

HRM IN PUBLIC ADMINISTRATION: EFFECTS OF THE PUBLIC ADMINISTRATION REFORM IN THE REPUBLIC OF MACEDONIA

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HRM in PA is expected to put together individual performance and overall institutional capacity in particular administrative organizational setting. Both are interdependent and expected to be linked with administrative organizational structure and functional feedbacks, stipulated in code of conduct as a system of procedures. Following this premises, the research was focused on interdependence between administrative effectiveness and organizational preconditions, such as organizational culture, behavior, systemic thinking, etc. Legal and practical aspects of the process consisted of needs assessment, recruitment, selection, introduction to daily activities of the organization and personal duties, were also subject of dye attention, in addition to monitoring and evaluation of motivating tools and general approach in evaluating individual and group performance. In-service trainings (including selection criteria, who will go, and where), organizational improvements, based on “lessons learned” and related to effectiveness and efficiency building, and system of both positive and negative stimuli for public servants, were the set of issues that provided comparability of declarative statements of the public administration superiors with the reality. Based on multidisciplinary approach and using variety of research techniques, the conclusion is that HRM is considered as potentially useful, but not seriously implemented concept – most of the work waiting to be done.

Keywords: HRM. administration, Effectiveness, Efficiency.

Introduction

Public section should be directed to satisfaction of the citizens’ necessities in an effective, transparent and responsible way. Taking into consideration the necessity for the establishment of public section, which will achieve its function in a way that it would reflect the best results, it was imposed the subject for the research in this paper, which persistently tries to find a decision for increasing of the effectiveness of the state administration function by closing of the circle of liability in the domain of management with the human resources.

Taking into consideration the fact that the main aim in the process of the reforms of the state administration in Macedonia is creation of professional depoliticized effective efficient and civic oriented state administration, the results from this paper will give an answer how properly to complete the management with the human resources, so as to be able to achieve these purposes.

Also, the aim of this paper is to give humble contribution to the scientific thought in R. Macedonia and wider in the domain of the management with human resources in the public section. Taking into consideration that the aim of the larger number of research is directed towards the research of the management with human resources in the direction of effectiveness increase in private section, production, commerce and services, this paper wants to emphasize

the necessity of clear conclusion of the legal regulations, regarding the management with human resources in public section, as well as the urgent necessity for effective public officers.

Methodology

Taking into consideration the subject and the purpose of this paper as logical continuation, the general hypothesis was imposed that if the management with human resources in the public section is achieved by clear and precise rules and procedures it will be made real basis for effective and liable working of the state administration.

In this context in order to get answers of my dilemmas, I realized interviews that contained different issues from the field of the management with human resources set in the organs of the state department. Mainly, the issues refer to the following planning and analyses of the necessities with human resources in the public section, the employment procedure, introduction to the service, the evaluation and employees' motivation. In this context the procedures for the public officers training, the criteria for the types of training and the nomination of the participants of the training have been covered, the feedback after the end of the training, the registration and the usefulness of the trained staff.

The results in the paper are based on an empirical research with using of the qualitative methodology. With qualitative methodology, I realized deep interview and analyzes of the content. The deep interview I realized on target sample, which covered the bearers of management public authorizations (state secretaries, managers of sections and managers of departments in organs of

state management and public officers from the organs of the state management and the state authority.¹

I have conducted the interview with twenty respondents out of whom four state secretaries, six managers of sections, five state counselors, three managers of departments and a counselor and a state auditor. The results from the interview are taken from the majority of responses from the respondents. The analyses cover responses which are exceptions and which disagree from the majority of answers and are relevant indicator for the subject of research.

Result and discussion

Through the presentation of the results of this article, it can be seen how the management with human resources² is achieved in the public section and at the same time to see the advantages and the disadvantages.

¹ I have realized the interview in the following organs of the state department: Agency of Public Officials, Ministry of Education and Science, Ministry of Defense, Ministry of Internal Affairs, Ministry of Labor and Social Policy, Ministry of Living Environment and Spacious Planning, Ministry of Finances, Ministry of Justice, Ministry of Self government, State Institution for Audits, State Prosecutor, Public Prosecutor, State Institution of Statistics, Direction for protection of personal data, Department of Hydro-meteorological Affairs and the Center of Crisis Management.

² Management with Human Resources is an area in the organization and the management that is dealt with the people in the organization and with those aspects of the human factor that are not covered with the discipline of the organizational behavior. The Management with human resources is scientific discipline which is based on many other areas of science such as: the scientific management, the industrial psychology, the social psychology, the organizational behavior, economics of business, ethics of the business, philosophy and etc. The management with

So, from this point, we can start with the presentation of the basis of this research and that is the conclusion that came out of all respondents that the function management with human resources is established organizational part of the state organs and the achievement of this function deviates from the rules that the science management with the human resources established. From the respondents, 18 answered that in their state organs they have formed departments or sections for human resources where they exist only formally. It means that in these organizational units mainly there is one or none employee and that is expressed to the successful management of the organ ³

All respondents answered that in none organ, there are established written procedures which will give directions for the confirmation of the necessary staff in the organization, the announcement of the adds, the selection and the employment of the necessary staff and as well as the selection of the corresponding staff. The only document by which they are led by is the Law for Public Officials⁴ and the other procedures through which these things are explained in state organs do not exist.

In this context the respondents emphasized that the Law for Public Officials and sub legal acts do not give clear direction referring this procedure. Pursuant to the Law and sub legal acts, the overall procedure in the part of the staff employment⁵ the publishing of the add, the

human resources is interdisciplinary science which units the sum of knowledge connected to the people in the organization, so that the results of the individual (individual result) as well as the results of the organizations (the summed result) are to be high. The management with human resources includes range of successive activities which intend to plan the necessities with the working power in the organization (planning), to see the possibilities and the resources of the regulation of the necessary workers (recruiting), to make a selection and to choose those individuals who suit the most for the organization (selection), the selected individuals to be integrated in the organization (socialization), to develop adequate system of awards (awarding), to create policy of career(development of the employed) to secure employees' protection (insurance) and to create policy of degradation and firing of the workers. More detailed at M.Petkovic (2003) "Organizaciono ponasanje", Faculty of Economics, Belgrade, page 205-206

³ As a confirmation of this is the statement of one respondent who says" What I can surely say is that in order to conduct that as a whole, we should have corresponding human capacities what is not a case in our state organ. So, we should have one specialized department for human resources which will establish all functions. One for example will plan trainings, the other will lead the registration for the sick leaves, entrance or exit interview, the other will be involved with a mentoring plan so we are not talking for that kind of thing". In the context of the same one respondent emphasized "It should pass a period for qualitative working of the whole administration including the way for management with human resources. So, it is new science for Macedonia, unfortunately it has existed for a long time but for Macedonia is a relatively new one, so it means that we still do not have specialists who know well to manage this problem, who know what to ask and to lead the interviews and the employment procedures. It means that it has to be worked on this problem, to have qualitative scientific research which will give direction for the improvement of the quality on the field of the human resources".

⁴ Rule book for the criteria and the standards as well as the procedure for the selection and employment of the public officials. Rule book for the way, the procedure and the criteria of the professional and trainee exam. ("Off. Gazette of the Republic of Macedonia" 59/2000, 112/2000, 34/2001, 103/2001, 43/2002, 98/2002, 17/2003, 40/2003, 85/2003, 17/2004, 69/2004 and 81/2005.

⁵ Planning of the necessities of the human resources is a process for the confirmation of the necessities for the working force in accordance to the development strategy of the organization, that is the business plan which operationalizes this strategy. At the determination of the necessities of working force, it is necessary to start from three indicators: strategy of the organization, the internal data for the status of the working force which is set on

conducting of the interview, the selection⁶ and at the end reaching the final employment decision leaves space for unreal selection.

According to the respondents, it has been left such essential issues for the overall procedure for employment, that is, since the announcement of the add to the final selection and reaching of the employment decision, to be regulated only with sub legal acts which will again be incomplete and do not direct to clear criteria as real and unbiased indicators the best to be elected.

So, in the part of the preparation of the questionnaires whether by the Agency for Public Officials or by the organ which publishes the add, it has been left the possibility each person according to his own view to make the questionnaires. So,

the questions are not based on some indicators that should be a base for the grading.

There is no limiting of the questions according to the groups of titles, type of the working post, questions that dispose the personality according to the characteristics, which is very important factor for the effective execution of the working tasks. The evidence documents for the capability of the personality are lodged after the end of the whole procedure which also leaves space for misuse at grading⁷. Concerning the non- existence of the selection procedures, the respondents suggested that the procedures for employment, the interview and the selection to be made by specialized independent and unbiased institution.⁸

In this context some of the respondents emphasized that not always, a care is taken the employment commission to be consisted of professionals from the field where the person is employed⁹.

certain working posts, whether they are sufficiently used, whether they are used in an appropriate way or they are surplus in the organization and the external data for the status of the working force with the necessary qualification and education. More detailed at M.Petkovik (2003), "Organizaciono ponasanje", Faculty of Economics, Belgrade page 206-207.

⁶ The selection of the applied candidates represents complex process, responsible and delicate. The selection represents certain procedure which is consisted of certain phases or steps which should be realized by a certain schedule. The common attitude for all experts from the area of management with human resources is the qualitative evaluation of the applied candidates, which should be realized by an expert team made of primarily psychologists and then by experts who know well the work for which the choice is made. The scientists planned the following phases of the interview such as: the filling in of the applicants, the work forms, first detailed interview, tests, test of capabilities, checking of the data from the filled form and the enclosed recommendations, analytical interview and checking of the health status. More detailed at M.Petkovik (2003) "Organizaciono ponasanje", Faculty of Economics, Belgrade page 212-213

⁷ So one of the respondents says: "As much as we try to make the evaluation of the right person on the right post, I am not sure that it always works". So, it depends in large measure on the competency of those who participate in the process of selection. So, it means to what extend we have structuralized interviews, how much we use psychological tools, why for certain positions we need intervals and for some working posts we need team of people, so it means how much we measure the skills. The interviews should be structuralized and precise in groups with concrete indicators which will fully disclose the personality and its capacities.

⁸ "For the staff selection I generally have recommendation, the selection is made by an independent certified institution. So, in the interviews you can not find if the person is communicative, cooperative, open, closed and other significant indicators for the quality of the worker who has been evaluated".

⁹ As a support of this is the statement of one of them. "There are no indicators for the interviews, as an indicator it is taken the best one. Each of the sector leads the interviews in a way on which one thinks will get the acknowledgement for his capabilities and whether he is capable for that post. Commission grades and decides, but

All the respondents emphasized that it should be made clearly and precisely explained what a capability in the vocation means.¹⁰ Such setting of the law leaves space for unfounded interpretation. Almost all directed to the fact that it is necessary precise directions for promotion in the career to be set especially for the management post there should be special condition (additional diplomas, licenses etc) for promotion in the service.¹¹

Also some of the respondents pointed also to that, the proof for the psychophysical capabilities to be by a specialized institution which guarantees for the good psychophysical status of the person that applied at the add. In this context, they also suggested the possibility the direct managers to request the employees to be under psychological checking at any time if they notice that the employees in their behavior show signs of psychological disease.

They all agreed that The Law for Public Officials thorough the system for the posts leaves space for input of the spoil system, so people from the outside with incorepsonding working experience, due to the unclearness that means experience in the vocation, for vital issues engage people who are not capable enough.¹²

The law leaves light possibility if there has been called an add for a working post immediately after the end of the procedure, to ask to be transferred on another working post¹³.

here we have a problem, for example there might be a bias to the members of the commission at the grading and unreal points are given”.

¹⁰ In this context the respondents emphasized the following: “But that is not enough, there has been an omission and there is still, so it means that three year working experience in the vocation. There should be a correct formulation what an experience means in the vocation, whether is the same a lawyer who worked for public supplies or insurance companies whether is that considered as an experience in the vocation and the working post refers to something else. So the Law for Public officials leaves space for misuses and each person can interpret it as he likes. At the interview there is bias, the tests at the Agency for Public officials are in pure form and all that it should be well worked out.

¹¹ We had one initiative that turned out from the quality that public authorities give to the citizens. It was high time to have an academy for training of the public officials, but only for training because we are trained for something and without any order, but it should be a condition for promotion of the career of the public officials. We took the local administration, but there is no local state administration and all is the same. It means that not everybody can be appointed for a secretary of a municipality, so it should be on bases of precise merit system. People who will be appointed for state secretaries to have previous trainings and to take exams previously in order to obtain certain certificates. For example, me as a manager of a sector enroll at the academy and I will gain a certificate but when the ministry comes to elect, the election to be made from those who have the certificate as capable for that work to have clear criteria for the progress in the career.

¹² One of the respondents stated the following: “The system of working posts enables to gain working post without any career development as well as promotion in the service to go without any criteria and indicator that is requested for an example by the career development. The career development enables liability and quality. If someone knows how to progress in the service he should go through several levels and should prove through taking professional exams for each upper level in the career and he will surely be more liable and effective in his work. This system is corresponding to the spirit of more qualitative state management.

¹³ In this context it is the statement: “The youth are not burdened with the psychology just to find a post and get employed, but now for the youth is not a huge challenge to work in state administration. Otherwise, those who get employed are more or less ambitious and with huge expectations as a whole. There is some impatience which is difficult to channel, they expect immediately after the employment results in the career development. So, for those who work less, the greatest interventions appear by political parties and ministries and they have ambitions immediately to come to managing positions.

So, in the state organs very often happens the worker who was admitted for one post that covers one area, immediately after the employment or for a very short period to be transferred on a working post to another area, regardless whether at the employment he /she was evaluated according to other criteria.

Also, all respondents stated that in the Law for Public Officials it was not clarified how to act when there is an add with certain criteria for the post and at the adds people apply with more qualifications than the requested, larger working experience or higher education. In such cases, the Agency for administration clearly sticks to the add if for one working post as a criterion it was planned without working experience and if a person appears who fulfils the conditions and has working experience such application is rejected and there is a space less qualified staff to apply on the behalf of staff with working experience.

The respondents consider that such unclearness should be clearly legally defined not leaving space for misuse since the beginning in the employment procedure. The strongest possibility which enables the best not be employed leaves the discretionary right of the person in charge to choose who he wants from the suggested rang list with five the best¹⁴ and with the changes of the Law for the public officials from the first three¹⁵. By all this, the fifth or the third can be elected and all the great efforts right people to be set on the right places become useless.

In the part for the introduction in the service in three organs the institution mentorship has been established as an instrument which will help the newly employed easily to fit in the state organ¹⁶, more from the sociological aspect to meet people the characteristic, the general affairs for the organs and other general moments which are very important for the first impression and the relation towards the work of the newly employed. The mentors, it is usually a practice to be

¹⁴ In the basic text of the Law for Public Officials clear text (“Off. Gazette of RM” 108/05 in article 15 paragraph 2, says: “The Agency for Public Officials prepares a list of at least five the most successful candidates for each post who passed the professional exam which is delivered by the Commission from the article 14 paragraph (4) of this Law and paragraph 9 of the same article which says: “After the end of the procedure for election of a secretary that is functionary who manages with the organ from the article 3, paragraph 2 of this law where the secretary is not appointed a decision for employment is reached”.

¹⁵ With the changes and the supplement of the Law for Public Officials (“Off. Gazette of RM” number 114/09) in the article 17-g paragraph (6) it says: “On basis of the results of the interviews the Commission for a selection in a period of three days after the conduction of the interview sends a rang list of three the most successful public officials to the secretary, that is the functionary who manages with the organ from the article 3, paragraph 2 of this law where it is not named and article 17-e (1) says: “The Secretary that is the functionary who manages the organ from the article 3, paragraph 2 of this law where it is not named a secretary in period of three days after the receiving of the rang list from the article 17-g paragraph 6 of this law is obliged to make an election of public official”.

¹⁶ The word mentor comes from the Greek mythology more exactly from the Homer’s “Odysseus” where Mentor the close friend of Odysseus, as a man of trust, clever, talkative and honest, the Ithacan king obliges to take care for his wife Penelope, his son Telemach and his old father. In the literature there are ranges of definitions. Shortly, the phrases as “a group of parents and person of the same age”, “a model for example leader, educator and the best friend”, the protective correlation where the studying and experiment may appear and the potential capabilities that can be developed. According to that, the mentoring refers to the personal development which does not have to be in direct relation with the work of the protector. It has a character of long term relation where the individual is motivated to research, discuss, practice and to reach conclusions. More detailed S.Kostov(2005) “New public management”, Center of Quality, Skopje page 159-161.

people who are not from the organizational unit where the person is employed¹⁷. The motivation of the public official depends on the knowledge and the capabilities of the liable officials that is the directly in charge. The organs for the state department have no procedure or some criteria for motivation¹⁸. Regarding the motivation 17 respondents answered that generally it is not applied beside the fact there is a Manual for closer criteria for allocation of money award for the public officials¹⁹ a well as the regulations in the Law for public officials²⁰.

Part of the respondents who are on managing posts stated that they persist as a motivation to apply other methods such as: overtime work, permission for free days when the worker has emergent need, involvement into working tasks which are of essential importance for the organ, giving possibility to clearly state their needs for qualification or professional promotion and etc.

Still, the motivation in the state organ as a very important factor for effective and efficient public official at the present, represents a category that is not worked out nor in the Law for public official or in the state organs and it is not mentioned as a category at all which requests special attitude in the function of effective and liable working.²¹

¹⁷ Referring to this one respondent stated: "We are trying to enter a new program so called mentoring, because we know how difficult is one newly employed to be included in the institution. The aim of this mentoring is not so much from the methodological professional aspect, but more from social aspect to get acquainted with the institution he is interested in and not to be acknowledged with the things through gossiping. Mentors are not from the department where the newly employed belongs to.

¹⁸ The Manual for closer criteria for allocation of money award to public officials ("Off. Gazette of Republic of Macedonia" number 59/2000, 112/2000, 103/2001, 43/2002, 98/2002, 17/2003, 40/2003, 85/2003, 17/2004, 69/2004, 81/2005, 61/2006 and 36/2007)

¹⁹ Also the same number answered that do not receive benefit for over time work and the Law for Public Officials ("Off. Gazette of RM" clear text 108/05) and in the articles 59, 60 and 61 is planned such possibility. Article 59 says: "The Public Official who was engaged to work during weekly vacation is entitled to free hours that is days as much as he was engaged during the weekly vacation or has the right in amount of 5% of the amount of the basic salary and the supplement for salary for a title calculated by an hour. Article 60 says: "Public official in days of holidays confirmed by law is entitled to benefit to salary for passed hours at work in amount of 50% from the amount of the basic salary and benefit to the salary for title". Article 61 says: "(1) Public official is entitled to benefit to a salary if he /she works longer than the full working hours and in amount of 35% by the hour from the amount of the basic salary and the benefit on the salary by title, if he/ she worked by the warrant of directly in charged public official. (2) The public official who worked longer than the full working hours, the benefit from the paragraph (1) of this article can be replaced with free hours that is days.

²⁰ In the Law for Public Officials ("Off. Gazette of RM" clear text 108/05) in the article 71 is planned the possibility for awarding of the public official which says: "(1) The public official who with special engagement and quality in the conduction of the work more significantly contributes in the achieving of the function of the organ from the article 3 of this law will be allocated money award in amount to one of his salary. (2) For the money award from the paragraph(1) of this article the ministry decides that is the functionary who manages the organ from the article 3 of this law, on the proposal of the directly in charged public official.

²¹ The modern managers are facing the issues how to motivate the employed to direct their energy, knowledge, skills and capabilities to achieve the aims of the organization. Managers who are involved with human resources must know the theory and how to use in their practice scientifically based approaches which see the motivation as a mean for forming of the behavior of the people in the organization. The managers influence the motivation indirectly through development of forms in the organization, through following the individual necessities, development of awarding system, new organizational climates and culture. More detailed at M.Petkovik(2003)"Orgaznizciono ponashanje", Faculty of Economics, Belgrade page 212-213.

Regarding the trainings, the procedures for trainings of the public officials in the country and abroad, the criteria for determination of the types of trainings and the nomination of the participants of the trainings, the feedback after the end of the training, the registration and the use of the trained staff, the result is that the state organs beside the preparation of the training curriculum as an obligation imposed by the Agency of administration, do not have other written procedures and criteria regarding the trainings of the public officials.

From the answers of all respondents regarding the training, it can be evaluated that in only 7 state organs there is less serious attitude towards the training as a compositional part for strengthening of the capacities of public officials and that means

they care for the formal procedure at the nomination of the people for training, they take care for certain criteria at their nomination, they take registration for the people who go on trainings and those attending the training are obliged to send reports to the officials in the organ. Still, this is not based on written procedure or recommendation by some sub legal act or by the Law of Public Officials.²² In three institutions there is a practice for presentation for transfer of experiences and knowledge from the made training, the storing of materials after the realization of the training is made only in two institutions.

As far as the nomination of trainees is concerned, the professional qualification or education abroad, there are no criteria, directions or recommendations in neither state organ. The

So one respondent emphasizes: "I am trying to introduce them in the work and to take care especially for the motivation. The motivation does not have to and does need to always to be money. The care of the good manger for human resources is to know who and what motivates. The methods must be found and the ways for motivation which does not always have to be monetary. According to another respondent regarding the motivation gave the following statement. "The public officials are not very motivated with the salary and they do not have many possibilities to go ahead, as the strongest base that now people search for to work in state administration is the safety and the impossibility to work on other working posts".

²² From the statement of one respondent I found out the following: "At the beginning of the year we prepare calendar for trainings and send it to all who are involved in the program. We also send a plan for trainings to the Agency for Public Officials pursuant to the Law for Public Officials. We make after each training evaluation to get a feedback by the participants. We have a department which is involved with evaluation of the training, makes corrections of topics and themes, reduction, continuation and sees the feedback by the teachers and on basis of that we make analyses which will be used for the preparation of the new program for training of the organ. Each employed who will pass through a training has an obligation through a questionnaire to send information to us and we send that questionnaire to data base in the personal files of the employed which are saved at the section of staff management". In that context other respondent emphasized: "For the trainings we have a procedure which starts with filling in of a form for a training which is must frequently send by the manager of the section to the director. The manger can be connected and can not be consent and can ask for another proposal. In large measure the proposal by the managers of sections are respected, from another aspect it is every important the financial coverage and for all that a consent is given by the manager of finances as well as that by the section where the money come from. Another criteria if it is participated at a seminar, forum or similar the participants must have papers, their experience must be heard, knowledge of English language is a pre-condition and clear presentation of meetings. Each person that has to go as a feedback has an obligation to prepare a report. That report is also our standard form, if it is from some project it encloses the template from the project, as a report from the training. For each participation on the training at the department for European integration, the material is sent in electronic form. Still, the data from the reports are not taken in one data base. The obligations that result from the trainings we put in a calendar of realization and we follow that realization of obligations".

nominations for the training are non transparent.²³ In all institutions the liable officials decide without previous analyses and checking whether those people attended the same or similar training, there is not an application for the necessity of training, what is the purpose of the training. It means that all employees do not have equal approach to achieve their right to apply and in a transparent way through written procedure with defined criteria to perform the choice for the most corresponding that should realize the training²⁴. As a defect, the respondents also stated the fact that there is discontinuity and following of the curriculum for trainings in the organ, it is not acted by the same and it was all due lack of the discipline of the first people in the organ²⁵

Conclusion

In the frames of the research from all the respondents turned out the conclusion that function management with human resources is an organizational part of the state organs which is still at the beginning and for the achievement of its aims is necessary staff equipping as well complete normative setting.

The results direct to the establishment of the procedures for planning and analyses of the necessary staff, the announcement of the adds, selection, the choice and the employment of the corresponding staff. In this context a direction appeared for the change of the legal and sub legal acts by which the questions for the human resources in the state section are regulated.

Regarding the following of the work and the motivation of the employees in the public section, it is necessary to establish computer software which will be an indicator of measurable data. In that way they can be truly evaluated, rewarded and fined in the public section. In such way motivated and liable public officials will be produced.

Especially, clear indicators should be set at the performance at the questionnaires and the interviews and that means that the question should be based on precise indicators that will enable unbiased grading. So, the questions should be structured according to the categories of the public official and etc. The commission for employment should be obligatory made by qualified people,

²³ One respondent says:” The invitation for training most frequently finishes at the Chamber of the Ministry and certain people are sent on training without any criteria and procedure no matter they are corresponding for that training. The trainings are realized non transparently, after the returning of the people we find out that they have been on some trainings”.

²⁴ In this context one of the respondent says: ” There are no criteria and procedures at the realization and choosing of people that should go on training, so that corresponding people can be sent that have to be present on those trainings. But, I think that it should take some time, so that it can start functioning so the employed in the state organs are still hungry for training, so far we had donating means this is the first year when the means are planned in the budget of the institutions of the program K2, but with the rebalance of the budgets, these means are taken away and less and less means are left for training of the employed”.

²⁵ In this context another respondent stated: “We make a program for trainings that is planned in the Law for Public Officials, but the same is not being followed. The trainings are achieved in the following way, The Ministry and the state secretary who receive invitation for training do not deliver the same at the section for human resources to be checked whether someone has been on one and the same training but they write the name of the person who has to go on the training and we do not even know when someone went on a training. Then, they do not send the form that has to be filled in after the end of the training At the same time we face problems, we look for the information ourselves, we search through the report for evaluation, to prepared a report to the Agency for Public Officials for the realized trainings in the organ”.

who will be corresponding to the necessary professionalism and qualification which is requested in that add.

The Law for Public Officials should be changed and it should make precise the regulations at the definition of the working experience and the education necessary for employment and training for promotion in the vocation. It is of special importance to clarify what is the meaning of the formulation in the vocation that is used as condition when employing the state officials. It is very important to limit what kind of working experience is necessary to cover certain vocation that is necessary for certain working post.

The Law for Public Officials should question the system of posts which leaves space for input of spoil system, employment of non corresponding staff, promotion without criteria and indicators opposite to the system of career, which enables input and promotion in the state service according to unified career development, set on established rules which enable promotion in the service through fulfillment of more criteria equal for all. Such system of employment enables appearance of premature ambitions by young people who want over night to be promoted in the service.

The Law for Public Officials should clarify the regulation at the employment that is to forbid immediate transfer on another working post because it is very frequent case when conducted employment procedure for a post that covers one area, immediately after the employment or for a very short period to be transferred to a post from a completely other area, regardless that in the add there were requested other indicators which will prove his/her professionalism and competency.

The Law definitely should be precise, that is, at the last selection the liable person should not leave space to choose the fifth or the third but it must be elected the first graded in that way to avoid the spoil system on side door to enter less qualified and professional staff in the state administration.

There should be special attention to the mentoring as important psychological aspect, the newly employed to fit in the working environment as every important segment for further part of the newly employed.

In the legal and sub legal acts there should be regulations which will influence to the motivation of the public official. The motivation from each aspect through the basic component payment accompanied by other benefits, especially influences to the investment and the effectiveness of the public officials. From that aspect the Law it should be especially directed to the deeper analyses of the motivation.

Regarding the trainings, still the state organs have no attitude towards as pressing necessity for each state organ. It is due to the non existence of the written procedures and rules for the trainings in the state organs or just clear indicators and directions from the Law of Public Officials.

As a result of this it is pressing the necessity in the Law for Public Officials to pay special attention to the trainings, why they represent the most important segment in the establishment of the effective and efficient state staff.

In the law there should be set obligatory regulations which will have obligatory character in the establishment of the transparent criteria according to which the people will be elected and will be sent on a training with clear procedures about all steps from the application or the nomination of people, the procedure for the election by which people will be sent the confirmation of the necessity and the registration after the end of the training and at the end the use of knowledge and the materials by the person that attended the training.

It is necessary in each state organ to introduce a system of registration and following of the trained staff as well as a procedure for transferring of the knowledge of other employed through presentations of the employed and depositing of professional material reached at the realization of the training.

With continued and completed registration for the passed training in the fields of the employees, it can be clearly seen how the worker developed, what are his capacities and at the nomination of organ there will be data base for his developing path and the type of trainees that he or she attended.

In such a way it will be avoided the attending of the same training by the same people on the account of people who did not go through this kind of training and that will avoid attending of a training who with their professionalism are not liable for such type of training.

With clear system of established procedures for trainings there will be correct using of the capacities of the state official in cases of redistribution increasing or reduction of the organizational units of the state organs. The training should follow the human capacities in the organ opposite to the strategies and the structural setting of the same to be effective and efficient in the frames of the achievement of its role.

With clear procedure and criteria for training expressed in a transparent way it will be enabled creation of effective state administration with responsible attitude towards the work.

In other words the recommendation is the organizational unit human resources should have complete transformation in the state organs and that means the laws and the liable officials to approach serious treatment of the category public official. So the state official as a capacity who if correctly has been chosen, employed according to clear legal rule in unbiased way, if he progresses in the service according to the rules for the promotion equal for all, if the introduction in the service is according to written procedures and the training are elements that influence to the motivation and the strengthening of the capacities of the state administration we will have motivated effective and liable state administration, without becoming foggy of the liability and by that it can be easily closed the circle of liability in this segment.

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