This study, based on the author's experience of organizational research done in three different large government agencies (namely the Administration of Disabled People under the Prime Ministry, the General Directorate for Social Services and Protection of the Child, and the General Directorate of Highways) in his country, examines some of the steps involved in implementing an organizational reform for the public personnel according to performance management in public administration in order to, as a consequence, ensure that performance management becomes more effective for the public personnel. In line with this concept there is the need to put forward more measurable targets in order to determine performance goals of human resources within the agency, which means increased success in work.

Introduction

The most important characteristic of public personnel is to provide public service. A government agency is considered to be effective if the target mass is satisfied with the services. However, according to the modern understanding of government, agencies—the budgets of which are formed by the taxes paid by citizens—should seek to be efficient as well. Therefore, the performance of public personnel should be considered in public administration.

Reform works on the implementation of performance management in Turkish Public Personnel Management were initiated in Turkey five years ago in line with the recommendations mentioned in the 1997 annual report of the Organisation for Economic Co-Operation and Development. The aim was to prevent favoritism, corruption and bribery, and to give added importance to equality, impartiality, merit, career and efficiency. The first field the reform covers is related to the newcomers. There is an entrance exam required for public personnel. The exam is conducted once a year by an autonomous and specialized center. The second field of reform covers the existing public personnel. The "Regulation on Advancement" No. 12647 enacted in 1999 envisages that public personnel should receive 75 hours of training and succeed in the exam (attain a score of at least 70%) in order to be promoted. Finally, with the Council of Ministers Resolution of 2000 (2000/1658), 3,576 government agencies (including 110 central, 101 autonomous, 3,328 local governments and 37 State