



REPUBLIC OF MACEDONIA
STATE AUTHORITY FOR GEODETIC WORKS

**STRATEGIC PLANS FOR HUMAN RESOURCES
OF THE
STATE AUTHORITY FOR GEODETIC WORKS – SAGW
2007 - 2010**

Skopje, 2007

CLARIFICATION OF THE ACRONYMS USED IN THE DOCUMENT

SAGW	State Authority for Geodetic Works
RM	Republic of Macedonia
WB	World Bank
IT	Information technology
HR	Human Resources
MF	Market and finances
ICT	Information and communication technology
GIS	Geo information system
GPS	Global Positioning System
e-	Electronic
SWOT	Strengths, Weaknesses, Opportunities, Threats
LC	Land Cadastre
REC	Real Estate Cadastre
PIP	Project Implementation Plan
EU	Euuropean Union
NATO	Northern Atlantic Treaty Organization
WGS84	World Geodetic System from 1984
UTM	Universal Transfer Mercator Cartographic Projection
EUPOS	European Postitioning System for Determination
NSDI	National Spatial Data Infrastructure
INSPIRE	European Spatial Data Infrastructure
ETRS89	European Terrestrial Reference System from 1989
GRS80	Geodetic Reference System from 1980
IBRD	International Bank for Reconstruction and Development
TSC	Total Station
CAD	Drawing Software
PC	Personal Computer

HUMAN RESOURCES PLAN OF THE STATE AUTHORITY FOR GEODETIC WORKS

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1 INTRODUCTION

In line with the directions of the Government of the Republic of Macedonia, the State Authority for Geodetic Works (SAGW) has embarked on a transformation to a self-funding agency whose revenues to an increasing extent should be generated by sales of products and services. Starting from the assessment made on the market for the demand for products and services of SAGW, there should be forecasts for the so called production sectors (Sectors/Departments for Real Estate Cadastre – REC), of this institution, connected to human resources. Starting from the assessment of the current and future needs on the market, and analyzing the current and future products and services, a foundation is created for a good assessment in the tracing of the path of SAGW's transformation into a more effective service oriented institution which will have its impact on the human resources as well.

The main objective of the human resource strategy is for it to be a document that should make an analysis of the existing policies connected to human resource management, assessment of the influence of the new information technology – IT processes on the human resources as well as the future institutional frame of SAGW.

Improvement of the work environment, creating new work positions as well as putting in place various mechanisms for improving the work positions are some of the series of measures and priorities that this strategy foresees.

The work group that worked on this strategy from April till September 2007, during its work took into consideration the current situation of SAGW, analyzed its specific weaknesses and threats, i.e. strengths and opportunities on the basis of which lies this Strategy.

During the preparation of this strategy a part of the working group was working in parallel on the main Strategic Business Plan of SAGW 2007-2010.

This document is the first Strategy for the development of human resources of SAGW.

2. ENVIRONMENT

Government directives and guidelines

- One of the key reform policies and measures of the Government of the Republic of Macedonia is the improvement of the quality of the public institutions and the implementation of the reforms, increase of the transparency of the work of the Government and a decisive fight against corruption.
 1. Reduced corruption and bureaucracy through implementing standards and strengthening the institutional capacity of the administration, improving moral values and personal integrity.
 2. Strengthening control mechanisms in the work of the public administration.
- Small and efficient administration, creating better preconditions for meeting the needs of the citizens.
 1. Developing a partnership with the private sector.
 2. Complete de-politicization and support of professionalism through the introduction of employment criteria and promotion on the basis of expertise, professionalism and knowledge.
- Flexibility on the labor market through amendments to the existing regulations from the field of work relations
 1. Possibility for hiring employees for a limited period of time (contracted service).
 2. Stimulating part time work.

3. SAGW

In the realization of its own priorities, SAGW received assistance from the World Bank for the establishment of a functional cadastre and registration system, as well as a new organizational form and status of the State Authority for Geodetic Works, which will be based on the principles of modern commercial work, on the basis of partial (and with the option of complete) financial independence and with the model of an individual organizational structure.

Acting accordingly to these recommendations, SAGW has approached the preparation of a Strategic Business Plan 2007-2010, which was approved by SAGW management in mid September, 2007.

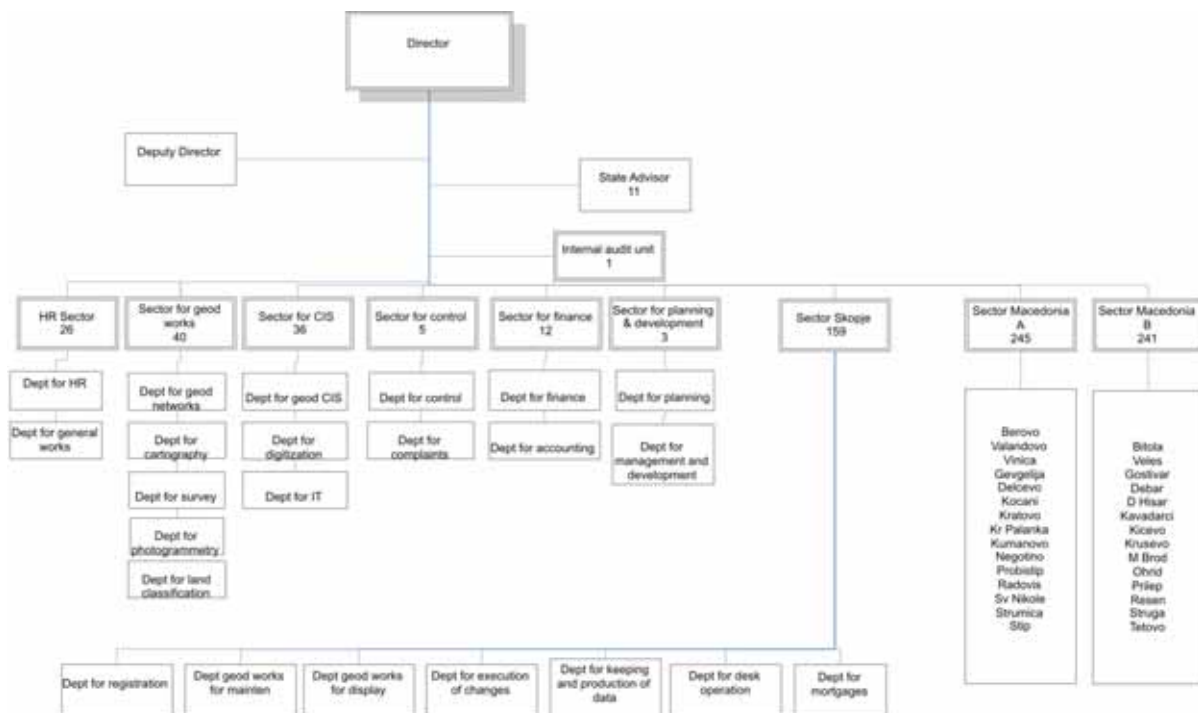
3.1. The function of the Authority

The fundamental law defining the functions of the State Authority for Geodetic Works is the Law on Survey, Cadastre and Registration of Real Estate Rights (Official Gazette of RM, No. 27/86, 17/91, 84/05, 109/05, 70/06) and the Law of Survey and Land Cadastre (Official Gazette of RM No. 34/72 and 13/79).

3.2 SAGW's organizational structure – current situation

In the Authority, in accordance with the Law on Organization and Work of the State Administration Bodies and the Regulation about the Principles of Internal Organization of the State Administration Bodies, the Law on Civil Servants, the hierarchical set up is determined on the following levels:

- Director;
- Deputy Director;
- State Advisors;
- Sectors;
- Departments,



3.3 Organizational pattern

The Sectors of SAGW are divided depending on the function and the scope of the work that each of them does individually, and they are:

- Sector for geodetic works- in charge of work from the field of geodetic networks, cartography, survey, photogrammetry and cadastral classification;
- Sector for cadastral information system, storing and issuing data – in charge of work from the field of digitization, CIS and information technology and spatial data;
- Sector for control - in charge of work from the field of control of the establishment and maintenance of the real estate cadastre and surveillance of the work of the private surveying sector;
- Sector for human resources - in charge of work from the field of human resources and work relations;
- Sector for Finance - in charge of work from the field of finance and accounting;
- Sector for planning and development - in charge of work from the field of planning and development of SAGW;
- Sector for real estate cadastre – Skopje in charge of work from the field of the establishment of the real estate cadastre and maintenance of the real estate cadastre;
- Sector for real estate cadastre – Republic of Macedonia A - in charge of work from the field of establishing the real estate cadastre and maintenance of the real estate cadastre;
- Sector for real estate cadastre – Republic of Macedonia B - in charge of work from the field of establishing a real estate cadastre and maintenance of the real estate cadastre, and
- Department for internal audit.

4. LEGAL FRAMEWORK REGULATING THE ISSUES FROM THE FIELD OF HUMAN RESOURCES

1. The Law on Work Relations ('Official Gazette of RM' No. 62/2005)- that regulates the rights, obligations and responsibilities of the employee and the employer from the work relations;
2. The Law on Civil Servants ('Official Gazette of RM' No. 59/2000, 112/2000, 34/2001, 103/2001, 43/2002, 98/2002, 17/2003, 40/2003, 85/2003, 17/2004, 69/2004, 81/2005, 61/2006 and 36/2007)- that regulates the status, rights, duties and responsibilities as well as the system of salaries and benefits for salaries of the civil servants;
3. The ethics code of the civil servants ('Official Gazette of RM' No. 96/2001, 68/2002 and 16/2004), that regulates the conduct and work of the civil servants;
4. The Law on National Holidays of the Republic of Macedonia ('Official Gazette of RM' No.21/98 and 18/2007)- that regulates the dates of the national holidays;
5. Law on Budget Execution ('Official Gazette of RM' No. 139/2006)

6. Regulation for business travel in the country and abroad ('Official Gazette of RM' No. 50/2000, 64/2001)
7. Law on Using Property of State Institutions ('Official Gazette of RM' No. 08/2005) - that regulates the rights and duties of the State Administration Bodies, in the context of using things which are owned by state administration bodies.
8. Collective agreement for state, judicial and local self-government bodies of the Republic of Macedonia - ('Official Gazette of RM' No. 53/95 and 11/98).
9. Law on Free Access to Public Information ('Official Gazette of RM' No. 13/06).
10. Law on Prevention of Corruption ('Official Gazette of RM' No. 28/02).

4.1 Employment

The procedures of employment of the civil servants in SAGW are ongoing within the legal possibilities that the Law on Civil Servants provides. The administering of the employment (public announcement, administrative selection of the candidates, taking the expert exam, etc.) is done by the Agency for Civil Servants with the presence of a representative from the institution that is doing the hiring, nominated by the Official of the institution.

The legal framework of employment is regulated by:

1. **The Law on Civil Servants** ('Official Gazette of RM' No. 59/2000, 112/2000, 34/01, 103/01, 43/02, 98/02, 17/03, 40/03, 85/03, 17/04, 69/04, 81/05, 61/06 and 36/07);
2. **The Law on Work Relations** ('Official Gazette of RM' No. 62/2005) and
3. **The Law on Agencies for Temporary Employment** ('Official Gazette of RM' No. 49/2006).

By signing the employment contract the work relation between the employee and the employer is founded.

4.2 Remuneration

In accordance with the existing legal regulations the salaries and the benefits of the SAGW staff are regulated and limited by the Law on Execution of the Budget of RM, the Law on Civil Servants and collective agreements.

The funding of the salaries and benefits is limited and centralized, depending on the Ministry of Finance and the Annual Budget. As part of the public administration SAGW is not independent in the creation of policies for its own system for salaries, benefits and rewards based according to the results of the work of each employee.

The possibility for partial financial independence would by all means have a positive influence in the direction of motivating the employees that would be managed according to the results achieved from the work.

The existing legal regulations, namely the **Law on Civil Servants** ('Official Gazette of RM' No. 59/2000, 112/2000, 34/01, 103/01, 43/02, 98/02, 17/03, 40/03, 85/03, 17/04, 69/04, 81/05, 61/06 and 36/07); **The Law on Work Relations** ('Official Gazette of RM' No. 62/2005) and the **Law on Execution of the Budget** ('Official Gazette of RM' No. 139/2006), regulate the issues from the field of salaries and benefits.

The employee has a right for compensation, i.e. salary and benefits to the salary, which is paid for a period which cannot exceed one month.

The payment of salaries to budget users and individual users is controlled and approved by the Ministry of Finance. The users are obligated two days before the payment to submit a request to the Ministry of Finance for approval of funds for

salaries to which they would attach the forms PDD-MP and MP-1, a copy of recapitulation for calculated net and gross salaries, F-1 form for the number of employees with names and surnames, gross and net salary, as well as other information in written or electronic form for the month for which the salary concerns.

In case of new employment, the budget users from the central government and the individual users are obligated to submit a report for provided funds and attach an M-1 form.

According to the Law on Work Relations the salary is consisted of:

- a basic salary (it is determined taking into consideration the demands from the work position, for which the employer has made the employment contract, article 106);
- a part of the salary for achieving success in the work (it is determined taking into consideration economic behavior, the quality and amount of the work done article. 106);
- benefits (they come from the work time schedule, for working in shifts, night work, extended work time, working on Sundays, working on national holidays and with benefits for working years, article 106).

According to the Law on Civil Servants the salary is consisted of the following components:

- Basic component (basic salary, addition to salary for titles and addition to salary for carrier, article 34)
- exclusive component (addition to salary for special work conditions, extra work addition to salary – over time, article 34).

The provisions from chapter IV of the Law on Civil Servants – System of salaries and benefits of salaries for the civil servants will be implemented from 01.01.2008 , except the provisions that refer to the basic component of salary without addition to salary for carrier, which are implemented since 01.08.2006 ('Official Gazette of RM" No. 36/07)

4.3 Evaluation of performance

The evaluation of the employees is done by monitoring the work of the employee from their immediate superior and the evaluation of civil servants that is regulated by The Law on Civil Servants and the Regulation for the way and procedure for evaluating civil servants, the content of the reports and the evaluation form.

4.4 Training and development

1. In accordance with the Law on Civil Servants, the civil servant has a right and obligation to vocational improvement according to the needs of the institution he is an employee in.
2. In accordance with the Law on Work Relations the employer is obligated to provide further education and qualification according to the needs of the work process, while the civil servant has a right and obligation to have continuous education, in order to sustain i.e. improve work competence (article 154 and 155).

For education and qualification purposes the employees have a right to paid or unpaid leave.

In compliance with the **Law on Civil Servants** the educational improvement is done on the basis of the annual program adopted in the ongoing and for the forthcoming year.

At the request of the civil servant and in agreement with the institution, the civil servant has a right to unpaid leave for at least two years for further vocational education and qualification, which is not funded by the institution.

4.5 Leave and absence

During annual leave the employees have a right to a salary equal to the amount of the salary they would take for the month in question if they were going to work, without the additional payments they might receive on the basis of working nighttime, doing high risk work, working during non working days and working during national holidays.

Leave is regulated by law with a compulsory leave after two consecutive work days, weekly days off work and annual leave.

4.6 Holidays

The employees have a right to paid absence from work during the national holidays of the Republic of Macedonia, which are determined as days off work, and for other days that are decided on by law.

The right from the previous paragraph can be limited if the employee, i.e. the production process is one that should not be interrupted or the nature of the work requests for working during holidays.

National holidays are regulated by: **The Law on National Holidays of the Republic of Macedonia** ('Official Gazette of RM' No. 21/98 and 18/2007) and **The Law on Work Relations** ('Official Gazette of RM' No.62/2005),

4.7 Business trips

The expenses for business trips which are covered as running costs, as well as the procedure for their reimbursement are regulated by: **the Law on Execution of the Budget of the Republic of Macedonia for 2007** ('Official Gazette of RM' No. 139/2006) and **The Regulation for the expenses for business trips and moving abroad that are reimbursed to the institution as running costs** ('Official Gazette of RM' No. 50/2000, 64/2001).

5. CURRENT AND POTENTIAL SITUATION AND NEEDS OF SAGW

The Strategic Business Plan includes a clear description of the current market situation as well as projections for the market in foreseeable future. This will by all means have a great impact on the human resources. The most important issues in this regard are the following:

The Real Estate Cadastre has been established on around 70 % of the territory of Macedonia. With the increase of the coverage of the territory with the REC the number of cases will also increase in the procedures for maintenance of REC (secondary transactions). A more emphasized growth of the number of cases is foreseen for the period 2008-2009, with a critical effect on 2010. Of course, the main reason is that the displaying will be done in all of the urban areas, for each cadastral parcel, the potential buyer i.e. seller will have to have a property certificate. This in reality will have an impact on the following segments.

5.1 Trained staff

With the increased number of secondary transactions in each branch office there will be a need for an increased number of trained staff which will meet the demands of the clients, a significant risk factor is of course the implementation of the new information communication (ICT) system.

5.2 Work effectiveness

In order to protect the competence of the employees, SAGW has to establish a mechanism for assessing the effectiveness of the work of the staff.

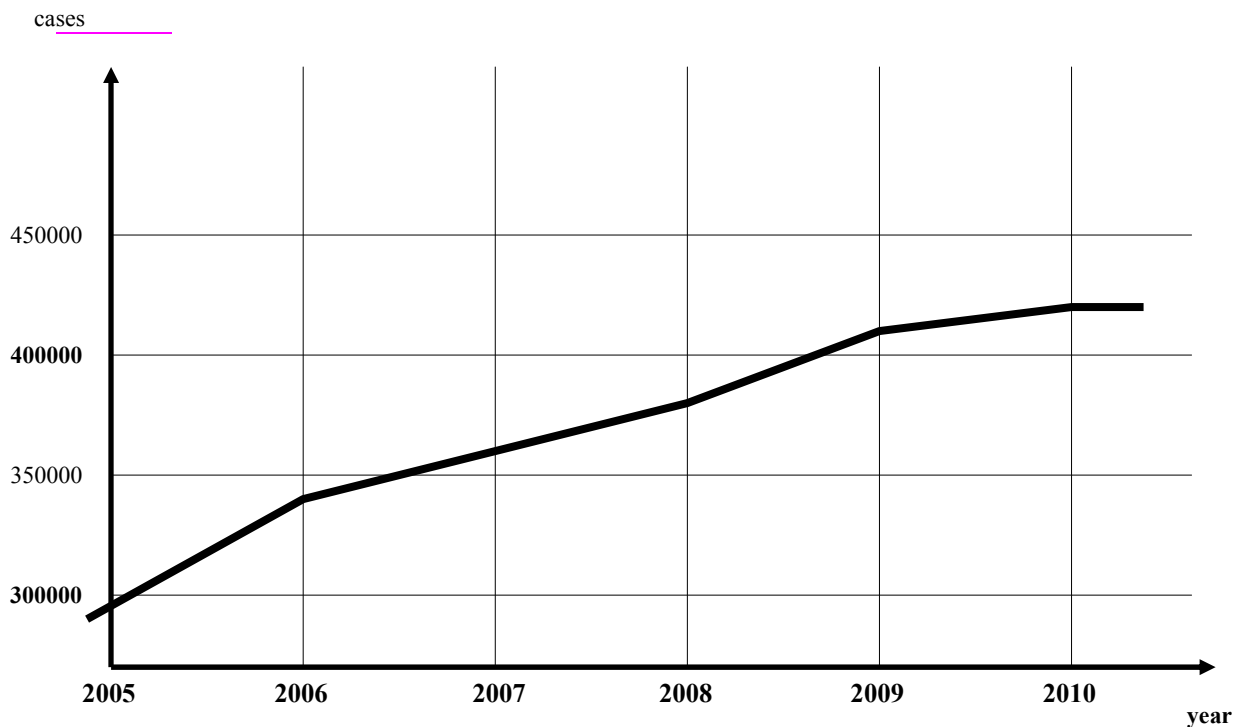
5.3 New skills

The new products and services of SAGW will be supported by new skills of the employees.

5.4 New management methods

The new management method needs will follow the focus of market orientation. The management will have to focus on the demands of the clients.

Overview of the development of the number of cases from 2005 to 2010



6. HR SITUATION IN SAGW

Productivity and required number of employees

The table below provides the total number of required employees per year in the period from 2005 to 2010. More detailed information can be found in the Market and Financing Strategy.

	2005	2006	2007	2008	2009	2010
Total No of expected cases	276,643	324,515	355,185	370,126	403,179	427,417
Average No of resolved cases	3.2	3.5	4.2	4.2	4.8	5.6
Needed No of employees for resolving cases ¹	390	420	385	400	380	350
Administration ²	295	272	280	300	260	240
Assistant staff ³	200	160	170	180	160	160
Total No of employees	885	852	835	880	800(750)	750(650)

The figure of 750 employees by the end of 2010 is the figure SAGW has agreed on as necessary, having in mind the fact that the introduction of the electronic cadastre that will to a large extent influence the level of utilization of the human resources as well as future planning for the required work skills and qualifications of the employees.

What is important at the moment is the fact that SAGW should increase its efficiency of the work of each employee. The difference of number of employees from the planned 750 to the realistic number of 650 is planned to be made use of in a way that the surplus of 100 employees will undergo a further education program, these people will act as replacements for the future trainers, they will be used in cadastral offices in which there is a backlog of cases or increased number of cases, they will fill in for the temporarily vacant positions, the future staffing of the IT team will by all means bring about the need for some people to become involved in simpler work procedures (they will be used on an operational level, for preparation or testing, catalogues, design, etc.).

6.1 PERSONNEL STATISTICS

Number of employees in the sectors – current situation

State Advisors	12
Sector for geodetic works	40
CIS Sector	36
HR Sector	28
Sector for finance	13
Sector for control	7
Sector for planning and development	4
Sector for real estate cadastre Skopje	165
Sector for real estate cadastre Macedonia -A	246
Sector for real estate cadastre Macedonia - B	249
Internal Audit Unit	1
Total	801

With the adoption of the amendments to the Law on Survey, Cadastre and Registration of Real Estate Rights, separate functions from the Authority have been privatized, i.e. the

¹ Employees that work with a norm in branch offices and the Skopje Sector

² Management staff, HR employees, Finance, Control, IT, archivists and employees in the Head Quarters

³ Cleaning staff, typists, drivers, etc.

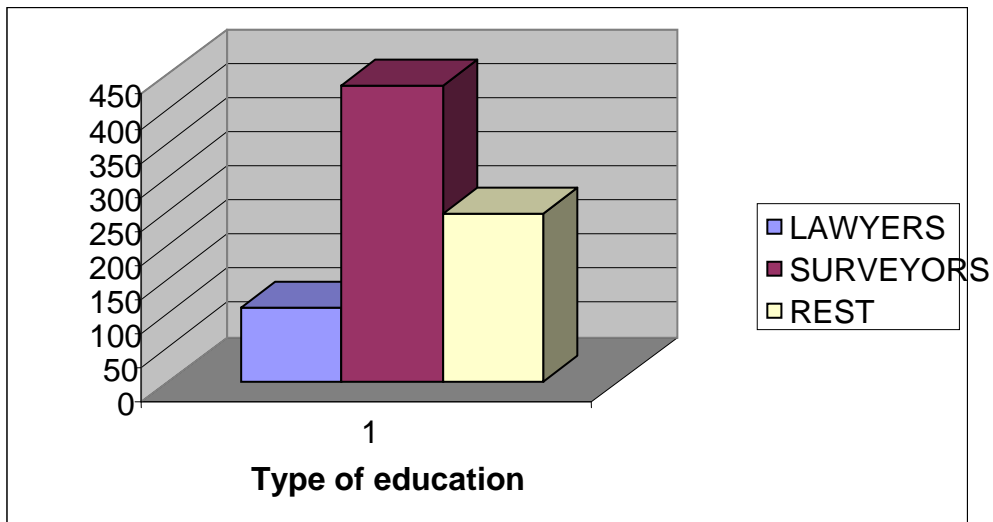
operational field work is now being done by private geodetic companies, and the department for classification that operated within the sector for survey has been taken as a function including the resources by the Sector for Agriculture.

The trend of outflow of the geodetic staff is going on with the dynamic that SAGW predicted, during 2006 47 surveyors left, and till August, 2007 an additional 46 also left.

6.2 EDUCATION STRUCTURE OF THE EMPLOYEES

ELEMENTARY		11
SECONDARY		491
HIGHER		130
HIGH		169
Total		801
NUMBER OF LAWYERS / SURVEYORS / OTHERS		
LAWYERS	higher	109
	high	5
Total		114
SURVEYORS	Grad. Sur. Eng.	39
	Sur. Eng.	111
	Sur. Tech.	285
Total		435
OTHERS		252
TOTAL		801

6.2.1 GRAPHICAL DISPLAY



6.3 National structure

Macedonian	732
Albanian	39
Turk	7
Vlav	3
Serb	12
Others	8
Total	801

6.4 Gender situation

Comparing the existing gender situation in SAGW on the level of civil servants and on the level of heads of sectors, it can be judged as satisfactory; however SAGW continues to make efforts to have gender balance on all of the levels, starting to the operational level and up to the management level.

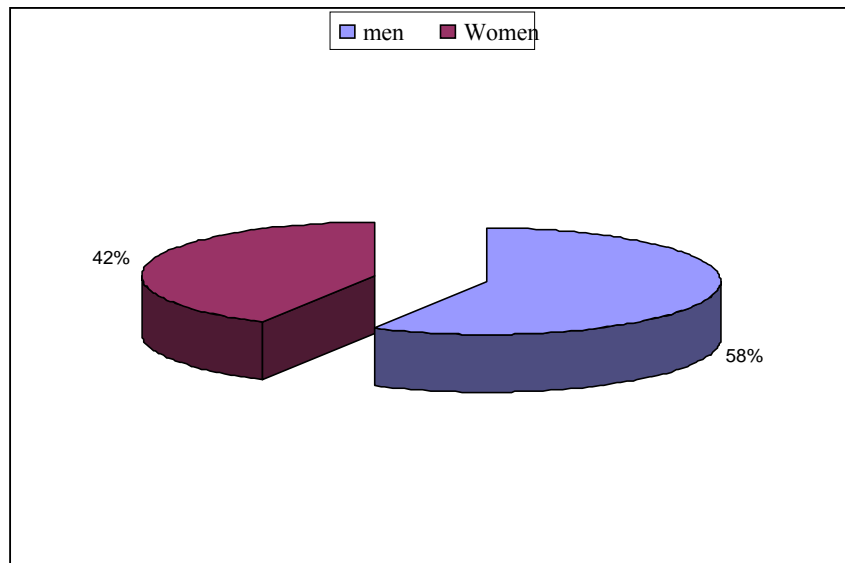
SAGW each year increases by 1% the participation of women in the management of the institution on mid level management and high level management.

MEN	454
WOMEN	347
Total	801

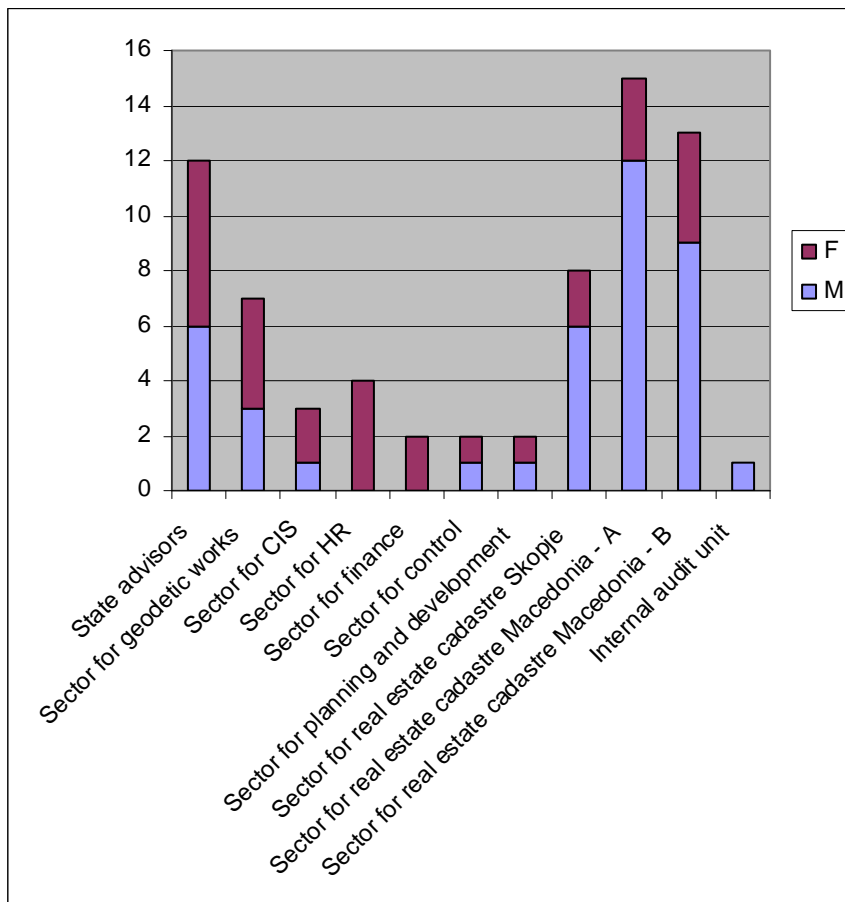
6.4.1. Gender structure of SAGW

GENDER STRUCTURE	M	Ж
State Advisors	6	6
Sector for Geodetic Works	3	4
CIS Sector	1	2
HR Sector	0	4
Sector for Finance	0	2
Sector for Control	1	1
Sector for Planning and Development	1	1
Sector for Real Estate Cadastre Skopje	6	2
Sector for Real Estate Cadastre Macedonia – A	12	3
Sector for Real Estate Cadastre Macedonia – B	9	4
Internal Audit Unit	1	0
Total	40	29

6.4.2 Graphical display



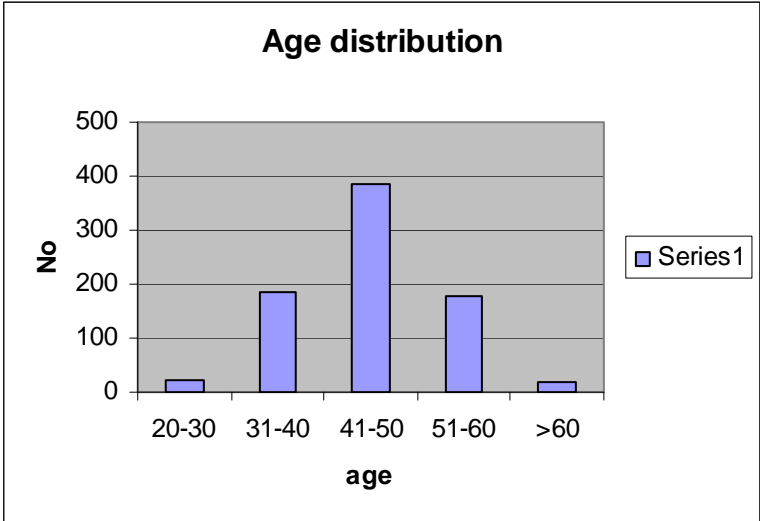
6.4.3 Graphical display for the Sectors in SAGW



6.5 Age structure

20-30 years of age	24
31-40 years of age	192
41-50 years of age	389
51-60 years of age	178
Over 60 years of age	18
Total	801

6.5.1 Graphical display



6.6 Fluctuations of the number of employees over the years in the Sectors

In the regular work of the Authority there is also a third type of employment, which is work for a limited period of time, with an Agreement with the Agencies for temporary employment. The duration of these contracts depends on the duration of the need of SAGW for their hiring, and it could range from 4 months, 6 months, however no longer than 1 year.

Temporary Employment through the Agency for temporary employment

Education structure	M	Ж
Secondary	12	15
Higher	1	3
High	4	11
Total	17	29

Temporary employees through the Agency for Temporary Employment with a high education

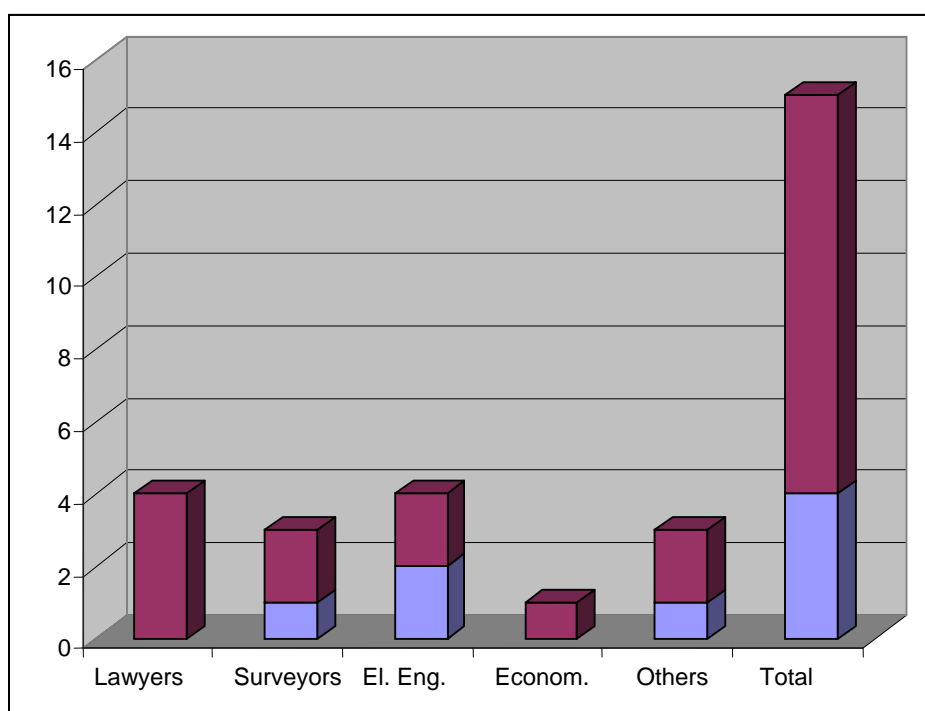
	M	F
Lawyers	0	4
Surveyors	1	2
El. Eng.	2	2
Econom.	0	1
Others	1	2
Total	4	11

2007	2003	2004	2005	2006	2007- Jan	2007- May	2007- Aug
State Advisors	5	7	7	10	10	11	12
Sector for Geodetic Works	54	50	50	49	34	39	40
CIS Sector	55	49	48	48	40	36	36
HR Sector	28	28	26	27	32	26	28
Sector for Finance	9	9	9	10	11	13	13
Sector for Control				2	8	5	7
Sector for Planning and Development					5	3	4
Sector for Real Estate Cadastre Skopje	120	121	117	116	116	161	165
Sector for Real Estate Cadastre Macedonia – A	306	306	292	284	255	248	246
Sector for Real Estate Cadastre Macedonia – B	281	279	261	274	256	252	249
Internal Audit Unit					1	1	1
Total	910	901	861	872	816	795	801

The total number of permanently employed staff that are lawyers in the Authority is around 100, and this number is constant, unlike the geodetic staff where a greater misbalance can be seen, and this is due to the surveyors moving to the private sector as well as the fusion of the geodetic sectors, a result of which was a lot of the surveyors going the Sector for Real Estate Skopje.

A graphical display of temporarily employed staff with high education:

Employees with a contract with the Agency for temporary employment with high education



7. HR INFORMATION SYSTEM

HR Information system

SAGW HR sector uses the following software solution to support its daily operation

Product name: LD

Developer: Makpetrol ad Skopje

Main functionality: Personnel record and calculation of salary

This software offers staff evidence with history of changes in their working life, complete salary calculation

Database system used: Oracle RDB

OS Platform: OpenVMS Alpha

Capacity: unlimited

Protection: with system rights of access to the database directory, but also with passwords with rights of access to certain important points in the menus.

Backup – on tape, monthly

Within the maintenance agreement the supplier ensures maintenance and update of the software. If certain changes or reports are needed, the required change, query and reports are developed as requested, within the data available from the database.

Note: the software solution is not Windows oriented, it uses the same platform as the cadastral register does – Open VMS. This makes it resistant to virus attacks and reliable, but unfamiliar for possible new IT personnel.

Access control and Time Management System at SAGW main office

Recently (July 2007) SAGW introduced in its main office a new access control and time management system. The system has been tested for two months and has now become fully operational.

Purpose and main functions

The system is aimed at controlling the access to the building at the two gates separating the outer part of the lobby from the rest of the space. The owners of entry cards (all staff working in main office plus visitors - there are up to 40 visitor's cards available) are ensured respective entrance and exit into the building. There is also an emergency button for forceful door opening at the reception desk.

Users coming and going from work have their access times logged at the card reader entrances and exits of their work areas. This enables human resource personnel to notice personnel access behavior such as promptness, tardiness, early out, overtime, absenteeism, lengthy breaks, incomplete entries (i.e. an out-entry but no in-entry, an in-entry but no out-entry) etc.

Operators and users

Access to the system is currently possible from two points. Main access to the software interface and to maintenance (entry of staff data into the program, querying data and viewing/printing reports) is at the secretariat. Also one HR advisor is responsible for following generated reports on personnel behavior and reacting to the spotted absenteeism.

Technical information

There are two card readers (RS-485 Proximity Reader, model PXR-52ET) at the doors. Data converter translates the signals from these readers into events for the application (application RAC2000SW developed by RECO RESEARCH, equipment made by HUNDURE, China, purchased through local company NICALARM). The database used is Microsoft Access. The password protected application enables personnel data, working hours, shifts, organizational groups and its membership, card numbers and similar information to be added / edited. This

application also ensures data retrieval from the last reading to the current point in time from the database.

The MS Access database file provides viewing and reporting tool on several issues:

- individual entry and exit listing for a defined time period,
- group listing, same as above
- cumulative calculation for a period of time (promptness, tardiness, overtime) per group and per person

Conclusion

SAGW has had experience with similar systems in its main office before. Nevertheless, previous attempts were not successful because of lack of quality software to accompany the devices. Thus real use and adequate reports were not ensured. This is a first complete solution that provides the HR Sector with necessary staff monitoring tools.

Note

The system is currently being upgraded with video monitoring capability.

8. HR SWOT ANALYSIS

8.a. Strengths

1. Only institution for cadastre and geospatial data
2. Has geodetic and legal staff with experience
3. The competent institution show understanding for new employment – alleviated/facilitated regime for employment
4. Realized plan for transfer of certain functions onto the private sector
5. Centralized management with the resources hired for REC

8.b. Weaknesses

1. Insufficiently trained staff
2. Poorly motivated staff – lack of stimulation through increasing salaries
3. Corruption
4. There is no strategy for monitoring work with performance indicators
5. No written work procedures
6. Limited management with the human and financial resources by immediate superiors
7. Old education programs
8. No staff and resources needed for the verification of the quality of the data from the private sector
9. No tight connection between the Authority and the University

8.c. Opportunities

1. In SAGW there is a project implemented for the strengthening of human capacity
2. New hiring of young and competent staff
3. An HR strategy is being created
4. New institutional framework that will provide greater freedom in planning for human and financial resources
5. Cooperation with high education institutions / faculty for civil engineering – geodetic department

8.d. Threats

1. Frequent changes in the legal regulations
2. Good staff is going into private practice
3. Lack of capacity for the implementation of the changes

9. HR STRATEGIES

9.1 SAGW'S HR approach

An active, competent, user-oriented and motivated staff is, together with the accurate complete, transparent and accessible Real estate database, our most valuable assets

9.2 Our value system

Our common value system gives us guidance on how to act and states how we want the world to see us. It helps us to earn enduring credibility.

Our value system is based on democracy, legal security, transparency, effectiveness, fairness, service, sincerity and action.

9.3 MISSION statement

Completion, development and maintenance of the real estate cadastre, development of new GPS and gravimetric networks and maintenance of geodetic networks, as well as production and updating of new cartographic products, as a basis for the development of a national geospatial database. SAGW is implementing modern international experiences as well as modern information and communication technology. With its work, SAGW is providing support for the development of the real estate market in RM, promoting a favorable investment climate, as well as support for the harmonization with the international (EU and NATO) standards. It functions on the principles of market orientation and cost recovery.

9.4 BUSINESS IDEA:

SAGW is a market and service oriented organization that provides the public and business sectors, as well as the general public, with reliable geospatial and real property data when they need it, thus contributing to economic growth and European integration.

9.5 HR Main Strategy

Safeguarding competence in the cadastre, cartography, geodetic works, providing products and services on the market in a manner appropriate for the needs of the beneficiaries.

9.5.1 Long term objectives:

- SAGW structure reengineered and an organization well adapted to its purpose is implemented by 2010, Q4
- SAGW is manned with competent, active, motivated and service-minded staff according to the needs of the beneficiaries, as determined by line management, implemented by 2009, Q4.

9.5.2 Short term objectives

- Review of the organizational structure implemented by the end of Q4, 2008.
- All functions are described in result-oriented terms and remuneration system based on performance not levels, approved by relevant authorities, before the end of Q4, 2008.
- Established mechanism for ensuring that the surplus of employees will have the opportunity for re-education and reallocation in the organization for the support of all of the functions that are back logged, by the end of Q1, 2008.
- Detailed strategy for Human Resources finalized within three weeks after the adoption of the Strategic Business Plan.

9.6. HR Functional Strategies

9.6.1. SAGW is manned with competent, active motivated, service minded staff according to the needs from the beneficiaries as determined by the line management

9.6.1.1 Key performance indicators

Each sector manned according to needs and actions for dimensioning decided in the annual budget

Users satisfied with the services provided by SAGW

Annual training programs defined and budgeted by October each year.

9.6.1.2 Measurements

No vacancies or redundancies exists by January 31 each year

Annual customer surveys shows increase in index, number of complaints reduced by 10% each year

Training and development action plan approved by January 1st each year

9.6.2. SAGW is a customer oriented transparent organization that inspires confidence

9.6.2.1 Key performance indicators

- Increased satisfaction of the clients with the services that the cadastre provides
- The clients are introduced / oriented with the services that the cadastre offers
- Clients Bill Of Rights established and delivered to the branch offices for public access
- Hot line established
- The positive image of the cadastre is demonstrated in the media
- The duration of the transaction procedures is reduced
- SAGW is perceived as the benchmark for the public sector regarding performance in accordance with highest ethical standards

9.6.2.2 Measurements

- Surveys done on the clients show that they have an increased positive attitude to the services provided by the cadastre.
- Positive feedback from the clients submitting applications for the services and products (Certificates of ownership etc).
- Decreased number of complaints on the hot line
- SAGW' s image enhanced as by media image indices

9.6.3. SAGW as an attractive workplace

9.6.3.1 Key performance indicators

- The salary levels of our employees are equivalent to the legal regulations that regulate the salaries and benefits of the government employees/civil servants.
- Reviewing the work tasks and the work conditions are done in the annual employee assessments (performance appraisal interviews).
- The newly hired staff will be trained and introduced in the work procedures.
- With the introduction of new services, all of the staff will be trained in introductory work procedures.
- All of the employees will review their own needs for further training and education as part of their annual assessment.
- Joint work with the Trade Union is approved as good partnership practice.

9.6.3.2 Measurements

- Established and implemented employment practice by July 2008.
- 2% annual reduction of the temporary employment contracts from 2010.
- 3% increase of the number of applications for employment of highly qualified staff from the surveying and information technology field from July 2008.
- All of the newly hired staff will get initial training for the introductory work procedures from Nov., 2007.
- Flexible retirement routines developed in accordance with the positive legal regulations by July 2008.

9.6.4 SAGW is an equal opportunity employer. –

This means that our employees have established key performance indicators and are assessed by the results they deliver and not by gender, ethnicity or age.

9.6.4.1 Key performance indicators

- All functions have ROJD
- Line managers have tools to assess the performance of the employees
- All levels in the organization have gender, and ethnic balance; in case of equal competences in appointment to a function affirmative actions are applied to achieve this

9.6.4.2 Measurements

ROJD are established for all functions by Dec. 31, 2008

All line managers have been trained in the techniques to assess the performance of the employees

All levels in the organization have gender, and ethnic balance, in case of equal competences in appointment to a function affirmative actions are applied to achieve this as depicted in personnel statistics in every given moment

10. OBJECTIVES (by 2010)

10.1 Long term objectives:

- All functions have the output of their job described in “result oriented job descriptions”, by January 1st 2009.
- All line managers have been given tools for “training needs analysis” before July 2008.
- Remuneration is result based, within five years, no later than July 31 2012.

- All redundant staff has been given opportunity for re-education and relocation within the organization effective as adoption of this strategy.
- Development and implementation of a modern ICT systems is outsourced; the in-house it department is dimensioned to function as professional liaisons to the external providers and to give training and development to the SAGW users of the system.
- All employees, especially in the cadastre, have been given IT training, so that they can master the future ICT systems; within 6 months after the ICT system's implementation

10.2 Short term objectives:

- Organization structure and Number of employees for the coming year are determined based on the needs as determined by the line management and the organization is dimensioned and decided *by October 3 each year (as input to the SAGW budget)*;
- All staff have been exposed to an introductory program within three months after employment or in relevant parts reassigned within SAGW, the program is developed before July 2008;
- All newly appointed employees have been given specific SAGW technical training within one month after employment
- All managers and supervisors have been given basic management training including an understanding of the visions, mission statement and business ideas and the strategies of SAGW, by March 31st 2008
- All function have regular job description, within one month after the function is established;
- All employees, starting with frontline, have been given customer service training resulting in a positive customer service attitude, by July 1st 2008;
- All managers and supervisors have been given training in service management and management of service organizations resulting in enhanced managerial effectiveness (*Employee surveys*) before July 1st 2008;

Annex 1 - Action plan for the long term objectives

Objective	Person responsible	Dead line
<ul style="list-style-type: none"> All functions have the output of their job described in “result oriented job descriptions” 	All heads of SAGW`s Sectors	By January 1 st 2009
<ul style="list-style-type: none"> All line managers have been given tools for “training needs analysis” 	Lidija Krstevska (Sida project)	By July 2008
<ul style="list-style-type: none"> Remuneration is result based, realized within five years 	SAGW Management	By July 31 st , 2012
<ul style="list-style-type: none"> All redundant staff has been given opportunity for re-education and relocation within the organization effective as adoption of this strategy. 	Human Resource Sector Lidija Krstevska	From the day of the adoption of this strategy, continous
<ul style="list-style-type: none"> Development and implementation of a modern ICT systems is outsourced; the in-house it department is dimensioned to function as professional liaisons to the external providers and to give training and development to the SAGW users of the system. 	CIS Sector Sanja Volkanovska	By July 2008
<ul style="list-style-type: none"> All employees, especially in the cadastre, have been given IT training, so that they can master the future ICT systems; within 6 months after the ICT system`s implementation 	CIS Sector Sanja Volkanovska	Within 6 months after the implementation of the ICT system

Annex 2 - Action plan of short term goals

Goal	Person responsible	Dead line
<ul style="list-style-type: none"> Organization structure and Number of employees for the coming year are determined based on the needs as determined by the line management 	All heads of SAGW Sectors	By the end of Q2 of each year
<ul style="list-style-type: none"> All staff have been exposed to an introductory program within three months after employment or in relevant parts reassigned within SAGW 	Human Resource Sector Lidija Krstevska	The program is developed by July 2008
<ul style="list-style-type: none"> All newly appointed employees have been given specific SAGW technical training 	Heads of Sectors	Within one month of employment
<ul style="list-style-type: none"> All managers and supervisors have been given basic management training including an understanding of the visions, mission statement and business ideas and the strategies of SAGW 	Lidija Krstevska Ake Uthas (Sida project)	By March 31 st , 2008
<ul style="list-style-type: none"> All function have regular job description, within one month after the function is established 	Human Resource Sector Lidija Krstevska Nada Velkovska	By March 31 st , 2008
<ul style="list-style-type: none"> All employees, starting with frontline, have been given customer service training resulting in a positive customer service attitude 	Lidija Krstevska Ake Uthas (Sida project)	By July 1 st , 2008
<ul style="list-style-type: none"> All managers and supervisors have been given training in service management and management of service organizations resulting in enhanced managerial effectiveness (<i>Employee surveys</i>) 	Lidija Krstevska Ake Uthas (Sida project)	By July, 2008