



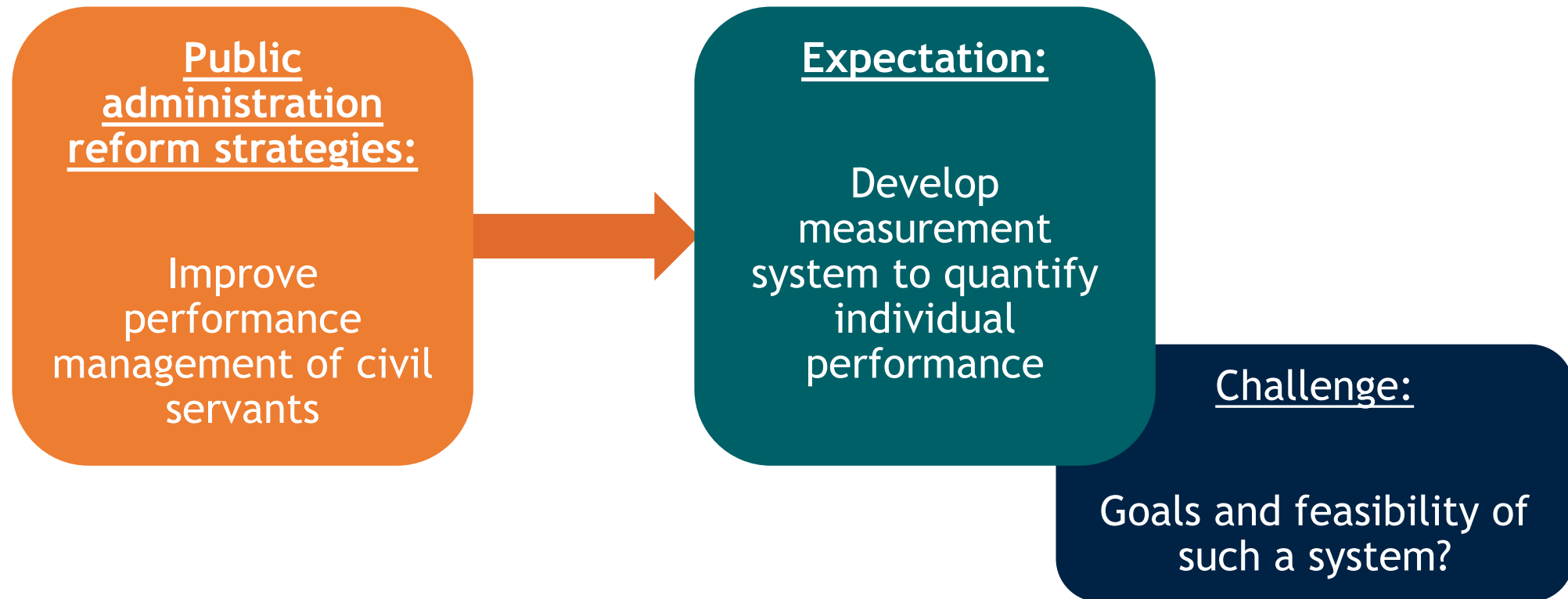
## Managers or measures?

### Reforming performance management in the Romanian public administration

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

# Starting point

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# Approach

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## 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

OBJECTIVE

Steering

Motivation

Development

PRACTICES

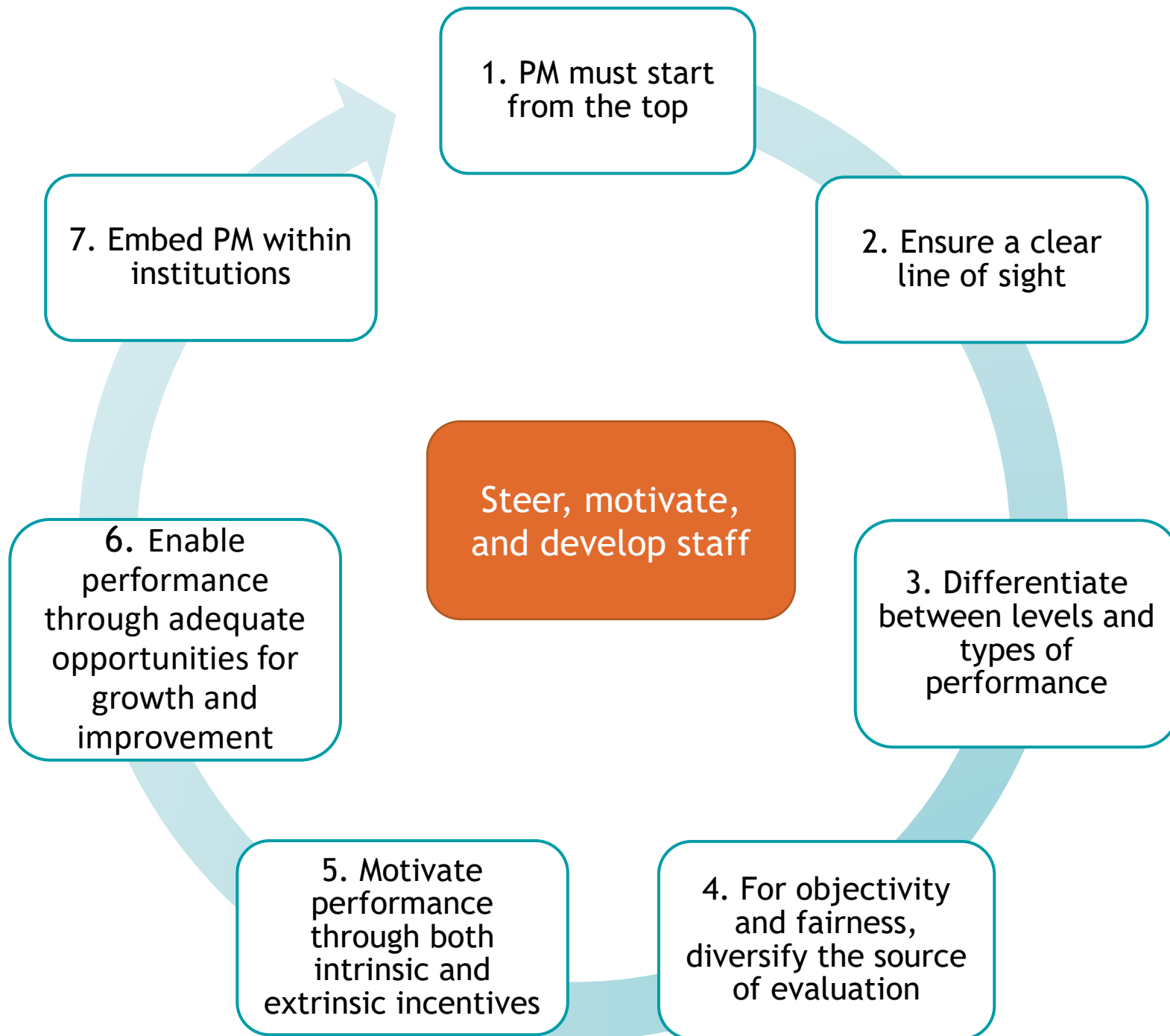
- Goal-setting
- Performance appraisal

- Monetary incentives
- Non-monetary incentives
- Career progression

- Training
- Coaching

Accountability

Growth



# Success factors in performance management

# Performance management in law

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Focus: Measurement  
and Control

Goal: Accountability?

## Steering

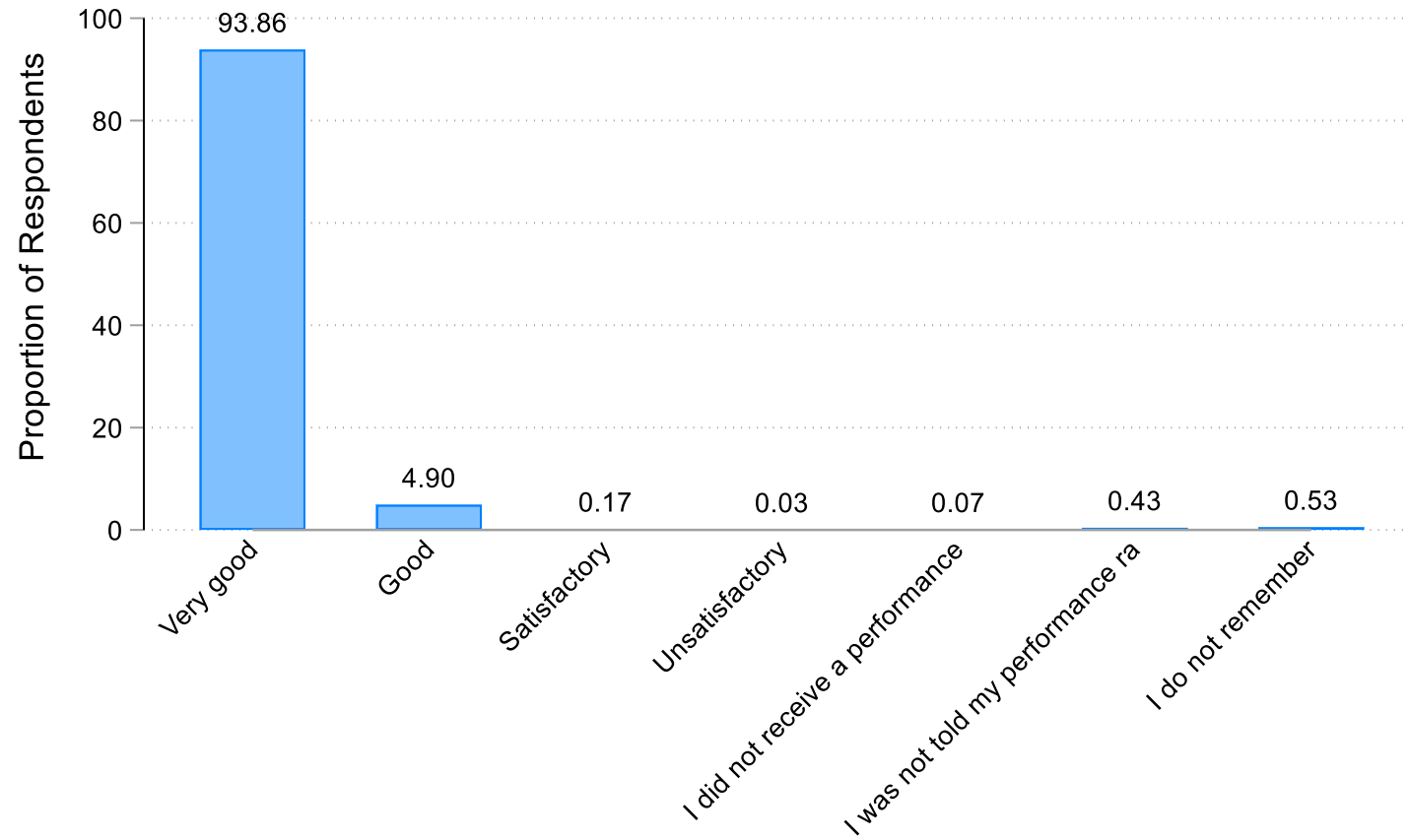
- Goal-setting
- **(Annual) Performance Appraisal (PA)**

## Motivation

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

## Development

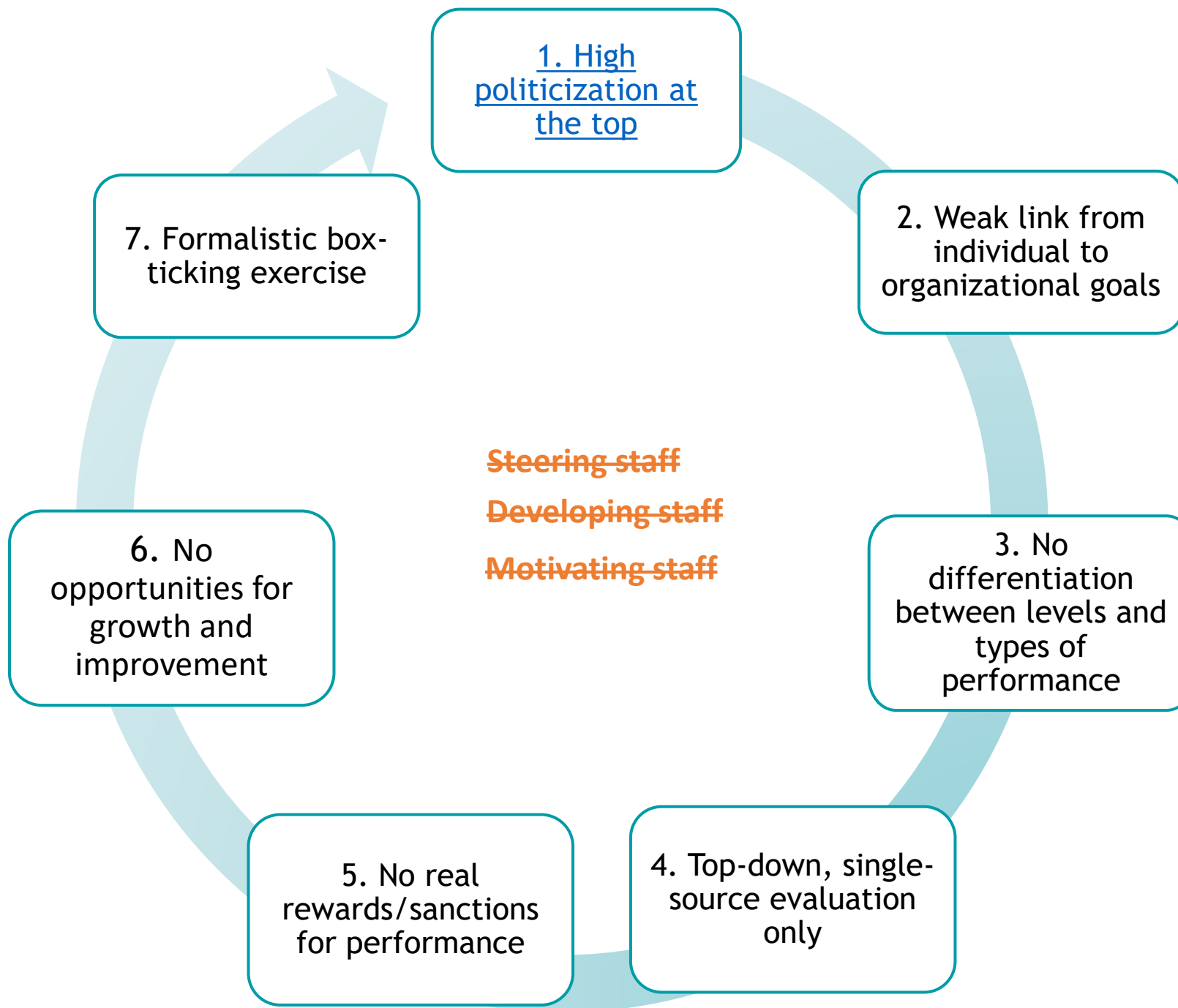
- [Training]
- ~~Coaching~~



If you remember your last performance rating, what was it?

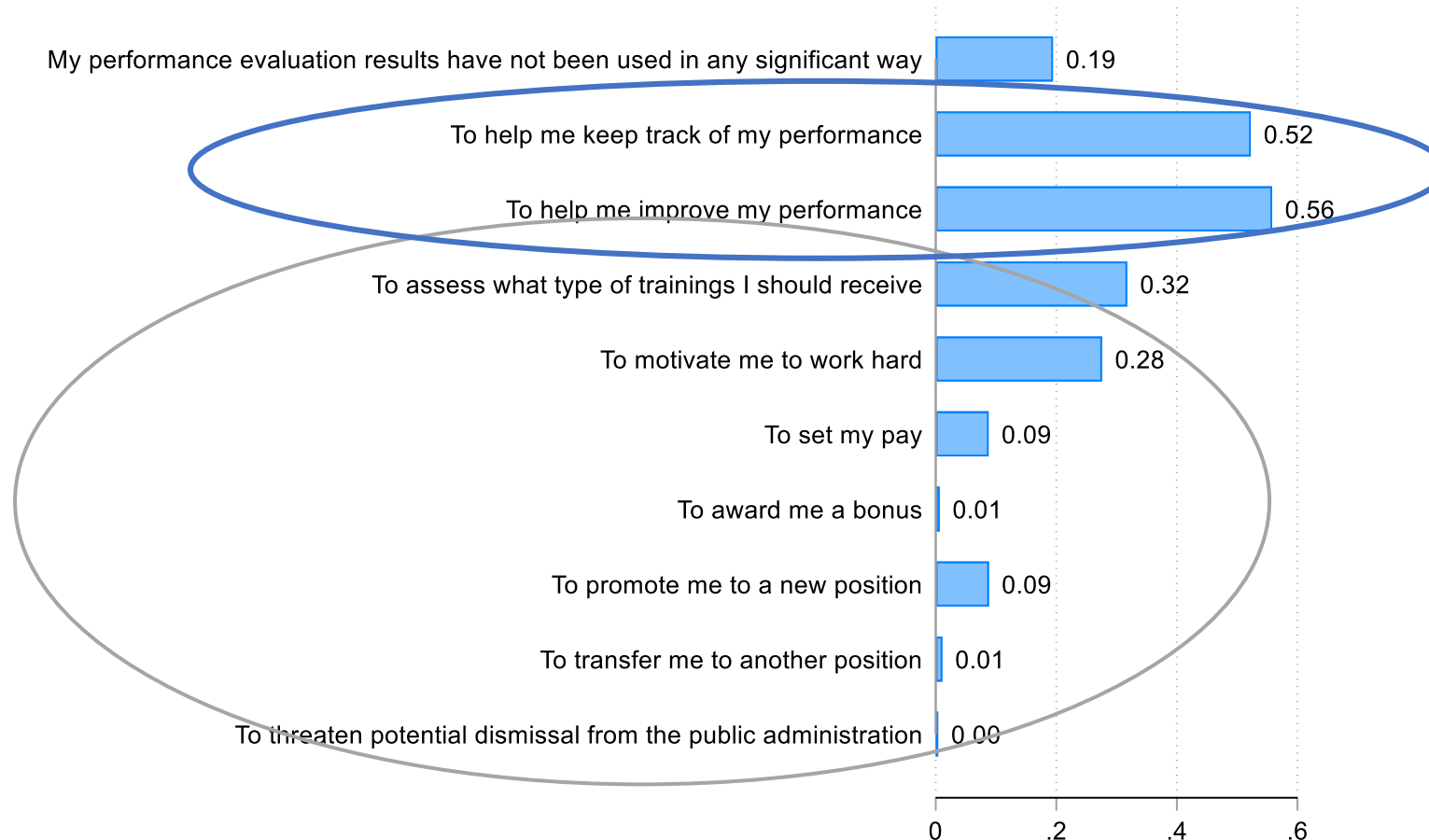
**.... But, almost everybody gets the highest rating**





# PM success factors





**.... And the performance evaluation results are not seen as very useful**

# And yet, performance management matters!

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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

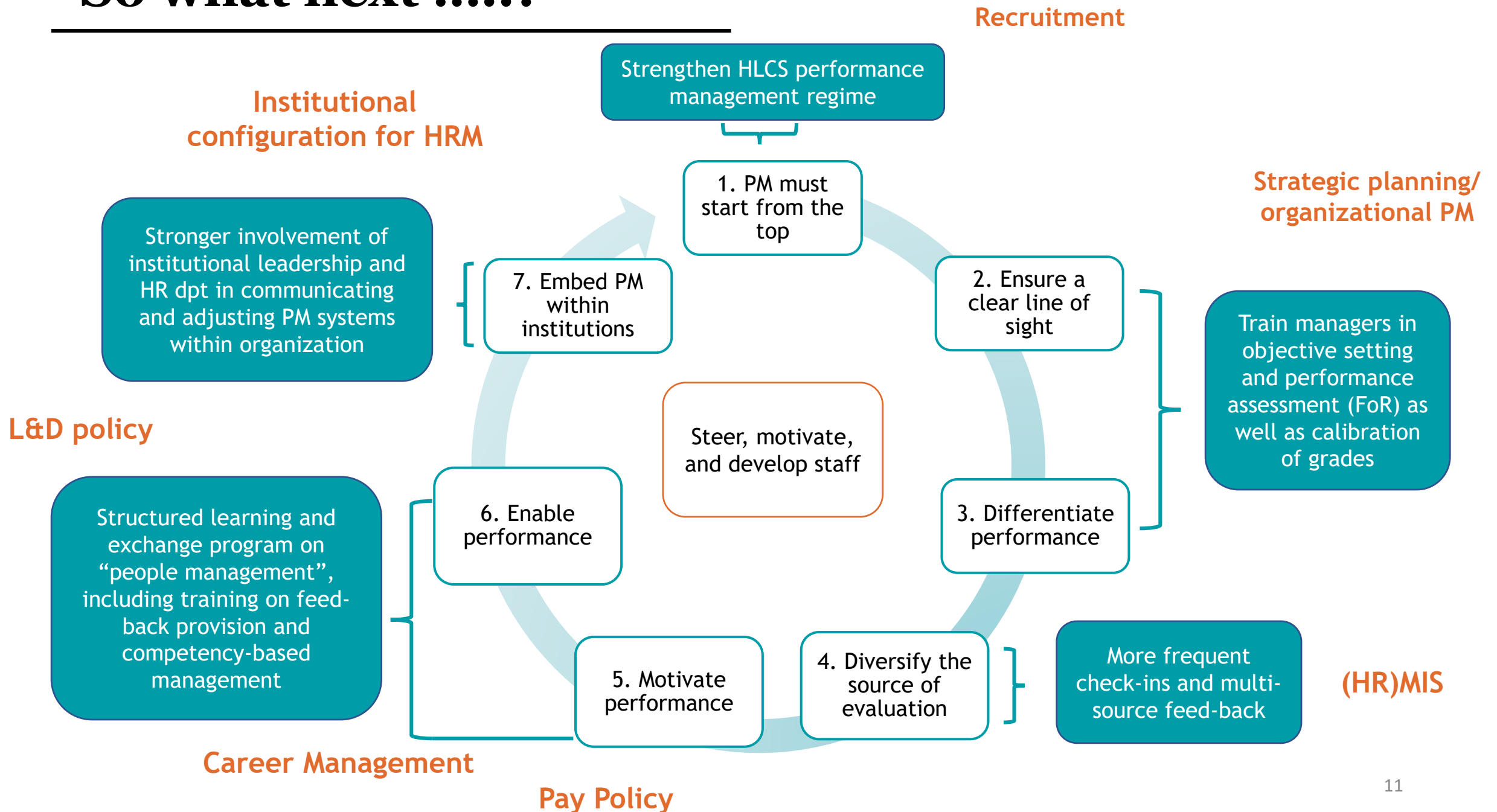
... they have a “**human(e)**” **working environment**, where they feel **valued** and **included**, as part of a good team.

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 .....



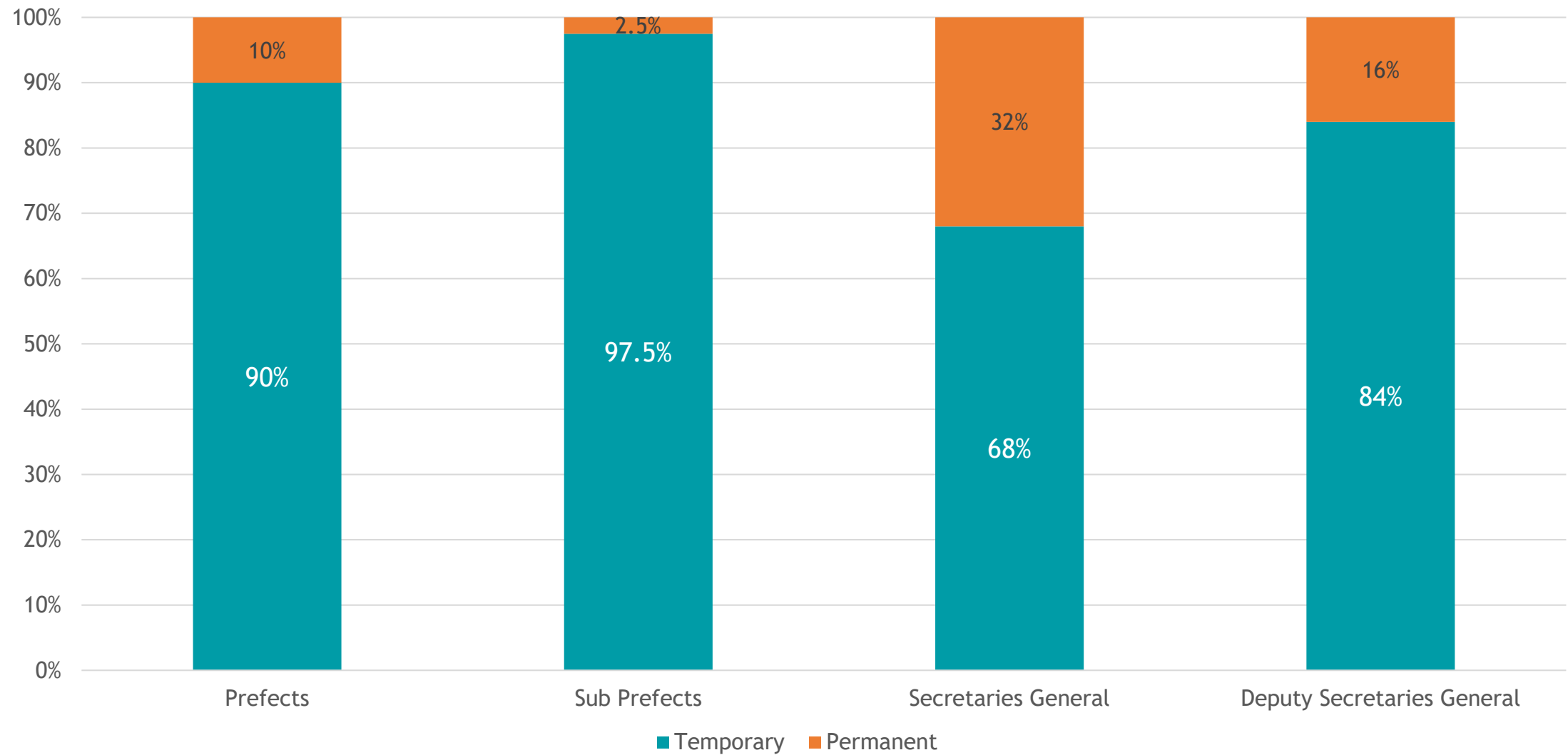
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**Thank you**  
**Questions?**

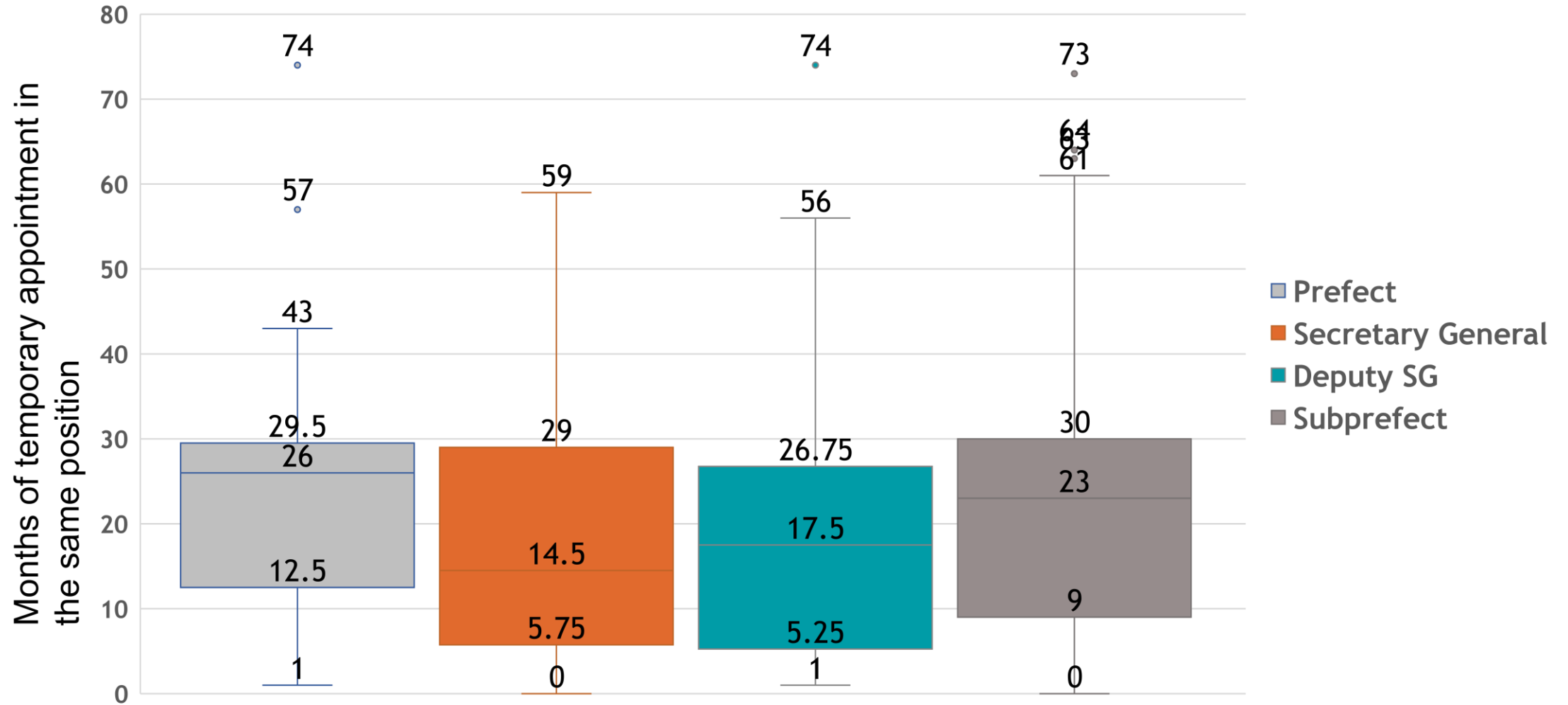


Ratios of HLCS temporary appointments to permanently occupied positions, 2019



Source: NACS administrative data

## Temporary appointments in HLCS positions (months)



Source: NACS administrative data

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

