



ReSPA

Regional School
of Public Administration

BUILDING TOGETHER
GOVERNANCE FOR THE FUTURE

Online Workshop on Performance Appraisal

14-15 October 2020

DRAFT Discussion Paper and Agenda

Background

In 2018 ReSPA developed a six-year strategy which was adopted in November 2018. One of the objectives is Improved professionalisation and depoliticisation of the Senior Civil Service. ReSPA will support countries in their continuous endeavors to reach this objective through its work on two thematic areas: merit-based recruitment and selection and performance appraisal and career development.

Performance appraisal continues to be a big challenge, not only for the WB but also for the EU countries. This was confirmed in the ReSPA Baseline analysis on Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans produced in November 2018. This Baseline analysis assesses the quality of implementing individual staff performance appraisal in the Western Balkan countries.

In 2020 ReSPA conducted a review of current practices in the Western Balkans and obtained information through conducting an online survey on the obstacles faced in the implementation of IPSAs both from managers and non-managerial staff. Based on the inputs received a Review study "Towards effective performance appraisal in the Western Balkans: How to develop performance?" has been produced.

This review study provides support to the countries in defining SMART objectives, understanding the link between competency and performance; providing feedback to the assessed person; challenges of performance appraisal in emergency situations, etc. The review study also provides a check list of the steps to be undertaken in preparation and implementation of IPSAs.

This review study "Towards effective performance appraisal in the Western Balkans: How to develop performance?", might also serve as a base for development and conducting a training on performance appraisal.

This workshop shall provide floor for:

- Exchange of experience on performance appraisal among the ReSPA members;
- Presentation of the review study "Towards effective performance appraisal in the Western Balkans: How to develop performance?"
- Presentation of electronic performance appraisal;
- Agile performance appraisal.

The workshop shall also provide opportunity for collecting more examples of good practice from ReSPA members which could be annexed to the developed review study "Towards effective performance appraisal in the Western Balkans: How to develop performance?"

Objectives

The main objective of the Workshop is to achieve a participated development and validation of the *Review study: "Towards effective performance appraisal in the Western Balkans: How to develop performance?"* as well as the inputs for the Manual on How to Make Merit-based Recruitment work.

The main results expected are:

- The proposed *Review study: "Towards effective performance appraisal in the Western Balkans: How to develop performance?"* will be finalised in line with the comments obtained from the WG members;
- 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.

PROVISIONAL PROGRAMME

DAY I: Wednesday, 14 October 2020

10.00 – 10.05	<i>Welcome and introduction</i> <i>Chair of the HRMD WG and ReSPA representative</i>
10.05 – 10.35	Presentation of review study: "Towards effective performance appraisal in the Western Balkans: How to develop performance?" <i>Ms. Vlasta Perla and Ms. Milena Muk, ReSPA Experts</i>
10.35 – 11.35	Questions and answers on the review study: "Towards effective performance appraisal in the Western Balkans: How to develop performance?" <i>Ms. Vlasta Perla and Ms. Milena Muk, ReSPA Experts</i>
11.35 – 11.45	Break
11.45	Country presentation on the state of art of performance appraisal in WB countries with the special focus on progress made as of 2018, challenges faced and proposal of good practice examples that could be put in Annex of the review study <i>Facilitate by Mr. Jan-Hinrik Meyer-Sahling, Ms. Vlasta Perla and Ms. Milena Muk, ReSPA Experts</i>
11.45 – 12.05	Presentation of the performance appraisal in Albania (10 mins); Questions and answers (10 mins) <i>HRMD WG Representatives from Albania</i>
12.05 – 12.25	Presentation of the performance appraisal in Bosnia and Herzegovina- State level (10 mins); Questions and answers (10 mins) <i>HRMD WG Representatives from the state level of BiH</i>
12.25 – 12.45	Presentation of the performance appraisal in Bosnia and Herzegovina- FBiH (10 mins); Questions and answers (10 mins) <i>HRMD WG Representatives from the FBiH</i>
12.45 – 13.05	Presentation of the performance appraisal in Bosnia and Herzegovina- RS (10 mins); Questions and answers (10 mins) <i>HRMD WG Representatives from the RS</i>

DAY II: Thursday, 15 October 2020

10.00 – 10.10	<i>Wrap up of the first day</i>
10.10	Country presentation on the state of art of performance appraisal in WB countries with the special focus on progress made as of 2018, challenges faced and proposal of good practice examples that could be put in Annex of the review study <i>Facilitate by Mr. Jan-Hinrik Meyer-Sahling, Ms. Vlasta Perla and Ms. Milena Muk, ReSPA Experts</i>
10.10 – 10.30	Presentation of the performance appraisal in Kosovo* (10 mins); Questions and answers (10 mins) <i>HRMD WG Representatives from Kosovo*</i>
10.30 – 10.50	Presentation of the performance appraisal in Montenegro (10 mins); Questions and answers (10 mins) <i>HRMD WG Representatives from Montenegro</i>
10.50 – 11.10	Presentation of the performance appraisal in North Macedonia (10 mins); Questions and answers (10 mins) <i>HRMD WG Representatives from North Macedonia</i>
11.10 – 11.30	Presentation of the performance appraisal in Serbia (10 mins); Questions and answers (10 mins) <i>HRMD WG Representatives from Serbia</i>
11.30 – 11.40	Break
11.40 – 12.20	Presentation of the electronic performance appraisal (30 mins); Questions and answers (10 mins) <i>Mr. Kalev Truusalu, ReSPA Expert</i>
12.20 – 13.00	Presentation of agile performance appraisal (30 mins); Questions and answers (10 mins) <i>Mr. Emir Skopljak, ReSPA Expert</i>
13.00 – 13.10	<i>Conclusions and closure of the workshop</i>

*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence