


Performance Assessment in the Portuguese Public Administration



Conference on “Changing Public Service in a Changing World”

April 2009
Rui Afonso Lucas
Amílcar Arantes

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POPULATION		10 million
PUBLIC ADMINISTRATION		715 000
CENTRAL		600 000
Education		230 000
Health		115 000
LOCAL		115 000

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SMALL STEPS REFORM **1985 – 2005**

- Reducing bureaucracy
- Improving service to “CLIENTS”
- Recognition of rights and guaranties
- Improving transparency and information
- Developing skills of public servants

500 000  **700 000**

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BIG STEPS REFORM 2005 - 2009

- ❖ Global reorganisation of the state, focusing on functions of sovereignty, regulation and supervision
 - public - private partnerships
 - privatisation
- ❖ Reengineering (fusions, downsizing, etc.)
- ❖ Simplification of legal formalities to reengineering of public services, in order to follow flexibility to respond to changes in the environment
 - each year
 - frame of HR
 - internal structure
- ❖ Simplification of the career model
- ❖ Implementation of shared services in the support areas

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BIG STEPS REFORM

2005 - 2009

- ❖ Outsourcing
- ❖ Mobility programs
- ❖ Individual contract
- ❖ New statute of public managers
 - Promoting leadership
 - More civil and financial responsibility
 - Obligatory training courses
- ❖ Performance assessment for organizations managers and employees

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Integrated system of performance assessment SIADAP

**Performance
Assessment
Sub-system**

Services

SIADAP 1

**Performance
Assessment
Sub-system**

Managers

SIADAP 2

**Performance
Assessment
Sub-system**

Employees

SIADAP 3

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OBJECTIVES

1. To develop and consolidate performance assessment and self regulation in public services
2. To identify training and skills development needs, promoting long life learning
3. To recognise and distinguish public services, managers and workers in general, promoting a culture of quality and excellence
4. To improve process management
5. To improve transparency and information
6. To improve public management and align the activities to public policies
7. To articulate objectives with activity plans, budgeting and HR frame

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News Paradigms

- Mission
- Values
- Stake holders
- Strategy
- Accountability
- Benchmarking
- Outcomes
- Efficiency

Objectives

- Effectiveness
- Efficiency
- Quality

Indicators

STEPS SIADAP 1

Objectives Set Up

Approval by the Government tutelage

Self Evaluation

Hetero Evaluation

- coordination committee
- external evaluators

Publish Results

Middle Management and Civil Servants

Classification



- ***Excellent*** (5%)
- ***Relevant*** (20%)
- ***Adequate***
- ***Insufficient***

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EFFECTS / REWARDS

Public Services

- *Public recognition for excellence ($\leq 20\%$)*
- *Higher quotas*

Top Managers

- *Prize money*
- *Higher quotas for middle management and staff*

Middle Managers

- *Extra salary*
- *Sabatics of 3 months*
- *Stage in a foreign country or international organisation*
- *Extra up to 5 days of vacations*

Staff

- *Extra Salary*
- *Promotion*

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