



■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE
MANAGEMENT

MACEDONIA

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- Date: 28.07.2018

PAR Area	Public Service and Human Resource Management	Country	MACEDONIA
SIGMA Principle	3: The recruitment of public servants is based on merit and equal treatment in all its phases; the criteria for demotion and termination of public servants are explicit		

WeBER Indicator	3PSHRM_P3_I1: Openness, transparency and fairness of recruitment into the civil service
Indicator approach	
<p>The focus of this indicator is on the recruitment into the civil service, more specifically through the analysis of the characteristics of the public competitions, as an open and transparent recruitment method which should ensure that the best candidates get civil service jobs.</p> <p>The methodology is based on the combination of analysis of administrative data pertaining to public competitions for public (civil) service positions and the perceptions of the public, and the civil servants themselves.</p> <p>The main sample for analysis are five most recent, completed public competitions for civil service jobs in each country for the year preceding the monitoring, from five different state administration authorities, i.e. one large ministry, one medium ministry, one small ministry and two central state administration agencies (special organizations, offices, government services, etc.). Only institutions to which civil service law applies are taken into account. Before filing requests, researchers check if the administrative bodies have had public job announcements in the previous year. In countries with decentralised systems (where requests have to be filed to individual institutions), researchers double the number of FOI requests. All elements based on the sample below refer to the same sample.</p> <p>To better inform the research and particularly the narrative reports, a focus group will be held with 5-10 former candidates for civil service jobs who applied to various levels of job positions as external candidates (i.e. candidates who were not already civil servants or hired via contracts in the public administration). An interview with a representative of the central, HRM responsible institution is held, to further inform the findings.</p>	
Summary of the findings	
<p>According to the Law on Administrative Servants, Article 35, public calls are published on the website of the Agency for Administration, as well as at least three daily newspapers, one of the newspapers being issued in the language spoken by at least 20% who speak an official language other than the Macedonian language. Article (3) of the same law, provisions the time these public calls are active stating that “The deadline for applying for public announcement (...) may not be shorter than 15 days, that is, longer than 20 days from the day of its publication in the daily newspapers”. The announcements are written in a clear and understandable language, meaning they have stated all the conditions, and at the end of every call they have a “Clarification” section, where they point out that the announcement is foreseen for a specific ethnicity, according to the Annual Plan. However, there is space for improvement. It should be specified what documents should the candidates provide to prove their work experience and to prove they are “medically fit”. The language should be more approachable and motivate the candidates applying for the position.</p> <p>According to the Law on Civil servants in Article 36 it is stated that candidates for administrative officers fill in the electronic application on the website of the Agency for Administration, where you must create your personal profile, and upload mandatory and optional documents. The possibility to obtain clarification through the website are not mentioned in any of the announcements.</p> <p>Unreasonable barriers for external candidates exist. Namely; in some of the announcements (only for category B) a proof of an exam of administrative management is requested. Until recently, only people from within the administration could pass this exam. Now (with changes in the bylaws) anyone can take this exam. However, the exams take place each week, while one has to register for the test one week prior. The announcement lasts</p>	

for 15 days, therefore if one wants to apply for a certain job and the test is requested, the time frame is very short.

All documents, provisioned by Article 36 of Law on Civil Servants, should be submitted electronically, scanned in the first phase on the portal of the AA., which is an administrative and financial burden for applicants. Even though the procedure for recruitment is organized in 3 phases in Macedonia, the Law on Administrative Servants states that there is no possibility to supplement the documents that are missing for the announced call because the candidates should fulfill the conditions from the public announcement in the application period. Some of the documents, such as the medical certificate only last for 6 months, which means the applicants would have to acquire and upload them again. Nevertheless, one positive thing is that the applicants can register a profile online, where they have all of their documents already uploaded and they can use them for other announcements

According to the Law on Administrative Servants, in Article 41, Paragraph 10 it is stated that “the results of taking all the candidates ranked according to the points obtained on the exam are published on the Agency’s website and immediately submitted to the e-mail address of all candidates who have applied”. On the website of the AA there can be found ranking lists for the first phase; the second phase and the final ranking for the selected candidate. The ranking lists for the first and the second phase provide info on all of the candidates (including scores). Nevertheless, information on the reasoning behind the selection is lacking.

From the survey of civil servants, it can be noted that in total, 17.8% agree that civil servants are recruited on the basis of qualifications and skills, whereas 18.4% disagree that political or personal connections are necessary to get a civil service job. Only 28% of the surveyed agree that the recruitment procedure is equal for all candidates. When it comes to the opinion and perception of the public, only 14.8% of the citizens agree that public servants are recruited through public competition based on merit.

Specific observations

Survey of civil servants was administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing). The sample was N=293. The same number of servants responded to questions from this indicator (n=293).

The public perception survey was conducted through computer-assisted personal interviewing (CAPI), using a three-stage random stratified sampling. N=1039, n=1039.

Indicator score	8 (out of 36 points)
Final indicator value	1 (scale 0-5) ¹
Measurement period	Collection of data on public competitions: June – July 2018. Civil servants survey: April 3 rd – April 27 th , 2018. Public perception survey: October 15 th – November 30 th , 2017.

¹ Conversion of points: 0-6 points = 0; 7-12 points = 1; 13-18 points = 2; 19-24 points = 3; 25-30 points = 4; 31-36 points = 5