

Effectiveness of Civil Servant's Performance Appraisal System: Case of Lithuanian Municipalities

Abstract

The presentation and paper address problems of development of effective public servant's performance appraisal system. It consists of theoretical and empirical parts. Theoretical section of the publication reveals current state of scientific literature on performance management as main stream of modernization of management of public agencies, presents competing purposes and functions of performance appraisal systems and discuss framework of its effectiveness.

One of the main directions of Public administration reforms in the past decades could be distinguished as elaboration and implementation of result-based or goal-oriented management practices and techniques which could lead to efficiency and accountability of Public officials' performance. Performance management, as process for improving organizational performance by aligning individual, team and institutional objectives, continues to be an area with growing interest of both - researchers and practitioners in the past decades. The problematic of growing performance orientation in innovative managerial practices in public agencies are embedded and discussed in some specifically designated EC documents – eg. Excellence in Public Administration for Competitiveness in EU Member States (2012), Public Administration Thematic Fiche Quality of Public Administration (2017), EC Toolbox Quality of Public Administration (2017) etc. It is stressed that performance orientation fosters a strategic and performance-based human resource management and allows the administration to perform efficiently while being accountable. Mentioned documents are based on conceptual Performance Management approach, which is widely presented in recent theoretical discourse. Literature determines performance management as a wide variety of activities, policies, procedures and actions designed to help employees to improve their performance. Therefore, performance appraisal is presented as a base point for development of performance management systems, which is focusing on improving individual performance in a consistence with strategic goals of public agency. The research is focused on individual performance appraisal, which, as it is indicated in literature, simultaneously serve multiple, frequently conflicting purposes and functions. This multiple construct raises the question of what combination of exactly purposes and functions constitutes effectiveness of individual performance appraisal and enhancing consistency with strategic goals and with the ultimate aim of improving agency performance.

Presented theoretical model is based on conceptual grouping of purposes and functions of performance appraisal systems. 4 ground purposes (administrative, developmental, strategical and role-based) and 8 functions (goal orientation, judgement, feedback etc.) were distinguished from literature and widely argued in theoretical section.

Empirical section contributes with analysis of recent reforms of Lithuanian Civil Services by applying competency-based model and modernization of Human Resource management function. Results of survey on effectiveness of performance appraisal system in Lithuanian Municipalities are presented and discussed, and conclusions presented.