Administration	4	3	1	
Non-Resident Affairs	5	5		
Post and Telecommunications	1	1		
Public Services	6	3	1	2
Public Utilities	1	1		
Sport	2	2		
Trade and Industry	1	1		
Transport and Infrastructure	2	1		1
Youth	2	2		
Total	62	40	10	12
Percentage of Respondents		64.5%	16.1%	19.4%

3.9(b) Please attach strategy, or explain in brief.

Survey responses:

3-9b Transfer strategy (memo)	
Responsibility and authority are not "Transferred." The Department was conceived as fully national with responsibility and authority.	
Currently there is a hiring process for a considerable number of locals. Until June we expect to promote local staff that has already gained experience, but the same promotions are not expected for local staff at the highest levels.	
For the moment there are no top manager positions that are filled, but we are now in the phase of making appointments up to the level of deputy director by June.	
We may not have a formal plan but the international staff have, as part of their scope of work, the need to train local staff	
This department has been trying to operate with as few internationals as possible and give authorities to locals asap [as soon as possible]. This is continuing.	
Kosovarisation of the Department	
Hiring new staff and training present staff for transfer of responsibility	
No, sensitive material	
In process	
Departmental staffing	
It is designed to transfer responsibilities towards the national with an assistance of the international staff	
Strategy is extensive and cannot be explained in brief	
Working closely together; organizing training; other	
Documents are fundamental and are valid for the whole UNMIK	
Department implements capacity building projects for Kosovar municipal staff members for further transfer of responsibilities to national staff.	
Regulation 2000/45 on local self-governance	
The transfer of competencies will be towards the national staff until the end of the year 2001. Then, the international Co-Head will remain in an advisory position.	
All UNMIK policies are distributed among international and local UNMIK staff. National Co-Head, Mr. Morina, should provide the same for KCB Staff.	
Since the beginning of this year there has been a transfer of responsibility from internationals to local staff for the registration of vehicles in Prizren.	
A strategy is being prepared during this month.	
We are working on it.	

3.10	
3.11 Are your offices wheel chair accessible?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1		1	
Central Fiscal Authority	9	3	6	
Civil Security and Emergency Preparedness	1		1	
Culture	2		2	
Democratic Governance and Civil Society	6	3	3	
Education and Science	4	1	2	1
Environmental Protection	1		1	
Health and Social Welfare	6	2	4	
Judicial Affairs	2		2	
Labour and Employment	6		5	1
Local Administration	4	4		
Non-Resident Affairs	5	3	2	
Post and Telecommunications	1	1		
Public Services	6	2	3	1
Public Utilities	1		1	
Sport	2		2	
Trade and Industry	1		1	
Transport and Infrastructure	2		2	
Youth	2		1	1
Total	62	19	39	4
Percentage of Respondents		30.6%	62.9%	6.5%

C. Promotions**3.12(a)** Are promotions possible in your Department? Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1	1			
Central Fiscal Authority	9	9			
Civil Security and Emergency Preparedness	1	1			
Culture	2		2		
Democratic Governance and Civil Society	6	5			1
Education and Science	4	3			1
Environmental Protection	1	1			
Health and Social Welfare	6		2	1	3
Judicial Affairs	2	1	1		
Labour and Employment	6	5			1
Local Administration	4	2	1		1
Non-Resident Affairs	5	5			
Post and Telecommunications	1				1
Public Services	6	5			1
Public Utilities	1	1			
Sport	2	2			
Trade and Industry	1	1			
Transport and Infrastructure	2	2			
Youth	2	2			
Total	62	46	6	1	9
Percentage of Respondents		74.2%	9.7%	1.6%	14.5%

<p>3.12(b) Upon what criteria (to your knowledge) is a promotion granted? Please describe below if your department's criteria is not listed on the right:</p>	<input type="checkbox"/> Seniority <input type="checkbox"/> Job well-done (merit) <input type="checkbox"/> Political party support <input type="checkbox"/> Family status <input type="checkbox"/> Personal connections
--	---

Survey responses:

1-1 JIAS Department	Respondents	Merit	Seniority	No answer
Agriculture, Forestry and Rural Development	1	1		
Central Fiscal Authority	9	9		
Civil Security and Emergency Preparedness	1		1	
Culture	2			2
Democratic Governance and Civil Society	6	3	1	2
Education and Science	4	1	1	2
Environmental Protection	1	1		
Health and Social Welfare	6	2		4
Judicial Affairs	2	1		1
Labour and Employment	6	5		1
Local Administration	4	1		3
Non-Resident Affairs	5	5		
Post and Telecommunications	1			1
Public Services	6	3	1	2
Public Utilities	1		1	
Sport	2		2	
Trade and Industry	1	1		
Transport and Infrastructure	2	2		
Youth	2	1	1	
Total	62	36	8	18
Percentage of Respondents		58.1%	12.9%	29.0%

<p>3.12(c) If yes, is there a written policy concerning promotions?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
--	--

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1		1		
Central Fiscal Authority	9	3	3		3
Civil Security and Emergency Preparedness	1				1
Culture	2		1	1	
Democratic Governance and Civil Society	6	2	3		1
Education and Science	4	2	2		
Environmental Protection	1		1		
Health and Social Welfare	6		3	1	2
Judicial Affairs	2		1		1
Labour and Employment	6		3		3
Local Administration	4	1	1		2
Non-Resident Affairs	5		5		
Post and Telecommunications	1				1
Public Services	6		5		1
Public Utilities	1		1		
Sport	2		2		
Trade and Industry	1		1		
Transport and Infrastructure	2		1		1
Youth	2		1		1
Total	62	8	35	2	17
Percentage of Respondents		12.9%	56.5%	3.2%	27.4%

3.12(d) If there is a written policy, is it available to all employees and given to new employees when they are hired?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	Don't know	No answer
Agriculture, Forestry and Rural Development	1				1
Central Fiscal Authority	9	3	1		5
Civil Security and Emergency Preparedness	1				1
Culture	2			1	1
Democratic Governance and Civil Society	6	1	1		4
Education and Science	4	1	3		
Environmental Protection	1				1
Health and Social Welfare	6		1		5
Judicial Affairs	2		1		1
Labour and Employment	6				6
Local Administration	4	1			3
Non-Resident Affairs	5		1		4
Post and Telecommunications	1				1
Public Services	6				6
Public Utilities	1				1
Sport	2		2		
Trade and Industry	1		1		
Transport and Infrastructure	2		1		1
Youth	2				2
Total	62	6	12	1	43
Percentage of Respondents		9.7%	19.4%	1.6%	69.4%

D. Retention of Employees

3.13 Have you had any employees quit?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1	1		
Central Fiscal Authority	9	8	1	
Civil Security and Emergency Preparedness	1		1	
Culture	2	1	1	
Democratic Governance and Civil Society	6	3	3	
Education and Science	4	3		1
Environmental Protection	1	1		
Health and Social Welfare	6	2	4	
Judicial Affairs	2	2		
Labour and Employment	6	3	1	2
Local Administration	4	3	1	
Non-Resident Affairs	5	2	3	
Post and Telecommunications	1			1
Public Services	6	3	2	1
Public Utilities	1	1		
Sport	2		2	
Trade and Industry	1	1		
Transport and Infrastructure	2	1	1	
Youth	2	2		
Total	62	37	20	5
Percentage of Respondents		59.7%	32.3%	8.1%

3.14 Did they provide a reason for quitting?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1		1	
Central Fiscal Authority	9	6		3
Civil Security and Emergency Preparedness	1			1
Culture	2	1		1
Democratic Governance and Civil Society	6	3	1	2
Education and Science	4	3		1
Environmental Protection	1		1	
Health and Social Welfare	6	2	2	2
Judicial Affairs	2		1	1
Labour and Employment	6	2		4
Local Administration	4	3	1	
Non-Resident Affairs	5	2	1	2
Post and Telecommunications	1			1
Public Services	6	2	2	2
Public Utilities	1	1		
Sport	2			2
Trade and Industry	1	1		
Transport and Infrastructure	2		2	
Youth	2	2		
Total	62	28	12	22
Percentage of Respondents		45.2%	19.4%	35.5%

3.15 Please check all of the reasons employees have quit if you know the reasons or describe below if the reasons are not in the list to the right.

- End of contract
- Better job offer
- Returned to school
- Salary too low
- Job too demanding
- Transport problems
- Family responsibility

Survey responses:

1-1 JIAS Department	Respondents	Better job offer	End of contract	Family responsibility	Returned to school	Salary too low	Transport problems	No answer
Agriculture, Forestry and Rural Development	1	1						
Central Fiscal Authority	9	6				3		
Civil Security and Emergency Preparedness	1							1
Culture	2		1					1
Democratic Governance and Civil Society	6	1			3			2
Education and Science	4	1	2					1
Environmental Protection	1						1	
Health and Social Welfare	6	2						4
Judicial Affairs	2	1			1			
Labour and Employment	6		2			1		3
Local Administration	4		2					2
Non-Resident Affairs	5			2				3
Post and Telecommunications	1							1
Public Services	6	2	2					2
Public Utilities	1	1						
Sport	2							2
Trade and Industry	1			1				
Transport and Infrastructure	2						1	1
Youth	2	1	1					
Total	62	16	10	3	4	4	2	23
Percentage of Respondents		25.8%	16.1%	4.8%	6.5%	6.5%	3.2%	37.1%

E. Accommodation

3.16 What are your office's working hours?

8:30am to 5:30pm

9am to 6pm

Other _____

Survey responses:

1-1 JIAS Department	Respondents	8:30am to 5:30pm	9am to 6pm	Other
Agriculture, Forestry and Rural Development	1	1		
Central Fiscal Authority	9	9		
Civil Security and Emergency Preparedness	1	1		
Culture	2	1	1	
Democratic Governance and Civil Society	6	6		
Education and Science	4	3		1
Environmental Protection	1	1		
Health and Social Welfare	6	6		
Judicial Affairs	2	2		
Labour and Employment	6	5		1
Local Administration	4	3		1
Non-Resident Affairs	5	5		
Post and Telecommunications	1	1		
Public Services	6	2		4
Public Utilities	1	1		
Sport	2	2		
Trade and Industry	1	1		
Transport and Infrastructure	2	2		
Youth	2	2		
Total	62	54	1	7
Percentage of Respondents		87.1%	1.6%	11.3%

3.17 Do you allow employees to work different hours when possible?

Yes No

Survey responses:

1-1 JIAS Department	Respondents	Yes	No	No answer
Agriculture, Forestry and Rural Development	1	1		
Central Fiscal Authority	9	7	2	
Civil Security and Emergency Preparedness	1	1		
Culture	2	2		
Democratic Governance and Civil Society	6	5		1
Education and Science	4	3	1	
Environmental Protection	1	1		
Health and Social Welfare	6	5	1	
Judicial Affairs	2		1	1
Labour and Employment	6	5		1
Local Administration	4	4		
Non-Resident Affairs	5	5		
Post and Telecommunications	1			1
Public Services	6	2	2	2
Public Utilities	1	1		
Sport	2	2		
Trade and Industry	1	1		
Transport and Infrastructure	2	1	1	
Youth	2	2		
Total	62	48	8	6
Percentage of Respondents		77.4%	12.9%	9.7%

4. HIRING AND PROMOTION GOALS	
<p>4.1 Have you developed and implemented short-term (one to three years) hiring goals?</p> <p>4.1(a) Women</p> <p>4.1(b) Minorities</p> <p>4.1(c) Persons with Disabilities</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>4.2 Have you developed and implemented short-term (one to three years) promotion goals for all under-represented designated groups?</p> <p>4.2(a) Women</p> <p>4.2(b) Minorities</p> <p>4.2(c) Persons with Disabilities</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

Survey responses:

	Respondents	Women					
		Promotion			Hiring		
		Yes	No	No answer	Yes	No	No answer
1-1 JIAS Department							
Agriculture, Forestry and Rural Development	1			1			1
Central Fiscal Authority	9	1	7	1	2	6	1
Civil Security and Emergency Preparedness	1	1					1
Culture	2		1	1		1	1
Democratic Governance and Civil Society	6	1	3	2	2	2	2
Education and Science	4	3		1	3		1
Environmental Protection	1		1			1	
Health and Social Welfare	6	2	3	1	3	2	1
Judicial Affairs	2		1	1	1	1	
Labour and Employment	6	3	2	1	4	2	
Local Administration	4		1	3		1	3
Non-Resident Affairs	5	2	1	2	2	1	2
Post and Telecommunications	1			1			1
Public Services	6	1	3	2	1	3	2
Public Utilities	1		1			1	
Sport	2		2		2		
Trade and Industry	1		1			1	
Transport and Infrastructure	2		1	1	1	1	
Youth	2		1	1	1		1
Total	62	14	29	19	22	23	17
Percentage of Respondents		22.6%	46.8%	30.6%	35.5%	37.1%	27.4%

		Minorities					
		Promotion			Hiring		
		Yes	No	No answer	Yes	No	No answer
1-1 JIAS Department	Respondents						
Agriculture, Forestry and Rural Development	1			1			1
Central Fiscal Authority	9	1	7	1	2	6	1
Civil Security and Emergency Preparedness	1	1			1		
Culture	2	1		1	1		1
Democratic Governance and Civil Society	6	1	2	3	2	1	3
Education and Science	4	2		2	3		1
Environmental Protection	1		1			1	
Health and Social Welfare	6	2	3	1	4	1	1
Judicial Affairs	2		1	1	1	1	
Labour and Employment	6	3	2	1	4	1	1
Local Administration	4		1	3		1	3
Non-Resident Affairs	5	2	1	2	2	1	2
Post and Telecommunications	1			1			1
Public Services	6	1	1	4	1	1	4
Public Utilities	1		1			1	
Sport	2		2		2		
Trade and Industry	1		1			1	
Transport and Infrastructure	2		1	1		1	1
Youth	2		1	1	1		1
Total	62	14	25	23	24	17	21
Percentage of Respondents		22.6%	40.3%	37.1%	38.7%	27.4%	33.9%

		Persons w/Disability					
		Promotion			Hiring		
		Yes	No	No answer	Yes	No	No answer
1-1 JIAS Department	Respondents						
Agriculture, Forestry and Rural Development	1			1			1
Central Fiscal Authority	9	1	7	1	1	7	1
Civil Security and Emergency Preparedness	1			1			1
Culture	2		1	1		1	1
Democratic Governance and Civil Society	6		3	3	1	2	3
Education and Science	4	1	1	2	1	2	1
Environmental Protection	1		1			1	
Health and Social Welfare	6	2	3	1	2	2	2
Judicial Affairs	2		1	1		2	
Labour and Employment	6	3	2	1	3	2	1
Local Administration	4		1	3		1	3
Non-Resident Affairs	5		3	2		3	2
Post and Telecommunications	1			1			1
Public Services	6	1	1	4	1	1	4
Public Utilities	1		1			1	
Sport	2		2		2		
Trade and Industry	1		1			1	
Transport and Infrastructure	2		1	1		1	1
Youth	2		1	1		1	1
Total	62	14	30	24	11	28	23
Percentage of Respondents		22.6%	48.4%	38.7%	17.7%	45.2%	37.1%

Please make any further comments you wish below. Thank you for completing this survey!

**3.1(a) JIAS Staff Composition Data: KCB, Local and International Pillar Staff
(Summary)**

	Available Positions	Filled Positions	Vacant Positions¹
KCB			
Professional	706	568	138
Admin	632	559	73
Subtotal	1338	1127	211
Local (EU, OSCE, UN)			
Professional	63	49	14
Admin ²	103	132	-29
Subtotal	166	181	-15
Intl (EU, OSCE, UN)			
Professional ³	320	321	-1
Admin ⁴	54	55	-1
Subtotal	374	376	-2
Total	1878	1684	194

¹ Some JIAS departments appear to be “overstaffed” as by they had more positions filled than total available positions for the given classification of employee. Perhaps the personnel completing the Department Staff Composition table understood the term “available positions” as “vacant positions” rather than the surveyor's intended “total positions allocated.”

² Staff data submitted by the Central Fiscal Authority, Civil Security and Emergency Preparedness, and Public Services departments showed more “filled” positions than total positions “available.”

³ Staff data submitted by the Central Fiscal Authority and Civil Security and Emergency Preparedness departments showed more “filled” positions than total positions “available.”

⁴ Staff data submitted by the Transport and Infrastructure department showed more “filled” positions than total positions “available.”

**3.1(b) JIAS Staff Composition Data: KCB, Local and International Pillar Staff
(Detailed)**

JIAS Department	1-1 Positions avail total	1-1 Positions avail prof	1-1 Positions avail admin	1-1a KCB avail total	1-1a KCB avail prof	1-1a KCB avail admin	1-1b Local avail total	1-1b Local avail prof	1-1b Local avail admin	1-1c Int'l avail total	1-1c Int'l avail prof	1-1c Int'l avail admin	1-2 Positions filled total	1-2 Positions filled prof	1-2 Positions filled admin	1-2a KCB filled total	1-2a KCB filled prof	1-2a KCB filled admin	1-2b Local filled total	1-2b Local filled prof	1-2b Local filled admin	1-2c Int'l filled total	1-2c Int'l filled prof	1-2c Int'l filled admin
Agriculture, Forestry and Rural Development	387	357	30	366	344	22	7	1	6	14	12	2	386	356	30	366	344	22	7	1	6	13	11	2
Central Fiscal Authority	149	122	27	126	100	26	11	10	1	12	12	0	101	62	39	66	46	20	20	1	19	15	15	0
Civil Security and Emergency Preparedness	6	6	0	3	3	0	0	0	0	3	3	0	46	31	15	11	11	0	15	0	15	20	20	0
Culture	20	15	5	9	7	2	3	1	2	8	7	1	17	12	5	9	7	2	3	1	2	5	4	1
Democratic Governance and Civil Society	35	23	12	17	12	5	7	0	7	11	11	0	19	12	7	5	3	2	5	0	5	9	9	0
Education and Science	71	56	15	43	41	2	8	4	4	20	11	9	35	20	15	9	7	2	6	2	4	20	11	9
Environmental Protection	38	29	9	28	24	4	3	0	3	7	5	2	29	23	6	23	20	3	2	0	2	4	3	1
Health and Social Welfare	82	55	27	44	27	17	9	2	7	29	26	3	68	47	21	32	21	11	8	1	7	28	25	3
Judicial Affairs	79	42	37	20	12	8	13	0	13	46	30	16	71	35	36	13	6	7	13	0	13	45	29	16
Labour and Employment	13	7	6	5	3	2	3	0	3	5	4	1	13	7	6	5	3	2	3	0	3	5	4	1
Local Administration	34	22	12	5	5	0	9	0	9	20	17	3	20	8	12	4	3	1	8	0	8	8	5	3
Non-Resident Affairs	34	32	2	27	26	1	2	2	0	5	4	1	31	29	2	24	23	1	2	2	0	5	4	1
Post and Telecommunications	17	12	5	0	0	0	5	1	4	12	11	1	30	24	6	15	13	2	4	1	3	11	10	1
Public Services	682	120	562	561	32	529	26	4	22	95	84	11	605	97	508	488	14	474	27	4	23	90	79	11
Public Utilities	51	43	8	30	25	5	15	12	3	6	6	0	30	26	4	9	8	1	15	12	3	6	6	0
Reconstruction	86	74	12	22	21	1	20	10	10	44	43	1	83	71	12	22	21	1	18	8	10	43	42	1
Sport	22	14	8	15	12	3	3	0	3	4	2	2	14	8	6	7	6	1	3	0	3	4	2	2
Trade and Industry	55	50	5	2	2	0	20	16	4	33	32	1	55	50	5	2	2	0	20	16	4	33	32	1
Transport and Infrastructure	6	4	2	4	4	0	2	0	2	0	0	0	20	14	6	6	4	2	2	0	2	12	10	2
Youth	11	6	5	11	6	5	0	0	0	0	0	0	11	6	5	11	6	5	0	0	0	0	0	0
	1878	1089	789	1338	706	632	166	63	103	374	320	54	1684	938	746	1127	568	559	181	49	132	376	321	55

Annex 3 – JIAS Staff Composition Report

3.2(a) JIAS KCB Staff (Summary)						
Total KCB JIAS Staff	339	764				1103
KCB Women	339					339
KCB Men		764				764
Professional	82	478				560
Administrative		257	286			543
Minorities			4	22		26
Persons with Disability				1	2	3
Minorities with Disability					0	0

3.2(b) JIAS Local Staff –EU, OSCE, UN (Summary)						
Total JIAS Local Staff	66	111				177
Women	66					66
Men		111				111
Professional	14	29				43
Administrative		52	82			134
Minorities			0	1		1
Persons with Disability				0	0	0
Minorities with Disability					0	0

3.2(c) JIAS International Staff –EU, OSCE, UN (Summary)						
Total JIAS International Staff	118	198				316
Int'l Women	118					118
Int'l Men		198				198
Professional	78	185				263
Administrative		198	13			211
Persons with disabilities			0	0	0	0

3.3(a) JIAS KCB Staff (Detailed)

JIAS Department	1-3a KCB women total	1-3a KCB women prof	1-3a KCB women admin	1-3a KCB men total	1-3a KCB men prof	1-3a KCB men admin	1-3a KCB women total min	1-3a KCB women prof min	1-3a KCB women admin min	1-3a KCB men total min	1-3a KCB men prof min	1-3a KCB men admin min	1-3a KCB women total dis	1-3a KCB women prof dis	1-3a KCB women admin dis	1-3a KCB men total dis	1-3a KCB men prof dis	1-3a KCB men admin dis	1-3a KCB women total min/dis	1-3a KCB women prof min/dis	1-3a KCB women admin min/dis	1-3a KCB men total min/dis	1-3a KCB men prof min/dis	1-3a KCB men admin min/dis
Agriculture, Forestry and Rural Development	21	13	8	345	331	14	1	1	0	13	12	1	0	0	0	0	0	0	0	0	0	0	0	0
Central Fiscal Authority	27	18	9	39	29	10	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
Civil Security and Emergency Preparedness	0	0	0	11	11	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Culture	5	4	1	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Democratic Governance and Civil Society	2	0	2	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Education and Science	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Protection	5	4	1	18	16	2	1	1	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Health and Social Welfare	11	4	7	21	18	3	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Judicial Affairs	4	1	3	9	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Labour and Employment	2	0	2	3	3	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Local Administration	1	1	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Resident Affairs	9	8	1	17	17	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Post and Telecommunications	5	4	1	10	9	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Services	224	9	215	250	5	245	6	0	6	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0
Public Utilities	2	1	1	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reconstruction	9	8	1	11	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sport	5	4	1	2	2	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
Trade and Industry	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport and Infrastructure	2	0	2	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Youth	4	2	2	7	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	339	82	257	764	478	286	10	4	6	22	21	1	1	0	1	2	1	1	0	0	0	0	0	0

3.3(b) JIAS Local Staff –EU, OSCE, UN (detailed)

JIAS Department	1-3b Local women total	1-3b Local women prof	1-3b Local women admin	1-3b Local men total	1-3b Local men prof	1-3b Local men admin	1-3b Local women total min	1-3b Local women prof min	1-3b Local women admin min	1-3b Local men total min	1-3b Local men prof min	1-3b Local men admin min	1-3b Local women total dis	1-3b Local women prof dis	1-3b Local women admin dis	1-3b Local men total dis	1-3b Local men prof dis	1-3b Local men admin dis	1-3b Local women total min/dis	1-3b Local women prof min/dis	1-3b Local women admin min/dis	1-3b Local men total min/dis	1-3b Local men prof min/dis	1-3b Local men admin min/dis
Agriculture...	2	0	2	5	1	4	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CFA	4	1	3	16	1	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Civil Security...	5	0	5	10	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Culture	2	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Democratic Gov...	0	0	0	5	0	5	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Education...	2	0	2	4	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environment...	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health...	3	0	3	5	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Judicial...	8	0	8	5	0	5	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Labour...	1	0	1	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Local Admin...	7	0	7	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Resident...	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Post and Tel...	1	0	1	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Serv...	13	2	11	14	2	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Util...	6	6	0	6	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recon...	2	0	2	14	5	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sport	1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trade...	4	1	3	14	13	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport...	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Youth	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66	14	52	111	29	82	4	0	4	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

3.3(c) JIAS International Staff –EU, OSCE, UN (Detailed)

JIAS Department	1-3c Int'l women total	1-3c Int'l women prof	1-3c Int'l women admin	1-3c Int'l men total	1-3c Int'l men prof	1-3c Int'l men admin	1-3c Int'l women total dis	1-3c Int'l women prof dis	1-3c Int'l women admin dis	1-3c Int'l men total dis	1-3c Int'l men prof dis	1-3c Int'l men admin dis
Agriculture, Forestry and Rural Development	4	2	2	9	9	0	0	0	0	0	0	0
Central Fiscal Authority	0	0	0	0	0	0	0	0	0	0	0	0
Civil Security and Emergency Preparedness	3	3	0	17	17	0	0	0	0	0	0	0
Culture	4	3	1	1	1	0	0	0	0	0	0	0
Democratic Governance and Civil Society	6	6	0	3	3	0	0	0	0	0	0	0
Education and Science	8	5	3	0	0	0	0	0	0	0	0	0
Environmental Protection	1	0	1	4	4	0	0	0	0	0	0	0
Health and Social Welfare	15	12	3	12	12	0	0	0	0	0	0	0
Judicial Affairs	26	15	11	19	14	5	0	0	0	0	0	0
Labour and Employment	2	1	1	3	3	0	0	0	0	0	0	0
Local Administration	10	5	5	10	6	4	0	0	0	0	0	0
Non-Resident Affairs	2	1	1	3	3	0	0	0	0	0	0	0
Post and Telecommunications	2	1	1	9	9	0	0	0	0	0	0	0
Public Services	21	13	8	69	67	2	0	0	0	0	0	0
Public Utilities	1	1	0	0	0	0	0	0	0	0	0	0
Reconstruction	4	4	0	36	35	1	0	0	0	0	0	0
Sport	1	0	1	3	2	1	0	0	0	0	0	0
Trade and Industry	3	3	0	0	0	0	0	0	0	0	0	0
Transport and Infrastructure	5	3	2	0	0	0	0	0	0	0	0	0
Youth	0	0	0	0	0	0	0	0	0	0	0	0
Subtotals	118	78	40	198	185	13	0	0	0	0	0	0

Annex 3 - JIAS Staff Composition Report

Staff Composition Data Submission Details:

JIAS Department	Contact Person	Date
Agriculture, Forestry and Rural Development	Fellanza Balaj	10-May-01
Central Fiscal Authority		
Civil Security and Emergency Preparedness	Rizvana	30-May-01
Culture	Elizabeth Witcher	18-May-01
Democratic Governance and Civil Society	Edina Halapi & Izet Qeliqi	21-May-01
Education and Science	Maryanna Schmuki	22-May-01
Environmental Protection	Asha Kibula	20-Mar-01
Health and Social Welfare	Genet Wolde-Amanuel	28-Mar-01
Judicial Affairs	Anthony Ricci	25-May-01
Labour and Employment	S. Dotherstein	20-Mar-01
Local Administration	Gunay Sadikhova	23-Mar-01
Non-Resident Affairs	Hatixhe Hoxha	17-May-01
Post and Telecommunications	Ivana Kristo	16-May-01
Public Services	Tom Touk, Bola Olatunji et al.	24-Apr-01
Public Utilities	Avni Jashari	28-May-01
Reconstruction	Abas Ajvazi	29-May-01
Sport	Ljuljeta Krasniqi	22-Mar-01
Trade and Industry		17-May-01
Transport and Infrastructure	D. Ngangmuta	30-May-01
Youth		

Participants in Co-head Interviews:

1-1 JIAS Department	Co-head Interviews
Agriculture, Forestry and Rural Development	Dragan Nikolic, Maurizio Farinelli
Central Fiscal Authority	Ali Sadriu, Tony Preston-Stanley
Civil Security and Emergency Preparedness	Bislrim Zyrapi
Culture	Edi Shukriu, Gonzalo Retamal
Democratic Governance and Civil Society	Vjosa Dobruna, Robert Pulver
Education and Science	Naim Rrustemaj, Ed Burke (Acting Co-head)
Environmental Protection	Shefqet Pecani
Health and Social Welfare	Hannu Vuori
Judicial Affairs	Nekibe Kelmendi
Labour and Employment	Randjel Nojkic, Lajos Hethy
Local Administration	Agim Koshi, Didier Louis
Non-Resident Affairs	Hydajet Hyseni, Juozas Kazlas
Post and Telecommunications	Lesar Rainer
Public Services	
Public Utilities	Gjergi Rrapi, Walter Van Dam
Reconstruction	Dukagjin Manxhuka (Deputy Co-head)
Sport	V.P. RAO Biyyala (Acting Co-head)
Trade and Industry	Tim O'Neill
Transport and Infrastructure	Nait Babuna
Youth	Driton Lajqi, Bernard Cocco