



Report of the State Comptroller of Israel | May 2025

The Knesset Central Elections
Committee

Aspects of Human Capital Management in the Knesset Elections Committee



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Background

The Knesset Central Elections Committee functions pursuant to the Knesset Elections Law [Consolidated Version], 1969, and is tasked with the organization and conduct of Knesset elections, which underpin the democratic nature of the regime in Israel. The Central Elections Committee is presided over by a Supreme Court judge, with representatives from the factions represented in the Knesset serving as members of the committee. In conjunction with the Central Elections Committee, a permanent administrative staff is responsible for the preparation and management of elections, led by the CEO of the Central Elections Committee.

In anticipation of the elections, the Central Elections Committee appoints regional election committees and polling station committees, whose responsibilities include, among other tasks, overseeing the voting process at polling stations and counting the votes. In the elections for the 25th Knesset, the Central Elections Committee operated 12,495 polling stations throughout Israel. During non-election periods, the Central Elections Committee administrative staff holds 37 fixed positions, of which 36 were manned during the elections for the 25th Knesset. Throughout the election period¹ for the 25th Knesset, the Committee employed over 1,000 individuals at both the administrative headquarters and regional committees. During election week and on election day, tens of thousands of additional personnel are engaged within the regional committees and polling committees. During the week of the 25th Knesset election, the Committee employed approximately 71,700 employees.

Over a duration of approximately three and a half years, from April 2019 to November 2022, five consecutive election campaigns were conducted in Israel for the 21st through 25th Knessets.

¹ An election period begins 120 days before Knesset Election Day and ends 60 days after Election Day.



Key Figures

**NIS 247
million**

The increase in the Elections Committee's budget and its changes from the 22nd Knesset election campaign of 2019 (NIS 336 million) to the 25th Knesset election campaign of 2022 (NIS 583 million)

59%

The rate of increase in the number of Election Committee employees from the election campaign for the 22nd Knesset to the 25th Knesset (from approximately 46,000 to approximately 73,000 employees, which amounts to about 27,000 employees). Excluding "Covid Polling Station" employees, the number of employees increased by approximately 52% (approximately 24,000 employees)

**Only
4.9%**

The percentage of workers from Arab society among all workers during the election period for the 25th Knesset. A percentage lower than the government target (10%) and compared to their percentage in the general population (about 21%)

**Only
3.5%**

The percentage of workers from among the ultra-Orthodox community out of all workers during the 25th Knesset election period. A rate lower than the government target (7% of workers hired) and compared to their percentage in the general population (11.8%)

**5%–
32% only**

The percentage of women in three senior positions in the regional committees (committee director, deputy committee director, bloc director) in the election campaigns for the 20th to 25th Knesset

54%

The percentage of civil servants out of all employees in three senior positions in the regional committees (committee director, deputy director, bloc director) in the election campaign for the 25th Knesset (88 civil servants out of 164 senior employees)

64,686


The number of working hours deducted from government offices due to the work of 276 civil servants on the Elections Committee during the elections for the 25th Knesset

**More than
16**

The average number of continuous working hours per day, for at least a month, worked by 30% of civil servants who were also full-time election period employees (27 out of 91 employees). As a result, they did not receive the required break of at least 8 hours between workdays.




Audit Actions

 From August 2022 to August 2023, intermittently, the Office of the State Comptroller conducted an examination of various aspects of human capital management at the Central Elections Committee. The audit encompassed several topics, including the Committee's resources for conducting elections, the integration of populations eligible for adequate representation among employees during the election period, the employment of civil servants throughout the electoral process, and the determination of the term of office for the CEO of the Central Elections Committee. Additionally, the Office of the State Comptroller monitored the rectification of certain deficiencies pertaining to human capital management that were identified in prior reports submitted by the State Comptroller. Some of the data utilized in the audit was compiled with the assistance of the Central Bureau of Statistics (CBS) and the Civil Service Commission (CSC).

Key Findings



 **Increase in the election budget** – Over the span of three years, specifically between the election campaigns for the 22nd (2019) and 25th (2022) Knessets, the election campaign budget, inclusive of its adjustments, went up from NIS 336 million to NIS 583 million, representing an increment of NIS 247 million (approximately 74%). This budgetary augmentation, alongside its modifications, can be attributed to the enhancement of the oversight system aimed at ensuring the integrity of elections (approximately 16%), expenditures related to the COVID-19 pandemic (approximately 7%), natural population growth (approximately 6%), and an increase in the index (6.85%). Furthermore, the Election Committee has elucidated that this rise is also due to a greater number of polling stations, increased information technology expenses, dissemination of information costs, and salary expenditures. A previous audit reported that between the election campaigns for the 20th and 23rd Knessets, the Committee's original budget increased from approximately NIS 253 million to approximately NIS 392 million (approximately 55%). The Office of the State Comptroller has recommended that the Central Election Committee explore the feasibility of developing a plan to streamline and curtail the costs associated with conducting election campaigns, ensuring that expenses reflect those of the previous election cycle, augmented only by escalations due to price increases and population growth, while meeting the requirements for operating and budgeting necessary initiatives. The increase in the election budget presented in this report raises concerns regarding the persistent situation of elevated public expenditure on elections. A previous audit report indicated that, generally, the costs associated with



online operations are lower than those of physical operations. It also noted that the utilization of computerized systems in global election campaigns encompasses, among other elements, voter identification via computerized means and a computerized voting mechanism. The previous report advised that the Central Elections Committee and the Minister of Interior recommence the activities of the committee dedicated to examining the computerization of Knesset and local authority election campaigns. By the audit end date, the aforementioned committee had yet to resume its operations, and as of the election campaign for the 25th Knesset, the election procedures continue to rely on manual methodologies necessitating substantial input, notably reflected in the scale of personnel recruited by the Committee.

👎 Increase in staff and expenditures on hiring employees – Between the election campaigns for the 22nd and 25th Knessets, the Central Elections Committee's employment figures rose from approximately 46,000 to approximately 73,000, marking an increase of about 27,000 employees (approximately 59%). Excluding the staff recruited for COVID-19 polling stations during the week of the 25th Knesset elections, the employee count augmented by approximately 24,000 (approximately 52%). The expenditure for employee compensation (salary budget execution) surged from NIS 157 million to NIS 257 million, a rise of NIS 100 million (approximately 64%). When excluding the additional funding allocated for employee salaries due to the pandemic, amounting to approximately NIS 3.8 million, and disregarding the increase related to the index (6.85%), the salary budget execution experienced an increase of approximately NIS 89 million (approximately 57%).

👎 Implementation of the provisions of the Appointments Law regarding appropriate representation – The Civil Service (Appointments) Law, 1959, stipulates that appropriate representation, under relevant circumstances, be afforded to members of both genders, persons with disabilities, members of the Arab population – including Druze and Circassian individuals – people of Ethiopian descent², members of the ultra-Orthodox community, and new immigrants within the civil service workforce. Despite the assertions made by former chairpersons of the Central Elections Committee regarding the necessity of sufficient representation of diverse populations among the Committee's personnel, including those employed during election periods, the Committee's binding procedures have determined that the obligations for adequate representation established in the Appointments Law do not extend to election period employees, as they are considered temporary staff. This determination contravenes both the provisions of the law and the regulations promulgated thereunder. Consequently, it can be inferred that, in practice, the Committee has failed to enforce the fundamental provisions of the Appointments Law pertaining to adequate representation among its workforce, as it has not established objectives for adequate representation and has not adopted governmental goals. Additionally, the Committee does not compile data regarding the

2 According to the CBS definition: "of Ethiopian descent".



affiliation of election period employees with populations deserving of adequate representation, nor does it submit an annual report comprising the requisite data as mandated by the provisions of the Appointments Law.

Committee activities to promote adequate representation – Although the Central Elections Committee resolved to allocate a dedicated supplement of up to 5% of the employment hours quota for each regional committee for the employment of individuals from populations qualifying for adequate representation, the scope of these designated allocations has diminished across the five election cycles from the 21st to the 25th Knessets. In the elections for the 21st Knesset, the Committee designated 2,781 hours to nine regional committees, whereas in the elections for the 22nd to 24th Knessets, the assigned hours decreased to 793, 700, and 265, respectively (totaling 1,758 hours). In the election cycle for the 25th Knesset, no designated hours were allocated to promote adequate representation. Notably, data from the Central Elections Committee and the Central Bureau of Statistics indicate that during the period of the 25th Knesset election, there was a decline in the number of workers from populations eligible for adequate representation compared to their numbers during the 24th Knesset election period (46 workers from Arab society, 36 from the ultra-Orthodox society, and 14 of Ethiopian descent, compared to 40, 29, and 10, respectively). Moreover, the Elections Committee lacks comprehensive documentation concerning the data utilized during the approval of requests from regional committees for additional resources aimed at enhancing adequate representation. According to the Committee's incomplete data, while during the 21st Knesset election period, 18 workers from populations qualifying for adequate representation were integrated through the additional resources mechanism established by the Committee (12 from Arab society, 3 from the ultra-Orthodox society, 1 from Ethiopian descent, and 2 persons with disabilities), this mechanism was not employed during the 25th Knesset election period. Furthermore, the Committee's primary initiatives to facilitate the integration of workers from Arab society, the ultra-Orthodox society, and among Ethiopians are limited to the allocation of additional hours to regional committees; The Committee has not pursued further actions typically observed in public service, such as issuing targeted tenders for the recruitment of personnel from these populations. During the election campaign for the 25th Knesset, the Elections Committee successfully integrated four persons with disabilities through collaboration with an NGO.

Actual adequate representation rates

The permanent administrative staff – Of the Central Elections Committee's 36 permanent administrative staff, only one belongs to the Arab demographic, representing 2.78%, a figure significantly below the government-mandated target of 10% and falling short of the rate within the general population, which approximates 21%. Additionally, there are no employees of Ethiopian descent³; Two individuals from the ultra-Orthodox

³ Given the number of administrative staff employees, the Committee meets the target set by the government (1.7% – this is also their rate in the general population).



community are employed, comprising 5.6%, while the government target for ultra-Orthodox employment is 7%, and their representation in the general population is 11.8%. Furthermore, only one employee with a disability is on staff, also reflecting 2.78%, whereas the government target for organizations with 100 or more employees is 5%, in contrast to the national prevalence of 16%.

Election period employees at the administrative staff of the Central Elections Committee and in the regional committees

– According to an analysis based on lists of election period employees provided by the Central Elections Committee aided by data from the Central Bureau of Statistics regarding the affiliation of these employees to populations eligible for adequate representation, in the five election cycles spanning the 21st to the 25th Knesset, the percentage of Arab employees ranged from 4.9% to 6.8%. This percentage remains below the 10% benchmark set by the government and is markedly lower than their representation in the general population. Similarly, the participation rate of ultra-Orthodox employees fluctuated between 2.7% and 4%, also failing to meet the 7% recruitment target, while the general population rate stands at 11.4% to 11.8%. The representation of employees of Ethiopian descent during the 21st Knesset election cycle registered at 1.9%, marginally surpassing the government target and their general population rate of 1.7%. However, in the subsequent four election cycles, their representation decreased to between 1.2% and 1.5%, slightly below the government target and their overall population representation.



Proper representation for women – Despite the stipulations of the Appointments Law regarding gender representation, the Central Elections Committee's procedure for "integrating special populations" during the election period does not address women's integration. Actual representation rates of women among Elections Committee employees: Permanent administrative staff – as of May 2023, 50% of positions and 67% of management positions are filled by women. However, only 40% of the Committee's salary budget is allocated for these employees' remuneration, attributed to some women being employed in part-time roles. Employees in election periods – in the elections for the 25th Knesset, the Central Elections Committee engaged a total of 997 employees, of which 406 were women (approximately 41%). Senior positions within the regional committees – in the six election cycles for the 20th to 25th Knesset, women's representation among employees of regional committee staff was expressed by low rates in three senior positions and high rates in two junior positions. In senior positions: Regional Committee Director – 19%–21%; Deputy Regional Committee Director – 5%–32%; Bloc Director – 21%–28%. In junior positions: Human Resources Coordinator – 83%–95%; Bureau Coordinator – 75%–96%. The representation of women in senior positions is therefore considerably lower than the required representation rate among senior civil service staff – 50%.



Scope of employment of civil servants during the election period – During the election period for the 25th Knesset, civil servants represented 27% of all employed individuals (276 out of 1,033), with 68% of these being returning employees from at



least one of the four previous election cycles. Notably, civil servants filled over half of the senior roles in regional committees, representing approximately 54% of senior positions. Furthermore, 50% of civil servants within the Committee during the election period maintained high-level roles in government ministries, suggesting an overrepresentation in management positions compared to the 25% rate seen within broader government ministry employment. Furthermore, during the election period for the 25th Knesset, 64,676 working hours were deducted from government ministries (32,870 hours of unpaid leave and 31,806 hours deducted from the working hours of employees who were not on leave), due to the employment of 276 civil servants in the election campaign. Throughout the five election periods from the 21st to the 25th Knesset, a total of 267 civil servants held positions within the Committee, in one or more election periods, and in total, civil servants were employed in 678 positions. The majority of these individuals originated from three governmental agencies: the Courts Administration, the Population and Immigration Authority, and the Israel Tax Authority, accounting for 60% of civil servants engaged within Committee roles; 42% of the working hours of employees employed in hourly positions are in respect to the employment of Court Administration and Population and Immigration Authority employees.

The structure of the Central Elections Committee, which relies on a limited staff that expands almost 30-fold during the election period, results in a built-in dependence of the Committee on civil servants who embody the "backbone" of election-period employees. This reliance intensifies during unique situations, such as consecutive election cycles or emergencies like the COVID-19 crisis. Such scenarios necessitate increased governmental effort to maintain essential public services. Consequently, prioritizing the recruitment of employees with previous Committee experience, including those from government ministries, may strain the operational capacity of these ministries, particularly considering that these "returning employees" often reduce manpower in their respective units, especially at higher civil service levels. As a result, the predominance of civil servants in senior roles during the elections for the 25th Knesset restricts non-civil servant employees from adequately competing for these positions.



Number of daily working hours of civil servants during the election period –

Between August and October 2022, the three months prior to the elections for the 25th Knesset, 91 civil servants were employed by the Central Elections Committee on a full-time basis, at a standard of 10 hours per day. Among these, 27 employees (approximately 30%) engaged in additional work within their respective government offices, which demanded more than 6 hours per day on average, culminating in a total of over 16 working hours daily. This extended working schedule persisted for at least one month for each individual. During October 2022, two employees averaged approximately 9 hours per day, resulting in an overall daily average of about 19 hours. Such continuous work, exceeding 16 hours per day, particularly when not a one-time occurrence but rather occurring over extended one to two-month periods, is inconsistent with the stipulations of the Hours of Work and Rest Law, which mandates a minimum break of eight hours between consecutive working days.



Setting the term of office of the CEO of the Central Elections Committee – The factors influencing the establishment of terms for senior civil service positions, including considerations for refreshing ranks, ensuring equal opportunities grounded in professional merit, preventing the erosion of senior management, and preventing the centralization of power in the hands of an individual for prolonged durations, are equally pertinent to the Central Elections Committee. Despite governmental initiatives aimed at outlining the terms of office for the 822 senior civil service roles, particularly those critical to substantial professional experience and significant autonomy, no specific arrangement has been established for the CEO position of the Central Elections Committee. The preceding CEO served from 1988 to 2010, while the incumbent has held office since 2010. Historically, CEOs of government ministries, as well as those serving in the President's Office and the Knesset, have typically concluded their terms with the advent of a new minister or designated official, often within a few years, even in the absence of a formal term arrangement, reflecting the nature of their roles. In light of this trend, indicative of a broader policy within Israel's public system, which is also informed by governmental decisions, the lack of a time-limited term for the CEO of the Central Elections Committee, particularly in relation to the replacement of the Committee Chairman, is irregular and warrants examination.

Transparency of salary data – monitoring the implementation of recommendations from the State Comptroller's previous report – An audit conducted in August 2021⁴ highlighted that the level of transparency exhibited by the Central Elections Committee regarding employee positions and salaries did not align with standard practices within the public service. Notably, the Committee fails to publish salary data for its employees and does not provide salary information for employee groups at the level of detail found in the report by the Commissioner of Salaries. Furthermore, the Committee does not disclose on its website the aggregate figures contained in its budget proposals concerning total expenditures on employee salaries during the election period and the election week. It also does not provide comprehensive data regarding the number of positions and employees. Consequently, the public lacks access to information necessary for monitoring fluctuations in the Committee's staffing levels and associated employment expenditures over time and during election campaigns. The Office of the State Comptroller has recommended that the Central Elections Committee make available comprehensive data on the number of positions and employees, as well as salary information, in accordance with the publication standards customary within the public sector. It is noteworthy that the report by the Commissioner of Salaries also includes salary information for smaller entities, detailing the actual average monthly salaries of the highest-paid employees. Comparable salary data is similarly published for the top five highest-paid employees across all non-profit organizations, without differentiation between distinct organizations or their employee counts. Following the previous audit,

4 State Comptroller, **Annual Report 72A – Part One** (2021), "The Budget and Expenditures of the Central Elections Committee".



the Central Elections Committee augmented the information available to the public concerning human resources and salary data for various positions on its website. However, the published data do not encompass actual salary information for senior officials and highly compensated employees, diverging from customary practices in the public service. Additionally, the numbers of positions and employees classified by job group within the Committee's administrative headquarters, as well as for employees during the election period, are also lacking. The Committee did not publish a gender analysis of employee salaries in the format of an "equal pay for male and female employees report", with the exception of the permanent administrative staff employees. It should be noted that the salary tables available on the Committee's website indicate no salary differentiation based on gender within the included positions. Furthermore, much of the data pertaining to personnel scope and salaries published on the Committee's website has not been updated for the election period associated with the 25th Knesset, which concluded in November 2022. Thus, the previous audit's findings concerning the transparency of the Committee's employee salary data have been only partially addressed.



Adequate representation of persons with disabilities – The Office of the State Comptroller positively highlights that the proportion of employees with disabilities among personnel at the administrative staff of the Committee and in the regional committees during the election campaigns for the 21st to 24th Knesset was between 8.5% and 9.7%, surpassing the government target of 5%. However, this percentage remains low in comparison to their representation in the general population, which stands at 16%.

Allocation of human resources to regional committees – monitoring the implementation of the recommendations from a previous report by the Office of the State Comptroller – It is noted that the Central Elections Committee has taken commendable actions to establish a model for the allocation of human resources to regional committees. Although the formulation of this model was not completed during the election period for the 25th Knesset, it was examined as a pilot initiative. Consequently, the previous report's assertion regarding disparities in human resource distribution among regional committees and the necessity for defined allocation criteria has been largely rectified.

Staffing of positions overseeing electoral integrity at sensitive polling stations – monitoring the implementation of recommendations from a previous report by the Office of the State Comptroller – It is positively noted that the Central Elections Committee has successfully staffed positions at all polling stations, particularly at those identified as sensitive regarding electoral integrity. The deficiencies identified in the previous audit concerning the partial staffing of positions at regular polling stations, specifically at sensitive locations, have been fully rectified.



Key Recommendations



In light of the increase in the overall budget of the Central Elections Committee between the election cycles for the 22nd and 25th Knesset, particularly regarding salary expenses, it is recommended that the Committee assess the augmentation of its resources in consideration of the risks associated with conducting elections in various regions and polling stations. The objective is to mitigate costs incurred during elections and conserve public funds. The Central Elections Committee and the Minister of Interior are advised to expedite the examination of the computerization of the electoral system for both the Knesset and local authorities. This examination should consider the potential for the computerization of the voter identification processes and the voting process at this stage, guided by practices in other countries and recent technological advancements. Moreover, the examination must encompass all relevant factors, including the disadvantages related to manual procedures involving double envelopes, economic implications, expected costs linked to the computerization of electoral processes, and an evaluation of risks associated with the implementation of these computerized processes.



The Central Elections Committee is mandated to ensure the appropriate representation of all demographic populations within its administrative staff and during the electoral period, as stipulated in Section 15A of the Appointments Law. This can be achieved by establishing targets for the appropriate representation of diverse populations and systematically collecting data on compliance with representation directives and the proportion of employees eligible for appropriate representation, while also considering the distinct characteristics of staff during the electoral period. It is recommended that the Committee publish specialized tenders aimed at the recruitment of employees from these populations and promote their representation among election period employees, including in senior positions such as the director of a regional committee. Additionally, the Committee should monitor the effectiveness of its efforts to achieve appropriate representation and undertake further actions as necessary.



It is recommended that the Central Elections Committee publish data regarding its permanent administrative staff employees, facilitating an examination of gender-based wage disparities, if any exist, by reporting hourly or full-time wages. The Committee is also advised to focus on the recruitment of women for senior roles within the regional committee staff to guarantee sufficient representation of women in these positions.



It is recommended that the Central Elections Committee, in consultation with the Civil Service Commission, establish in advance criteria for employing civil servants during election periods under emergency conditions, balancing the needs of the Central Elections Committee with the operational requirements of government ministries. Moreover, the Committee should explore options to reduce reliance on civil servants during the election



period, thereby encouraging the recruitment of individuals from the general public, which is well-suited to the nature of conducting elections, as a central national task.



It is recommended that both the Central Elections Committee and the Civil Service Commission ensure that civil servants employed by the Committee during the election period, who concurrently work in their regular government offices, are employed in accordance with the provisions of the Hours of Work and Rest Law.



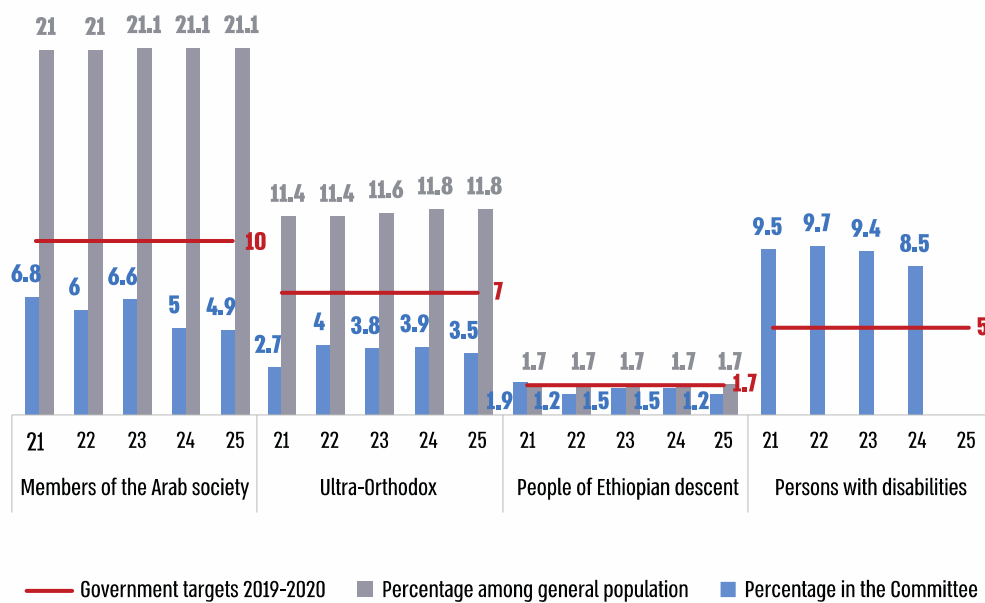
The Chairman of the Central Elections Committee should work towards establishing guidelines concerning the appointment procedures and operations of the Search Committee for the CEO of the Central Elections Committee, reflecting the work procedure instituted by the Civil Service Commission as of January 2022. The Chairman is also encouraged to consider defining rules related to the term of office for the CEO, taking into account governmental policy objectives and the specific characteristics of the CEO's position, notably the significance of accumulated experience for the success of "electoral operations" and the time intervals between election cycles. This can include enhancing the administrative capabilities of the Central Elections Committee to guarantee continuity and stability in its operations during transitions in leadership, as well as designating an overlap period to aid in the incoming CEO's assimilation.



It is recommended that the Central Elections Committee publicly disclose the number of available positions and employees by job classification, along with the actual salary data of senior officials and high-paid employees, consistent with practices in the public sector. The Committee should ensure regular updates of this information on its official website, including personnel and salary data. Additionally, the Committee is encouraged to consider issuing a periodic report with a gender perspective regarding its employees, detailing wage disparities between male and female employees, formatted as an "equal pay for male and female employees report".



Inclusion of populations eligible for adequate representation among election period employees – among the administrative staff and regional committees – in the election campaigns for the 21st to 25th Knesset (in percentages)



Source: Central Elections Committee and CBS data, processed by the CBS.

* See explanations for CBS data in Appendix A.



Summary

The administrative structure of the Central Elections Committee is characterized by a distinctive organization, comprising a small permanent staff typically totaling 37 positions. This structure expands during election periods, lasting three to four months, to accommodate over 1,000 employees (nearly 30 times the standard). During election week, the administrative framework increases to approximately 72,000 additional employees, primarily located at polling stations across the country (approximately 2,000 times the standard in non-election periods). In 2014, an amendment to the Appointments Law established the status of the Committee's permanent administrative staff and election period employees, designating them as civil servants with necessary adjustments. Almost a decade after this amendment, this report identifies rules applicable to civil service employees that have not been fully implemented concerning employees of the Central Elections Committee.

- 1. Adequate representation of populations entitled to adequate representation**
– The Central Elections Committee has not established goals for adequate representation, as mandated, nor has it adopted the objectives set forth by the government. The Committee did not compile data regarding the proportion of employees entitled to adequate representation and has failed to ensure that efforts to promote adequate representation were effective; Indeed, in the last five election periods, the Committee did not meet the majority of government-set goals for adequate representation.
- 2. Employment of civil servants during Knesset election periods** – The Committee exhibits a built-in reliance on civil servants, who represent the "backbone" of employees during the election period and function as a repository of knowledge and professional expertise. This reliance increases during exceptional circumstances, such as emergencies (e.g., the COVID-19 pandemic). Additionally, it appears that during emergencies, increased efforts may be necessary by government ministries to deliver essential services to the public, and prioritizing the recruitment of returning employees for election management during such times may impede the operational efficacy of the ministries, particularly regarding employees at the two highest levels of the civil service (senior and middle levels), who are overrepresented among the Committee's standard personnel (50% of the Committee's employees as opposed to 25% within government ministries). Approximately 30% (27 out of 91) of civil servants employed full-time within the Central Elections Committee for the 25th Knesset concurrently fulfilled their roles in their respective government ministry, aggregating work hours exceeding 16 hours per day, which raises concerns regarding compliance with the Hours of Work and Rest Law and the potential impact on the continuity of their civil service responsibilities.
- 3. Term of office of the CEO of the Central Elections Committee** – The considerations governing the determination of senior civil service employees' terms, including the refreshment of ranks, provision of equal opportunities based on



professional merit, prevention of managerial erosion, and avoidance of power concentration in the hands of a senior employee for extended durations, also pertain to the Central Elections Committee. Despite this relevance, no formal term of office arrangement has been instituted for the position of CEO of the Central Elections Committee.

4. **Transparency of salary data** – The follow-up examination has indicated that the Central Elections Committee's degree of transparency concerning the number of positions and salaries of its employees is insufficient when compared to customary practices within the public service. Although the Committee has enhanced the information available to the public on its website, this enhancement is only partial; It fails to include certain data and remains un-updated for the election period pertaining to the 25th Knesset, which concluded over a year ago.

It is recommended that the Central Elections Committee review the significant increase in its resources and employee scope, considering the risks associated with conducting elections across various regions and polling stations, with the intention of minimizing costs arising from the electoral process and conserving public funds. Furthermore, collaboration between the Central Elections Committee and the Minister of Interior is recommended to complete the examination of the computerization of electoral systems for both the Knesset and local authorities. The Committee should establish goals for the adequate representation of eligible populations among administrative staff and election period employees and strive to recruit women into senior roles within the regional election committee staff to ensure proportional representation. It is also advisable for the Committee, in consultation with the Civil Service Commission, to explore strategies for decreasing dependence on civil servants as election period employees and to devise proactive criteria for civil servant employment during election periods amidst emergencies. Moreover, it is recommended that both the Committee and the Civil Service Commission, each within their respective domains, take actions to ensure that civil servants employed by the Committee during the election period who also continue their work in government offices, do so in a manner that adheres to the principles of the Hours of Work and Rest Law. Finally, it is advisable for the Committee Chairman to consider establishing regulatory frameworks concerning the term of office of the CEO and for the Committee to publicly disclose data on the number of positions and employees and their respective salaries, in alignment with public sector norms.