

**Quality and the modernisation programmes of the EU-Member States
Statement of Univ.-Prof. Dr. Hermann Hill,
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- 1. Understanding quality in the Guarantor State as „Quality of the concert“, how can we organise the governance or coordination of the quality contributions by the different actors? As a result, how can we draw up a balance sheet of all these contributions?**

In the last decades we have seen a shift from the Providing State to the Ensuring or the Guarantor State, which means that the state does not deliver all services itself, but only guarantees the results. We have therefore to include service delivery by private enterprises, public private partnerships and the fulfilment of public functions by the citizenry. In the new era the public administrations have to develop new competences: Providing the infrastructure, regulating, co-ordinating, networking, empowering, supervising etc.

CAF is above all a management model for improving the performance of the organisation. This self-assessment model has to be extended on these outward-orientated activities of public administrations. The quality of public services is the “quality of the concert” (Bovaird/Löffler). Ensuring this overall quality means to orchestrate all these contributions, to integrate them in a development plan, to support them and last, but not least to evaluate them, i.e. to draw up a balance-sheet from the view of the common good.

- 2. Understanding quality management as organisational readiness for innovation, how can we create organisational capacities for perceiving and coping with new challenges, risks, opportunities?**

Performance indicators are often focused on best practice from the past. We call this “Management by rear-view mirror”. But isn't it necessary to be prepared for the challenges of the future, to offer best conditions for innovations? Therefore we need reflexive tools that evaluate the results of previous actions, but also prospective tools that can perceive and analyse weak signals and develop a set of options for possible futures. We need flexible organisations and those who initiate changes to have the possibility to shape and design potential developments. Therefore the quality concept has to be connected with a knowledge management system that detects and analyses differences, changes and progress as well as potential ways for acting and improving.

- 3. Recognizing that the qualification and motivation of the personnel is the most important factor for a good administration, how can we achieve an intrinsic motivation of the staff for quality management? Which values or**

guiding principles are appropriate to deliver a future oriented vision for the public sector?

Public servants are paid with the money of the tax payers. They are assigned to act for the common good and to create public value. Public servants can be proud of this role, but on the other side this leads to a great responsibility. Many people depend on their work, therefore people must be able to count on a good quality and a good governance.

Many administrations have therefore worked out so-called “Codes of Ethics” or “Codes of Good Practice” with principles for good administrative behaviour that corresponds to the authority and distance of state representatives and expresses the impartiality, neutrality and credibility that is necessary for the balancing of interests.

Because of their important role for the common good it should be a personal quality standard for each public employee to bring the best performance he or she is able to do. To be in line with these requirements, personal best performance and respectable behaviour can be an excellent vision for the future.

4. Public administrations are forced to cut down their expenses, but quality programmes are not for free. What is the relation between quality and efficiency, are they contradictory?

Of course, establishing quality management saves money. You have to invest for educating the public employees and assessing your organisation. If you wouldn't do, your performance and your efficiency would even get worse. All organisations tend to produce slack, negative routines and red tape over time. Therefore quality assessments are necessary to keep up your performance and to build up capacities for new challenges.

If you analyse and reengineer your processes and products and the modes of cooperation and delivery you will find many chances to work smarter and more efficient. Therefore quality management is also the key more efficiency.

5. Do quality programmes tend to cause bureaucracy? How can they stimulate innovation?

If quality only means conformance or painting out the picture, if you keep prescriptions, rules and fixed patterns slavishly without reflecting their sense and their benefits you will only fulfil the requirements of the books. This pure conformity leads to schematism and ossification. We call this bureaucracy.

But if quality management seeks to achieve continuous improvement and searches for better ways to fulfil the tasks of the administration, if quality management is open for innovation and welcomes the ideas and the initiatives of the employees you will get a learning and a living organisation and a sustainable modernisation.