PERFORMANCE AND ITS EVALUATION
IN THE PUBLIC SYSTEM

Engineer, Octavian STROIE
PhD in economics, superior auditor at the Ministry of Education, Research and Youth, National Authority for Scientific Inquiries, nominated „Dynamic Entrepreneurs from Central and Eastern Europe” within a PHARE study, EFER and EVCA, consultant member of Europe’s 500 – Brussels, Belgium.

Ph.D. Associate Professor Mircea SIMIONESCU
University of „Dimitrie Cantemir” from Targu Mures, Romania

Abstract: Evaluation and organizational development relate to one another in matters such as the following: as a consequence of obtaining an unsatisfactory result after having issued a staff evaluation, an organization may decide to take action within the meaning of its training and development of its management capabilities. On the other hand, the results the staff obtains in such trainings can be evaluated in turn.

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„The key to the change effort is not attending to each piece in isolation; it’s connecting and balancing all the pieces. In managing change, the critical task is understanding how pieces balance off one another, how changing one element changes the rest, how sequencing and pace affect the whole structure. The proper metaphor for managing change is balancing a mobile.”

CONTEXTUAL ASPECTS

„One of the important problems posed by the accession of Romania to the EU was aligning with the acquis communautaire, including the composition of this for security and management efficiency of public money”.

From one country to another we can observe very important differences in what concerns ways of financing and the role of state government. Beyond these differences, especially in economically developed countries, three findings can be made:

- developing social protection systems profoundly transformed people’s lives, ensuring a high level of individual economic security;
- social sampling and, more generally, all public resources are increasingly used for the redistribution of income and correction of inequalities;
- it seems that we now approach a threshold of social tolerance involving new mandatory levy.

Economic development owes experts and governments too little. It is caused by all of us, through our personal effort to understand and act. In Romania, in the context of crisis, the principles that have shaken the segment represented by state
employees on wages (listed as follows), have generated different reactions lately. All activities will take into account the economic context of Romania:
- unique Law for state employees remuneration;
- officials with special status lose their rights;
- the ratio of minimum wages and maximum base salary will be 1 in 15;
- employees paid with public money will not register a decrease in salary. The increasing of low salaries will be applied rapidly, while big wages will be frozen for a long time;
- the base salary will be the main part of budget income. Bonuses will be included in the salary and will not exceed 30% of it;
- adjustment of the ratio from 1 to 15 shall be made by 2012;

Those affected by freezing wages are: contract staff in the budgetary sector, civil servants, contract staff from public health units, from the sanitary-veterinary system, military staff in public institutions of national defense, public order and national security, civilian staff in public institutions of national defense and in the judicial department, financial controllers of the Court of Auditors, education staff.

The government postponed the application of the regulatory acts twice this year, the first time for March 31 and then the end of April. It argues that the wages of luxury state employees will be frozen, but increases for the majority of state employees who have low or average wages, up to 1,700 lei are being promised.

INTERNATIONAL SITUATION

In the economies of the region earnings during the economic crisis had different trends. While in Romania, Hungary and Bulgaria salaries of public sector employees have gone down, on average by 16 percentage points, in Poland in the budgetary sector the largest wage increases of up to 27% have been done. In Poland, the most affected by lower revenues during the crisis were those working in agriculture, transport, and also in manufacturing. As with employees in Romania, employees working in financial intermediation and insurances had the biggest growth within the economy sectors. However, unlike Romania, where average gains of public sector employees were lower by about eight percentage points at the end of June compared to October, in the case of Poland they rose by about 30 percentage points.

Aligning the same level of payment can be done as in private firms, by evaluating the complexity of those workplaces and the labor market, being careful to competitors that attract professionals from the public domain. What concerns gratifications it’s essential to first establish criteria for granting them and then the minimum and maximum, giving the director of the institution a position that allows him to take decisions, like managers of companies do. If within the state system we apply the model „income to the budget” – for example, to fine – then officials that have the authority to impose fines, instead of being encouraged to correctly apply the law, they will be stimulated to „punish” as severely as possible the taxpayer, whether natural or legal person.

Experience in reforming the following fields: organizations, pay systems, performance evaluation systems for employees, the complexity evaluation plan, etc. Only then decisions, that will provide good results over time, can be taken.

Obviously the contribution of specialists in statistical modeling and macroeconomics should not be neglected – forecasting the financial impact on the country’s budget – for the slightest change in a public grid has an impact on the budget deficit. Today, the requirements of consumers of public services are increasing and the pressure the society as a whole exercises to streamline this field is growing.

STAFF PERFORMANCE EVALUATION

„If we want to seek private sector models for public sector modernization then have to consider the fundamental purpose of government, which is primarily for administration and alternative for management, which means that more attention should be given to fundamental values such as justice, equity, social justice and cohesion, to maintain confidence in the administration and political system as a whole.”

Evaluation and organizational development relate to one another in matters such as the following: as a consequence of obtaining an unsatisfactory result after having issued a staff evaluation, an organization may decide to take action within the meaning of its training and development of its management capabilities. On the other hand, the results the staff obtains in such trainings can be evaluated in turn.

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4 http://www.sindmp.org/index.php?option=com_content&view=article&id=58&Itemid=57
Training needs arise from the four main directions:
- problems of new employees;
- deficiencies in the work of employees;
- organizational change;
- requirements expressed at the individual level.

To effectively meet these requirements, a systematic approach is needed, covering: performance evaluation, learning theory, the main differences between how people are trained and how they each learn, basic elements of systematic training, identify training needs (ie training), designing and implementing training and competency-based training, their evaluation.

Only a minor part of the specific activities of personnel management is in charge of evaluating the individual employees. These activities primarily include selection and assessment, but also include matters of complaint handling and disciplinary cases. In all other cases, attention is focused not on individuals but on the job.

The concept of „performance assessment” usually refers to evaluating the cadre’s and managers’ activity, not the one accomplished by workers. Distinguished categories of assessment:
- conventional (formal);
- non-conventional (informal).

Unconventional assessment means ongoing assessment of performance of an employee, done by his manager during normal activity. This type of evaluation is ad hoc, relying as much on intuition, and evidence of results achieved, thus it’s a secondary product of the daily relationship between the manager and his subordinate.

Conventional evaluation is more rational and orderly than the unconventional one.

Referring further to the conventional method, the employee performance evaluation in a systematic and planned manner, we can consign that organizations chart the assessment procedures for:
- identifying the work performance of an employee;
- finding out which are the strengths and weaknesses of an employee;
- allowing employees to improve performance;
- providing a basis for the system to reward employees according to their contribution to the goals of the organization;
- motivating employees individually;
- finding their needs for training and refresher courses;
- finding out their potential of performance;
- obtaining necessary information in succession planning.

Staff appraisal system is used to draw attention to the performance of employees, aiming to reward them fairly and to identify potential employees for promotion or transfer.

Managers are responsible for obtaining the desired results. These results are obtained by administration of human, material and financial resources, that are to be monitored. Monitoring involves setting rules, quantifying the achieved performance and taking appropriate measures. As regards human resources, this means taking necessary measures to improve performance through training and support means, ie by „management development”.

Assessment programs are designed so that they don’t only ensure a more systematic control over the behavior of its subordinates, but also to control the behavior of superiors.

Such programs promote a management style that starts from the assumption that people are unstable, unable to take responsibility and therefore must be strictly monitored and controlled. When referring rather to the practical and concrete aspects than to the philosophy of management, the main problem that arises is not to justify the idea of assessing performance, but whether that assessment is fair and equitable. Legislative difficulties encountered in assessing performance are related to:
- assessment documentation;
- style in dealing with evaluation;
- culture of the organization.

If we have a culture that promotes control and quantification of human capital, then it is likely that a system to assess participants is required, but one that will include at least some measurable criteria by which performance can be judged. In another type of situation, where the attitude encourages open and participatory
attitude, any system is first discussed with those involved, resulting in a possible joint problem solving rather than a „call to order” before the direct superior.

There are many ways to build an evaluation form. Key issues remain, however, always the same, as follows:
- center of attention of the assessment, ie position or person holding it;
- chosen performance criteria;
- performance grading system.

If the focus is the job and not the person who occupies the position, the assessment form usually requires the evaluator to look rather for the degree of success in achieving the position’s objectives than to comment on the personal traits the job occupant holds. Where the focus is put rather on the individual than the position, the situation is reversed – the assessor has the burden to present rather a statement of qualities and attitudes of the job holder than the success recorded by him in obtaining results. The focus of the evaluation determines the type of criteria on which performance is judged, as well as the scoring system to be used. The modernization of the public system should consider a model of government to protect workers from political interference and is also important to strengthen the values promoted by the public service. The progress of modernizing human resources management in the public sector depends on the one hand by the change in the administration structures regarding concepts of human resources management while creating appropriate skills for this action5.

CONCLUSIONS

Economics is not a field of arbitrariness. On the other hand, it is impossible to set an absolute economic truth, but it is possible to recognize mistakes. To demonstrate this fact, John Stuart Mill proposes the swan narrative: however great the number of observed white swans, one can not conclude that all swans are white, but it’s sufficient for a single black swan to exist, in order to say that not all swans are white. In economic disputes, that we witness every day, a progress would me made if those who saw the black swan would agree to recognize that not all swans are white....

Economic development owes experts and governments too little. It is caused by all of us, through our personal effort to understand and act. From this perspective, the economy must also stop being the concern only of the graduate connoisseurs, which exchange obscure arguments in a jargon only accessible to them. Everyone must make an effort to break a common-sense observation out of categorically speeches, that are almost always simplified and reduced to an ideology. This is because the forces acting in the economy affect us all. They influence our everyday life: both during work and family life. They influence us both as workers and consumers, while the economic forces do not show indulgence.

Economy considers the human activity, because the man is alive, and his behavior, uncertain by definition, rejects to be trammeled by immutable laws. For example it can not experimentally verify that a sharp increase in budget deficit leads to imbalance of foreign trade and currency depreciation. Even assuming that the public opinion would tolerate making this „experience” several times, the result would be indisputable. The fact that, in another context, in another international situation, leading another policy regarding income or in the presence of another behavior of trade unions, the same budget deficit would have other consequences, can always be affirmed.

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