



ReSPA

Regional School
of Public Administration

**QUALITY OF PUBLIC
ADMINISTRATIONS & SERVICES (QPAS)
WORKING GROUP**

15-16 July 2015,

Vienna (Austria)

DRAFT PROGRAMME AND DISCUSSION PAPER

Background

ReSPA largely focuses on running and maintaining networks (Public Administration Reform network and EUI Programme Committee) and working groups: Community of Practitioners on HRM issues, E-Government, Ethics and Integrity, Public Private Partnership, Public Procurement and GAPA WG i.e. Law on Administrative procedure. Within the Board the interest and idea has grown to establish a working group on Quality of Public Administrations & Services Working Group (QPAS). As notified in the ReSPA Plan of Work 2015, Quality Management (QM) has been identified as another crucial thematic area of ReSPA focus and potential intervention. During April 2015 valuable data have been received from the PAR network members highlighting state of the art in the Western Balkans when Quality Management is being observed (Survey Monkey survey) and PAR network event at Ohrid. It was confirmed that no baseline study related to the former mentioned area has been developed in the Western Balkans. Also, all of the initiatives dealing with QM system i.e. different QM instruments have not been widespread and institutionalized to the higher extent, with the exception of the Macedonian case. QM has been recognized as an important topic to be discussed within PAR network agenda, since it has been widely acknowledged as a valuable ingredient within New Public Management, developed during 1990s, enabling pattern on how to improve the quality of public services in comprehensive and systematic manner on a long run

At the 1st Meeting of the QPAS working group ReSPA will jointly with host Institutions from Austria: Center for Public Administration Research (KDZ - Zentrum für Verwaltungsforschung) organize a two day event. It is intended to visit some of the respected institutions with significant experience in implementation of Quality Management such as City Hall of Vienna, Ministry of Interior or other institution (TBC). It will also enable that representatives of ReSPA QPAS working group from Albania, Bosnia and Herzegovina, Kosovo*, Macedonia, Montenegro and Serbia exchange the experience and discuss the identified topics of interest.

During this event the participants (please see the ToR of the QPAS working group members attached) will be granted an opportunity to develop a common vision on quality in the public sector in the region, compare notes on quality practices in the different Western Balkans context, as well as in the EU, share lessons learned, establish lasting working relations among individuals and institutions, and generate ideas and new instruments which would promote more effective solutions to strengthen public administration in the Western Balkans. The QPAS working group will look for external support on its way to success (related expertise in domain of QM instruments such as KDZ, EIPA CAF or other credible institutions, etc).

KDZ Center for Public Administration Research has been founded 1969 and is the leading Austrian knowledge center for management in public sector. The focus of KDZ as research, training and consultancy institute lies on all aspects of public management



& governance and financial management. KDZ contributed to the new Austrian performance budgeting system and implemented several management systems (contract management, management by objectives, output and outcome oriented management, balanced scorecards, cost accounting systems etc.) in public sector organisations.

One major work pillar is quality management in the public sector. KDZ is nominated by the Austrian Federal Chancellery as Austrian CAF Center. Therefore KDZ has the comprehensive overview of quality management in the public sector. This will be the general added value for the participants of the working group.

Although KDZ (CAF-Center) main QM focus is CAF, also the other QM instruments that are implemented in Austria are connected to the KDZ center. The following QM instruments are being part of the KDZ portfolio:

- CAF
- EFQM
- ISO
- QM in the education sector
- QM in the health sector.

Based on this understanding the KDZ has a comprehensive view on Quality Management, Change Management and Public Administration Reform and sees these instruments and programmes linked with each other.

The participants will get:

- Overview on existing QM instruments in Austrian public sector organisations and their approaches on the implementation. Based on the experiences of the KDZ (CAF Center) with also other countries
- Pros and cons of the different QM-systems
- Strategic approaches of their implementation (especially obligatory versus voluntary) will be elaborated as well. This provides the participants with a kind of guideline for the implementation of QM in their home countries.
- Evidence based opinion on the proper time for starting a quality programme in the home country and how to link it to other programmes of PAR or capacity building.

During the first day of the working group the QM-instruments and methods as well as different approaches of their implementation will be presented. The second day is dedicated to good practices of QM in selected public sector organisations.



Objectives

The overall objective of establishing this working group is to assist ReSPA's Member States and Kosovo*¹ in enhancing the quality of their public sector by exchanging information on Quality of Public Administrations & Services issues in their countries respectively and look for challenges and solutions to be elaborated at regional basis. Topics dealt with might be Quality management systems and different QM instruments such as: Common Assessment Framework (CAF), process management, citizen involvement, satisfaction measurement and management, etc.

The specific objectives of the working group are:

- To exchange experience and practices aimed to facilitate work of the QPAS working group taking into account state of the art in the Western Balkans and in the EU taking in particular into account the Austrian QM model and experience.
- To discuss on how to reach balance (the pros and cons) in the context of different quality management systems in the public sector
- To get an overview of different quality management systems in the public sector implementation (several comparable countries).

Expected results of the meeting:

The study visit will be followed up by a written summary of the visit and recommendations that will be prepared by the two ReSPA experts who will accompany the group of the ReSPA members' representatives. These documents will be prepared after the study visit and they should

- Define the proposal/basis of the mission and working agenda of the QPAS working group and
- Contribute to enable the members of the working group to decide about implementing quality management programmes in their countries.

They will also reflect the pros and cons of different quality management systems in the public sector, the opportunities for implementing QM in the countries and the "How and When to link QM with PAR-programmes". Based on the new European Commission's approach of „Fundamentals first“, the contribution of QM as part of PAR will be addressed.²

¹ * This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

² PAR is no specific negotiation chapter but nevertheless has to be seen as horizontal priority of a successful accession process. Transparency, accountability, effectiveness and quality of the public administration and services need to be increased. Manifold institutions and activities in the Danube-Region/Western Balkans deal with these key issues and their experiences will be included.



The attached Site Visit Programme is to provide additional guidance on the subject matters for the visit. However, it is not intended that the Programme and the discussion paper limit, but rather open up the discussion on all relevant and related topics. Thus, the participants are expected to discuss state of the art of the QM in their respective institutions, different QM instruments, rational for its implementation (when, how, by which institutions, etc) in a wider perspective.

Working group experts:

Mr. Thomas Prorok is the Deputy Managing Director of KDZ Center for Public Administration Research and Head of the Austrian CAF Center. He holds a master degree in political science and he is an expert of public administration reform, Quality Management, Local Governments and EU-Integration for more than 15 years.

Ms. Bernadette Tropper-Malz is the Consultant of KDZ Center for Public Administration Research and expert of the Austrian CAF Center. She holds a master degree in public management and is an expert of public administration reform, Quality Management and Controlling for more than 9 years.



DRAFT PROGRAMME

Day 1 – 15 July 2015 (Wednesday)

- 09:00 –09:15 **Welcome**
(KDZ Expert: Thomas Prorok)
- 09.15–10:00 **Introduction of the participants**
ReSPA Programme Manager – Goran Pastrovic
- 10.00-10.45 **Quality Management in Public Sector Organisations of Austria I**
(Expert: Mr. Thomas Prorok)
- **Status Quo and Implementation of QM systems (CAF, EFQM, ISO, Education and Health sector)**
 - **Pros and Cons of different QM methods in the Public Sector**
 - **Examples and Strategies**
- 10.45-11.00 Coffee break
- 11.00-12.00
- **The Performance Budgeting system in the Federal Ministries**
 - **The Role of the Federal Chancellery and Province Governments in implementing QM –**
 - **Pros and Cons of the voluntary approach**
 - **The Role of the CAF Center in implementing QM**
- (Presentations, Q&A, Discussions)
- 12.00-13.00 *Lunch*
- 13.00-14.00 **Quality Management in Public Sector Organisations of Austria II**
(Expert: Thomas Prorok)
- Experiences in European Countries,
- 14:00-14:30 **The CAF Center Austria – 15 years of experience with Quality Management in the public sector**
(Expert: Bernadette Tropper-Malz)
- CAF in Austria – methods, processes, lessons learned)
 - Cooperation with EFQM
 - CAF Online, CAF Adjustment (Sectors), CAF Label
- 14.30-15.00 Coffee break
- 15.00-15.30 **QM Strategy and Activities in Austria**
Lessons learned from multiple CAF implementations
(Presentations, Q&A, Discussions)
- 15.30-17.00 **Draft layout of the QPAS Baseline Analysis - Goran Pastrovic**
Future Activities of the Working Group Goran Pastrovic, Thomas Prorok

Day 2 – 16 July 2015 (Thursday)

- 09:00 – 10:30 **The management system of the city of Vienna**
- Overview, strategy, support unit, contract management
 - Integration of QM in the contract system
 - The coexistence of EFQM, ISO, CAF, QM in health sector in Vienna
 - CAF Label in the Department 63 (Business permissions)
- 10:30 – 12.00 **CAF-programme in the Ministry of Interior**
- 12:00 – 13:30 **Lunch**
- 13.30 – 15.00 **QM in the student grants authority**
- 15:00 - 17:00 **Site Visit to the City Hall of Vienna**
- 17:00 - 17:20 **Wrap up (on the spot)**