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INTEGRATED PLANS – A CONCEPT FOR UPGRADING THE PROCESS OF PLANNING ECONOMIC DEVELOPMENT IN MACEDONIA

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Abstract

Successful models of local economic integrated development of the local community provide financial security and they are put into function of the national development of the country. The introduction of integrated planning process provides a more realistic opportunity for planning the priority projects and linking them to the both, objective financial potential of the municipality, but also to the available alternative financial opportunities outside the municipality, while at the same time reducing overproduction of strategic documents and uncoordinated spending of the scarce resources. The paper makes an attempt to indicate that integrated planning can be applied in the current Macedonian context regarding the decentralization process and that it has greater efficiency in creating priority activities in relation to the objective financial possibilities of the municipality.

Key words:

Integrated planning; Systematic analysis; Development plans; Local economic development; Municipalities.

INTRODUCTION

In all municipalities, local economic development is based on the available resources and actual potentials, but mostly depends on the creativity, skills and knowledge of the mayor and his team in charge of economic development.

Different methodologies for planning local economic development are present in Macedonia. Regardless of which planning model will be selected, the process of developing a strategy, besides the analysis of the situation in the community, defining key areas, strategic and specific goals, a detailed plan of activities with a timeframe and responsible persons, a financial construction for implementing the activities, managing risks, monitoring and evaluation and promotion of the document

(communication strategic part), should fully include the principles of inclusion of all citizens categories, actually respecting transparency and participation and an integrated approach in the preparation and implementation. Basically, this approach is related to marketing strategies for branding. Globally, a marketing-oriented approach is a present and a future for the advancement of the planning process in order to enhance equal citizens' service delivery performance. This approach is nothing but a type of municipal branding, especially for those municipalities, which include all the steps of a participatory strategic planning approach in creating their integrated development strategic document.

Why is the marketing orientation of the municipalities so important? The conditions and the environment in which municipalities and cities currently operate show intense tendencies of mobility and mobility of people and capital (tourism, moving, migration, employment, starting a business).

This means that municipalities must explore, analyze and promote such offers, conditions and benefits in order to attract potential investors, consumers and other target groups of clients that have a priority and strategic significance for their local development. This, understanding and popularity of the concept of marketing or branding of all settlements (municipalities, cities, regions) is also increasing significantly. It starts from establishing a plan for realization of priority projects for improvement of the existing so-called "the total services offer of the municipality" (Kotler et al., 1993) (what is needed by the clients, what their real needs are, how to create the offer and promotion, whether to emphasize the competitiveness regarding available natural resources, geographical location, cultural, historical/unique architecture and touristic attractions, quality social and health welfare, proper education offers, infrastructure potential, including parking and public transport, or attractive environment and sports facilities as parks, swimming pools etc.).

In other words, starting from the approach market "from the outside", targeting the desired target groups and defining/maintenance a solid database related to identified target groups, to which the messages should reach (offering the "clients" attractive content considering their demographic profile, lifestyles, etc.). Certainly, those messages should always go hand in hand with the proper SWOT analysis of competitive possibilities/offers, i.e. determining the key advantages of their own potential in terms of the supply ("supply driven approach in service delivery process"). These advantages, best come to light if the municipality/city has developed integrated planning using the already tested methodology ("bottom up approach").

METHODOLOGY

This research of this area is based on analysis of the contents of the integrated plans. The method or strategy used for this research is actually a brief overview of the current integrated plans accepted by the in-line ministries (preferably Ministry of Local Self



Government) as well, in order to maintain and improve the effective and democratic planning process, increase the quality of life through setting advance equal municipal service delivery. The activities to explore integrated planning process is designed several main points/objectives that are set and briefly explained, including the specifics, which represents a special separate sections.

Despite the overall development of the integrated plans an appropriate methodology is used to set the activities, project the results and growth of municipal service delivery based on the integrated planning process.

Within the methodology, the following activates have been prioritized:

- Discussion and formulation the expected municipal/Local Self Government Units' improvement in certain area (vision, mission and objectives);
- Selecting and prioritizing 3-7 projects using the criteria previously established (urgency/importance);
- Desk research of available official municipal documents and data i.e. programs, profile, strategic documents, available statistical data, current municipal resources, including human resources and financial capacities;
- Close cooperation/meetings and discussion with key municipal authorities and officials regarding their knowledge and experience to implement, monitor and evaluation of the whole process of integrated planning, stressing the need of transparent and accountable approach;
- Meetings with the civil sector active in the field of local governance issues to hear their voice in this matter;
- Coordination with the in-line ministries related to municipal investments;
- Meetings/data collections of available state and international donor programs and funds to support municipal investments/projects set and developed in the integrated plans;
- Drafting a concept of integrated plans and assistance into organizing broad community discussion as well as follow up of the concept-document by revision/improvement of the gaps and bottlenecks; and
- Developing final version including all the constructive comments and proposals in the discussion process (with close cooperation with the mayor and his time) and adoption of those documents by the Municipal Councils.

INTEGRATED PLANS – RESEARCH AND ANALYSIS

More than one hundred thousand European municipalities and cities currently in existence are constantly in competition with each other to attract potential investors,

but also tourists, as well as qualified and competent staff and skilled labor. In this competition, municipal governments change economic planning at the expense of the integrated, which they recognize as the most appropriate, because such planning offers an offer that is attractive to customers (visitors and investors) and which has a long list of advantages apart from the offer that it can project (self) economic planning.

The experience of institutional approaches in planning local economic development in EU Member States shows that the practice of implementing integrated planning, i.e. designing integrated plans has been selected on the basis of a multitude of positive results in many countries in and outside the EU. This approach notes a particular success in Lithuania, where it was introduced seven years ago in the "Administration Reform Strategy" aimed at strengthening capacities and establishing a civil service administration oriented towards its citizens.

Can integrated planning be applied in a Macedonian context?

If we start from the fact that the local self-government units have developed a number of strategies that outline many strategic priorities, it is logical to ask how to rank those strategies according to their importance and weight in a way that will satisfy all the interests of involved stakeholders from all aspects in favor of the local community.

The situation is even more complicated having in mind that most of these strategies have developed appropriate action plans with their own measures, tasks and activities. Each working group or team that participated in the preparation of those strategic documents has arguments for their defense that cover (only) certain problems that for one part of the community are priorities, but for another part, those issues do not deserve urgent attention. Hence, in fact, the key dilemmas in their implementation are:

- Are, indeed, all these numerous strategies, with even more numerous activities (in them) that need to be undertaken, really necessary at a given moment?
- How to implement so many strategies with limited resources and budget?
- How to prioritize the projects included in the action plans in accordance with the basic criteria (urgency/importance), when there is no coordination of the measures and actions contained in other strategies?
- How to effectuate the implementation of the activities, when it often results contrary to the expected (wasted funds for wrong projects and disturbed citizens' trust in the local government)?

In Macedonia, an EU-funded project "Building effective and democratic local self-governments in Macedonia" (2013-2015) made an attempt to introduce this kind of planning. The project prepared a series of documents: manuals, integrated plans for the 10 pilot/partner municipalities (Bitola, Stip, Centar, Debar, Bosilovo, Caska, Lipkovo, Brvenica, Dojran and Chair), and they were provided with adequate



technical and expert support. In these municipalities, the integrated planning of the development, as a concept, was first presented and implemented with the support of the project team of experts. The results of the project showed that integrated plans involving the highest priority projects of the municipality, realistically feasible for (usually up to) two years, can be particularly useful in several aspects:

- Focusing on top priorities (prioritized projects, coordinated activities and efficient use of resources);
- Attract additional funds for financing from (previously identified) external sources for those priorities (mostly capital infrastructure projects) for which such additional funds are necessary, and they can be provided by bidding on various calls published under appropriate programs by international donors;
- Informing citizens and stakeholders about municipal priorities and investment plans, as well as transparency in their implementation; and
- Prevention of work overloading/duplication, which usually occurs when multiple plans/projects are being prepared at the same time, putting them all within a timely, prepared, systematized, comprehensive and fully informative integrated plan, built according to actual needs and opportunities of the municipality, and harmonized with the forms of application in front of international donor institutions.

The process of developing an integrated plan should go through five steps as following:

1. Inclusion of the citizens/Citizens' participation;
2. Developing/publishing an integrated plan;
3. Projects implementation;
4. Monitoring and evaluation; and
5. Issuing regular progress report of the results and impact.

Step 1 - Citizen Participation - Compulsory involvement of the citizens and stakeholders in the dialogue to exchange information on the current situation, needs and priorities, and to inform all the involved parties of the findings from the analysis of relevant data.

Step 2 - Develop an integrated plan - Define vision, mission and strategic goals and identify three to five priority projects. This phase includes the preparation of a draft plan, with intensified internal consultation (within the municipality), and external meetings and forums with citizens and stakeholders, including potential financial institutions. The phase ends with the publication of the integrated plan (a two-page

summary for citizens and for technically uneducated stakeholders), once it is adopted by the council of the municipality.

Step 3 - Implementation - Realization of measures for implementation of the priorities envisaged in the integrated plan for identifying/finding sources of funding, following the list of previously identified opportunities and programs from donors and creditors.

Step 4 - Monitoring and Evaluation - All stakeholders are involved in the process of publishing and exchanging information about the progress of implementation and changes (if they occur).

Step 5 - Reporting - Reporting on a regular basis is made by the Mayor through an annual report to the municipal council, as well as to the citizens regarding the progress in the implementation of the integrated plan. The report, in contrast to the long and detailed descriptions that are submitted to the council of the municipality, should not be longer than 3-4 pages and should include simple language and terminology, as well as pictures and diagrams.

Following the concept of preparation and implementation of integrated development plans, all the afore-mentioned¹⁰ partner municipalities included the EU's point of view, prioritized activities and defined the most urgent needs of local communities. All were adopted by municipal councils, and more than half of the projects have already managed to provide full or partial external financing.

The short period for which this type of planning has achieved not so modest results (although this approach to local development planning has been tested in an extremely sensitive political and economic unstable setting) is a good indicator of the effects that it achieves and it is a guarantee of success because as a model it can be easily applied in other municipalities in Macedonia, where there is a diversity of strategic documents and action plans that seem to be too expensive for municipal resources and too complicated for municipal capacities to be able to be realized.

CONCLUSION

With the model of integrated and marketing-oriented planning, the municipalities are expected to achieve multiple benefits, as follows:

- Exploiting the available quantitative and qualitative information that will help to obtain a complete picture of the local economy and its comparative advantages;
- Preparation of systematized analyzes using the established databases for the preparation of the strategic documents of the municipality;
- Prioritizing the most essential activities and measures from all existing strategies;



- Increasing the interaction between the municipality and the citizens;
- Improving the relations between the municipality and the private sector;
- Encouraging the development of local businesses; and
- Significantly increasing the quality of life in the local community.

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PERFORMANCE APPRAISAL FOR EFFICIENCY IMPROVEMENT

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Abstract

The issues related with police performance appraisal are relatively new phenomenon, which began to attract serious attention in the early 90s of the twentieth century. In fact, the assessment is consisted of the actual results, compared with the expected/wished results. This paper aims to emphasize few main points: (i) The performance measurement is an integral part of good police management. It's a process which helps employees to better communicate and collaborate between themselves; (ii) The performance appraisal system is a part of the continuous learning and development of every police unit which foster organizational culture and values respected by all the employees; (iii) The system for measurement of the police force efficiency follows and measures the quantity, the quality, and the outcomes of the police actions from inside within the frames of the police management which provides results, but also from outside, oriented to the community and the citizens as main targets who have to be satisfied of their police and have to trust in it; (iv) The biggest challenges for development and usage of the performance measurement system, is more the process itself and the acceptance of that process, rather than technicalities or methodological approaches; and (v) The active participation of those who rate, but also those who are rated in this process should be more seriously understood and enhanced. From the current practice of the Macedonian police units, it seems that the improvement of the evaluation system becomes one of the crucial objectives. Insufficient attention to this segment opens questions which can be analyzed both aspects: individual and team performance in every police department and level. Such questions and challenges in the end will always be connected to police force efficiency.

Key words:

Appraisal system; Evaluation; Performance measurement; Efficiency.

INTRODUCTION

The issues related with police performance appraisal are relatively new phenomenon, which began to attract serious attention in the early 90s of the twentieth century. In fact, the assessment is consisted of the actual results, compared with the

expected/wished results (or goals). According to this, the evaluation is a measure of the achieved results or ratio between what is accomplished and what needs to be done additionally.

In general, effective appraisal links an employee's performance to his job description, expectations and goals. Well done performance appraisal shows the capacity of the Police as organization capable to achieve its goals. Unfortunately, there is no ideal evaluation system and it is not easy at all to develop appraisal system for all the criteria according which the police employees' performance is measured, because the areas in which they are evaluated, sometimes cannot be described only with quantitative indicators. Actually, the performance appraisal system should be continuously upgraded and improved so it can be, at the same time, a real indicator of the current situation, a tool that will detect all the weaknesses, but also a tool for motivation of every employee who tries to achieve good results.

In most of the cases, those who rate and those who are being rated are not feeling comfortable when the evaluation time comes. During the conducting a performance appraisal, the rater should always has a holistic approach and to take into consideration all the previous realized activities and accomplishments, and not to create the conclusion on simply one specific failure task/activity. For example, there is a criterion according which the personal qualities (communication skills, team-work, etc.) are being evaluated. The reviews, no matter how rated they are, high, average, low, exceeds, meets expectations, partially meets expectations and unsatisfactory, often can become an issue of partiality, prejudice and objectivity from the both sides- the one that rate and the one that is being rated. The superiors often have problem with the proper wording on which they will articulate their views about the results of their subordinates, because they are trying to be objective, realistic, maybe even rigorous, but at the same time, they want not to provoke negative attitude or protraction of the relations between supervisors and the employees.

On the other side, people strive to evaluate themselves higher than they maybe deserve, and that's why the big percentage of the evaluated ones think that they haven't been evaluated fair, because their superiors use the performance appraisal system only as a tool for discipline or to remind the evaluated persons where their places are. With other words, they have fear of the subjectivity in conducting the performance appraisal.

Obstacles can occur with the evaluation standards, which derived from the differences in perception of the meaning of the evaluation itself – some raters easily rated higher than employee's real ability indicates. They see everything good. Others, consistently underestimates an employee's performance even when it is deserved (they see everything bad). There is another kind of raters who most often rate an employee as "average" that may not be a true rating. They have the tendency to assign average ratings for all the dimensions.



The biggest challenges for development and usage of the performance measurement system, is more the process itself and accepting that process, rather than technicalities or methodological approaches. Training and the active participation is necessary during the whole process from the both sides, the raters and the employees, and they have to show at least basic familiarity and respect to the procedures, function and the role of the performance appraisal system, despite their personal feelings about the qualities or characteristics of the other one in that process. The appraisal process involves setting work standards, assessing the employee's actual performance relative to these standards, providing feedback to the employee with the aim to eliminate performance deficiencies or continue performance with the same paste.

However, performance reviews are rarely as effective as they should be - and the process often seems about as pleasant as a visit to the dentist. Then, why all of that uproar and need for a performance appraisal at all when it is such a stressful experience for the supervisor as well as for the employees. A logical explanation would be that it further leads to corrective measures, performance related pay awards, improves the results, identifies potential, and potential improvement points, marks the path of development for every employee and police unit separately, identifies potential, gets a glimpse into wider organizational development prospects, identifies job position-person match and mismatch and looks into the actual and potential problem areas, identifies the acute and chronic problems and can be used as corrective, i.e. guide in specific areas (team work, increasing the efficiency, training needs and etc.).

SOME TYPES OF PERFORMANCE APPRAISAL'S MODELS

There are many different assessment types/methodologies – informal, formal, mandated, multiple, conducted by one or more superiors, multiple, realized by colleagues of the same hierarchical level, by peers, self-assessment, feedback 360 degrees, CAF assessment, etc.

Informal are not mandatory assessment and they are usually conducted when the supervisor feels it is necessary and when the day-to-day relationships between the manager and the employee allows that. This kind of judgment is popular in small private companies when through conversation on the job, over coffee, the boss's opinion is communicated and discussed in an informal manner. "I haven't had a chance to give you a performance appraisal this year. Your salary is going to be 25% increased. I am really happy with your performance." The risk in using such kind of informal appraisal is that it can become too informal and it will lack objectivity and will overdo favoritism (if they are positive), or they will not be considered seriously enough if they are negative.

Formal performance appraisal systems are mandatory. They are established systems through which all employees have to go by on a regular basis. They are consisted of questions systematized by areas, time-periods, technical expertise and individual competences. These systems are established practice in almost all government agencies, ministries, organizations in which the order and the policies are tough set up (the Police, the Military), local governments, public institutions, etc.

360 degrees feedback is a system in which the employee receives confident feedback by the people he/she works with. It includes the superior, some colleagues of the same and the lower hierarchical level, and usually the executive director of the whole organization. In some organizations there is a practice some 8-12 (or 4-6) persons who do not know who else beside them participate, do the assessment. They fill out a form with different questions of extensive scope of working competences. The feedback ranks the answers by points, but also asks for comments in narrative form. The person, who is being evaluated, fills out a self-assessment questionnaire, too, with almost identical questions that others answered about him. This performance appraisal automatically tabulates the results and simply shows the weaknesses and strengths of the employee, and they are highly dispassionate and objective, since more people are consulted. This kind of evaluation is focused more on the character, the behavior/attitude and the competences of the employee, rather than the basic needed skills for implementing the tasks, needs of the job position and the accomplished goals.

Evaluation methodology in **CAF (Common Assessment Framework)** or a "culture of excellence" is an evaluation that is usually applied for the evaluation of officials in public administration in developed countries, which have a long tradition of performance measurement (Austria, Belgium Denmark ...) and it is known for striving towards continuous improvement. The CAF methodology is based on the quality management, and despite the assessment made by the other ones, it includes self-assessment and preparation of an action plan for improvement. Characteristic of this evaluation is that it is related to salary - the better grades (real and objective), the higher the salary is. Of course, when payment is linked to the accomplished results, and is a financial reward for the employees' performance, then they are definitely motivated more to achieve better results. Such systems can be implemented only in countries where all respect "the rules of the game" and they are governed by certain standards, in countries where the employees very often receive higher scores than expected. Those countries can afford high budgets for performance measurement which is not viewed and considered only through the prism of administrative compulsory performance appraisal, but as a system from which the organization learns, develops and grows, and it is in a position to better determine areas needed to be improved and aspects of the work needed to pay more attention. CAF allows better and more comprehensive connection between the performance appraisal and the vision and strategic goals of the organization. This methodology is typical for



countries in which a strong tendency for decentralization of the system of remuneration is present and the decision on salary is located at the direct supervisor.

In the CAF methodology there is *individual fairness* - how individuals see and consider their payment compared to the other ones within the organization, and perhaps within the same hierarchical level and job position, and the *fairness of the process* - how employees perceive fairness/equality in managing the payment system and the justice in the application/implementation of the process. Such systems are expensive and time consuming and they are more often used for medium and high managerial positions. All supervisors and employees are informed in advance in details, about the concept, implementation and consequences of this new system in terms to overcome mistrust and the organization itself invests heavily in training the supervisors about finding the right way of daily feedback to the employees. The success or the impact that comes of this performance appraisal system depends on the ability, to convince the employees that their managers during the assessment can use and will use the new performance tools and instruments at fair, competent and professional manner. Key factors for successful implementation of this evaluation system and new salary model are: time, resources, trust, fairness, understanding and leadership skills.

In addition, there are few typical facts of the CAF methodology:

- Equality/Fairness - the same principles are applied to the whole organization and the same model is applied at all levels;
- The goals of the departments and sectors are connected with the organization's strategic goals;
- The constructive and regular dialogue about the organization's goals and the role of each individual in achieving these goals, is opened between the superiors and the subordinates;
- Employees are motivated to increase the effectiveness and the efficiency because there is a direct link between performance and remuneration and because they can participate in creating a reward model;
- The assessment models do not deal with resolving the issue of unsatisfactory job performance;
- The assessment is part of the daily routine of the superiors;
- The system improves and increases communication, openness and transparency; and

- The main purpose of the performance appraisal is career planning and professional development, rather than increasing or decreasing wages.

Does this assessment system can be applied in our work environment?

Efforts to use parts/segments of the CAF model and its methodology in our country are been made. In February 2014, MISA organized training for this performance system for civil servants from certain ministries. However, this system is designed to reward (to define the salary) according the performance results. It is hard to predict in what extend this system can increase the efficiency of the employees if the most important element is neglected. Even if there is a chance, every separate organizational/police unit to has a certain budget (which is not a case in Macedonia), even if the superiors would have been given the discretion right to decide about the reward (in terms of money) of their subordinates, then the budgetary aspect, pay -by - performed work, may not be compatible with a small budget funds provided for civil/police service reform, and in a period of transition and high public expenditures - it can go beyond control. Also, one cannot forget the large amount of money needed for the implementation of this performance appraisal system.

LEGAL FRAMES OF THE POLICE PERFORMANCE APPRAISAL

The police performance appraisal is provided in the Law on Internal Affairs, Police Law, and the Collective Agreement, and it specifically defined in the Guidance for the way and procedure for performance appraisal of the appointed police officers, the content of the assessment report, the form for the assessment and the way of recording the evidence.

Guidance for the way and procedure for performance appraisal of the appointed police officers, the content of the assessment report, the form for the assessment and the way of recording the evidence – prescribed the way and procedure of appraisal procedure of the appointed police officers, the contents of the assessment report, assessment form, other supporting documents and the procedure on keeping records.

Method of assessment (Official Gazette, 2009, articles 4-14). The assessment is being done by the immediate superior who has the ability continually to monitor the employee, so it should be performed objectively as much as possible, unbiased and without influence and pressure from higher hierarchical superiors. If during the year the employee who is supposed to be evaluated changes the workplace, the assessment will be made by the immediate superior in the organizational unit where s/he performs required tasks, while taking into account the report of the previous superior.

Regular criteria by which the assessment is done are: job profile prepared, the results of the employee's performance and his/her personal qualities displayed during the operation. Based on the prepared *job profile*, for the police employees who performs managerial functions (heads of the sectors or departments), subject of the assessment



are management qualities: planning, organizing, delegation and control, leadership, coordination and cooperation, communication skills.

The assessment of the *achieved results* of the police employees is based on the following criteria: accomplishment of tasks, job efficiency, knowledge and application of regulations, quality of operations.

The assessment of the *personal qualities* of the police employees, is being done based on the following criteria: physical capability, communication skills (both oral and written), independence, responsibility, creativity, motivation, time management, accuracy, cooperation, teamwork, reliability, objectivity and impartiality, adaptability to different situations.

The police performance appraisal is being done by scores: exceeds, satisfy, partially satisfy and not satisfy, and the data obtained from the performance assessment should be entered in a special assessment form.

Performance Assessment Method (Official Gazette, 2009, articles 15-20). The performance assessment is continuous process implemented during the year and it includes: procedures for monitoring and collecting data on the performance of the employee during the year; giving instructions and tips for improving the performance; interview with appointed officer; filling in the assessment form; providing a copy of the assessment form to the appointed officer; preparing report on the assessment; filing/archiving the assessment forms in the employee's personal file.

While *monitoring the performance*, the evaluator gives to the employee instructions, guidelines and tips for improving performance, indicating the specific details of the work and procedures that lead to successful operations, and points out the employee's failings in its operation and the possible ways to overcome them.

The interview as a part of the assessment process allows direct communication between the assessor and the assessed, encompassing all the aspects of his/her job performance and personal qualities that are subject to the assessment.

After sorting the information obtained as a result of monitoring the performance of the employee during the year, the assessor fill in *the assessment form* during the interview. After the interview, the assessor no later than 15 days, informs the employee about the performance evaluation and then, both of them sign the assessment form.

The report on the performance appraisal (Official Gazette, 2009, article 21) and the evaluation results are drawn by the evaluator after the assessment. The report contains basic data on organizational unit in which the assessment was conducted, the reporting period when the assessment is completed, data on the number and

percentage of rated/assessed and non-rated/assessed employees, information on the potential difficulties during the performance and suggestions for their elimination, as well as, tabular presentation of completed police performance appraisals.

The assessment form (Official Gazette, 2009, article 22). The assessment of the police employees is being registered in the specific assessment form that contains basic information about the unit where the assessment is conducted, the data for evaluator and evaluated person, the year in which the employee is assessed, assessment criteria, career development desires, opinions about the need for training in the future, observations and remarks of the assessor and the assessed employee, final assessment score (average numeric grade), descriptive grade, signatures of the employee and the superior and date of submission of the performance appraisal.

Way of recording the evidence (Official Gazette, 2009, articles 23-24). The organizational unit responsible for Human Resources Management keeps the records for the performance assessment of the police officers. For all the assessments done within the organizational units of the Bureau for Public Security, a report is submitted to the Department of Legal Affairs and Human Resources, and thus, the Bureau for Public Security Director informs the Minister of Interior.

CONCLUSION

It must be understood that the assessment is a management tool, but it is not created just for superiors and it is not a privilege only of the higher authorities. Until the performance measurement is considered only as a necessary evil, there will be no constructive feedback and it will not be functional as expected. It needs to be specifically underline, that the findings acquired from the assessment, should not be simply kept or archived, *but to be taken into consideration*, because only that way, it could become a useful tool for obtaining a real picture, and a technique for building motivation and improvement of the productivity and efficiency of the police force.

It might be good if the HR department in our Police think about the approach some countries apply for establishing positive attitude towards the assessment in the Police units - it recommends eliminating old-fashioned, paper-based performance reviews and using the employee evaluation computer based forms. With these electronic forms the police officers will know exactly what important factors to base their evaluations on and will be provided with specific descriptions on each rating of each skill. Each category can contain a download menu with detailed descriptions of unacceptable and acceptable behavior.

The active participation of those who rate, but also those who are rated should be more seriously understood and enhanced. This is another food for thought for improving our current assessment forms that are used in Macedonian Police. There is a question about wished career development and need of training, but there is not any performance improvement plan that will guarantee this. In the book "How to



improve the Police Officer Performance Evaluation Process for the Southfield Police Department”, Sgt. Tina L. Alexander (2003) emphasizes that long-term positive results are evident when the supervisor offers a performance improvement plan designed to provide feedback to individual officers. This performance improvement plan is also useful in assisting with the development of individual training programs.

At the end, no matter how an experienced executive the superior is, it is very difficult to tell subordinates where they need to improve. The rater should be straightforward, specific, balanced, helpful and encouraging and most importantly, must address the behavior, not the person. If after reviewing, the employee's performance improves, even just incrementally, the improvement must be acknowledged, because the positive morale is a key motivating factor and usually improves productivity and effectiveness. So, by doing this, the rater increases the chances that the improvement will continue.

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