



Workshop -

“Training for Managers in the Field of Performance Assessment in Public Administration”

Danilovgrad (Montenegro), 03-06 July 2012

PROVISIONAL PROGRAMME

Background

Performance Management (PM) refers to a term coined in the late 1970s for managing behavior and results, the two critical elements of what is known as performance. Performance is the sum of behavior and results, and cannot be viewed as independent of either component. It is an outcome of effective management.

This management process under this PM definition is about arranging the conditions of the workplace for individual, group, unit, division, regional, and corporate success. Management requires that systems, processes and structures are arranged carefully according to the laws of behavior to support the necessary direction, skills, resources, and motivation people need to do a job well, whether at the executive level or at the shop floor, in all types of industries and across all kinds of business drivers of success.

Well-designed PM processes will do how to bring out the best in people, through a set of clear steps that appear easy on the surface, but do require grounding in the principles of learning. Those steps are: start point (again, both results and needed behaviors), measure (frequently), feedback (post so that others can see success steps or track in other ways so that data becomes the core of decision making, not simply ‘good feelings’), compare (using systematic processes; whenever possible, using positive reinforcement strategies) and evaluate (continuous improvement on how to get better at bringing out the best in everyone).

Though this kind of performance management comes from private sector, it is valuable for Public Administrations too, but we must consider that the use of this tool requires a good understanding of the peculiarities of these Administrations.



The use of performance evaluation leads to increase efficiency and a significant improvement in the work of our Public Administrations, through a better yield of their systems of public employment, but it also means an effort and requires a deep cultural change into the organization.

Spanish current efforts are a good sample or a case study, because of both: some specific developments that can be analyzed specifically, as well as an overall effort to spread the use of performance assessment all around the Public Administration, and base it in a common frame.

Objectives

- Discuss theory and practical issues about performance assessment and the implementation of performance assessment in the Public Administration.
- Exchange information on this topic among colleagues that work on Public Management and Public Employment.
- Training in implementation of performance assessment in the Public Administration, and specially in some specific areas: setting targets and skills, assessment interviews, planning a performance assessment process.

Target Group

This workshop is targeted to mid to higher management civil servants and other public employees related to human resources management or public administration management and involved in modernization processes. The related target institutions are Ministry for PA, Ministry for Economy and Regional Development and other related institutions. Some experience in any of this matter is recommended.

Workshop Trainers

Mr. José Ramón Crespo Sánchez, Deputy Director, Spanish Tax Agency - Mr. Crespo has been working in HR area as Deputy Assistant Director or Expert in the Spanish Tax Agency since 2000. He has extensive work experience in the field of HR, including remuneration policies, staff mobility, recruitment, and design and updating of programs for personnel management, implementation, management and development of performance evaluation, among other activities. He has developed a big number of seminars and courses in Spain, and has obtained a Master in Public Management in



2008. He has worked as public audit team leader too, during the six years before his activity in the HR of the Spanish Tax Agency.

Mr. Pablo González de Herrero Fernández, Senior Adviser, General Directorate for Civil Service - Mr Herrero Fernández is Spanish Central Administration official. Currently he works as advisor of the General Directorate for Civil Service. His experience in Public Administration includes public policies evaluation, human resources management and relationship among Spanish Public Administrations. Main highlights of his duties in these areas are: creation of the State Agency for Public Policies Evaluation and Services Quality (AEVAL), evaluation of Spanish National Reforms Programme, and designing and managing the State Fund for Local Investment. He also has large experience in the field of training, coordinating and teaching many different kind of courses and workshops, mainly in human resources management.

Mr. Dejan Ostojic - Mr Ostojic has extensive Works experience as a project manager, deputy team leader or a specialist with international donor funded projects (EU, WB, USAID, SIDA, DfID, etc.) in Public Administration Reform in CEE and CIS countries. He has extensive work experience with government officials, ministries, public administration institutions, civil service agencies, including experience in training needs assessment, training plan design and provision of on-job training and other modalities of training and support to civil servants. He has broad professional experience in particular with support to implementing PAR strategies across all government levels. In addition, he is author or co-author of a number of textbooks, publications, guides and articles in domain of Human Resource Management. Currently, he works as a Project Manager.

Methodology and content

This workshop is based on two different kinds of sessions:

- Theoretical sessions, including presentations of the topics aimed to foster debate and discussion with the attendants.
- Workshops to train and implement the knowledge generated into the theoretical sessions. Workshops will be different among them, including working groups, video watching. After every workshop there will be a presentation of results.

It will also include some brief warming up sessions, aimed to create a work and analysis environment.



DRAFT TRAINING AGENDA

Day 1.

09:00 - 09:15	Welcome and introduction to the workshop
09:15 - 09:30	Warming up: brief introduction of the attendants
09:30 - 10:15	Spanish Public Administration: main features (1)
10:15 - 10:45	<i>Coffee break</i>
10:45 - 11:15	Spanish Public Administration: main features (2)
11:15 - 11:45	Performance assessment in Spanish Public Administration
11:45 - 12:30	(Some introductory aspects led by Mr. Ostojic, for instance "performance management in private business: critical aspects")
12:30 - 13:30	<i>Lunch break</i>
13:30 - 15:00	Workshop. Working groups. Outlook of performance assessment in Western Balkans (led by Mr. Ostojic and based on knowledge of attendees): How we do and how others do
15:00 - 15:30	<i>Coffee break</i>
15:30 - 16:30	Presentation of results and debate
16:30 - 17:00	<i>Summary of the day</i>

Day 2.

09:00 - 09:15	Warming up exercise
09:15 - 09:45	Performance assessment: theoretical issues
09:45 - 10:30	Performance assessment: practical issues and main questions
10:30 - 11:00	<i>Coffee break</i>
11:00 - 12:30	Planning performance assessment: case study (Mr. Ostojic)
12:30 - 13:30	<i>Lunch break</i>
13:30 - 15:00	Workshop: setting objectives and competencies
15:00 - 15:30	<i>Coffee break</i>
15:30 - 16:30	Presentation of results
16:30 - 17:00	<i>Summary of the day</i>



Day 3

09:00 - 09:15	Warming up exercise: lift talk
09:15 - 10:30	Spanish case (1): the AEAT performance assessment
10:30 - 11:00	<i>Coffee break</i>
11:00 - 11:45	Spanish case (2): pilot experiences on performance assessment in the Central Government
11:45 - 12:30	Video plus debate: assessment interview
12:30 - 13:30	<i>Lunch break</i>
13:30 - 15:00	Workshop: feed-backs, statistical measures, and new steps.
15:00 - 15:30	<i>Coffee break</i>
15:30 - 16:30	Presentation of results
16:30 - 17:00	Summary of the day

Day 4

09:00 - 09:15	Warming up exercise
09:15 - 11:30	Final workshop: performance assessment case (video plus attendees analysis)
11:30 - 12:00	<i>Coffee break</i>
12:00 - 13:00	Debate of results
13:00 - 14:00	<i>Lunch break</i>
14:00 - 15:00	Final remarks and evaluation of the seminar