



# ■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE  
MANAGEMENT

## MACEDONIA

- **Author:** European Policy Institute - EPI
- **Date:** 27.12.2017.

<b>PAR Area</b>	<b>PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT</b>	<b>Country</b>	<b>MACEDONIA</b>
<b>SIGMA Principle</b>	<b>2. The policy and legal frameworks for a professional and coherent public service are established and applied in practice; the institutional set-up enables consistent and effective human resource management practices across the public service</b>		
<b>WeBER Indicator</b>	<b>PSHRM_P2_I1: Public availability of official data and reports about the civil service and employees in central state administration</b>		
<b>Indicator approach</b>			
<p><i>This indicator measures the extent and the quality of the information that the government produces and provides to the public related to the state of public service in general, and statistical data on employees in public service.<sup>1</sup> It is done through the review of government information, reports and other documents available online (or accessed through FOI request if not available online). Websites reviewed include an authority in charge of public administration or a central HRM agency or office, depending on each country case, but also review of websites of the governments and the general secretariats (government offices). The indicator consists of 9 elements (sub-indicators) focusing on publishing of official data on number of employees online and its structure, as well as existence and regularity of reporting practices on the state of public service. Only for the first element, the score of the relevant SIGMA sub-indicator is taken.<sup>2</sup> For elements seeking to measure regularity of information provision to the public, the timeline covers the last three years prior to the measurement.</i></p>			
<b>Summary of the findings</b>			
<p><i>According to SIGMA's 2017 report, "while the HRMIS system is a potentially powerful tool, it does not act as the main source of data on the public service. [...] The 2016 MISA Annual Report on Public Employment is only partially based on information from the HRMIS." Nevertheless, the Ministry of Information Society and Administration (MISA) publishes annual reports from the Register of Employees in the public sector. Improvement can be noticed over the years, as the data presented in the 2016 report is more comprehensive and structured than before.</i></p> <p><i>The legislative framework for the public service in Macedonia is regulated by two laws – the Law on Public Service Employees (LPSE) and the Law on Administrative Servants (LAS), which entered into force in 2015. The LPSE covers four groups of public employees, amongst which administrative servants. The LAS regulates the work of the administrative servants, which consist of civil servants and public servants. The LAS makes further distinction between the categories of administrative servants, dividing them in four categories. The report of 2016 makes a distinction between civil servants and public servants, but presents all information in one report (unlike in 2014 when two reports were published). As the indicator focuses on the data on central administration's civil servants and employees, the fact that the report treats 'civil servants' as a single group, without making further clear distinctions, constitutes a deficiency in the provision of data on employees. The 2016 report presents detailed information on the gender and ethnic structure, with crosscutting data where possible. However, the data is not fully segregated, as it is not divided per rank and position. The reports are only available as publications in a PDF format and the data is not available in an open format, not even on the open data portal of the government.</i></p> <p><i>LPSE stipulates that all information of relevance will be contained in the Registry for employees in the public sector and should be included in the annual report from the Registry. The Registry among other things should also contain information on the disciplinary procedures and decisions; wages and appraisals of the employees. However, none of this information is contained in the reports. Separate, issue-specific reports are also irregular or incomplete (e.g. reports on trainings were last produced in 2011, while some information regarding planning and recruitments is contained in the 2016 annual report of the Agency for Administration). These reports do not contain assessments of the quality and outcomes of the civil service. The 2016 report from the registry of employees was promoted through Facebook and a press release.</i></p>			
<b>Specific observations</b>			
None			

<sup>1</sup> Central government public (civil) service, as defined by the relevant legislation (Civil Service Law) as well as other categories of employees in central state administration.

<sup>2</sup> Sub-indicator 7 of the indicator 3.2.1 - Adequacy of the policy, legal framework and institutional set-up for professional HRM.

<b>Indicator score</b>	<i>11 (out of 25 points)</i>
<b>Final indicator value</b>	<i>2 (scale 0-5)<sup>3</sup></i>
<b>Measurement period</b>	<i>31<sup>st</sup> October – 15<sup>th</sup> December 2017</i>

<sup>3</sup> Conversion of points: 0-5 points = 0; 6-9 points = 1; 10-13 points = 2; 14-17 points = 3; 18-21 points = 4; 22-25 points = 5.