

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 PAR expert

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

12. Key qualifications **GENERAL PROFESSIONAL EXPERIENCE**

- Working since 1997 (23 years) in the field of public administration:
 - From 2009 up to now as free lance consultant performing long and short term missions related to public administration, public sector, HRM and legal drafting in Serbia, BiH, Tajikistan, Mongolia, Kyrgyzstan, Moldova and Montenegro
 - From 2007 up to now as Research Associate at the Institute of Comparative Law, Belgrade, Serbia, conducting research in the area of human resources management in the public sector;
 - From 2003 to 2009 as PA expert and consultant of 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

13. Specific experience in the region

| Country | Date from - Date to |
|------------|--------------------------------|
| Serbia | 2003 - 2020 1997 - 2000 |
| BiH | 2020 2014-2016 2010-2011 |
| Montenegro | 2017-2020 2013 2003-2006 |
| Tajikistan | 2007-2009 |

| Country | Date from - Date to |
|------------|---------------------------|
| Romania | 2007 |
| Moldova | 2019-2020 2011 2008 |
| Mongolia | 2009-2010 |
| Kyrgyzstan | 2011-2012 |

14. Professional experience:

| Date | Location | Company | Position | Description |
|-----------------|---|--|--|---|
| 1. | Ref. Vladimir Colovic, vladimir.colovic@icl.org | | | |
| 4/2007 ongoing | Serbia | Institute of Comparative Law | Research Fellow | Conducting comparative legal research in the area of human resources management in the public sector; alignment of Serbian legislation with <i>acquis communautaire</i> , integrity building etc. Recent books: A. Rabrenovic <i>European Systems of Civil Servants' Salaries and Benefits</i> (in Serbian language), Institute of Comparative Law, 2019; A. Rabrenovic, A. Knezevic Bojovic (eds.) "Integrity and Good Governance in the Western Balkans", RESPA, 2018. (in English) |
| 2. | Ref. Ranka Miljenovic, ranka.miljenovic@cep.org.rs | | | |
| 10/2020 ongoing | Bosnia and Herzegovina | European Policy Center (CEP) | Senior non-key expert | Strengthening human resources management in Bosnia and Herzegovina (EU funded) EuropeAid/139782/DH/SER/BA: - Conducting analysis of salary systems in the civil service at all administrative levels in BiH; - Preparation of proposals for amendments of legislative framework in the area of job analysis, job evaluation and salary system at all administrative levels in BiH |
| 3. | Ref. Samo Godec, godec@cpmconsulting.eu | | | |
| 2/2019 ongoing | Moldova | Corporate & Public Management Consulting International OÜ (CPMI) | Senior non-key expert | Support to capacity development and motivation of the Public Administration employees in the Republic of Moldova' (EU funded) EuropeAid/138182/DH/SER/MD: - Prepared report on analysis of civil service legislation in Moldova against the SIGMA PAR principles for ENP countries, including the areas of: the civil service scope; institutional framework; recruitment and selection; classification and remuneration system; professional development and integrity. - Provided proposals for legislative amendments of the Civil Service Law and secondary legislation - Carried out training on job analysis and job descriptions, recruitment and selection and performance appraisal for civil servants of the central level administration |
| 4. | Ref. Svein Eriksen, svein.eriksen@difi.no | | | |
| 11/2017 ongoing | Montenegro | Center for Integrity in the Defence Sector (CIDS), Norway | Consultant | Building integrity in the security sector of Montenegro Project - Drafting the Police Administration Development Strategy; Conducted research on gender equality in the PA; - Drafted the HRM Strategy for the Police Administration for 2019-2025 and Action Plan 2019-2020, encompassing the areas of HR planning, recruitment and selection, promotion, classification and salary system; - Carried out trainings on building integrity in the recruitment and selection process for HRM specialists in the civil service and local self government - Drafted Manual on Public Sector Financial Management for finance management specialists. |
| 5. | Ref. P. Vehar, primoz.vehar@oecd.org | | | |
| 02 - 06 2019 | Serbia | SIGMA/OECD | Consultant | Annual assessment of the Public Service and HRM of Serbia for 2018 based on SIGMA PAR principles: 1) Adequacy & clear definition of scope; 2) Adequacy & effectiveness of policy & legal framework, institutional set-up; 3) Merit-based recruitment and selection; 4) Prevention of political influence on senior level positions 5) Remuneration system 6) Professional development system; Assessment of capacities of HRM units in the Serbian civil service |
| 6. | Ref. R. Miljenovic, ranka.miljenovic@cep.org.rs | | | |
| 11/06-07/2017 | Serbia | European Policy Center (CEP) | Principle HRM Consultant | Promoting PAR through modernisation of HRM practices (funded by the UK Good Governance Fund) Led the team, which developed a policy framework for HRM in the civil service in order to introduce competency framework in the Serbian civil service. The policy framework included key HR functions: recruitment and selection, performance appraisal, promotion, salary system, retention and professional and career development and strengthening of civil service management structures. |
| 7. | Ref. P. Vehar, primoz.vehar@oecd.org | | | |
| 01-06 2016 | Serbia and Bosnia & Herzegovina | SIGMA | Consultant | Annual assessment of the Public Service and HRM of Serbia and Bosnia and Herzegovina for 2015 (first four PAR principles: scope of the public service; policy and legal framework; recruitment and selection; political influence on senior level positions) - Assessment of draft Decrees concerning Human Resource Management of the Federation of BiH - Assessment of the amendments to the Civil Service Law of Republic of Srpska. |
| 8. | Ref. T. Verheijen, averheijen@worldbank.org | | | |
| 05/2015-06/2016 | Serbia | World Bank | PAR consultant | Horizontal functional review of Serbian state administration (EU funded) -Wrote sections of the report on key features of organisational structure of the Serbian central Government and on optimising its organisation; -Wrote sections of the Action plan for optimising the Serbian state administration structure, as a basis for selecting the EU budget support indicators. |
| 9. | Ref. A. Race, race@eurecna.it | | | |
| 01/2014-01/2016 | Bosnia and Herzegovina | Eurecna | Key expert on development of procedures and legislative drafting | Modernisation of Human Resources Management in Civil Service (EU funded) - Drafted methodology and legislation regarding job analysis and classification of civil service posts and supervised development of 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 at all administrative levels in BiH. |
| 10. | Ref. G.Kornai, aam@aam.hu | | | |
| 07/2013 12/2013 | Montenegro | AAM | ST HRM Expert | Support to the HRM Authority of the Republic of Montenegro (EU Funded) -Drafted a methodology of standards for interviewing high managerial staff in the selection process, drafted the Annual Staff Appraisal Form for Senior Managers; -Conducted training on annual performance appraisal of high managerial staff and on interviewing high managerial staff in the recruitment process. |
| 11. | Ref. T. Verheijen, averheijen@worldbank.org | | | |
| 8/2013-6/2014 | Serbia and Bosnia and Herzegovina | World Bank | PAR sector specialist | Monitoring and Evaluation Capacity Development for the Western Balkans and Turkey - Conducted a desk review of the existing PAR strategies for Serbia and BiH with a focus on thematic coverage and existing M&E framework to assess the existing sector context; - Conducted a set of consultations with the designated institutions at the senior management and technical level on PAR indicators development in each of the countries; - Designed PAR indicators in the area of HRM in the civil service for Serbia and BiH. |
| 12. | Ref. J. Tumenbaeva, gulgun@infotel.kg | | | |
| 12/2011 10/2012 | Kyrgyzstan | The World Bank's CBEM project | Consultant | Responsible for developing capacity for job classification and pay 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; - 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. |

| | | | | |
|--------------------|---|---------------------------------------|--------------------------------------|---|
| 13. | Ref. Francisco.cardona@oecd.org | | | SIGMA Peer review of the implementation of the Civil Service Law of Moldova - 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. |
| 05—10/ 2011 | Moldova | SIGMA/OECD | Consultant | |
| 14. | E.Djivic, emir@djikic.com | | | Development of Performance Management System in the Civil Service Structures in BiH” (BiH State, Republika Srpska, BiH Federation and Brčko District), funded by PAR fund of BiH. In addition to team leader responsibilities was responsible for: - drafting principles of performance appraisal 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. |
| 01/2010 11/2011 | Bosnia and Herzegovina | Djivic Consulting Services | Team Leader | |
| 15. | Ref. francisco.cardona@oecd.org | | | - Prepared a comprehensive background study of the HRM in the civil service in Serbia, including recruitment and selection, performance appraisal, salary system and professional development; - 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/OECD | Civil service expert | |
| 16. | Ref: T.Irwin, pdpa@pdp.com.au | | | - Prepared proposals 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 (World Bank funded) | Expert on job grading and evaluation | |
| 17. | 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 methodology assigning civil servants to a salary step and on temporary compensation for loss of earnings resulting from the integration of salary increments. |
| 03/2009 10/2009 | Tajikistan | World Bank | | |
| 18. | Ref: averheijen@worldbank.org | | | - Provided assistance to the Government of Serbia in setting up the Multi Donor Trust Fund for judicial reform and setting up the Fund’s objectives and activities. - 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. - 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. |
| 09/2003 12/2009 | Serbia | World Bank | | |
| 19. | 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 | | |
| 20. | 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 | |
| 21. | 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 | |
| 22. | 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. |
| 09/2003 05/2006 | Montenegro | World Bank | Civil service and PA expert | |
| 23. | Ref. Noreen.Burrows@glasgow.ac.uk | | | 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 Doctrine. |
| 2001- 2002 | UK | Faculty of Law, University of Glasgow | Legal researcher | |
| 24. | Ref. D. Milovanovic, bata@ius.bg.ac.rs | | | Legal researcher and assistant teacher on Administrative Law and Organisational Science 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. |
| 06/1997 09/1999 | Serbia | Law Faculty of Belgrade | PA legal researcher | |

