









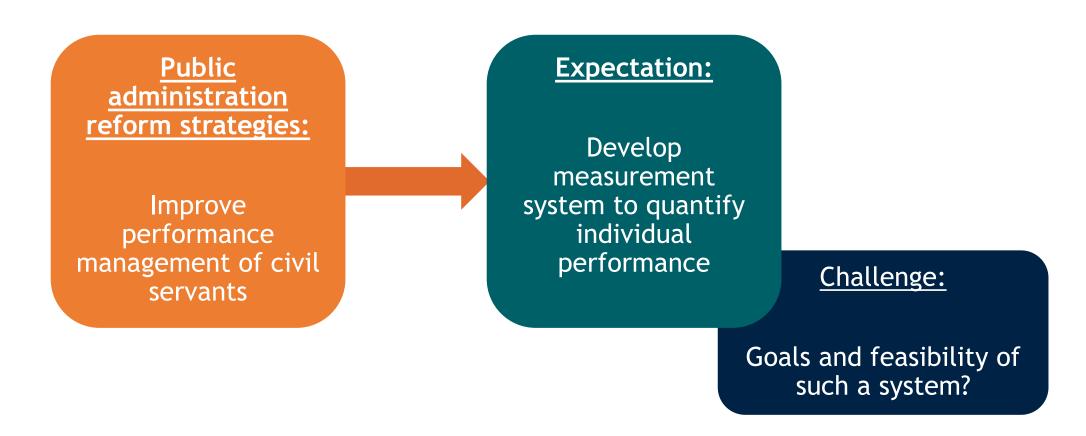
#### Managers or measures?

Reforming performance management in the Romanian public administration

Advisory Services on Developing a Unitary Human Resources Management System Within the Public Administration



# **Starting point**



# Approach

#### Questions

What do we know about effective performance management in the public sector?

What are the *de jure* goals and tools of PM in Romania?

How is performance management actually done in practice and what does it achieve?

What tools can we use to improve performance management in practice in the Romanian public administration?

#### **Data sources**

Review of international practices and multidisciplinary academic literature on performance management

Review of legal framework and internal procedures and guidelines on performance management

Perception survey across representative sample of public administration staff (Bureaucracy Lab)

Behavioral analysis in partnership with Embed (interviews, focus groups, vignettes)

Administrative data, including sample performance evaluations

# Performance management goals and tools

#### Higher individual and organizational performance **OUTCOME** Development **Motivation** Steering **OBJECTIVE** Monetary incentives **Goal-setting** Non-monetary Training Performance appraisal incentives Coaching **PRACTICES** Career progression **Accountability** Growth

1. PM must start from the top

7. Embed PM within institutions

2. Ensure a clear line of sight

6. Enable performance through adequate opportunities for growth and improvement

Steer, motivate, and develop staff

3. Differentiate between levels and types of performance

5. Motivate performance through both intrinsic and extrinsic incentives

4. For objectivity and fairness, diversify the source of evaluation

# Success factors in performance management

### Performance management in law

Focus: Measurement and Control

Goal: Accountability?

#### Steering

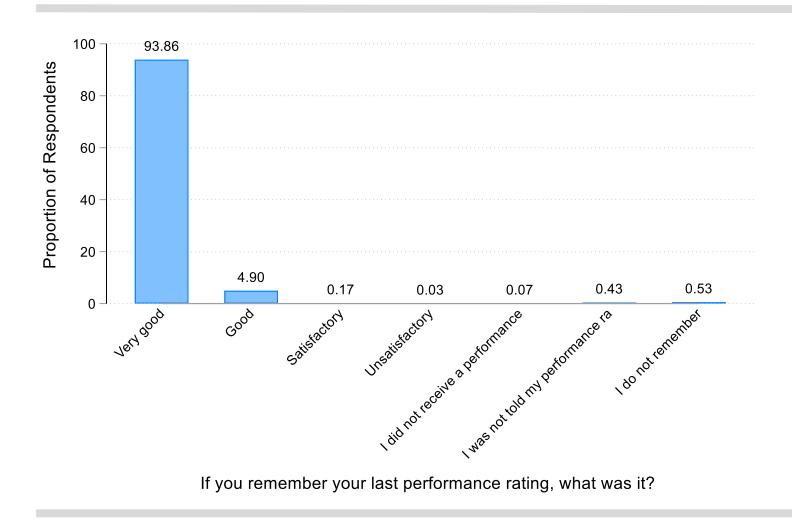
- Goal-setting
- (Annual) Performance Appraisal (PA)

#### Motivation

- [Monetary incentives]
- Non-monetary incentives
- [Career progression]

#### Development

- [Training]
- Coaching



... But, almost everybody gets the highest rating

Source: HRM RAS survey

1. High politicization at the top

7. Formalistic boxticking exercise

2. Weak link from individual to organizational goals

6. No opportunities for growth and improvement

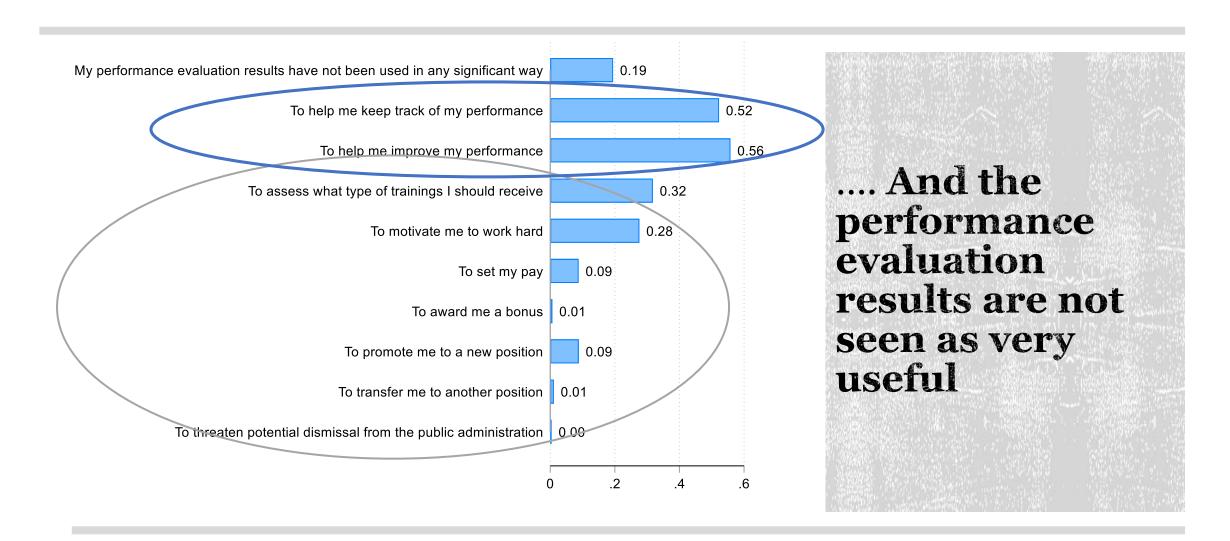
Steering staff
Developing staff
Motivating staff

3. No differentiation between levels and types of performance

5. No real rewards/sanctions for performance

4. Top-down, singlesource evaluation only

# PM success factors



Source: HRM RAS survey

## And yet, performance management matters!

Civil servants are more motivated, engaged, and satisfied if .......

... their objectives and results are meaningfully discussed on more than one occasion

... they have a good understanding of their institution's goals and their own contribution to them

... they receive useful formal and informal feedback from managers and from others

... their managers
lead by example
and care about the
institution and
their staff

... they have a
"human(e)" working
environment, where they
feel valued and included,
as part of a good team.

How to leverage existing good management practices?

Enable and reward good managers in the short term

Address structural constraints in the long term

#### So what next .....?

#### Recruitment

# Institutional configuration for HRM

Stronger involvement of institutional leadership and HR dpt in communicating and adjusting PM systems

within organization

management regime

Strengthen HLCS performance

1. PM must start from the top

Strategic planning/ organizational PM

2. Ensure a clear line of sight

L&D policy

Structured learning and exchange program on "people management", including training on feedback provision and competency-based management

6. Enable performance

7. Embed PM

within

institutions

Steer, motivate, and develop staff

3. Differentiate performance

Train managers in objective setting and performance assessment (FoR) as well as calibration of grades

5. Motivate

performance

4. Diversify the source of evaluation

More frequent check-ins and multi-source feed-back

(HR)MIS

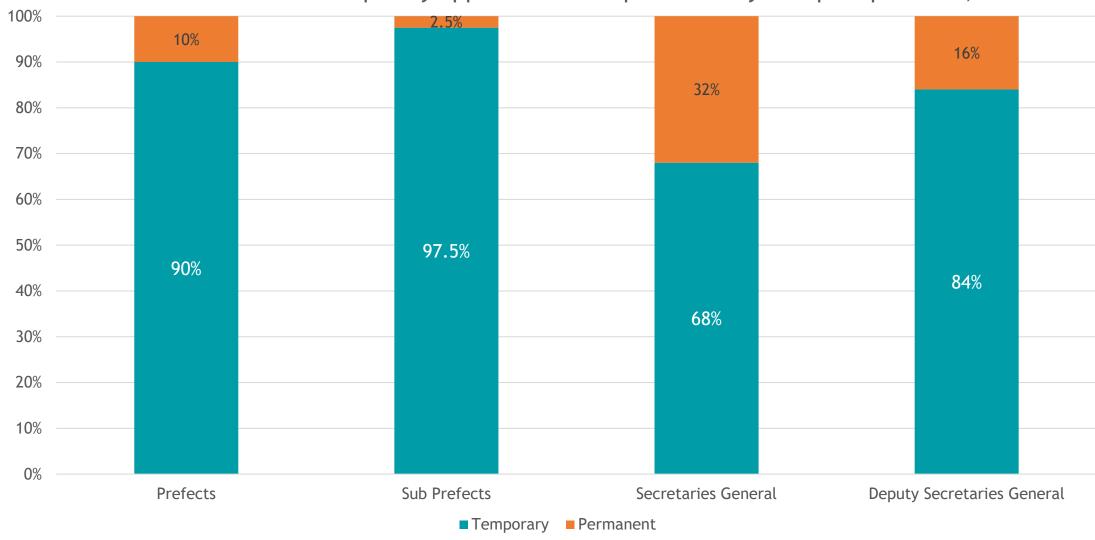
**Career Management** 

Pay Policy 11

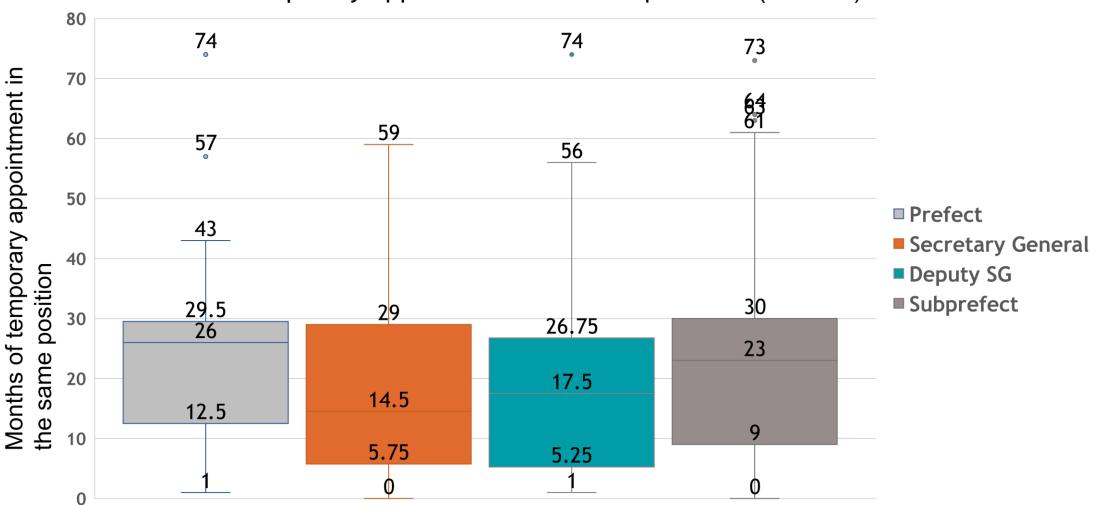








#### Temporary appointments in HLCS positions (months)



Source: NACS administrative data

How do you think the performance appraisal system could be improved?

