



# QUALITY MANAGEMENT IN THE WESTERN BALKANS PUBLIC SERVICES

Organised by the Quality of Public Services  
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## Quality management in Western Balkan public services

This conference addresses the critical issue of a quality management approach to the organisation, management and delivery of public services. It is targeted at high ranking officials, representatives of civil society and those involved in quality management in the public sector in the region. The representatives from civil society are invited to include insights on the service users' perspective of service quality in the public sector.

Quality is a complex subject and difficult to define objectively. People's quality expectations differ and change with changing contexts. Citizens have a right to expect quality public services. Yet, it is hard to define what exactly that is. Quality management attempts to define what is meant by a quality service from the user's perspective and put in place systems which will deliver this.

Thinking on how to deliver quality has evolved since the end of the Second World War. This reflects developments that have taken place, primarily, in the private sector. The public sector has been slower to adopt a quality management approach. This in part reflects the difficulty in defining quality in a public sector context. Public sectors are now examining and implementing quality management systems to improve their customer service and also to achieve greater efficiencies and effectiveness.

This conference will examine the different methodologies used to manage quality in the EU and the Western Balkans states' public sector. Speakers will address the systems currently used such as total quality management, excellence through people, the common assessment framework and balanced scorecards. The discussion will seek to identify the systems most appropriate for administrations in the region and most likely to yield improvements in the citizens, quality of life.

Quality from a citizen's perspective is central to quality management in public sectors. The focus of any quality initiative must be on improving the citizen's experience of government rather than more efficient management processes. The conference will discuss how to make sure that quality management systems used in the region will be citizen focused and will deliver real and tangible improvements for them.

The conference will take place in Hotel Europe, Sarajevo, Bosnia and Herzegovina after lunch on Wednesday, 18<sup>th</sup> of November and conclude on Friday the 20<sup>th</sup> of November at 13.00 hrs.

## Programme

### Day 1

#### Session 1 Quality Management and public sector delivery

**14:00 to 14:15** Key note address (Ms Emily O'Reilly EU Ombudsman pre-recorded)

**14:15 to 14:30** Introductory address by the Minister of Justice for Bosnia and Herzegovina, Minister Josip Grubeša.

**14:30 to 16:00** An overview of the role of quality management systems in public sector organisations (Professor Tony Bovaird)

*What is the likelihood that two or more conference delegates would have the same view, when asked decide what a high-quality service is and what isn't? This presentation will explore the concept of quality in a public sector context to help delegates to find a definition for quality, which matches their context and their requirements. The presentation will put key quality assurance and management tools such as Balanced Scorecards, quality excellence models (such as the CAF) and service charters in context. Finally, it will discuss who should be involved in quality assessment processes and discuss to what extent quality can be measured.*

**16:00 to 16:30** Coffee break

**16:30 to 17:00:** Group work on the challenges facing the region with regard to quality management in the public sector and people's expectations of what they want to achieve during the conference.

## Day 2

### Overall theme – Quality systems and their applicability in the public sector

#### Session 2: Common Assessment Framework (CAF) and ISO 9001

**09:00 – 11:00.** What is CAF and how is it applied in Public sectors? (Professor Tony Bovaird)

*This presentation will give an introduction to the Common Self-Assessment Framework (the so-called CAF), including a number of case studies from different public services. This continuous improvement tool, often portrayed as 'EFQM-lite' has been designed for public sector organisations to introduce them to the 'culture of excellence' and the principles of Total Quality Management. It enables public sector organisations to self-assess their organisational performance based on the 'Plan-Do-Check-Act' cycle. The CAF Resource Centre at the European Institute of Public Administration (EIPA) provides a CAF users database of good practice. Furthermore, in 2009 the 'CAF External Feedback Procedure' was introduced to further support CAF users in their journey towards quality.*

**11:00 – 11:30.** Coffee

**11:30 – 13:00.** Implementing ISO 9001 in the public sector (Ms Jasmina Trajkovski)

*ISO9001 is a generic quality management system standard. Its scope of implementation is for any type of organization, from any sector. But implementation of this standard in the public sector has its specific challenges. Some of them come from the approach: voluntary vs mandatory, but other from the difficulty to translate the requirements of the standard into the realities of the public sector. To drive the implementation process, some governments have made it a requirement defined in law, while others have initiated creation of a guidelines for implementation of the standard in public sector i.e. customizing it into Government quality management system standard. ISO itself has published ISO18091 – guidelines for application of ISO9001 in local government, and ISO17582 – requirements for implementation in electoral organizations. Through real-life examples, both positive and negative, we will illustrate the critical elements for successful implementation of ISO9001 in the public sector and will cover areas such as commitment from the management, citizen approach, resource management, service realization, monitoring and control and finally improvements.*

**13:00 – 14:15.** Lunch

#### Session 3: Other approaches to quality

**14:15 – 15:30.** Using total quality management, balanced score card and quality circles (Mr John Tatam)

*The balanced scorecard is one of the most widely used management systems in businesses across the world. Developed by Drs Robert Kaplan and David Norton in the 1990s in essence it is a simple concept: rather than focusing just on financial performance, which tends to be backward looking, businesses were encouraged to*

*'balance' this with three other perspectives around customers; internal efficiencies; and staff knowledge and skills. The scorecard has had less penetration in the public sector where finance has never been the principal driver. This presentation will show how the scorecard can be effectively used in public organisations not just as a performance management tool but as a full strategic planning and management system helping organisations to identify and focus on the things which are most important for them to achieve and then to measure their progress towards achieving these. It will also explore how multiple scorecards might be used in public organisations with wide ranging and very different service responsibilities. The emphasis will be on how to ensure that the organisation is concentrating on the right things and that staff understand what these are rather than on technical detail.*

**15:30 – 16:00.** Coffee

**16:00 – 17.15.** Excellence through people and how they can be coached to a quality performance (Mr Bryan Andrews)

*The presentation will give an overview of some of the key elements that are contributing to the improvement of Public Service performance and enhanced customer service delivery at the level of the organisation in Ireland.*

*It will outline the Excellence Through People (ETP) Accreditation Model which is available to both Public and Private Sector organisations. The model is essentially aimed at the improvement of organisation performance, employee engagement, innovation and customer satisfaction. The model provides a framework against which independent assessments are carried out.*

*The presentation will outline the six key criteria of the framework and the elements which are assessed against the standard requirements. Some examples will also be presented of the type of public sector organisations that have achieved the ETP accreditation and highlight a case study organisation.*

*One of the key criteria of the framework is Leadership and People Management and the presentation will cover the critical role to be played by those in leadership positions in creating the right climate for organisation performance improvement to take place. The value of management development interventions such as executive coaching and mentoring will be outlined.*

*The presentation will also briefly outline the Taoiseach's (Prime Minister) Public Service Excellence Awards, as another example of the effectiveness of leadership from the top and the momentum that such high level support can achieve.*

Day 3

Overall theme – where next for quality management in the Western Balkans?

Session 4: Where to next?

**09:00 – 10:30.** New directions in quality management (Professor Tony Bovaird)

*There is an increasing recognition both in the UK and administrative law countries that*

- 1. While service quality remains important, quality of life matters. This requires a broader public governance perspective, which focusses on outcomes from the very beginning and considers the contributions and interactions of all stakeholders to the improvement of outcomes.*
- 2. The contributions of service users and citizens to service quality and outcomes have not received much attention in traditional approaches. The concept of user of citizen co-production looks beyond organisational performance to focus on the way in which professionals and service users and wider communities work together to improve quality. The Co-Production Star toolkit developed by Governance International supports public sector organisations to unlock the capacities, strengths and potential of service users and communities as ‘enablers’ to improve outcomes or efficiency.*
- 3. Unresolved old and new ‘wicked’ issues such as youth unemployment and migration require public sector organisations to rethink themselves and to enable social innovations in civic society. However, innovations cannot be fully planned. Fostering a culture of innovation within and outside the public sector implies risk management rather than risk reduction, creative approaches within open systems rather than closed frameworks and orientation towards the future rather than past performance.*

*This does not mean that traditional quality tools are no longer needed, but rather the quality tool to be used depends on the domain of knowledge in which we are working. The presentation will provide the delegates with a framework to help them make informed choices of quality tools.*

**10:30 – 11:00.** Coffee

**11:00 -13:30.** Plenary session on what Western Balkan states should do next and how ReSPA can help. Introduction, Mr Suad Music, Director of ReSPA. (All speakers and Mr Goran Pastrovic, Programme Manager, ReSPA)

Conclusion of formal proceedings

**13:30 – 15:00.** Lunch and departure