

# **Enhancing Performance Orientation and Building Leadership**

**Technical workshop on Assessment and  
Recommendations**

**Santo Domingo, 24 April 2014**

# Assessment: Overall HRM framework should drive performance orientation



# Assessment: A range of instruments can be used to make performance management more effective

- **Priority to strengthening individual performance management**
  - simplified individual system
  - focus on setting performance objectives
  - link performance assessment to consequences & deal with poor performance
  - tackle the problem of inflation of performance ratings
  - postpone linkages to organizational performance
- **Gradual integration of competencies**
  - Take time to lay the foundations & keep it simple
- **Management of senior managers is a crucial element**
  - selecting & retaining the right managers
  - Training & developing managers
  - performance management of managers
- **Developing methods of participation and involvement in the workplace to promote quality, innovation and overall change management in the public service**
- **Performance-related pay should not be a priority**

# Recommended measures to strengthen the management of individual performance

## Short-term (1-2 years)

- More simple, incremental approach
- Abandon current system
- Include managers
- Accelerated training programme for managers & HRM
- Online system
- Deal with inflation of ratings
- Link to identification of learning needs
- System to deal with poor performance

## Medium-term (3-5 years)

- Integrate competencies
- Keep achievement of objectives at the centre
- Gradual link to organizational performance system
- Continuous evaluation & improvement of the system
- Use career development as an incentive
- Part of senior managers' performance objectives
- Employee involvement & participation

## Long-term (5 years +)

- Consideration to a career assignment programme
- Assess readiness of organizations for PRP

# Assessment: Leadership and management should receive more attention

- Importance of linking leadership for change and management development to public administration reforms and objectives (quality, innovation, result-oriented culture)
- Sustaining public service reforms will require new leadership and management competencies, and a whole-of-government leadership culture
- A more structured approach to managing senior public service as a group responsible for carrying forward the government's reform programme
- Positive development: bringing the Dominican variant closer to Latin-American criteria
- Career public service as opportunity to establish a clearer interface between political level and public administration

# Recommended measures to strengthen leadership & management

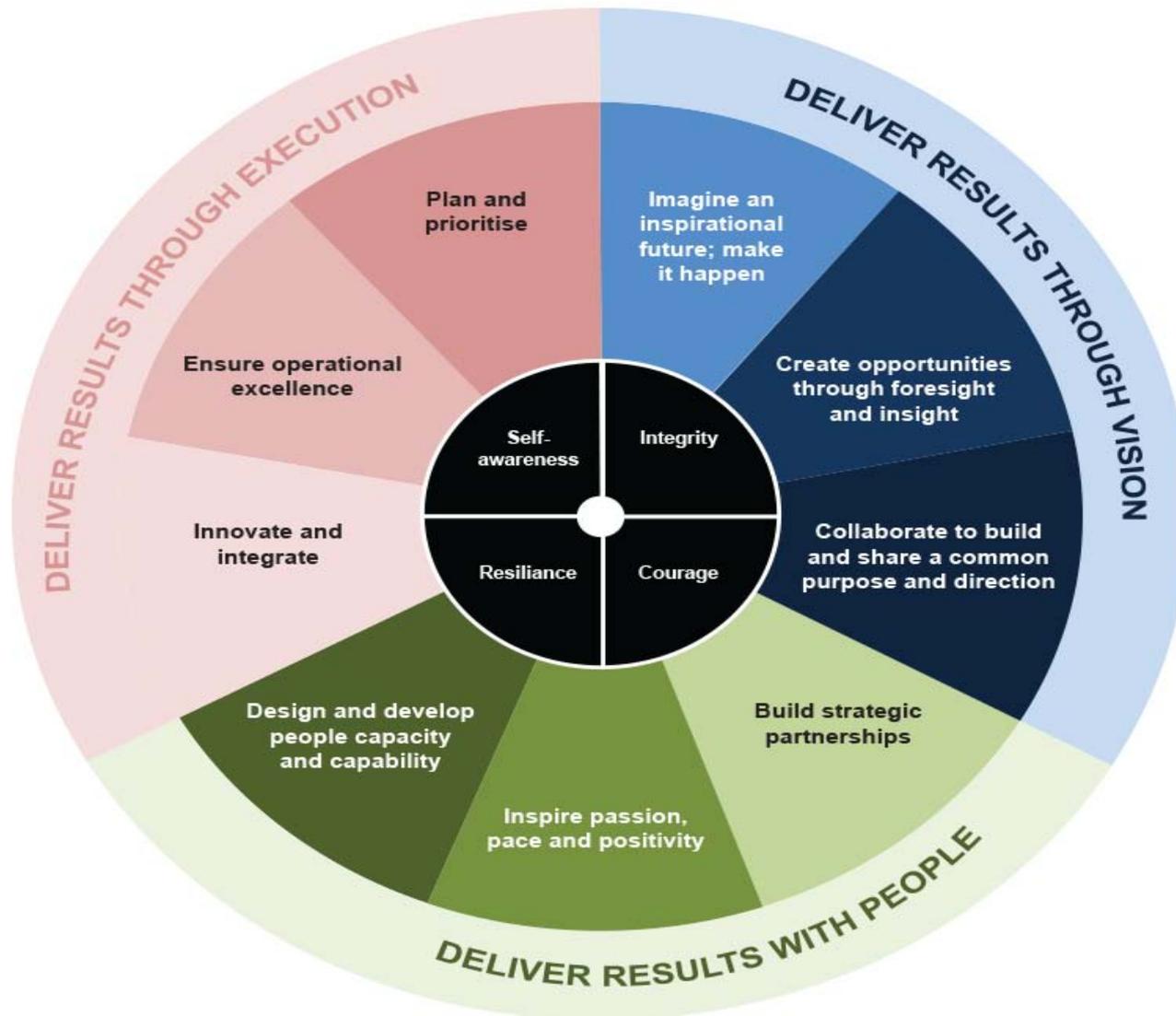
## Short-term (1-2 years)

- More career managers
- [Leadership competency framework](#)
- More rigorous selection process
- Transparency & quality assurance in political appointments
- Training managers
- Build support for changes to management of senior public service

## Medium-term (3-5 years)

- Continued alignment with Latin-American PS criteria
- Formal systems & instruments for managing managers
- Build collective leadership ethos & whole-of-government perspective
- Consideration to an independent body to advise on senior appointments
- Structured leadership & management development process

# Example of leadership competency framework: New Zealand



# Typical challenges with setting performance objectives

- **Changing priorities**
- **Workload**
- **Lack of experience in setting objectives**
- **Hierarchical culture**
- **Political influence on work**
- **Lack of motivation by staff & managers**
- **Insufficient training in objective setting**
- **Lack of trust between staff and managers**