

Comparative research on challenges
for public sector human resource development in
economic downturn

The case of
Bosnia and Herzegovina

Sanja Jelic

*Head of Application and
Testing Unit, Civil Service
Agency of Bosnia and
Herzegovina*

Cost-cutting and down-sizing measures

- Salary downsizing - 10%
- Other cost-cutting and down-sizing measures still to be done
- Stand-by arrangement BH-IMF for next 3 years
- Temporary, these measures have not a very bad influence on the motivation of public servants

Transformation of civil service

- The institutional status of civil servants or public service employees has not changed.
- Salary and other fees cutting
- There were no significant social guarantees in the light of crisis, because of the country's weak social policy. Social security benefits are at a very low level.

Evolution of performance management practice

- There have been no major changes in the light of crisis because of the overall situation in the country, but some changes did happen.
- Council of Ministers Decision to cut public administration spendings
- 50 new decisions

Changes in HRM policy making

- The Parliament obliged the Council of Ministers to prepare certain regulations, including making some 50 new decisions of which nearly 60% is related to HRM (representation costs, travel costs etc.).
- Institutions are responsible for these regulations, each within its jurisdiction.

Role of social partners

- Social aspect
- Public administration- private sector

Does crisis drive innovation in HRM?

- Reasonable spending of funds
- More efficient public administration

The main challenges for the HRM policy planner during the economy downturn

- How to make public administration attractive and inviting in the time of crisis
- Social aspect of reforms
- Corruption problem