



# ReSPA

Regional School  
of Public Administration

## **Workshop on Performance Appraisal**

18-19 March 2020, Belgrade (Serbia)

DRAFT Discussion Paper and Agenda

## Background

In 2018 ReSPA developed a six-year strategy which was adopted in November 2018. One of the strategic objectives of ReSPA is: *Improved professionalisation and depoliticisation of the Senior Civil Service*. ReSPA shall contribute to the achievement of this objective through its work on two thematic areas: merit based recruitment and selection and performance appraisal and career development.

In November 2018 ReSPA produced the *Baseline analysis on Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans*. This Baseline analysis assesses the quality of implementing individual staff performance appraisal in the Western Balkan countries. The findings of this study will be presented at the workshop as well as the findings of the *Performance Appraisal in the EU Member States and the European Commission* with the focus on the countries where performance appraisal is connected with the salary increase.

In November 2015 ReSPA produced a *Study on Improving the Implementation of Merit Recruitment Procedures in the Western Balkans: Analysis and recommendations*. In November 2018 ReSPA updated the mentioned study - *Merit Recruitment in the Western Balkans: An evaluation of Change between 2015 and 2019*.

In order to implement the ReSPA Strategy 2019-2024, ReSPA developed a two-year Programme of Work 2019-2020 which was based on the recommendations from the studies as well as the inputs received from the Working Group (WG) members. The actions planned to be implemented within the HR thematic areas, among others, are the development of a manual on how to make merit-based recruitment work and development of a user friendly guidelines for conducting performance appraisal. The *Guidelines for conducting performance appraisal* shall serve as a base for development and conducting a training of trainers on performance appraisal.

Development of the Manual is conducted in cooperation with the Nottingham University. The Lead expert from the University of Nottingham coordinates the work of 6 regional experts engaged by ReSPA. The results of the survey conducted by the experts that will be incorporated in the Manual and will be presented at the workshop.

For development of the user-friendly *Guidelines for conducting performance appraisal* ReSPA engaged an experienced expert who shall develop the Guidelines based on, not only her own experience, but also recommendations from the baseline analysis and inputs obtained from the ReSPA HRMD WG members. The Guidelines shall consist of: preparation, initiation and conducting of performance appraisal, and use of inputs obtained during the evaluation process.

During the visit of the HRMD WG to the HAUS institute in Finland, the WG members showed interest in learning more about electronic performance appraisal. This workshop will ensure presentation of a platform for electronic performance appraisal as well as presentation of the electronic performance appraisal in the countries in which this kind of performance evaluation has been established.

This workshop shall provide floor for presentation of:

- *Baseline analysis on Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans;*
- *Performance Appraisal in the EU Member States and the European Commission;*

- Inputs for the manual on how to make merit-based recruitment work;
- Draft *Guidelines for Conduct Performance Appraisal*
- Demo for electronic performance appraisal;
- Agile performance appraisal.

The Workshop shall also enable exchange of information on the developments in the area of merit-based recruitment and performance appraisal, obstacles faced and recommendations for improvement.

## Objectives

The main objective of the Workshop is to achieve a participated development and validation of the *Draft Guidelines for Conducting Performance Appraisal* as well as the inputs for the Manual on How to Make Merit-based Recruitment work.

The main results expected are:

- The proposed *Guidelines for Conducting Performance Appraisal* will be finalised in line with the comments obtained from the WG members;
- The proposed inputs for the *Manual on How to Make Merit-based Recruitment Work* will be commented and further work on preparation of the manual will be approved;
- Recommendations for further improvement of performance appraisal implementation will be generated.

## Target Group

This workshop targets the HRM Working Group members.

- Senior managers with responsibilities for HRM in the Ministries in the region, in particular, from Ministry of Public Administration, Ministry of Economy, Ministry of Justice, HRM office;
- Human Resource Management staff responsible for recruitment and performance appraisal.

# DRAFT AGENDA

Wednesday, 18 March 2020

Venue: **Hotel Mona Plaza, Belgrade**  
<https://www.monaplaza.com/>

- 09.15**                    **Registration of the participants**
- 09.30**                    **Welcome and introduction**  
*Chair of the HRMD WG and ReSPA representative*
- 09.40**                    **Presentation of the Draft Manual on How to Make Merit-based Recruitment Work**  
*Mr. Jan Meyer-Sahling, University of Nottingham, Q&A*
- 10.45**                    **Coffee break**
- 11.45**                    **Presentation of Baseline Analysis on Performance Appraisal in EU countries, Q&A**
  - General presentation of the Baseline analysis
  - Examples of countries where performance appraisal is linked to salary increase
  - Example of Ireland*Ms. Katarina Staronova, ReSPA expert*
- 13.00**                    **Lunch**
- 14.30**                    **Presentation of Baseline Analysis on Performance appraisal in the WB, Q&A**  
*Ms. Katarina Staronova, ReSPA expert*
- 15.30 - 17.00**        **Country presentation on the state of art of performance appraisal in WB countries, Q&A (Progress made as of 2018, Challenges faced, ...)**
  - Albania 10 min*
  - BiH 15 min*
  - Kosovo\* 10 min*
  - Montenegro 10 min*
  - North Macedonia 10 min*
  - Serbia 10 min*
- 20.00**                    **Social gathering**

Thursday, 19 March 2020

Venue: Hotel Mona Plaza, Belgrade

- 09.15**            **Registration of the participants**
- 09.30**            **Presentation of the draft *Guidelines for conducting performance appraisal***  
*Ms. Vlasta Perla, ReSPA expert*
- 10.30**            **Group work and generating comments on presented Guidelines**  
*Group work*
- 11.30**            **Coffee break**
- 11.45**            **Providing comments on the Guidelines**  
Discussion
- 12.45**            **Presentation of the electronic performance appraisal, Q&A**  
*Mr. Kalev Truusalu, ReSPA Expert*
- 13.30**            **Lunch**
- 15.00**            **Presentation on electronic performance appraisal in the WB, Q&A**  
*Performance appraisal in Macedonia*  
*Performance appraisal in Montenegro*
- 16.00**            **Coffee break**
- 16.15**            **Agile performance appraisal, Q&A**  
*Expert tbc*
- 17.00**            *Wrap-up*