

**Europass  
curriculum vitae  
Personal information**

Surname(s) / First name(s) **Crnković-Pozaić, Sanja**  
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 E-mail(s) sanja.crnkovic@gmail.com  
 Nationality(-ies) Croat  
 Date of birth 9<sup>th</sup> December 1953  
 Gender F

**Fields of expertise and  
interest**

**Labour market (analysis, institutions, policy, legal framework, principles, shadow economy), SME growth and development, LM demand driven education systems, human resources development**

**Work experience**

<p>Dates</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p> <p>Name and address of employer</p> <p>Type of business or sector</p>	<p>August 2006 -</p> <p>director</p> <p>Responsible for managing and organizing research, policy development and advocacy linked to the interests of the SME sector in Croatia, initiate projects and organize their implementation, network with founders, partners and government. (www.cepor.hr)</p> <p>CEPOR – SMEs and Entrepreneurship Policy Centre</p> <p>NGO</p> <p>Projects:</p> <ol style="list-style-type: none"> <li>1. Developing a labour market portal for investors for TIPA- Agency for investment and export promotion in Croatia with Deloitte Croatia</li> <li>2. PHARE 2005: Capacity Building of the SME Support structure and Alignment of Policy and Actions to the SME Charter and Acquis Communautaire</li> <li>3. CARDS project 2003: Promoting Entrepreneurial Skills in Vocational Schools: Preparing for the Labour Market, in cooperation with CEPOR, design of project proposal, project management.</li> </ol>
<p>Dates</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p> <p>Name and address of employer</p> <p>Type of business or sector</p> <p>Consultancies</p>	<p>July 2005 – August 2006</p> <p>Director/owner</p> <p>Organize and implement consultancy services in the fields of regional development, labour market, human resource development (analysis, policy development and evaluation, institutional development)</p> <p>Axis International</p> <p>Consulting</p> <ol style="list-style-type: none"> <li>1. OECD project - 'Integrating Employment, Skills and Economic Development' – responsible for implementing methodology in Croatia to be applied in 10 countries; output – country study; ongoing</li> <li>2. Town of Bjelovar – strategic planning for designing a development plan</li> <li>3. Croatian Civil Society Development Fund – Decentralization of Funding and Regional Capacity Building (May 2004 - September 2005)</li> <li>4. DG Employment – member of working group preparing analytical background for policy development for the Spring Council 2007 on the theme of Flexicurity</li> </ol>

Dates	May 2004 - September 2005
Occupation or position held	Executive Vice President for Human Resources
Main activities and responsibilities	Organize and implement the human resource function in the holding company (18 companies in 5 countries)
Name and address of employer	Agrokor d.d., Trg Dražena Petrovića 3, 10 000 Zagreb (www.agrokor.hr)
Type of business or sector	FMCG sector, retail, wholesale, agricultural production and trade
Dates	March 1998 - May 2004
Occupation or position held	Director general
Main activities and responsibilities	Manage the Croatian Public Employment Service: mediate between national and international labour demand and supply; design, implement and monitor active labour market policies; provide labour market data and analysis; manage unemployment benefit; provide vocational guidance
	Achievements while in office:
	<ul style="list-style-type: none"> <li>- introduction of ICT supported business processes</li> <li>- trainers trained for the mediation function</li> <li>- preparation of major LM related legislature change</li> <li>- introduction and implementation of new active labour market measures</li> <li>- design and implementation CARDS and UK financed projects projects</li> </ul>
Name and address of employer	Croatian Employment Service (114 outlets across Croatia) (www.hzz.hr)
Type of business or sector	Public service
Dates	1996 – 1998
Occupation or position held	Advisor to the Prime Minister Zlatko Mateša
Main activities and responsibilities	Coordinate project "Restructuring of the Croatian Labour Market: Institutions, Instruments and Policy Measures"
Name and address of employer	The Government of Croatia (www.vlada.hr)
Type of business or sector	Public service
Dates	1979-1998
Occupation or position held	Research fellow: demography, regional development, labour economics
Main activities and responsibilities	Tender for and implement research projects; publish research results
Name and address of employer	Economics Institute Zagreb, Trg J.F. Kennedy 7. 10 000 Zagreb (www.eizg.hr)
Type of business or sector	Research institution
Dates	2003 -
Occupation or position held	Individual consultant
Main activities and responsibilities	Analyse and advise on the link between the link between the labour market and the education system: Serbia & Macedonia
Name and address of employer	European Training Foundation (www.etf.eu.org)
Type of business or sector	Education and training
	2005
	Social Exclusion and Employment expert group in the Council of Europe expert team for the preparation of the Social Cohesion Forum of the Council of Europe in November 2005.Theme: Flexicurity
	2006
	European commission, DG Employment - Mutual Learning Task: Write background paper for mutual learning group, present it and lead discussion on Flexicurity and Restructuring
	2007
	European commission, DG 3 Employment service and mobility - <b>"The debate on flexicurity and its link with social cohesion"</b> . First bilateral EU-Chile high level seminar on the

subject of "**Public Employment Services**".

Development of indicators for monitoring the progress of implementation of the pre-accession instrument IPA, component Human Resources Development in Croatia (Central Office for Development Strategy and Coordination of EU Accession Funds)

## **Education and training**

Dates	2003 -2004
Title of qualification awarded	-
Principal subjects/Occupational skills covered	Main business functions with accent on leadership and organization
Name and type of organisation providing education and training	CBA Business School and World Business Academy, Dean Marc Luycx
Level in national or international classification	MBA
Dates	January 2005
Title of qualification awarded	High Performance HRM
Principal subjects/Occupational skills covered	HR as a strategic management tool
Name and type of organisation providing education and training	Atkinson Graduate School of Management
Level in national or international classification	Professional training
Dates	28 June – 8 July 1999
Title of qualification awarded	General Management Programme – Croatia1998
Principal subjects/Occupational skills covered	Finance, General management, cost management, marketing, strategic management
Name and type of organisation providing education and training	William Davidson Institute and Economics Institute Zagreb
Level in national or international classification	Professional training
Dates	1979 - 1981
Title of qualification awarded	Master of Science
Principal subjects/Occupational skills covered	Macroeconomic Planning and Analysis
Name and type of organisation providing education and training	University of Zagreb, Economics and International Trade Faculty
Level in national or international classification	Graduate
Dates	1973 - 1976
Title of qualification awarded	Bachelor of Arts
Principal subjects/Occupational skills covered	Development Economics
Name and type of organisation providing education and training	University of East Anglia, Norwich, Great Britain
Level in national or international classification	Undergraduate

## **Personal skills and competences**

Mother tongue(s)	<b>Croatian</b>
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Other language(s)

Self-assessment

European level (\*)

**Bosnian, Serb**

**English**

**German**

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
C2	C2	C2	C2	C2
C2	C2	C2	C2	C2
B2	B1	B2	B1	A2

(\*) Common European Framework of Reference (CEF) level

Social skills and competences

Open to interaction and communication; good listener and a strong team player; tendency to take on responsibility; experience of living for many years in Africa and Europe as well as my home country give tendency for tolerance and understanding of diversity

Computer skills and competences

MS Office including Access, Excel, Word, PowerPoint, Internet

Driving licence(s)

**Additional information**

yes

Participation in many NGOs and governing councils of institutions and expert teams (, member of governing council of WAPES, representative of the Government of Croatia in delegations concerning employment, the labour market and labour legislature). Participation in design and introduction of new labour legislature and active labour market policy in Croatia)

**Annexes**

List of relevant publications in the English language:

1. **The Relationship Between the Level of Development and the Rate of Growth: Some Empirical Evidence**, *Ekonomska Analiza*, Vol, XIX, 1985, no. 1. str. 29-63.
2. **Special Features of the Yugoslav Economy**, in: J. Gapinski, T. Zuehlke, B. Škegro: *Modelling the Economic Performance of Yugoslavia*, New York, Praeger, 1989.
3. **“Unemployment and Labour Market Flexibility in the Transition to a Market Economy: The Case of Croatia”**, RRT Document, International Centre for Economic Growth, San Francisco, svibanj 1994
4. **“Measuring Employment in Culture”**, Cultural report: Croatia 1996. Economic Council of Europe.
5. **The labour market in transition**, *Human development report: Croatia 1997*. UNDP, United nations, Washington 1997.
6. **The Labour Market: An Update**, in *Human development report: Croatia 1998*, UNDP, Zagreb 1997.
7. **Measuring Employment in the Unofficial Economy by Using Labor Market Data**, u *Underground Economies in Transition* (eds.) Edgar Feige i Katarina Ott, Ashgate, Aldershot, 1999. str. 211-244.
8. **The Transition on the Croatian Labour Market: Which Way Ahead?** in *Europas Arbeitswelt von Morgen*, PAN Polska Akademia Nauk, Wiener Zentrum der Polnischen Akademie der Wissenschaften, Wien 2000., ISBN 83-88443-30-5, str. 195-216.
9. **Flexibility and Security in the Labour Market: Croatia’s Experience**, ILO, Subregional Office for Central and Eastern Europe, Budapest, Flexicurity paper 2004/01
10. **Flexibility and the Globalization Challenge: Which Way Forward for Transition Countries?**, in *Reconciling Labour Flexibility and Social Cohesion – Facing the Challenge*, *Trends in Social Cohesion* no.15, Council of Europe Publishing, 2005
11. **The Socially Excluded: The Elderly in “Unplugged: Faces of Social Exclusion in Croatia”**, *Human Development Report: Croatia 2006*, UNDP, 2007.
12. **“Flexibility and Security in the Labour Market: Croatia’s Experience”**, in *Flexicurity: A Relevant Approach in Central and Eastern Europe*, ILO Budapest, 2007