



# ■ WeBER Indicator Summary

AREA: PUBLIC SERVICE AND HUMAN RESOURCE  
MANAGEMENT

## MACEDONIA

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<b>PAR Area</b>	<b>PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT</b>	<b>Country</b>	<b>MACEDONIA</b>
<b>SIGMA Principle</b>	<b>4: Direct or indirect political influence on senior managerial positions in the public service is prevented</b>		

<b>WeBER Indicator</b>	<b>3PSHRM_P4_I1: Effective protection of senior civil servants' positions from unwanted political interference</b>
<b>Indicator approach</b>	
<p>The indicator measures the extent to which both formal and informal practices protect senior civil servants from political influence and prevent them from exercising their duties in a politically impartial manner.</p> <p>WeBER combines results of SIGMA's measurement for specific elements covered thoroughly in their methodology with in-house expert analysis of legislation, documents and websites, civil servants' and CSOs' perceptions obtained through surveys implemented in all six participating countries, to create a more balanced approach to the sensitive and controversial issue of the demarcation between professional and political posts in public administration.</p>	
<b>Summary of the findings</b>	
<p>According to the SIGMA assessment report, it rates the sub indicator "adequacy of the legislative framework for merit-based recruitment for senior civil service positions" with 3/15 points, stating that even though the heads of the administrative agencies under ministries and the independent administrative bodies are not included in the scope of the civil service: their directors are freely appointed by the relevant political authority, however the hybrid system created by the LAS represents a clear improvement. The system is at least partially based on merit, but it is still highly discretionary: the sole condition for an individual to be appointed as a state secretary or secretary general of an institution is to hold a Group B position. Demotion is also discretionary. The demoted secretary returns to the individual's former position as a Group B civil servant. Group A positions are not subject to performance appraisals or the disciplinary regime. When it comes to the application in practice of recruitment procedures for the senior civil service, the report states that the system is at least partially based on merit, but it is still highly discretionary: the sole condition for an individual to be appointed as a state secretary or secretary general of an institution is to hold a Group B position. The ration of eligible candidates per senior-level vacancy is rated with 0/4 points, as it is stated that "The LAS's hybrid system for the appointments of state secretaries is an improvement on the previous situation, but it is still highly discretionary and politically biased. In addition, the heads of administrative agencies and bodies, positions with clear managerial functions in most cases, are freely appointed by the relevant political authority. In practice, all these positions are considered "political jobs" by the parties in Government."</p> <p>In terms of the selection of senior civil servants, only 13.6% of surveyed civil servants agree that procedures for appointing senior civil servants ensure the best candidates get the jobs in their respective institutions. According to surveys sent to CSOs, only 2.04% of CSOs agreed that senior managerial civil servants are professional in practice.</p> <p>Selection and dismissal of senior civil servants is heavily underlined by political motive in Macedonia. Only 5.2% of surveyed civil servants think that "rarely" or "never" are senior civil servants at least partially appointed due to political support, meaning a large portion consider agree with this statement. Only 20.8% civil servants disagree that senior civil servants would conduct illegal actions if political superiors have asked them to, and only 24% agree that senior civil servants can reject an illegal order from a minister or other political superior without endangering their own position.</p> <p>In terms of dismissal of civil servants, only 10.40% of surveyed civil servants agree that formal rules and criteria for dismissing senior civil servants are properly applied in practice. 30% think that senior civil servants</p>	

rarely or never get dismissed for political motives. However, only 10.8% surveyed consider that senior civil servant's positions are subjects of political agreements and "division of the cake" among ruling political parties. Moreover, only 3.60% of surveyed think that senior civil servants in their respective institutions rarely or never participate in electoral campaigns of political parties during elections, meaning a huge percentage consider otherwise.

#### Specific observations

Survey of civil servants and CSOs were administered through anonymous, online questionnaire. The data collection method included CASI (computer-assisted self-interviewing). For the survey of civil servants, the sample included N=293 respondents, while n=250 responded the questions from this indicator. The sample for the CSO survey was N=74, the base for questions in this indicator was n=49.

<b>Indicator score</b>	10 (out of 20 points)
<b>Final indicator value</b>	1 (scale 0-5) <sup>1</sup>
<b>Measurement period</b>	Survey of Civil Servants: March 26 <sup>th</sup> – April 30 <sup>th</sup> , 2018 Survey of CSOs: April 23 <sup>rd</sup> – June 7 <sup>th</sup> 2018 Research: July 2018

<sup>1</sup> Conversion of points: 0-7 points = 0; 8-14 points = 1; 15-21 points = 2; 22-28 points = 3; 29-34 points = 4; 35-40 points = 5