

THE NECESSITY FOR STANDARDS AND PROCEDURES FOR TRAININGS AND PROFESSIONAL DEVELOPMENT OF THE ADMINISTRATION IN REPUBLIC OF MACEDONIA

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ABSTRACT

The professional training and development of the civil servants are key to the integration in the European Union (EU), effective implementation of the *Acquis Communautaire* and the achievement of the strategic and executive objectives of the Government of Republic of Macedonia and other public bodies. The training and professional development should be accepted as a strategic issue and to be integrated in the processes of planning, monitoring and evaluation of the state authorities. If we look at the analysis, there are numerous examples of good practice implemented training. But still from the large number of implemented trainings derives the conclusion that they are not based on planned strategy, but as a result of personal needs of the individuals and/or external donors that financed the training. The politic of the state authorities is to establish policy for systematic approach in assessing the needs from the training and their planning in order to increase the effectiveness of the administration in the Republic of Macedonia.¹ Besides the government commitment for training needs analysis in direction of systematic placement of the needs for training, there is still systematic placement of the procedures and regulations about the training program and its coordination in accordance with the strategic goals of the state authorities, selecting individuals that will be trained, the procedures after the completion of the training, transmission, storage and preservation of knowledge. Therefore, this research throughout the analysis of the legal and sublegal acts and interview of the civil servants strives to realize the goal of establishing clear rules and procedures about the preparation of training programs, criteria for determining the type of training and training participants nomination, the feedback after completion of training, records and utilization of trained personnel. Also, this research aims to provide guidance for new model with clear rules and procedures for all of the steps of the implementation, starting from the phase of preparation of the plans and the programs for training, selecting persons to attend the training, feedback after the implementation of the training, representation of the institution, transfer of knowledge, utilization of the trained personnel and training records. The training should follow the human capacity in the body, versus strategies and structural placement, and also to be

¹ Modern managers are faced with the question of how to motivate employees to direct their energy, knowledge, skill and capabilities to accomplish the goals of the organization. Dealing with human resources managers must know the theory and in their practice to use scientifically based on approaches that sees motivation as a means to shape the behavior of the people in the organization. Managers affect motivation indirectly through the development of forms in the organization by monitoring individual needs, developing a reward system, new organizational climate and culture.

effective and efficient in the frames of accomplishing of its role. With clear procedures and criteria for training, expressed in a transparent manner, will enable the building of effective civil servants with responsible attitude to work.

Key words: procedures, training, planning, selection, programs, administration.

INTRODUCTION

Successful institutions are those which recognize the importance of their employees and help them to develop their potential, to improve their skills and to achievement better satisfaction form their work. It is especially useful to have clear instructions which help them to know what is asked, to be able to evaluate how successfully they perform their work and how they can further qualify in order their skills to be coordinated with the necessities of their work. That is why, the purpose of this paper is to put accent to the training of the human resources in the public section as the most significant segment of the human resources management system. Due to this it should not be ignored the fact that the human resources management in the public section should be based on the regulations which are imposed by the management science, regardless the fact that this type of institutions is of state character and they perform non productive activity. The transition period and the introduction of the democratic system of government and by that the capitalistic system of ownership relations imposes the necessity of new attitude to human resources management and by that new attitude of trainings and professional development and promotion of the employees' knowledge in state and public service. Capacities of the human potential in an organization give the final result, that is to say the achievements of the organizations, its success, the effectiveness and efficiency. For that purpose it should be specially be careful with the professionalism, competency that is training of the staff in the organization. We can not talk about a strategy of an organization if we do not have the strategy for training of the human resources, if we do not have analyses of the capacities of the human resources and at the same time analyses of the necessities of professional qualification. Through such analyses the constant capacities of the employees should be considered whether they correspond to the organizational structure and the strategic aims to which the organization is moving to. In that order it is necessary all employees to be acknowledged with the aims of the organization and with the procedures for the realization of the training, the transfer of knowledge to the other employees, the registration and storing of information which refer to each worker in the domain of the training.

In the context of the world trend from the aspect of management with human resources as well as the strategic principles for professional, efficient, responsible politically neutral and service oriented state service as well as for the correct approach to the promotion and the sophistication of the staff in the state service appears as a necessity qualitative and overall staffing of the human resources departments in the departments of the state of RM. In this context it is important to emphasize the data that over 50% of the departments of state service, the state administration and the departments of human resources have not attended trainings. From that reason the results in this paper the current condition will be presented regarding the treatment of the trainings of human

resources and I will also make an attempt to give scientific contribution and answer to some issues in the domain of the human resources trainings.

CONDITIONS ANALYSES REGARDING THE TRAININGS OF THE STATE SERVICE IN RM

Regarding the trainings, the procedures for the trainings of the state administration in the country and abroad, the criteria for the 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 usage of the trained staff, the result is that the state institutions beside preparation of the training program as a obligation imposed by the Ministry of Information Society and Administration do not have other written procedures and criteria regarding the trainings of the state administration.

From the answers of all interviewed connected to the trainings, it can be evaluated that out of 21 state organs only in 7 there is more serious approach to the trainings as a constitutional part for strengthening of the capacities of the state administration and that means they follow formal procedure in the nomination of people for trainings, they follow certain criteria at their nomination, they have registration for people who attend trainings and those who attended the trainings are obliged to lodge reports to the authorized person of the institution. But, still it is not based on written procedure or recommendation by some sub legal act or by the Law of state administration.² In three institutions, presentation is practiced in front of the employees for transfer of experiences and knowledge from the attended training. The storing of the materials after the realization of the training is made only in two institutions.

When the nomination of people is in question, the professional qualification or education abroad there are no criteria directions or instructions in non state organ. The training nominations are non transparent.³ In all institutions it is decided by people in charge without previous analyses and checking, whether those people have the necessity from that training whether they have attended same or similar training, application is not submitted for the necessity of the training, what is the purpose of the training. It means all employees do not have equal approach to obtain their right to submit application and in a transparent way through written procedure by certain criteria to make the election for the

² From the statement of a respondent I found out the following:” At the beginning of the year we prepare calendar for trainings and we deliver it to all who are participating in the program. We also deliver a plan for training to the Agency of State Administration pursuant to the Law of State Administration. We make evaluation after each training, we get the feedback from the participants we have a department which does the evaluation of the training, makes corrections of contents and topics, deduction, continuation and observes the feedback by the processors and on basis of that we make analyses which are used for preparation of the new program for organ training. Each employee who will attend the training will be obliged though an evaluation list to deliver information to us and we will send that evaluation paper to the data base of the personal files of the employees which are kept at the section of staff management.

³ One respondent said:” The invitation for the training most frequently ends at the Ministry cabinet and certain people are sent on a training without any criteria and procedure regardless they are corresponding for that training The trainings are realized non transparently and after the returning we find out that they were on some trainings.

most corresponding who has to realize the training.⁴ As a flaw the respondents emphasized the fact that there is no continuity and following of the program for trainings in the state department it is not acted by the same and it is due to the non discipline of the first people of the institution.⁵

Such attitude to trainings gives the confirmation that state department do not consider trainings as something very important for the institution and that attending of a training is understood as a going for a walk. Regarding this, it is necessary to give more strict instructions in the laws in all steps of realization of the same, from the phase of the election of people who have to attend training, the feedback after the realization of the training, representation of the institutions, the transfer of knowledge, the usage of the trained staff and the registration of the trainings. The training should follow the human capacities in the institution 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 procedures and training, criteria expressed in a transparent way it will be enabled creation of effective state administration with responsible attitude towards work.

There is no transparency and most frequently for the training abroad the nominations are made by the authorized person in the state department directly to the person who will attend training and for that his superior finds out when the procedures for the registration of the person and reservation have to be made.

There are no procedures for regulation and following of the trained staff as well as transfer of knowledge to other employees through presentation to the employees and distribution of the professional material received at the training realization.

There is no registration for the passed trainings in the employees' files where it can be noticed how the worker developed, what are his capacities and at the person nomination there is no checking whether the nominated previously attended training of the same type. It opens space the employees to attend the same training several times on the account of someone who had no training at all or whether the training is attended by people who with their professionalism are not corresponding for such type of training

And especially important moment that is not mentioned at the state department is the usage of the trained staff and that means in the institution there are no functional analyses for the worker's capacities pursuant to the necessities of the working post. The training should follow the human capacities in the institution opposite to the strategies and the structural setting of the same, it should be efficient and effective in the frames of the achievement of its role.

⁴ In this context one of the respondents said: "There are no criteria and procedures in the realization and the election of people that have to go training so that the right people could be sent to attend those trainings. But I think there should be time to establish that in such way due to the reason that employees in the state departments are still hungry for trainings, so far we had donations this is the first year that means are planned in the institutions budget of the program K2 but with the rebalance of the budget these means will be taken and there will be less and less means for employees' training.

⁵ In this context another respondent emphasized: "We create a program for training the one which has been planned by the Law of State Administration but the same is not followed. The trainings are made in following way: "The Ministry and the state secretary will get an invitation for training which they do not sent to the Section of Human Resources to check whether someone has been on that training but they write the name of the person who is chosen to go on a training and we don't even know who has been on a training. Then they do not even give the form that each person has to fill in after the end of the training. We face problems we look for the information by ourselves we search in the report for evaluation so that we can prepare report for the realized trainings in the state departments.

Such attitude to the category of trainings as a significant element for supplement of the skillfulness of the staff of the state administration leaves space for irresponsible attitude towards work, the motivation is lost at the other employees and it creates organizational climate of dissatisfaction.

CONCLUSIONS AND RECOMMENDATIONS BY THE RESEARCH

The authorized people in the state departments unprofessionally approach the trainings and the practice in the state service. It is due to the fact of non existence of the written procedures and rules for trainings in the state departments or clear indicators and directions by the Law of State Administration. There are no criteria according to which people should realize training, as well as which are the procedures and steps that should be passed in order to realize, a training. There is no transparency for the way of nomination of the potential people who have to attend training. This is specially emphasized at the trainings which have to be attended outside Republic of Macedonia, abroad. At this type of trainings, the nominations are made by the authorized person in the organ with direct contact with the nominated person largely the superiors are not even asked and the nomination is not based on any procedure or some corresponding criteria. It is especially significant to emphasize that the steps and the procedures for registration and following of the trained staff are not regulated. There have not been registered procedures for the way and obligation for transfer of the knowledge by the trained staff to the other employees. There are unclear things for the storing and preservation of the professional material that resulted by the attendance of the corresponding training. It is especially important to emphasize that in the state departments there is no data for people who passed a training and that should be a constitutional part of the employees' files. Such registration will help the person in charge and to the people in charge for human resources to be able to analyze how the employee developed, what are his capacities and at the nomination of the person will be able to check whether the worker attended training from the same type. It also imposes the necessity in the legal and sub legal acts to introduce obligatory regulations which will have obligatory character in the establishment of transparent criteria according to which people will be elected, who will be sent to attend a training with clear procedures for all steps from the registration or nomination of people, the procedure for election of people who will be sent, the confirmation of the necessity, following and registration after the end of the training and at the end using of knowledge and the materials that resulted from the training. It is necessary in each state department to establish system of registration and following of the trained staff as well as a procedure for transfer of knowledge to other employees through presentations of employees and sending of the professional material received at the realization of the training. With continuous and complete registration for the passed trainings in the employees' file, it can be clearly seen how the worker developed, what are his capacities, and at the nomination of the person the institution will have data base for his development path and type of trainings that he attended.

In that way attending of one and the same training will be avoided on the account of people who did not attend any training and by that it will be avoided attending of training by people who are not eligible for that type of training.

With clear system of established procedures for training the capacities of the state staff will be correctly used in cases of redistribution, increasing or reduction of the organizational units of the state departments. The training should follow the human capacities in the organs opposite to the strategies and the structural setting of the same, it should be effective and efficient in the frames for the achievement of its role.

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

In order to be able to create effective state service and to achieve the aims of the organization the same should be completely dedicated to the development of all employees on fair and equal bases. The training should be connected with the general and concrete aims of the state departments, to identify the programs and the studying and development activities for individuals teams and for the overall organization, the organization should secure training for general introduction for all new employees so that they could understand how their posts are connected to the role and the aims of the institutions as well as to secure their understanding of the obligations on their post. The employees should encourage and identify the possibilities for training and development so that the standards of tasks, performance should be improved and so that they preserve their flexibility and potential. The necessities of trainings should be identified and to be distributed according to priority, depending on the requests on each post and each employee together with aims of the institution and the department or the working team where the individual belongs to.

The employees should continuously attend the trainings as well as to inform for the effectiveness of the activities connected to the training and to share the knowledge to other employees when that is possible and the new skills and knowledge that they received at the training and the developing activities to apply in the practice on the post. After the end of any training or development activity, the employees should register their presence in their file for training, as well as to fill in an evaluation form. The evaluation will be used to evaluate the effectiveness of different types of activities and different service providers. The effectiveness of the training and the development regarding the execution of the work by the employees will be discussed during the annual evaluation of the employees. Regarding the training participation it should be given to those who can show that the training has been previously identified as necessity for training for them or for their institution through the process of the evaluation of the training necessities. Those employees who can show that the training program will help the institution to reach the aims of the Strategic plan is in accordance to the legislature or the demands of Acquos Communautaire will be elected. Advantage should be given to those who previously did not attend similar training. When more than one person in the department of the state service or by the organizational unit applied for the training, then the election should be based through certain procedure for selection which will enable participation of all employees unless the program was not specially designed for a certain group of employees.

With clear system of established procedures for trainings there will be used capacities of the state staff in case of redistribution, increasing or reduction of the organizational units of the state departments. The training should follow the human capacities in the institution opposite to the strategies and the structural setting of the same, it should be effective and efficient in the frames of the achievement of its role.

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