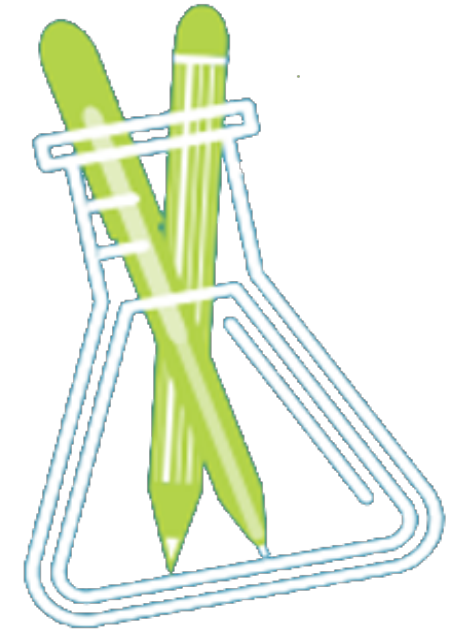


Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



WORLD BANK GROUP
Equitable Growth, Finance & Institutions

Organisational Performance Evaluation in The Public Service in Hungary

Eniko Szeker dr

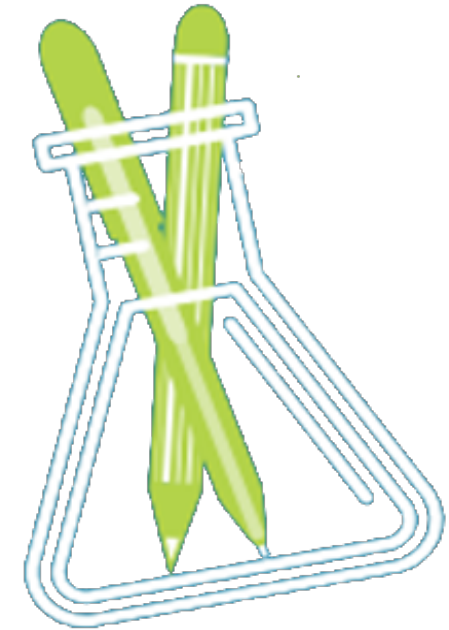
Katalin Badacsonyi-Horvath dr

Ministry of the Interior

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



WORLD BANK GROUP
Equitable Growth, Finance & Institutions

Tasks and duties of the minister of the interior

- **94/2018. (V. 22.) Gov. Regulation**
- **Law enforcement**
- **Local governments**
- **E-government**
- **Water management**
- **Public works**
- **Social inclusion**
- **Counter terrorism**
- **Working out civil service career**



Tasks and duties of the minister of the interior

- **51. §** The minister responsible for working out civil service career
- *a)* prepares professional concept of the selection, training, further training, qualifying, performance assessment, promotion and pay of civil servants,
- *b)* works out methodological guidance for HR matters,
- *c)* manages the individual performance evaluation, further training and managerial supply of government officials and leaders.



Individual performance evaluation I.

- **10/2013. (I. 21.) Gov. Regulation on individual performance evaluation**
- Formal and annual managerial activity
- The evaluating manager determines individual performance requirements for the evaluated person, monitors performance during the year, evaluates in writing and give oral feedback
- Relevant legal consequences: promotion, PRP, dismissal based on discretion/optional/



Individual performance evaluation II.

- **Act CXXV/2018 on Governmental Administration**
- New bases for the legal relationship of government officials (no seniority, payment, training, further training, performance evaluation depend mostly on the direct manager)
- Individual performance evaluation: as occasion requires; based on discretion of the employer/direct manager. Obligatory, when the government officials requires (once in a year)
- PRP: -20% ,+ 30% or bonuses



Individual performance evaluation III.

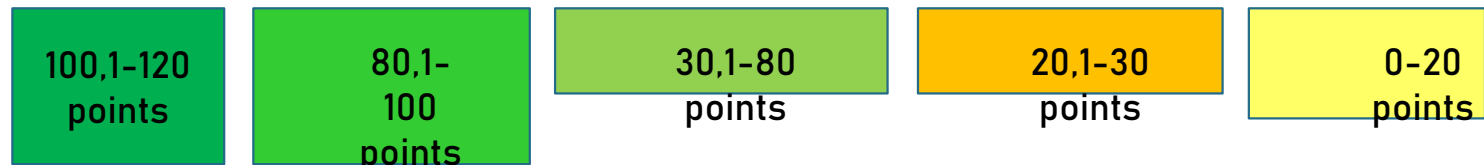
- **89/2019. (IV. 23.) Gov. Regulation on individual performance evaluation of government officials I.**
- *Central/territorial and local government organisations*
- *Obligatory elements:*
 - assessment of task implementation
 - assessment of basic and professional competencies
- *Optional (excellence) elements:*
 - contribution to strategic goals
 - additional tasks during the year
 - innovative task implementation
 - striving for new methods
 - other elements determined by the employer



Individual performance evaluation IV.

- 89/2019. (IV. 23.) Gov. Regulation on individual performance evaluation of government officials II.
- Obligatory elements: 0-80 points/optional elements: 0-20 points
- Scale for evaluation (5 performance level):

Extraordinary performance level	Good performance level	Proper performance level	Performance level under average (Dismissal)	Unacceptable performance level (Dismissal)
---------------------------------	------------------------	--------------------------	---	--



Organisational performance evaluation system I.

- The organisational performance evaluation (SZTÉR) functionate **only in the law enforcement organs.**
- The law enforcement organisations and its territorial and local bodies have annual performance evaluation based on assessment elements (realisation of organisational performance goals, evaluation of performance indicators on organisational operation).
- The minister of interior, the national commanders, leaders of the territorial agencies have tasks in the evaluation, moreover the self-evaluation has an important role in the system.



Organisational performance evaluation system II.

- The framework of individual performance evaluation (TÉR) is similar to the the system used in the civil public administration (evaluation *once a year*).
- The organisational performance has impact on the individual performance, therefore organisational performance must be taken into consideration to a certain extent in the individual performance evaluation.
- Depending on the result of the individual performance evaluation from the previous year the member of the law enforcement staff may be given *performance bonus* for twice a year.



Organisational performance evaluation system III.

- Modelling the organisational performance evaluation process I.

The minister of interior determines **sectoral objectives**
until the 15th of February (current year)

The national commander identifies organisational **performance targets** and the **professional performance minimum requirements** for the territorial agencies
until the 28th of February (current year)

The leader of the territorial agency identifies the **organisational performance targets** and the **professional performance minimum requirements** for the local organ
until the 15th of March (current year)

Organisational performance evaluation system IV.

- **Modelling the organisational performance evaluation process II.**

The national commander compiles and provides **the data needed for measuring professional performance minimum requirements**
until the 10th of January (the following year)

The leader of the territorial agency **evaluates** the performance of the local agency, the national commander evaluates the performance of the territorial organisation - previously: *self-evaluation*.
January (the following year)

The minister of interior **evaluates** the performance of the law enforcement organisation
until the 15th of February (the following year)

In the course of the individual performance evaluation the evaluating manager takes into account the result of the organisational performance evaluation as required.

- The project called „*Strategic Support of Personnel Supply of the Competitive Civil Service*” has been launched by the Ministry of the Interior
- *Subproject B.2: introducing organisational performance evaluation in the public administration (KÖZSZTÉR) – general objectives*

- working out theoretical and methodological bases of organisational performance evaluation
- preparing IT background
- preparing proper environment for introducing organisational performance evaluation (legal background, mindset, trainings etc.)
- strong connection with individual performance assessment
- evaluation should refer to the organisational performance achieved in the current year, one evaluation at the end of the year with impact on the individual perf. evaluation of civil servants employed at the organisation
- introduction gradually (central PA – territorial PA – local governments)

*Strategic Support
of Personnel
Supply of the
Competitive Civil
Service -
KÖZSZTÉR*

- **Model of the organisational performance evaluation**

- 1. element: determination of tasks on organisational level (compulsory and optional tasks)
- 2. element: evaluation of tasks completed, performance level (external and self-assessment)

The structure of KÖZSZTÉR

Sources of determining tasks:

- Programme of the Government
- Plan of legislation
- Gov. Decrees and schedule
- Obligatory tasks from legal regulations
- Optional tasks

Individual PA system

- legal environment (acts, government and ministerial regulations etc.)

Evaluation of duties implemented, determining performance level

- Introducing the system gradually with indicators, performance levels
 - The base of evaluation is the level of implementing
- Methods of evaluation: external and self-assessment

*Strategic Support
of Personnel
Supply of the
Competitive Civil
Service*

- Subproject B.3: *Supporting IT system for governmental decision making on HR*

Goals:

- collecting, analysing data on PA organisations and workforce (statistical function)
- monitoring the composition of workforce/HR measurements of PA (monitoring function)
- building the results of analyses, evaluations in governmental and organisational decision making (analytical function)
- giving support for data-based modelling – organisations, tasks, workforce (organisational planning function)



Measuring OSS performance and productivity in Hungary

David Kojza
Prime Minister's Office

Bureaucracy Lab

Development Impact Evaluation | Global Governance Practice

October 22-25, 2019, Brussels, Belgium



WORLD BANK GROUP IK GROUP
Equitable Growth, Finance & Institutionsance & Institutions

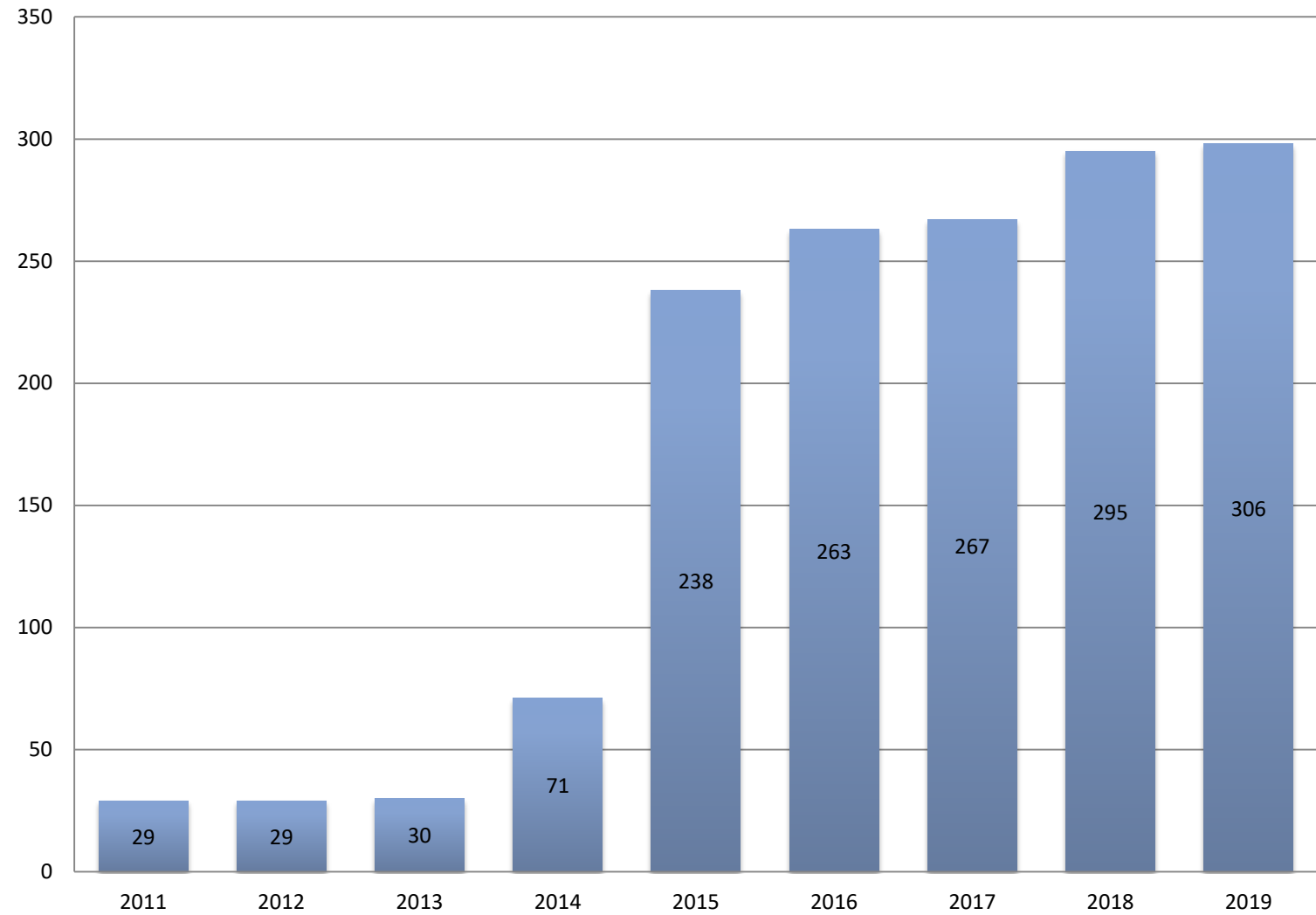
Government Windows

Integrated Customer Service Offices

- **Inform and advise** customers on the process of administrative procedures
- **Administer and forward** client's requests and attached documents
- **Help clients** fill in electronic forms
- **Provide access** to the central e-government platform (Client Gate)
- Handle overall **more than 2500 cases** (since Act CL. of 2016)



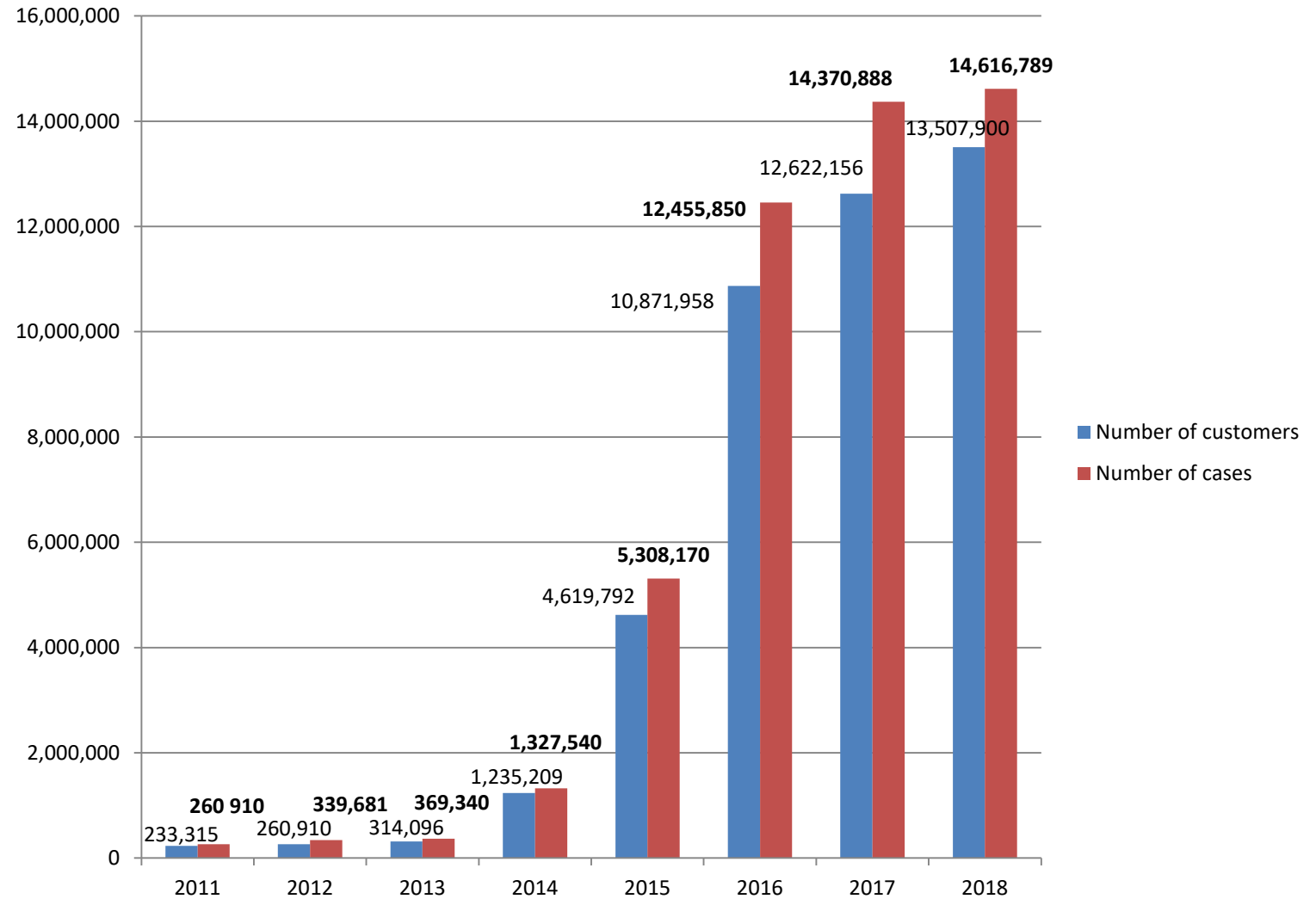
Number of Government Windows



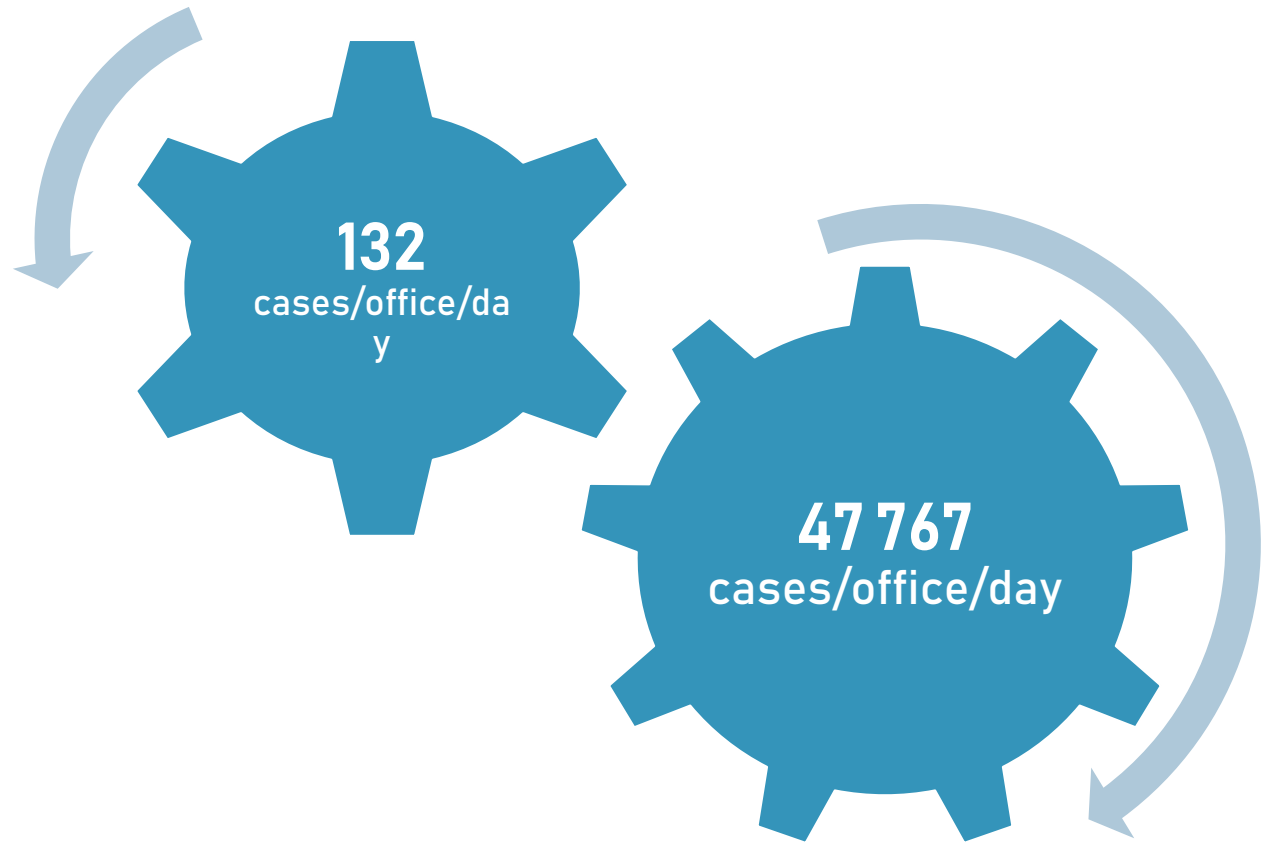
WORLD BANK GROUP
Equitable Growth, Finance & Institutions



Number of customers and cases



Performance and productivity



Performance
and
productivity

Time indicator

Waiting time
15:20:42 min.

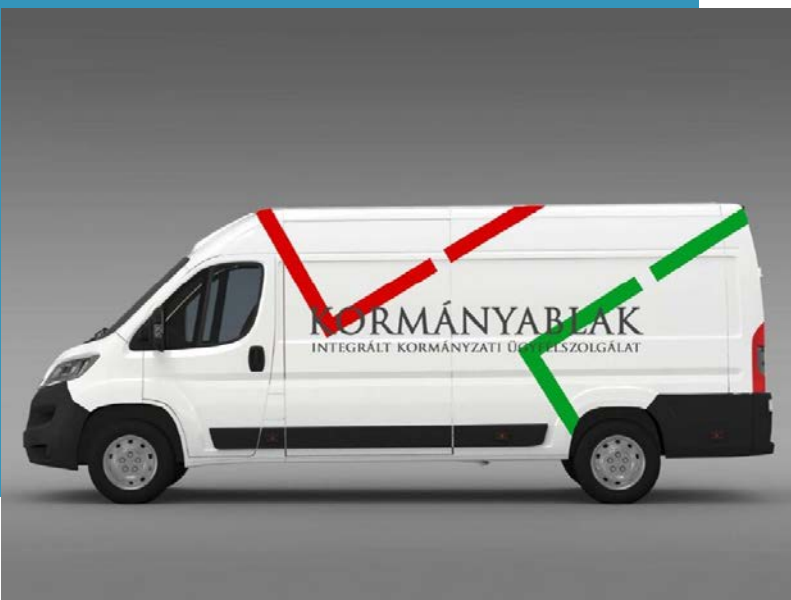
Administration
08:38:00 min.

All time spent
23:58:42 min.

Time indicator

County	Waiting time	Administration	All time spent
Bács	15:53:00	9:19:00	25:12:00
Baranya	11:27:00	8:02:00	19:29:00
Békés	12:06:00	9:01:00	21:07:00
Borsod	17:34:00	8:13:00	25:47:00
Budapest	18:33:00	8:24:00	26:57:00
Csongrád	11:15:00	8:35:00	19:50:00
Fejér	20:39:00	8:56:00	29:35:00
Győr	19:22:00	7:56:00	27:18:00
Hajdú-Bihar	23:38:00	8:00:00	31:38:00
Heves	17:06:00	8:10:00	25:16:00
Jász	17:56:00	8:50:00	26:46:00
Komárom	11:40:00	8:13:00	19:53:00
Nógrád	11:10:00	10:11:00	21:21:00
Pest	21:38:00	7:51:00	29:29:00
Somogy	12:02:00	9:34:00	21:36:00
Szabolcs	17:41:00	7:26:00	25:07:00
Tolna	9:05:00	8:43:00	17:48:00
Vas	10:55:00	8:54:00	19:49:00
Veszprém	12:10:00	8:57:00	21:07:00
Zala	15:04:00	9:25:00	24:29:00
Total:	15:20:42	8:38:00	23:58:42

Mobile Integrated Customer Service Offices



2018

11 701 costumers

2019/1

12 968
costumers

2019

18 562
costumers



WORLD BANK GROUP
Equitable Growth, Finance & Institutions



Mobile Integrated Customer Service Offices



2018

Places: 858

Hours: 1924

2019/1

Places: 1437

Hours: 2667,5

2019

Places: 2269

Hours: 4160

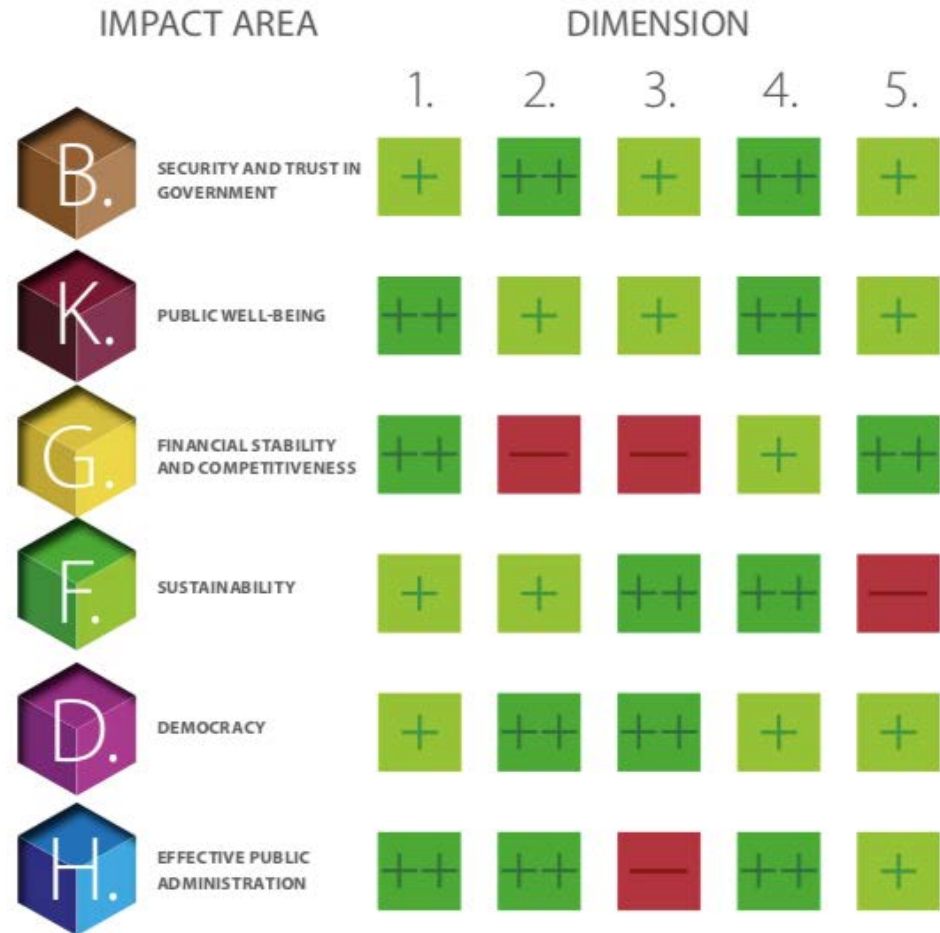


WORLD BANK GROUP
Equitable Growth, Finance & Institutions



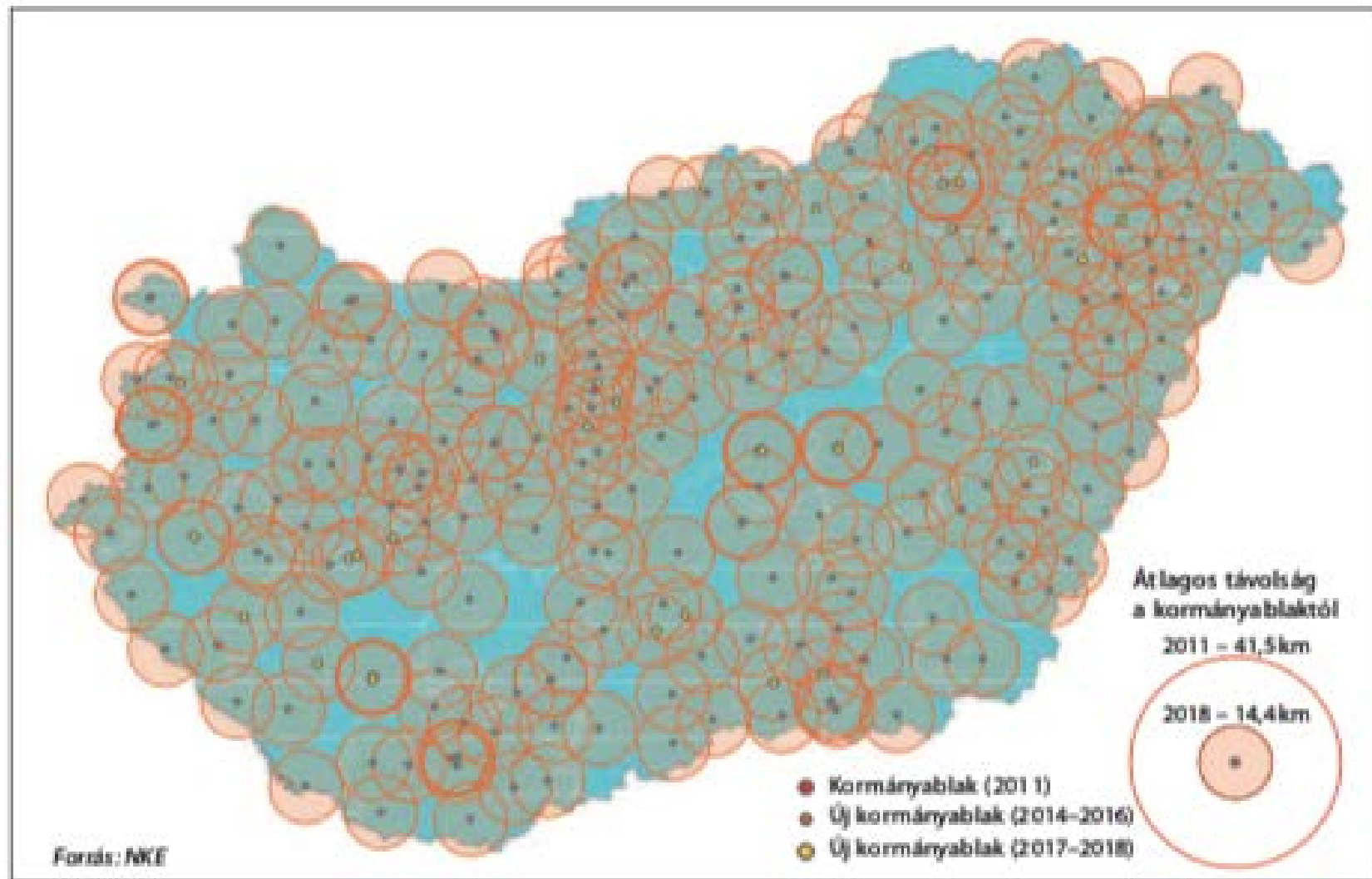
Good State and Governance Report (2016)

GOOD STATE AND GOVERNANCE MOSAIC

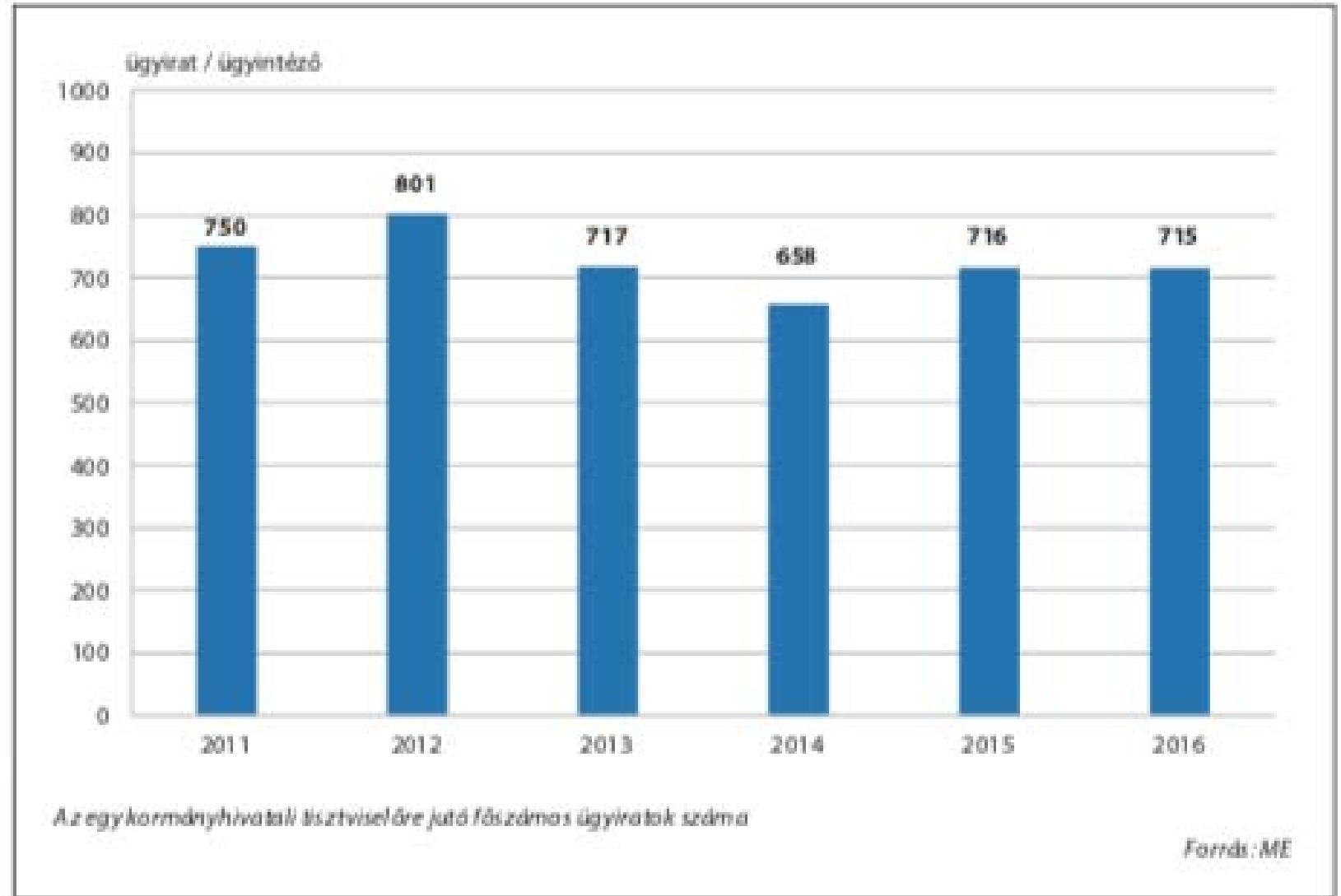


Legend: growth positive expectations in need of development

Good State and Governance Report (2018)



Good State and Governance Report (2018)



Eniko Szeker dr.
Ministry of Interior

**Katalin
Badacsonyi-
Horvath dr.**
Ministry of Interior

David Kojsza
Prime Minister's Office

Thank you

