

**The strategic aspect of planning the personnel local policy in the direction of sustainable development of the local market**

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THE STRATEGIC ASPECT OF PLANNING THE PERSONNEL LOCAL POLICY IN THE DIRECTION OF SUSTAINABLE DEVELOPMENT OF THE LOCAL MARKET,  
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**„The strategic aspect of planning the personnel local policy in the direction of sustainable development of the local market“**

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The strategic approach of the development policy of the local self-management, perceived from the aspect of the needs of the local market, expressed through the real need of efficient jobs and the quality of the kind and level of the available professional competencies, is an important factor in the increase of the social value, reflected in the planned activation of the quality needed of the human capital and creating better individual possibilities for developing of all the members of the environment. The cooperation of the local community and the business sector from the aspect of compatibility on the market and its utilization initiates a thought that every educational institution becomes a more and more causal factor for the local and individual development.

The offered kinds and structures of knowledge and its utilization, in the secondary and high education, enables developing stands and responsibilities reflected in the learning results, consequently profiled personnel with different levels of professional competencies, it's needed for them to be planned and conditioned by the relationship between the claimant and bidder, so it's needed and required for them

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to be compatible with the company's needs, as with the needs of the community and region.

That's why, the timely strategic approach towards planning of the needs of the community with exactly defined personnel profiles and a time frame of the need based on analytic analyses, would satisfy the needs of the business sector as a result of their long term planning, which would enable satisfaction of the local market, on one side, and the current solving of the companies and individual needs of employment, expressed through part waiting time on the market, and employment according to expert competence, on other side.

Key words: **strategic development policy, sustainable development, business sector, local self-management, market**

### **The local employment policy-a reason and a consequence for the existence of a strategic program for planning of the kind and dynamics of the needs of the local market**

The research question in this paper is directed towards determination of the degree of intern strategy of leading the local policy for ensuring of quality strategic processes for the market's needs, it's efficiency in the promotion and enriching the quality in the education and how effective the steps taken by now are, by the competent institutions, or the development programs for local development made based on real data for the needs of the business sector.

The goal of the research was to research the existence and need of a possible implementation of an effective strategic program which would improve the quality of the offer on the market through strategic lead of all the subjects towards a process that would decrease the waiting time and would ensure the structure needed of the qualifications and competencies.

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According the Law of the Local self-management (Official Journal of R.M n.5/2002), the municipalities have "the right and obligation to self-plan the economic development and to take activities to improve the economic future of the citizens..."

The above, only highlights the need from a strategic approach which would offer a defined strategic frame of needs from competencies and dynamics, through syncing the citizens' needs and the offer of the educational institutions (SU and VOI) on one hand and the local self-management and the business sector on the other hand. Exactly that determined the subject of research of this paper as- The need of the existence of a strategic program for developing planned activities for the needs of the business community, and initiated from the need of information and real effective satisfaction of the citizens' and market's needs.

The practical goal of the research is to see the real condition of the process of managing the local policy of the employment in the municipalities, which realizes in conditions of non existing functional strategic approach expressed through real knowledge of the needs of the dynamics, number and kind of professions needed to satisfy the business community and the existing structure of the market, which would effect through:

- information about the long term need of the market through the number and kind of the needed professional competencies, based on analyses of the real needs of the business sector, which would contribute for:

- directing in the future education of the youth,
- retraining of the professional competencies of those who wait on the market,
- retraining of the professional competencies of those already employed according to companies' needs,
- decreasing of the waiting time for employment,
- retention of the place to live, versus outflow of personnel because of employment

This research enabled:

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-understanding stands, opinions and the relationship of the representatives of the local self-management (members of the community Council, employees in the sectors of economic development ) towards the existing practices of managing with local policy of employment in the municipalities:

-understanding stands, opinions and the relationship of the business community for the existing practice of leading this policy:

-understanding stands, opinions and the relationship of the graduates, students, college graduates and citizens for the existing practice of leading this policy.

-understanding opinions and suggestions for the need of improving the managing process with the local policy of employment in the municipalities from all the listed stakeholders

The attitude towards changes, this research manifests through activities and action in direction of:

-institutional changes-which apply in the understanding of the need of changes in the existing system of leading the local employment policy, which would affect the kind of the professional staff on the market and the waiting time for employment on institutional, regional and society level. The focus is towards the ones for whom it exists-its direct creators and users of professional competencies, which would contribute for increased quality in the work, and improving the results evident in all the users in direction of continued sustainable local development.

-individual changes apply to changes of every institution individually, which would be recognized in a deeper approach towards the long term personnel planning of the staff and the representatives of all bodies in leading the personnel policy on society, regional and local level. That improvement would manifest through mutual and effective cooperation, between the local self-management and every company individually, effecting the regional cooperation in direction of exchanging information and personnel.

That cooperation, would reflect the impact on the group of stakeholders, represented through high school students and college students, families, because they're all affected as direct users of the educational service and the need of

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employment, through increased degree of involvement in the institutional functionality of the local self-management.

### **Population and sample of the research**

The research is realized in seven municipalities in the Republic of Macedonia.

The sample consists of:

- a sample of representatives from the Local self-management (126)
- a sample of representatives from the business community (102)
- a sample of representatives of citizens (250)
- a sample of representatives of graduates, active students and college graduates (570)

After the analyses of all of the questionnaires for every sample individually and mutually, individually expressed understandings were classified in:

Mutual understandings of all the respondents:

- they don't have understandings on the real number of current, short-term and long term needs from professional expert specifications of future employees of the business community;
- they don't have understandings of the kind of current, short and long term needs of professional expert specifications of future employees of the business sector;
- they don't have understandings of the number of enrolled students in VOI, nor the kind of chosen faculties and studies direction;
- there's a need for increase of their efficiency as an important factor of improving of the existing system of impact on the market.

Individual understandings of the representatives of the local self-management:

- there's a need for a real coordination while planning the policy of employment on the local self-management and the enrollment policy on a municipality level;

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- there's no involvement in the process of the enrollment policy of the educational institutions;
- there's a need from continued follow of the local and regional needs of the market;
- there's a need of increasing the adjustment of the kind of professional education competencies according to the needs of the environment;
- there's a need of participation, as development of the knowledge and skills for a given issue of representatives of the local and business community in creating of the education policy on state and local level;

Understandings of the representatives of the business community:

- a planned process for data collection and analyses of the needs of the business community is non existing;
- a public presentation of the needs of the business community is non existing;

Understandings of the graduates, students and college graduates, and citizens:

- there's a need for a real and timely information about the structure needs on the market;
- there's a need for cooperation with the business community for the need of the existing of a development plan for practicing and volunteering;
- there's a need for cooperation with the business community for future scholarships and employments;
- there's a need for building strategic partnership between the stakeholders.

The analyses of the given understandings points to three moments:

- the need of overcoming the existing condition;
- the need of redefining certain aspects;
- identifying of future improvement steps

Overcoming the existing condition:

- realizing an effective institutional self-evaluation which would enable defining a mission, establishing a strategy and an existence of a demonstrated devotion of the

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staff and members of the local self-management and business community in the process of managing in a way of effectively serving the needs of employment of the micro environment, with following the needs of the neighboring municipalities;

- finding solutions which would overcome the insufficient expert, information and involvement of the members of the local self-management in the enrollment policy on local community level;

- implementation of a continued intern evaluation of the program for local development for employment with a defined criteria for evaluation, which would enable an open intern and extern institutional communication supported by real documented and analyzed, systematic chosen data, delivered to all interested subjects in the macro and micro environment;

- improvement of the quality of the existing system of local management based on quality standards which define the key processes and resources needs, compatible to the ones in real practice;

The need of redefining certain aspects:

- there's a need for increasing the competencies of the members of the business community in the local self-management, which would strengthen their involvement in the part of impact of opening or closing vocations in the high schools, and would be compatible with the needs of the business community as graduates or directed would continue their education;

- there's a need for more cooperation with the business community and its involvement in the process-motivating by scholarships, volunteering and acquiring work practice, regulated with a compatible legal regulation;

Identification of future improvement steps

The research has discovered a number of moments for improving the process, but because of the massiveness of the paper, we will give the following:

- sustainability of the quality of the competencies, all the given factors which create an education policy on all levels, connect it with support from the advisory professional, or body institutionally set on local level in which representatives of the

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local self-management and business sector would participate, on local level would enable logistics needed in direction of:

- preparing a strategic program for professional development on the local market;
- deciding criteria for dynamics of collecting data and documenting the intern needs of the companies of the business community;
- regular collecting and presenting the achievements of the education institutions as part of the efficiency of their enrollment policy towards all the interested subjects;
- regular information of the stakeholders for the real condition and changes on the market.

- Involvement in the bodies of management of the education institutions and the Chambers sector as a two-way follower of the timely needed information and analyses from and to all stakeholders;
- Participation in the defining the enrollment policy in direction of closing, rotating, standing of the existing or opening new education vocations and directions;
- Following information to the lined ministries which would contribute in the efficiency in creating government economic and education policies.

### **CONCLUSION**

The analysis of the data obtained in this study indicate the absence of a strategy for development of the local labor market, stressing the lack of expertise and lack of cooperation between the underlying actors responsible for the economical sustainable development of the municipalities in Republic of Macedonia: Local government - which through its institutions is the creator of local employment policy;

The business community - an entity whose development depends directly on the local labor market and its supply;



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Strategic planning and inter-institutional communication, which would be based on the fair presentation of the situation through timely collected, analyzed and presented information to and from all these stakeholders would enable effective supply of skilled personnel in the labor market and effective local employment policy and would result with defined personnel policy aimed at:

- Planned acquire professional competencies needed for the business community in youth
- Shorten the waiting time employment in the labor market
- Planned acquisition of vocational retraining needs of the business community in terms of staff retention in the workplace or career development
- Keeping people in their place of residence or employment in cooperation with other municipalities in the region, based on the coordination of the needs of the regional labor market.

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