

1. Family name **Rabrenovic**
2. First name **Aleksandra**
3. Date of birth 27/06/1972
4. Nationality Serbian
5. Civil status Married
6. Education

Institution (from – to)	Degree(s) or Diploma(s) obtained:
Faculty of Law, University of Glasgow, United Kingdom 2000 – 2007	Doctor of Philosophy (PhD)
London School of Economics and Political Science, UK 1999-2000	Master of Laws (LLM) in Public Law
Faculty of Law, University of Belgrade, Serbia 1990-1995	Bachelor of Laws (LLB)

7. Language skills *(Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic))*

Language	Reading	Speaking	Writing
Serbo-Croatian		Native	
English	1	1	1
Russian	2	3	4
French	3	5	5

8. Memberships Member of the Western Balkans HRM Community of Practitioners 2008-present;
Secretary-General of the Yugoslav Association for Public Administration, 1996 – 2000

9. Other skills Full computer literacy

10. Present position Research Fellow, Institute of Comparative Law, Belgrade, Serbia; Free lance HRM expert

11. Years in the firm Research Fellow at the Institute of Comparative Law since 2007; Free lance HRM expert since 2009

12. Key qualifications

GENERAL PROFESSIONAL EXPERIENCE

- Working since 1997 (19 years) in the field of public administration:
 - From 2007 up to now as Research Associate at the Institute of Comparative Law, Belgrade, Serbia, conducting research in the area of public administration reform, including strengthening of national integrity framework;
 - From 2009 to 2015 as free lance consultant performing long and short term missions related to public administration, public sector, HRM and legal drafting in Serbia, BiH, Montenegro, Tajikistan, Mongolia, Kyrgyzstan, Moldova
 - From 2003 to 2009 as PA expert and consultant at the WB, performing advisory activities in relation to PA, public sector pay system, HRM, PAR strategy and administrative and civil service legislation drafting in Serbia (2003-2009), Montenegro (2003-2006), Moldavia, Tajikistan and Romania (2007-2008)
 - From 2000 to 2002 as legal researcher and part time teaching assistant at the Glasgow University
 - From 1997 to 2000 as legal researcher and assistant teacher on Administrative Law and Organisational Science, performing a set of comparative researches, analysis and proposals related to the public administration in general and the civil service in particular, including the aspect of HRM in public sector

13. Specific experience in the region

Country	Date from - Date to
Serbia	1995-2016
BiH	2010-2011 2014-2016
Montenegro	2003-2013
Tajikistan	2007-2009

Country	Date from - Date to
Romania	2007
Moldova	2008, 2011
Mongolia	2009-2010
Kyrgyzstan	2011-2012

14. Professional experience:

Date	Location	Company	Position	Description
Ref. 1 4/2007 ongoing	Ref. V. Colovic vlad966@hotmail.com Serbia	Institute of Comparative Law	Research Fellow	Conducting comparative legal research on a broad range of issues, including: public administration and civil service reform, fight against corruption, internal and external audit, Government accountability to Parliament, judicial reform, alignment of Serbian legislation with <i>acquis communautaire</i> .
Ref. 2 2014-2016	Ref. A. Race, race@eurecna.it Bosnia and Herzegovina	Eurecna	Key expert on development of procedures and legislative drafting	<i>Modernisation of Human Resources Management in Civil Service (EU funded)</i> - Drafted a methodology and legislation regarding job analysis and evaluation of civil service posts and supervised development civil service competency framework for all administrative levels in BiH; - Prepared amendments of legislation regarding recruitment and selection for all BiH administrative levels; Assisted Republika Srpska level with drafting of the new Civil Service Law; - Drafted legislation regarding human resources planning.
Ref. 3 07/2013 12/2013	Ref. G.Kornai, aam@aam.hu Montenegro	AAM	STHRM Expert	<i>Support to the Human Resources Management Authority of the Republic of Montenegro (EU Funded)</i> - Drafted a methodology of standards for interviewing high managerial staff, drafted the Annual Staff Appraisal Form for Senior Managers and prepared the guidelines for their evaluators, in order to support the implementation of new HRM policies within the new Civil service legal system in Montenegro - Conducted training on annual performance appraisal of high managerial staff and on interviewing high managerial staff in the recruitment process
Ref. 4 11/2012 12/2013	Ref. S.Eriksen, postmottak@difi.no Serbia	DIFI		Prepared an analysis and drafted a report on corruption risks in the Defence Sector including areas of parliamentary oversight, specialised anti-corruption bodies, conflict of interest, free access to information, internal and external audit, public procurement and asset disposal, ombudsman office and human resources management.
Ref. 5 12/2011 10/2012	Ref. J. Tumenbaeva, gulgun@infotel.kg Kyrgyzstan	The World Bank's CBEM project		Responsible for developing capacity for job analysis and classification and pay and grading reform in the civil service: - Drafted the policy paper on the reform of the civil service pay system that served as a basis for outlining the Government pay reform strategy; - Developed methodology for job mapping and identifying competences which were used to draft the civil service position structure; - Proposed several models of salary matrix grid, covering all posts in the civil service - Provided guidance on structure and contents of legal drafts, including a Decree on Job Classification Methodology and Civil Service Pay Law - Provided proposals for developing a performance appraisal system in the civil service
Ref. 6 05–10 2011	Ref. francisco.cardona@oecd.org Moldova	SIGMA		Analysed and identified key issues concerning implementation of the Civil Service Law of Moldova together with international Peer Review team. Assessed new Government job classification system outlined in the new Register of Civil Service Positions and Government proposal of the Civil Service Pay Law and wrote sections of the report regarding job classification, pay and grading system and performance appraisal
Ref. 7 11/2011 02/2012	Ref. francisco.cardona@oecd.org Serbia	SIGMA		Assisted in writing annual assessments of development of Serbian Human Resource Management System and National Integrity System for 2011 (prevention of corruption of MPs, financing of political parties, main mechanisms of Government accountability to Parliament, judicial reform, GRECO reports and anti-corruption institutional framework)
Ref. 8 01/2010 11/2011	E.Djikić, emir@djikić.com Bosnia and Herzegovina	Djikić Consulting Services	Team Leader	Led the project "Development of Performance Management System in the Civil Service Structures in BiH" in charge of improving HRM in civil service by creating a more just and transparent system of performance management in line with the needs of all four government levels (BiH State, Republika Srpska, BiH Federation and Brčko District). She had the key responsibility for: - analysing the existing situation and writing a comparative report on performance appraisal systems in the EU member states and the countries in the region; - drafting principles of HRM and performance management common to all BiH civil service structures; - drafting the Rulebook on Performance Appraisal of Civil Servants for BiH State, Republika Srpska, BiH Federation and Brčko District; - conducting training on performance appraisal for civil servants and trainers (ToT) managers/evaluators and HR managers in all civil service structures in BiH, training needs assessments, preparation of training materials for 900,00 civil servants and trainers at all levels.
Ref. 9	Ref. francisco.cardona@oecd.org			Assisted in writing annual assessments of development of Serbian Human Resource

11/2010 02/2011	Serbia	SIGMA	Civil service expert	Management System and National Integrity System for 2010 (prevention of corruption of MPs, financing of political parties, main mechanisms of Government accountability to Parliament, judicial reform, GRECO reports and anti-corruption institutional framework)
Ref. 10	Ref. francisco.cardona@oecd.org			Prepared a comprehensive background study of the civil service in Serbia addressing questions concerning the legal basis and the practice of HRM, the drivers of reform and the consequences of reform for government performance. Conducted an 'expert survey' with experts and observers on senior civil service and provided support for the preparation of the web-based survey of civil servants which revealed how civil servants experience personnel policy and their values and attitudes towards different HRM principles.
06- 12/2010	Serbia	SIGMA	Civil service expert	

Ref. 11	Ref: T.Irwin, pdpa@pdp.com.au				Prepared proposals and recommendations for conducting job analysis and using job evaluation and competency framework adjusted to Mongolian circumstances and grade structure to be used for the classification and grades of civil service posts for (i) political (ii) public administrative (iii) special and (iv) support services in order to support the introduction of a job-based grading structure in the civil service; Assistance in legislative drafting of the Decree on Methodology for defining identical posts/benchmark jobs of civil service and private sector employees including specific criteria/competences to be used for comparing remuneration of civil servants and public sector employees (pay comparator survey); Conducting training on job classification and grading and carrying out pay comparator survey
10/2009 03/2010	Mongolia	PDP			
Ref. 12	Ref. francisco.cardona@oecd.org				Assisted in writing annual assessments of development of Serbian Human Resource Management System and National Integrity System for 2009 (prevention of corruption of MPs, financing of political parties, main mechanisms of Government accountability to Parliament, judicial reform, GRECO reports and anti-corruption institutional framework)
11/2009 02/2010	Serbia	SIGMA			
Ref. 13	Ref. T. Jurazoda, tojiddin@psrp.tj				Provided support to Government of Tajikistan to finalise the classification of civil servants and the implementation of new salary grid, by: - Producing a report with step-by-step recommendations on implementing the salary grid; - Advising the Civil Service Department in designing a grading system to reflect the varying levels of complexity and responsibility involved in the work of civil servants of different institutions; - Developing criteria for placing of individual civil servants into salary steps in the salary grid; - Drafting Regulation on the criteria and methodology assigning civil servants to a salary step and on temporary compensation for loss of earnings resulting from the integration of salary increments in the base salary.
03/2009 10/2009	Tajikistan	World Bank			
Ref. 14	Ref: averheijen@worldbank.org				Provided assistance to the Government of Serbia in legal drafting in the field of civil service, and in particular in preparing the new Civil Service Law, the Law on Civil Service Salaries and several HRM regulations including the Decree on Civil Service Job Classification. Coordinated a team of international and local consultants to conduct review of civil service staffing needs in 6 key Serbian ministries and proposed a set of organisational and HRM policies to be applied in order to reduce the public sector wage bill. Provided continuous support in the assessment of the progress of the Public Administration Reform in Serbia with particular emphasis on the civil service reform. She prepared a chapter on Public Administration Reform for the Public Expenditure and Institutional Review (PEIR) of Serbia. Prepared the chapter on Local Government Administration for the Serbia Decentralisation Study. Coordinated a team of international and local consultants working on analytical Report on Pay and Benefit System in the Serbian civil service.
09/2003 12/2009	Serbia	World Bank			
Ref. 15	Ref: averheijen@worldbank.org				Wrote a chapter on Fiscal Impact of Public Sector Wage Reform for Public Expenditure Review Conducted simulations on fiscal impact of the proposed reduction of the number of public sector staff Provided recommendations for carrying out a job classification exercise in the civil service and formulation of a new public service pay policy
03-09 2008	Moldova	World Bank			
Ref. 16	Ref: averheijen@worldbank.org				Provided advice on how to design job evaluation methodology and introduce new pay and grading system in the Tajik civil service. Drafted a guidance on how to introduce job classification methodology, criteria and competences to be used for job classification purpose and procedure of conducting job classification process as well as proposing new wage grid model for civil service pay system
11/2007 05/2008	Tajikistan	World Bank	Civil service and HRM expert		
Ref. 17	Ref: averheijen@worldbank.org				Wrote a paper on public sector pay practices in Europe, outlining the principles of public sector pay system, explaining different systems of job classification and grading and providing data on actual pay levels in selected EU countries
05-06 / 2007	Romania	World Bank	Civil service and HRM expert		
Ref. 18	Ref: averheijen@worldbank.org				Provided assistance to the Government of Montenegro in the final stages of drafting the Civil Service Law, with a specific focus on HRM related provisions and Law on Civil Servants Salaries. Supported the enforcement of the new civil service and HRM related legislation and regulations. Wrote a study on the Public Administration and civil service reform progress in Montenegro, including the establishment of new HRM legal framework and its implementation, Wrote a study on wage bill reduction for the Public Expenditure and Institutional Review of Montenegro. Additionally she provided inputs to Country Policy and Institutional Assessment (CPIA) of the World Bank on the quality of public administration, transparency, accountability, HRM and corruption in Montenegrin civil service.
09/2003 05/2006	Montenegro	World Bank	Civil service and PA expert		
Ref. 19	Ref: Olga Grubic, olga.grubic@undp.org				Assisted in the development of project document for strengthening the capacities of the Prime Minister office on the Capacity building fund (03/2003) Assisted in finalising the document on editing publication on strengthening civil service capacity in policy making (10/2003) Preparation of a publication on the Public Administration reform related to the EU integration process (04-07/2009)
3,10/03 4-7/09	Serbia	UNDP	PA and civil service expert		
Ref. 20	Ref. Noreen.Burrows@glasgow.ac.uk				LLM research in public law, including the EU Administrative Law, Media Law and Public Management Theory and Doctrine
1999- 2000	UK	London School of Economics	Researcher in Public Law		

2001-2002		Faculty of Law, University of Glasgow	Legal researcher	PhD Researcher on financial accountability systems (Internal and External Audit) in UK, France, European Union and Serbia, part time teaching assistant on European Union law.
Ref. 21	Ref. D. Milovanovic, bata@ius.bg.ac.rs			Legal researcher and assistant teacher on Administrative Law and Organisational Science
06/1997-09/1999	Serbia	Law Faculty of Belgrade	PA legal researcher	Prepared a set of comparative researches, analysis and proposals related to the public administration in general and the civil service in particular, including the aspect of HRM in public sector in Serbia.
Ref 22	Ref. D. Ninkovic, legal@ninkovic.rs			Preparation of lawsuits with international and public sector relevant elements, and other office work
1995-06/1997	Serbia	Ninković Law Firm	Lawyer / practitioner	

15. Publications

Books:

Rabrenovic A. (ed.) (2013), *Legal Mechanisms for Prevention of Corruption in Southeast Europe – with Special Focus on the Defence Sector*, (Institute of Comparative Law, Belgrade).

Rabrenovic A. Ceranic J (eds.) (2012), *Alignment of the Serbian Law with Acquis Communautaire: Priorities, Problems, Perspectives* (Institute of Comparative Law, Belgrade).

Rabrenovic A. (2009), *Financial Accountability as a Condition for EU Membership*, (Institute of Comparative Law, Belgrade).

Rabrenovic, A., Kremenjak S., Zivkovic, M., Rittler, R. (2001), *Pravo radio-difuznih preduzeca [The Law of Broadcasting Enterprises]*, Centar za unapredjenje pravnih studija, Belgrade.

Selected chapters in edited books:

Verheijen T, Rabrenovic A. (2015), «Civil Service Development in Central and Eastern Europe and the CIS: A Perfect Storm?», in Van der Meer, Raadschelders, Toonen (ur.), *Comparative Civil Service Systems in the 21st Century*, second edition, Palgrave, Macmillan, pp. 15-30.

Rabrenovic A. (2015), «Performance Audit in UK: Key Facts and Challenges», in M. Lazarevic, J. Marovic, S. Kacarska, «Improving Performance of Public Administration: Current Experiences and Future Perspectives», European Policy Centre, pp. 149 – 166.

Rabrenovic, A. (2011), “Osnovni elementi pravnog položaja državnih službenika u Saveznoj Republici Nemačkoj – Veberova birokratija u novom ruhu?» [Key Elements of Legal Status of Civil Servants in Federal Republic of Germany – Weber’s Bureaucracy in New Clothes?] in M. Vasiljevic, V. Colovic (eds.) *Introduction to German Law*, (Institute of Comparative Law, Faculty of Law, University of Belgrade), pp. 224 – 240.

Rabrenović A, Ahmetović D (2010), »Razvoj sistema ocene rada državnih službenika u Bosni i Hercegovini – od tradicionalnog ka savremenom modelu ocenjivanja« [Development of the Performance Appraisal System in Bosnia and Herzegovina – from traditional to contemporary model], u Čolovic V, *Pravo zemalja u regionu [Law of countries in the region]*, pp. 145 – 157.

Rabrenovic A. (2009), “Civil Service Pay Reform in Southeast Europe: Creating Incentives for Performance”, in M. Vintar, P Pevcin (eds.), *Contemporary Issues in Public Policy and Administrative Organization in South East Europe*, University of Ljubljana, pp. 294-213.

Rabrenovic A, Vukašinović-Radojičić Z, (2009), »Civil Service Reform in Serbia – Overcoming Implementation Challenges«, in M. Milošević (ur.) *Serbian Law in Transition: Changes and Challenges*, Institute of Comparative Law, pp. 29-44.

Rabrenovic A (2008), “Razvoj sluzbenickog sistema SAD-a: od potrage za politickim plenom ka ostvarenju javnog interesa” [The US Civil Service Development: from the Spoils towards the Merit Based System], in J. Ciric (ed.),

Introduction to the U.S. Law, Institute of Comparative Law, Belgrade, pp. 49-70.

Rabrenovic A. (2007), "Senior Officials in Serbia – Leaders or Followers?", in M. Vintar, P. Kovac (eds.) *Trends in Development of Public Administration in South East Europe*, University of Ljubljana, pp. 95-117.

Verheijen T., Rabrenovic A. (2007): "Civil Service Development in Central and Eastern European and the CIS: Swimming with the Tide?", in J. Raadschelders, T. Toonen and M. Van der Meer (eds.) *The Civil Service in the 21st Century-Comparative Perspectives*, Palgrave MacMillan, pp. 17-31.

Rabrenovic, A, Verheijen T. (2006), "Politicians and Senior Civil Servants in Former Yugoslav States: Back to Discarded Traditions?", in Rosenbaum A, Nemeč J. (eds.), *Democratic Governance in the Central and Eastern Countries: Challenges and Responses for the XXI Century*, NISPAcee, Bratislava, pp. 133-150.

Rabrenovic, A. (2001), "Review of Theory on Politico-Administrative Relations", in T. Verheijen (ed.), *Politico-Administrative Relations: Who Rules?*, NISPAcee, Bratislava, pp. 10-25.

Kavran, D., Rabrenovic, A., Milovanovic, D. (2000), "Public Administration Education in Yugoslavia", in: T. Verheijen, J. Nemeč (eds.), *Building Higher Education Programmes in Public Administration in CEE countries*, NISPAcee, Bratislava, pp. 303 – 321.

Sevic, Z., Rabrenovic, A. (1999), "Civil Service of Yugoslavia: Tradition vs. Transition", in: T. Verheijen, (ed.), *Comparative Civil Service Systems: Central and Eastern Europe*, Edward Elgar, Cheltenham, pp. 47-82.

Journal Articles:

Rabrenović, A (2015), «Mere fiskalne konsolidacije u javnoj upravi zemalja EU» [Fiscal Consolidation Measures in the EU Member States Public Administration], *Pravni život [Legal Life]*, No. 10/2015, volume II, pp. 173-185.

Rabrenović A. (2014) «Plan integriteta - efektivan instrument prevencije korupcije?» [Integrity Plan – Effective Instrument of Prevention of Corruption?] *Pravni život [Legal Life]*, No. 10/2014, volume II, pp. 243-258.

Rabrenović A. (2014) "Sistemi plata i nagrađivanja državnih službenika u zemljama Zapadnog Balkana u vreme ekonomske krize" [Civil Service Pay and Benefit Systems in the Western Balkan Countries at the Time of Economic Downturn], *Strani pravni život [Foreign Legal Life]*, No. 2/2014, pp. 23-36.

Rabrenović, A, (2012) "(De)politizacija državne uprave zemalja u regionu: Nadmoć politike nad pravom", [(De)politicisation of Civil Service of the Countries in the Region: the Primacy of the Politics over the Law], *Legal Life*, No. 10/2012, Volume II, pp. 285-299.

Rabrenović A, Vukašinović-Radojčić Z (2010), »Novine u službeničkom sistemu državne uprave Srbije« [Novelties in the Serbian Civil Service System], *Pravni život* br. 10/2010, tom II, str. 421-435

Rabrenović A (2010), »Stanje u srpskom pravosuđu u poređenju sa drugim evropskim zemljama« [Situation in Serbian Judiciary in Comparison to other European Countries], *Strani pravni život* 21/2010, str. 25–44.

Rabrenovic A. (2009), "Parliamentary Control of the Budget in France: Implications of "New Financial Constitution", *Strani pravni život* br. 2/2009, pp. 55-70.

Rabrenovic A. (2008), "Uspostavljanje vrhovne revizorske institucije u Srbiji – povratak zaboravljenoj tradiciji?" [Establishment of Supreme Audit Institution in Serbia – back to forgotten tradition?] *Pravni život*, br. 10/2008, pp. 663-679.

Rabrenovic, A (2008) "Parlamentarna kontrola javne potrošnje u Velikoj Britaniji", [Parliamentary Control of Public Expenditure in the UK], *Strani pravni život*, No 2, pp. 178-194.

Rabrenovic, A (2007), "Upravna kontrola budžeta sa osvrtom na iskustvo Velike Britanije" [Internal Budget Control – Review of UK Experience], *Pravni život* 10/2007, pp. 799-811.

Rabrenovic, A. (2007), "Status i funkcije Nacionalne revizorske institucije Velike Britanije" [Status and Functions of the UK National Audit Office], *Strani pravni zivot* 3/2007, pp. 116-128.

Rabrenovic, A. (2003), "Izgradnja moderne javne uprave kao uslov za ulazak u Evropsku uniju" [Building a Modern Public Administration as a Condition for EU Membership], *Pravni zivot*, No. 9/2003.

Rabrenovic, A. (2002), "Nacela kvalitetne uprave u pravu Evropske Unije" [Principles of Good Administration in the European Union Law], *Public Administration No. 1*, pp. 55-67.

Verheijen T., Rabrenovic, A. (1999) "Politico-Administrative Relations in Central and Eastern Europe: an Irresolvable Stalemate?", *Netherlands Institute of Governance Working Papers* No 99-3, pp.1-33.

Sevic Z., Rabrenovic A. (1999) "Social Responsibility, Depoliticisation and the Current Civil Service in Yugoslavia", in: *"Transylvanian Review of Administrative Sciences"*, 1(2), pp. 116-134.

Rabrenovic, A. (1998), "Protection of Citizens' Voting Rights before the Yugoslav Constitutional Court", *Ljudska prava [Human Rights]* No. 1/2, Belgrade, pp. 44-56.

Rabrenovic, A. (1998) "Ka novoj evropskoj upravi" [Towards a New European Public Administration], *Pravni zivot* No 9/98, pp. 735-746.

Rabrenovic, A., Uljanov, S. (1997), "Upravno pravo i javna uprava u procesu obucavanja javnih sluzbenika" [Administrative Law and Public Administration in the Civil Servants Training Process], *Pravni zivot* No 9/97, pp. 833-846.

Rabrenovic, A., Vukasinovic, Z. (1996) "Moguci nacini osnivanja Instituta za javnu upravu" [Possible Ways of Establishing the Institute of Public Administration], *Pravni zivot* No 9/96, pp. 781-794.