

Quality Management in Public Administrations of the EU Member States

Comparative Analysis



Slovensko predsedstvo EU 2008
Slovenian Presidency of the EU 2008
La Présidence slovène de l'UE 2008



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Comparative Analysis:

**Quality Management
in Public Administrations
of the EU Member States**

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Introduction and Background Information

Development of quality management in public administration at the EU level has been at the centre of attention of the Innovative Public Services Group (IPSG) since the beginning of its operation. Three areas have to be mentioned in this regard: the Common Assessment Framework – CAF, quality conferences, and quality management studies and reviews. For the latter, the “Survey Regarding Quality in the Public Administrations of the European Union Member States” was performed by the Spanish EU Presidency in 2002, and the “Comparative Review: Quality Management in Public Administrations of the European Union Member States” was prepared under the guidance of Slovenia in 2005.

Presenting comparative information on quality management in the form of a matrix

Since 2005, the IPSG has been presenting information on Quality Management (QM) in public administrations of the EU Member States in the form of a comparative review – a matrix published on the website of the European Public Administration Network (EUPAN). It was agreed to update the matrix (up to) twice per year; the last update was published in spring 2007, using information gathered through the end of 2006.

Information on quality management in public administrations of 23 Member States was included in the matrix at that time: Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Ireland, Latvia, Lithuania, Luxembourg, Netherlands, Poland, Portugal, Romania (a candidate country at that time), Slovakia, Slovenia, Spain, Sweden and United Kingdom, 21 of them presenting information on a general as well as detailed level.

Several different kinds of inquiries and personal contacts in this regard indicated actual demand for such information, which serves several purposes: having comparative information at least on the broadest level, seeking benchmarking country/partner cases and identifying sources for more detailed information. Besides the direct benefits of the existing comparative review in the form of a matrix, the most important indirect benefit is greater visibility of the EUPAN website.

Comparative Analysis of Quality Management in Public Administrations in 2008

In February 2008, during its presidency of the Council of the EU, Slovenia started the extensive project of a comparative analysis of quality management in public administrations (PA) of the EU Member States in order to capture the latest developments and the state of quality management in the EU. In this respect, two main streams of activity were launched:

1. from the aspect of content: the Comparative Analysis of Quality Management in Public Administrations in the EU, which was also intended to be one of the important contributions to the 5th Quality Conference for Public Administrations in the UE (5QC) in October 2008 in Paris;

2. from the point of view of presentation of comparative information: to enhance the transparency and visibility of existing comparative reviews – improved overall reviews (Level 1) as well as improved access to additional and/or more detailed information (Level 2).

The **purpose** of the Comparative Analysis of Quality Management in Public Administrations is, above all to:

- provide a comparative analysis of the area, which is central to the operation of the Innovative Public Services Group;
- present the results of the comparative analysis at 5QC in October 2008 in Paris;
- contribute to improved accessibility of sources for benchmarking and sharing of good practices through improved transparency and enhanced accessibility of comparative data/information in the area of quality management in the EU.

Expected results of the project were defined as:

- an upgraded matrix with a comparative review of QM in PAs in the EU MS, possibly with information from all MS; observer and/or candidate countries were also invited to contribute;
- a comparative analysis of QM in PAs in the EU MS, with the most current information on the status of QM in PA in the EU;
- publication – a printed version to be disseminated at 5QC and a pdf version to be published on the EUPAN website.

Method

- For gathering information on quality management in the MS, a template for gathering existing information was used; the template from 2005 was used as a basis and further developed to demand as little additional work for the MS as possible and to assure continuity in the area under consideration.
- Processing and presenting the information gathered:
 - in a matrix, which will be updated as well as upgraded;
 - in a comparative analysis.

Main steps/activities

The main steps in performing the comparative analysis were:

- discussion at the IPSG meeting in February 2008 at Brdo, including comments on the proposed template for gathering the information and different comparisons and analyses;
 - finalising the template with the results of the discussion – sending the template to the Member States, together with an example for Slovenia;
 - inviting the States to participate:
 - in updating the country information and providing additional information;
 - States which did not take part yet, to join and to provide information.
-

By the second IPSPG meeting in May 2008, Slovenia prepared:

- an update and upgrade of the matrix;
- a draft report for discussion.

Upon the decision at the May IPSPG meeting:

- the Member States reviewed their information on quality management included in both drafts and communicated their addenda/corrigenda;
- the matrix was finalised and published on the EUPAN website in June 2008;
- updated information was included in the report.

By 5QC in October 2008, Slovenia prepared the final report and printed a publication.

Organisation of the matrix

- Overview of summary information for each quality management element, according to the Member States
- Access to detailed information via the "More" button

Thus, the comparative overview matrix provides transparency of national information, enabling the user to have a comprehensive overview and access to detailed information with respect to interest or need.

Organisation of the report

The report is organised into four main sections:

- I** Executive Summary
- II** Quality Management Elements
- III** National Development Stories
- IV** Bibliography and Sources of Information

While the Executive Summary presents both general and specific findings, Section II of the report provides country information on 18 quality management elements and illustrates the characteristics, lessons learned and trends mentioned in the executive summary. This information is additionally supported by detailed country information in the comparative review matrix on the EUPAN website www.eupan.eu. Development of quality management in public administrations is described in Section III, along with national strategies, and additional sources of information are listed in Section IV.

It is important to emphasise that whilst the report provides mainly synthesised information and findings related to quality management in public administrations in the EU – although also illustrated with analytical information to a certain extent – detailed and more in-depth

country information is included in the quality management matrix. To glean the most information, a combination of the report and the matrix is recommended, depending upon individual interest. Whilst the report provides more “static” insight into the current state of quality management in public administrations in the EU, presenting national quality management development paths as well as the main characteristics of a number of quality management elements, the matrix is intended to be more “dynamic”, as it is updated on a yearly basis and offers the most up-to-date information mining, from summary to detailed country information.

Development of the methodological instrumentarium

Since the Spanish study in 2002, the development of quality management in public administrations in the EU has been substantial. One interesting QM aspect can be observed through the development of the methodological instrumentarium used for gathering information on national QM developments and its presentation. Whereas the emphasis of the 2002 study was on gathering information on different quality actions, oriented towards the improvement of public services and presenting it in a single document, the emphasis of the 2005 initiative was on collecting comparative information on QM in public administrations on the broadest possible level, enabling the search for benchmarking country (partner) cases as well as identifying sources for more detailed information. The purpose of the project in 2008 was to capture the latest developments and the state of QM in the EU, to provide a comparative analysis of the area which is central area of operation of the Innovative Public Services Group and to contribute to improved accessibility of sources for benchmarking and the sharing of good practices, through improved transparency and enhanced accessibility of comparative data in the area of quality management in the EU.

Figure 1: Methodological instrumentarium for capturing the development of quality management in public administrations in the EU

	2002	2005	2008
Questionnaire for gathering country information	<p>Structure</p> <p>Policies</p> <p>Models:</p> <ul style="list-style-type: none"> ▪ Excellence models ▪ Other methodologies ▪ Quality assurance systems ▪ Improvement groups / quality groups) <p>Other instruments for improvement:</p> <ul style="list-style-type: none"> ▪ Citizen charters ▪ Quality prizes ▪ Training on quality ▪ Satisfaction indexes/surveys ▪ Suggestions and complaint boxes for clients and/or employees ▪ National benchmarking and searching for best practices ▪ Other <p>Resources:</p> <ul style="list-style-type: none"> ▪ Conferences ▪ Web pages ▪ Newsletter publications, magazines ▪ Other <p>Comments</p>	<p>QM approach at the state level</p> <p>QM strategic documents and initiatives</p> <p>QM policies</p> <p>Organisational structure for promoting quality</p> <p>Excellence models</p> <p>International quality standards</p> <p>Quality awards</p> <p>Benchmarking</p> <p>Quality/Citizen charters</p> <p>Measuring quality of PA</p> <p>Testing customer satisfaction</p> <p>Training for QM</p> <p>Publications on quality in PA</p> <p>Quality Tools in PA organisations:</p> <ul style="list-style-type: none"> ▪ Improvement groups/quality circles ▪ Balanced Scorecard – BSC ▪ Customer Relationship Management – CRM ▪ Other <p>Other relevant information</p> <p>Contact information</p>	<p>General information</p> <p>QM approach at the state level</p> <p>QM strategy, strategic documents and initiatives</p> <p>QM policies</p> <p>Organisational structure for promoting quality</p> <p>Excellence models</p> <p>International quality standards</p> <p>Quality conferences</p> <p>Quality awards</p> <p>Benchmarking</p> <p>Quality/Citizen charters</p> <p>Measuring quality of PA</p> <p>Testing customer satisfaction</p> <p>Training for QM</p> <p>Publications on quality in PA</p> <p>Quality tools in PA organisations:</p> <ul style="list-style-type: none"> ▪ Improvement groups/quality circles ▪ Balanced Scorecard – BSC ▪ Customer Relationship Management – CRM ▪ Other <p>Government support for the use of excellence models and other quality tools in PA organisations</p> <p>Sharing good practices</p> <p>Other relevant information</p> <p>Contact information</p>

	2002	2005	2008
Presentation of country information	Report, Presentation at 2QC	Matrix	Matrix, Report, Presentation at 5QC
QM information organisation	1 medium, 1 level	1 medium, 2 levels	2 media, each having 2 levels – added value: combination of both media
Visibility and access	Report, sequential access	<p>Matrix on EUPAN website:</p> <ul style="list-style-type: none"> ▪ Level 1: Summarised country information enabling direct comparison ▪ Level 2: Dynamic and ad-hoc access to detailed country information 	<p>Report:</p> <ul style="list-style-type: none"> ▪ Level 1: Section 1 – Executive Summary; ▪ Level 2: Sections 2–4: Quality management elements, national development stories; bibliography and additional sources of information <p>Matrix on EUPAN website:</p> <ul style="list-style-type: none"> ▪ Level 1: Summarised country information enabling direct comparison ▪ Level 2: Dynamic and ad-hoc access to detailed country information
No of countries involved	13 EU MS	23 (22 EU MS + Romania as candidate country at that time)	27 EU MS

I EXECUTIVE SUMMARY

Main General Findings



The main findings of the comparative analysis of quality management in public administrations in the EU can be summarised as follows:

(1) Quality as an indispensable part of development of public administrations

Quality is an indispensable part of national public administrations. It is essential that quality be integrated into all the strategic and reform documents of a country which relate to the further development of its public administration as the “other side of the same coin”.

(2) Trends reported

Long-standing quality management development in national public administrations expands the prospect (range) of certain concepts, such as: quality in the direction of business excellence, benchmarking into benchlearning, customer-orientation into good public management.

(3) International influence

An unambiguous international influence has been demonstrated: development, activities and projects executed within the European Public Administration Network and within the Innovative Public Services Group have a powerful influence on quality management development in public administrations at the national level.

(4) Use of individual QM tools should in principle not be mandatory

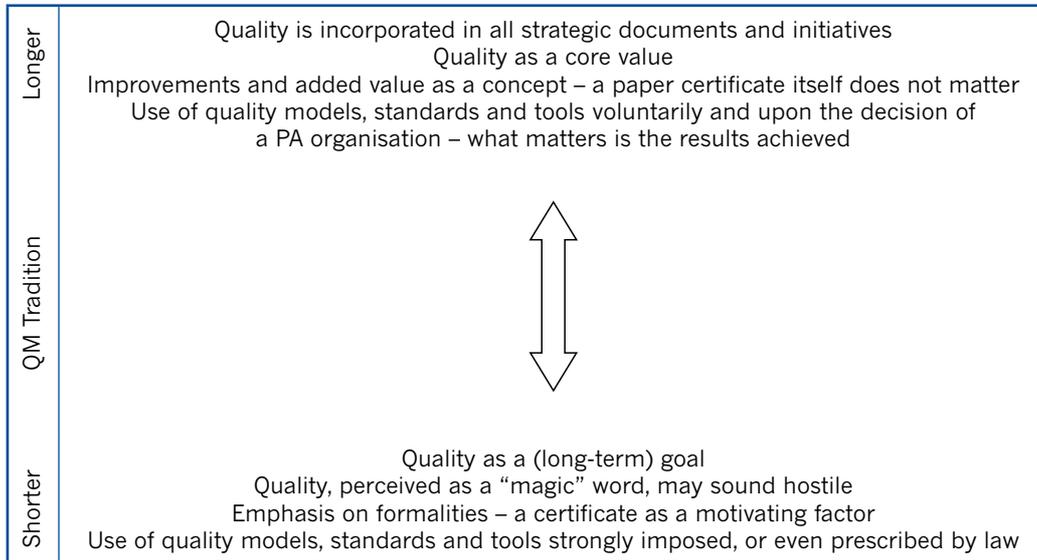
As a rule, the use of individual quality models and tools should not be obligatory or even required by law; the use of individual quality tools depends, to a certain extent, on the level of maturity of public administration organisations. The analysis showed that national governments had clearly specified the quality tools in the public administration organisations they supported, in particular by supporting them financially, materially, professionally and in other ways.

(5) Networking

Networking, through various formal or informal structures, quality conferences, the dissemination of good practices, etc. has become increasingly important and expanded.

As is documented in the report in the subsequent chapters, the comparative analysis of quality management in the EU Member States proves a correlation between the development achieved and the tradition in the area. In a certain respect we could speak of a national level of maturity in this regard. Although it is not the aim of this report to develop quality management maturity stages at the national level, some of the characteristics related to the QM tradition are presented in the following figure.

Figure 2: Characteristics of quality management in public administrations in relation to tradition



The comparative analysis of quality management in public administration presents not only developments in specific areas but also reveals underdeveloped areas – the least developed area at European level is measuring quality in public administrations. This notion is important when looking to the future and setting strategies for the continuation of work. Additionally, measuring quality in public administrations is crucially connected to justifying the results as well as communicating good practices and enabling benchmarking and benchlearning. It is also indispensable when setting standards in the context of the common European administrative space.

Quality Management Development

For the present report, the Member States provided comprehensive information on national QM development, confirming that the EU Member States have different traditions for addressing quality in their public administrations.

Figure 3: Review of quality management tradition in the EU Member States

1980s		Denmark, France, Spain, UK
1990s	Early	Belgium, Cyprus, Italy, the Netherlands, Poland, Portugal, Sweden
	Late	Austria, Czech Republic, Finland, Germany, Greece, Hungary, Ireland, Latvia, Malta, Slovenia
2000s		Bulgaria, Estonia, Lithuania, Luxembourg, Slovak Republic, Romania

Important lessons were learned in this respect, among others:

- A sustainable approach requires comprehensive cooperation.
- Imposing a formal model or even establishing it as a legal obligation cannot work long-term.
- Launching quality policy requires adequate support.
- Quality principles should be integrated into all government programmes.
- A national QM approach is required to contribute to the competitiveness of the national economy.

QM Approach at State Level

All Member States defined their dealing with the quality of their public administrations with regard to:

- a centralised, decentralised, combined approach, and/or
- a top-down, bottom-up approach or a combination of both.

In the majority of Member States, a combination of approaches is used, which is evident from the overview below; however,

- a centralised approach, with a simultaneous combination of a top-down and bottom-up approach, is present in Luxembourg;
- a decentralised approach, with a simultaneous combination of a top-down and bottom-up approach, is operating in Estonia and Latvia;
- Sweden reports an explicitly decentralised approach to its quality management of public administration.

Figure 4: Approaches to quality management in public administration at state level

Centralised	Decentralised	Combination of centralised and decentralised
LU	EE, LV, SE	AT, BE, BG, CY, CZ, DE, DK, ES, FI, FR, GR, HU, IE, LT, MT, NL, PL, PT, RO, SI, SK, UK
Top-down	Bottom-up	Combination of top-down and bottom-up
		AT, BE, BG, CY, CZ, DK, EE, ES, FI, FR, GR, HU, IE, IT, LU, LV, MT, NL, PL, PT, RO, SI, SK, UK

Legend: AT – Austria, BE – Belgium, BG – Bulgaria, CY – Cyprus, CZ – Czech Republic, DE – Germany, DK – Denmark, EE – Estonia, ES – Spain, FI – Finland, FR – France, GR – Greece, HU – Hungary, IE – Ireland, IT – Italy, LT – Lithuania, LU – Luxembourg, LV – Latvia, MT – Malta, NL – Netherlands, PL – Poland, PT – Portugal, RO – Romania, SE – Sweden, SI – Slovenia, SK – Slovakia, UK – United Kingdom

Organisational Structure for Promoting Quality

All EU Member States have developed an organisational structure for promoting quality:

- Coordination and the main responsibility for promoting quality is situated at central level, usually at the ministry in charge of public administration (interior, finance) or the prime minister's office.
- In Member States where promotion of quality in public administration goes together with organisational support of national quality awards (based on the EFQM model), organisational units/councils/committees are established at government level and/or in most cases at the ministry in charge of the economy.
- All Member States have established cooperation between different levels of government and institutions dealing with quality at universities, public administration institutes and private organisations.

Despite all the common characteristics of established an organisational structure for promoting quality, there are significant differences in countries' actual organisational units and the ways they cooperate with other players in the quality management area. National structures for promoting quality are presented in more detail in Section II of the report and in the matrix.

Some important lessons learned related to structures for promoting quality in public administrations:

- Cooperation and networks pay off (Finland).
- Creation of synergies, either informal or formal, between the different actors that promote quality management systems is essential for supporting initiatives and for proposing coherent paths (Italy).

- A more precise definition and separation of functions might be needed, as well as an informative coordination network (Latvia).
- It is important to ensure that there is an appropriate structure at line ministry/department level to "own" and to implement quality-related initiatives (Malta).
- Although the QM approach is decentralised, it is advisable for government institutions to cooperate in promoting QM in PA. These institutions (sometimes also others) remain in direct working contact (Poland).
- It is necessary to institutionalise inter-administrative cooperation for quality matters. The main benefits are the establishment of a collaborative network to share knowledge, resources and best practices, the promotion of quality programmes in public administration and the development of concrete actions. The global structure for promoting quality needs to be structured as a public-private partnership (PPP), oriented to the development of productivity and competitiveness of the national economy (Spain).

Excellence Models and International Quality Standards

Among excellence models in public administrations in the EU, CAF and EFQM are used most. In use are also models that countries have adapted or designed themselves (for example: the Swedish Quality Model, used since 1992, INK developed by the Netherlands and also used by Belgium, and KVIK in Denmark).

Regarding the Common Assessment Framework (CAF), it is important to mention that its use is being promoted at European as well as national level. At the European level, the goal was set to have 2010 registered CAF users by 2010. The CAF is used in all the EU Member States yet not with the same intensity. In the matrix, links to CAF national action plans are established for 21 Member States, published on the website of the European Institute of Public Administration (EIPA).

As regards the use of international quality standards in public administrations, the application of ISO 9000 quality standards is at the forefront (in Danish administration since 1985), and ISO 14000 environmental standards; ISO 17020 and ISO 17025 should also be mentioned. Technical standards in public administration are used practically in all Member States, since numerous laboratories or technologically highly demanding organisational units require their application as a precondition for functioning.

Quality Conferences and Quality Awards

The great majority of EU Member States (22, according to data from June 2008) organise national conferences on quality in public administration. Certainly, the organisation of such conferences has various traditions in different Member States – from the first realisation this year to well established traditional national conferences.

Purposes of organising national conferences:

- sharing good/best practices
- sharing information
- sharing the results achieved
- launching new initiatives
- disseminating methods and establishing personal contacts

The ways in which quality conferences are organised also differ. In the majority of cases, such conferences are organised:

- regularly, each year or biannually;
- monthly (for example: regional conferences for modernisation in France);
- occasionally (in Poland, for example, as events related to a particular project or quality award).

Interesting experience is reported by Finland, indicating that quality conferences have proven to be good for information delivery on best practices and topical QM issues, but especially useful for networking. The latest quality conference organised at the beginning of 2008 was actually organised as five separate events (app. 100 participants each) in different regions of Finland, which proved to be an excellent way to gain new audiences.

In the majority of cases, Member States join conferences on quality with rewarding achievements in the field of quality. In the selection procedures, countries use various models or approaches to assess applicant organisations. As the basis for assessing the State, the CAF model is used in some places (e.g. in the Czech Republic, Greece and in some countries only indirectly); elsewhere, their own quality or excellence models are used, and in some countries, a range of several criteria is used. For example, in Slovenia, the criteria for assessing applicant PA organisations in 2008 were the following: contribution to the realisation of Lisbon Strategy goals, innovation, results of action, cooperation and establishment of partnership relations, and inclusion of clients or participants.

Section II of the report provides a review of quality awards for public administrations in the EU – the list of different awards is impressive, however what adds value to the comparative analysis of the area is the rationale behind these awards. Some important lessons learned were reported in respect of national quality awards:

- For Denmark, the most important lesson learned is that in a country like Denmark the notion of having an award is not appealing to most managers and employees. Only if the development work surrounding the award makes sense will managers and people invest the necessary effort. Another important lesson learned is that it is necessary to have realistic milestones for the quality journey. This is why Denmark works with the levels of the Excellence concept and has been very active in the development of the CAF External Feedback scheme. This scheme is aimed at beginners and will enable them to accelerate their progress regarding quality development.
- In Hungary, the quality award system is seen as an indirect and effective tool for quality management.
- As reported by Poland, the growing number of various award competitions proves their attractiveness for PA institutions to certify their high level of service and validate their work results. It is common for awarded institutions to publish information on receiving an award on their websites and in business correspondence.
- In Italy, obtaining an award or being recognised mainly concerns top management and the political level. This means that, in general, projects and proposals for an award have a high level of commitment.
- In Spain, the Quality and Innovation Awards for Public Management have been shown to be a successful initiative in extending the scope of quality awards to all levels of public administration. These awards are considered as the ultimate goal for an organisation's progress. In this sense, the Excellence Award, the highest level of award, recognises a public organisation's achievement of excellence in their global performance, provided that they have an external quality certification prior to applying for the award.

Benchmarking

Benchmarking is considered to be one of the most valuable tools. The approach/support at national level may be:

- regular and systematic or only used occasionally;
 - internal, national or international;
 - promoted via benchmarking and benchlearning projects;
 - completely in the hands of individual public administration organisations.
-

Country experience in this regard is presented in Section II of the report. A number of countries have become increasingly aware of the importance of benchmarking, and some have reported useful lessons learned:

- Benchmarking is something that is being done all the time but not to a very large extent. There are, however, some very good examples of benchmarking among public and private sector organisations. International benchmarking is also being done to some extent (Finland).
- Benchmarking public services is not a simple matter. Comparing the performance of public organisations can be very complicated, because their objectives, being social, are often difficult to measure. We also have to take account of the political and administrative aspects of operations in public organisations. The exchanging of knowledge gained in benchmarking public services can help speed up the learning process (Netherlands).

Quality/Citizen Charters

Quality/citizen charters are widespread in the EU, being used in the majority of Member States. Slovenia, for example, does not use citizen charters, but has defined standards for operation, communication and relations with public administration customers, and these standards are part of regulations. In Italy, citizen charters have been mainly utilised as guidelines for services delivery. No refund is provided for citizens in those PAs which have adopted these standards but have not achieved them. Spain sees the real purpose of citizen charters in making quality commitments/standards to meet user needs.

In 2008, the document entitled “Seven Steps to a Citizen Charter with Service Standards: Implementation Plan for Governmental Organisations” was delivered with to the goal of supporting practitioners in developing citizen charters.

On the other hand, the United Kingdom, as the home country of citizen charters, introduced a new scheme in 2008 – Customer Service Excellence – that is expected to eventually replace the Charter Mark programme.

Measuring the Quality of Public Administration

Measuring quality in public administrations has been shown to be the least developed quality management aspect at EU level. Several Member States indicated that they do not directly measure quality in their public administrations: Cyprus, Czech Republic, Germany, Greece, Portugal, Romania and Slovak Republic.

Conditional (Yes and No) use of measuring the quality of their public administrations was reported by Estonia and Lithuania – they do some measuring, although not as a systematic tool.

Spain connects measuring quality with the need to exchange information on the results achieved and on implementation strategies throughout the public administration as a whole, which would enable the comparability and exchange of good practices between different levels of administration.

Section II of the report provides an overview of a variety of existing approaches.

Testing Customer Satisfaction

Testing of customer satisfaction is being performed in almost all EU Member States. All these countries perform customer surveys, and some also use other tools for gaining insight into their customers' needs.

In this regard, it is important to mention the development of the European document "European Primer on Customer Satisfaction Management", which has recently concluded. The purpose of this document as the overarching document in the field of customer satisfaction management is also to establish a framework for detailed guidelines for practitioners in narrower fields. National examples are provided for all tools and techniques for gaining customer feedback.

Training for Quality Management

In almost all the Member States (25/27), training for quality management is considered not only very important but crucial for successful quality implementation. It is organised and provided in different ways, for example:

- national public administration academies which are part of a ministry in charge of public administration (Austria, Germany, Slovenia, etc.), or other organisational units which are part of public administration (e.g. Centre for Public Service Training and Development in Estonia or the Government Centre for Public Administration and Human Resources Services in Hungary, or the Staff Development Organisation in Malta);
 - different schools and training centres for public administration (e.g. France, Latvia);
 - national institutes of public administration (e.g. Bulgaria, Lithuania, Luxembourg, Portugal);
-

- European Institute of Public Administration;
- through different projects (e.g. Phare Project on quality management systems in Bulgaria, or the Quality Management Project in Poland – within the framework of this project a network of trainers is to be established, or the joint initiative of the National Civil Service Agency and SIGMA in Romania);
- a combination of several training providers (at central and local level, etc.);
- private sector organisations (Denmark, Finland, etc.);
- training in QM as part of a much wider initiative around the skills needed for modern public administration in the United Kingdom.

Publications on Quality in Public Administration

In the majority of Member States, publications on quality in public administration are being provided in the national languages in order to additionally support quality promotion and establish terminology in the local language.

Usually, such publications are related to:

- promotion of the CAF (translation into the local language in almost all Member States);
- promotion of specific quality tools, methods, approaches and practical guidelines;
- communicating strategies, policies and initiatives;
- sharing of good practices;
- various reports.

In general, e-publications are very popular, as they can easily be updated and are accessible free of charge; for example, the Spanish publications on quality awards or good practices in general enhance benchmarking and benchlearning.

Quality Tools in Public Administration organisations

Different quality tools are being used in public administrations in the EU. Among the most widely used are improvement groups/quality circles, Balanced Scorecard (BSC), Customer Relationship Management (CRM), Customer Satisfaction Management (CSM) and suggestions and complaint boxes for customers and employees.

A variety of country-developed quality tools is being used, for example:

- C.L.E.A.R. in Romania, a diagnostic tool designed for helping local governments and/or other organisations to better understand public participation;
- Local Agenda 21 in the Czech Republic, a quality tool used in cities and municipalities;
- InternetSpiegel in the Netherlands, an employee satisfaction tool;
- Quality Clubs in Italy: useful if they involve all actors that influence the efficiency and quality of services. They might become a source of new motivation and support for people working in public service.

Government Support for the Use of Excellence Models and Other Quality Tools in Public Administration Organisations

In the comparative analysis, the use of excellence models and other quality management tools was tested in relation to the support that governments provide for their public administrations. Whereas the whole overview is presented in Section II, only a few main observations are stated here:

- Use of the CAF or EFQM models or ISO 9000 quality standards is obligatory only in some cases (e.g. CAF: in the Slovak Republic and in Portugal, in the Azores Regional Administration; EFQM: in Bulgaria; or ISO 9000 in Latvia).
- Usually, the use of excellence models, quality standards or other quality tool is recommended, or strongly recommended, and in most cases voluntary.
- This is very much connected to the support national governments provide in this regard: the most recommended models or tools get the most government support, which can be financial, material, expert or other forms of support.

Financial support usually relates to state or local budgets or financing pilot projects; material support is usually related to translations or issuing publications on quality management; expert support basically means providing consultancy, experts, advisory meetings or similar, and other forms of support are usually related to training and seminars, benchmarking and supporting different ways of networking.

Sharing Good Practices

Different channels are used for sharing good practices: quality conferences and/or awarding good practices, publications and networking. Networking, for example, is being more widely used and can be performed in different ways:

- organised by institutions or organisational units that promote quality;
- within the community of quality specialists, project leaders, administrative unit managers (France) and meetings of relevant officials (Malta);
- the inter-administrative network for quality of public services activities in Spain, and others.

A comprehensive list is provided in Section II of the report.

Some important lessons were learned in this regard:

- Sharing good practices is one of the most efficient and effective ways to promote QM in PA (Slovenia, Spain).
- Benchmarking and sharing of good practices go hand in hand with strengthening a culture of quality, as reported by Hungary. Also in Austria, sharing of good practices is a vital part of administrative culture.

The overall “spirit of sharing good practices” can be recognised from the comparative analysis of quality management in public administrations in the EU Member States in 2008, which is also in the spirit of the Innovative Public Services Group, under whose patronage this analysis was performed.

II QUALITY MANAGEMENT ELEMENTS

1 QUALITY MANAGEMENT DEVELOPMENT

For the present report, the Member States provided comprehensive information on national QM development, confirming that the EU Member States have different traditions for addressing quality in their public administrations.

Important lessons were learned in this respect, among others:

- A sustainable approach requires comprehensive cooperation.
- Imposing a formal model or even establishing it as a legal obligation cannot work long-term.
- Launching quality policy requires adequate support.
- Quality principles should be integrated into all government programmes.
- A national QM approach is required to contribute to the competitiveness of the national economy.

Member State	Main Characteristics and Goals
Austria	<p>Since 10 years ago, the use of QM-Instruments has been extended and refined. Starting from 2001, the Federal Chancellery has recommended and promoted the use of CAF, which has resulted in the realisation of about 50 CAF self-evaluations. The Ministry of Finance and the province of Tyrol have decided in favour of comprehensive coverage. Also, ISO-certifications and the EFQM Model are being applied.</p> <p>Main goals:</p> <ol style="list-style-type: none"> 1. Sustainable increase in the quality of output 2. Raise satisfaction of clients and employees 3. Find a common view and self-image of the organisation 4. Improve communication
Belgium	<p>Intensive development in the area of quality in Belgian public administration has been taking place since 1990 with a modernisation unit in all federal ministries. The Ministry of Public Administration was established in 1995.</p> <p>In 1999, with the Copernic reform, the main focus was oriented to the customer as the centre of public administration. After the first European quality conference in Lisbon, the six ministers of public administration in Belgium decide to organise an interministerial public service conference.</p> <p>The steering committee of the national conference organised the first event in 2001. It was the first Belgian quality conference for all levels of Belgian administration (federal, regional, provincial, local). All civil servants in Belgium were involved. A total of 900 people participated. In all, 98 administrations introduced the CAF methodology.</p> <p>The parastatal administration of social security was assigned to public administration bodies accountable to citizens for their results and efficient functioning. They have an administrative contract. The ministry was designated Federal Public Service and the role of management was defined. In the first 3 months, the management had to prepare a strategic plan to describe their vision, and strategic and operational objectives.</p>

Member State	Main Characteristics and Goals
	<p>Quality was integrated into the internal control of public administration. The main characteristics of our administration are:</p> <ol style="list-style-type: none"> 1. integration of public management (strategic and operational objectives) 2. development of leadership 3. evaluation and measurement of performance 4. customer management, BPR (simplification of administrative processes), BPM, BSC 5. administrative simplification 6. complaint procedures <p>The main objectives in 2008 at the federal level are: customer management, management of complaints, description of administrative processes, personnel enquiry (to increase the satisfaction of personnel), customer enquiry (so that public administration has a better image in society and is seen as an attractive employer), absences, development of leadership for middle management, etc.</p>
Bulgaria	<p>The main goals pursued by quality management policy in the public sector in Bulgaria are:</p> <ul style="list-style-type: none"> ▪ to increase efficiency and effectiveness in the public sector; ▪ to ensure transparency, accessibility and openness and build trust in public institutions; ▪ to improve the image of the public sector as employer; ▪ to involve all stakeholders in the improvement process and ensure the sustainability of reforms; ▪ to increase the satisfaction of both customers and employees. <p>The following strategic principles for public service delivery have been established in Bulgaria, namely to:</p> <ul style="list-style-type: none"> ▪ treat all users fairly, honestly and courteously; ▪ communicate openly and provide full information; ▪ consult widely and promote continuous improvement; ▪ incorporate feedback and learn from complaints; ▪ encourage access to services via different channels; ▪ work with others to provide an improved, integrated service; ▪ set and publicise service standards and publish results against those standards; ▪ measure and publish measurements of customer satisfaction.
Cyprus	<p>The starting year for targeted efforts in the area of quality management in public administration in Cyprus was 1993, when the decision on development and implementation of specific reform measures was taken. The main objective of this initiative was to increase productivity and reduce operating costs in the Cyprus Public Service.</p>

Member State	Main Characteristics and Goals
	<p>It should be mentioned that a milestone in quality management was the establishment of the Office of the Commissioner for Administration (Ombudsman) in 1991, an independent officer of the Republic who exercises control over the action or inaction of public administrative authorities. In addition, another important milestone was the establishment of the Cyprus Academy of Public Administration (CAPA), again in 1991, which has the responsibility of contributing through training activities to the management development and modernisation of the Cyprus Public Service and, as a result, to the enhancement of quality in the Public Service. In the first five years of its operation, CAPA provided training on European Union issues in order to assist public officers in understanding EU functions, policies and practices, as well as to develop awareness of the effects of participation in the EU. In addition, the CAPA designed and developed induction courses for newly recruited public officers, as well as training programmes in skills development. Furthermore, in 1993, a decision was taken to enhance the employee performance management system in order to make it more transparent, fair and objective. Since then several reform measures towards quality management have been introduced.</p> <p>The most important goals regarding quality management in PA in our country are the following:</p> <ul style="list-style-type: none"> ▪ to create a performance and results-oriented culture in order to enhance effectiveness and productivity (budgets are currently constructed on a pilot basis, based on performance targets; the employee performance management system is based on competencies with a view to incorporating targets in it, etc); ▪ to measure customer and employee satisfaction; ▪ to promote strategic management and goal-setting in public service; <p>to focus on initiatives that directly lead to better quality service provided to the public.</p>
Czech Republic	<p>The Territorial Public Administration Reform in the Czech Republic concerned implementation of a combined (joint) model of public administration (PA). This is to say that self-governing bodies, in addition to self-government competences, are also responsible for state administration performed as devolved competences in accordance with particular laws. Quality methods are one the appropriate tools for management of self-governing bodies.</p> <p>Main goals:</p> <ul style="list-style-type: none"> ▪ Adoption of the Czech National Quality Policy in 2000 ▪ Rapid proliferation of CAF, benchmarking or ISO standards by carrying on various projects for implementation of quality tools within PA authorities, financed from the budget of the Czech National Quality Policy or the European Social Fund ▪ Setting up a national conference on quality in PA (held annually since 2004) and the Awards of the Ministry of Interior for Quality in PA (since 2005) for popularisation of quality in PA

Member State	Main Characteristics and Goals
Denmark	<p>The modernisation programme was introduced in the early 1980s. The goal of the programme was to modernise and improve quality in the public sector. Since then, the responsibility for modernisation and quality management in the public sector has been assigned to the Ministry of Finance. The Ministry of Finance coordinates the main directions of the modernisation programme, but the programme rests on broad cooperation between the state, municipalities and regions. In 2002, the government relaunched the modernisation programme for the public sector with three goals: 1) freedom of choice, 2) open and responsive, 3) value for the money. Link: http://www.moderniseringsprogram.dk/</p> <p>In 2007, the Quality Reform was proposed by the government. This reform is an overall plan for the development and quality of the public sector. Today, there are agreements in place between the political parties and the labour unions concerning the majority of reform initiatives.</p> <p>Link: http://www.kvalitetsreform.dk/</p> <p>The modernisation programme and the Quality Reform are state-level initiatives. The Danish public sector is very decentralised and many different kinds of initiatives for improving quality development and management are being launched in municipalities.</p> <p>Main goals: Start of 1980s: the goal of the programme was to modernise and improve quality in the public sector. In 2002, the government relaunched the modernisation programme with three goals: 1) freedom of choice, 2) open and responsive, 3) value for money. Link: http://www.moderniseringsprogram.dk/.</p> <p>Today, there are agreements in place between the political parties and the labour unions concerning the majority of reform initiatives.</p>
Estonia	<p>The promotion of quality management in the public sector is addressed as a single topic in the Public Administration Reform Programme of the Government of the Republic of Estonia (2001). This programme consists of 5 strategic areas, one of the areas being strategy for developing citizen-oriented public administration.</p> <p>However, the Estonian government has not adopted any specific strategy or policy on the use of quality management in the public sector. Some projects in this area have been implemented, e.g. the Public Sector Quality Award Pilot Project (2003), organised by the Ministry of Finance. Also important is the decision of the Government in 2000 to launch the elaboration and implementation of citizen charters.</p> <p>The overall aim of the Public Administration Reform Programme of the Government of the Republic of Estonia was to achieve with optimum expenditure for public functions, take into account the interests and rights of citizens, and be innovative, flexible, of high-quality and effective.</p> <p>Launching citizen charters in 2000 had two aims:</p> <ul style="list-style-type: none"> ▪ to promote client-orientation in the public sector and to create service agreements between citizens as customers and public sector organisations, and <p>to link budget costs with real outputs and create measurable indicators for the evaluation of performance of state agencies.</p>

Member State	Main Characteristics and Goals
Finland	<p>Since beginning of the 1990s, the work on quality has focused on the centralised public reform agenda. Already for the last ten years, the work done at the national level in Finland has been linked to work on the EUPAN agenda. Thus, for instance promoting quality self-assessment has played a strong role and has also led to CAF and other similar tools being increasingly widespread in the Finnish public sector.</p> <p>One typical characteristic is that work on the quality of state administration has been done in close cooperation with the municipal sector.</p> <p>The most important goals at the moment are to:</p> <ul style="list-style-type: none"> ▪ further spread the use of quality self-assessment work to public sector organisations, ▪ to enhance the sustainability of this work, and ▪ to enhance benchmarking and the use of best practices.
France	<p>Since the '80s, improving the quality of public administration has been a mission of the Directorate General for Civil Service. In 1998, the newly created Interministerial Delegation for State Reform took over this task, under the supervision of the Interministerial Committee for State Reform. This board, in charge of steering state reform policy at the ministerial level, affirmed several times the strategic importance of public quality and launched the first projects in this area, such as the Marianne Charter and the simplification of procedures. Subsequent state reform programs retained these goals.</p> <p>Public administration quality is one of the key issues of the new General Review of Public Policies, a government programme for 2007–2012, launched in July 2007.</p> <p>Main goals:</p> <ul style="list-style-type: none"> ▪ tailoring public services to meet citizens' needs ▪ simplifying procedures and reducing the administrative burden ▪ improving satisfaction with public services in providing users with an extended guarantee of service standards
Germany	<p>Quality Management became an important issue in the context of modernisation of general public administration and in the administration of the Federal State in the mid-'90s, and it has been playing an important role ever since. Behind this development stands the endeavour to have a high level of quality in administrative activities, with optimised and concentrated resources, and considering the introduction of new information and communication technologies, leading to an improvement in customer satisfaction. The development of quality management for better administration has been one of the main important aims in the government programme Future-oriented Administration Through Innovation, also including the programme E-Government 2.0, approved on 13 September 2006.</p>

Member State	Main Characteristics and Goals
	<p>Main goals:</p> <ul style="list-style-type: none"> ▪ capability and readiness for modification should be communicated outside the institution (e.g. ISO certification) ▪ efforts for modernisation should be concentrated aim at establishing a consistent and redundancy-free management system ▪ QM systems are increasingly expected by customers, citizens and stakeholders, in the European context as well
Greece	<p>The effort to introduce quality management in public administration started in the late 1990s through the establishment of a special Unit on Efficiency and Quality in the General Secretariat of Public Administration in the Ministry of Interior. This effort continued in the following years, and in 2004 a law was voted by the Greek Parliament (Law 3230/2004 providing for the establishment of a Directorate on Efficiency and Quality in the General Secretariat of Public Administration. This law provides for the establishment of a network of similar directorates in all ministries and peripheral administrations (regional government) in the country. The law also provides for the establishment of an integrated system of performance management, the introduction of quality tools (mainly CAF) and policies and a quality award for top-performing public organisations.</p> <p>The details regarding the Quality Award were further elaborated by a ministerial decision in 2005, which set as an evaluation criterion the implementation of CAF by public organisations.</p> <p>The main goals regarding QM in PA are: to improve the effectiveness, efficiency and quality of public organisations, to adopt a customer-citizen orientation approach in public organisations; to simplify and ease access to public administration by citizens and enterprises; to create a results-oriented administrative culture; to minimise “red tape”.</p>
Hungary	<p>The renewal of public administration quality in Hungary came to the forefront in the 1990s. Since 2002, the government has been making further efforts to promote the effective operation of state administration and self-governmental administration in order to enhance the performance of public services. In the area of quality management the government helped the public administration agencies not only with vocational and conceptual support, but also with financial tools.</p> <p>Since 2006, the government has aimed to develop a service-oriented state, operating with fewer organisations. In the last two years the state administration has undergone relevant institutional reform and a structural transformation which served the renewal of quality of public administration.</p> <p>The major goals are the following:</p> <ul style="list-style-type: none"> ▪ improvement of quality standards of public services ▪ enhancement of customer satisfaction ▪ strengthening the principle of performance ▪ providing equal access to services and standardisation of the quality of those services ▪ cost effectiveness

Member State	Main Characteristics and Goals
Ireland	<p>The Quality Customer Service (QCS) Initiative was launched in Ireland in 1997, with a view to identifying and examining areas for the improvement of customer services and implementing solutions in the Irish Civil Service. As the basis for this initiative, 9 Guiding Principles of Customer Service were agreed in 1997, and these were expanded to 12 Guiding Principles in 2000. Key elements of Ireland's QCS Initiative now include the production of Customer Action Plans (since 1997) and Customer Charters (since 2003).</p> <p>12 Guiding Principles:</p> <ul style="list-style-type: none"> ▪ Quality Service Standards ▪ Equality/Diversity ▪ Physical Access ▪ Information ▪ Timeliness and Courtesy ▪ Complaints ▪ Appeals ▪ Consultation and Evaluation ▪ Choice ▪ Official Languages Equality ▪ Better Coordination ▪ Internal Customer
Italy	<p>In the early '90s, managerial principles were introduced in Italian PAs. Law 241/1991 introduced the first principles aimed at bringing PAs closer to citizens: efficiency, effectiveness and transparency of the activities carried out. Quality of service delivery is still not among these. Decree 29/1993 creates offices dedicated to citizens' relationship management, and during this period several initiatives on quality were launched (such as Citizens Charters, introduced with the Decree of the President of the Council of Ministers (DPCM) in 1994. Other contemporary initiatives include the award "100 projects at the service of citizens" that reward projects aimed at improving the relation between PAs and citizens.</p> <p>During the second half of the nineties, the emphasis was on the simplification of processes and procedures (the so-called Bassanini laws). By the end of the decade, e-government ranked high on political agendas. In 2004, 2005 and 2006, the Minister of Public Administration issued three directives on the measurement of perceived quality, on the quality of on-line services and on the quality of public administration. Parallel trajectories concerned the quality of specific sectors, such as healthcare and education. Healthcare organisations introduced quality management tools within the framework of several public management reforms implemented during the early nineties, while schools have been given more managerial autonomy since the late nineties, which has promoted many initiatives, mainly training, on quality.</p>

Member State	Main Characteristics and Goals
	<p>A culture of quality has been generated in the central administrations (especially autonomous agencies such as fiscal agencies, the INPS (National Social Security Institute) and the INAIL (National Institute for Insurance Against Accidents at Work), etc.).</p> <p>The three main results include the following:</p> <ol style="list-style-type: none"> 1. A number of larger PAs have introduced a new logic characterised by: <ul style="list-style-type: none"> ▪ greater citizen orientation, ▪ reorganisation and technological integration, and ▪ simplification. 2. PAs compare with each other and learn through this comparison. 3. There has been a move from single tools to an integrated perspective of quality. <p>In 2007, a National Plan for Quality in PAs was introduced for implementation of the 2006 Directive with the aim of:</p> <ul style="list-style-type: none"> ▪ increasing the number of PAs that are committed to improving quality, ▪ active engagement of stakeholders in the definition and implementation of quality improvement policies, and ▪ communication and visibility of results.
Latvia	<p>Although the working group was strongly in favour of simply recommending ISO 9001 rather than making it compulsory, the terms of reference issued by the Prime Minister for the working group clearly stated that ISO 9001 should be the basis for the Act. This political decision in favour of the ISO 9001 standard has to be seen in the context of the enormous popularity of the ISO 9000 series in the Latvian private and public sectors.</p> <p>On December 2001, the Cabinet of Ministers approved the Regulation No. 501 – Introduction of a quality management system in public administration. The Regulation stated that the QMS should be introduced according to LVS EN ISO 9001 (equivalent to the well-known ISO 9001) insofar as it is applicable for a given organisation. However, the situation since then shows that institutions do not only use ISO standards, as the issue of whether the Regulation overrides other legislation and regulations is still regarded as unclear by some legal experts.</p> <p>In the meantime public service quality was also a key issue in the Latvian PA Reform Strategy for 2001–2006, identifying quality, reliability, accessibility and effectiveness as basic values in modern public administration. The new project of the guidelines for PA development policy for 2007–2013 defines activities in the field of quality:</p> <ul style="list-style-type: none"> ▪ institutional revisions ▪ service quality ▪ promoting e-government ▪ QM systems <p>The main goal for the future development of public administration is to ensure continuous development by raising comprehension of the rule of law, efficiency and quality of services according to the needs of society. This goal is supported by sub-goals, requiring sustainability-oriented policy planning and strategic planning, availability of public services, effective application of human rights, professionalism and motivation in civil service work and active involvement of the society in the decision-making process.</p>

Member State	Main Characteristics and Goals
Lithuania	<p>The main changes in the Lithuanian public administration system started in 2004, when Lithuania was invited to join the European Union. Public administration activities became more complex, the requirements for public administration and civil servants increased, and there was the necessity to strengthen the capacities of public administration institutions for forecasting, planning, organising, coordinating, controlling and assessing their outcomes. Moreover, the examples of other EU Member States concerning how to use quality management models and systems promoted the development of these activities in Lithuania. In order to improve the public administration system purposefully and consistently, the Government in April 2004 approved the Strategy of Public Administration Development through 2010. It became the main strategic document, in which development initiatives for quality management were defined.</p> <p>The main goals we are pursuing in PA are: to improve the system of public administration; to improve the framework and activities of regional administration institutions; to develop local self-government; to strengthen the administrative capacities of civil service entities and to enhance the image of the civil servant; to improve the accessibility, quality and transparency of services provided by public administration institutions and to shorten the time-span of provision of such services with the help of reliable IT.</p>
Luxembourg	<p>Accreditation and Surveillance Office (OLAS), main developments: founding of the Luxembourg Quality Movement in 2001; founding of the National Council for accreditation, certification and quality promotion in 2001; definition of a first National Plan for Quality Promotion (2005–2007) and a second version (2007–2009).</p> <p>National Plan for Quality Promotion: increasing the quality level in different sectors such as agriculture, wine growing, horticulture, food, hospitals, health, geriatrics, gerontology, private sector, metrology and transport, as well as the public sector.</p> <p>Administrative Reform Action Plan: a quality management approach with the National CAF programme in 2005, and different tools for quality management such as a training plan, skill management, individual staff interview and user satisfaction measurement. Methodologies are developed and supported by the administrative reform department and implemented by the administrations and public services.</p> <p>Electronic Governance Master Plan: a virtual “One-Stop Shop” for citizens and enterprises; Web presence of public sector standardised by a reference framework (Normalisation Reference Charter)</p>

Member State	Main Characteristics and Goals
	<p>Main goals:</p> <p>Accreditation and Surveillance Office (OLAS): Promote, control and deliver accreditations</p> <p>National Plan for Quality Promotion: Promote quality in order to strengthen competitiveness</p> <p>Administrative Reform Action Plan: Support a quality management approach in public administrations</p> <p>Electronic Governance Master Plan: Simplification of administrative procedures, accessibility of services, user-centred</p>
Malta	<p>The development of Charters is voluntary, and to date, fifty-nine Quality Service Charters have been implemented and are being maintained across the Public Service. Additionally, common service standards were introduced on a Service-wide basis in 2006.</p> <p>Main goals:</p> <ul style="list-style-type: none"> ▪ tangibly improve the level of service that we give to the public ▪ improve public accessibility to public institutions ▪ consolidate and further the application of technological systems across central and local government ▪ enhance accountability through continuous feedback
The Netherlands	<p>QM is not mandatory in PA in the Netherlands. Public organisations are free to choose whether or not they want to implement QM, and if they choose to do so they can organise QM at their own discretion. The Ministry of the Interior and Kingdom Relations offers guidelines, assistance, etc., which organisations can use to improve their quality of service.</p> <p>An exception is the police: in 1993 a law was enforced by the Ministry of the Interior that made the implementation of the INK Excellence Model (a derivative of the EFQM model) compulsory for all police forces in the Netherlands.</p> <p>Main goals:</p> <ul style="list-style-type: none"> ▪ improving the quality of our civil service (customer satisfaction, reducing administrative burdens, learning and innovating through benchmarking, etc.) ▪ enhancing the transparency of our processes (accountability towards citizens, integrity of our public servants, etc.) ▪ increasing the efficiency and effectiveness of our public administration

Member State	Main Characteristics and Goals
Poland	<p>Systemic transformation toward a democratic state (early '90s) as well as Euro-Atlantic integration (OECD and EU standards) enabled making deliberate efforts in the QM area in Polish PA. From the very beginning the quality approach has remained to a large extent decentralised. From institutional perspective, key government actors such as Office of Civil Service, Ministry of Interior and Administration and Ministry of Finance have elaborated and implemented a number of initiatives covering a broad range of institutions (respectively, central administration institutions, local administration units, tax administration offices). In addition, the active (stimulating and supporting) role of non-governmental institutions has to be emphasised.</p> <p>QM policy is aimed at achieving the following goals:</p> <ul style="list-style-type: none"> ▪ improving functioning of PA institutions ▪ strengthening their effectiveness and efficiency in public service delivery ▪ improving the public image of PA ▪ involving all stakeholders in cooperation
Portugal	<p>Since the '80s, the modernisation of public administration has become a vital factor in the social and economic development of Portugal. Accordingly, a citizen-oriented administration has focused on quality as a political priority for public services.</p> <p>The concern about quality in public services and the strategy for quality management has been integrated into the public agenda and government programmes since 1993.</p> <p>Main initiatives on quality issues:</p> <ul style="list-style-type: none"> ▪ stimulate quality management in public services by using the CAF model ▪ manage the performance assessment system of public services ▪ stimulate the application of modern management support tools
Romania	<p>Concerning civil service, we consider that 2004 was the year when certain coherent measures were undertaken by Romanian central public institutions in order to ensure and strengthen quality management.</p> <p>Certain strategic documents were issued in this regard, including:</p> <ul style="list-style-type: none"> ▪ introducing quality standards for monitoring and assessing public service and the professional activity of civil servants ▪ setting up a fixed number of civil servants according to the quality standards established for each public service ▪ establishing a strategic planning system for each public authority according to the public services offered ▪ establishing certain motivational schemes in order to increase the quality of public services and to stimulate innovation ▪ elaborating and implementing the Citizens' Charter in order to introduce and assess quality standards for public services ▪ implementing an assessment guide for institutional self-assessment according to CAF <p>Main goals:</p> <ul style="list-style-type: none"> ▪ reducing the bureaucracy ▪ citizen orientation ▪ professionalising civil service for increasing the quality of public services

Member State	Main Characteristics and Goals
Slovak Republic	<p>A significant moment occurred in 2003. Central governmental bodies in Slovakia, as in several European countries, were obliged to implement the CAF model in their organisations by 2008.</p> <p>Main objectives of the above-mentioned CAF project:</p> <ul style="list-style-type: none"> ▪ to motivate PA organisations to start on-going improvement activities ▪ customer orientation ▪ to introduce different measurements ▪ to increase the efficiency of PA organisations
Slovenia	<p>Intensive development in the area of quality in Slovenian public administration has been going on since 1999, when in the Ministry of the Interior, then responsible for public administration, the Quality Committee began its activity, defined as effective, citizen friendly, recognisable and responsible public administration. In 2002, quality became one of the main pillars of Slovenian public administration reform, the main focus being on customer-friendly service, accountability of public administration bodies to the public for their results and efficient functioning, and on awareness of the role of management in it. An additional impulse toward further development of quality was due to the formation of the Ministry of Public Administration, which occurred in December of 2004. The Ministry of Public Administration has been incorporating the demands and quality performance standards of Slovenian public administration in legislation and in all strategic documents which it prepares and/or cooperates in preparing.</p> <p>The main characteristics include:</p> <ul style="list-style-type: none"> ▪ a shift from public administration towards public management; ▪ quality standards and/or models as appropriate starting points for managing PA and its performance – quality standards and models have played an important role in organisation; ▪ the leading principles of PA: customer orientation, lower costs, efficiency etc. as incorporated in new strategies and initiatives in all areas (e.g. e-Gov strategy, RAB programme) – quality is now perceived as the other side of the same coin of PA. <p>Main goals: to put the customer at the centre, to improve efficiency, to reduce costs, to simplify administrative processes and to make contacts between customers and the state easier and less frequent.</p>
Spain	<p>In this context the Spanish Agency for the Evaluation of Public Policies and Quality of Services aims to enhance the institutional quality of public administrations, in order to:</p> <ul style="list-style-type: none"> ▪ provide public managers with information to improve decision-making on public services; ▪ promote learning and organisational improvement in public government institutions and thus increase performance; ▪ enhance the public sector citizen orientation so as to develop a higher standard of service.
United Kingdom	<p>Generally in delivering quality in administration, Public Services aim to demonstrate value for the money and also prove their worth, especially in making a measurable impact on the community.</p>

2 QM APPROACH AT THE STATE LEVEL

All Member States have defined their approach to the quality of their Public Administration with regard to:

- a centralised, decentralised, combined approach, and/or
- a top-down, bottom-up approach, or a combination of both.

In the majority of Member States, a combination of approaches is used, which is evident from the overview below; however,

- Centralised approach, with a simultaneous combination of a top down and bottom up approach is present in Luxembourg;
- Decentralised approach, also with simultaneous combination of top down and bottom up approach, in Estonia and Latvia;
- Sweden reports on an explicitly decentralised approach to the quality management of its Public Administration.

Centralised	Decentralised	Combination of centralised and decentralised
LU	EE, LV, SE	AT, BE, BG, CY, CZ, DE, DK, ES, FI, FR, GR, HU, IE, LT, MT, NL, PL, PT, RO, SI, SK, UK
Top-down	Bottom-up	Combination of top-down and bottom-up
		AT, BE, BG, CY, CZ, DK, EE, ES, FI, FR, GR, HU, IE, IT, LU, LV, MT, NL, PL, PT, RO, SI, SK, UK

Legend: AT – Austria, BE – Belgium, BG – Bulgaria, CY – Cyprus, CZ – Czech Republic, DE – Germany, DK – Denmark, EE – Estonia, ES – Spain, FI – Finland, FR – France, GR – Greece, HU – Hungary, IE – Ireland, IT – Italy, LT – Lithuania, LU – Luxembourg, LV – Latvia, MT – Malta, NL – Netherlands, PL – Poland, PT – Portugal, RO – Romania, SE – Sweden, SI – Slovenia, SK – Slovakia, UK – United Kingdom

Short descriptions provided by the Member States of their approaches follow.

2.1 Combination of a centralised and decentralised approach with a simultaneous combination of a top-down and bottom-up approach

Austria:

In principal, every organisational unit in the Austrian federal administration is free to choose its own QM instrument; however, the Federal Chancellery recommends and promotes the use of the CAF and supports it by information, training and consulting via the KDZ-Austrian Centre for Public Administration Research.

Belgium:

In Belgian public administration there is a combination of centralised and decentralised and top-down and bottom-up approaches. The centralised approach is used in the activities of the Ministry for Public Administration to translate the CAF, organise the Belgian quality conference, develop methodology and tools, provide training, simplify administration and implement e-government. The decentralised approach is used for regional and local administration. Each regional (Walloon, Flemish) and local administration (Walloon, Flemish) organises its own quality conference. The Walloon conference is jointly organised with the private sector.

We take a step-by-step approach, constantly adjusting our strategy to the reality of the organisation. We take into account the competence of personnel and the culture, and make corrections accordingly in adapting our methodologies.

Bulgaria:

The Ministry of State Administration and Administrative Reform (MSAAR) is responsible for the development of general policy in the area of QM, provision of guidelines, organisation of national events, dissemination of good practices (together with the Institute for Public Administration and European Integration), monitoring implementation according to different indicators.

There are a number of requirements and standards set at central level, and the Ministry of State Administration and Administrative Reform performs monitoring and control over their implementation. Additionally, specific standards can be set by each administration according to the activities and services provided and published in the Client Charter (which is obligatory).

The MSAAR maintains two Internet-based systems through which it collects information on the development of the administrations and the quality of services. On the basis of analyses of the results, it intervenes in cases where general problems or needs are observed. All administrations can apply their own policy in the area of quality in addition to the central policy. Where necessary, support can be provided by the Ministry – technical, methodological, financial, etc. All administrations are encouraged to implement measures for continuous improvement of their quality.

Cyprus:

In Cyprus, QM combines centralised and decentralised as well as top-down and rarely bottom-up approaches. The Public Administration and Personnel Department (PAPD) of the Ministry of Finance is responsible for promoting quality policies in public administration at the central level. There is a general framework and action plan for QM with the aim of supporting government departments and other public organisations in adopting specific quality practices and measures. The PAPD, together with the Cyprus Academy of Public Administration (CAPA), are also responsible for organising training programmes and providing consultation. Moreover, the PAPD has a horizontal role in terms of gathering information/knowledge regarding implementation of quality tools, mainly CAF, and channeling it through the organisation of networking events to the various public sector organisations. In addition, the PAPD utilises this information and takes further action accordingly.

Apart from the role of the PAPD and CAPA, it should be noted that every organisation in the public sector has the authority to decide on the implementation of other quality policies and tools that will provide value to the organisation. This can be done either top down or bottom up. For example, the State General Laboratory took the initiative and implemented both the CAF and ISO. The CAPA also promoted the systematic and decentralised management of learning within public service organisations, in close cooperation with local managers, through the establishment, training, support and electronic connection of Learning Units. These are teams – one in each organisation – responsible for managing learning in their respective organisations. The task of each Learning Unit is to conduct an annual Learning Needs Analysis (LNA) in its organisation and plan, implement and evaluate learning activities to meet the needs that have been identified.

Czech Republic:

Activities in the area of quality are characterised by a combination of top-down and bottom-up approaches. The top-down approach is being used in particular in activities of the Ministry of Interior (formerly the Government Office of the Czech Republic), which is responsible for PA development. The bottom-up approach represents activities of certain PA authorities in implementation of various quality tools on their own initiative.

Denmark:

The modernisation programme in Denmark is based on a number of recommendations from the central government to public institutions. This is in some way a top-down/centralised approach. The public institutions, however, are free to decide whether or not they want to follow the recommendations. This on the other hand implies a decentralised/bottom-up approach. In developing quality tools and models the Danish central government puts great emphasis on involving the leaders and employees of public institutions.

Finland:

QM is promoted from the top down and centralised from the Ministry of Finance and the Association of Local and Regional authorities, but it is really up to the organisations themselves to choose whether and how they approach QM.

France:

For State administrations, there is a combination of top-down and bottom-up approaches. On the one hand, quality enhancement policy is defined at the top level, and nation-wide projects or programs are steered at the top level. They can be projects from a specific ministerial department (e.g. tax department), but also interministerial programmes managed by an interministerial unit such as the Directorate General for State Modernisation, with the participation of ministerial departments. For example, the “Marianne label” criteria were elaborated centrally, and are currently implemented locally, under the monitoring and with the help of the Directorate General for State Modernisation.

Within the national framework, each ministry elaborates its own quality policy, with specific commitments on quality levels and dedicated indicators. On the other hand, local administrations can carry out other quality improvement projects on their own initiative. Benchmarking on best practices is made possible through the national quality award (“Les Trophées de la qualité”) or conferences in various sectors at local and national level. Local governments are free to elaborate their own policies, according to the Constitution; however, they can join most of the national programmes when this is applicable. For example, many city halls are currently implementing the Marianne Charter.

Greece:

In Greece, the QM approach combines centralised and decentralised, as well as a top-down and bottom-up approaches. The Directorate of Quality and Efficiency of the General Secretariat of Public Administration and E-Government of the Ministry of Interior is responsible for promoting quality policies in public administration at the central level. The Directorate of Quality and Efficiency sets the legal framework for QM, determines the general strategy, produces guidelines and supporting documents on quality, organises training programmes and provides counselling. Moreover, on the basis of results of implementation of quality management tools (mainly CAF) by public organisations, the Directorate proposes general improvement measures for public administration.

Every public organisation, at any government level, can decide independently if it will implement a quality policy, the extent of its use and the quality tool used (although the use of CAF is strongly advised). In addition, it can ask for advice from the Directorate and can submit a report for evaluation and comments, although it is not obliged by law to so, and can cooperate with the Directorate during implementation of its improvement measures.

Hungary:

Top-down and bottom-up approaches in the area of quality management in Hungary are followed simultaneously. The top-down approach basically reflects the role of the central administration. The Office of the Prime Minister conducts the methodological supervision of the area. The Office also issues vocational recommendations and supports the local activities of public administration agencies with an indirect incentive system (e.g. providing consultations, awarding the Hungarian Public Administration Award, sharing good practices at international conferences, publishing a good practices handbook, etc.).

According to the bottom-up approach, public administration agencies can decide on their own quality improvements independently. Several organisations apply the ISO and CAF systems; customer satisfaction testing is widespread in both state and local administration. There are many local initiatives in public administration which provide unique and beneficial solutions to local challenges.

The quality management culture of Hungarian public administration is intensifying gradually, but on a stable basis.

Ireland:

The QCS Initiative originally focused on the Civil Service (central Government departments and offices). However, it is the responsibility of parent departments to implement it in the wider public service (i.e. state bodies and agencies). Since 2005, a particular effort has been made to introduce the Customer Charter Initiative to non-commercial state bodies. It should also be noted that individual public service organisations are encouraged to implement their own customer service improvements/initiatives as required, and have a significant amount of discretion in doing this (with central government encouragement).

The Netherlands:

The Ministry of the Interior offers guidelines, assistance and tools for implementing QM in all public organisations. By offering these, the Ministry states the importance of implementing QM in PA. This can be defined as a centralised, top-down approach; however, public organisations are free to decide if and how they want to implement QM. This could be categorised as decentralised and bottom up.

Poland:

The quality approach is rather decentralised and depends on the various ministries, some of which (i.e. Finance, Justice) develop projects for dependent institutions. The Chancellery of the Prime Minister is developing a programme for popularisation of the QM approach among central government institutions. This year, the Chancellery will carry out a comprehensive survey on QM in governmental administration aimed at serving as a basic tool for devising an overall quality policy and strategy.

Especially after joining the EU, Poland has been actively participating in various European initiatives related to QM in PA, such as quality conferences, CAF activities, efforts toward customer satisfaction management, etc. This European context of QM is taken into account by Polish central-level institutions while planning QM policy. In the case of the tax administration (Ministry of Finance), a centralised approach has been applied – a uniform system will be elaborated and implemented in all tax offices. In the other branches of governmental administration, there are a number of initiatives and quality projects, but participation is on a voluntary basis. For example, there are a number of bottom-up quality development local initiatives dedicated to the exchange of best practices.

Romania:

Activities in the area of quality in Romanian public administration are characterised by both top-down and bottom-up approaches. In respect of the top-down approach, the Romanian Government adopted a memorandum regarding “Necessary measures for improving quality of public services”, <http://www.sgg.ro/docs/File/SGG/memo.pdf> (available in Romanian language). Various strategic documents have been adopted by the Government (National Reform Programme 2007–2010) for achieving the Lisbon Strategy goals. The Ministry of Interior and Administrative Reform and the General Secretariat of the Government share responsibility for simplifying administrative procedures and reducing costs for both citizens and the business environment.

The bottom-up approach encompasses the introduction of systems that will bring quality into individual public administration institutions/organisations.

Slovak Republic:

The Slovak Office of Standards, Metrology and Testing (SOSMT) is the coordinator of state quality policy in the Slovak Republic. The main strategic quality policy document is the National Quality Programme of the Slovak Republic for years 2004–2008, with specific objectives and activities. A new programme will be launched at the end of 2008 for the period 2009–2013.

Certain central administration bodies have their own activities in the area of quality management on different levels. All central administration bodies that are active in the area are united in the Council of the National Quality Programme of the Slovak Republic, which coordinates and manages activities in the area. The level of regional and local administration is managed by the Ministry of Interior of the SR (Public Administration Section). There is no particular policy in place, so it is up to each individual public administration organisation to decide to opt or not to opt for quality management and select a particular tool or model.

Slovenia:

Activities in the area of quality and business excellence in Slovenian public administration is characterised by a combination of top-down and bottom-up approaches. The top-down approach is being used in particular in the activities of the Ministry responsible for public administration and guidance of the Government of the Republic of Slovenia. It is aimed at (co)-preparation of different strategic and development documents relating to the quality of administration, development of joint bases, methodological tools and frameworks, as well as the institutionalisation of good practices and quality standards in legislation.

Among the present strategic and development documents we would like to mention only Slovenia's Development Strategy and the Reform Programme for Achieving the Lisbon Strategy Goals, because they define the necessary emphases for the third development goal of the Republic of Slovenia: an efficient and less costly state. The Ministry of Public Administration strives for higher quality and efficiency in the individual and joint spheres of functioning of public administration, such as e-administration and removal of administrative burdens.

The bottom-up approach denotes activities that will bring quality into individual public administration bodies/organisations. It relates foremost to the introduction of systems of quality management according to ISO 9000 standards, or according to principles of business excellence, for example CAF and EFQM. In environments where more managerial and organisational knowledge is present, other organisational models are used as well. It should be stated here that public administration bodies decide independently which road to quality improvement to take; however, it is expected that they will be proactive.

Public administration organisations in general follow a strategy of incremental adjustment, meaning that changes in an organisation are introduced gradually. This strategy follows a rational approach, based on continuity and continuous adjustment of basic competences and processes of the organisation. It supports all-encompassing quality management for the improvement of such organisation. The main characteristics and advantages of this strategy are: conformity of the organisational structure to its basic competences, adjustment of activities to the cultural norms of the organisation, implementation of corrections and adjustment of deviations in regard to accepted standards, and an incessant search for opportunities to improve, be it within the organisation or outside it.

Spain:

The top-down approach is used in particular in the activities of the Spanish Agency for the Evaluation of Public Policies and Quality of Services. The Agency's functions operate at three levels:

- promotion of a culture of institutional quality in all fields of public management;
- performance of evaluations of certain public services and of the activities of government agencies, and certifications based on quality, excellence and best practices;
- creation of a space for citizen information and involvement, with regular reports on the quality of public services that are disseminated to citizens and public managers.

The bottom-up approach is related to the implementation of quality programs and quality management systems in individual bodies/organisations of public administration. The most common programmes used by these units are complaint and suggestion handling, citizen's charters and self-assessment with the EFQM model. The more managerial and organisational knowledge is present, the more these programmes are used. Depending on the activity sector or level of administration, the introduction of systems of quality management according to ISO 9000 standards is more relevant.

As a general rule, programmes and quality systems are introduced gradually, endeavouring to tailor their implementation to the size and maturity level of the public organisation, as well as to citizens' and users' expectations and needs.

United Kingdom:

Quality Management in the UK has been driven by both central strategies and local initiatives. It is, however, part of a much broader range of policy and initiatives, and it is therefore difficult within the constraints of this questionnaire to give a comprehensive picture of quality initiatives and approaches. Full details of a range of ways in which public administration is managed are available at the website of HM Treasury (www.hm-treasury.gov.uk).

2.2 Combination of the Centralised / Decentralised Approach only

Germany:

In Germany, because of the federal structure both approaches are used: centralised (CAF Centre in Cologne) and decentralised (federal administrations). The principle of voluntary application is one of the main agreements, and there is no obligation to establish QM in a specified way. The strategy is to underline the principle of voluntary implementation of QM and to emphasise QM as an innovative approach at public events such as expositions, continuing education programmes, congresses and other conferences, e.g. for administration management. A Centre of Competence is planned in the near future.

Lithuania:

The Ministry of the Interior is responsible for promoting the policy of quality management, but different public administration institutions can implement different means of QM, given that in Lithuania the implementation of quality management methods depends on the individual institution.

2.3 Centralised Approach and Combination of Top-Down and Bottom-Up Approaches

Luxembourg:

Through the National CAF programme, the global approach of a quality management comprises 4 steps:

- self-assessment according to the CAF model
- action plan definition
- action plan implementation
- measuring, benchlearning, exchange of best practices

2.4 Decentralised Approach and Combination of Top-Down and Bottom-Up Approaches

Estonia:

We can say that the approach in Estonia is very decentralised, as ministries and agencies themselves can decide whether or not they use a specific quality management method. In recent years, the quality approach has been more bottom-up, as agencies themselves have taken the initiative to implement quality methods; however, it is rather a combination, as the Ministry of Finance organises training programmes, gathers information in this field, etc.

Latvia:

Although because of regulations it is sometimes viewed as a very centralised system, in reality the implementation of quality management could be characterised as decentralised. Institutions make decisions, and choose and implement their QM strategies mostly on their own. On the vertical axis, the approach combines top-down and bottom-up elements. For instance, the overall quality of the work of public institutions – administrative burden, better regulation, effectiveness, impact assessment, strategic planning, e-governance, etc. – is coordinated by the State Chancellery. Detailed planning and implementation is divided among public sector institutions, and the way these institutions deal with their functions and their own quality management issues is completely their own responsibility.

2.5 Combination of Top-Down and Bottom-Up Approach only

Italy:

The national approach is consistent with European policies and recommendations. In particular, the Department of Public Administration has played an enabling role without imposing particular solutions and leaving open to each PA the choice of the most adequate tools.

A more comprehensive approach was adopted in 2006 when:

- a civil service memorandum was approved, emphasising issues such as quality, meritocracy, efficiency and productivity, cutting the wasteful use of resources, and citizen and business participation in the evaluation of results;
- memorandums of understanding signed with the ministries of justice and education, aimed at the definition of administrative performance indicators;
- the government's programme focused on improvement of the quality of services.

2.6 Decentralised Approach only

Sweden reports on an explicitly decentralised approach to quality management in its Public Administration.

3 QM STRATEGY, STRATEGIC DOCUMENTS AND INITIATIVES

All EU Member States provided comprehensive information on their strategies, strategic documents and initiatives. In continuation, strategies and strategic documents are presented.

Member State	Strategic documents
Austria	<p>Programme for the Austrian Federal Government, January 2007: “Every authority must define standards for transactions, whereby speed, reduction in processing time and quality of service as determined through the application of quality standards are important criteria. The one-stop shop principle shall also be developed further. Efficiency, customer orientation and prompt safeguarding of legal security are the most important criteria for a modern system of administration.”</p>
Belgium	<p>We have a CAF action plan and a strategic document for quality and benchmarking. We would like to ensure quality at all levels of administration (federal, regional, local).</p> <p>We measure administrations on criteria of absence, personnel enquiry, customer enquiry, etc. on the federal level. These factors impact all citizens in Belgium. For example, every customer knows who is dealing with his file and has the name and telephone number of the person.</p> <p>We motivate all decisions of the administration. We have an ombudsman at the federal level and in certain administrations. Every administration can describe its services in a charter and organise customer and personnel enquiries. We are going to develop “one-stop shop” administration at the federal level along with a complaint procedure.</p> <p>Many agencies of the social security administration have developed new tools. The unemployment office has developed the R.D. Pritchard productivity measurement and enhancement system to improve the unemployment system. They have put different actions in place to motivate personnel. They have a BSC and tables to manage the organisation, as well as a change management unit. The accident office has a performance indicator to manage the institution, and the pension unit has scanned all its files to reduce the size of its archives.</p>
Bulgaria	<p>The QM Strategy is part of the main strategic documents in the country. It was included in the Strategy for Modernisation of Public Administration, the National Reform Programme, the Operational Programme Administrative Capacity and the MSAAR priorities.</p> <p>In addition, a number of strategic documents focused on quality improvements were developed – the CAF Action Plan and Strategic Framework for QM in the PA. These two documents mostly concern the activities of the Ministry of State Administration and Administrative reform regarding the dissemination of quality management tools, systems and good practices.</p>

Member State	Strategic documents
	<p>The MSAAR prepares strategic documents concerning general policy in the country. In the process of preparation, different stakeholders take part (working groups, workshops, opinions). Most of the documents pass through CoM (Council of Ministers) approval. The MSAAR also monitors the implementation of strategic documents in the area of public administration reform (including quality management). The Ministry maintains two Internet-based systems where all administrations provide information on an annual basis. There is also the MSAAR Inspectorate, which performs on-the-spot checks for the implementation of legal requirements (“one-stop shop”, Client Charter, feedback system, customer satisfaction).</p> <p>The MSAAR prepares an Annual Report on the State of the Administration in March (every year), which must be approved by the CoM and the National Assembly – according to the Law on Administration). It contains all main developments, trends and problems in the area of administrative reform, as well as general conclusions and recommendations.</p>
Cyprus	<p>Our policy is to promote efficiency, effectiveness and quality policies in public administration. To this end, three initiatives have been undertaken: the promotion of CAF, networking of organisations that have implemented CAF in an effort to increase awareness of QM issues and practices in public organisations, and the development of an employee performance management system to assess behaviours, measure performance against predetermined targets and give special emphasis to the development of employees. We also consider other tools/ measures, such as the possibility of using the Balance Scorecard method as a framework of managing quality in public organisations.</p> <p>Documents:</p> <ul style="list-style-type: none"> ▪ Strategic Plan 2007–2013 on Public Administration initiatives/issues, prepared by the PAPD ▪ Annual report of the Ministry of Finance ▪ Annual Report of the Audit Office <p>At this point, our QM strategy is a self-dependent strategy, but eventually will become a part of a broader strategy. The aim is to incorporate QM into the strategy and content of the programme of the newly-elected government.</p> <p>Strategic documents on QM are prepared mostly by the PAPD and the Ministry of Finance. Regarding CAF, for example, all initiatives are undertaken by the PAPD, which has the responsibility of presenting the model, its value and benefits to all organisations that show interest in its implementation. Also, the PAPD assists and provides support to organisations when deemed necessary during implementation of the model. Following its implementation, organisations report to the PAPD regarding their results, experiences and progress made in relation to the implementation of their action plan. Moreover, the PAPD organises one-day networking events for CAF users, twice a year, where they have the opportunity to discuss key issues, the problems they faced and the way they managed to overcome them, as well as the elements of successful implementation.</p>
Czech Republic	<p>National Reform Programme of the Czech Republic 2005–2008 Concept of Public Administration Reform, 1999 Public Service Availability and Quality Support Strategy, 2004 Strategy of Effective Public Administration and Friendly Public Services (Implementation of Smart Administration Strategy in 2007–2015) Czech National Quality Policy (2000) – to be updated in 2008</p>

Member State	Strategic documents
Denmark	<p>The National Modernisation Programme is the primary strategy for development and quality improvement in the public sector in Denmark. Link: www.modernisering.dk.</p> <p>Part of the modernisation programme is a strategy of digitalisation, a forum for top executive management, a strategy for organisation and conduct in the public sector, a deregulation programme, a strategy for a more efficient public sector, and a quality development strategy.</p> <p>In 2007, the Quality Reform programme was proposed by the government. This reform is a grand plan for the development and quality of the public sector. Today, there are agreements in place between the political parties and the labour unions concerning the majority of initiatives in the reform. Link: http://www.kvalitetsreform.dk/.</p>
Estonia	<p>The Estonian government has not adopted any specific strategy or policy on the use of quality management in the public sector; however, we can say that a number of ideas for quality management have been included in certain other documents. For example, in the regulation concerning the annual reporting of the state agencies there is an obligation of the agencies to report on activities for improvement of the management of the agency and quality.</p>
Finland	<p>A Quality Strategy for the Public Sector was prepared almost ten years ago (see attachment).</p> <p>This occurs in Finland on the individual organisational level. In some administrative fields this is initiated top down through performance management, where quality targets are set for organisations as well as targets to implement QM and to determine development goals for the coming year.</p>
France	<p>Quality management strategy is part of the State reform policy, which is implemented through the General Review of Public Policies (RGPP: revision générale des politiques publiques). See www.rgpp.modernisation.gouv.fr.</p> <p>The organisation is as follows:</p> <ul style="list-style-type: none"> ▪ The Council for Modernisation of Public Policies (Conseil de modernisation des politiques publiques) is the highest decision-making body. It establishes the general orientation and validates decisions. It is composed of the government and members of the follow-up committee, and chaired by the President of Republic. ▪ The follow-up committee (Comité de suivi) examines the results and recommendations of studies and proposes decisions for reform. ▪ The Ministry for the Budget, Public Accounts and Civil Service supports other ministries in their transformation strategy: <ul style="list-style-type: none"> ▪ The Directorate General for State Modernisation is in charge of overall monitoring and provides the ministries with methodological support. ▪ The Directorate for the Budget evaluates the economic impact of reforms and elaborates budget forecasts. ▪ The Directorate General for Civil Service provides support regarding HR issues. ▪ Each ministry is responsible for steering and implementing reforms in its own department.

Member State	Strategic documents
Germany	<p>Government Programme “Slender State”, the political initiative “Activating the State (Aktivierender Staat), ”Future-oriented Administration”, “E-Government 2.0”, “Reduction of Bureaucracy” and IDEMA (International Disk Drive Equipment and Material)</p> <p>Implementation Programme for the Government Programme in 2007 and 2008</p> <p>The adoption and implementation of QM management instruments has occurred within the competence of the Administration of the Federal State. Assistance from the CAF Centre is part of the overall strategy.</p>
Greece	<p>The Directorate of Quality and Efficiency of the General Secretariat of Public Administration and E-Government of the Ministry of Interior promotes efficiency, effectiveness and quality policies in public administration. The Directorate of Quality and Efficiency has launched two major initiatives aiming at transforming the way Greek public organisations operate: the establishment of an integrated system of performance management and the introduction of quality tools and policies, and particularly the implementation of the CAF by public organisations.</p> <p>In order to facilitate the dissemination and use of the CAF in a concrete and consistent manner, the Directorate of Quality and Efficiency has undertaken five major actions aimed at informing public organisations, training public organisations’ personnel, providing support to CAF users, and identifying and rewarding best practices/cases.</p>
Hungary	<p>Governmental Programme New Hungary Development Plan E-government Strategy and Action Plan Quality law preparation programme Programme for the transformation of institutional systems of budgetary organisations and supervision of public activities</p> <p>See detailed description (last chapter)</p>
Ireland	<p>The QCS Initiative is part of the wider Public Service Modernisation Programme. The Guiding Principles of Quality Customer Service were published in 1997 and again, following expansion from 9 to 12 principles, in 2000. Customer Charter initiative in December 2002 <i>Customer Charters – Guidelines for Preparation, 2004</i></p>
Italy	<p>The Italian quality management strategy was defined in a directive of the Ministry of Public Administration issued in 2006 which states the relevance of:</p> <ul style="list-style-type: none"> ▪ continuous improvement, ▪ self-evaluation, and ▪ definition of a National Plan supporting administrations.

Member State	Strategic documents
	<p>This strategy is part of a wider trajectory of change stated in the Government Programme and the following acts, memorandums, agreements, etc.). It gives continuity to actions and projects already in place, including the following:</p> <p>The Cantieri Programme: for innovation in public administration (2002–2007) A programme of the Department of Public Administration unifying several innovation projects and aimed at supporting PAs in implementing innovation and modernisation processes through know-how, production and diffusion, staff development and training. Among its results is the definition of a methodology for carrying out customer satisfaction initiatives, its application in one hundred administrations and the preparation of the Directive on the measurement of perceived quality (http://www.canitieripa.it/ www.magellanopa.gov.it).</p> <p>National E-government Plan (since 2000) The National E-government Plan was based on a partnership between central and local governments. It has been implemented through innovative financing methods consisting in co-financing by the Government of locally developed projects and on calls for projects encouraging re-use and e-democracy. Within the framework of this Plan, the Directive for online service quality has been prepared (http://www.cnipa.it e www.crcitalia.it).</p> <p>National Plan for Quality (2007–2010) This action plan will implement the Directive for quality in PAs (called “Per una PA di qualità” and issued in 2006). The main features of the quality policy include (www.qualitapa.gov.it):</p> <ul style="list-style-type: none"> ▪ coherence with EU guidelines ▪ connection to an action plan for its implementation ▪ strong attention to certain key sectors (Justice and Education) ▪ emphasis on stakeholder participation ▪ partnerships with the regional governments
Latvia	<p>There is no separate document for quality management implementation policy, but quality is one of the central concepts in other important public administration policy planning documents.</p> <p>See detailed description (last chapter)</p>
Lithuania	<p>Lithuania does not have a comprehensive QM strategy, but QM in PA is defined in the Strategy for Public Administration Development until 2010, approved by the Government in 2004. The Strategy is based on the following vision: “Creation of a public administration system that provides improved public services and takes account of the needs of the public and that takes good advantage of the institutional, administrative and political process experience of the EU.”</p> <p>2007–2010 Action Plan for the Implementation of the Strategy. Measures for the promotion of QM and successful implementation are defined in this plan. Implementation of Action Plan 2005–2006 has been completed.</p> <p>Law on Public Administration</p> <p>Article 10 defines basic principles of quality management in public administration entities. The most important method of quality management is monitoring public administration entities and their activities. This Article also emphasises the importance of strategic planning in quality management</p> <p>Position Paper on E-Government, approved by the Government</p>

Member State	Strategic documents
	<p>This document aims at improving the delivery of public services to public and municipal authorities and institutions, to individuals of the Republic of Lithuania, and to businesses. The goal of this document is to improve the transparency of the decision-making process of executive bodies of the Republic of Lithuania, to efficiently deliver high-quality public services and provide information to the public, businesses and institutions, and for this purpose to use the possibilities offered by information technology.</p> <p>Methodology of Strategic Planning, approved by the Government</p> <p>Strategic planning is part of quality management. This methodology defines the system of strategic planning, ways of preparing a strategic plan and a principled strategic planning model.</p> <p>Better Regulation Programme, approved by the Government</p> <p>This document, prepared by the Ministry of Economy, defines the main principles and measures aimed at simplifying procedures for enterprises and raising the quality of administrative services. The Ministry of the Interior is now preparing an Action Plan for the Reduction of Administrative Burdens. It will define measures to improve laws in order to simplify public service procedures.</p>
Luxembourg	<p>National Plan for Quality Promotion, a new version adopted by the Government Council on 26/01/2007 (Ministerial Department for Economics and Foreign Trade)</p> <p>Administrative Reform Action Plan (Ministry for Civil Services and Administrative Reform) for central public administration, adopted by the Government Council on 11/5/2007.</p> <p>Electronic Governance Master Plan (Ministry for Civil Services and Administrative Reform)</p> <p>The appropriate documents are prepared by the various ministerial departments in charge of the quality areas, i.e. the Department for Economic Affairs and Foreign Trade for the National Plan for Quality Promotion, and the Department for Civil Service and Administrative Reform for the E-Governance Master Plan and the Administrative Reform Action Plan.</p> <p>Reporting of the National Plan for Quality Promotion: National Council for Accreditation, Certification and Quality Promotion -> Government Council</p> <p>Electronic Governance and Administrative Reform: reporting to the State Modernisation Committee chaired by the Minister for Civil Service and Administrative Reform -> Government Council</p>
Malta	<p>Quality Service Charter Handbook, published in 2000.</p> <p>OPM Circular 7/2006 Annex III (service standards applicable to all ministries and departments).</p> <p>http://www.servicecharters.gov.mt</p> <p>http://www.servizz.gov.mt</p> <p>QM strategic documents are developed centrally and act as a reference point for entities interested in furthering their quality systems. The system provides for both internal and external monitoring with reference to quality systems, such as Quality Service Charter audits and Service Standard Annual Reviews.</p>

Member State	Strategic documents
The Netherlands	<i>See detailed description in the Section III.</i>
Poland	<p>The Strategy for Public Administration was developed in the National Reform Programme 2005–2008 for implementation of the Lisbon Strategy, Regulation Reform Program and Anticorruption Strategy – Stage II 2005–2009 and mainly in the National Strategic Reference Framework 2007–2013 (National Cohesion Strategy) developed in reference to the Structural Funds.</p> <p>See detailed description (last chapter)</p>
Portugal	<p>Quality aspects concerning public administration are included in the ongoing administrative modernisation strategy. Portugal's strategy for promoting quality management in PA is not well structured:</p> <ul style="list-style-type: none"> ▪ There are overall concerns on this matter, related to a much wider strategy of public reforms, administrative modernisation and simplification measures, improvement of management of human and financial resources, efficient performance of public services, e-government, etc. In this sense we can say that our ongoing administrative modernisation strategy includes quality aspects. ▪ The “actors” involved in the so-called quality strategy lack stability. There was some rotation of competences between different responsible services, and now these competences are divided (see first part for the history).The quality system for public services lack specific regulation, and this is crucial to implementing a structured strategy for quality in PA. <p>Main documents concerning administrative modernisation:</p> <ul style="list-style-type: none"> ▪ The National Action Programme for Growth and Jobs (PNACE 2005/2008) contains the principles of administrative modernisation and a number of measures to promote administrative reform. In these principles, the increase of quality in public services is primary. ▪ Programme for Restructuring the State's Central Administration, an operational document that has established all the changes in central administration bodies in accordance with the principles of administrative reform. ▪ SIMPLEX – a programme to reduce red tape and improve administrative modernisation, and therefore the quality of public services.
Romania	<p>Strategic documents elaborated by Romanian Government are:</p> <ol style="list-style-type: none"> 1. National Reform Programme 2007–2010, coordinated by the European Affairs Department (in the Office of the Prime Minister) http://www.gov.ro/obiective/200705/pnr_ro_oficial_2.pdf 2. National Strategy regarding prevention and the fight against corruption within vulnerable sectors and local public administration (2008–2010), coordinated by the Ministry of Interior and Administrative Reform http://www.mai.gov.ro/Documente/Transparenta%20decizionala/SNA%20sectoare%20vulnerabile%20si%20administratia%20locala%20().pdf – draft document 3. Central Government Better Regulation Strategy 2008–2013, coordinated by the General Secretariat of the Government http://www.sgg.ro/docs/File/UPP/doc/proiecte_consultare/Strategia_BR_februarie_25_2008_varianta_propusa_spre_consultare_publica.pdf – draft document

Member State	Strategic documents
Slovak Republic	<p>The Slovak Office of Standards, Metrology and Testing (SOSMT) is the coordinator of state quality policy in the Slovak Republic. The main strategic quality policy document is the National Quality Programme of the Slovak Republic for 2004–2008, with specific objectives and activities. The new programme will be launched at the end of 2008 for of the period 2009–2013.</p> <p>The document has been approved by the Slovak Government and consists of priorities and strategic objectives set by the members of the Council of the National Quality Programme. Each member prepares annual plans and evaluates the meeting of objectives at the end of each year. The final evaluation is submitted annually in the form of information to the government.</p> <p>The SOSMT is the reporting body between members of the Council and the Government. The SOSMT managed the project Implementation of the CAF Model in public administration from 2003 till 2006. At the same time, the SOSMT implemented the CAF Model several times in its own organisation in order to improve its internal functioning.</p> <p>The SOSMT launched a new project this year – Support of Quality Model Implementation in Public Administration Organisations, 2008. Public administrations can choose between two quality models:</p> <ul style="list-style-type: none"> ▪ EFQM Excellence Model ▪ CAF Model
Slovenia	<ul style="list-style-type: none"> ▪ National Quality Programme, 1993 ▪ Reform Programme for Achieving the Lisbon Strategy Goals (2005) ▪ E-Government Strategy of the Republic of Slovenia for the period 2006 to 2010 (2006) ▪ Programme of Measures for Reduction of Administrative Burdens
Spain	<ul style="list-style-type: none"> ▪ Quality Plan in the Central Government Administration (1999) ▪ General Framework for Quality Improvement in Central Government Administration (2005) ▪ Methodological Guidelines (since 1999) ▪ Central Government Agencies Act ▪ Charter of the Spanish Agency for the Evaluation of Public Policies and Quality of Services <p>The description of all documents listed is available in the matrix; within this analysis, the General Framework for Quality Improvement in Central Government Administration (2005) is presented in detail.</p> <p>In the past, QM strategy for PA in Spain was a self-dependent strategy but currently is a part of a broader strategy for the improvement of public services. The enablers of QM strategy implementation in Central Government Administration are the Ministry of Public Administration and the Spanish Agency for the Evaluation of Public Policies and Quality of Services.</p> <p>The reporting and monitoring of development is performed by means of reports issued by the Observatory for the Quality of Public Services, as a part of the Spanish Agency for the Evaluation of Public Policies and Quality of Services.</p>

Member State	Strategic documents
United Kingdom	<p data-bbox="480 439 1311 600">Generally, in delivering quality in administration, Public Services aim to demonstrate value for the money and also to prove their worth, especially in making a measurable impact on their community. Focus on quality management continues, therefore, for all public sector services in the UK. A range of initiatives and requirements built up over a number of years support the overall approach:</p> <ul data-bbox="480 600 1311 815" style="list-style-type: none"><li data-bbox="480 600 1311 678">▪ External inspections and audits by government agencies such as the Audit Commission, OFSTED and the Further and Higher Education funding councils<li data-bbox="480 678 1311 707">▪ Capability Reviews across government departments<li data-bbox="480 707 1311 736">▪ Measures of service effectiveness used to produce “league tables”<li data-bbox="480 736 1311 766">▪ Market testing of public sector services<li data-bbox="480 766 1311 815">▪ Quality and Value for Money initiatives such as Charter Mark and Best Value and, most recently, Customer Service Excellence



4 QM POLICIES

Several policies in the Quality Management are presented.

Member State	Policies
Austria	<p>In the health sector, since the beginning of the 1990s, the focus has been on quality. Several laws and other types of legislation have been passed. On the first of January 2005, the Federal Act on the Quality of Health Services came into force. It sets standards regarding structures, processes and results. In July 2007, the Bundesinstitut für Qualität im Gesundheitswesen started to work.</p> <p>In the school system, several important quality initiatives have been carried out. The Q.I.S. (Qualität in Schulen) Programme offered tools for the evaluation of teachers and individual schools, whereas the QIBB (Qualitätsinitiative Berufsbildung) endeavours to establish a QM System for all levels of the school system.</p>
Belgium	<p>The Copernic reform intends to promote a welfare society. On the federal level we have the Code of Conduct.</p>
Bulgaria	<p>The Strategy for Modernisation of the State Administration – from accession to integration 2003–2006 – aimed at increased efficiency, effectiveness and quality in the public sector in general – approved by the CoM in 2002.</p> <p>Concept and Generic Model for Improving Administrative Services through the One-Stop Shop – pointing out the main principles and organisation of the service delivery process.</p> <p>Guide for developing a Client Charter – document supporting administrations in the development of their own standards and elaboration of Client Charters.</p> <p>System for Self-Assessment – an Internet-based system, developed according to the EFQM Excellence Model in 2003, which guides all administrations through the process of self-assessment (active since 2003). All administrations perform self-assessments every year and publish the results.</p> <p>Methodology for Measuring Customer Satisfaction – presented in 2007 by the MSAAR under the requirements of the Ordinance for the general rules for organisation of administrative service delivery.</p> <p>Ordinance on the general rules for the organisation of administrative service delivery (approved by the CoM in September 2006) – establishes the main principles of service delivery.</p> <p>Law on E-Governance – adopted in May 2007 (will enter into force in June 2008). It regulates the electronic delivery of administrative services to citizens and the business sector, the processing of electronic documents within individual administrations, as well as the exchange of electronic documents between state authorities.</p> <p>The Law on Access to Public Information was adopted in 2000.</p> <p>The Law on Limiting Administrative Regulation and Administrative Control Over Economic Activity – adopted in 2003 and entered into force in 2004.</p> <p>The Code of Conduct of Employees in State Administration was adopted in 2004 and sets the rules of conduct of employees in state administration.</p>

Member State	Policies
	<p>The MSAAR and the Ministry of Justice jointly developed the Code of Ethics for High-level Officials. The Code was adopted with a Decision of the CoM on 23 December 2005. It aims at recognition of the principles of transparency, accountability and integrity in state administration.</p> <p>In June 2006, the MSAAR elaborated the Standards of Administrative Ethics, which represent the major rules that every employee must comply with.</p> <p>The Operational Programme Administrative Capacity (2007–2013) is a strategic document for the modernisation of Bulgarian state administration during the period 2007–2013. The Programme is financed by the European Social Fund (ESF) and the national budget. Its main priorities are related to good governance, human resource management, quality administrative service delivery and e-Governance development.</p>
Cyprus	<ul style="list-style-type: none"> ▪ Employee performance management system aimed at enhancing meritocracy and transparency ▪ Code of Conduct ▪ Other policies for improving the quality of service provided to the public (e.g. One-stop-shops)
Czech Republic	<p>Order of the Police President No. 100/2004, setting the procedure for implementation and application of the EFQM model in the Police of the Czech Republic.</p> <p>The Czech National Quality Policy (2000) will be updated in 2008.</p>
Denmark	<p>Quality Management has been one of the backbones of the Danish modernisation programme (Link: www.modernisering.dk) since 2002. A number of initiatives have been launched in relation to this programme.</p> <p>Codex for good top executive management: The Danish Forum for Executive Management published the codex in 2005. The codex presents nine central recommendations for top executive management. (Link: http://www.publicgovernance.dk/?siteid=672&menu_start=672)</p> <p>The lessons learned are that many top executive managers have been more aware of the importance of management and the fact that management discussions across the public sector are very valuable.</p> <p>Principles for good public service: The Government, the Danish Regions (DR) and Local Government Denmark (LGDK/KL) published nine principles for good public service in 2007. The principles are meant to lead the way to a dialogue between and within public institutions about what good public service is about. The process of spreading the use of the principles in public institutions at state, regional and local level is taking place at the moment. (Link: http://modernisering.dk/fileadmin/user_upload/documents/Projekter/Redskaber_og_vejledninger/Principper_for_god_offentlig_service_final.pdf)</p> <p>KVIK – the Danish version of the CAF: In 2003 and 2006, the SCKK (Centre for Development of Human Resources and Quality Management) published a manual for implementing the CAF as a tool for self-assessment in Danish public institutions. Use of the recommendations and tools provided by this publication is voluntary. (Link: http://www.sckk.dk/visSCKKArtikel.asp?artikelId=1316.)</p>

Member State	Policies
	<p>The Danish Public Sector Award: Since 1997, public organisations have been able to apply for the Danish Public Sector Award. The award and related recognitions are rewarded on the basis of use of the Excellence Model. Award winners exemplify best practises in the public sector. (Link: http://www.sckk.dk/visSCKKUnivers.asp?artikelID=1504)</p> <p>Efficiency Strategies: The Danish Government does not demand the use of any specific tools or methods; however, since 2003 all ministries have been obliged to formulate an efficiency strategy every year. This strategy must describe how the ministry works with quality and efficiency. The Ministry of Finance evaluates these strategies. (Link: http://modernisering.dk/da/projekter/effektiv_opgavevaretagelse/)</p>
Estonia	The Estonian government has not adopted any specific strategy or policy on the use of quality management in the public sector.
Finland	There are quality policies in different sectors, and quality has also been part of many other policies – for example, a decision-in-principle of the Government in 1999, called Good Governance, High-Quality Public Services and a Responsible Civic Society.
France	<p>At State level: In 1989, the Government gave priority to reception and service intended for users, as part of a broader policy for the renovation of public service (circulaire du 23 février 1989 sur le renouveau du service public). The main goals were:</p> <ul style="list-style-type: none"> ▪ improving information delivered to the public, ▪ personalising relationships between public agents and users, ▪ simplifying procedures, and ▪ associating users with the improvement process of public services. <p>In 1995, Government included the necessity to “better meet citizens’ needs and expectations” among the priorities of State reform (circulaire du 26 juillet 1995 relative à la preparation et à la mise en oeuvre de la réforme de l’Etat et des services publics). Each department must establish a programme of improvement and simplification of relationships with users, with qualitative and quantitative objectives and indicators.</p> <p>In 2000, the Interministerial Committee for State Reform (CIRE, Comité interministériel pour la réforme de l’Etat) introduced a determined policy for quality improvement:</p> <ul style="list-style-type: none"> ▪ each ministerial department will set the priorities of its quality policy before the end of the year; ▪ each local branch and each state agency will define its commitments for the quality of services intended for users; ▪ adequate human resources will be mobilised in each ministerial department; ▪ self-assessment based on CAF will be developed.

Member State	Policies
	<p>In 2007, as part of a general review of public policies, an ambitious programme for the improvement of reception in public services was adopted. Mandatory measures were taken to ensure the quality of reception and the improvement of services delivered.</p> <ul style="list-style-type: none"> ▪ The service commitments of the Marianne Charter are applicable to all State departments. Respect of the standards can be controlled by a third party. ▪ Mystery user surveys will be conducted every year, and the results will be published. ▪ Expansion of business hours to meet local expectations. ▪ Appointment management systems to reduce waiting time. ▪ High-quality telephone reception in each ministry, controlled every year by a third party. ▪ Expansion of business hours of the general purpose call centre “39-39”. ▪ Extension of services delivered by 39-39 (namely verification of completion of files). ▪ Reduced costs to call public administrations.
Germany	NA
Greece	NA
Hungary	<p>The primary source of QM policies in Hungarian public administration is the Governmental Programme. The general goals are the following:</p> <ul style="list-style-type: none"> ▪ improvement of quality standards of public services ▪ enhancement of customer satisfaction ▪ strengthening the principle of performance ▪ providing equal access to services and standardisation of the quality of services ▪ cost effectiveness <p>Further relevant principles of QM policy in Hungarian central administration:</p> <ul style="list-style-type: none"> ▪ application of quality management models ▪ effectiveness ▪ efficiency ▪ transparency ▪ ethical behaviour ▪ continuous improvement ▪ further training ▪ citizen/customer orientation ▪ modernisation <p>These policies are further detailed according to their tasks and competencies, by units. Several sectors have relevant developments and results in Hungary, e.g.:</p> <ul style="list-style-type: none"> ▪ Labour sector (www.afsz.hu) ▪ Pension insurance sector (www.onyf.hu).

Member State	Policies
Ireland	<p>The Quality Customer Service (QCS) was part of the Delivering Better Government Report, published in 1996 (http://www.bettergov.ie/index.asp?loclD=168&docID=429).</p> <p>The Guiding Principles of Customer Service were published in 1997, and again (after being expanded) in 2000 (http://www.bettergov.ie/index.asp?docID=120).</p> <p>Guidelines for Customer Action Plans were published in 2000 (http://www.bettergov.ie/index.asp?docID=174).</p> <p>Guidelines for Customer Charters were published in 2003 (http://www.bettergov.ie/index.asp?docID=239).</p>
Italy	<p>Policies for Quality Public Administration (since 2006)</p> <ul style="list-style-type: none"> ▪ distribute self-evaluations ▪ make use of external evaluation of results ▪ acknowledge and award quality and efforts to improve ▪ monitor and improve satisfaction measurement and analysis practices ▪ promote benchmarking of the quality of services delivered to citizens and businesses ▪ disseminate the results achieved ▪ involve civil society actors
Latvia	<p>No separate policies have been issued to guide QM policy. The normative basis consists of the previously mentioned strategic plans and documents, and the two documents:</p> <ul style="list-style-type: none"> ▪ Regulation No. 501 – Regulations on Implementation of a Quality Management System in Public Administration Institutions ▪ Recommendation No. 1 – On Implementation of a Quality Management System in Public Administration Institutions (11 December 2001) <p>These documents are based on requirements under the ISO 9001:2000 standard or to be more precise, Latvia's national standard LVS EN ISO 9001.</p> <p>One other initiative should be mentioned: At the end of 2007, the Latvian Cabinet of Ministers adopted a new Impact Assessment System, implemented through the annotation system. It includes an assessment of the economic and social impacts of the draft regulation considered, as well as the impact it may have on state budget system improvements. The new approach simplifies the structure of the annotation, using questions and answers. It also demands using SCM for measuring and reducing administrative burdens for entrepreneurs and citizens.</p>
Lithuania	<p>The main goals we are pursuing with QM in PA are: To improve the quality of public services; European states introduce quality management methods in public administration (e.g. CAF, EQFM) that are aimed at satisfaction of the needs of users; to continuously analyse and improve their activities; cooperation among civil servants, state and municipal institutions and bodies. While resolving these issues, quality management should be integrated into administration activities, quality standards should be set and assessed, and best practices should be shared with the EU Member States.</p>

Member State	Policies
	<p>QM directions:</p> <ul style="list-style-type: none"> ▪ promotion of QM models ▪ better regulation measures ▪ reduction of administrative burdens ▪ quality of public services ▪ CAF events / quality conferences ▪ measures for customer satisfaction ▪ best practices cases in the field of public administration <p>Concrete measures in the field of QM:</p> <ul style="list-style-type: none"> ▪ Carry out surveys in order to measure public trust in state and municipal institutions. ▪ Prepare the draft methodology on Estimation and Evaluation of Administrative Burdens for Lithuanian Citizens and other Persons and submit it to the Government of the Republic of Lithuania. ▪ Prepare and present a new Lithuanian version of the Common Assessment Framework (CAF) for public sector institutions. ▪ Organise conferences intended to discuss Common Assessment Framework usage. ▪ Transfer Common Assessment Framework procedures into the electronic environment. ▪ Organise quality conferences in Lithuania every two years. ▪ Prepare and submit to the Minister of the Interior for approval the draft project on estimation methodology for a customer satisfaction index for public services. ▪ Make a comparative study of the Citizen/Service Charter, where information is indicated about standards of public services, complaint delivery and Lithuanian legal acts regulating public service provision in public sector institutions. ▪ These measures are defined in the 2007–2010 Action Plan for implementation of the Public Administration Development Strategy until 2010. The main points concerning better regulation and reduction of administrative burdens are defined in the Better Regulation Programme and in the action plan for implementation of this programme.
Luxembourg	<p>Please refer to the National Plan for Quality Promotion www.olas.public.lu/legislation/textes/plan/index.html</p> <p>CAF National Program www.eipa.eu/en/pages/show/&tid=70</p>
Malta	See strategic document
The Netherlands	See detailed description (last chapter)
Poland	The quality policy "Good Governance" was clearly formulated for the first time in the 5 th priority of the Operational Program Human Capital for 2007–2013 in relation to regulation quality, improvement of quality of services for business and modernisation of management in PA and in justice.

Member State	Policies
Portugal	<p>The Portuguese Fundamental Law determines the development of public administration in order to engage citizens in the definition and execution of public administration policies.</p> <p>In this context, the Government has developed a quality policy with the following strategic directions:</p> <ul style="list-style-type: none"> ▪ citizen satisfaction through rapid response to requests ▪ public access to service ▪ internal (personnel) and external (citizens) dialogue in public services through audit mechanisms ▪ process efficiency and accountability practices ▪ simplicity of administrative acts and legislation ▪ transparent communication ▪ ethical conduct ▪ participative management ▪ continuous improvement
Romania	<p>Starting in 2005, all public policies/strategies issued by ministries must include quality management aspects in order to make public institutions more accountable, responsible, effective and citizen-oriented (Government Decision 775/2005 on public policies). The first report regarding the stage of the implementation of public policy rules is available, only in the Romanian language so far, at: http://www.sgg.ro/docs/File/UPP/doc/raport_ian_dec2007.pdf</p> <p>The package law adopted in 2006 provides the framework for developing cost and quality standards (Law 215/2001, revised in 2006, on local public administration; Law 273/2006 on local public finance; Framework Law 195/2006 on decentralisation; and Law 188/1999 for civil servants, amended in 2006).</p>
Slovak Republic	<p>The main strategic quality policy document is the National Quality Programme of the Slovak Republic for 2004–2008, with specific objectives and activities.</p>
Slovenia	<p>Quality Policy of State Administration – “Politika kakovosti državne uprave”, 1996 (Adopted by the Slovenian Government in October 1996)</p> <p>Its major components concern:</p> <ul style="list-style-type: none"> ▪ ethical conduct of all the employees; ▪ partnership with citizens, national economy, friendly states and co-workers; ▪ establishing the conditions for social and economic development, ▪ harmonisation with modern European standards, norms and legislation; ▪ striving for implementation of the European Business Excellence model and for timely education and training; ▪ transparent, efficient and effective functioning within and among ministries and with administrative units; ▪ awareness of entrepreneurial opportunities of state administration for developing the society; ▪ effective and efficient use of budget resources; ▪ establishing the conditions for quality of life and work for all citizens of the Republic of Slovenia. <p>Quality Policy of Public Administration – “Politika kakovosti slovenske javne uprave”, 2003 (Adopted by the Slovenian Government in December 2003)</p> <p>This document broadens the Quality Policy from the scope of state administration to the scope of public administration.</p>

Member State	Policies
Spain	<p>The approach for QM in Spain is carried out by means of specific programmes, not considered as policies in the formal sense. The main general quality policy in Central Government Administration is the General Framework for Quality Improvement in Central Government Administration.</p> <p>The main sectoral quality policies are connected to: EDUCATION (education system, universities) HEALTH (Quality Plan for the National Health System, 2006) TOURISM</p> <p>Descriptions of sectoral policies are available in the matrix; the general framework is presented in this analysis in Section 10.</p>

This table has to be read in a combination with the previous chapter (QM Strategy, Strategic Documents and Initiatives). Several countries do not strictly separate national documents according to general methodology, but rather according to their goals and aims, and to different countries' situations regarding QM strategies and policies.

5 ORGANISATIONAL STRUCTURE FOR PROMOTING QUALITY

All EU Member States have developed an organisational structure for promoting quality:

- Coordination and the main responsibility for promoting quality is situated at central level, usually at the ministry in charge of public administration (interior, finance) or the prime minister's office.
- In Member States where promotion of quality in public administration goes together with organisational support of national quality awards (based on the EFQM model), organisational units/councils/committees are established at government level and/or in most cases at the ministry in charge of the economy.
- All Member States have established cooperation between different levels of government and institutions dealing with quality at universities, public administration institutes and private organisations.

Despite all the common characteristics of established an organisational structure for promoting quality, there are significant differences in countries' actual organisational units and the ways they cooperate with other players in the quality management area.

<i>Member State</i>	<i>Structure</i>
Austria	Federal Chancellery, Department for Administrative Reform
Belgium	The organisational development unit disseminates and promotes the CAF, and provides training and support for all federal administrations for BPR, BPM, customer orientation, complaint procedures, personnel enquiry, coaching, leadership, etc. The steering committee of the national conference is promoting the CAF and quality at all levels (federal, regional, provincial, local). We have set up a special CAF for local administrations and local civil servants with the Polytheia edition. We also developed a special CAF for the educational sector with a working group composed of teachers at different levels.
Bulgaria	<ul style="list-style-type: none"> ▪ Ministry of State Administration and Administrative Reform – leading role ▪ Council of Ministers – approves the main policy documents (legislative and strategic) ▪ National Association of Municipalities in the Republic of Bulgaria – supports reform at the local level ▪ QM units or experts within some administrations ▪ Institute for Public Administration and European Integration – provides training in different areas, including quality management ▪ The “Club 9000” Association is a non-profit non-governmental organisation (NGO) established in 1991. The Association was created in response to the necessity to speed up the harmonisation of activities related to quality management in Bulgarian organisations with internationally accepted practices embedded in the International Standards

Member State	Structure
	More info: www.government.bg www.mdaar.government.bg www.namrb.org www.ipaei.government.bg www.club9000.org
Cyprus	The Public Administration and Personnel Department and the Cyprus Academy of Public Administration are responsible for promoting QM in PA. They both fall under the competence of the Ministry of Finance.
Czech Republic	<ul style="list-style-type: none"> ▪ Czech Republic Quality Council ▪ National Information Centre for Quality Promotion (executive body of the Council) ▪ Czech Quality Award Association ▪ Ministry of Interior ▪ Ministry of Labour and Social Affairs ▪ Ministry of Environment ▪ Czech Society for Quality <p>Czech Republic Quality Council The Czech Republic Quality Council, affiliated with the Ministry of Industry and Trade, is responsible for the coordination of activities of the State and private bodies and organisations in connection with the National Quality Policy. The Council's position, activity and structure are governed by its statute. Its structure corresponds to the importance of this body, which represents all decisive interests. The importance of the Council's function is emphasised by being headed by a leading state representative. The Council's task is to coordinate individual activities, not only in the scope of the National Quality Policy programme but also to improve the connection between industries and their policies. The Council regularly informs the Government of the results achieved, respecting the fact that the representative of the Ministry of Defence for NATO has specific deciding powers with respect to questions of quality concerning NATO requirements.</p> <p>The National Information Centre for Quality Promotion is an executive body of the Council, tasked with providing qualified information to the public in the area of quality. An information system was set up for this purpose which is accessible to the public free-of-charge on the Internet.</p> <p>The Czech Quality Award Association is an NGO for organising a competition for the Czech Quality Award for private and public sectors.</p> <p>The Ministry of Interior is responsible for the system of PA, including quality management (since November 2006).</p> <p>The Ministry of Labour and Social Affairs is responsible for the quality and availability of social services in the Czech Republic. This involves the introduction of community planning at local and regional levels.</p> <p>The Ministry of Environment provides Environmental Impact Assessments (EIA) for other organisations.</p>

Member State	Structure
	<p>The Czech Society for Quality is a non-governmental non-profit organisation for implementing the National Quality Policy; it has the necessary contacts and memberships abroad (EOQ – European Organisation for Quality, EFQM – European Foundation for Quality Management, ASQ – American Society for Quality), long-term experience and a wide member base (more than 1500 individuals and 70 collective members including significant industrial enterprises and service organisations) (please see also http://www.csq.cz/en/).</p>
Denmark	<p>Ministry of Finance: Since the start of the 1980s the Ministry of Finance has been the driving force behind the Modernisation Programme, in which many quality management elements are located. The Ministry of Finance is in charge of implementation of the majority of initiatives in the Quality Reform. (Link: www.fm.dk)</p> <p>Centre for Development of Human Resources and Quality Management (SCKK): This secretariat for quality management was established in 1999 by the Ministry of Finance and the major public labour organisations: AC, FTF and LO. The secretariat develops and communicates knowledge on quality management. Furthermore, concrete dissemination of the CAF and Excellence Model takes place through training, networks and events. (Link: www.sckk.dk)</p>
Estonia	<p>In Estonia, the responsible institution for promoting TQM in PA is the Ministry of Finance. The Ministry is responsible for elaboration of the principles of quality management and coordination of their implementation.</p> <p>The Strategic Plan of the Ministry of Finance for 2008-2011 contains the following tasks in this field:</p> <ul style="list-style-type: none"> ▪ to elaborate and implement projects in the field of quality management (CAF) and to evaluate their results and impact; ▪ to conduct the public sector quality award process. <p>There are also a number of tasks carried out by the Ministry of Economics and Communication – e-services and e-government development, and the Ministry of Internal Affairs – the development of quality public services. The last task was transferred from the Ministry of Finance to the Ministry of Internal Affairs in 2007.</p>
Finland	<ul style="list-style-type: none"> ▪ Ministry of Finance ▪ Association of local and regional authorities ▪ ministries in their own administrative fields
France	<p>The Directorate General for State Modernisation (Ministry for the Budget, Public Accounts and Civil Service) is in charge of promoting quality in public administrations. There is a correspondent for quality in each department. Local project leaders are in charge of implementing the “Marianne Label” at local level.</p>

Member State	Structure
	<p>On 30 December 2005, the Directorate General for State Modernisation was created and took over the responsibility of coordinating actions to improve quality in public administrations for the benefit of users. Therefore,</p> <ul style="list-style-type: none"> ▪ it promotes actions in order to better meet users' needs, to improve the quality of service delivered and to evaluate quality of service; ▪ it coordinates actions of law simplification and reduction of administrative burdens; ▪ it is associated with the elaboration of measures for better regulation and simplification of administrative language. <p>(see http://www.legifrance.gouv.fr/.affichTexte.do?cidTexte=JORFTEXT000000636267)</p> <p>Each department has a correspondent for quality. The group of quality correspondents meets on a regular basis with the Directorate for State Modernisation to follow up on ongoing projects.</p> <p>Large ministries have dedicated structures to promote quality with a network of correspondents in every directorate.</p> <p>Partnerships have been established with NGOs acting in the field of public quality:</p> <ul style="list-style-type: none"> ▪ France Qualité Publique: http://www.qualite-publique.org/ ▪ AFAQ-AFNOR (AFNOR group: French standardisation association): http://www.afaq.org/ ▪ Mouvement français pour la qualité (French movement for quality) http://www.mfq.asso.fr/ ▪ Institut Paul Delouvrier: http://www.delouvrier.org/
Germany	<p>For CAF: German CAF Centre: since 2001 (Speyer) / since 2006 (BVA) Concretising the CAF process means:</p> <ul style="list-style-type: none"> ▪ embedding the CAF process within the organisation, ▪ determining responsibilities, ▪ establishing relationships with other management tools such as BSC or strategic conferences, and ▪ elaborating a mutual obligatory understanding of sub-criteria. <p>For 2008 and the following years, the CAF Centre in Cologne will concentrate its activities on the following issues:</p> <ul style="list-style-type: none"> ▪ reports on experiences with federal CAF processes ▪ promote the spreading of CAF in fairs and congresses ▪ know-how exchange and transfer ▪ basic help, information and initial consultation for certain administrations <p>Homepage: www.caf.de</p>

Member State	Structure
Greece	<p>The Directorate of Quality and Efficiency of the General Secretariat of Public Administration and E-Government of the Ministry of Interior is responsible for promoting efficiency, effectiveness and quality policies in public administration at the central level. Each Ministry has a Directorate of Quality and Efficiency with similar responsibilities in its policy area. Similar units have been established at the level of Peripheries (regional government). Moreover, at local government level the establishment of special units is underway or the granting of responsibilities in the area of Quality management is given to already existing administrative units.</p> <p>Finally, the Directorate/Ministry has set up a Quality Network of public organisations coming from all levels of government which use CAF and/or are involved in quality policies. The Network meets on a regular basis every 2 to 3 months and discusses or exchanges views/experiences on quality/CAF. A number of organisations from all levels of government, i.e. ministries, municipalities, hospitals, participate in the Network.</p>
Hungary	<p>Between 2003 and 2006, the Public Administration Organising and Civil Service Office of the Ministry of the Interior had the responsibility of strengthening innovative public service results, developing quality issues, disseminating the CAF in Hungary and developing a quality policy serving national and local governmental interests. In 2006, these functions were transferred to the competence of the Office of the Prime Minister.</p>
Ireland	<p>The Irish QCS Initiative is managed centrally by the QCS/Communications Unit of the Public Service Modernisation Division, Department of the Taoiseach (Prime Minister). Government departments, offices, bodies and agencies also have their own customer service officers/units. Parent departments are also responsible to ensure that the various elements of the QCS Initiative are implemented in the organisations under their aegis.</p>
Italy	<p>Quality activities in public services are promoted by the public administration, both at the central level (Presidency of the Council of Ministers, ministries, ministers, non-economic national bodies) and at the local level (regions, municipalities, provinces). Important initiatives have also been identified in other areas, such as the National Health Care Service, the school system, the museum sector and social services.</p> <p>An important role has also been played by Formez, a technical agency supporting the Department of Public Administration in the promotion of the CAF and in organising the Quality Award (Premio Qualità PA).</p>
Latvia	<p>The main actors are:</p> <ul style="list-style-type: none"> ▪ The State Chancellery – Policy Coordination Department ▪ Secretariat of Special Assignments, Minister for Electronic Government Affairs ▪ Ministry of Economics ▪ Latvian School of Public Administration <p>The State Chancellery</p> <p>The coordination of QM activities has been the responsibility of the State Chancellery since 2005. The State Chancellery is a central public administration institution directly subordinate to the Prime Minister. The State Chancellery is headed by its director, who is a top-ranking official appointed and dismissed by Cabinet order according to the recommendation of the Prime Minister.</p>

Member State	Structure
	<p>The State Chancellery has the following functions:</p> <ul style="list-style-type: none"> ▪ to provide the preparation and process of Cabinet meetings; ▪ to participate in policy planning processes and coordinate the implementation of national policy, and to cooperate with ministries to present proposals on priorities for national development; ▪ to ensure elaboration of the development policy of public administration (incl. the state civil service) and coordinate and supervise its implementation; ▪ when assigned by the Prime Minister, to coordinate and to control enforcement of decisions adopted by the Cabinet of Ministers and the Prime Minister; ▪ to inform the public of the work and activities of the Cabinet of Ministers. <p>The goal of activities concerning the development of public administration is to ensure that public administration is lawful, united, rationally organised, open and oriented towards development and meeting client needs.</p> <p>The following medium-term priorities are set for this line of activity:</p> <ol style="list-style-type: none"> a) development and implementation of public administration reform policy; b) planning and implementation of public administration human resource development policy; c) use of European Union financial instruments for development of human resources in public administration; d) introduction of quality management and service quality in public administration. <p>Policy coordination, including QM issues, is handled by the Policy Coordination Department. More info: http://www.mk.gov.lv/en/vk/ (The State Chancellery has been working with public administration development issues since 2003. Before that, there were different institutions responsible for this branch that were reorganised over time.)</p> <p>Secretariat of Special Assignments, Minister for Electronic Government Affairs</p> <p>In December 2004, the position of Minister responsible for e-Government, information society and information technology policy development, implementation and coordination was created for the first time in Latvia. The Secretariat is not directly involved in QM policies, but it works with e-services and improvement of interinstitutional cooperation and information exchange.</p> <p>The main tasks of the Secretariat, amongst facilitating the usage of ICTs and introduction of e-government, are also:</p> <ul style="list-style-type: none"> ▪ to improve the collaboration between State Registers in order to improve the efficiency of public institutions; ▪ to develop different types of services and make technical and organising infrastructure services available and easily accessible; ▪ to develop new e-services. <p>More info: http://www.eps.gov.lv/index.php?&93</p>

Member State	Structure
	<p>Ministry of Economics The aim of the Ministry of Economics is to bring the competitiveness of the national economy to the European level. Therefore, the Ministry promotes the sustainable development of a structurally and regionally balanced national economy. The Ministry works in different fields without a direct connection to QM policy, but it deals with issues of administrative burden, better regulation and the introduction of Lisbon Strategy goals. The Ministry of Economics also coordinates and supervises the systems of national standardisation, accreditation, metrology and market supervision (http://www.em.gov.lv/em/2nd/?cat=3).</p> <p>In respect of QM, one thing should be mentioned, namely that the Ministry of Economics regularly cooperates with the Latvian Association for Quality in organising quality conferences and issuing quality awards. The Association is non-profit, non-governmental organisation that aims to provide Latvian entrepreneurs and the Latvian national economy with information and education in the field of quality, ensuring the competitiveness and export possibilities of goods and services in national, European Union and international markets (http://www.lka.lv/?module=Articles&view=list&lng=en).</p> <p>Latvian School of Public Administration The School of Public Administration provides training for civil servants, but the courses offered for quality managers are very few and not offered regularly due to financial constraints.</p> <p>Another non-governmental organisation that should be mentioned is the Latvian National Quality Society, established in 1992 to promote the culture of quality in management and economics. The Society cooperates with the European Organisation for Quality and European Foundation for Quality. It implements the Business Excellence model and organises the European Quality Week events in Latvia (http://www.kvalitate.lv/home.html).</p> <p>The QM activities in these institutions are unfortunately quite separated from each other as they are deeply integrated into other functions of the institutions and therefore viewed as an internal issue. The State Chancellery is still working out ways to “organise” the introduction of QM and increase the quality of services in the “system” without intervening in the traditional distribution of functions.</p>
Lithuania	<p>The Ministry of the Interior is responsible for promotion of quality management in public administration, but the legal acts in Lithuania do not regulate compulsory implementation of quality management methods in public administration institutions. Therefore, public sector institutions implement quality management on their own initiative. However, the Common Assessment Framework is recommended for public administration institutions.</p>
Luxembourg	<p>Office Luxembourgeois d’Accreditation de la Surveillance (Luxembourg Accreditation and Surveillance Office)</p> <p>Conseil national d’accréditation, de certification, de normalisation et de promotion de la qualité (National Council for Accreditation, Certification, and Quality Promotion)</p>

Member State	Structure
	<p>Mouvement luxembourgeois de la qualité (Luxembourg Quality Movement) (www.mlq.lu)</p> <p>State Modernisation Committee</p> <p>Organisation Unit for Administrative Reform (Ministry for Civil Services and Administrative Reform)</p> <p>Cooperation between these organisations and involved ministerial departments represented in the different organisations and committees</p>
Malta	<p>The quality function is managed centrally by the Charter Support Unit within the Office of the Prime Minister. At line ministry level, directors (Programme Implementation) are responsible for quality issues. Moreover, each Ministry employs a Customer Care Co-ordinator.</p> <p>http://www.opm.gov.mt http://servicecharters.gov.mt</p>
The Netherlands	<p>There are several organisations that promote quality on different levels of government: local, regional, etc.</p> <p>For the public sector:</p> <ul style="list-style-type: none"> ▪ Ministry of the Interior and Kingdom Relations: www.minbzk.nl ▪ Ministry of Economic Affairs: www.minez.nl ▪ Ministry of Finance: www.minfin.nl ▪ VNG (Association for Dutch Municipalities): www.vng.nl ▪ IPO (Association for Dutch Provinces): www.ipo.nl ▪ UvW (Union of Water Board Districts): www.uvw.nl <p>For the private & public sector:</p> <ul style="list-style-type: none"> ▪ ICTU (ICT and government): www.ictu.nl ▪ INK (Dutch derivative of EFQM): www.ink.nl <p>All these websites are available in English, except the websites of the IPO and INK.</p>
Poland	<p>A number of actors are involved in promoting QM in PA in Poland. There is usually no hierarchy of responsibilities among them since they carry out their own policies.</p> <p>The main central government institutions addressing quality policy of dependent units are as follows: Chancellery of the Prime Minister, Ministry of Interior and Administration, Ministry of Finance and Ministry of Justice. Unions of local administration institutions also promote QM among their members. NGOs are important actors as well (e.g. EFQM National Partner Organisation). Currently, the number of quality consultancy/training firms is growing.</p> <p>A significant number of Polish public institutions have quality officers in charge of the quality development process, probably the result of implementing ISO 9001-2000 standards, which reveals the necessity of appointing such a post.</p>

Member State	Structure
Portugal	<p>Portugal does not have a specific organised public structure for promoting quality in PA. However, there are certain actors responsible for quality initiatives, but they are not combined to form an organised structure. Nevertheless there are two actors that actually have the most important role in implementing the principles of administrative modernisation and promoting quality performance in public services:</p> <ul style="list-style-type: none"> ▪ Directorate General for Administration and Public Employment (Ministry for Finance and Public Administration) – with the competence of stimulating quality management in PA, especially through CAF implementation ▪ Agency for Public Modernisation (Ministers Council Presidency) – with the competence of developing projects for administrative modernisation and simplification
Romania	<p>Ministry of Interior and Administrative Reform: Central Unit for Public Administration Reform – CUPAR, and the National Agency for Civil Servants – NACS.</p> <p>Ministry of Interior and Administrative Reform: Central Unit for Public Administration Reform – CUPAR (http://modernizare.mira.gov.ro) and the National Agency for Civil Servants – NACS (http://www.anfp-map.ro/)</p> <p>CUPAR The Central Unit for Public Administration Reform (CUPAR) is a structure within the Romanian Ministry of Interior and Administrative Reform, established in 2002 and aimed at coordinating public administration reform in Romania.</p> <p>NACS The National Agency of Civil Servants (NACS) is a central institution under the coordination of the Ministry of Interior and Administrative Reform, established in 2000 in order to ensure the management of civil service and of civil service bodies, being the main institution in charge of the Romanian Civil Service Reform. The professionalisation of the Romanian civil service and the improvement of the quality of public services offered by civil servants is a shared responsibility between the NACS and CUPAR, as well as other central institutions.</p>
Slovak Republic	<p>The Slovak Office of Standards, Metrology and Testing is the only body responsible for state quality policy in the Slovak Republic.</p>
Slovenia	<ul style="list-style-type: none"> ▪ Ministry responsible for PA: Ministry of Public Administration, since Dec 2004; prior to Dec 2004: Ministry of the Interior ▪ Quality Committee at the Ministry of Public Administration ▪ National Metrology Institution – MIRS (for EFQM) <p>Ministry of Public Administration Since December 2004, Ministry of Public Administration has been in charge of the system of Public Administration, which includes QM in PA. The main reason for establishing the Ministry of Public Administration originates in the intention of the Government to join different organisational units (already operating under certain ministries or as government offices) with the common goal of improving the functioning and quality of public administration.</p> <p>The mission of the Ministry is friendly and efficient public administration, and additionally: to provide public administration which will be comparable with public administrations of other EU Member States and will be – in the sense of advanced organisation, customer satisfaction and impact on public finance – among the best in the EU.</p>

Member State	Structure
	<p>Main strategic goals and directions of the Ministry of Public Administration through 2008:</p> <ul style="list-style-type: none"> ▪ customer orientation, including customer-oriented administrative processes; further development of e-government and other modern mechanisms for supporting relations with external and internal customers, and for providing efficient and competitive services to individuals, civil society and the economy; ▪ an efficient system of public employees and a fair, transparent and holistic salary system, including all aspects of modern human resource management; ▪ quality and efficiency of public administration, including quality management at all decision-making levels; efficient and rational operations, with lower costs and fewer public employees in the civilian part of state administration; ▪ openness and transparency in the public administration system, including simple, holistic and free-of-charge access to public information, accessibility of all information on public expenditure and participation of the public in decision making. <p>Quality Committee</p> <p>In March 1999, the Quality Committee was established at the Ministry of the Interior in order to pursue efficient, citizen-friendly, transparent and responsible state administration. The Quality Committee set the following goals:</p> <ul style="list-style-type: none"> ▪ to improve efficiency and effectiveness ▪ to increase client satisfaction ▪ to increase employee satisfaction ▪ to control and manage costs ▪ to improve transparency ▪ to raise its reputation and visibility ▪ to gain a quality certificate for individual administrative units <p>Activities of the Quality Committee are planned with a strategic view to the whole administration and have basically been oriented to administrative units, where the majority of citizens deal directly with the administration.</p> <p>National Metrology Institution</p> <p>The Metrology Institute of the Republic of Slovenia (MIRS) acts under the Ministry of High Education, Science and Technology, and was established in June 1991. The Metrology Institute established and now manages the Business Excellence Prize and performs all necessary professional and administrative assignments for this programme. MIRS is an EFQM National Partner Organisation (NPO).</p> <p>Permanent co-operation between the Ministry of Public Administration and MIRS:</p> <ul style="list-style-type: none"> ▪ 2002/2003: Translation of the EFQM model/brochures into Slovene ▪ 2004/2005: Pilot Project of the National Quality Award for Public Administration ▪ 2006: Translation of CAF 2006 into Slovene ▪ 2007: Pilot project SOOJU

Member State	Structure
Spain	<p>In central government administration there is shared responsibility between the Spanish Agency for the Evaluation of Public Policies and Quality of Services and the State Secretariat for Public Administration, both being part of the Ministry of Public Administration. The Ministry is responsible for the political promotion of QM in PA, and the Spanish Agency for the Evaluation of Public Policies and Quality of Services takes on some of the duties of “management and service provision” to central government bodies (advice, methodological standardisation, assessments, certifications) and to the public.</p> <p>There are other mechanisms used in Spain to share resources and experience in the promotion of QM in PA.</p> <p>REGIONAL LEVEL Autonomous Communities (Regions). In Spain there are 17 Autonomous Communities, most of which have their own Quality Promoting Plan and a unit responsible for promoting quality.</p> <p>LOCAL LEVEL/MUNICIPALITIES The Spanish Municipalities and Provinces Federation, through the Committee of Modernisation and Quality, promotes the use of quality management systems in municipalities.</p> <p>QUALITY ASSOCIATIONS AND ENTITIES A number of private associations collaborate very closely with public administrations in the promotion of QM: The Club for Excellence in Management is the EFQM National Partner Organisation (NPO) in Spain and therefore represents EFQM within the country; the Spanish Association for Quality (AEC); and the Spanish Standardisation and Certification Body (AENOR). The Ibero-American Foundation for Quality Management (FUNDIBEQ) is an international non-profit organisation that promotes and develops the Overall Quality Management programme in Ibero-America.</p> <p>INTER-ADMINISTRATIVE COOPERATION The Inter-Administrative Network for Quality of Public Services, coordinated by the Spanish Agency for the Evaluation of Public Policies and Quality of Services, integrates the Agency, the seventeen Autonomous Communities, the Municipalities and Provinces, the Spanish Federation and the National Agency for University Quality Evaluation and Accreditation. It is the institutional inter-administrative body for cooperation in matters of quality. Its objective is the establishment of a collaborative network to share knowledge, resources and best practices, the promotion of quality programs in Public Administration and the development of concrete actions through the National Conferences on Quality of Public Services.</p> <p>The network meets twice every year. The responsibility for holding meetings is shared by the different members of the network. There are different working groups operating in the network for specific tasks.</p>

6 EXCELLENCE MODELS

Among excellence models in public administrations in the EU, CAF and EFQM are used most. In use are also models that countries have adapted or designed themselves (for example: the Swedish Quality Model, used since 1992, INK developed by the Netherlands and also used by Belgium, and KVIK in Denmark).

Bulgaria:

The use of excellence models is not widespread in the country. In the last 2 years, certain administrations started applying the CAF model (one regional administration, one municipal administration, the National Revenue Agency). The MSAAR organised several events and published materials in order to stimulate more administrations to apply such tools. Further activities are foreseen for 2008. A PHARE project (Twinning Light) was carried out in 2007 aimed at strengthening the capacity of the MSAAR for QM in PA (mainly in CAF) in order to provide better support to other administrations in the process of CAF implementation and validation.

Denmark:

EFQM, in use since 1996: The Excellence model is recommended and communicated by SCKK. The use of the model is voluntary. The Danish Quality Award, which is given to worthy public institutions is build up around the excellence model. Only institutions who have improved their organisation through the Excellence model can win the price. Link: <http://www.sckk.dk/visSCKKArtikel.asp?artikelId=1317>.

KVIK (CAF), in use since 2003: The Danish version of CAF was developed as a simpler self-assessment method based on request of the public sector organisations. The use of the model is voluntary. Link: <http://www.sckk.dk/visSCKKArtikel.asp?artikelId=1316>

France:

CAF was introduced in France in 2000, but is not broadly used, and there is no official support from the central government. However, CAF is used in some public agencies and local government. The French National Geographic institute experience was presented at the CAF user event in Lisbon in 2007. EFQM is mainly used in private businesses, but also in some public services and local governments.

Certification systems have been set up for users/customers in some sectors:

- Qualifinances: tax and public revenue departments
- Qualiville: town/city administrations
- Qualipref: prefectures

There are also formalised service commitments in employment agencies.

Hungary:

The official Hungarian version of the CAF was elaborated in 2003. This version was the 2002 European CAF version. Since 2003, the government has been encouraging national dissemination of the model with an extensive incentive system.

The application of the model was helped by guidelines. The Ministry of the Interior has contributed to the dissemination of the model among public administration agencies with consultations as well. In the beginning, the CAF self-assessment system was tested with pilot projects in the national public administration. We have created a central, Internet-based CAF database, which has been working since January 2004. The developed national questionnaire can be submitted online. After registration, each public administration agency can use the whole system.

The Hungarian government has made it mandatory to develop and disseminate the Hungarian adaptation of the CAF. In public administration the use of the CAF has been recommended but not mandatory. The government encouraged the dissemination of the CAF by inviting applications for support. On this basis, the Ministry of the Interior solicited applications for the quality development of public administration agencies in 2003. The aim of the grant was to subsidise Hungarian quality development projects, and especially to promote the introduction of the CAF model. The precondition for participation in the CAF application was that agencies had to return the completed questionnaires to the Ministry of the Interior, to the central CAF database. The total amount of the grant was HUF 41.5 million. From among the 117 eligible applicants, 52 were granted a subsidy.

All information and services are free and are available in two ways: the informative publications are available to anyone, but the use of the CAF online system requires registration, which facilitates the completeness of the CAF database and statistics.

In 2006, the Office of the Prime Minister elaborated the Hungarian version of the 2006 CAF version and methodology. At the same time, these developments were also harmonised with European CAF developments.

In Hungary, the CAF questionnaire has been specifically tailored to a number of different sectors, such as:

- law enforcement,
 - pension insurance, and
 - labour.
-

The CAF online system (in use since 2004) was further developed in 2007, according to the 2006 CAF version. In Hungary, 250 users have registered in the database of the Office of the Prime Minister. The total number of national users can be estimated as greater than the number of registered users by at least 10–20%. Hungary has also operated a CAF methodological feedback system since 2005, which enables public administration agencies to get external feedback about CAF use.

Some public administration agencies use other excellence models (e.g. EFQM), depending on the decision of the respective organisations and their QM culture.
(Link: <https://caf.meh.hu/>)

Italy:

CAF

The Department for Public Administration (Dipartimento della Funzione Pubblica) has started the process for the dissemination of the CAF at the national level, in accordance with the decisions taken at European level, and has set itself a primary objective of first testing the grid and, with the help of the administrations involved, identifying its strengths and weaknesses. Formez received a mandate from the Department to give assistance to those administrations which had already decided or would decide to comply with the project.

A criterion of merit was used to identify the pilot administrations. In fact, those administrations which had already introduced a “merit culture” within their organisation, through certifications and/or the use of advanced models of Quality Management, were chosen. 18 Administrations took part: 11 local, 6 provincial and 1 central.

Different actions were set up:

- a telephone help-line and an e-mail assistance service;
 - a format for the receipt of questions, in order to create a FAQ list, able to be consulted on line by those administrations which may apply in the future;
 - a Gantt chart of the actions taken and to be taken was sent to the administrations, indicating the different steps for correct compilation of the grid (based on the guidelines) and highlighting the phases through which the administrations could take advantage of the assistance of Formez;
 - a seminar was held at the end of the project, during which representatives of all the pilot administrations were present. The results of the data collected through the compilation of the questionnaire were presented at the seminar and an overall evaluation of the experience was drawn up, allowing the administrations to make their individual comments.
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In 2007, the Quality Award was carried out again and a training programme for evaluators was organised. These evaluators take part in the award jury as junior members. Since 2007, several seminars have been organised at the regional level for the application of the CAF (and more in general on quality issues). As of May 2008, the CAF Resource Centre will be functioning as part of the portal www.qualitpa.gov.it. Finally, adaptation of the CAF to schools and the Department of Justice is under way.

EFQM

Despite the fact that a policy for implementation and promotion of the EFQM model has not been supported at the central level, it is possible to highlight voluntary use of the model at a predominately local level. In 1998, the Municipality of Bologna adopted the self-evaluation process, following the EFQM criteria. The self-assessment exercise, together with the training of directors and official staff, resulted in the identification of the principal guidelines for improvement. After the second self-assessment exercise, the Municipality of Bologna took part in the European Quality Award and was presented as a best practice case at the first Quality Conference for Public Administration in the EU (Lisbon, May 2000). The cities of Trento and Milano also have experience with the EFQM model. In the cultural sector (museums), an experimental phase based on the self-evaluation process according to EFQM criteria has been introduced. This exercise, which was carried out with the help of the evaluators of the Italian Quality Award, led to the creation of a self-assessment guide for museums and to its concrete implementation in a museum in the Emilia Romagna region (2001).

Latvia:

CAF – Interest in the CAF model and its implementation is increasing. Now the CAF Resource Centre recognises only 5 CAF users, but a number of users may not be registered. In 2007, the Latvian School of Public Administration organised a special course on CAF; the response indicates significant interest in this model. Altogether, 42 certificates were issued.

The approaches used by organisations differ. For example, the State Chancellery involved private consultants in the introduction of QMS, as the CAF model is combined with ISO. The Ministry of Agriculture managed to make structural changes and involved highly experienced experts that now work in the Ministry. The Ministry of Finance organised a benchmarking project together with the Ministry of Finance of Finland, and introduced CAF in 2007.

EFQM – As this model is the basis for the Quality Award, it could be concluded that EFQM is mostly popularised by the Latvian Association for Quality. The organisation provides methodological materials in Latvian and encourages institutions to participate with their applications.

Investors in Excellence – The only known example is the Ministry of Agriculture, combining ISO 9001, CAF and IIE.

Lithuania:

As mentioned before, it is not compulsory for public sector institutions to use quality management models, but some institutions do so in practice. In 2007, a survey was conducted in order to determine the level of use of quality management models.

The results of the survey showed that CAF is used in practise by 10.3% of public administration institutions, but half of the institutions could not indicate which version of the model they are implementing. So practically there are about 5% of public administration institutions using CAF. In the database of the European Public Administration Institute, public administration institutions implementing CAF are registered, of which the majority are using the 2002 version of the model. The 2006 CAF version was introduced to public administration institutions in 2007, and it is expected that in the coming years more institutions will implement the CAF. The main problems for implementation are: increased workload, lack of worker motivation and information about the use of the model. So basically the problems are related to human resources.

Some institutions are using specific quality management models because of their specific activities: **ISO 9001, 9002, 9003**. The ISO 9000 family of standards are used in practise by 31% of public administration institutions. The ISO Standards is the most popular QM model in Lithuania compared to others. Other QM models are used by 20% of public administration institutions, such as: LST EN ISO 17025, 17020, and the Balanced Scorecard method.

The Ministry of the Interior is collecting information on CAF users and provides this information on the website: www.vrm.lt. In the period 2007–2013, the Ministry is planning to use money from the **European Social Fund** (EU support) for the promotion, implementation and certification of different QM tools and systems in Lithuania public administration institutions.

The Netherlands:

INK model is a Dutch derivative of the EFQM model. It has been compulsory for all police forces since 1993. Many municipalities, educational organisations, ministries and regional governments make use of the INK excellence model.

BSC: not many public organisations make use of BSC yet, but one sector that does is the healthcare sector.

Poland:

The choice of excellence model as well as the decision whether use it or not basically belongs to the head of institution. Only the tax administration has a complex and obligatory program for all units.

There is no centralized approach. A number of Polish institutions interested in quality management started their quality journey with ISO certification. When EFQM and CAF became more common in Polish administration a number of institutions got acquainted with them and started using them.

In 2006 and 2007 a CAF implementation project Improvement of Administration Capacity within the Frames of EU Transition Facility was carried out in selected central government organizations.

The project fo MSWiA covered 20 central governmental organizations and lasted from October 2006 till December 2007. It was focused on improvement of administrative capacity in public administration – thus serving the need to fulfil commitments and requirements arising from the acquis.

Portugal:

The EFQM model is used by certain Portuguese public administration services, sometimes combined with the CAF model (CAF is foreseen as a first step to C2E). The Ministry of Education has promoted the EFQM model in Portuguese schools in the project “EFQM: an assessment tool”. The goal was to to improve the quality in the education sector.

CAF has been used in Portugal since 2000 and has become a popular model in PA since then. EFQM has been used since 2004. This is the first year that the model was promoted; the first recognitions were in 2006.

Romania:

The Common Assessment Framework (CAF) was launched at national level in Romanian public administration in 2005 in order to increase the quality of public services. The Ministry of Interior and Administrative Reform is responsible for coordinating the use of the CAF model.

The approach to CAF implementation is as follows:

Phase 1: Training sessions on quality management – CAF for top management in targeted public institutions

Phase 2: Training sessions on quality management – CAF for civil servants in all county councils and prefecture institutions

Phase 3: CUPAR received and planned the requests for technical support from interested public authorities, which were sent on *a voluntary basis*

Phase 4: CUPAR’s CAF team assisted the public authorities in running the exercise *on site*

Results of CAF 2008:

- CUPAR received 47 technical support requests from public administration institutions on a voluntary basis:
 - 31 prefecture institutions
 - 7 county councils
 - 3 deconcentrated public services
 - 2 municipalities
 - Ministry of Economy and Finance (1 General Directorate)
 - Ministry of Education, Research and Youth (3 Directorates)
 - National Institute for Administration
 - Central Unit for Public Administration Reform
- 386 civil servants were trained in CAF and were able to disseminate the information related to it
- 84 high civil servants, representatives of prefectures and county councils from all 42 counties in Romania were trained on the self-assessment instrument
- Action plans were elaborated in the institutions based on CAF implementation conclusions
- The principal domains proposed for improvement are:
 - internal communication (drafting internal strategy communications, creating an intranet network, introducing integrated document management)
 - strategic planning (reviewing the multi-annual modernisation strategy)
- Employee motivation (their involvement in drafting the action plan for the institution, in drafting internal communications and the multi-annual modernisation plan through working groups)
- Results measurement for both personnel and beneficiaries (established a set of indicators)
- Customer/citizen satisfaction (questionnaires were drafted in order to have a clear view on their satisfaction)

Slovenia:

CAF was extensively introduced in Slovenia in 2002; in the beginning of 2003, the Slovene translation of the CAF was published. Since then, usage of the CAF has been increasing continuously as the CAF was defined as a strategic direction in Slovenian public administration modernisation. CAF is incorporated in different strategic documents and/or initiatives. In the *Further Development Strategy of the Slovenian Public Sector 2003–2005*, the CAF was included in the first of seven priority tasks in the area *Quality management within administration and orientation of public administration towards users*. In *Slovenia's Development Strategy* (2005), in the action plan for 2005 and 2006 under the third development priority *An efficient and less costly state*, the CAF was proposed along with the EFQM model as a tool for systematically raising the quality of public administration services.

Furthermore, the *Reform Programme for Achieving the Lisbon Strategy Goals* (2005) states: "Slovenia wants to achieve growth in institutional competitiveness by introducing business excellence in public administration. The objectives we wish to achieve are the introduction of a strategic planning system as a basic management tool in public administration, the introduction of management tools and the application of the Common Assessment Framework (CAF) and inclusion in the European Excellence Model (EFQM). The measures for the achievement of these objectives are: (i) adoption of regulations for quality assessment and strategic planning (2006/2007); (ii) building support (methodological support and information support) for the strategic planning system (2006/2008); (iii) management education and training."

Spain:

EVAM (assessment, learning and improvement) model

EVAM is a model designed in 2005 by the Spanish Ministry for Public Administration and currently developed by the Spanish Agency for the Evaluation of Public Policies and Quality of Services. This is a simple model, suitable for promotion of self-assessment among public organisations without experience in this field. The structure of the EVAM model comprises basic aspects related to the activities and results of public units. It also incorporates tools as methodological guidelines, an assessment questionnaire and a set of basic guidelines to improve management in public organisations. There is an EVAM e-tool for easily performing EVAM assessments. The review and extension of this tool are foreseen in order to allow its use on-line by means of a registration in the Agency's website. Since 2006, several organisations under different ministries in the central government administration and an increasing number of municipalities have been self-assessed with the EVAM model.

The **Ibero-American Excellence Model**, designed by the Ibero-American Foundation for Quality Management (<http://www.fundibeq.org>) in 1998 is being promoted by the Spanish Agency for the Evaluation of Public Policies and Quality of Services. Both organisations working together with the International Foundation for the Public Policies and Administration of Ibero- America (FIIAPP) drew up a version of the Ibero-American Model adapted to public administration. In 1999, the first edition of the Ibero-American Quality Award took place. There are a number of examples of Spanish administrative units which have used this model to compare the results obtained with the assessment results from EFQM model use. More info:

http://www.aeval.es/en/calidad_de_los_servicios_publicos/programas_de_calidad/programa_evaluacion/index.html

United Kingdom:

Many organisations will use excellence models and standards of various types. Some are sector specific. There is no 'national programme' as individual organisations are best placed to decide the best use of excellence models in the particular circumstances of their own business.

7 INTERNATIONAL QUALITY STANDARDS

As regards the use of international quality standards in public administrations, the application of ISO 9000 quality standards is at the forefront (in Danish administration since 1985), and ISO 14000 environmental standards; ISO 17020 and ISO 17025 should also be mentioned. Technical standards in public administration are used practically in all Member States, since numerous laboratories or technologically highly demanding organisational units require their application as a precondition for functioning.

Czech Republic:

ISO 9000 is the most widespread: Vsetin City and Ceska Lipa City in 2001, in 2002 – 2007 other city authorities; at the end of 2007, about ten public administration authorities had ISO 9001 certificate.

ISO 14000 was implemented in 2001 in Vsetin City together with ISO 9001; this is the only implementation of ISO 14000 in the Czech public administration.

ISO 17799 - information security standard was implemented in 2006 individually in two authorities: Slapanice City - City Authority (together with ISO 9001) and Regional Authority of Pardubice Region.

Denmark:

Accreditation based on common European standards has been in use since 2002. These international quality standards are very widespread in the Health Sector. The standards have been developed in accordance to the requirements set up by the ALPHA-programme, which has been developed by The International Society for Quality in Healthcare.

Link: http://www.ugeskriftet.dk/portal/page/portal/LAEGERDK/UGESKRIFT_FOR_LAEGER/TIDLIGERE_NUMRE/2004/UFL_2004_19/UFL_2004_19_42922.

France:

ISO 9000 certification has been adopted by several departments. For example, in the Ministry of finance:

- Within the public Treasury network: the missions of economic and financial expertise (MEEF) for their expertise services, to the audit, expertise and control mission (MAEC) for its external and internal national audit services and to the Lille collection centre for its activities;
- International network of the Minéfi (DGTPE/UBIFRANCE), for its support services to the international development of the French companies;
- 9 DRIRE (regional directions of industry, research and environment), for all their activities;
- Central administration property department.

In addition, 9 analysis laboratories of the SCL (Central Laboratories services) are accredited COFRAC (EN ISO 17025).

(see <http://www.budget.gouv.fr/ministere/qualite/demarches.htm#certifications>)

Hungary:

The ISO system is widely disseminated in the Hungarian public administration, since the middle of 1990's.

Italy:

Several administrations have been using ISO 9000 standards to certify their services, such as local governments (schools, user relationship office, elderly services, training, etc.), healthcare organisations (laboratories, cleaning services, etc.) and central administrations.

However, the diffusion of ISO standards has never been supported by the Department of Public Administration in a top-down fashion; instead, the choice of the most adequate standards and their control have been left to the autonomy of individual administrations.

Lithuania:

ISO 9000 quality standards are the most popular quality management model in Lithuanian public administration, used by 31% of public sector institutions. Not all quality systems implemented according to ISO 9000 standards in the institutions are certified. Certification implies that the system fully complies with the standards, and most institutions usually get certification. In the future more institutions are going to start implementing the ISO 9000 quality standards. Other QM models are used by 20% of public administration institutions; a number of institutions have specific standards such as: LST EN ISO 17025, 17020, Balanced Scorecard.

Poland:

ISO 9001 was implemented, among others in the Ministry of Interior and Administration, the Ministry of Justice, the Office of Civil Service, some Departments in the Ministry of Economy.

Outside central administration over 100 of Tax Offices already certificated.

Portugal:

It is common for Portuguese public services (mainly at local level – municipalities) to establish agreements with private consultants to implement ISO standards. There is also some cooperation with national quality associations for the purpose of carrying out quality and innovation activities. The DGAPE has a recent protocol with one private ISO certification institution, but the application in PA does not yet have significant expression.

Slovenia:

In 1997, the first two ISO 9000 quality certificates were gained in Slovenian state administration: the Slovenian Intellectual Property Office and the Metrology Institute (MIRS).

In 1999, the first administrative unit followed, namely the Ljutomer Administrative Unit; in 2000, the first ministry (Ministry of Transport); and in 2001, the first government office (Government Centre for Informatics).

The number of PA organisations applying quality management systems according to the ISO 9000 quality standards is increasing steadily. Introducing quality management systems according to ISO 9000 in PA organisations has been supported by the Ministry of Public Administration since 1999, basically by assuring different methodological tools (publication in 2000, testing customer satisfaction and employee satisfaction in 2000 and developing training programmes for quality). In 2002, an agreement between the Ministry of Public Administration and one certification organisation was concluded to lower costs of formal certification procedures for about 10 administrative units.

Spain:

There are many public organisations that have implemented a quality system according to ISO 9001:2000, especially in local administration.

There are 14 certification bodies accredited by ENAC (national accreditation body) for the certification of QM systems in public administration. Among these bodies, AENOR is the general leader in certification in Spain. It has issued nearly 18,000 ISO 9001 quality management certificates and more than 3000 ISO 14001 environmental management certificates, and has certified nearly 72,000 products with the AENOR Mark  for certified products or services of companies and administrations. For more information see <http://www.aenor.es/>

ENAC also is responsible for the accreditation of public units acting as conformity assessment bodies: laboratories, inspection bodies, environmental verifiers, trade verifiers of greenhouse gas emission allowances, providers of intercomparison programmes and control bodies. For instance, a number of public laboratories performing test and calibration activities have been accredited by ENAC according to ISO 17025. For more information see <http://www.enac.es/>

8 QUALITY CONFERENCES

The great majority of EU Member States (22, according to data from June 2008) organise national conferences on quality in public administration. Certainly, the organisation of such conferences has various traditions in different Member States – from the first realisation this year to well established traditional national conferences.

Member State	Short description
Austria	Once a year, a CAF day is organised.
Belgium	<p>The first national Belgian quality conference took place from 10 to 11 October 2001, the second from 12 to 13 November 2003 and the third was in November 2005. On 20/11/2007, we had our fourth quality conference “Public service in motion: changing to improve”, with 600 participants also from France and Holland, at which best practice cases were presented by administrations in Belgium (federal, regional, local). Two keynote speakers, Prof. David Baker (UK) “Strategic change management in public sector organisations” and Prof. Robert F. Rich (USA) “Transformational leadership: how each civil servant can change the perception of citizens regarding the role and purpose of government”. Three case studies were selected for the European quality conference in Paris in October 2008.</p> <p>http://www.publicquality.be/pubqual/joomla/index.php?option=com_content&task=view&id=88&Itemid=92</p> <p>The Flemish and Walloon regions and the French community organise their own conference each year.</p>
Bulgaria	Several conferences were organised in 2006 and 2007, but not on a regular basis. The plans of the MSAAR are to organise quality conferences annually (in June) and to continue to promote QM tools and good practices. In July 2008, such a conference will take place in Sofia.
Cyprus	The 1 st Quality Conference was held in May 2008 The objective is to introduce quality awards at such conferences.
Czech Republic	<p>Since 2003 Each year in November, the International Quality Conference is organised in the context of the European Week of Quality in the Czech Republic. Since 2003, it has been a part of the programme focused on quality in PA.</p> <p>Since 2004 December 2004 – 1st National Conference on Quality in PA in Ostrava December 2005 – 2nd National Conference on Quality in PA in Plzen January 2007 – 3rd National Conference on Quality in PA in Liberec January 2008 – 4th National Conference on Quality in PA in Karlovy Vary Conferences are organised by the Ministry of Interior with a selected regional authority.</p>

Member State	Short description
Denmark	The SCKK arranges quality management conferences on a regular basis. Major events were held in 2003, 2005 and 2007, and training, network events and smaller conferences take place on an on-going basis. (Link: http://www.sckk.dk/visSCKKArtikel.asp?artikelID=3508)
Estonia	An annual quality conference takes place in Estonia organised by the Estonian Association of Quality. This conference is targeted to both the public and the private sector. More information at http://www.eaq.ee/index.php?id=289&lang=1
Finland	Every other year, linked to the preparatory process for European QCs. The latest quality conference at beginning of 2008 was actually organised as five separate events (approx.100 participants each) in different regions of Finland. This proved to be an excellent way to attract new audiences.
France	<p>The “regional conferences for modernisation” (RRM, recontres régionales de modernisation) are organised jointly by the Ministry of the Interior and the Ministry of the Budget. They are held on a monthly basis in the various administrative regions of France and constitute an important mobilisation time for local State services. These meetings are the occasion to assess the actions led at regional and “departmental” level, and to exchange views on the difficulties, successes and lessons learned.</p> <ul style="list-style-type: none"> - During theme-based workshops in the morning, the actors (local service managers, staff) have the opportunity to share experiences on best practices, with the participation of national experts. - In the afternoon, a debate with the Director General for State Modernisation, and the Secretary General of the Ministry of the Interior allows clarification of some aspects of the main themes of the State modernisation policy (public management, electronic administration, simplification and quality of service). <p>These meetings will nourish the national strategies for accompaniment and deployment of State modernisation projects. They will continue, in other forms, in coordination with the network of local actors for modernisation. Quality awards for public services (“les Trophées de la qualité”) are organised on a yearly basis (see below).</p>
Germany	CAF User Conferences in 2002, 2003, 2005 with more than 100 participants QM Exchange of Experiences since 2000: yearly with at least 30 participants
Greece	On December 2007, a quality conference at national level was organised for the first time. During the conference, issues on quality in public administration were discussed and the three best cases of the 1 st National Quality Award were presented. This was the first such conference at national level. Similar conferences on quality with a narrower scope, i.e. quality at local government level, are organised occasionally by local authorities.
Hungary	In Hungary, two quality conferences have been organised in order to highlight best practices and support public administration agencies’ efforts for quality. Hungary organised the closing conference of the CAF regional benchlearning cooperation, participating with Austrian, Slovak, Czech and Hungarian public administration bodies.

Member State	Short description
Ireland	The Department of the Taoiseach organises quality conferences at least once, and sometimes twice, per year. These conferences are held to ensure that public service organisations are aware of new and emerging trends and tools to improve customer service.
Italy	From 2001 to 2006 – Innovators’ Day, organised by the Department of Public Administration. In the framework of Forum PA (the main fair of public administrations in Italy), a whole day is devoted to sharing good practices in fields relevant to PA innovation and quality improvement (customer satisfaction, communication, organisational wellbeing, inclusive decision-making, etc.). The Quality Awards ceremony has been taking place on Innovators’ Day.
Latvia	<p>Annual quality conference organised by the Latvian Association for Quality and the Ministry of Economics</p> <p>This conference, dedicated to total quality management issues, has been organised annually in Latvia since 1997. The conference has grown since then in terms of the number of participants as well as in terms of scope. During the conference, the Quality Award is issued by the Prime Minister.</p> <p>Annual Public Administration conference</p> <p>There are conferences dedicated to current events in public administration each year in winter. They also cover the issues of QM, but they cannot be called quality conferences, as the topics cover different aspects of public administration. Last year, the conference was called “Effective governance and partnership” (November 2007) and it also involved the QM matters, but also included human resource management issues, public and private partnership issues, and ICT development issues. Nevertheless, QM issues might expand in the agendas of forthcoming conferences.</p>
Lithuania	<p>In 2005, the first quality conference “Quality in Lithuanian Public Administration” was held. Representatives from state and municipal institutions took part in the conference. Representatives presented and publicly discussed suggestions on how to improve the performance of public administration institutions. Results of the first national best practices selection were presented and discussed. The Minister of the Interior awarded the representatives of the best projects, and these representatives had the honour of representing Lithuania at the European Union Quality Conference in Finland. Moreover, the results of the use of CAF in public administration institutions were discussed.</p> <p>In 2007, the second quality conference “Public Administration Quality for Citizens” took place, dealing with how to improve the quality of the public administration system. As in the first conference, best practices examples were presented and the best examples were awarded.</p> <p>According to the 2007–2010 Action Plan for Implementation of the Strategy for Public Administration Development up to 2010, quality conferences in Lithuania will be organised every two years. The Ministry of the Interior is responsible for organising conferences on CAF (CAF events) and problems related to using the CAF. The Ministry of the Interior organises quality conferences every two years.</p>

Member State	Short description
The Netherlands	<ul style="list-style-type: none"> ▪ InAxis Innovation Festival (March 2008) ▪ National Conference on service norms and customer-oriented civil service (April 2008) ▪ National Conference on quality and safety in healthcare (June 2008) ▪ VNG road show on municipal services (throughout 2007 and 2008) ▪ INK annual conference (every year) ▪ And more...
Poland	<p>On the national level quality conferences are mainly organised as events related to particular project or quality awards, thus are not organised regularly. In tax administration quality conferences are not organised on regular bases. These are rather local initiatives. Such meetings provide an opportunity for exchange of experiences and good practices among units.</p>
Slovak Republic	International Conference: CAF Model in PA, since 2003
Slovenia	<p>Since 2001, the Ministry of Public Administration has been organising annual conferences on quality and business excellence in Slovenian public administration. Since 2002, the selection of examples of good practices for the conference has been carried out in the form of a public invitation; public administration bodies and organisations compete among themselves to be a part of the conference's programme and to receive the <i>Good Practice</i> award.</p> <p><i>Quality Conferences:</i> 2001: On the Path Towards Business Excellence, 30 May 2001 2002: From the Idea of Quality to Good Practices in Public Administration, 27 November 2002 Since 2003: Good Practices in Slovenian Public Administration</p>
Spain	<p>The first National Conference on Quality of Public Services focused on "Quality for Governance" was held in November 2007. This conference was organised by the Spanish Agency for the Evaluation of Public Policies and Quality of Services in collaboration with seventeen autonomous communities, the municipalities and provinces, the Spanish Federation and the National Agency for University Quality Evaluation and Accreditation. The purpose of the conference was to join the approaches and interests of public administrations and the private sector, to reach agreements on institutional quality through cooperation and citizen participation as co-producers and co-evaluators of public services. After this first conference, it was established that this kind of event will be organised biennially and will be held by different levels of administration.</p> <p>For more information on the conference see: http://www.aeval.es/es/difusion_y_comunicacion/actualidad/actividad_institucional/2007_11_5_y_6.html http://www.aeval.es/comun/pdf/FINALISTAS.pdf</p> <p>In the central government administration there is no connection between this national conference and Excellence Award in PA.</p>

Member State	Short description
Sweden	Expo and Conference on Quality in the Public Sector and Society (Kvalitetsmässan). KvalitetsMässan 2007 was the tenth biannual congress, which started in 1989 and attracts several thousand delegates from the whole of Scandinavia. The aim of the conference is to inspire and support the improvement and quality development of public services and society at large.
United Kingdom	No central records are kept on conferences organised. Many conferences take place over the course of the year, organised by a wide variety of organisations. The subject matter also varies widely and may be subject- and/or sector-specific. No central quality conference on public administration is organised.

9 QUALITY AWARDS

In the majority of cases, Member States join conferences on quality with rewarding achievements in the field of quality. In the selection procedures, countries use various models or approaches to assess applicant organisations. As the basis for assessing the State, the CAF model is used in some places (e.g. in the Czech Republic, Greece and in some countries only indirectly); elsewhere, their own quality or excellence models are used, and in some countries, a range of several criteria is used.

Member State	Award
Austria	Speyer, since the 1990s EPSA, since 2007 Austrian Administration Award, since 2006 National Award, since 2005
Bulgaria	<p>In June (on the occasion of State Administration Employee's Day), the Minister of State Administration and Administrative Reform awards public institutions for their contribution to the process of modernisation of the administration. The awards have been given since 2006. Awards have been granted in the following categories:</p> <ul style="list-style-type: none"> ▪ "Accessible and quality administrative service delivery" ▪ "Best on-line services" ▪ "Effective human resources management" ▪ "Best PR practice in state administration" <p>In 2003, 2004 and 2005, the Institute for Public Administration and European Integration organised several competitions and awarded good practices in the areas of administrative service delivery, e-government, transparency, etc.</p>
Czech Republic	<p>National Award for Quality in PA, since 2006 (awarded at the International Quality Conference within the framework of the European Week of Quality in the Czech Republic) For the PA sector, two instruments are available – EFQM model and CAF model. The award is organised by Czech Quality Award Association.</p> <p>Award of the Ministry of Interior for Quality in PA, since 2005 (awarded at the National Quality Conference in PA). The purpose is to recognise every substantial effort for improvement of quality and to accept other methods apart from EFQM and CAF, furthermore to show higher appreciation to organisations which reached high quality standards. There are three levels of the award: bronze for organisations which have improved quality, but did not achieve necessary parameters, and silver for those authorities who have already achieved the necessary parameters. For PA authorities, there are following acceptable instruments: CAF, ISO 9001, ISO 14001, ISO 17799, Balanced Scorecard, Benchmarking, Citizens Charters and Local Agenda 21. The highest grade (gold) is the National Award for Quality, awarded as of 2008.</p> <p>Award of the Ministry of Interior for Innovation in PA Special award for an innovative solution in PA as an example of good practice.</p>

Member State	Award
Denmark	The Danish Quality Award, since 1997
Estonia	<p>Estonian Quality Award, since 2001 Since 2001, the Quality Award has been organised by the Estonian Association of Quality, Enterprise Estonia and the Ministry of Economics and Communication. This award has mainly been focused on the private sector; however, the public sector may take part in this as well. Mainly secondary schools and vocational schools have been participating in past years. More information at http://www.eaq.ee/index.php?id=308.</p> <p>In 2003, the Quality Award for the Public Sector was organised by the Ministry of Finance. This award was a pilot project based on the CAF.</p>
France	<ul style="list-style-type: none"> ▪ les trophées de la qualité (Public Service Quality trophies) (since 2003) ▪ Prix français de la qualité et de la performance” (French Award for Quality and Performance), since 1992 ▪ “Prix territoria”, since 1987 <p>The Public Service Quality trophies were created in 2003 by the Ministry in charge of State reform, in order to send a strong signal:</p> <ul style="list-style-type: none"> ▪ to the public, about the wealth of outstanding initiatives taken in the administration, and ▪ to civil servants, to restore their confidence in the administration’s capacity for modernisation. <p>The objectives were the following:</p> <ul style="list-style-type: none"> ▪ to enhance outstanding initiatives ▪ to encourage innovation ▪ to improve the image of the State administration ▪ to share good practices <p>Initially dedicated to the State services, the award was gradually opened to public agencies controlled by State, to courts, to social welfare agencies, to public establishments and organisations in the social and medico-social sector. In 2006, it was opened to local and regional governments.</p> <p>Categories have been defined according to various priorities:</p> <ul style="list-style-type: none"> ▪ From 2003 to 2006: reception, remote services, management, partnership, language simplification, services to disadvantaged persons, listening to users, user participation, etc. ▪ 5 categories in 2007: reception and guidance, administration more accessible to disadvantaged persons, simplification of administrative formalities, rethinking of user-oriented organisations, improved quality of internal service delivery ▪ In 2006, creation of a consumer organisation award <p>To evaluate 60 to 100 candidates each year, the jury grew from 8 members in 2003 to 16 in 2007.</p> <ul style="list-style-type: none"> ▪ a jury of public figures with a variety of cultural approaches (civil servants, representatives of large companies, former award winners, etc.); each candidate’s application is examined by 7 jury members ▪ an evaluation grid based on 4 criteria: relevance, method, outcomes, exemplary nature ▪ a rating grid (scoring from 1 to 10)

Member State	Award
	<p>The evaluation process</p> <ul style="list-style-type: none"> ▪ 1st meeting: sharing on evaluation methods, dividing up cases and individual examination by each jury member ▪ 2nd meeting: short list of roughly 20 applications ▪ Onsite visits to “short-listed” candidates ▪ 3rd meeting: feedback from visits and selection of award winners ▪ In 2006, onsite visits put in place to supplement application examinations <p>Prizes are awarded to winners during a one-day seminar on quality</p> <ul style="list-style-type: none"> ▪ An event attended by some 300 directors, project managers, actors in public quality and other participants ▪ The trophy awards ceremony is part of a seminar on quality, in the presence of the Minister ▪ Media coverage (radio, local press, websites) <p>In 2007, 65 candidates competed in 5 categories :</p> <ul style="list-style-type: none"> ▪ Improving user reception and guidance ▪ Bringing administration closer to disadvantaged persons ▪ Simplifying administrative formalities ▪ Rethinking user-oriented organisations ▪ Improving the quality of internal service delivery <p>+ a <i>Consumer Award (900 associations contacted)</i></p> <p>Award winners and runners-up were six State services (Finance, Agriculture, Gendarmerie, Justice, Education, Defence), three local authorities, a social welfare body and one association.</p> <p>French Award for Quality and Performance (Prix français de la qualité et de la performance) :</p> <p>Organised since 1992 by the French Movement for Quality (MFQ) and the Ministry in charge of Industry, the French Award for Quality and Performance (PFQP) recognises the efforts made as regards quality management by French economic actors.</p> <p>Opened to any entity numbering less than 500 people, from the public or private sector, this award is granted after a national competition among the laureates of regional awards. The simple and rigorous evaluation method makes it possible to appreciate the value reached by the candidates as regards quality management.</p> <p>See http://www.mfq.asso.fr/index.php?date=2008/04/30&rub=245&lg=1</p> <p>Prix Territoria :</p> <p>See http://www.territoria.asso.fr/</p> <p>(Case/detailed description available in the matrix.)</p>

Member State	Award
Germany	<p>In the beginning, a National Award was organised by the German University of Administration (DHV) in Speyer; since 2007 we have had a European-oriented award, the EPSA. The Ministry of the Interior, together with Austria and Switzerland as the initiators of EPSA, is playing an active role in the planning of the next round. The first EPSA Award was held on 12–13 November in Lucerne (Switzerland) and a second event is planned for 2009.</p> <ul style="list-style-type: none"> ▪ The EPSA offers applicants maximum benefits as a learning platform, with contacts and efficient knowledge transfer within Europe. Participants can cooperate within an EGPA practitioner group. ▪ The EPSA offers all innovative public authorities the opportunity to be rewarded – irrespective of the size or type of administration or the cultural sphere in which it operates. ▪ The EPSA focuses on highly topical thematic items – in this way, applicants receive valuable input for their own administrative work. ▪ The EPSA works with an independent, acknowledged, international jury – the assessment of the case study includes a position definition and a benchmark, while indicating potential for improvement. ▪ Participating administrative bodies improve their image by publishing the results in publications, on the website and in professional journals. ▪ Participation in the competition is free of charge. The application process is simple and clear. <p>After the first award, which took place in November 2007 in Lucerne, it is planned to continue this event; the next one will take place in 2009. It is the aim of the initiators to achieve a larger platform for organising and funding this European Award.</p>
Greece	<p>In a wider effort to promote quality, the Ministry of Interior has launched, for the first time in 2007, the “National Quality Award for Greek Public Organisations”, which aims at identifying and awarding top performers on CAF use. A number of central, regional and local government organisations have implemented the CAF and applied for the award. The 3 winners were:</p> <ol style="list-style-type: none"> 1. The Validation of Applications & Marketing Authorisation Division (<i>DDYEP</i>) of the National Organization for Medicines of Greece 2. The Byzantine and Christian Museum 3. The Directorate of the Organisation and Operation of Citizens’ Service Centers of the Ministry of Interior
Hungary	<p>Quality award in public administration, since 2004</p> <p>To recognise the activities of public administration agencies with outstanding quality results, the Minister of the Interior founded the Hungarian Public Administration Quality Award in 2003. The first awards were granted on 1 July 2004. The Minister may grant five awards each year. The winners are selected on the basis of applications upon the recommendation of the Hungarian Public Administration Award Committee. Applicants must meet four fundamental conditions:</p> <ul style="list-style-type: none"> ▪ continuous, strategic quality development in the organisation; ▪ application of a quality management system – CAF was separately named in the ministerial decree founding the Award; ▪ continuous monitoring of customer satisfaction; ▪ practical application of development principles based on learning from each other and on benchmarking.

Member State	Award
	<p>Public administration agencies must present their respective organisations on the basis of CAF criteria in the applications submitted for the award. Though the application of CAF is not a mandatory precondition for granting the award, we intend to encourage the dissemination of CAF in Hungary indirectly by means of the above-mentioned tools.</p> <p>Since 2006, the awards have been given by the Minister heading the Office of the Prime Minister.</p> <p>Detailed list of winners available in the matrix.</p>
Ireland	<p>At a central level, the Department of the Taoiseach organised the “Taoiseach’s Public Service Excellence Awards” every two years, to reward and recognise projects that have illustrated particular improvement in administration or service delivery to customers.</p> <p>Entries are sought from all public service organisations. A selection committee then assesses and shortlists a certain number of projects. These projects are then assessed in greater depth and 20 awards are then made by the Taoiseach. There are also at least two showcase conference events where the successful projects are presented.</p> <p>Further details of these awards can be seen at: http://www.bettergov.ie/eng/index.asp?docID=427</p>
Italy	<ul style="list-style-type: none"> ▪ “100 projects at the service of citizens” (Centro Progetti al Servizio del Cittadino) since 1995 ▪ Integrated Plans for Change (Piani Integrati del Cambiamento), since 2003–2004 (awarded at the conference: Innovators’ Day) ▪ Quality Award (Premio Qualità PA), since 2005 (awarded at the conference: Innovators’ Day) <p>Awards of the Department of Public Administration: 100 projects at the service of citizens (Cento Progetti al Servizio del Cittadino) The 100 best projects aimed at introducing mechanisms that improve the relationship between the PA and citizens are awarded. The Successes of Cantieri (I Successi di Cantieri) Administrations that have used the VIC (integrated evaluation of change) and, subsequently, have defined an integrated plan for change management (aimed at addressing weaknesses) are awarded. Quality Award (Premio Qualità PA) Administrations engaged in continuous improvement processes aimed at improving responsiveness towards citizens and the quality of services is awarded. This award concerns administrations that have used CAF as an evaluation tool.</p> <p>Other, more specific, awards exist which address particular policies and are governed by actors, public or private, other than the Department of Public Administration. Some of these may be found at: http://www.buoniesempi.it/iniziativa.aspx?iniz=CPA.</p>

Member State	Award
Latvia	<p>Latvian Quality Award, since 1997 (awarded at the Annual Quality conference)</p> <p>Latvia's Quality Award is an incentive aimed at motivating people to address quality issues and the requirements of the market economy. Public administration institutions are assessed separately according to the criteria set for large companies. This award is based on EFQM criteria, and private as well as public organisations can participate. Established in 1997 by adopting Regulation No. 419 "Regulation on the Quality Award" by the Cabinet of Ministers.</p> <p>The award in the public sector has been granted since 2004, and until now two institutions have received it:</p> <ul style="list-style-type: none"> ▪ The Latvian National Accreditation Bureau 2006 (www.latak.lv) ▪ National Ltd. "Latvijas Vēstnesis" (national newspaper) 2005 (www.vestnesis.lv (Latvian only)) <p>Effective Management Award, 2007 (awarded at the Annual Public Administration Conference and dedicated to the problems of "Effective governance and partnership)</p> <p>Criteria:</p> <ol style="list-style-type: none"> 1. Description of organisational management 2. Introduction of service <ol style="list-style-type: none"> a) connectedness with strategy, mission, etc. b) communication strategy, availability of information, involving citizens/customers in the service development process c) quality, risk and finance management systems – improving service quality 3. Results <ol style="list-style-type: none"> a) description (indicators, analysis) b) innovative approach c) organisational benefits/change d) <p>The awarded state institution was the State Social Insurance Agency (www.vsaa.gov.lv) and the award for local governments was given to the Jekabpils City Council (www.jekabpils.lv)</p>
Lithuania	<p>There are no special quality awards in Lithuania. Nevertheless, during the quality conferences held every two years the best projects involving best practices are awarded with a certificate, prize and the opportunity to represent Lithuania at the Quality Conference for Public Administration in the European Union.</p> <p>The first time Lithuania took part in the third Quality Conference for Public Administration in the European Union 3QC. Three best practice cases from Lithuania were presented at the conference:</p> <ul style="list-style-type: none"> ▪ Building a Civil Servants' Training System ▪ Development of an Education Quality Management System ▪ Quality Management in Health Care Institutions

Member State	Award
	<p>At the Quality Conference for Public Administration in the European Union 4QC, the following best practice cases from Lithuania were presented:</p> <ul style="list-style-type: none"> ▪ Adaptation of Recreational Objects in the Forests for ▪ Psychically Disabled Needs ▪ Implementation of the Integrated Model of Health and Social Care ▪ One-Stop Shop in Vilnius
Luxembourg	<p>Luxembourg Quality Prize, since 2004 See http://www.mlq.lu/</p>
The Netherlands	<ul style="list-style-type: none"> ▪ Citizen's Charter Award, since 2008 (awarded during the National Conference on service norms and customer-oriented civil service) ▪ INK award, since 1994 (awarded during the annual INK Conference) ▪ Leadership awards ▪ Young Public Servant of the Year (by FUTUR, a national network for young public servants) ▪ And more...
Poland	<ul style="list-style-type: none"> ▪ Competition for the most friendly government office, annually 2001–2006 ▪ Competition for the most friendly local government office in 2006 ▪ Polish Quality Award organised by the Polish EFQM Partner since 1995 (since 2002 with a category for public organisations) ▪ Tax Office friendly to business, organised by Business Centre Club in cooperation with the Ministry of Finance since 2002 <p>The competition for the most friendly government office was organised by the Office of Civil Service as one of activities supporting the Friendly Administration Programme. The competition was announced each year by the Head of Civil Service. To take part, government administration offices had to complete an application and send it to the Office of Civil Service. The Director General of the office had to agree with a number of auditing activities in the context of the competition. The evaluation procedure consisted of a detailed analysis of the applications and audits of selected offices. There were two ways of verifying the quality of services delivered by the chosen offices: an official audit as well as a mystery shopping procedure. The official audit objective was to check that the information in the application was in accord with everyday practice and to gather additional information in support of the application which could strengthen or weaken the likelihood of an award.</p> <p>The competition was organised under the auspices of the Prime Minister, in cooperation with the nationwide media. Among the jury there were representatives of the Prime Minister, the Ombudsman, the Head of Civil Service, organisations working for transparency in public life, nationwide media, as well as some universities and colleges. The results of the competition were announced at a ceremony on Civil Service Day. The winners were awarded a glass statue of an eagle – the symbol of Poland, transparent and of the best quality. They also got a certificate and the right to use the title of the Most Friendly Office for a year.</p>

Member State	Award
	<p>The competition for the most friendly local government office was held under the auspices of the Minister of Interior and Public Administration in June 2006. The main reason for organising such an event was the need to disseminate best practices (in the field of, for example: better office management, client-focused local policies, e-government administration) among the local authorities. The competition was finished in October 2006 as the Minister of Interior and Public Administration handed out four awards in four categories: small rural communities, small cities, counties and large urban communities. This competition was held only once in 2006 but in the financial perspective 2007–2013 in the Operational Programme Human Capital, our ministry, in the role of Implementing Authority, will promote and implement a very similar project concerning QM in local government offices. This will also be a competition, but organised in the larger scope of sub-state-level administration.</p>
Portugal	<p>Excellence Award in Local Administration, since 1998; Quality Prizes given between 1993–2001 Quality Competition for public services, in 2002 PEX- Excellence Award (EFQM Model), since 1994</p> <p>Portuguese public organisations that award quality prizes are the following:</p> <ul style="list-style-type: none"> ▪ General Direction of Local Autarchies – has been promoting quality competitions for local administration since 1998 ▪ Portuguese Quality Institute – has been promoting, the PEX-Excellence Award (based on the EFQM model) since 1994, and it is sometimes given to public services ▪ In the past, between 1993 and 2001, the Secretary for Administrative Modernisation was responsible for giving 64 quality prizes to central, regional and local services; and in 2002, the Institute for Innovation in State Administration promoted the competition “Innovate with Quality in Public Services – 2002” addressed to central, regional and local levels
Romania	<p>Excellence Award in Public Administration, since 2005</p> <p>Romania has had several initiatives for awarding good practices within the public sector, for instance: excellence awards organised by the Romanian Leaders (7th edition in 2007), the Award for Excellence in Public Administration (3rd edition) and the awards offered by National Institute for Administration (1st edition in 2007).</p> <p>The Award for Excellence in Public Administration is meant to emphasise efforts for developing the Romanian public administration system, to reward the positive initiatives of public administration specialists and important projects implemented by representatives of the local and central administration. The ceremony takes place early and is organised by the portal www.administratie.ro and by the OSC Agency (specialised in communication). http://www.osc.ro/index.php?lang=en</p>
Slovak Republic	<p>National Quality Award of the Slovak Republic, since 2000; based on the EFQM Excellence Model National Quality Award of the Slovak Republic, since 2006; based on the CAF Model</p>

Member State	Award
Slovenia	<ul style="list-style-type: none"> ▪ The “Good Practice” Award, since 2002; awarded at the conference: Good Practices in Slovenian Public Administration ▪ The Business Excellence Prize of the Republic of Slovenia (PRSPO), since 2005, also for public administration organisations <p>See the list of winners as well as the selection criteria available in the matrix.</p>
Spain	<ul style="list-style-type: none"> ▪ National Quality/Excellence Award for PA, since 2000 ▪ Best Practices Award for PA, since 2000 ▪ Knowledge Management Award for PA, since 2007 <p>Some autonomous communities and local administrations have their own quality prizes.</p>
Sweden	<p>Swedish Quality Award, since 1992</p> <p>There is no special quality award for the central government administration. The National Council for Quality and Development investigated the feasibility of founding a special award for the sector in 2000. The investigation recommended that the Government not set up a special award for the central government administration. The basic motivation was that the Swedish Quality Award was sufficient, as it is open to all sectors. The Swedish institute for Quality (SIQ) is responsible for the Swedish Quality Award. The award is open to both the private and the public sector. There have been a number of award recipients from the public sector – a hospital unit in 1996 and a primary school in 2001.</p>
United Kingdom	NA

10 BENCHMARKING

Benchmarking is considered to be one of the most valuable tools. The approach/support at national level may be:

- regular and systematic or only used occasionally;
- internal, national or international;
- promoted via benchmarking and benchlearning projects;
- completely in the hands of individual public administration organisations.

Country experience in this regard is presented in the continuation.

Member State	Benchmarking
Austria	Several ministries benchmark their subordinate organisations (e.g. tax offices)
Belgium	The social security agencies perform benchmarking with their peer review organisation on a regular basis. We are doing internal benchmarking in the social security administration with customer enquiries. On the federal level, we are doing benchmarking with human resource indicators such as absenteeism, turn over, delay in engaging people, day of training, etc. In the Flemish region, they perform benchmarking with the ministries on customer satisfaction and present a report in Parliament every year.
Czech Republic	The method was tested for the first time in a pilot project Price and Performance , which concentrated on cooperation among 6 statutory cities by comparing quality of public services and costs of their provision in the area of collection and liquidation of domestic waste. Implementation of the project proceeded in 2000. Experience on this project was followed by the current Czech-Canadian project Benchmarking in the Area of Extended Powers of Municipalities of the 3rd Type . The project aimed at assistance to municipalities of the 3 rd type (i.e. municipalities with extended powers). The procedure was the following: by means of the method of benchmarking, the contemporary performance of delegated powers was analysed, a comparison among selected municipalities was made and finally the optimal method of provision was then found. The project commenced in the first half of 2003 and lasted till the end of 2004. Financial resources for the project were provided by the Canadian Governmental Agency for International Development. A total of 49 municipalities entered the project and were divided according to the size of their administrative territory into five working groups. Methodologies in 30 areas of performance (e.g. issuing of IDs and driving licences, registers of inhabitants, construction authorities, 9 areas of environment protection, etc.) were developed. 392 data items were collected in each of 49 municipal authorities and processed in 648 comparable quantitative and qualitative indicators describing the processes. The comparisons showed the best performers as well as the weak ones, and provided the management of the municipalities with figures and background information for decision-making concerning performance management and operation of the authority. Results and outputs of the project were presented at the 1 st National Quality Conference in autumn 2004.

Member State	Benchmarking
	<p>In 2005, the follow-up project Benchmarking Initiative 2005 started. The above-mentioned 49 cities decided to continue in the project activities and finance the project themselves. The same data items were collected again and once again repeated in February 2006; these data provided a basis for followed trends. The added value of the method was that the local government staff members were directly involved in the whole process. They themselves chose the areas for benchmarking and developed the methodology for deciding what was relevant for them. This regulated the process and kept it very practical. Moreover, the learning process based on learning from each other's best practices, experiences and approaches was equally very valuable. In 2006, the collected data were spread among the self-government units and a total of 57 agendas were observed. Data have been shared in the on-line database, accessible only to project members.</p> <p>The project continues in 2008 as well.</p> <p>Benchlearning project of regions in the Czech Republic This project started in September 2005 and was based on a comparison of agendas and finding best practices among 12 Regional Authorities. CAF is the basic framework for this comparison. In 2006, the following areas were observed: HR, company car agenda, IT, telephoning and internal processes.</p>
Denmark	<p>Benchmarking is systematically used by the organisations that apply the Excellence and KVIK models. The institutions KREVI and IKAS both systematically conduct benchmarking analyses for the government by comparing municipal and regional jobsolving in a number of different areas. Benchmarking of indicators and results is also widespread at the local government level. (Link: http://www.fokus-net.dk/composite-1625.htm)</p>
Estonia	<p>There are no benchmarking projects taking place as centrally coordinated and implemented. The agencies themselves might have used this approach, but there is no centrally gathered information about this.</p>
Finland	<p>Benchmarking is promoted by the same organisations as quality management in general, e.g. MoF.</p>
France	<p>As a support for the general review of public policies, the Directorate General for State Modernisation is in charge of promoting benchmarking. This activity is conducted among private and public bodies, at international and national level.</p>
Germany	<p>Benchmarking takes place in the federal administration in different areas. The possibility to learn from each other takes place through engagement in the Modernisation Program and moreover during other events, e.g. with top management of administration authorities.</p>

Member State	Benchmarking
Hungary	<p>Benchmarking has been widespread among the public administration agencies using quality management tools. In practice, several organisations apply principles based on learning from each other within a given sector and among sectors as well. Hungarian organisations contributed to regional CAF benchlearning cooperation with their Austrian, Slovak and Czech partner organisations intensely in 2005–2006. We have disseminated online the European CAF good practices handbook in the Hungarian language. (Link: https://caf.meh.hu/)</p> <p>We have also created a Hungarian good practices handbook using the European CAF good practices handbook as a model. (Link: https://caf.meh.hu/)</p>
Ireland	<p>The OECD has recently undertaken a major benchmarking review of the Irish Public Service, comparing it with other administrations. As part of this process, the approach taken by Ireland to customer service was examined. At national level, surveys undertaken can be utilised in benchmarking across public service organisations.</p>
Italy	<p>Benchmarking and definition of common standards are not a widespread practice, even for those administrations which have adopted Citizens Charters, whereas other bodies are promoting benchmarking in PAs using data related to the local authorities.</p> <p>The recent National Plan for Quality in Public Administrations has relaunched benchmarking practices through two projects: the Quality Barometer (definition of administrative performance indicators relating to quality dimensions linked to administrative capacities in sectors such as Justice and Education); Benchmarking Q Club (several municipalities adopting a single set of quality indicators for State-transferred services and for communication services).</p>
Latvia	<p>For example, as already mentioned, the Ministry of Finance organised a benchmarking project together with the Ministry of Finance of Finland, and introduced CAF in 2007. But cooperation of a different kind and level takes place not only internationally, but also between local institutions. It is also a rather popular way of learning among local governments.</p>
Lithuania	<p>Benchmarking is implemented according to quality conferences, CAF events and seminars. Benchmarking is also used by CAF users.</p>
Luxembourg	<p>For the central public administration:</p> <ul style="list-style-type: none"> ▪ Quality Day for the public sector ▪ Conference during the annual National Quality Week ▪ Breakfast quality meetings ▪ Quality cluster meetings ▪ European Conferences and meetings, presentation of best practises
The Netherlands	<p>Benchmarking public services is not a simple matter. Comparing the performance of public organisations can be very complicated, because their objectives, being social, are often difficult to measure. We also have to take account of the political and administrative aspects of operations in public organisations. The exchanging of knowledge gained in benchmarking public services can help speed up the learning process.</p>

Member State	Benchmarking
	<p>There are several coordinating organisations within the public sector that stimulate and facilitate benchmarking:</p> <ul style="list-style-type: none"> ▪ The Ministry of the Interior established a Benchmark Centre in 2008, the goals of which are to: <ul style="list-style-type: none"> ▪ position ourselves as a centre of expertise on benchmarking, with the focus on the learning aspect of benchmarking; ▪ advise organisations on which methods of research to use, which existing benchmark they can join, which organisations they can approach, how to turn benchmark results into action, etc.; ▪ take part in actual benchmark projects; ▪ develop and market new benchmark tools & instruments which are easy to use and inexpensive so the threshold to start a benchmark will be as low as possible. ▪ The VNG is the coordinating organisation for municipalities in the Netherlands. They have developed the “house of benchmarks”. This virtual house helps municipalities improve the quality of public service, to offer transparency of performance and to improve performance through learning from others. One of their initiatives is the website www.waarstaatjegemeente.nl. On this website hundreds of municipalities are compared by means of 350 index numbers (key indicators). Anyone who is interested in these comparisons (public servants, citizens, etc.) can look them up on this website. Another initiative is the Mark of Quality. Every year municipalities can send in their benchmark (carried out by themselves or private organisation). Benchmarks that meet a list of VNG-criteria get a VNG Mark of Quality. This separates the wheat from the chaff. ▪ The RBB-group (Government Benchmark Group) consists of 28 implementing organisations, such as tax authorities, Patent Centre of the Netherlands, department of waterways and public works, etc. Its centre point is learning and sharing knowledge through good practices, learning sessions and results. Their benchmarking focuses on deepening understanding and giving meaning to the results/statistics. The benchmarking is carried out by the participating organisations themselves. www.rbb-groep.nl (not in English).
Poland	<p>Benchmarking is used by some institutions from the tax administration and will be further developed in the project Quality Management System for Tax Administration. The benchmarking tool was used after implementing the Institutional Development Programme (IDP), which was aimed at increasing the effectiveness and efficiency of selected local and regional government pilot units in primarily rural communities of Poland and at developing and testing a methodology of institutional analysis. The implementation priorities selected by local government taskforces were based upon a prioritisation of activities from the institutional development (ID) plans and a catalogue of local and regional government management tools. The IDP results from an understanding of the organisation’s state of development in each management area as a result of an institutional analysis, and in the setting of priorities for improvement. As a result of that project, a benchmarking Internet platform was created (www.dobrepraktyki.pl) as a useful tool for ideas exchange for all interested bodies.</p>
Portugal	<p>Portugal does not have a structured strategy or instruments for promoting benchmarking in PA on a regular or formal basis.</p>

Member State	Benchmarking
Slovak Republic	There are certain benchmarking initiatives but not based on the CAF Model or any other model. These initiatives are not coordinated by the SOSMT. The Slovak Republic participated in the International Regional Benchmarking Project based on the CAF Model together with Austria, Hungary and the Czech Republic in 2005–2006. The main reasons for International benchmarking were that many areas of activity demonstrate good practices in an organisation, looking for innovative and creative solutions; the aim is to measure the level of performance in the view of global partners; benchmarking partners were located outside the country (most of participating organisations were monopolies).
Slovenia	Increasingly used among the same type of organisations of public administration; in the case of Slovenia, practical usage is usually among administrative units. In addition to the identification of areas of improvement, this type of learning among the Slovenian administrative units also encourages an exchange of experiences among colleagues (peer review) and raising the level of employee satisfaction. Example: focused professional excursion among administrative units.
Spain	As a matter of fact, there are no systematic ways for comparing results of public performance as formal approaches for benchmarking. Databases are seldom available for this purpose. Nevertheless, there are some instruments for promotion and sharing of good practices in public administrations, as shown in the corresponding paragraph of this template.
United Kingdom	No centrally held records of benchmarking initiatives underway or in current use.

11 QUALITY / CITIZEN'S CHARTERS

Quality/citizen charters are widespread in the EU, being used in the majority of Member States.

Member State	In use	Description
Austria		Quality standards are mainly used by larger cities, for example, Linz. Regional administrations started to take interest in the 2004.
Belgium	Yes, since 1998	At the federal level, many federal public services (civil servant ministry, pension office, social security office, ministry of finance, ministry of economics, ministry of justice, ministry of mobility, etc.) have described their services to the public – what they offer, delays, etc. We also organised a consultation of stakeholders for the agency of food security and the ministry of finance. We have simplified many forms for the food security agency. The Flemish region has a charter for all administrations and agencies. At the local level a great number of administrations have described their engagement to citizens.
Bulgaria	Yes, since 2002	The development and publication of a CC has been obligatory since the end 2006, beginning of 2007. The guidelines were developed in 2002.
Cyprus	Yes	
Czech Republic	Yes, since 2007	The pilot project Improvement of customer services through service charters was organised by the Ministry of Interior and financed by SIGMA in 2006–2007. A total of 7 public agencies participated (from different PA sectors – environment, social care, transport, culture and leisure, audit, communities and associations) and created and used their charters. A handbook with methodology and best practices was published in Czech and English at the end of project.
Denmark	Yes, since 2005	Partly in use. As of the beginning of 2005, all organisations have to define citizen-oriented goals which are clear enough so that results can be measured. The ministry responsible for the institution is also responsible for evaluating whether the goals have been accomplished or not. The results of these evaluations are available to the public. (Link: http://www.fm.dk/db/filarkiv/9156/5.pdf)

Member State	In use	Description
Estonia	Yes, since 2000	<p>The decision of the Government in 2000 to launch the elaboration and implementation of citizen charters. This initiative had two aims:</p> <ul style="list-style-type: none"> ▪ to promote a client orientation in the public sector and to create service agreements between citizens as customers and public sector organisations, and ▪ to link budget costs with real outputs and create measurable indicators for the evaluation of performance of state agencies. <p>So far, quite a few agencies have implemented citizen charters. The Ministry of Finance has centrally gathered this information twice a year and has published the appropriate reports on its website. The Ministry of Finance also provides training and information in this field to agencies.</p>
Finland	Yes, since the mid-1990s	There have been citizen charters since the mid-1990s, but this has never become a widely popular tool in Finland.
France	Yes, "Marianne Charter (since 2005), "Marianne Label" (since 2008)	<p>The Marianne Charter is a set of quality of service commitments that can be adapted to suit a wide range of user groups and services. Following general deployment in January 2005, it is now widely applied within public administration by more than 2,000 departments and courts, as well as by other public bodies. In 2006, the government transformed the Marianne Charter into the Marianne Label – or Marianne seal of approval – which is backed by a set of standards similar to those used in service certification. An independent third party must conduct an on-site assessment before the seal of approval can be granted. Any entity that has a public service remit and that deals with users must apply the Marianne standards. The Marianne Label will enhance the quality of services provided to citizens and encourage the wider application of quality management principles.</p> <p>A new system was tried in November 2006 at 59 pilot sites, including administration departments, courts, local authorities and healthcare facilities. The aim was for these sites to be granted the seal of approval by the end of 2007. The test phase was used to fine-tune the standards and support mechanisms ahead of a broader roll-out in 2008.</p> <p>A second version of the set of standards was introduced in 2008, with a higher level of requirements for reception and new requirements regarding the quality of the service delivered.</p> <p>http://www.thematiques.modernisation.gouv.fr/chantiers/234_58.html http://www.thematiques.modernisation.gouv.fr/chantiers/239_59.html</p>

Member State	In use	Description
Germany	Since the beginning of the '90s	Since the beginning of the '90s, especially in areas which have direct contact with customers and citizens in the local area, e.g. in the fields of health, employment and integration.
Greece	Not in use	Public organisations are obliged by law (Law 2690/1999) to respond to citizens' requests within 50 days. In case the request concerns the issuing of a certificate, the deadline is 10 days. Moreover, every citizen can have access to the public documents which concern him/her. Special committees have been set up at central level at the Ministry of interior and at regional level in each of the 13 Peripheries of Greece to act as watchdogs. If the obligations are not observed, a citizen can apply to a special committee requesting redress. The same law provides that each public organisation (i.e. ministry, municipality) can issue, if it wishes, a Citizen's Charter, where specific deadlines, standards of service, and complaint and redress procedures can be defined. However, the law grants the right but does not establish a legal obligation for public organisations to issue Citizens' Charters. As a result, a limited number of Citizens' Charter have been issued.
Hungary	Yes	<p>The government, along with the local governments and regional state administration agencies – with the voluntary assent of the concerned agencies – implemented a pilot project for the citizen's charter successfully in the county of Bács-Kiskun. In the pilot project, 12 public administration bodies assumed the obligation to continually improve the quality standard of their services in the interest of citizens.</p> <p>Some public administration agencies apply the citizen's charter on a voluntary basis.</p>
Ireland	Yes, since 2002	<p>All Irish public service organisations are required to publish Customer Charters.</p> <p>The Taoiseach (Prime Minister) launched the Customer Charter initiative in December 2002. Under the initiative, all departments and offices are required to publish Charters based around a four-step cycle of Consultation, Commitment, Evaluation and Reporting.</p> <ul style="list-style-type: none"> ▪ consultation with customers and front-line staff in preparation of the Charter ▪ commitment to clearly defined standards of service ▪ evaluation of performance against standards ▪ reporting publicly on the outcome of the evaluation process in their Annual Report

Member State	In use	Description
		<p>A Customer Charter is a short statement describing the level of service a customer can expect from a Government department or office. It should be concise and easy to read. It should be easily accessible, displayed prominently in all public offices.</p> <p>To facilitate the introduction of Customer Charters by departments/offices in early 2004, a comprehensive manual, <i>Customer Charters - Guidelines for Preparation</i>, was published by the Public Service Modernisation Division of the Department of the Taoiseach in September 2003. The guidelines are intended to provide a single point of reference for information on all aspects of preparation of Customer Charters. In consultation with the CMOD, a series of bespoke training modules was developed for those civil servants engaged in developing Customer Charters to match each stage in the development of the Charter process.</p>
Italy	Yes, since 1993	<p>Citizens' Charters were approved in 1994 by a Directive of the Prime Minister concerning the main service sectors (healthcare, education, public transportation, etc.) at all levels of government. A Technical Committee has been created for enforcing Citizens Charters' in Italian public administrations, but it has been suppressed in view of a more decentralised approach to such Charters. Recently, the use of Citizens' Charters has become widespread among those administrations or services which are much closer to users, such as social services and particularly those administrations which have complied with the 1994 Directive.</p>
Latvia	Yes	<p>One of the most common examples of the Citizen Charter is the Citizen Charter of the Road Traffic Safety Directorate that was elaborated during a larger project called "Client flow control system" 1997–2001 (http://www.csdd.lv/?pageID=1129535254 Latvian only)</p> <p>The main characteristics of the quality of services have also been summarised by the State Social Insurance Agency. (www.vsa.gov.lv)</p> <p>An ethical code of civil servants in relation to service delivery and client-related issues was introduced by the State Revenue Service in 2007. (http://www.vid.gov.lv/default.aspx?tabid=4&id=2086&hl=2 the document in Latvian only)</p> <p>Citizen Charters are not widespread through PAs. The above-mentioned examples are the best known, and more examples cannot be found in PA institutions in Latvia. No common charter for all PAs in Latvia has been elaborated.</p>

Member State	In use	Description
Lithuania	Not in use	We do not have Quality or Citizen's Charters in Lithuania, but in the Law on Public Administration there is a paragraph that regulates administrative procedures in public administration institutions. It defines administrative procedures, rights and duties of the participants and the terms used in administrative procedures. Additionally, we have the Instructions on Investigation of Individuals' Applications and Service in Public Administration Institutions and Other Public Administration Entities. Also, there are more specific instructions defining standards of operation, communication and relations between public administration institutions and individuals. The Ministry of the Interior initiated a survey on Citizen's Charters . The aim of this study was to compare Citizen's Charters in EU Member States with laws in the area of public services and to traverse the practical aspects of the usage of Citizen's Charters.
Luxembourg	Not in use	Being designed as part of administrative reform; pilot projects to be started in the first half of 2008.
Malta	Yes, since 1999	Developed and maintained according to the Quality Service Charter Handbook.
The Netherlands	Yes, since 2005	<p>Citizen's Charters are an initiative of the Ministry of the Interior. The aim is to see that all organisations within the government that have direct contact with citizens have a Citizen's Charter by 2011. See attachment for a broad outline of the method used in the Netherlands.</p> <p>Recent developments are the following:</p> <ul style="list-style-type: none"> ▪ As of this year, we use focus groups to study the needs of citizens. Service norms in the Citizen's Charters are based on these needs and not randomly chosen. Other methods we use to examine what citizens really want from municipalities, police forces, etc. are analyses of complaints, front desk research, etc. ▪ Citizen's Charters have been used to define what citizens can expect from a government service. Now, we also are stimulating the use of Charter's for entrepreneurs.
Poland	Yes, since 2005 in tax administration	A Client Relation Strategy was developed and established in tax offices and tax chambers, which is a document regulating methods of work with clients (taxpayers) with the goal of ensuring client satisfaction. The documents also regulate internal and external communication. Apart from tax administration, individual public institutions have also introduced different quality/citizen's charters.

Member State	In use	Description
Portugal	Since 1993	<p>Portugal approved the Quality Charter in public services; this project began in 1993, and since then many public services have adopted this Charter as a tool to engage citizens in quality policies.</p> <p>This document refers to the: organisation's mission and culture, goods and services they produce, quality policy, information and communication system, commitment assumed by the services in their relationship with citizens (citizen's rights to access information), and to complaint instruments.</p>
Romania	Yes	<p>Different authorities acting at the local level (prefecture institutions) are using the Citizen's Charter concept (e.g. Bihor prefecture, http://www.prefecturabihor.ro/).</p> <p>The Romanian Government adopted a memorandum regarding "Necessary measures for improving the quality of public services" (http://www.sgg.ro/docs/File/SGG/memo.pdf, available in Romanian). This memorandum contains a plan for the period 2007–2008 for improving the quality of a number of specific public services: issuing passports, driving licenses, criminal records, etc. Additionally, the memorandum sets certain guidelines for general policy regarding the behaviour of public service providers towards citizens.</p>
Slovak Republic	Not in use	
Slovenia	Not in use	In Slovenia we do not have citizen charters, yet we do have defined standards for operation, communication and relations with public administration customers. These standards are part of the regulations.

Member State	In use	Description
Spain	Since 1999	<p>The Ministry of Public Administration and the Spanish Agency for the Evaluation of Public Policies and Quality of Services are promoting the developing of citizen's charters in central government administration units. A citizen's charter is understood as a document in which a central government administration body informs citizens about the services it is designed to provide, about its quality commitments and about customers' rights.</p> <p>Royal Decree 951/2005, creating the General Framework for Quality Improvement in Central Government Administration established three kinds of citizen's charters:</p> <ul style="list-style-type: none"> ▪ ordinary citizen's charters ▪ inter-administrative citizen's charters ▪ electronic citizen's charters, aiming to inform citizens about available electronic services, including the quality commitments undertaken, the advantages derived and the relevant citizen's rights. <p>So far, more than 200 citizen's charters have been published in the central government administration. Most autonomous communities promote the developing of citizen's charters and have published a great quantity of them. Many municipalities committed to quality have also been developing citizen's charters.</p>
Sweden	NA	
United Kingdom	Yes, since 1996	<p>Charters and the Charter Mark have been in use for many years. A new scheme (Customer Service Excellence) was launched in 2008, which will over time replace the Charter Mark programme.</p> <p>See: www.chartermark.gov.uk www.cse.cabinetoffice.gov.uk</p>

12 MEASURING THE QUALITY OF PA

Measuring quality in public administrations has been shown to be the least developed quality management aspect at EU level. Several Member States indicated that they do not directly measure quality in their public administrations: Cyprus, Czech Republic, Germany, Greece, Portugal, Romania and Slovak Republic.

Conditional (Yes and No) use of measuring the quality of their public administrations was reported by Estonia and Lithuania – they do some measuring, although not as a systematic tool.

Member State	Description
Austria	In key sectors (Finance, Justice...), a project has been executed where mystery shoppers have tested the quality of the service.
Belgium	Yes, since 1998 In 1999, The economy inspectorate used the quality barometer to evaluate customer satisfaction. Results published at: On the website http://www.publicquality.be European and national quality conference information can be found, along with articles on CAF. CAF brochures can be downloaded, and there is a database with CAF applications and good practices, and links on quality in the public sector. We have more than 200 CAF applications registered. At the request of federal public organisations, the organisational development unit can provide theory and practice of using the CAF. Twice a year the Federal Institute of Training organises training on several approaches to quality management and the CAF. There is also a database on the website for all Belgian public organisations to do benchmarking.
Bulgaria	Yes, since 2003 The quality in the PA is measured on the basis of Self-Assessment performed by all administrations according to the EFQM model. There are 4 stages of development – basic, developing, operational and excellent. See example at the end of the table.
Denmark	Partly in use. Quality contracts: As of 2010, municipalities will make quality contracts with citizens that will include clear and quantitative goals within each service area. The municipalities will evaluate their efforts every year and communicate the results to citizens. (Link: http://www.fm.dk/db/filarkiv/19711/aftaler_om_finansloven_for_2008_web.pdf)

Member State	Description
Estonia	Measuring of quality is not done directly, however the annual activity reports of the state agencies submitted to the Ministry of Finance contain some information about their annual performance, including in relation to quality initiatives.
Finland	On the aggregate level there is the Finnish Public Service barometer, otherwise the case here is similar to other issues and it is up to the organisations themselves and there is no centralised data gathered on what methods the organisations use.
France	<p>On 12 December 2007, the Council for the Modernisation of Public Policies decided that the reception of each ministry will be the subject to an external evaluation by a third party, which will be published annually. This measure consists in following the progression of the departments in their practices of the users' reception between 2008 and 2011, for the 4 reception channels (physical, telephone, postal mails and e-mails). Measuring this progression will give legibility to the effective implementation of the 18 engagements of the Marianne reference framework, which will gradually be deployed in the State services between 2008 and 2010.</p> <p>A mystery survey is an efficient assessment instrument which will make it possible to guarantee an objective evaluation of the mechanism. Investigators pass themselves off as users and assess whether the observed practices meet the commitments of the Marianne framework, using an observation and pre-established scenario grid. The results of these surveys could be exploited by territory (region and department) and by ministerial network. Moreover, the quality of public administration has to be measured to comply with legal obligations: According to the constitutional bylaw of 1 August 2001, performance indicators are associated with each programme included in the budget and approved by Parliament. They are measured during budget execution and included in the "annual performance report" appended to the budget review. Some of these indicators reflect the quality of service delivered to users. For example, the tax and revenue department measures the level of implementation of the service standard specified in the programme "Making Tax Simple" ("Pour vous faciliter l'impôt").</p>
Hungary	<p>"Public administration barometer", Link: http://www.meh.hu/szolgaltatasok/kozigfejl/kozig20060510.html</p> <p>CAF results; Link: https://caf.meh.hu/CAF30_Start.dII/EXEC/1/1ftoemI0045avb17qxotb08lexmb</p>
Ireland	Comprehensive surveys of Civil Service customers are undertaken by the Department of the Taoiseach on an annual basis. In addition, all public service organisations are actively encouraged to undertake regular surveys (as part of the Customer Charter process) and other satisfaction measurement / assessment techniques such as mystery shopping, focus groups, feedback processes, etc.

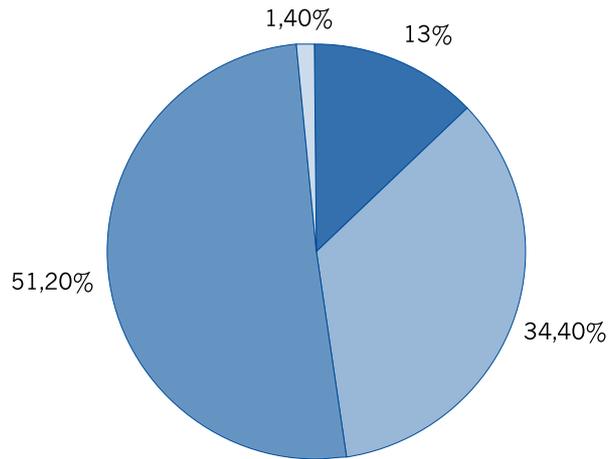
Member State	Description
Italy	Each administration evaluates autonomously its quality and there is no single database gathering all the results. Quality is systematically evaluated only in some PAs. Several surveys have been carried out at the national level concerning specific sectors or specific services. Administrative autonomy, in spite of its importance in allowing organisational specificities to be taken into account, has created a major discrepancy at the national level: there are some areas characterised by a scarce use of quality tools and low quality of public services.
Latvia	There is no system of regular measurement of overall quality of PA. Nevertheless, since 2003 in the guidelines for implementing the results and indicator system, performance management has been one of the top issues of PA. The results and indicators are set, measured and analysed within a policy/document/field. The results help to evaluate the overall quality of PA very indirectly.
Lithuania	In Lithuania there is no systematic measuring of quality in public administration. The Law on Public Administration defines that monitoring is organised in public administration institutions by the Government of the Republic of Lithuania or an institution authorised by it. Additionally, there is control of internal administration in public administration institutions. In 2007 monitoring of implementation of quality management methods in public administration institutions was executed . This survey will be continued every year. In the future a monitoring system of public administration is going to be created. This system will be created with the support of EU structural funds.
Luxembourg	Yes, since 2006 Support for performance indicators with the CAF
The Netherlands	There is no overall system for measuring the quality of PA. There are many monitors that tackle a part of the government, for instance: <ul style="list-style-type: none"> ▪ government scans ▪ output measurements ▪ scans of governmental strength ▪ Electronic services (goal: 65% of services electronically available)
Poland	Yes, since the 1990s in tax administration Quality indicators have been in use in the tax administration since the '90s. They are elaborated by Ministry of Finance. For now they are not many of them, but in the framework of the project described above there will be about 100 indicators elaborated in order to measure quality of services in the tax administration, identify achieved results, measure decision making on task realisation, staff satisfaction measurement, etc. In the IDP a number of indicators were developed to facilitate measuring management in 8 areas, such as strategic and financial management, HRM, project management, economic development stimulation, etc.

Member State	Description
Slovenia	<p>Since 2003 Results published at:</p> <ul style="list-style-type: none"> ▪ CAF: Version CAF 2002: http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/mju_dokumenti/CAF/CAF-1.3-26.02.08.xls Version CAF 2006: http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/mju_dokumenti/CAF/CAF_2006_-_analiza_ver_1.1_27.02.08.xls ▪ Customer satisfaction (yearly): http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/Kakovost/Analiza_primerjava_med_UE_2007.xls ▪ Quality barometer (monthly): http://e-uprava.gov.si/e-uprava/javniStran.euprava?pageid=130 ▪ Administrative unit performance: Several reports available at: http://www.mju.gov.si/si/zakonodaja_in_dokumenti/pomembni_dokumenti/upravne_enote/porocila_2006/
Spain	<p>Since 2006 Observatory for the Quality of Public Services</p> <p>The Observatory for the Quality of Public Services, one of the units in the Spanish Agency for the Evaluation of Public Policies and Quality of Services, is a platform for citizen information and engagement in the design of public services. The Observatory's primary aim is to provide a comprehensive vision of how well public services work. This vision is developed with the help of those involved in such services. It is also published and distributed, mainly to citizens and special stakeholders.</p> <p>The purpose of the Observatory for the Quality of Public Services is to:</p> <ul style="list-style-type: none"> ▪ analyse the quality of public services from the citizens' perspective and propose general improvement initiatives; ▪ do in-depth research on those public services that are the subject of the most public demand or social relevance at a given time; ▪ provide citizens with general information on the quality of services.
Sweden	<p>Since 1989 http://www.kvalitetsindex.se/</p>
United Kingdom	<p>A variety of measures are in place, although there is no central required measure applicable to all organisations. Targets and measures are agreed as part of the overall performance management and business management process.</p>

Example of Bulgaria:

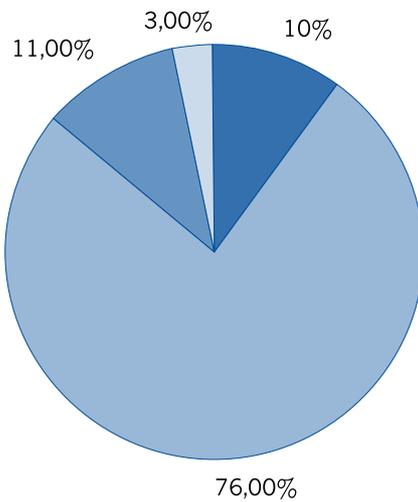
The quality of PA is measured on the basis of self-assessments performed by all administrations according to the EFQM model. There are 4 stages of development – basic, developing, operational and excellent.

Level of development - 2005



Basic Developing Operational Excellent

Level of development - 2006



Basic Developing Operational Excellent

The difference in 2006 comes from changes made in the weights of the different criteria.

13 TESTING CUSTOMER SATISFACTION

Testing of customer satisfaction is being performed in almost all EU Member States. All these countries perform customer surveys, and some also use other tools for gaining insight into their customers' needs.

Member State	Description
Austria	In 2004, a comprehensive customer satisfaction survey was executed.
Bulgaria	In 2002, 2004, 2005 and 2006, surveys were conducted throughout the whole country (centralised). Each administration conducts (more specific) surveys itself, which has been obligatory since the end of 2006.
Cyprus	Since the establishment of one-stop shops in 2005. Surveys are carried out to measure the level of satisfaction of the public in relation to the services provided at the one-stop-shops.
Czech Republic	Since 2004, only in the framework of projects on CAF/EFQM implementation.
Denmark	<p>2000: Citizen satisfaction 2003: Customer satisfaction (local level) 2003: Customer satisfaction (cooperation between state and local level)</p> <p>Local Government Denmark (LGDK/KL) made a guide to how municipalities can conduct customer satisfaction tests. The guide is called the KL-compass and treats a number of questions related to customer satisfaction tests, such as which areas should be measured, what the analysis options are, how big the expenses are, and how the survey can be carried out. (Link: http://www.kl.dk/ncms.aspx?id=454adc0c-0ea6-4c9b-b1d5-3240e21c8dd8)</p> <p>Future: In 2009, a pilot project will be launched with customer satisfaction tests among the elderly, children and handicapped. The goal of these tests is to point out institutions that are doing particularly well, so that other institutions can learn from them. (Link: http://www.fm.dk/db/filarkiv/19711/aftaler_om_finansloven_for_2008_web.pdf)</p>
Estonia	Not centrally co-ordinated, however quite a few state agencies conduct some kind of survey on customer satisfaction. Every ministry and state agency can decide whether it gathers this information.
Finland	The case here is similar to other issues and it is up to the organisations themselves, and there is no centralised data gathered on what methods the organisations use.

Member State	Description
France	<p>Since 2003 Customers' opinions on State services is measured twice a year by an independent organisation: "l'Institut Paul Delouvrier".</p> <p>Mobilising the civil society to modernise the State sector in France is the responsibility of the "Institut Paul Delouvrier". In this spirit, the Institute has broken new ground in France with the inception of a semi-annual barometer measuring the performance of State services as perceived by citizens.</p> <p>A three step approach is followed:</p> <ol style="list-style-type: none"> 1 – Study and measure the satisfaction and expectations of users/customers <ul style="list-style-type: none"> ▪ Method of polls ▪ Analysis of results 2 – Make the barometer known <ul style="list-style-type: none"> ▪ Accountability, transparency (management and evaluation tool) ▪ Stimulate state action thanks to public awareness 3 – State policy implementation <ul style="list-style-type: none"> ▪ Transmit conclusions to the administrative bodies concerned ▪ Refine the analysis with those bodies and identify precise policy measures <p>The "Institut Paul Delouvrier" is an autonomous organisation, free of any political link. It gathers the competences of people experienced in public and corporate management.</p> <p>More : http://www.delouvrier.org</p>
Germany	<p>Since the beginning of the '90s, especially in areas which have direct contact with customers and citizens, the local area, e.g. in the fields of health, employment agencies and integration and the offices of some municipalities.</p>
Hungary	<p>Since the 1990s With the help of a "public administration barometer", the government tested the customer satisfaction in 2005–06 centrally. Link: http://www.meh.hu/szolgaltatasok/kozigfejl/kozig20060510.html</p> <p>Both the government and single public administration agencies attach importance to testing customer satisfaction. Several public administration agencies apply different customer satisfaction surveys on a voluntary basis. All public administration agencies with a developed quality management culture apply this tool. The continuous monitoring of customer satisfaction – supported with benchmark data – is one of the fundamental criteria of the Hungarian Public Administration Award.</p>
Ireland	<p>Comprehensive surveys of Civil Service customers are undertaken by the Department of the Taoiseach on an annual basis. In addition, all public service organisations are actively encouraged to undertake regular surveys (as part of the Customer Charter process) and other satisfaction measurement / assessment techniques such as mystery shopping, focus groups, feedback processes, etc.</p>

Member State	Description
Italy	<p>In 2003, the Department of Public Administration issued a Customer Satisfaction Handbook (http://www.cantieripa.it/allegati/Customer.pdf) and in 2004 the approach reported in this handbook was implemented in 100 public administrations. The results have been illustrated in a report (http://www.cantieripa.it/allegati/Amministrazioni_in_ascolto.pdf), and a website was created showing the main steps of the survey (http://www.cantieripa.it/inside.asp-id=1916.htm).</p> <p>The National Plan 2007–2010 will define a model to carry out an online customer satisfaction survey for services. The Department of Public Administration has also carried out a general survey on citizen's perception of public administration.</p>
Latvia	<p>Customer satisfaction measurement is a rather widely used method, however the scope, methods, quality and resources for that differ. Typical examples are different agencies that provide services to citizens. The surveys are conducted by the institutions themselves or by allocating private partners, depending on the financial aspects.</p>
Lithuania	<p>Every year since 2005, customer satisfaction has been tested with a survey. Individuals have to complete a questionnaire, which helps determine which institutions people are approaching mostly, which institutions they trust most and which they do not trust, and how the performance of civil servants is changing.</p> <p>The last survey was performed in 2007. It indicated that half of the respondents trust state and municipal institutions. The most reliable institutions are: President (54%), municipal wards (52%) and municipal institutions (44%). The most unreliable institution is Parliament (38%). 48% of the respondents think that performance of civil servants is not changing at all. Furthermore, in Lithuania in 2007 a survey was made on online public services. The public services with the best ratings by individuals are: ordering work permits for foreigners to work in Lithuania (applicable to employers); registration and submission/receiving of information on residence permits in Lithuania (applicable to foreigners); applications for university studies; declaration of taxes or property; changing/issuing driving licenses (submission of information); issuing birth, death and marriage certificates.</p>
Luxembourg	<p>Since 2007 Current General Opinion Poll User satisfaction measurement guidelines developed according to the CAF.</p>
Malta	<p>Customer satisfaction is measured through customer surveys and analyses of complaints and suggestions submitted to the Public Service.</p>

Member State	Description
The Netherlands	<p>Organisations within the government are free to choose if and how they measure customer satisfaction with the services rendered. We know that almost all organisations test the satisfaction of their citizens somehow or other. Municipalities make use of a tool developed by the Ministry of the Interior: the InternetSpiegel (Internet Mirror). This is an online tool for, among other things, measuring customer satisfaction. The organisation does not only get an insight into their own results, but also in how their results compare with other similar organisations – in other words: customer satisfaction and a benchmark in one. This tool can also be used to measure employee satisfaction and integrity of public servants (and more applications are being developed).</p> <p>The VNG and the <i>Manifestgroup</i> also offer products that relate to customer satisfaction.</p> <p>The <i>Manifestgroup</i> Innovation in Implementing consists of 10 implementing organisations, such as CWI, UWV, tax authorities, etc. Their goal is better public service for citizens, more effective implementation and a reduction of administrative burdens for citizens. They use ICT to achieve this goal, so citizens can easily use the Internet to do business with the government whenever and wherever they want. An example of what the Manifestgroup has achieved is DigiD. This is a personal digital identity for every citizen in the Netherlands, which can be used in dealings with the government, for example tax declaration.</p> <p>The Ministry of the Interior has set a new goal for public services: all public services must be valued by citizens with at least a report mark of “7”.</p>
Poland	<p>Since the '90s The Office of Civil Service outsourced customer satisfaction surveys to public opinion measurements companies. In the framework of competitions for offices there are elements (satisfaction questionnaires, mystery shopping, etc.) of customer satisfaction measurement. There are also a growing number of offices carrying out satisfaction measurement.</p>
Portugal	<p>Yes, but sector-based; at the state level, two projects are being introduced.</p> <p>There are several applications for testing customer satisfaction, but only at the sector-based level, e.g. social security services, citizens' shops, etc.</p> <p>At the central and more structured level, there are two ongoing projects: Public Services customer's satisfaction index Customer complaints and suggestions management system</p> <p>The projects are only in the beginning stage, so there are not enough results yet.</p> <p>Portugal has one project called European Customer Satisfaction Index – A Pilot Project in Portuguese Public Administration led by the Administrative Modernisation Office (Presidency of Ministers Council) in partnership with <i>Instituto Superior de Estatística e Gestão de Informação</i> of the <i>Universidade Nova de Lisboa</i> (ISEGI-UNL), a renowned institution of higher education with particular expertise in customer satisfaction surveys. ISEGI-UN provides scientific advice to the ECSI-Portugal (national customer satisfaction index) project, which has produced data on service quality and customer satisfaction in various business sectors in Portugal.</p>

Member State	Description
	<p>In Portugal, the experience of implementation of a national customer satisfaction index is focused in the private sector. In 1998, Portugal integrated the ECSI - European Customer Satisfaction Index. The European Customer Satisfaction Index was created with the objective of annually providing companies with ways to analyse the perception of its customers about the products/services delivered. On this basis, the ECSI indicates the measure of performance of the national and European economies.</p> <p>In the Portuguese Public Administration there are some experiences of evaluation of the quality of services based in customer satisfaction, for example in the Financial, Social Security and Health Sectors. However, not only they are not extensible to all the sectors, but also most of these evaluation processes are characterised by a low degree of regularity of application.</p> <p>This project ECSI – A Pilot Project in Portuguese Public Administration aims at testing the possibility of setting up an independent system to regularly monitor user satisfaction in various services provided by the Public Administration. The system that was designed allows each agency/department of the Public Administration to identify key areas for user satisfaction and to regularly monitor the delivery of services, identifying positive features and shortcomings, as well as opportunities for improvement.</p> <p>In 2006, a pilot project was launched to assess the provision of services in the following agencies/departments: social security, tax administration, register of births, marriages and deaths and vehicle registration.</p> <p>Three different channels were considered when assessing the delivery of services:</p> <ul style="list-style-type: none"> ▪ traditional over-the-counter services ▪ citizens' shops (<i>Loja do Cidadão</i>) ▪ web-based services. <p>A total of 1926 users of Public Administration services were interviewed between November 2006 and January 2007 (reference year: 2006).</p> <p>Results expected</p> <p>The method used will detect the most critical points and suggest priorities for reform in the operation of the different channels (whether it concerns waiting times, the way information is conveyed, the system for submitting complaints, etc.) The methods will also gauge the impact of any changes introduced as a result of previous assessments of the indices on users of the agencies/departments and if such changes were perceived.</p>
Romania	<p>We do not have standards for all public services; therefore, we test and evaluate customer satisfaction at the national level only on specific issues and projects, such as:</p> <ul style="list-style-type: none"> ▪ MATRA 2005 Timisoara – Employment Agency ▪ two opinion polls in order to measure citizens' satisfaction with public services offered by civil servants and to analyse the level of depolitisation of Romanian civil servants organised by the NACS during 2005 and 2006.
Slovak Republic	Just individual initiatives of individual organisations.

Member State	Description
Slovenia	<p data-bbox="480 434 603 461">Since 2001</p> <p data-bbox="480 488 552 515">Yearly</p> <p data-bbox="480 517 1302 913">The methodology for testing administrative units' customer satisfaction was developed in 2000, first as a methodological tool for those administrative units which decided to implement a quality management system according to the ISO 9000 standards. After the Government adopted the Decree on the Manner of Public Administration Bodies' Transactions with Customers in which, among other things, the obligation for testing customer satisfaction was set, this methodology has been in use in all administrative units. After the testing period in 2001, the methodology is being used on a regular yearly basis since 2002. According to the methodology, results of the customer survey is a thorough report which is basically oriented to identification of the gap between how customers see the services they have just used in relation to their expectations; several characteristics of quality are tested in the sample and then used with a 95% likelihood for the whole population (possible customers) of the administrative unit. Results of the survey are mainly used as a basis for each administrative unit to identify areas for improvement and develop its action plan.</p> <p data-bbox="480 943 1302 994">In 2006, the questionnaire was redesigned and simplified, yet it still based on detecting the gap between expectations and perceived quality.</p> <p data-bbox="480 1023 1302 1099">Comparison between administrative units for 2007: http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/Kakovost/Analiza_primerjava_med_UE_2007.xls</p> <p data-bbox="480 1102 1302 1339">The following items are being compared: overall score (up to 5); difference in scores between years 2007 and 2006; 15 quality dimensions (10 for services and 5 for employees) are presented according to the traffic-light principle: green = perceived quality was better than expected, yellow = perceived and expected quality were at the same level, red = expectations of customers were higher than the perceived quality; waiting time to be served by a public employee: % of customers who did not wait to be served, % of customers who had to wait up to 5 minutes, the sum of both percentages and finally, the % of customers who had to wait more than 5 minutes to be served.</p> <p data-bbox="480 1368 791 1395">Monthly – quality barometer</p> <p data-bbox="480 1397 1302 1496">In 2006, monthly customer satisfaction testing was also introduced (in May), based on a short questionnaire for customers. It aims to provide quick and short feedback information from customers and to assure responsiveness from administrative bodies.</p> <p data-bbox="480 1525 1158 1576">Results (in Slovene) are published at the state portal: http://e-uprava.gov.si/e-uprava/javniStran.euprava?pageid=130</p>

Member State	Description
Spain	<p data-bbox="480 439 608 465">Since 1992</p> <p data-bbox="480 495 1305 651">The Expectation Analysis and Customer Satisfaction Measurement Programme is one of the programmes in the General Framework for Quality Improvement. To ascertain customers' opinions and improve the quality of services, some central government administration bodies conduct studies to analyse expectations and measure customer satisfaction with their services using qualitative and quantitative research techniques.</p> <p data-bbox="480 680 1305 837"><i>The Guide on the performance of expectation analysis and customer satisfaction surveys</i> sets out the social research techniques thought to be best suited to the task. The data produced by these studies and drawn from other sources are put to use by the Observatory for the Quality of Public Services to analyse the quality of public services and provide citizens with broad-ranging information about it.</p> <p data-bbox="480 866 1305 949">In the last years an increasing number of customer satisfaction surveys and expectation analyses were performed by organisations in the central government administration.</p>
Sweden	<p data-bbox="480 976 608 1003">Since 1989</p> <p data-bbox="480 1003 791 1030">http://www.kvalitetsindex.se/</p>
United Kingdom	<p data-bbox="480 1050 1305 1155">A variety of measures are in place, although there is no central required common measure applicable to all organisations. Individual targets and measures are agreed as part of the overall performance management and business management process.</p>

14 TRAINING FOR QM

In almost all the Member States (25/27), training for quality management is considered not only very important but crucial for successful quality implementation. It is organised and provided in different ways.

Member State	Description
Austria	4 annual trainings by the Federal Academy of Public Administration, course for CAF facilitators at the KDZ – Centre for Public Administration Research
Bulgaria	<p>Trainings are organised by the Institute for Public Administration and European Integration of the MSAAR. Additional training sessions were organised under different projects. Experts from the Bulgarian PA participate in the training organised by the EIPA.</p> <p>As for 2006: Training by the IPAEI on administrative activities aimed at improvement of administrative service delivery – 1,744 employees Training under the Phare project on quality management systems – 150 employees trained</p>
Cyprus	<p>The CAPA organises a 4-day training programme on the CAF. Self-assessment teams are trained on the model.</p> <p>Training programmes on skills development are organised by the CAPA, but not on quality management as such. However, they do have an indirect impact on quality management.</p>
Czech Republic	<ul style="list-style-type: none"> ▪ Czech Quality Award Association – training by EFQM and CAF assessors for the National Award of Quality in PA (www.npj.cz) ▪ Czech Society for Quality – various courses in the area of quality (www.csq.cz) ▪ Edukol – Quality benchlearning in PA (www.edukol.cz)
Denmark	Training is carried out by private sector organisations that operate with official licenses from the EFQM. Furthermore, the SCKK carries out introductory training for managers and quality consultants regarding CAF.
Estonia	The Centre for Public Service Training and Development acts as a public training institution, providing training in fields which are decided as priorities by the Government of the Republic each year (QM has been a priority during the last years). The Ministry of Finance has been actively involved in elaboration of this training. More information http://www.atak.ee (only in Estonian). Agencies and ministries can take part in training provided by consultancy firms, etc.
Finland	Training for QM is commissioned by public sector organisations from the private sector. There is no government training institute or organisation for this purpose.

Member State	Description
France	<p>Schools and training centres for public administrations have special programmes for quality management, among them the:</p> <p>Institute for Public Management and Economic Development (IGPDE, Institut de la gestion publique et du développement économique): “Quality of service for the user” (http://www.institut.minefi.gouv.fr/sections/formations/catalogue-2008/gestion-publique/qualite-service-usager)</p> <p>Regional Institute for Public Administration of Lyon (IRA, Institut Régional d’Administration): “Modernising public action: State reform and civil service in prospect” (http://www.ira-lyon.gouv.fr/)</p> <p>Regional Institute for Public Administration of Bastia (IRA, Institut Régional d’Administration): “Public Policy Evaluation” (http://www.ira-bastia.fr/formation-fonctionnaires/ira-bastia.php?rub=32&nav=54)</p> <p>School of Advanced Studies in Public Health (EHESP, Ecole des hautes etudes en santé publique) has training in quality management in the health sector. (http://www.ehesp.fr/)</p> <p>Training in quality management, not only for public administrations, is organised by AFNOR (Association française de normalisation, French Association for Standardisation) (http://www.boutique-formation.afnor.org/accueil/Frameset.asp)</p>
Germany	<p>The Federal Academy of Public Administration, Institutes of the 16 states, local Study Institutes, and private providers which are specialised in the public sector.</p>
Greece	<p>In order to train potential or current CAF users, as well as disseminate the CAF among public servants and public organisations, the Ministry of Interior is co-organising two 5-day training programmes with the National Centre of Public Administration (training institute for public servants): in the first, the CAF is integrated into a training programme for civil servants on performance management, which includes a section on the CAF, while the second is a CAF-specific seminar called “Evaluation Procedures & Efficiency”. Both programmes have as a target group employees working in central, regional and local government organisations. In 2007, 44 courses were organised as part of the 2 programmes, training about 1100 public servants. In 2008, a roughly similar number of seminars will be organised.</p>

Member State	Description
	<p>A third training programme was run in 2007 targeted specifically for officials from the 2nd level (prefectural) of local government. This was a one-day seminar on the CAF, goal-setting and results measurement aimed at increasing awareness and boosting the use of the CAF, and goal-setting and results measurement in local government organisations. This programme is organised by the Hellenic Agency for Local Development and Local Government. As part of the programme, 9 seminars were organised, attended by 200 local government officials. In 2008, a new targeted training programme will be initiated aimed at promoting the use of CAF in a number of municipalities.</p>
Hungary	<p>The training of civil servants is conducted by the Government Centre for Public Administration and Human Resource Services. CAF training takes place in several training modules in the system of civil servants' training at central and local level. CAF training is part of the general public sector managerial training's 3rd module. Furthermore, regional and local public sector managers have been involved in CAF training by the Regional Operative Programme 3.1.1.</p> <p>Quality management and CAF training are part of the curriculum for the obligatory vocational examination. Link: http://www.kszk.gov.hu/leftmenu/kozigvizsgak/kozig_szv/tananyagok</p>
Ireland	<p>Customer service training is provided in Public Service organisations as required. From time to time, such training is provided centrally (by the Department of the Taoiseach and the Department of Finance) to customer service officers.</p>
Italy	<p>For several years, training activities on these issues have been arranged by public training schools and by private actors (mainly as a consequence of a government directive). In 2007, the Department of Public Administration in cooperation with FORMEZ organised the First Training Course for CAF evaluators who took part in the evaluation of the Quality Prize project (2nd edition)</p>
Latvia	<p>Latvian School of Public Administration</p> <p>After adopting the regulations mentioned above, the Cabinet of Ministers decided that the Latvian School of Public Administration should provide training in quality management. However, there was no additional budget allocated to the school for training. Training in QM is organised on an irregular basis (but the demand is very high). Institutions realise the importance of QM and use different private consultants, training offers and assistance rather often.</p> <p>One of the two Latvian National Quality Society structural units is the Quality Systems Institute, which organises different academic and professional programmes, seminars, projects and training courses. These courses are offered to individuals from private as well as public sectors.</p>
Lithuania	<p>In Lithuania, there is no special training unit for quality in public administration. However, the Lithuanian Institute of Public Administration organises training programmes for civil servants, some of which are related to quality management in public administration. These programmes are: Application of the Common Assessment Framework in Organisations, Drafting a Strategic Plan for an Institution, Quality Improvement of Services in the Public Sector, and E-Government. There are also other programmes for civil servants' performance improvement, and some for top-level managers.</p> <p>The list of all training programmes for civil servants is published on the portal of Lithuanian Institute of Public Administration: http://www.livadis.lt/_en/index.php?content_id=14&menu_id=0</p>

Member State	Description
Luxembourg	Public Research Centre – Henri Tudor National Institute for Public Administration http://www.inap.public.lu
Malta	A central department (Staff Development Organisation) is responsible for PA training. The Staff Development Organisation is responsible for the design and delivery of training courses for public officers, as well as for the overall development of these officers. It also, therefore, manages sponsorships and other initiatives to achieve this aim. In addition, it oversees training and development programmes initiated by line ministries and departments, and issues guidelines and standards in this regard. www.sdo.gov.mt
Poland	The PM Chancellery conducted a number of trainings for future CAF users and prepared a group of trainers in QM for public administration. During the projects on administration modernisation there will be a training session on public quality for over 800 people and quality network meetings for over 150 quality managers. There is no central unit in the tax administration in charge of training for quality, but in the framework of the Quality Management Project, a network of trainers will be established.
Portugal	Portuguese public organisations responsible for providing training on quality are: <ul style="list-style-type: none"> ▪ Central level: National Institute of Administration ▪ Local level: Centre of Studies and Local Training <p>There are some private organisations that also provide training in quality issues for PA: training enterprises, sector-based associations, quality associations, etc. Examples of training areas: public management and quality; public reception and professional behaviour; public organisation and administrative procedures simplification; organisational communication; evaluation models, etc.</p>
Romania	In our country, several institutions provide training programmes in the field of quality in public administration: Central Unit for Public Administration Reform (Ministry of Interior and Administrative Reform), National Agency for Civil Servants, National Institute for Administration, Academy of Economic Studies, and the National School for Political and Administrative Sciences. For example, from 10–20 March 2008, the National Civil Service Agency and SIGMA organised a joint initiative of the OECD and the European Commission, principally funded by the EC (www.sigmaweb.org), having the general objectives: <ul style="list-style-type: none"> ▪ to make participants familiar with the key elements of quality management in the public sector ▪ to present different instruments and frameworks to promote quality in public services and implement quality-oriented policies in the public sector ▪ General Topics ▪ quality as a policy issue in the public sector performance ▪ instruments, techniques and frameworks to enhance the quality of public services, including ISO 9001, Service Charters and Balanced Scorecards ▪ assessment of the quality of governance in public service organisations ▪ Target Groups ▪ top managers and politicians at local and regional levels ▪ quality managers in other public agencies at local and regional levels

Member State	Description
Slovak Republic	<p>CAF Model Training:</p> <ul style="list-style-type: none"> ▪ 2-day basic training of the CAF Model 2006 ▪ 3-day training on process mapping ▪ 1-day training on benchmarking/ benchlearning ▪ 5-day training on CAF Manager <p>EFQM Excellence Lessons:</p> <ul style="list-style-type: none"> ▪ 2-day basic training on the EFQM Excellence Model
Slovenia	<p>Training for QM is organised by the Administration Academy of the Ministry of Public Administration, as a special PA training unit. The catalogue of the Administration Academy for 2007 listed as many as 13 different programmes on the subject of quality in administrative work:</p> <ul style="list-style-type: none"> ▪ Common Assessment Framework (CAF) for assessment of quality for public sector, ▪ Self-assessment workshop for internal auditors based on the CAF model ▪ Basic course on self-assessment based on the EFQM model ▪ Workshop for self-assessment based on the CAF model for internal auditors (public sector) ▪ The road to excellence with a help of the modified model CAF 2006 ▪ A consultation meeting by internal auditors in public administration ▪ Managing quality – motivational lecture ▪ Introduction of quality ISO 9000 system – workshop on the preparation of quality manual ▪ Training for internal Auditors ▪ Managing processes for the implementation of quality ▪ Methods and techniques for management of quality ▪ Quality of administrative work - mission, visions and goals ▪ Achievement of efficiency and effectiveness with help of measures and indicators <p>It is fitting to mention that in 2002 the Quality Committee defined the content for training for quality, which is based on the necessary competences for quality, and with this in mind the Administration Academy offered a set of seminars, which are constantly updated and supplemented, with a possibility to organise tailor-made seminars on demand.</p>

Member State	Description
Spain	<p>In central government administration The Spanish Agency for the Evaluation of Public Policies and Quality of Services is responsible for providing training on quality management to public organisations of the three levels of administration. So far, since 2000 more than 5,000 civil servants have received training in quality management and assessment models.</p> <p>The National Institute of Public Administration (INAP) has several programmes for training managers and other employees that include courses on quality management systems.</p> <p>At regional level Public Administration Schools of the Autonomous Communities are responsible for training for QM in its administrations.</p> <p>At local level The Spanish Municipalities and Provinces Federation (FEMP) through the Committee of Modernisation and Quality, promotes the use of quality management systems in municipalities. The FEMP coordinates training for QM in municipalities in cooperation with the National Institute of Public Administration and the Spanish Agency for the Evaluation of Public Policies and Quality of Services.</p>
United Kingdom	<p>Training for QM forms part of a much wider initiative around the skills needed for modern public administration. See www.government-skills.gov.uk</p>

15 PUBLICATIONS ON QUALITY IN PA

In the majority of Member States, publications on quality in public administration are being provided in the national languages in order to additionally support quality promotion and establish terminology in the local language.

Member State	Description
Austria	Quality Standards in Public Administrations, 2008
Bulgaria	CAF 2006 Model – translated into Bulgarian and published on the website of the MSAAR Good practices Annual Report on the State of the Administration – published annually
Cyprus	CAF leaflet used for the promotion of CAF Booklet regarding the main reform measures in public administration
Czech Republic	The National Information Centre for Quality Promotion has published various publications for the PA area, e.g. “CAF 2002” brochure, “CAF 2006” brochure, “Application of the Balanced Scorecard in the PA Sector”, “Managerial Standards in PA” and the “Directive for Application of ISO 9001:2000 in Self-government Authorities” (www.npj.cz). The Ministry of Interior published the following brochures: “Management of State Administration Processes (Case Study of Vsetin City)”, “Satisfaction Measurement in PA Organisations”, “Benchmarking in PA” and “Improving Customer Orientation Through Service Charters” (www.mvcr.cz/kvalita).
Denmark	Yes
Estonia	There are no special publications in the field of public sector quality management. However, the Ministry of Finance has a special web page for information about quality management (incl. the CAF model). More information at http://www.fin.ee/?id=292 (only in Estonian).
Finland	Publications come from outside public sector from private publishers or consultant companies. The Ministry of Finance publishes issues a general publication “Finnish Quality Policies and Best Practices”.
France	See Bibliography
Germany	Various CAF publications
Greece	The Directorate has translated and published the revised version of the CAF in Greek and compiled a Guide on CAF which provides guidelines on how to implement the CAF. Moreover, the Directorate has issued two documents, the first providing general information on CAF and the second providing guidelines on team-building and the role of the team president/leader on the self-assessment team. The two documents were sent to public organisations in central, regional and local government administrations.

Member State	Description
	The Directorate has created a special section within the General Secretariat website (www.gspa.gr) where information regarding issues on quality and efficiency can be found, including CAF publications and supporting documents. Moreover, in the coming months a Greek version of a CAF e-tool will be available on-line and on a CD.
Hungary	<ul style="list-style-type: none"> ▪ Good practices (e-government): http://www.magyarorszag.hu/mellekletek/bgym/jogyakorlatok ▪ Good practices, publications (CAF): https://caf.meh.hu/ ▪ Közigazgatási Szemle – bimonthly vocational magazine
Ireland	<p>The Public Service modernisation magazine, LINK, is published 5–6 times per year and is circulated to all civil servants. This includes details of QCS initiatives and examples of best practices. Copies of LINK can be seen at: http://www.bettergov.ie/index.asp?locID=146&docID=-1</p> <p>Other publications can be seen on Ireland's Better Government website, in the QCS section: http://www.bettergov.ie/index.asp?locID=152</p>
Italy	<ul style="list-style-type: none"> ▪ In order to disseminate proper methods for carrying out a Customer Satisfaction survey: http://www.cantieripa.it/allegati/Customer.pdf e http://www.cantieripa.it/allegati/Amministrazioni_in_ascolto.pdf. The first is the result of collaborative research carried out by experienced administrations, academics and service quality experts. The second gives an account of the realisation by 100 public administrations of this approach over a period of nine months. ▪ A book called "Quality Trajectories" was published with the results of the first edition of the Quality Prize.
Latvia	There is no targeted approach to publications on quality in PA. The publications that can be found are the private initiatives of the authors-practitioners or academic theses that the authors want to promote. The latest informative material was a website launched (September 2007) by the State Chancellery (http://www.mk.gov.lv/lv/valsts-parvaldes-politika/kvalitates-vadiba).
Lithuania	<p>In 2006, the first specialised publication on quality in public administration was released. The publication was called "Quality in Public Administration". It included three best practices examples from Lithuania presented at the 4th Quality Conference for Public Administration in the European Union. The publication was released in English. There are additional publications about public administration in Lithuanian, as well as the publication "Lithuanian Public Administration" (2005, 2007). In these publications, there are articles about tools for civil service improvement, e-government, the "one-stop shop" principle, best practices and the Common Assessment Framework.</p> <p>Lithuania has published 2 versions (2002, 2006) of CAF methodology in Lithuanian.</p> <p>Moreover, the scientific journal "Public Policy and Administration" is published in Lithuania, containing articles about public policy and public administration.</p>
Luxembourg	Luxembourg Quality Guide

Member State	Description
Poland	<ul style="list-style-type: none"> ▪ Civil Service Quarterly ▪ articles in specialised periodicals ▪ updated information on quality events at the DSCiPZK website.
Portugal	<p>Various publications on the CAF model, EQFM model and ISO applied to the public sector. In Portugal there is no specialised and exclusive publication for quality management in public administration, although there are some publications concerning quality models applied in PA services, such as:</p> <ul style="list-style-type: none"> ▪ CAF model 2002 and 2006 versions (in Portuguese), CAF 2002 support manual, CAF 2006 implementing tools, CAF leaflet used for the promotion of CAF, and the recent specific website for CAF information and dissemination ▪ EFQM (by a private association for quality) – Application brochures of the EFQM Excellence Model for public and voluntary sector, regular publications on quality matters (sometimes including articles on public services) ▪ ISO (by a private ISO certification institution) – Guide for adapting ISO in local administration
Romania	<p>There are different articles published in several journals; for example CAF is presented monthly in the “Romanian Journal for Local Public Administration” (www.administratie-ghid.ro). Besides this, as a follow up to the regional quality management seminar organised by the NACS together with CUPAR and SIGMA-OECD during autumn 2007 and spring of 2008, the NACS is planning to elaborate a handbook containing all quality instruments accompanied by several good practices examples.</p>
Slovak Republic	<p>Publications on Quality and QM in PA and other documents related to the CAF Model</p> <p>Publications on Quality and QM in PA:</p> <ul style="list-style-type: none"> ▪ CAF Model 2002 ▪ Application brochure of the CAF Model 2002 ▪ CAF Model 2006 ▪ Application brochure of the CAF Model 2006 in education ▪ Application brochure of the EFQM Excellence Model ▪ Other documents related to the CAF Model: ▪ Template for a self-assessment report ▪ Template for an external assessment report ▪ A book for external assessors

Member State	Description
Slovenia	<p>Although there is no specialised serial publication on quality and QM in PA, the area is included in some serial publications in Slovene, e.g.:</p> <ul style="list-style-type: none"> ▪ Slovenska uprava (Slovenian Administration), 2001–2005 ▪ Okno uprave (Window on the Administration), since 2000 ▪ Kadrovske informacije (Personnel Information), 2000–2005, http://www.mju.gov.si/index.php?id=262 ▪ e-news of the Ministry of Public Administration: http://www.mju.gov.si/index.php?L=1, etc. <p>Special occasional publications in Slovene, dedicated completely to QM in PA, e.g.: Quality of State Administration (2000), Conference Proceedings of the Good Practices in Slovene Public Administration conferences, since 2006 printed in Slovene and English. 2006: http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/mju_dokumenti/pdf/Dobre_prakse_06ENG.pdf 2007: http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/Kakovost/DP2007_ENG.pdf</p>
Spain	<p>The aims of the Spanish Agency for the Evaluation of Public Policies and Quality of Services include support for improving the quality of public services. The Agency therefore writes, proposes, adapts and publishes guidelines, methodological protocols, management and excellence models and self-assessment guides in line with the various programmes of the General Framework for Quality Improvement. Most of them are e-publications.</p>

16 QUALITY TOOLS IN PA ORGANISATIONS

Different quality tools are being used in public administrations in the EU. Among the most widely used are improvement groups/quality circles, Balanced Scorecard (BSC), Customer Relationship Management (CRM), Customer Satisfaction Management (CSM) and suggestions and complaint boxes for customers and employees. Comprehensive information is provided in the comparative review matrix on the EUPAN website www.eupan.eu.

Belgium:

We have had a modernisation unit at federal level since 1980 which organises quality meetings on different themes (added value of signatures, number of signatures on a document, simplification of forms, impact of the structure of the building on the organisation, etc.). At federal level we have several BSCs, in the Ministry of Civil Service, the State Secretariat for Mobility, the Agency for Food Security, the Social Security Office, the Office for Unemployment, etc.

At federal level we have set up a method and a standard questionnaire with a module to evaluate the orientation, processes, decisions, and follow-up of organisations according to 3 criteria (kindness, efficiency, customer orientation). Many federal ministries have instituted BPM in order to simplify procedures. The Pharma inspectorate has Standard Operating Procedures (SOPs). Each week there is a quality meeting with personnel about products and services. They have signed Mutual Recognition Agreements with Canada, Australia, New Zealand, United States, etc. They also have Minimum Residual Agreements (MRAs) with all Member States. They are also working with BELTEST. <http://www.beltest.fgov.be>.

At regional level, the Flemish community has also established a standard questionnaire with a module. They compare ratings with the other administrations. Also at regional level, the French community has been making enquiries for a “sport stage” for young people and for diploma homologation.

At federal level we have a complaint procedure for the training office, the engagement office, the social security office, and the children’s allocation office.

Czech Republic:

Local Agenda 21: approx. 80 cities and municipalities in the CR have implemented this method so far.

Denmark:

Improvement groups / Quality Circles:

The SCKK arranges meetings for interested institutions on a monthly basis. The purpose of these meetings is to give inspiration and to spread knowledge about quality tools, such as KVIK, among the institutions.

FOKUS is a network group for exchanging experience and knowledge about quality development in regions and municipalities. FOKUS gathers and communicates knowledge about the work on quality development within the regions and municipalities.

(Link: <http://www.fokus-net.dk/composite-10.htm>)

BSC:

A few public institutions use balanced scorecards, among these Slots og Ejendomsstyrelsen. This is not coordinated from a central place.

(Link: http://www.ses.dk/db/files/bsc_artikel.pdf)

Greece:

The Directorate of Quality and Efficiency (Ministry of Interior) has published a document providing guidelines on strategic management. Within this framework the use of BSCs by public organisations as a tool for goal-setting and performance measurement is strongly recommended and supported by the Directorate of Quality and Efficiency.

Italy:

Some PAs utilise quality tools to achieve continuous improvements, but this is a matter of independent and voluntary choice.

Romania:**CLEAR**

Under a public private partnership, the NACS is implementing the CLEAR tool, which exists to help local governments and other organisations or groups at the local level to better understand public participation in their localities. It is a diagnostic tool, one which helps public bodies identify particular strengths and problems with participation in their localities and, subsequently, to consider more comprehensive strategies for enhancing public participation.

The CLEAR tool develops from a framework for understanding public participation which argues that participation is most successful where citizens:

Can do – that is, have the resources and knowledge to participate;

Like to – that is, have a sense of attachment that reinforces participation;

Enabled to – that is, are provided with the opportunity for participation;

Asked to – that is, are mobilised by official bodies or voluntary groups;

Responded to – that is, see evidence that their views have been considered.

The tool is organised around these five headings and provides a focus for individuals to explore participation in their area. This tool was developed through the Council of Europe's intergovernmental cooperation supported by a team of experts.

The NACS in a public private partnership is adapting the European Public Ethics Score Card model initiated by the Council of Europe to the current Romanian conditions and elaborating a national Balanced Scorecard for evaluation of public institutions as regards the observance of ethical standards and principles. At the same time, another quality tool used is peer review visits, which aim to facilitate an exchange of know-how between different public institutions and authorities and as well to disseminate examples of good practices.

17 GOVERNMENT SUPPORT FOR THE USE OF EXCELLENCE MODELS AND OTHER QUALITY TOOLS IN PA ORGANISATIONS

In the comparative analysis, the use of excellence models and other quality management tools was tested in relation to the support that governments provide for their public administrations. The main observations are:

- Use of the CAF or EFQM models or ISO 9000 quality standards is obligatory only in some cases (e.g. CAF: in the Slovak Republic and in Portugal, in the Azores Regional Administration; EFQM: in Bulgaria; or ISO 9000 in Latvia).
- Usually, the use of excellence models, quality standards or other quality tool is recommended, or strongly recommended, and in most cases voluntary.
- This is very much connected to the support national governments provide in this regard: the most recommended models or tools get the most government support, which can be financial, material, expert or other forms of support.

Financial support usually relates to state or local budgets or financing pilot projects; material support is usually related to translations or issuing publications on quality management; expert support basically means providing consultancy, experts, advisory meetings or similar, and other forms of support are usually related to training and seminars, benchmarking and supporting different ways of networking.

	Usage is:				Sources available:				
	Obligatory	Strongly recommended	Recommended	Voluntary	Financial	Material	Expert support	Other	None
CAF	PT*, SK	AT, BE, BG, GR, HU, RO, SI, SK	CZ, DE, EE, IT, LT, LU, PT	CY, DK, ES, FI, FR, IE, LT, LV, MT, NL, PL, SE, UK	AT, BE, BG, CZ*, DE, IE, LU, PL,	AT, BE, BG, CY, DE, EE, FI, GR, HU, IE, IT*, LU, NL, PT, RO*, SI**	AT, BE, BG, CY, DE, DK, EE, ES, FI, FR, GR, HU, IT**, LT, LU, LV, PL, PT, RO***, SI***	BG***, ES, IT***, LV*, RO****, SI*	SE
EFQM	BG*	ES, SI	BE, CZ, HU	AT, DE, DK, EE, ES, FI, FR, IE, IT, LT, LV, MT, NL*, PL, SE, SK, PT, RO, UK	ES, IE	BE, ES, IE, FR, SI*	BE, BG, ES, FR, SI*	LV*, ES, DK, FR**, SI*	IT, NL*, PL, PT, SE
Other excellence model(s)			AT*, BE, CZ, HU	DK, EE, FI, FR, IE, IT, LT, LV, MT, NL, PL, SE, SI, UK,	CZ*	BE, FR*	BE	RO****	IT, LV, NL, PL, SE, SI, SK
ISO 9000 Quality standards	LV**	BG	BE, ES, FR, HU, SI	FI, ES, SK, UK, MT, IE, DE, AT, CY, EE, SE, PL, LT, NL, PT, RO, IT	BG, ES, IE	BE, CY, DE, ES, FR, IE, SI**	BE, BG, CY, ES, FR, LV, SI***	FR, RO****, SI*	IT, NL, PL, PT, SE,
Other quality standards	BG**, RO**		BE, ES	AT, DE, EE, ES, FI, FR, IE, IT, LT, LV, NL, PL, SE, SI, SK, UK	BE, ES, RO*****	BE, ES, FR, RO*****	BE, ES, FR, RO***	ES, FR, IT****, LV*, RO****	LV, NL, PL, SE

	Usage is:				Sources available:				
	Obligatory	Strongly recommended	Recommended	Voluntary	Financial	Material	Expert support	Other	None
CRM		ES	BE, BG, SI	AT, DK, EE, ES, FI, FR, HU, IE, IT, LT, LV, MT, NL, PL, PT, RO, SE, SK, UK,	BE, BG, ES,	BE, ES, FR	BE, BG, FR	FR, RO	IT, NL, PL, PT, SE
BSC			BE, BG, CZ, ES, GR, HU, SI	DE, EE, ES, FI, FR, IT, LT, LV, MT, NL, PL, PT, RO, SE, SK, UK,	BE, BG	BE, DE, GR	BE, BG, ES, GR, LV,	RO	IT, NL, PL, PT, SE
CSM	BG, FR, SI	ES, HU, LV	BE, IT, LU	EE, ES, FI, LT, LU, MT, NL, PL, PT, RO, SE, SK, UK	BE, BG, LU	BE, BG, ES, FR, IT*****, LU, NL, SI	BE, BG, ES, FR, HU, LU, NL, SI	FR, IT*****, LV*, RO, SI	PL, PT, SE
CC	BG, FR, IE	ES, MT	BE, CZ	EE, ES, FI, HU, LV, NL, PL, PT, RO, SE, UK	BE, CZ**, IE	BE, CZ**, ES, FR, IE, NL	BE, BG, CZ**, ES, HU, IE, NL	ES, RO	PL, PT, SE, SI
Improvement groups		ES, IE	BE, SK	BG, DE, DK, EE, ES, FI, HU, LV, MT, PL, FR, NL, PT, RO, SE, SI, UK,	NL	ES, NL	ES, NL		FR, LV, PL, PT, SE, SI



	Usage is:				Sources available:				
	Obligatory	Strongly recommended	Recommended	Voluntary	Financial	Material	Expert support	Other	None
Other quality tool(s)				BG, EE, FI, FR, HU, LV, PL, SE, SI, SK, UK	PL	FR, SI**	FR, IT****, PL, SI***,	FR, RO, SI*	LV, SE
EVAM Excellence model		ES		ES	ES	ES	ES	ES	
Employee satisfaction				NL		NL	NL		
Benchmarking				NL	NL	NL	NL		
C.L.E.A.R.			RO				RO		

Legend:

- AT* – Recommendation for other excellence models: Participation in National and International Awards is promoted, as well as participation in Quality conferences.
- BG* – Under the SSA
- BG** – Standards introduced by the Ordinance for the general rules for organisation of the Administrative service delivery
- BG*** – Training
- CZ* – Only pilot projects were financed from the budget of Nation Quality Policy.
- CZ** – Pilot project was supported by Ministry of Interior (materials, training room) and financed by SIGMA.
- FR* – For specific models
- FR** – Seminars
- IT* – Translation of CAF 2006, Personalization and CAF for Justice and School
- IT** – Training for new evaluators
- IT*** – Directive of Minister, Divulgate regional seminars, CAF Resource Center
- IT**** – q Club and Quality Barometer; These include initiatives which are part of the National Plan for Quality and aimed to create indicators to spread benchmarking among Administrations. (www.qualitapa.it).
- IT***** – Documents, Section online indicative processes examples and instruments, <http://www.cantieripa.it/inside.asp-id=1916.htm>
- IT***** – Directive on perceived quality, Directive on online services
- IT***** – Regional seminars, dedicated website
- LV* – Benchmarking

- LV** – Obligatory according to the regulations, but it is not seen as the only possibility to improve the quality by institutions
- NL* – EFQM/INK
- PT* – Usage of CAF is obligatory only in Azores – Regional Administration.
- RO* – Available in RO
- RO** – According to Framework Law on Decentralization No 195/2006 and Law on Public Finance No 273/2006, each line ministry is responsible for defining quality standard and cost standard, and each provider of public service will be obliged to insure the standards. Some line ministries, such as Ministry of Labour, Family and Equal Opportunities or Ministry of Education, Research and Youth defined quality standards for different public services (eg. child protection, disabled people). In 2007-2008, the representatives of Ministry of Education, Research and Youth invested resources (human, material and financial) in developing cost standard/ pupil, which represents a big step in making the financial transfers from central to local government more transparent and efficient in the field of education, as a starting point.
- RO*** – meetings
- RO**** – Training, seminars
- RO***** – State budget and local budget
- RO***** – Legislation
- SI* – Seminars, has to be paid by PA organizations.
- SI** – Publications of the Ministry of Public Administration (e.g.: Translation of CAF 2006, Conference Proceedings, ...)
- SI*** – Advisory meetings

Belgium:

The CAF was translated into French, German and Dutch. In February 2007, a standard CAF 2006 brochure with illustrations was published for all civil servants. Every two years the federal administration provides free training on the CAF for administration staff who would like to apply the CAF and present good practice case studies at the quality conference. We have also developed the CAF in local administration and for the educational sector.

The organisational development unit would like to develop a network including CAF users.

Support is provided at federal administration level for BPR, BPM, customer orientation, complaint procedures, leadership development for middle management, etc.

Lithuania:

In the EU structural funds programming period 2007-2013 it is planning to support the implementation and certification of QM models in Lithuania.

Poland:

The Tax Administration Quality Management System will be obligatory for all units, the implementation of which will last for several years. The most widespread excellence model nowadays is the ISO 9000 quality standard, present in almost every local community unit.

Slovenia:

- Seminars offered by the Administration Academy of the MPA; fees for participants are substantially lower than for training providers outside the PA; tailor-made seminars are also possible.
 - No funds are given as "extra" money to PA organisations but in the form of support provided.
 - Advisory meetings of the MPA: for PA organisations on demand; the approach to QM in the organisation is discussed, as well as possible solutions regarding the organisation's "starting" position. These meetings are free of charge.
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18 SHARING GOOD PRACTICES

Different channels are used for sharing good practices: quality conferences and/or awarding good practices, publications and networking. Networking, for example, is being more widely used and can be performed in different ways:

- organised by institutions or organisational units that promote quality;
- within the community of quality specialists, project leaders, administrative unit managers (France) and meetings of relevant officials (Malta);
- the inter-administrative network for quality of public services activities in Spain, and others.

Member State	Description
Austria	Sharing of good practices is a vital part of administrative culture in Austria. We highlight case studies on the Internet and have several platforms and networking events to learn from best practices.
Belgium	We have organised a critical partnership with Luxembourg for the 4QC and intend to do it for the 5 QC.
Bulgaria	Sharing good practices is considered an effective tool for improvement in the public sector and is underlined in the main strategic documents of the government. The MSAAR stimulates the process by organising different events, publishing good practices on its own website and the website of the IPAEI.
Czech Republic	<ul style="list-style-type: none"> ▪ The programme of the National Quality Conferences in PA is focused on sharing of good practices. ▪ Web pages of the Ministry of Interior provide a description of solutions that acquired the Award of the Ministry of Interior for innovation in PA in previous years.
Denmark	<p>Good practices are being shared via the Danish Quality Award. The award is given to a public institution which can be seen as a role model for other public institutions. (Link: http://www.sckk.dk/visSCKKUnivers.asp?artikelID=1504)</p> <p>Furthermore, most of the conferences and network events arranged by the SCKK have at the core the sharing of best practices between organisations, as concrete case studies are always incorporated in the formats.</p>
Estonia	The sharing of good practices is used and is becoming more popular in time. The agencies have realised that it is more useful to learn from others' experiences. Also there is great interest in international experience.
Finland	Is part of the quality conference procedure, but also more widespread in public sector reform (networking, publications, partnerships, etc).
France	<p>Quality conferences and meetings, Public Service Quality trophies, are the main vectors for disseminating best practices.</p> <p>Networking within the community of quality specialists, project leaders and administrative unit managers is another way of sharing best practices. A network of local observatories is sponsored by France Qualité Publique in order to promote the exchange of experiences.</p>

Member State	Description
Germany	In various areas, a close exchange has been noted, and we are now on the way to creating a new part of administration culture, but the aim has not been reached yet.
Hungary	Benchmarking and sharing of good practices are spread in Hungarian public administration in parallel with the strengthening of a culture of quality.
Ireland	Regular seminars, briefings to groups / networks, circulation of publications, etc.
Italy	In Italy, the sharing of best practices dates from 1994, with the first edition of the Award "One Hundred Projects in the Service of Citizens". Since then, many of the projects supporting innovation and quality improvement in public administrations have utilised good-practice dissemination as a way not only for awarding single administrations but also for learning and benchmarking.
Latvia	Institutions are demanding the experience of other institutions, but a network of quality managers has not yet been established. Only a few examples are available on the web pages of the Cabinet of Ministers (http://www.mk.gov.lv/lv/valsts-parvaldes-politika/kvalitates-vadiba/labas-prakses-piemeri/ in Latvian only), but a database should be developed in the near future. Some information exchange is also among the targets for the annual Public Administration conference.
Lithuania	Main activities: Quality conferences every second year CAF events
Luxembourg	Presenting and sharing good practices can be seen as the natural consequence or result of the consciousness-raising activities included in the different quality and modernisation programmes
Malta	Within the administration, meetings of relevant officials, e.g. Directors (Corporate Services), Directors (Programme Implementation) and Customer Care Coordinators have often been held as a means of sharing experiences. Individual ministries also occasionally organise seminars at which officials from other ministries are invited to share their experiences. In addition, officials often attend conferences and similar events abroad in order to gain information about the experiences of other countries.
The Netherlands	Our new Benchmark Centre stimulates sharing of good practices within the public sector.
Poland	Some public institutions, including tax administration units, established good practice databases. A number of such databases are the result of particular projects, competitions, etc. They are easily accessible with web search engines.

Member State	Description
Portugal	<p>The sharing of good practices and benchmarking is very important in a culture of quality.</p> <p>Until 2001, Portugal had a number of benchmarking initiatives (in 1998, the Secretariat for Administrative Modernisation created the first benchmarking in the public sector) and since then some seminars or workshops in quality experiences have been organised by public and private organisations, but they don't have much expression.</p> <p>In the strategy to disseminate the CAF model in PA, the DGAPE intends to develop a learning community for sharing good practices in CAF model application and promoting benchmarking and benchlearning in the CAF users' universe.</p>
Romania	<p>Seminars and roundtables on different subjects related to public administration reform (e.g. the 2007 conference on good governance and public administration reform). The NACS drafted a handbook of good practices with different topics related to the public administration system such as ethics of civil servants, deconcentrated public services under the subordination of the prefectures, and the transparency of public institutions in relation to citizens.</p>
Slovak Republic	<p>It is not part of our public administrative culture. It is done on individual basis but not on a regular basis. The CAF Model is a good base for that.</p>
Slovenia	<p>Constantly expanding. Besides the yearly Good Practices in Slovene Public Administration conferences, other ways are: networking, seminars, publications, etc.</p>
Spain	<p>The promotion of good practices in public administration is based on several instruments:</p> <ul style="list-style-type: none"> ▪ Inter-Administrative Network for Quality of Public Services activities ▪ E-tool for CAF assessment (see CAF in http://www.aeval.es/) ▪ Quality Awards, so the awarded organisations can share successful initiatives with the rest of the administrative units ▪ Presenting cases at national, regional or local quality conferences for public services from the different Spanish administrations ▪ Presenting national cases at quality conferences for public administrations in the European Union ▪ Participation on committees organised by quality organisations: <ul style="list-style-type: none"> ▪ Spanish Association (AEC) for Quality: Public Administrations Committee ▪ Spanish Municipalities and Provinces Federation (FEMP)

III NATIONAL DEVELOPMENT STORIES

Bulgaria

The Strategy for Modernisation of the State Administration – from accession to integration 2003–2006 was endorsed with a CoM decision in 2002 in response to public expectations for good governance, better public services, reliability, transparency and openness in the work of the administration. In 2003, the CoM approved an updated Strategy and Action Plan for its implementation for the period 2003–2006. The Strategy proved to be a useful instrument for succession and provided a clear link between plans and programmes for reform in the state administration in the process of accession to the EU.

Concept and Basic Model for Improving Administrative Services through the One-Stop Shop Principle

The Concept and the Basic Model for Improving Administrative Services through the One-Stop Shop principle was adopted with CoM decisions in 2002. The main objectives of the Concept are the facilitation and improvement of administrative services for citizens and businesses through the implementation of the one-stop shop, integration of information, services and processes and development of e-government. In this respect, the basic directions of the Concept are related to the:

- main terms and distinctions;
- current situation of administrative service delivery;
- vision for achieving good administrative service delivery;
- strategic principles for improving administrative services;
- introduction of the one-stop shop for improving administrative services;
- linking of the one-stop shop with other government measures aiming at improving administrative services (coordination of action towards deregulation, internal redirection of correspondence, e-government).

The Bulgarian government has established the following strategic principles for public service delivery in Bulgaria:

1. Treat all users fairly, honestly and courteously.
2. Communicate openly and provide full information.
3. Consult widely and promote continuous improvement.
4. Incorporate feedback and learn from complaints.
5. Encourage access to services via different channels.
6. Work with others to provide improved, integrated service.
7. Set and publicise service standards and publish results against those standards.
8. Measure and publish measurements of customer satisfaction.

A more detailed generic model of customer service in the form of a “toolkit” was made available to administrative structures. This generic model is the basis for specific management decisions within separate administrative structures and can be further developed and perfected. It defines the main steps to be undertaken by the administrations in order to reorganise their processes, the possible risks and measures to avoid them. The basic characteristics of the “one-stop shop” principle are:

- focus on customer needs;
- option for selecting among various access channels;
- one point of access to information and services;
- streamlining the work process in front and back offices;
- efficient, effective and high-quality service.

By the end of 2007 the “one-stop shop” principle was widely applied in Bulgarian administration. In 2006, the Ministry of State Administration and Administrative Reform implemented several projects aiming at supporting the less developed local administrations to organise their work according to the principle – provision of consultancy, software, hardware and other technical equipment.

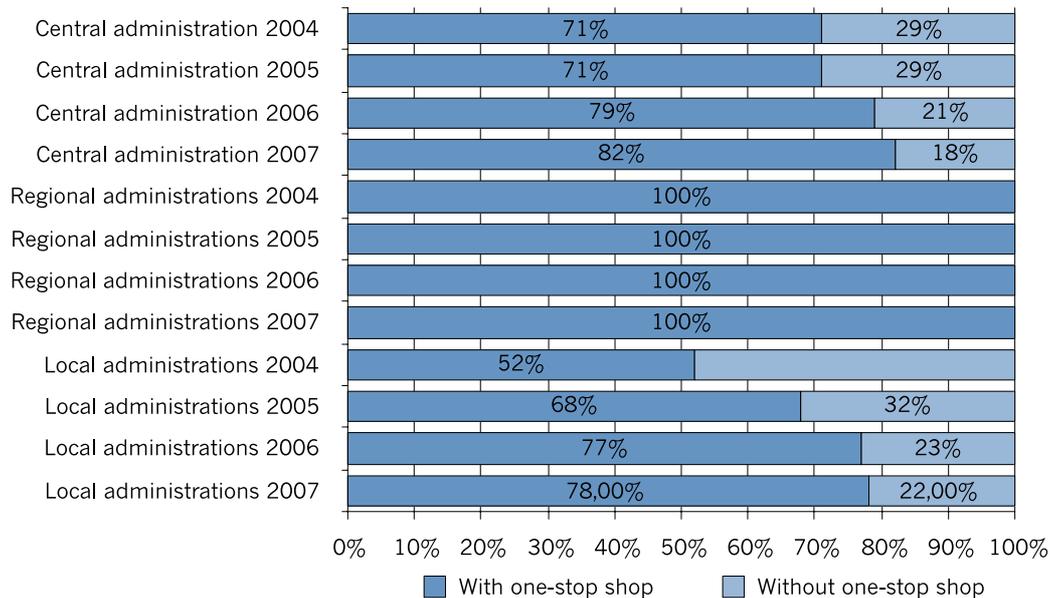


Table 1: Administrations implementing the “one-stop shop” principle

Client Charters

In 2002, the Guide for developing a Client Charter and service standards was elaborated and approved by the Minister of State Administration. Since 2007 all administrations have been obliged to approve and publish on-line a Client Charter. The main objective of the Charter is to improve access to administrative service and to help boost its quality. This is achieved by encouraging client and staff involvement when discussing the services, the way they are delivered, and the required quality and performance standards. The Charter is not a legal document and does not create legal rights, but it helps clients understand and protect their rights better, as well as demand better service, for instance through submitting proposals or complaints. The Client Charter also supports the work of administrative staff through defining the services they provide more clearly. Nevertheless, the main target audience of the Charter is still clients.

The main elements of the Client Charter are:

- minimum general and specific quality standards of the administration;
- client inquiry forms;
- clients' rights and obligations;
- setting up a methodology for client references, proposals and warnings.

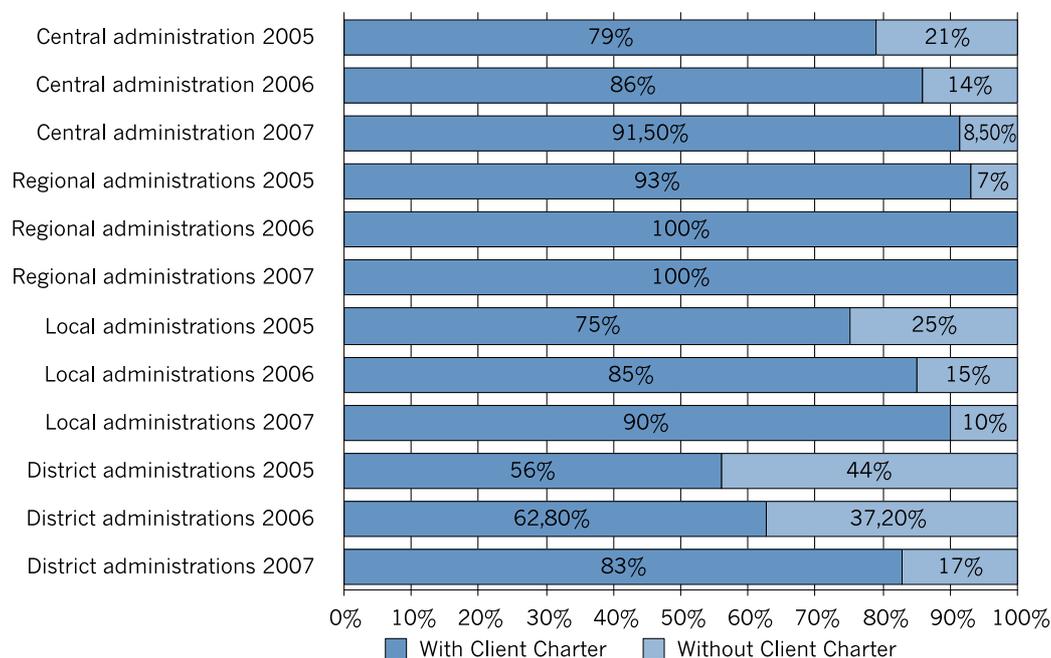


Table 2: Administrations with Client Charters

Ordinance on the General Rules for the Organisation of Administrative Service Delivery

In September 2006, the Council of Ministers adopted the Ordinance on the General Rules for the Organisation of Administrative Service Delivery. It was drafted by a working group under the Minister of State Administration and Administrative Reform, involving the Ombudsman, representatives of the administration at the central and regional level, representatives of the National Association of the Municipalities in the Republic of Bulgaria, the non-governmental sector and business.

The Ordinance regulates the work organisation of administrative service delivery units in relation to the “one-stop shop” principle. It provides that all administrations shall organise their activities in such a way, as to provide administrative services to clients in one place. The ways of providing information on the services are described in detail. The administrations shall *ex officio* provide all the documents they issue for the delivery of administrative services within their remit, as well as documents of other administrative structures, if such a possibility exists. The Ordinance also regulates the provision of access to administrative service delivery units, at a time convenient for clients, including beyond the administration’s usual working hours. In 2008, amendments to the Ordinance were elaborated in order to ensure the uninterrupted working time of front offices during the working day (different breaks for the front office staff) as well as extended working time if there are clients in the front office waiting to be served. The amendments also stipulate that all administrations should provide conditions and easy access for people with disabilities and train the front office staff in special communication skills.

The Ordinance also sets the minimum information that the administrations are obliged to provide, both in Bulgarian and in an official EU language, in compliance with the transliteration rules, including general information about the administration, information about the services provided, the rules and procedures for their delivery, document samples, fees due, etc., as well as all drafts of legal acts prepared by the specific administration.

The Ordinance provides some general standards for all administrations – administration employees shall answer questions by post or e-mail within 7 days after they are received, and should an on-the-spot check or opinion by another administrative body be necessary, within 14 days. The waiting time for the provision of information or processing of documents in relation to administrative service delivery shall not exceed 20 minutes. Seats and suitable conditions for elderly people, pregnant women and disabled shall be provided on the premises for delivery of administrative services.

Particular attention is paid to feedback mechanisms and the satisfaction of clients. The administrations are obliged to provide information on the feedback channels they use. There is a description of the means for establishing feedback and for measuring client satisfaction with the administrative service – questionnaires, boxes for opinions and recommendations, established and announced procedures for processing suggestions and disclosures, interactive tools on the Internet, including discussions, surveys, etc. In parallel with these activities, broader consultation with users, NGOs and the business community is envisaged, in respect of administrative service delivery at different stages of the functioning of the administration. Under the Ordinance, every administrative structure shall adopt a Client Charter, and shall publish it on its web page or make it public in any other suitable way. The Charter shall include the general and individual quality standards for administrative services, the ways of seeking clients' opinions on improving and assessing the application of the standards, the rights of customers, and the organisation of the processing of disclosures, recommendations and complaints in relation to administrative services.

List of unified names of administrative services

A list of unified names of administrative services has been developed with the participation of all administrations. It aims at facilitating communication between individual administrations and will be used in different e-registers on the basis of which the e-government will function. The Ordinance on the General Rules for the Organisation of Administrative Service Delivery stipulates that all administrations shall use the names of the services as provided by the list.

Methodology for measuring client satisfaction

At the beginning of 2007, the Minister of State Administration and Administrative Reform approved a methodology for measuring client satisfaction. It describes the main principles and ways of collecting and analysing information related to clients' opinions on the quality of work of the administrations and the services provided by them. The methodology aims at helping administrations create a permanent and sustainable relationship with their clients and to provide comparable results on the quality of administrative services.

System for self-assessment of administrative service delivery

The system for self-assessment was created in 2003 on the basis of the excellence model of the European Foundation for Quality Management. It is an Internet-based system, accessible to all administrations at central, regional and local level. It is managed by the Ministry of State Administration and Administrative Reform, and all administrations perform self-assessments according to the system and publish the results twice a year. The Ministry analyses the results and formulates areas of interaction in relation to development trends. The system generates the level of development of each administration based on the sub-criteria of the EFQM model and their weights. The average number of administrations performing self-assessment and providing the results through the system is 500 over the last 3 years.

Strategic Framework for Quality Management in Public Administration

At the beginning of 2007, the Strategic Framework for Quality Management in Public Administration was developed with the participation of central, regional and municipal administrations. Its main goal was to describe the main priorities and actions through 2013 aiming at increasing quality in the public sector. Most of the measures are within the competence of the Ministry of State Administration and Administrative Reform – popularisation of quality tools and systems for quality management, distribution of good practices, development of quality rating and web site for Quality Management, establishment of a pool of quality experts for administration, etc. As at 2008, most of the measures described in the Strategic Framework have already been implemented.

As at the end of 2006, there were 89 administrations applying the ISO international standards; by the end of 2007 the number had reached 105. By the end of 2008 we are planning to support another 100 administrations with the introduction of ISO 9001, ISO 14001 and ISO 27001 (mainly ISO 9001:2000)

Cyprus

The starting year for targeted efforts in the area of quality management in public administration in Cyprus was 1993, when the decision on development and implementation of specific reform measures was taken. The main objective of this initiative was to increase productivity and reduce operating costs in the Cyprus Public Service.

It should be mentioned that a milestone in quality management was the establishment of the Office of the Commissioner for Administration (Ombudsman) in 1991, an independent officer of the Republic who exercises control over the action or inaction of public administrative authorities. In addition, another important milestone was the establishment of the Cyprus Academy of Public Administration (CAPA), again in 1991, which has the responsibility of contributing through training activities to the management development and modernisation of the Cyprus Public Service and, as a result, to the enhancement of quality in the Public Service. In the first five years of its operation, CAPA provided training on European Union issues in order to assist public officers in understanding EU functions, policies and practices, as well as to develop awareness of the effects of participation in the EU. In addition, the CAPA designed and developed induction courses for newly recruited public officers, as well as training programmes in skills development. Furthermore, in 1993, a decision was taken to enhance the employee performance management system in order make it more transparent, fair and objective.

Since then, the following reform measures for quality management have been introduced:

- a) **Citizens' Charter or Citizens' Guides:** The introduction of a Citizens' Charter adopts a customer-driven approach aiming at assisting citizens in exercising their rights and improving the department's performance, thus providing better quality service.
- b) **One-stop shops:** In an effort to improve the quality of services provided to the public and provide better access to a series of government information and services, five one-stop shops have been established.
- c) **Common Assessment Framework:** The Council of Ministers approved the adoption of the CAF on a pilot basis in 2004 in an effort to improve performance and the service provided to the public and to internal users. In 2007, approval was given for its further dissemination.
- d) **Amendment of recruitment and selection procedures:** It was decided that a change should be made to the relevant legislation in an effort to recruit high-calibre staff and enhance meritocracy in the Public Service.
- e) **Office automation system:** A project was undertaken to implement an electronic records management system in the Public Service with the goal of increasing efficiency and reducing bureaucracy. The objectives of the project were to automate the paper information kept by departments, provide the right information to authorised personnel at the right time and automate the existing procedures and rules, thus enhancing organisational efficiency.
- f) **Development of a government web portal:** providing access to information related to all ministries/departments/services of the Public Service.
- g) **E-Government:** Websites have been developed for all Public Service ministries/departments/services. Certain services are provided to the public through the Internet e.g. renewal of driving licences, payment/contribution of social insurance, submission of income tax forms (TaxisNet), etc.
- h) **Better regulation:** An initiative was undertaken within the framework of the Lisbon Strategy to improve the regulation framework aiming at increasing productivity, developing the economy and business competitiveness, improving the standard of living, promoting transparency and meritocracy, etc.

Czech Republic

The **National Reform Programme of the Czech Republic 2005–2008** (approved under Government Resolution No. 1200 of 14 September 2005), offers an integrated and cohesive approach to macroeconomic policies, microeconomic policies and employment policy. In the context of the business climate, it places fundamental significance on an optimally configured legislative framework. The programme states that one of the key instruments in enhancing the quality of regulation is regulatory impact assessment, which encompasses a system of methods for the systematic evaluation of negative and positive impacts of proposed and existing regulations. Due to its implementation, as of November 2007, there is an obligation in place to assess the impacts of all draft laws, primary as well secondary (by-laws, decrees, etc.). In the future the obligation is planned to be expanded to non-legislative materials as well, but no earlier than after the evaluation the system planned by the end of 2008.

The **Concept of Public Administration Reform** (approved under Government Resolution No. 258 of 29 March 1999) was conceived as a continual process, with the definition of individual procedural steps and a specific determination of their content, terms and responsibility. The concept of public administration reform was divided into three basic processes, which have not been implemented consecutively, but cohesively:

- a) The first process was reform of territorial public administration, which was achieved by the abolition of the District Authorities (used to perform state administration by territory as decentralised state administration bodies) by 31 December 2002, when their competences were transferred to the regions and municipalities (see “joint model of public administration”).
 - b) The second process was focused on reform of the central state administration; the issue was addressed in detail by the document Procedure and Guidelines for Reform and the Modernisation of Central State Administration, including coordination and organisational structure, which was approved under Government Resolution No. 237 of 17 March 2004.
 - c) Last, but not least, reform of the quality of public administration, which includes the implementation of IT tools in PA, training, an increase of the effectiveness of public spending, openness to the public, the availability and quality of public services, and management of the public sector. This group is regulated by a number of concepts and strategic materials (e.g. the Concept for the Preparation of Public Administration Staff, Public Service Analysis, Strategy for the Promotion and Availability of Public Services, Procedure for the Optimisation of the Legislative and Economic Environment for the Performance of Public Administration by Authorities of Self-Governing Units, the Possibilities and Limits of the Division of Competences Between the State and Territorial Self-Government, the Concept of Public Administration Information Systems, the Concept of Comprehensive IT Implementation in Regional Authorities, etc.)
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The objective of the **Public Service Availability and Quality Support Strategy** (approved under Government Resolution No. 824 of 1 September 2004) was to help create a scheme for the provision of public services in which greater emphasis would be placed on the quality of the services provided, in which the requirements of users will be reflected on a case-by-case basis, and the transparency of the whole system and effectiveness of the financial expenditure will be guaranteed. Based on a questionnaire and background documentation prepared by individual ministries, the following set of measures was proposed to achieve the above objective:

- to design and create a system of information about local public services which would provide mutual comparisons of the quality and effectiveness of local public services, information about their availability (territorial distribution) and quality, and which would also be used in the strategic decision-making of the government as well as territorial public administration authorities;
- to review and update regularly the list of public services appropriate for standardisation with regard to developments and changes which have been continuously occurring in certain areas of public service;
- to prepare a legislative proposal which would cultivate the corresponding legislative and financial conditions for the provision of local public services by regional governments;
- to provide financial support to continue implementation of benchmarking in public services in 2005–2008, following up a pilot project involving 48 towns – the system would also be used for the rationalisation and economisation of local public service provision.

Strategy of Effective Public Administration and Friendly Public Services

(Implementation of the Smart Administration Strategy in 2007–2015). The aim of the Strategy, adopted in July 2007, was to provide coordinated and effective procedures for mid-term public administration and improvement of services exploiting means from the Structural Funds in the programme period 2007–2013. The Strategy also provides a framework for the coordination of all processes aiming towards effective public administration and friendly public services financed both through the Structural Funds and the national budget.

Czech National Quality Policy (2000)

Legal support for implementation of instruments and methods of quality management in public administration has been in place since May 2000, when the **Czech National Quality Policy** was adopted by the Government of the CR under Resolution No. 458. The Policy is an aggregation of intentions, goals, methods and tools for influencing the quality of products, services and activities within the national economy and public administration, adopted and declared by the Government. The goal was to create beneficial conditions for the entry of Czech citizens and entities into the unified European market and to achieve competitiveness on European and world markets, including participation in common armament programmes

of NATO member countries and participation in international armament orders. This policy also led to the creation of conditions for satisfaction of citizens' and institutions' needs, as well as for maximum preservation of resources and protection of the environment.

This policy established the **Czech Republic Quality Council**, affiliated with the Ministry of Industry and Trade. The activity of the Quality Council consists, among other things, in the annual announcement of individual **programmes of the National Quality Policy**, which are approved by the Government in the form of a resolution. In addition to the intentions of the individual ministries in the area of quality, the plans and activities of nonprofit non-government organisations are also mentioned here. The executive body of the Council is the **National Information Centre for Quality Promotion**, which was established by Government Resolution No. 458 as well. One of the main goals is to provide qualified information in the area of quality to the public. An information system was set up for this purpose which is accessible to the public free of charge on an Internet website.

In 2008, the Czech National Quality Policy will be updated.

Germany

There were certain basic thoughts in the paper presenting a new model of local cooperation (KGSt Die Kommunale Gemeinschaftsstelle für Verwaltungsmanagement (KGSt) - Municipal Association for Administration Management) in 1993. This concept was completed with two Reports from 1995 and 1998 on QM at the local level.

Since 1995, this has been present in the vocational training of Federal State and State institutions on the basis of the Challenge in the Processes of Modernisation in the 16 States.

At the Federal level: the position paper for the 2nd Meeting of the Council of Experts "Slender State" on 27 October 1995. The modernisation of public administration in Germany is an open process, integrating new knowledge and broad quality management.

1995: Participation of the Federal Office of Administration in a new working group called Quality Management in Public Administration of the AWWW, publishing a number of booklets in the following years with initial recommendations for implementation of QM and case studies of best practices; in particular, the Group's mission statement, Quality Circle, customer and employee questionnaire, product building, optimisation of processes, controlling, KLR (Costs and Activity Accounting) were included in QM.

In 2000, the Federal Office of Administration launched an exchange of information, and since 2005 it has included the Federal Institution of Export Control. About 120 members are now part of this Circle. Once a year a meeting takes place. The members use different QM approaches such as ISO, EFQM and CAF.

In 2001, a working-group of the Federal Office of Administration prepared a brochure for implementation of the revised version of ISO 9001 for the authorities. The municipality of Offenbach and the Federal Monopol Administration for Brandy were among the first administrations in Germany to be certified. The Federal Office for Statistics has been using the EFQM model since the end of the '90s as a basis for QM and has thus reached a high standard.

In 2001, the German CAF Centre was founded at the German University of Administrative Sciences in Speyer. In 2006, the government programme Future-oriented Administration Through Innovation was finalised.

In 2006, the CAF Centre moved to the Federal Office of Administration in Cologne. Presently, it has nearly 400 registered members in the network and about 100 CAF-operator administrations. There has been no survey on the use of other QM strategies or systems performed thus far.

Hungary

The Hungarian quality management strategy is embodied in the basic national strategic document: the chapter on the Governmental Programme, the modern public administration service-oriented state and smaller, service delivery public administrations, as well as the chapters on the New Hungary Development Plan, state reform and rethinking the state's role, provide the framework for the quality renewal of the national public administration.

According to the **New Hungary Development Plan**, the following interventions are implemented:

- renewal of governance and thus improvement of the social outcome of policy making – especially legislation – and implementation;
 - strengthening civil society's participation in public affairs;
 - giving a demand and service orientation to public administration, spreading electronic case handling;
 - higher organisational performance and more cost-effective operation of institutions;
 - improvement of human resources skills;
 - strengthening decision-making on the micro-regional and regional level to revitalise the subsidiarity principle.
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Link:

<http://www.miniszterelnok.hu/domain2/files/modules/module25/fileok/Kormanyprogram.pdf>

http://www.nfu.hu/uj_magyarorszag_fejlesztési_terv_2

E-government Strategy and Action Plan

Results of Hungarian E-government Strategy and Action Plan significantly contribute to the renewal of quality in public administration. Directions of the Strategy are based on the principles of the Governmental Programme and the New Hungary Development Plan. Accordingly, Hungary's central electronic government successfully joined the infrastructure networks of the EU; important components of the Central Electronic Service System forming the basis of the integration of e-administration, namely the Electronic Government Backbone, the Government Portal, the client portal required for electronic administration, the Government Customer Information Service, as well as the totality of services available through these platforms, have been instituted.

Quality law preparation programme

According to the better regulation strategies of the European Commission and the EU Member States, the integration of better regulation tools into law preparation processes is taken into account at a high level of importance. In this regard, the goals in the Ministry of Justice and Law Enforcement are twofold. First, a systematic review and reduction of administrative burdens in 11 priority areas in accordance with the priority of the European Commission started in 2007. Then a so-called "deregulation sheet" was prepared, which acts as a "regulatory filter", avoiding unnecessary administrative burdens on affected business and non-business players with the regulatory instruments being created. The sheet is to be attached to all initiatives. Secondly, a so-called RIA checklist is being prepared, aiming to help increase the number of acceptable quality RIAs in the state administration.

Link:

<http://www.irm.hu/?katid=100&id=134&lang=hu>

Programme for the transformation of institutional systems of budgetary organisations and supervising of public activities

According to Government Resolution 2118/2006 (VI. 30.), the transformation of institutional systems of budgetary organisations is under way. There has been no widespread restructuring of Hungarian public administration in the last decade. This organisational restructuring involves hundreds of public administration agencies on state, regional and local level, as well as foundations, public foundations, public companies and business entities controlled under the above public administration agencies.

The fulfilment of these organisational measures contributes to the:

- development of the optimal size of organisations and institutes,
- reduction of decision levels,
- abolition of redundancy regarding function and capacity,
- integration of connecting functions and competencies,
- renewal of operational and management forms, and
- improvement of the quality standards of services.

Effective fulfilment of the above will promote the principle of performance and make the operation of organisations transparent and controllable. Furthermore, it contributes to the development of professional management, the flexible operation of institutes and the reduction of dysfunctional operations.

Link:

http://www.allamreform.hu/letoltes_kozigazgatas_hazai.html

Line ministers are responsible for implementing these strategies. Among the sectors, the Office of the Prime Minister is responsible for the alignment and implementation of strategies in order to validate the government's interests in a complex way.

Ireland

The QCS Initiative is part of the wider Public Service Modernisation Programme. The Modernisation Programme has its roots in the Strategic Management Initiative (SMI), which was launched in 1994. This set the agenda for change in the Irish Civil Service. The objectives are to ensure that, on an ongoing basis, the public service would:

- make a greater contribution to national development,
- be a provider of excellent services to the public, and
- make effective use of resources.

The report *Delivering Better Government (DBG)* was published in May 1996, and gave clear direction to the programme for change and modernisation. DBG expanded on the framework set out in the SMI and outlined an extensive modernisation process for Irish public service, built around six key organisational themes. These included:

- greater openness and accountability,
 - a mission of quality customer service, and
 - efficient and fair operation of simplified regulations.
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Within government departments, these developments were to be underpinned by organisational improvements in human resource management, financial management and enhanced information systems management.

The Guiding Principles of Quality Customer Service were published in 1997 and again, following expansion from 9 to 12 principles, in 2000.

One of the requirements of the Quality Customer Service Initiative was that Government Departments and Offices should prepare and publish a Customer Action Plan (CAP) setting out in detail the methods through which the Department/Office will provide the highest level of service in their dealings with the public. Customer Action Plans can be tailored to suit the specific requirements of each individual Department or Office, and as such they may differ in the emphasis placed on different elements of the plan. Generally, a CAP should outline the mechanisms used for consulting with customers, describe the responsibilities within the organisation for delivering on commitments and detail the performance indicators to be used in evaluating the effectiveness of the plan. They also have an important role in describing how the Customer Charter commitments will be delivered and evaluated.

The Taoiseach (Prime Minister) launched the Customer Charter initiative in December 2002. Under the initiative, all Departments and Offices are required to publish Charters based around a four-step cycle of Consultation, Commitment, Evaluation and Reporting.

- consultation with customers and front line staff in preparation of the Charter
- commitment to clearly defined standards of service
- evaluation of performance against standards
- reporting publicly on the outcome of the evaluation process in their Annual Report

A Customer Charter is a short statement describing the level of service a customer can expect from a Government Department or Office. It should be concise and easy to read. It should be easily accessed and displayed prominently in all public offices.

To facilitate the introduction of Customer Charters by Departments/Offices in early 2004, a comprehensive manual *Customer Charters – Guidelines for Preparation* was published by the Public Service Modernisation Division of the Department of the Taoiseach in September 2003. The guidelines are intended to provide a single point of reference for information on all aspects of preparation of Customer Charters. In consultation with the Centre for Management and Organisation Development (part of the Department of Finance), a series of bespoke training modules was developed for those civil servants engaged in developing Customer Charters to match each stage in the development of the Charter process.

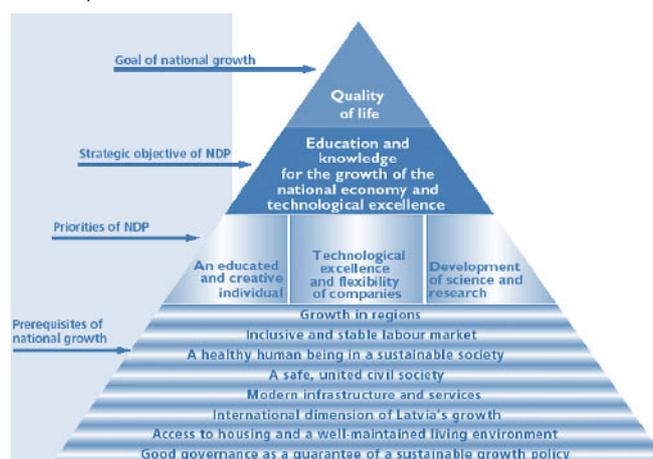
The Customer Charter initiative grew out of the recommendations of two crucial pieces of research completed in 2002. The first was the PA Consulting *Evaluation of the Strategic Management Initiative*, which, while finding that the civil service offered an increasingly higher quality service to its customers, also found that arrangements in place in many Departments and Offices to monitor and evaluate levels of customer satisfaction were inadequate. The second was a specific review of Departments' and Offices' Customer Action Plans, completed by Dr Patrick Butler of the School of Business Studies, Trinity College Dublin. In his *Evaluation of Customer Action Plans*, Dr Butler recommended a more rigorous approach to customer consultation and standards setting and more clearly described service level commitments, suggesting it would be easier for Departments and Offices to evaluate their performance and articulate these to customers and other key stakeholders.

A comprehensive evaluation of the Customer Charter process was commissioned in November 2006. Fitzpatrick Associates Economic Consultants were engaged to review the Charters and the process involved in their production. The findings and recommendations arising from this evaluation have now been published in the report *Evaluation of Customer Charters in the Irish Civil Service*. Implementation of the recommendations of this report is being overseen by the QCS Research Group. One core step in this process is the production of revised and consolidated Guidelines for the preparation of Customer Charters and Customer Action Plans, which are due to be published shortly.

Latvia

National Development Plan 2007–2013 (NDP)

A medium-term strategic planning document approved by the Cabinet of Ministers of the Republic of Latvia on 4 July 2006. The logic of this document can be seen in the diagram. (see also the link below)



(http://www.nap.lv/eng/nacionalais_attistibas_plans/jauna_mape/)

The NDP sets the following strategic objective and priorities:

- education and knowledge for economic growth and technological excellence
- educated and creative personality
- technological excellence and flexibility of industries
- development of science and research

The **Strategy of Public Administration Reform for 2001–2006** and the **plan** for its implementation set out the following goals:

1. unified, purposeful and future-oriented public administration – improvement of the policy-making process of public administration, institutional reform of public administration, introduction of strategic planning in institutions;
2. stable and efficient financial and budget management – introduction of medium-term budget planning;
3. increasing the trust of people in public administration and public involvement in the process of public administration – ensuring public involvement in the making of public policy;
4. improvement of the quality of public services – reduction of administrative obstacles, development and implementation of quality management systems;
5. personnel policy of public administration and development of human resources – improvement of the salary system, promotion of quality of education and professional development of people working in public administration, introduction of the competence model in personnel management.

The State Chancellery is now working on a new reform programme called **Public Administration Policy Development Guidelines 2008–2013 (Better Regulation: Qualitative and Effective Government)**. The main directions of the development are:

1. **policy planning and finance management** – improvement of financial, policy and strategic planning systems, linking policy planning to legislation, cooperation between national and local level administrations, as well as managing the challenges of the European Union and development cooperation in order to share our experience with others;
 2. **quality of public services and institutional system within the administration** – institutional and functional revision, enhancing public service quality, e-government, e-services and service accessibility, quality management, measuring and reduction of administrative burdens, cooperation between public and private sectors;
 3. **the rule of law in public administration** – improvement of administrative processes, effectiveness of administrative courts, internal control and corruption prevention systems, strengthening the Ombudsman institution;
 4. **human resource development** – strengthening the capacity of officials, developing ethical norms, improvement of educational and training systems;
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5. **public involvement and cooperation in public administration** – involving society in the decision-making process, strengthening societal knowledge and awareness concerning legal rights and responsibilities, as well as making the interests of society the primary goal of every official's efforts.

Concept Paper on E-Government

The overall aims of this document are the following:

- better administration – improving the public service quality
- cheaper administration – efficiency and cost reduction
- democratic administration – public involvement

These principles are also embodied in the **E-Government Development Programme 2005–2009**, which develops the policy in more detail.

The procedure of reporting on and monitoring the implementation of these documents is defined at the time of their approval – informative reports should be elaborated every year or at least every third year, depending on the document.

Lithuania

Strategy for Public Administration Development until 2010, approved by the Government in 2004

The adoption of this strategic document for public administration development was conditioned by these needs: first of all, to implement one of the key priorities of the Long-term Development Strategy of the State, as well as one of the strategic goals approved by the Government. And secondly, there was a need to increase the efficiency of public administration, improve the quality of public services and ensure the possibility for people to more effectively solve their problems via state and municipal institutions and agencies.

The Strategy is based on the following **vision**: “Creation of a public administration system that provides improved public services and takes account of the needs of the public, and that takes advantage of the institutional, administrative and political process experience of the EU.”

The Strategy also defines a **strategic goal** of public administration: to create a transparent, efficient and IT-based system of public administration that is oriented towards results and properly serving the public.

2007–2010 Action Plan for the Implementation of the Strategy for Public Administration Development up to 2010

This action plan defines how to develop the public administration system, objectives of the plan, dates of implementation and institutions responsible for implementation of actions. Measures for the promotion of QM are defined in this plan, including their successful implementation. Implementation of the 2005–2006 Action Plan has been completed.

Law on Public Administration

Article 10 of the law defines basic principles of quality management for public administration entities. The most important method of quality management in public administration is monitoring public administration entities and their activities. This Article also confirms that strategic planning is important in quality management.

Position Paper on E-Government (approved by the Government)

This document aims at improving the delivery of public services to public and municipal authorities and institutions, to citizens of the Republic of Lithuania, and businesses.

The goal of this document is to improve the transparency of the decision-making process of executive bodies in the Republic of Lithuania, to efficiently deliver high-quality public services and provide information to the public, businesses and institutions, and for this purpose to use possibilities offered by information technology.

Methodology of Strategic Planning (approved by the Government)

Strategic planning is part of quality management. This methodology defines the system of strategic planning, ways of preparing strategic plans and a principled model of strategic planning.

Programme for the Reduction of Administrative Burdens (approved by the Government)

This programme defines the main principles and measures aimed at simplifying procedures for enterprises and raising the quality of administrative services, and was prepared by the Ministry of Economy.

At the moment, Ministry of the Interior is preparing an action plan for the Reduction of Administrative Burdens. It will define measures to improve laws in order to simplify procedures of public services.

The Netherlands

Below are the strategies, initiatives and policies that the government of the Netherlands has to offer in the field of quality management.

IT Outlook 2007: e-government in the Netherlands

Recent e-government policy

The Dutch Cabinet wishes to take advantage of the opportunities offered by Information and Communications Technology (ICT) to improve the standard of service to the business community and the general public. The use of ICT for such public administration purposes is often referred to as “Electronic Government” or simply “e-Government”.

The new Dutch government’s aspiration is to have a government that serves and focuses on the interest of citizens. Its policy programme and the executive agreements based on it between the central government and (a) the provincial authorities and (b) the municipal authorities will accordingly contain specific agreements on reducing the administrative burden on the public and businesses. The e-Government basic facilities contribute to this goal.

Typical of the new government’s coalition agreement (June 2007) is the large number of initiatives to further improve government services and reduce administrative burdens. To achieve these goals, government agencies will have to share more information and should not ask for data the government already has. Shared use of data has only been made possible by the rapid development of ICT. In order to avoid each sector developing its own basic facilities, the various ministries, provinces, municipalities and water boards are working together on the development and use of basic facilities for electronic government. Development of these facilities already began under the previous government.

Further, the government’s e-government policy includes the following:

- Companies and citizens should be required to submit certain information to the government only once.
- There is to be an electronic system which enables all companies and citizens to be uniquely identified for official purposes.
- In its communication, both internal and external, the government is to use open standards, thus decreasing reliance on any one supplier or platform.
- By 2007, sixty-five percent of all public services (at national, regional and local authority level) should be provided via the Internet.

Development of e-government building blocks

The central government is responsible for delivering the basic building blocks of electronic government. On these building blocks, the public sector can build efficient and user-friendly services. Basic facilities include key registers in which data of citizens, businesses, geodata, vehicle records, etc. are securely and uniformly stored, providing secure and reliable data which can be made available through the use of unique numbers and secure ID management. To achieve reliable data interchange and services, architecture reference models, a transaction portal and a service bus have been provided.

Front office building blocks are the government's portal www.overheid.nl. The Netherlands has developed a multi-channel approach in which the government can be reached via Internet, telephone and at the local government's desk, at which a majority of all questions can be answered as a result of an underlying information system. To underline the whole of government approach in the Netherlands, a personalised Internet page for every citizen with specific public services and information from all levels of government is being developed. For businesses, a business service point provides digital services from government agencies to businesses. In order to ask for information such as address, name and personal number only once, eForm standards are being developed, enabling individuals and businesses to re-use their old data and organisations in the public supply chain to pre-enter information already known to them.

Use of e-government building blocks by public organisations

Based on the system of building blocks, public institutions such as local authorities, provinces, water boards and central government agencies provide electronic services. These services can be found through the portal www.overheid.nl. A selection of these services is presented at <http://www.e-overheid.nl/sites/english/onlineservices/>.

The I-teams programme unit assists municipalities, provinces and water boards to implement the required e-Government components. Based on surveys, an implementation plan is drawn up. Approximately two-thirds of municipalities have applied for this programme. In 2007, all provinces and water boards will have had initial visits by specialised I-teams.

Since November 2007, the law on the unique citizen's number has enabled government institutions, the health sector, tax, social security, etc. to uniquely identify citizens through a single number, allowing efficient and secure data interchange for better services.

User take-up of e-government

The rising number of government organisations connected to e-Government components and the use they are making of them increases the availability of electronic services to the public and businesses and reduces the administrative burden. The availability of electronic services to the public and businesses rose to 61% by the end of 2006, placing the Netherlands in the large-medium category of European countries. Availability of 65% is expected in 2007. The Dutch use these services more than the average European: 51% of Dutch citizens do business with the government electronically. The number of people availing themselves of electronic services has risen sharply in recent years. The process of connecting government agencies to the basic facilities is now in full swing: these include DigiD, e-Forms, public announcements, Catalogue Collaboration and the Business Service Point.

The use of private DigiD rose sharply in 2006 and the first quarter of 2007. By mid-March 2007, 190 government agencies (180 of them municipalities) were connected to private DigiD and seven to business DigiD. At present, 74 organisations (including 63 municipalities and four provinces) are in the process of connecting to private DigiD. By mid-March 2007, some 5 million members of the public had a private DigiD with their name and password. Over 2 million of them additionally have SMS authentication. The main reason for this growth is that from this year forward income tax returns can only be submitted electronically using a DigiD.

The quality of service delivery being an important political target, citizen and business satisfaction with the government's service delivery will be measured. The citizen's platform developed a citizen's charter of ten characteristics of good service delivery, which will be used by the government for determining the quality of public services. A uniform measuring tool is being developed.

More information

Useful information on the government's policy and progress reports can be found here:

- Electronic government in the Netherlands:
<http://www.e-overheid.nl/sites/english>
- Progress reports (updated every six months):
<http://www.e-overheid.nl/sites/english/organisation/>
- E-government projects timetable:
<http://www.e-overheid.nl/data/files/internationaal/overzicht-okt2005-eng%20.pdf>

Programme for reduction of administrative burdens

Service to our citizens/customers is a central point in the policies of our Cabinet; to improve this service the Cabinet is aiming for a reduction of administrative burdens for:

- citizens,
- professionals (civil servants),
- businesses, and
- between levels of government.

Regulations that cause a high administrative burden will be dropped or simplified, and measures will be taken to prevent new administrative burdens. The Adviescollege Toetsing Administratieve Lasten (Advisory Board to Review Administrative Burdens) has been established to review all existing and future regulations. The central government works with municipalities and other parties to achieve their goal, which is a minimum 25% reduction of administrative burdens (in the eyes of citizens, businesses, etc.).

Life Events Survey

To gain insight into customer satisfaction with the government as a whole, the Ministry of the Interior has conducted an extensive survey that covers the most important life events that citizens undergo (living arrangements, work and income, education, healthcare, etc). The results will be discussed in the Council of Ministers and Parliament in May of 2008. The main goal of the survey is to establish insight in the composition of citizen satisfaction, e.g. which element of public service has a substantial influence on overall satisfaction and which doesn't (elements from the general Citizens Charter: transparency, personalised information, overview of rights and duties, comprehensive procedures) and, regarding citizen satisfaction with public supply chains, how different government institutions and agencies contribute to general customer satisfaction. This survey is part of the government's efforts to achieve at least a 7 as a report mark for the quality of public service.

Programme Quality Public Service (formally known as Good Governance)

The goal of this programme is to increase the satisfaction of citizens/customers and organisations with how the government operates as (sometimes the only) provider of public services. To put citizens/customers first and gain and keep their trust.

To make sure public sector organisations and its employees know what good governance means so they can act accordingly, the Ministry of the Interior developed a **Code of Good Governance**. This is a list of principles or agreements between different public sectors (putting it on the agenda). It focuses on creating clarity on what citizens and organisations can and may expect of public sector organisations and their civil servants. The Checklist addresses the following issues:

1. **Quality of service:** quality of the product or service the government provides, but also the interaction between citizens and civil servants (respect, keeping appointments, how to handle complaints, measuring citizen/customer satisfaction, etc.).
2. **Transparency and integrity:** openness about performances can stimulate improvement and integrity in an organisation. Citizens should be able to get information about procedures, policy formulation, the income of top managers, etc. Also an organisation should develop an integrity policy and a code of conduct for its civil servants.
3. **Public administration, inspection and accountability:** setting quality standards on how a public organisation should operate within the limitations of statutory laws and regulations (for example: less vertical inspection (more internal), a yearly account of the performance, inspection, the application of good governance principles).

Beside the Code, we also achieve our goal by setting up a **promotional programme** that addresses issues concerning culture, attitude and the actions that public sector organisations and civil servants take. This programme offers organisations simple tools to implement the principles of good governance. Furthermore, this promotional programme offers knowledge and information, through best practices and learning platforms, so organisations can really improve themselves. And finally the programme offers help in establishing/implementing these improvements (for example, in a Citizen's Charter).

Tools are available or "under construction" for the following areas:

1. **Orientation to citizens and organisations:** being open to the wishes of citizens and organisations, putting them first, making clear what they can expect, as well as measuring their satisfaction with public services on a regular basis (tools: citizen charters, citizen/customer research, mystery guests, best practices).
2. **Learning ability of individual employees and organisations as a whole:** being open to and curious about signals and criticism from society. Also being prepared to use these signals to learn, apply and improve (tools: benchmarking, online research (citizen/customer/employee satisfaction), learning platforms, expertise and knowledge about best practices).
3. **Leadership:** good leadership is essential for a high-quality public sector (tools: developing a course on good governance, developing management tools (for example, an interactive portal where managers can get answers/information on specific dilemmas and where they can communicate with other managers who face(d) the same dilemma's)).

4. Maximum transparency and integrity: civil servants should be aware of the fact that their actions represent the government as a whole. This means they should act with integrity and justify their actions properly. In 2006, our ministry established the Bureau for the Promotion of Integrity in the Public Sector, offering tools such as:
 - examples of a code of conduct,
 - SAINT: Self Assessment INTeegrity, which gives insight into vulnerable procedures and integrity risks,
 - the Integrity Cube: a multimedia dilemma training instrument, with the goal of initiating discussion about integrity and promote awareness of integrity issues, and
 - an ethical performance scan.

In the Promotional Programme, a great deal of attention will be devoted to the spreading of knowledge through:

- organising meetings, conferences, workshops, lectures and training,
- websites,
- awarding successes, and
- organising meetings between different public sector organisations and key figures.

Programme of Modernisation of the Government

The goal of this programme is to improve the quality of civil service: quality in preparation, implementation and enforcement of policy. All departments of the Dutch government are participating in this programme.

The objective of this programme is to create a government that:

- reacts promptly and adequately to new social challenges,
 - produces less (complex) regulations and administrative burdens,
 - sets out policies that are feasible and abolishes policies that are no longer relevant,
 - produces results and takes a firm line when necessary,
 - performs tasks and services professionally without discrimination,
 - works efficiently and competently and doesn't waste money, and
 - is a good employer for ambitious, competent, honest and loyal civil servants.
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Poland

The strategy for public administration has been developed in National Reform Programme 2005–2008 for implementation of the Lisbon Strategy, the Regulation Reform Programme and Anticorruption Strategy – second stage 2005–2009, and mainly in the National Strategic Reference Framework 2007–2013 (National Cohesion Strategy) developed in reference to the Structural Funds.

The Detailed Description of Priorities in the Operational Programme Human Capital (PO KL) is the first strategic document that emphasises (among other areas) quality management as a significant area and that indicates key actors in this field. SzOP PO KL Priority V “Good Governance” was prepared by the Ministry of Regional Development in cooperation with the PM Chancellery, Ministry of Interior and Administration, and the Ministry of Labour and Social Policy and was adopted on 18 September 2007. These institutions carry out QM projects in the field of modernisation of management systems in governmental and local administration (such as analysis of the present situation, strategy development, implementation of selected QM tools, training and consultancy activities) and increasing human resources capabilities.

The goals of activities for improvement of public administration quality are described in the above-mentioned strategic documents. The main goals concern creating a friendly environment for business development, better regulation quality and service improvements in courts.

In 1997, the Office of Civil Service was established with the task of developing a modern civil service corps in governmental administration. In 1999, the Friendly Administration Programme was started up with a range of initiatives dedicated to service delivery (e.g. annual quality awards) and HRM development (e.g. strategic management, training programs, seminars and career paths). After abolition of the Office of Civil Service in 2006, its tasks were transferred to the Chancellery of the Prime Minister.

Since the 1990s, European Union pre-accession funds have been used to co-finance pro-quality initiatives. This approach has been carried on with Structural Funds since 2004.

In 2002–2004, the Ministry of Interior and Administration (MSWiA) realised a pilot project dedicated to implementation of a QM tool (Institutional Development Program, IDP) in 33 administration units. This resulted in the creation of a number of manuals, guidelines and indicators for the management and development of public institutions.

(<http://www.msap.ac.krakow.pl/program.html>)

During the first 12 months of the IDP, a team of international and Polish professionals, led by the Canadian Urban Institute, worked with a Task Force in each of the pilot units to develop institutional development (ID) plans in 33 local and regional government units. This was done in order to build the capacity of the units' administration and management. During the following 15 months (Phase 2) of the project, the ID plans were implemented.

Key outputs for Phase 1 were:

- a report on both Polish and International best practices in the project's nine management areas, with the purpose of formulating a vision of the desired state of management in each area;
- a framework for evaluating the level of organisational development or relative advancement of government administration in nine management areas was developed through a series of indicators for each management area;
- an organisational analysis of each of the pilot units was undertaken utilising the above framework (methodology);
- development and approval by the pilot unit authorities of a plan of institutional improvements (Institutional Development Plan).

Key outputs for Phase 2 were:

- identification of priority areas by pilot units;
- implementation of the Institutional Development Plan in pilot units;
- refinement and documentation of the methodology in the form of a manual, ready for dissemination;
- production of an effective and low-cost methodology of organisational analysis and improvement for self-government in Poland.

The first integrated approach was launched in the Polish tax administration in May 2007. The twinning project "Improving the Quality of Operation of Tax Administration Units", co-financed from the *Transition Facility* budget, was developed in cooperation with the French tax administration.

The results of the project will be developed and implemented in all institutions of the Polish tax administration in a uniform quality management system based on ISO, CAF, EFQM and similar standards.

The system created during the project will cover unification of processes in offices, a self-assessment system and an exchange of good practices. During the project, employees of the tax administration will also be trained in HRM, the incentive system and leadership. The Ministry of Finance (Department of Tax Administration) is responsible for quality policy in tax administration.

As a result of the project, all 16 tax chambers and all tax offices in Poland (about 400 units) will have a unit/person in charge of implementing and monitoring the quality management system.

Portugal

Quality Management in Portuguese Public Administration

Since the '80s, the modernisation of public administration has become a vital factor in the social and economic development of Portugal. Accordingly, a citizen-oriented administration has taken quality as a political priority for public services.

The concern about quality in public services and the strategy for quality management has been integrated in the public agenda and government programmes since 1993.

1993–2001

The **Secretariat for Administrative Modernisation (SAM)** was the first body responsible for initiatives on quality matters.

Main activities:

- **Citizen/Administration Forum** (for listing, studying and putting forward solutions for simplification and improving quality in public administration services provided to citizens. Nowadays there is a **Complaint Book** in every central administration service unit. Citizens may register complaints concerning services provided and suggest measures for improvement.
- **Quality Charters for Public Services** (*see* QUALITY / CITIZEN'S CHARTERS)
- **Quality Contest for Public Services** (the 2002 Contest used the CAF model for contestant evaluations).
- **Citizen Shops**, providing citizens with 33 different public and private services according to the one-stop shop philosophy.
- **Administrative modernisation protocols** (established cooperation agreements between the SMA and central public administration services to promote quality and management issues in public services).
- The **Quality System for Public Services** aims to establish the certification of public organisations and quality awards for public services. The Secretariat for Administrative Modernisation was responsible for the management of this system, but has not been subject to specific legal implementation since then.
- Translation and publication of "CAF Model – version 2000" and the beginning of dissemination initiatives.
- Publications and training for public employees.

2001–2002

The SMA completed its activities in 2001, and the **Institute for Innovation in State Administration (IIAE)**, which inherited the same competences, was created.

Main initiatives:

- The eligibility criteria for administrative modernisation protocols have been reformulated. In 2002, the priority areas were: on-line public services, simplification of the relationship between public administration and citizens with special needs and development of information systems for management in public services. These protocols were primarily aimed at cooperation of a technical nature without prejudice to services applying for financial support.
- Initiatives for promoting innovation and quality programmes implemented through partnerships with public services, providing training in specific domains such as the CAF model and diverse Portuguese best practices in public administration, both at national and European levels.
- Development of management support tools: public services have to present annual activity reports and action plans as well as social balance; general secretaries of ministries must elaborate annual reports on their administrative modernisation measures.

2002–present

The **Directorate General for Administration and Public Employment (DGAPE)** assumed the competences of the former IIAE in matters of:

- public employment and human resources management;
- models for organisational development in public services;
- development of knowledge and the information society in the context of public services quality.

Main initiatives on quality issues:

- stimulate quality management in public services by using the CAF model;
 - manage the performance assessment system of public services;
 - stimulate the application of modern management support tools.
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Romania

In 2001, the Government adopted a strategy for accelerating public administration reform. While some steps have been completed, the full objectives, which were too ambitious, were not attained at that time. Romania adopted complex legislation promoting reform of the civil service, decentralisation of fiscal resources and public services, fighting corruption and creating new institutions to prepare and apply reforms. In 2003, further reforms of public administration remained among the most important objectives of Romania. In agreement with the European Commission, the Romanian Government identified three areas in the field of public administration reform where significant progress must be made:

- civil service reform
- decentralisation and deconcentration of public services
- the policy formulation process

These main issues represented the priorities of the updated Strategy of the Government concerning the acceleration of public administration reform in Romania during the period 2004–2006. It was the result of a long process of technical and political work. The three priorities combined a significant investment in a sustainable public administration training and development initiative with the creation of new structures for decentralisation and deconcentration and the development of a new policy making process. These priorities were developed in order to meet the overall objectives in several ways: addressing capacity building for improved policy making, implementing decentralisation reform, reforming the structures and conditions for human resource management in the civil service, and developing local institutional capacity (at national and regional levels) to sustain the training and development of present and future Romanian civil servants at middle and senior management levels.

In order to increase the accountability of public administration in general, another pillar was introduced in 2006, “administrative simplification”, in order to reduce administrative costs for both citizens and businesses. As member of the EU, Romania developed the National Reform Programme 2007–2010 for achieving the Lisbon Strategy objectives.

Concerning civil service, we consider that 2004 was the year when certain coherent measures were undertaken by the Romanian central public institutions in order to insure and strengthen quality management. Certain strategic documents were issued in this regard, indicating a number of measures to be taken, as follows:

- introducing quality standards for monitoring and assessing public service and the professional activity of civil servants
 - setting up a fixed number of civil servants according to the quality standards established for each public service
 - establishing a strategic planning system for each public authority according to the public services offered
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- establishing certain motivational schemes in order to increase the quality of public services and to stimulate innovation
- elaborating and implementing the Citizens' Charter in order to introduce and assess quality standards for public services
- implementing an assessment guide for institutional self-assessment according to CAF

Slovak Republic

The starting year of intensive change regarding quality management in public administration in Slovakia was 2003. This year is linked to the initiative of the Civil Service Office (abolished in 2006) – implementation of the CAF Model in Slovak PA. In 2003, the Civil Service Office prepared the project *Implementation of the CAF model in Slovak Public Administration* in close cooperation with the Slovak Office of Standards, Metrology and Testing and the Slovak Society for Quality. The project was launched the following year and was carried on till 2006.

This year, the project has been continuing in a somewhat modified way (organisations are supported in the implementation of quality models and can choose from the EFQM excellence model and CAF model). Organisations were approached with a proposal to join the project. The project and its components were developed over 4 years of implementation. A significant moment occurred in 2003. Central governmental bodies in Slovakia, as in several European countries, were obliged to implement the CAF model in their organisations by 2008 (as Resolution of the Slovak Government No. 900 of 24 September 2003 requires ministers and chairmen of central administration bodies to implement the Common Assessment Framework in public administration).

The Slovak Office of Standards, Metrology and Testing (SOSMT) is the coordinator of the state quality policy in the Slovak Republic. The main strategic quality policy document is the National Quality Programme of the Slovak Republic for 2004–2008, with specific objectives and activities.

Main objectives of the above-mentioned CAF project:

- motivate PA organisations to start continuous improvement activities
 - customer orientation
 - introduce various measurements
 - increase the efficiency of PA organisations
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Slovenia

National Quality Programme, 1993

The National Quality Programme of the Republic of Slovenia was prepared in 1993 as the basic document and guideline for achieving the ultimate goal – excellent quality.

The vision of the National Quality Programme is that Slovenia becomes recognised for its quality and as a welfare state.

The National Quality Programme is a long-term strategic programme for assuring higher quality of Slovenian products, services and processes, and increased market competitiveness.

The Programme is divided into three major phases:

- 1993–2000: European and International Comparison
- 2001–2010: Competitive Quality
- 2011–2020: Excellent Quality

Further Development Strategy on the Slovenian Public Sector 2003–2005

Regarding quality management within public administration and the orientation of public administration towards users, the following goals were defined:

- promotion and strengthening of quality management
- comprehensive overview of effectiveness of administrative organisations
- comparability with European public administrations and the private sector
- orientation towards users, building of partnerships with citizens, private sector, non-governmental organisations and other segments of the social system
- increasing the standards of service quality and users' level of satisfaction
- expanding and remunerating good practices, developing these practices into adequate standards

Reform Programme for Achieving the Lisbon Strategy Goals (2005)

The *Reform Programme for Achieving the Lisbon Strategy Goals* is based on *Slovenia's Development Strategy* (June 2005) and was adopted in October 2005.

(<http://www.umar.gov.si/aprojekt/alizb-strategija/alizb-strategija.pdf>)

E-Government Strategy of the Republic of Slovenia for the period 2006–2010 (2006)

The Strategy includes several targeted eGovernment activities based on four main objectives:

1. high-quality and efficient operations
2. open and transparent functioning of public administration
3. an efficient system of public employees and management of human resources
4. user orientation of public administration

Programme of Measures for Reduction of Administrative Burdens

The government has adopted the *Programme of Measures for Reduction of Administrative Burdens*, which contains over thirty concrete measures aimed at simplifying procedures and raising the quality of administrative services.

(http://www.mju.gov.si/en/better_regulation/reduction_of_administrative_burdens/)

Spain

Spain is a politically decentralised state, whose Constitution (1978) acknowledges and ensures the right of autonomy of its regions and municipalities. Therefore, there are 3 levels of public administration, with 3 completely different scopes: state administration, called Central Government Administration; regional administrations, called Autonomous Communities; and Local Administrations (municipalities, provincial councils, etc.). In accordance with the constitutional and legal distributions of functions, each level of administration manages and renders their corresponding public services to citizens.

The 17 regions and the local administrations (about 8,000) are fully autonomous in developing their public service policies and providing themselves with suitable management and organisational models. This results in different political and administrative approaches, management capacities and organisational maturity levels. In this sense, it is not possible in this study to talk about a homogeneous national quality policy in all Spanish administrations. Nevertheless, within the framework of the constitutional principles of collaboration and cooperation, certain shared mechanisms are being used *de facto* by most national administrations. As such, the collaboration and contacts between the Central Government, Regional and Local Administrations are close and permanent, through inter-administrative bodies and quality partnership bodies, so that the quality policies in all public organisations committed to quality are in agreement as a whole. For instance, the Spanish Municipalities and Provinces Federation, covering three fourths of all local administrations, promotes and develops a QM programme for its affiliated bodies.

The information that follows includes the main features of QM in the Central Government Administration, which are common to a great extent to most of the approaches applied at other administrative levels.

In the state administration, the Spanish government has undertaken a commitment to improve and modernise administration so as to meet citizens' needs. In line with this commitment, a range of measures have been introduced to raise the quality of public services.

Initially, the unit acting as the driving force for the development of general quality policy was the Ministry of Public Administration. Its first quality policy dates back to the '80s, when a modernisation administrative process inspired by OECD recommendations (*Administration as service, the public as client*, 1987) was undertaken.

In 1989, the Ministry of Public Administration drafted a document titled *Reflexiones para la modernización de la Administración del Estado*, **Reflections on the modernisation of the Central Government**, which incorporated in a general strategy the different actions in use and proposed the need for going deeper into information and assessment systems for determining the degree to which quality levels met citizen's expectations.

The document *Ley de Régimen Jurídico de las Administraciones Públicas y del Procedimiento Administrativo Común*, **Legal Regime for Public Administrations and Common Administrative Procedure Act** (1992), constituted the basic guideline for all public administrations, strengthening the role of citizens in their relationship with them, recognising a set of rights, simplifying procedures and establishing the use of information technologies.

Ley de Organización y Funcionamiento de la Administración General del Estado, the **Organisation and Operation Act for the General Administration of the State** (1997), enshrined such principles as: functional decentralisation, efficiency, effectiveness and accountability for performance. In this field, specific mention should be made of two additional principles: that of service to citizens, to ensure the effectiveness of the rights they are entitled to exercise when coming into contact with public administrations; and that of continuous improvement in public services, the implementation of which requires defining such services, their scope and quality standards.

From this starting point, several measures for the promotion of quality of services were adopted:

- the presentation, in 1998, of a training programme on the assessment process devoted to managers and administrators in public service;
- Royal Decree 1259/1999 of 16 July 1999, regulating citizen charters and quality awards in central government administration (now repealed), laying down the content and strategies for central government bodies to implement the principle of service to citizens and ensure the continuous improvement of their procedures, services and benefits;
- the initiative for implementing a Quality Plan in public administration (proposed by the Minister of Public Administration before the Congressional Committee for Public Administration Regime, on 17 February 1999).

This *Quality Plan for Central Government Administration* was later revised and extended by *Real Decreto 951/2005, por el que se establece el marco general para la mejora de la calidad en la Administración General del Estado*, (Royal Decree 951/2005, establishing the **General Framework for Quality Improvement in Central Government Administration**. The new framework combines six programmes in a coordinated and synergic way to drive the continuous improvement of public services in central government administration by involving the key stakeholders: policymakers and senior bodies, managers and civil society. The six programmes are:

- Expectation analysis and customer satisfaction measurement
- Citizen charters
- Complaints and suggestions
- Organisational quality assessment
- Recognition (organisation certification and awards)
- Observatory for the Quality of Public Services

In its decision of 6 February 2006, the former Secretariat General for Public Administration (currently the State Secretariat for Public Administration) approved the **guidelines for implementing these programmes** under the general framework for quality improvement set forth in Royal Decree 951/2005 of 29 July 2005. Since then, a range of practical guidelines has been produced to set out the relevant methodological and management criteria and address normative issues for the implementation of quality programmes.

By the authority granted under *Ley 28/2006, de 18 de julio, de Agencias Estatales para la mejora de los servicios públicos*, the **Central Government Agencies Act** (2006), Royal Decree 1418/2006 of 1 December 2006, enacting the charter of the *Agencia Estatal de Evaluación de las Políticas Públicas y la Calidad de los Servicios*, the **Spanish Agency for the Evaluation of Public Policies and Quality of Services**, amended Royal Decree 951/2005 so as to define which of the duties and powers formerly resting with the State Secretariat for Public Administration were to be reassigned to the Agency. The Agency takes on some of the duties of “management and service provision” to central government bodies (advice, methodological standardisation, assessments, certifications) and to the public (through the conduit of the *Observatorio de la Calidad de los Servicios Públicos*, the Observatory for the Quality of Public Services), whilst the responsibility for political support of quality management remains in the State Secretariat for Public Administration.

In this context the Spanish Agency for the Evaluation of Public Policies and Quality of Services aims to enhance the institutional quality of public administrations, in order to:

- provide public managers with information to improve decision-making on the provision of public services;
- promote learning and organisational improvement in public government institutions and thus raise their performance;
- enhance the public sector citizen orientation so as to develop a higher standard of service.

For more information see: www.aeval.es

STRATEGY

General Framework for Quality Improvement in Central Government Administration (2005)

The Quality Plan for Central Government Administration was later revised and extended by Royal Decree 951/2005, creating the General Framework for Quality Improvement in Central Government Administration. This review was made according to the following principles:

- promotion of quality management as an integral strategy, targeted to all levels of national administration, on the basis of a decentralised administration structure
- the importance of understanding quality as a core aspect in public management
- the need for a systematic approach for all quality management programmes, in order to create synergies from their implementation

The new framework combines six programmes in a coordinated and synergic way to drive the continuous improvement of public services in central government administration by involving the key stakeholders: policymakers and senior bodies, managers and civil society. The six programmes are:

- **Expectation analysis and customer satisfaction measurement:** In order to ascertain customers' opinions and improve the quality of services, central government administration bodies conduct studies to analyse expectations and measure customer satisfaction with their services using qualitative and quantitative research techniques. The data from these studies and drawn from other sources are put to use by the Observatory for the Quality of Public Services to analyse the quality of public services and provide citizens with broad-ranging information about it.

- **Citizen charters:** A citizen charter is understood as a document in which a central government administration body informs citizens and customers about the services it is designed to provide, about its quality commitments and about customers' rights. Certification of a citizen charter involves a process of evaluation whereby the Spanish Agency for the Evaluation of Public Policies and Quality of Services issues a certificate stating that the charter meets the requirements of the certification protocol. The certification process goes beyond the content of the charter to address its underlying methodology and development work, compliance with quality commitments, the indicators designated in the charter and the criteria laid down for regular review.
 - **Complaints and suggestions:** Central government administration bodies must have mechanisms in place to receive and process complaints. They must undertake initiatives to improve the quality of services in response to citizens' complaints and suggestions and publicly report all actions and measures taken. The Ministry for Public Administration's Directorate General for Administrative Organisation and Procedures is the body in charge of overseeing the complaints and suggestions programme.
 - **Organisational quality assessment:** There are several different feedback mechanisms, depending on the size of an organisation or the point of view of assessment, including financial control, management supervision and quality/excellence assessment. Quality/excellence assessment is based on a comprehensive diagnosis of the organisation's processes and results across all stakeholder groups. Central government administration bodies submit their activities and results for assessment in accordance with the quality management models set forth in the decision of 6 February 2006 of the former Secretariat General for Public Administration (currently the State Secretariat for Public Administration), introducing guidelines for implementation of the programmes under the general framework for quality improvement laid down in Royal Decree 951/2005 of 29 July 2005, so as to obtain information on the quality level offered to the public. Assessment takes place on two levels: self-assessment and external assessment. There are several recognised management models:
 - EFQM Excellence Model
 - CAF, Common Assessment Framework
 - EVAM (Evaluación, Aprendizaje y Mejora) model (assessment, learning and improvement) designed by the Spanish Ministry for Public Administration, and developed by the Spanish Agency for the Evaluation of Public Policies and Quality of Services.
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Central government administration bodies and their attached autonomous bodies and social security management entities and common services can assess their quality on the basis of whichever of the above three models they think best fits their situation and needs.

- **Recognition (organisation certification and awards):** This programme uses recognition of organisations' achievements to enhance quality and innovation in public management. It is divided into two sub-programmes or actions:
 - **Recognition of Excellence:** the Spanish Agency for the Evaluation of Public Policies and Quality of Services certifies the level of excellence achieved by public organisations.
 - **Quality and innovation awards for public management** are announced and granted by the Ministry of Public Administration through the Spanish Agency for the Evaluation of Public Policies and Quality of Services, which is responsible for the whole process of management of these awards.
- The **Observatory for the Quality of Public Services** is entrusted with regular analysis of the quality of public services and the creation of a space for public information and citizen involvement. The Observatory reports regularly on the quality level of public services, and publishes and releases an annual report on the quality of public services. The report sets out the results of the other five programmes under the General Framework for Quality Improvement in Central Government Administration, and of programmes in support of the knowledge society and improved competitiveness. It also releases the results of surveys of public perception of how well public services work, and provides an in-depth case studies of highly demanded or socially crucial services.

For more information:

http://www.aeval.es/en/calidad_de_los_servicios_publicos/marco_de_la_calidad/

The aims of the Spanish Agency for the Evaluation of Public Policies and Quality of Services include support for improving the quality of public services. The Agency therefore writes, proposes, adapts and publishes guidelines, methodological protocols, management and excellence models and self-assessment guides in line with the various programmes of the General Framework for Quality Improvement. Most are e-publications:

- Papeles de evaluación nº 2: "Regulación y calidad de los servicios públicos liberalizados" (Antón COSTAS-Marzo/2006) – Regulation and Quality of Liberalised Public Services
http://www.aeval.es/comun/pdf/papeles_evaluacion/
- *Papeles de evaluación nº 5: "Percepción ciudadana del funcionamiento de los servicios públicos (2006). Una valoración de los resultados de la encuesta conjunta del C.I.S. y la Agencia de Evaluación y Calidad". Estudio del Observatorio de Calidad de los Servicios Públicos de la Agencia (Departamento Calidad-Octubre/2006) – Citizen Perception of Public Service Performance (2006)*
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- Guide on the performance of expectation analysis and customer satisfaction surveys (2006)
- Guide on the development of citizen charters (2006)
- Guide on handling complaints and suggestions (2006)
- Guide on the EFQM Excellence Model of self-assessment for public administration (2006)
- CAF 2006, the Common Assessment Framework: Improving an organisation through self-assessment (2007)
- Guide on assessment: EVAM model (2006)
- Guide for the recognition of excellence (2008)
http://www.aeval.es/en/calidad_de_los_servicios_publicos/directrices_metodologicas/

There are also a number of printed publications:

- EFQM Model Guidelines for Self-assessment in the Public Administration, published by the Ministry of Public Administration since 1999 and currently being reviewed by the Agency
 - EFQM Model: A practical case study for public administration (2004)
 - Guide on the Ibero-American model of management excellence self-assessment for public administration (2007)
 - QUALITY AND EXCELLENCE IN PUBLIC ADMINISTRATIONS: National cases presented at the 2nd Quality Conference for Public Administrations in the European Union (2003)
 - QUALITY AND EXCELLENCE IN PUBLIC ADMINISTRATIONS: National cases presented at the 3rd Quality Conference for Public Administrations in the European Union (2005)
 - Quality and Best Practices Awards in the Central Government Administration (first edition)
 - Quality and Best Practices Awards in the Central Government Administration (second edition)
 - Quality and Best Practices Awards in the Central Government Administration (third edition)
 - Quality and Best Practices Awards in the Central Government Administration (fourth edition)
 - Quality and innovation awards for public management (2006)
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In collaboration with the Spanish Municipalities and Provinces Federation (FEMP), the Ministry of Public Administration published in 2006 a set of **Supporting Guides for local public management**:

- Guide I: Functional framework of local administrations – Local agreement and decentralisation of functions – Key tools for excellence in management
- Guide II: Quality, innovation and modernisation plans in local administrations
- Guide III: Knowledge management for continual improvement in local administrations
- Guide IV: The Citizen's Charter issue
- Guide V: Excellence Models in local administrations
- Guide VI: Process management in local administrations – Citizen service orientation
- Guide VII: Citizen participation and tools for the measurement of the perception of the service provided by local administrations
- Guide VIII: Customer services and e-Administration
- Guide IX: Systems for monitoring, evaluation and improvement of the service provided by local administrations: Activity indicators and the Balanced Scorecard
- Guide X: Communication and public marketing addressed to citizens

The Spanish Agency for the Evaluation of Public Policies and Quality of Services, in collaboration with the Municipality of Alcobendas, published the book *The Intelligent Administration* (2007)



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Sweden

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United Kingdom

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