

Tomasz Rostkowski, PhD

Associate Professor at Human Capital Institute,
Warsaw School of Economics
tomasz.rostkowski@core-business.pl

Marcin Witkowski, MA

PhD candidate at Human Capital Institute,
Warsaw School of Economics
marcin.witkowski@core-business.pl

EMPLOYEE APPRAISAL SYSTEM AS A TOOL FOR MODERNIZATION OF PUBLIC ADMINISTRATION - THE CASE OF POLAND

Abstract. In recent years, a number of modern management solutions have been introduced in the public administration in Poland: management accounting, annual and multi-annual work-related plans (task budgets), numerous strategies and programs, as well as many human capital management solutions from professionalisation of staff selection and job evaluation to modernization of the pay systems. On the one hand, these efforts should be highly appreciated, as well as the effects that they have brought. On the other hand, it is far reaching to achieve full success. Problems arise from the low level of integration of individual solutions - they do not form a coherent whole. This article discusses the proposal to integrate all management activities with the use of the employee appraisal system and is based on the numerous studies and observations of the practice of the Offices in Poland and their transformation.

Анотація. Останніми роками у державному управлінні у Польщі було впроваджено низку сучасних управлінських рішень: управлінський облік, річні та багаторічні плани роботи (бюджети завдань), численні стратегії та програми, а також багато рішень з управління людським капіталом, від професіоналізації вибору персоналу та оцінки роботи до модернізації систем оплати праці. З одного боку, ці зусилля а також ефекти, які вони принесли, повинні бути високо оцінені. З іншого боку, до досягнення повного успіху ще далеко. Проблеми виникають з-за низького рівня інтеграції індивідуальних рішень - вони не утворюють єдиного цілого. У цій статті розглядається пропозиція інтегрування всіх управлінських дій за допомогою системи оцінювання персоналу та ґрунтується на численних дослідженнях та спостереженнях за практикою діяльності адміністрацій у Польщі та їх трансформації.

Аннотация. В последние годы в государственном управлении в Польше внедряется ряд современных управленческих решений: управленческий учет, ежегодные и многолетние планы работы (бюджеты заданий), многочисленные стратегии и программы и многие решения по управлению человеческим капиталом от профессионализации отбора персонала и оценки работы по модернизацию систем вознаграждения. С одной стороны, эти усилия, а также эффекты, которые они принесли должны быть высоко оценены. С другой стороны, это далеко не полный успех. Проблемы возникают из-за низкого уровня интеграции отдельных решений - они не образуют единое целое. В этой статье рассматривается предложение об интеграции всех управленческих действий с помощью системы оценки персонала, которое основано на многочисленных исследованиях и наблюдениях за практикой деятельности администраций в Польше и их трансформации.

Keywords: Human capital management, Employee appraisal system, Management system, Public administration, Organization efficiency

Objectives of employee appraisal system in the organization management

Employee appraisal system is the management tool that is commonly used in commercial and public administration organizations to gather information on the effectiveness, quality of work and attitudes of employees that are essential to all key decisions for employees, such as:

- financial (eg salary regulations, awards),
- organizational (eg adaptation of the way the tasks are performed to the preference of highly-valued employees),
- atmosphere (promoting effective behavior and eliminating negative behaviors that hinder the organization's main tasks);
- dismissal of employees (termination of cooperation with employees not meeting the employer's expectations).

The second and most important function of the employee appraisal system is the planning of the future. On the one hand, it is possible to plan the professional development of employees (eg training, promotion planning, substitutions, etc.) and, on the other hand, the development of the organization on the basis of information on employee competencies and their needs. The employee's assessment refers to the past, ie the tasks that have been completed and the way in which they have been accomplished, but it is also a declaration for the future - based on the assumption that the employee's future performance will not be worse and probably better than the previous one.

This kind of knowledge allows not only to properly allocate the budget of the Office, but also to treat the employees actually fairly by adjusting the benefits to both the existing and the expected results of the work of individual employees. It is obvious that highly-rated employees should not only receive the right prize for their successes, but also receive jobs that are appropriate to their professional competencies. On the other hand, low-performing workers can receive the necessary support and take action to improve their standards of performance and maintain employment. The staff appraisal system may be composed of several elements and should cover all employees in the organization.

Evaluation is usually made in annual or bi-annual periods. With the development of human resources accounting (HRA) and the recognition of the strategic importance of human capital to the organization, it is beneficial to evaluate all employees at the same time. As a result, collective evaluation reports identify the strengths and weaknesses of an organization and enable organization to plan their development using the development potential of their employees.

Excluding top-level employees and employees who are considered to be particularly valuable to the organization for some reasons, the standard is that the key responsible persons for the assessment are employee (as a self-assessment) and a direct supervisor. Usually the person who first evaluates is the employee himself. In this way, the need for personalized treatment of employees and the organization's dedication to their opinions and needs are emphasized.

The key part of the assessment process is the employee meeting with the supervisor. It is recognized that only direct (and comfortable handling) contact with a supervisor enables the proper discussion on the final assessment, feedback and a plan for further action. The suggested method of solving this type of challenge is 'problem solving' method, which unlike 'tell & sell' method, does not serve to convince the employee of the reliability of the supervisor's assessment, but to solve the problem together.

Staff appraisal should be based on objective information (facts) or maximized objective information that should be sought in IT systems and human resources documentation, but also use organizational research such as customer opinion surveys, employee opinion surveys, audit findings, business partners, knowledge gained through functioning in the organization of quality maintenance systems, accounting, etc.

The demands of greater efficiency of employee appraisal systems in Polish public administration

A wide range of tools, systems and policies have been implemented in the public administration in Poland aimed at streamlining the organization, including the employee appraisal system. Generally, the most of employee appraisal systems were implemented in response to requirements established by law. This approach, on the one hand, is a response to the need for rapid implementation of modern management methods in public administration in Poland and a low assessment of the innovativeness of the Offices in this area. Confirmation of the need to conduct periodic evaluation of employees with the help of the law may give this solution additional prestige. On the other hand, this way of implementing the system may result in the recognition of this solution as a mandatory obligation, not significant for practice and to reduce the problem of employee evaluation to a 'questionnaire completion' in order to 'fulfil the task'.

The key question is whether the implementation of the system should mean:

- a) performing periodic evaluation - "completing the procedure",
- b) obtaining the results of periodic evaluation in accordance with the actual situation,
- c) obtain results of periodic evaluation in accordance with the actual situation, allowing the management decisions key for the organization and its staff.

In order to use high-efficient employee appraisal systems (and often even the sense of using them) in the Polish public administration, it is necessary to implement the following practical postulates:

1. Criteria for assessing effectiveness, quality of work and attitudes are consistent with the needs of the Office and are updated,
2. Measures of the evaluation criteria are based on facts and are specific,
3. Criteria for evaluation are scaled in such a way as to promote people being significantly beyond expectations.

In addition, it is necessary to adhere to other universal principles of a well-functioning employee evaluation system that are relevant to both public administration and other organizations (NGOs):

4. Employees know the purpose and principles of evaluation.
5. Assessors have the practical competence to evaluate employees.
6. Employees receive complete feedback on the results of the assessment.
7. Employees together with the supervisor translate the results of the periodic assessment into a professional development plan to use their strengths to improve areas for improvement.
8. Employees carry out a professional development plan and are accountable for this.
9. Employees and managers treat periodic evaluation as a tool to improve the performance of own team and organization.

In conclusion it is worth pointing out that the employee evaluation system cannot be suspended in a vacuum and in practice it is not addressed to employees-officials, but in the conditions of public administration to the citizens. It means that:

1. It is a tool for the implementation of the Office's strategy - the performance objectives of all staff must be assessed in terms of the objectives of the Office and the competences of the Mission, Vision and Values.
2. It is a tool for budget management - the results of evaluation must be taken into consideration both in the clearing of previous periods but also in the planning of expenditure for the next period.
3. It is a tool to support risk management - the results of evaluations must indicate the most important threats to the organization resulting from the imperfection of human capital of the organization.
4. It is a tool to support the development of an organization - assessments must identify areas where development will maximize return on investment.

The existence of employee evaluation system on the one hand reveals the shortcomings of the public administration. On the other hand, it can be an integrative component for all management system components and tools, as well as serves as a guide to the development of employees and the organization as a whole.

References

1. Brown K., Ryan N., Parker R. „New models of service delivery in the public sector“ The International Journal of Public Sector Management Vol. 13 No. 3, 2000
2. Brown K., Waterhouse J., Flynn Ch. „Change management practices. Is a hybrid model a better alternative for public sector agencies?“ The International Journal of Public Sector Management Vol. 16 No.3, 2003

3. Caron D. J., Giauque D., "Civil servant identity at the crossroads: new challenges for public administrations", International Journal of Public Sector Management Vol. 19 No. 6, 2006
4. Czapracka A, Rostkowski T. Witkowski M., „Wdrażanie zmian w sądownictwie”, WRKL 2015
5. Demmke C., "Are civil servants different because they are civil servants?", EIPA Luxemburg 2005
6. Flamholtz, E., "Human Resource Accounting", Jossey-Bass, Los Angeles, CA. 1985
7. Gul M., Rostkowski T., Witkowski M, „Nagradzanie w jednostkach samorządu terytorialnego – raport z badań 2016”, Core Business Institute 2016
8. Heracleous L., Johnston R., "Can business learn from the public sector?", European Business Review Vol. 21 no. 4, 2009
9. Lubińska T. (red), „Nowe zarządzanie publiczne – skuteczność i efektywność. Budżet zadaniowy w Polsce”, Difin 2009
10. Rostkowski T., „Strategiczne zarządzanie zasobami ludzkimi w administracji publicznej”, Wolters Kluwer 2012
11. Sarker A. E., "New Public management in developing countries", International Journal of Public Sector Management vol 19 2006

УДК 330.341.11

Шергіна Л.А.,
канд. екон. наук, доцент,
кафедра економіки підприємств,
Нотевський Є.,
студент,
ДВНЗ «Київський національний економічний університет
імені Вадима Гетьмана»

ІННОВАЦІЙНІ ТЕХНОЛОГІЇ В СИСТЕМІ УПРАВЛІННЯ ПЕРСОНАЛОМ НА СУЧАСНОМУ ПІДПРИЄМСТВІ

Стрімкий розвиток ринкової економіки ХХІ століття зумовлює потребу в розробленні зовсім нових підходів до управління персоналом. Сьогодні головним резервом підприємства в першу чергу є працівники, які забезпечують якість та конкурентоспроможність продукції. Також «нова географія таланту» та рушійні процеси в бізнесі вимагають нових HR-підходів. У наш час HR-менеджери не просто повинні мати, а й активно використовувати принципово нові аналітичні інструменти для оптимізації продуктивності та управління талантами згідно з корпоративними стратегіями [6, 7].

Наймогутніший інструмент забезпечення конкурентоздатності та розвитку – це безсумнівно система управління персоналом на сучасному підприємстві. І зовсім не важливим є те, яка форма власності притаманна