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Main Theme

Author(s) **Katarina Staronova**
Comenius University
Bratislava Slovakia

Title **Individual Performance Appraisal in the Western Balkans: Civil Service Professionalisation or Bureaucratic Facade?**

Abstract A major tenet of New Public Management (NPM) inspired public management reforms of the 90's and even the 2000's was introduction of market type tools that would foster efficiency and effectiveness in public organizations. One of the most spread reforms in this regard has been the requirement for public organisations to set, track and measure strategic goals, targets and achievements or so-called result-based reforms (Pollitt & Bouckaart 2004, Moynihan, Panday 2010). These developments have been characterised by an attempt to systematically incorporate organisational performance objectives and indicators into human resources management. Due to transfer of managerial tools from EU countries into Western Balkans, all of these countries now have introduced formal framework for individual performance appraisal of civil service. The article examines the quality of information generated by performance appraisal and its use in strategic management of the organization and human resources. The results show that performance appraisal was introduced in isolation and missing managerial culture which has profound consequences on the actual information generation and use. The empirical basis of the research is country level data from six Western Balkan countries: Albania, Bosna i Hercegovina, Kosovo, Macedonia, Montenegro and Serbia.