The Contribution of Performance Evaluation to the Professionalization of Public Administration

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Societal pressures for state modernization

Quality   Effectiveness   Efficiency

privatization, public-private partnerships, etc…

Sectors within public sphere

• Organization

• Management

• Human and social capital

• Professionalization of public administration

In Portugal, for the last 5 years:

Formal change

• Organization of public administration

• Management models

• Public sector managers and workers regimes

Informal change induced by formal changes, led to

• new instruments,

• new practices and

• new competancies

Example: New performance evaluation system in Portuguese public administration

Performance evaluation

"The process of evaluating employee performance […] can provide feedback for counseling and learning and it can provide evaluative information upon which rewards can be based."

Terence Mitchell, People in Organizations

Performance determined by:

• selection,

• training,

• pay systems,

• organizational context,

• management and organization models,

• job description and analysis systems and

• setting of individual and organizational goals.

Performance evaluation

"In a performance culture, everyone knows what is expected of them and they have the motivation and incentive to perform accordingly, in a frame of public values and ethics."

Better Practice in Annual Performance Reporting, Australian National Audit Office

Full alignment of organizational and individual goals

Full engagement of top management

Management promotes and distinguishes good performance

Explicit performance criteria

Sound frame for performance evaluation and monitoring

Historic evolution of performance evaluation in Portuguese public administration

Date	System	Scope	Criteria
1983-2004	Classificação de Serviço	Employees	Personal characteristics
2004-2007	SIADAP (1st version)	Intermediate managers Employees	Objectives Competencies Personal attitude
2008-	SIADAP (2nd version)	Organizations Top managers Intermediate managers Employees	Objectives Competencies

Introduction of SIADAP (2004)

Abrupt process; no preparation or training

Not applicable to organizations or top managers

Intermediate managers with no quotas

Tacit introduction of management by objectives

- Resistence to change
- Non involvement of top management
- Lack of competencies

- New methodologies
- New competencies, and
- New attitudes/behaviours

Introduction of SIADAP (2008)

Abrupt process; no preparation or training

Applicable to organizations or top managers

Intermediate managers with quotas

Reintroduction of the peer commission

?

- Accountability of management
- Increased interest and attention of managers

Induced process of change

Informal approach to a more professional management model

- Introduction of management by objectives
- Deep knowledge of the system
- Aprehension of new methodologies and tools (e.g., Balanced ScoreCard)
- Acquisition of technical skills
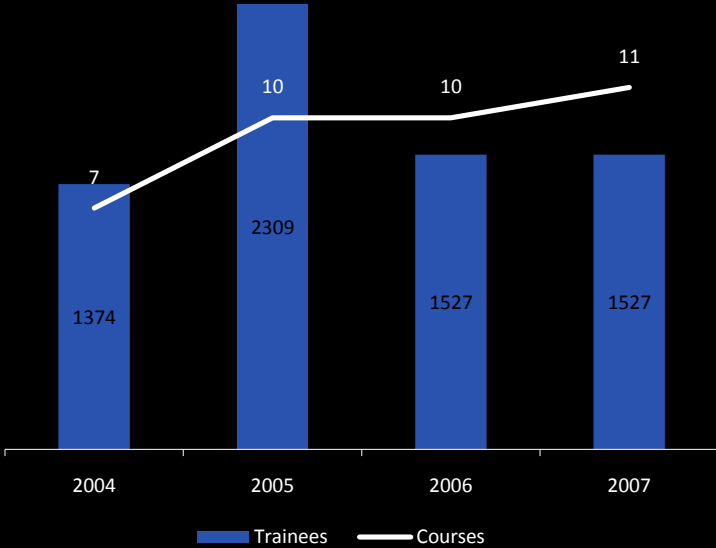
Cultural change process

- Aprehension of new management approaches
- Strategic thinking processes
- Behavioral and attitudinal change

Impact on training demand
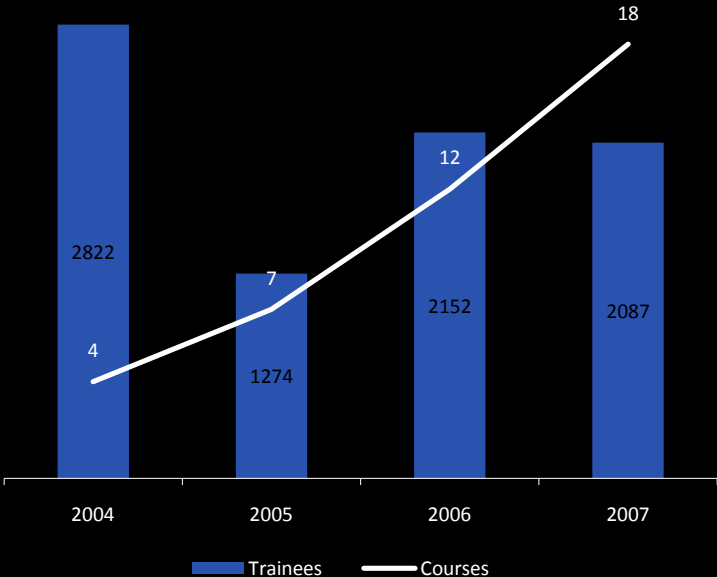
Final remarks

Sustained and deep process

New ways of planning and organizing activities

Managers' accountability and involvement

More rigorous monitoring of activities

Unequal change across public administration

Slow inducement process

Resistance to change and lack of competencies