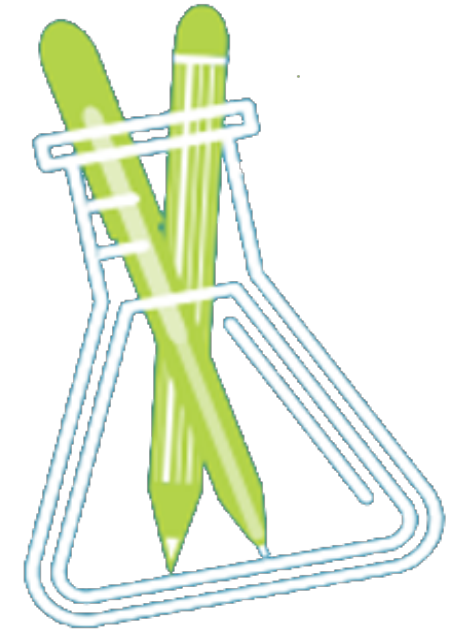


Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



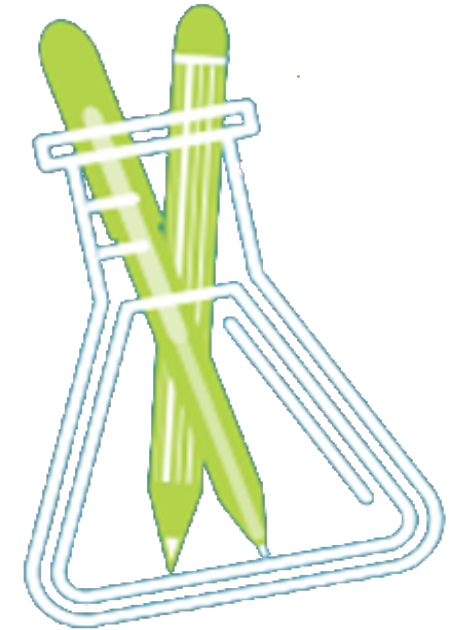
WORLD BANK GROUP
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Reforming the Civil Service: Hiring and Retaining Talent Hungary

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Reforms to Be Measured and Evaluated

- **Objective:** overall reform in legal status and HR management of government officials – hire and retain talent in the civil service
 - Key overall goals: renewal of elements of civil service, enhancing performance of government officials and government organisations
 - Wage schedule, removal of seniority rules, new bases for individual performance evaluation and training, more power to the direct manager
 - Ministry of Interior – Prime Ministers Office – Government Office of the Prime Minister
- **Scope:** new salary system that motivates and based on the individual performance, trainings, competencies as opposed to seniority.
- **Target:** 4,000 young government officials (who passed the probation period) from central Ministries and territorial government offices



Measurement Goals

- **Focus:** personnel records (wages, hires, separations, observable characteristic of the workers, workers' history, educational attainment, training), productivity, employees' satisfaction, performance evaluation, government budgets, prosocial motivation, motivation, skill utilization, citizens' satisfaction, exit survey (to those who leave, why do they leave)
 - Individual civil servant
 - 2010 to today
 - Real-time data
- **What are the existing data systems:** personnel records (wages, hires, separations, observable characteristic of the workers, workers' history, educational attainment, training), performance evaluation, government budgets



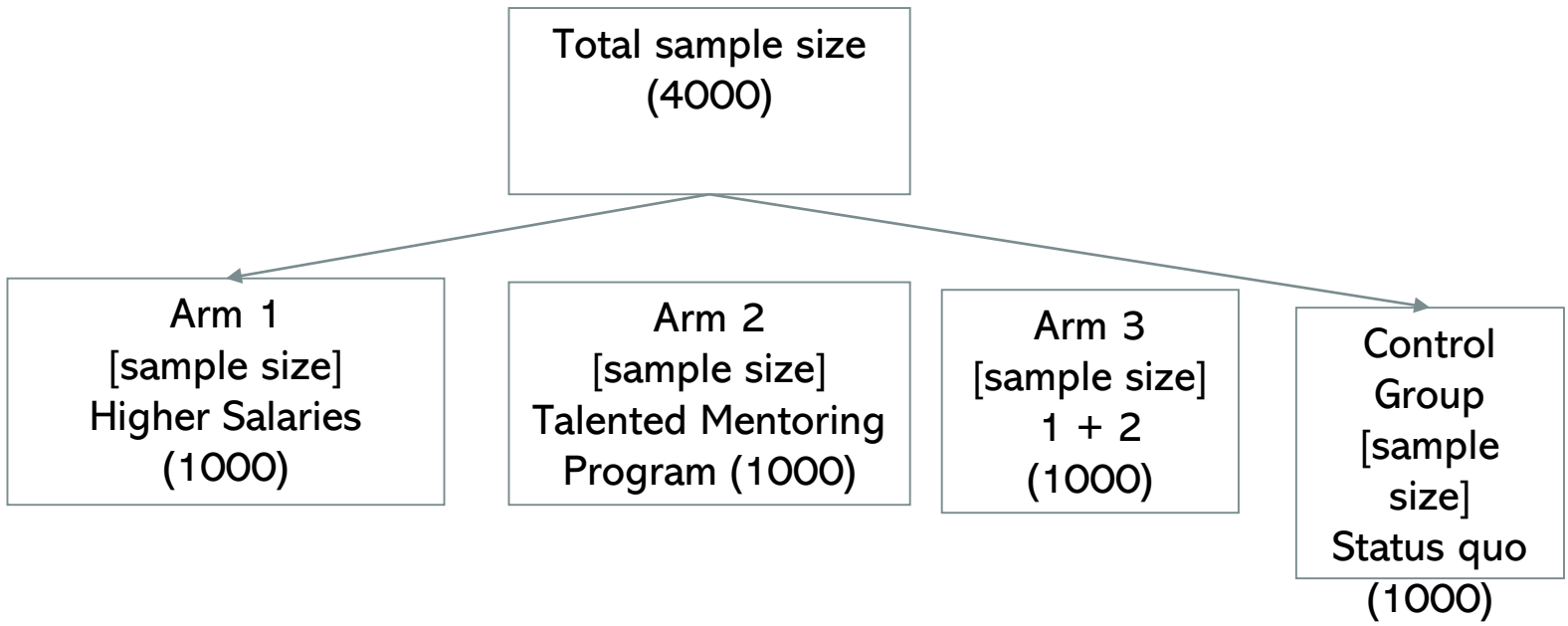


Impact Evaluation?

- What is the impact of more competitive government wages, working conditions on hiring and retaining talent? Does this translate in better public service delivery and citizens' satisfaction (frontline providers)?
 - Do higher salaries help to hire and retain talent? Does this translate in better public service delivery and citizens' satisfaction?
 - Does access to the talent mentoring program help to hire and retain talent? Does this translate in better public service delivery and citizens' satisfaction?



Impact Evaluation Methodology

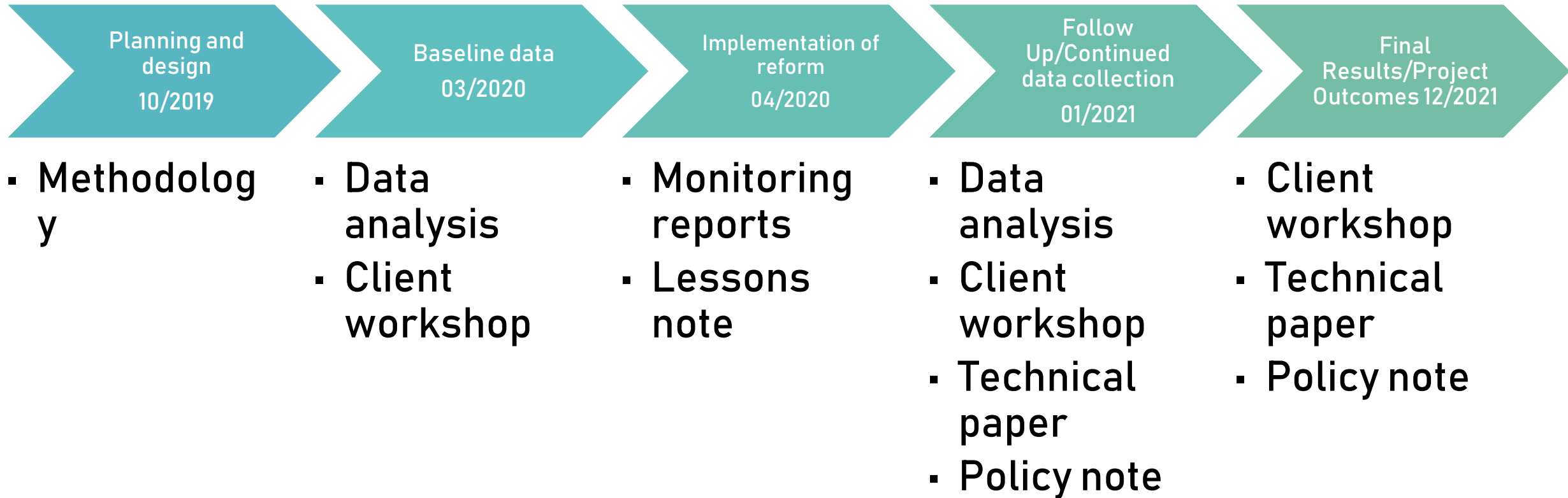


Challenges

- Measuring productivity in central government is notoriously hard
- If the experiment will not be approved, we can evaluate the 2019 reform in a diff-in-diff framework
- If the mentors are not sufficiently motivated they might fulfill the formal requirement but they do not provide relevant support
- Lack of chemistry between mentor and mentee
- Choosing the optimal mentoring duration
- Not getting T, might be perceived as unfair and might demotivate the employees
- Only focusing on young employees might demotivate older officers who might perceive this as unfair
- Should we increase salaries or allowances?



Timeline and Outputs



Thank you!

