

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

The case of
The Republic of Macedonia

Aleksandar Golev

*Head of the Training Department,
Civil Servants Agency*

Current situation

Economy fall affected Macedonia later

- The system and its operation are of open nature, but not to the extent seen in the European Union and wider
- The anti-crisis measures package taken by the Government (ex-ante policy measures)

Current situation

- high unemployment rate which has already existed in the country, nearly 32%
- measures were to be taken to prevent large dismissal of workers

Damage caused by dismissal

- Unemployment increases
- Money invested in those people have been spent unproductively and in vain
- Social pressure increases

Cost-cutting and down-sizing measures

- Temporary ban on new employment in administration (except for NPAA and Framework Agreement) as a strategic priority and obligation of the Government previously taken
- No new employment for all permanently emptied jobs (retirement etc.)

Cost-cutting and down-sizing measures

- Re-assignment of civil servants to jobs that are deficient
- Downsizing current operational costs by 16%
- Downsizing the number of official trips (selection of necessary and unnecessary ones)
- Downsizing the number of members of delegations (manager + 2 members mostly)

Cost-cutting and down-sizing measures

- Downsizing the costs for entertainment expenses
- Downsizing the current and capital expenditures
- Capital expenditures of the Government to be postponed (presented with new action plan)
- Temporary engage 5000 unemployed people to perform public works

Transformation of civil service

Without changes for two main point

- dismiss of employees in the administration
- downsize of administrative salary

Steps taken in the administration

- more efficient management
- optimal use of existing staff
- Re-assignment of civil servants to jobs that are deficient

Role of social partners

- *social partners were consulted (economic chambers and trade unions)*
- *but their contribution was of rather informal nature*
- *some suggestions were accepted at Government's session*
- *Most of the adopted items was idea of the Government's services.*

Does crisis drive innovation in HRM?

- It couldn't be
- With the restricted budget (every step need financial implication)
- Without tools and comparative experience