



**7<sup>th</sup> European Quality Conference  
Towards Responsible Public Administration  
October 3-4 2013, Vilnius**



Lithuanian Presidency  
of the Council of the  
European Union 2013



**EUPAN**  
european public administration network



# **Theme II: Efficient and Smart Use of Resources**

**EUPAN Relevance and Findings from a Current Top Executive Survey  
in 12 European Countries**



**Gerhard Hammerschmid  
Vitalis Nakrošis**

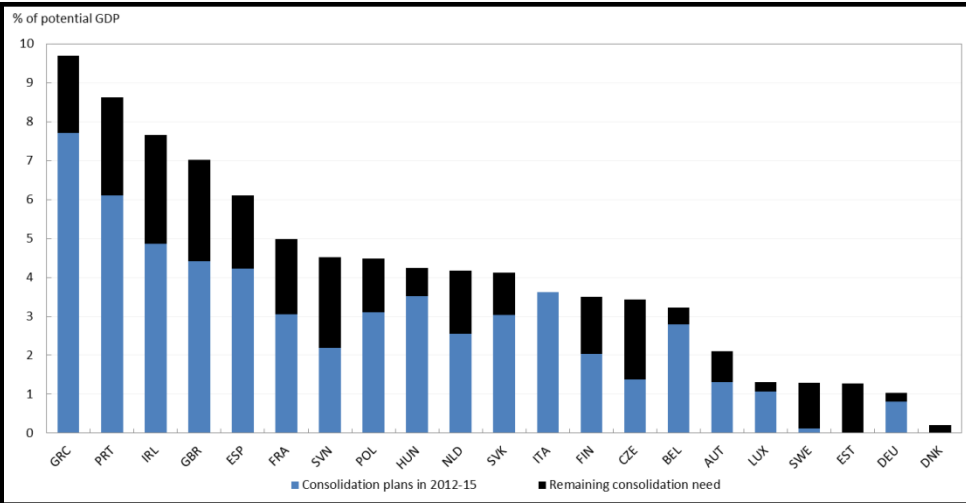
# The Productivity Imperative

## Both Shrinking Resources and Increasing Demands



### Consolidation Pressures

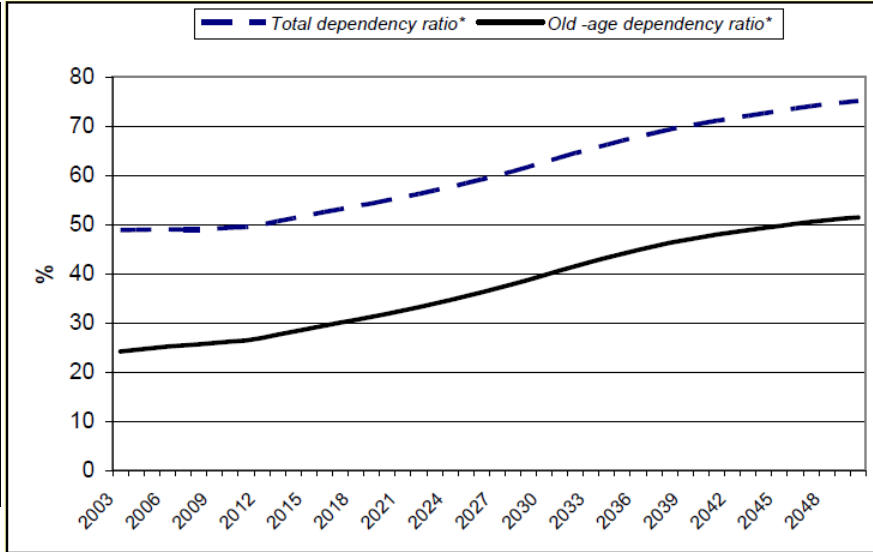
Fiscal balances need to be improved to achieve 60% debt-to-GDP ratios



Sources: OECD Fiscal Consolidation Survey 2012; OECD (2012) Economic Outlook long-term database, No 91.

### Economic Impact of Ageing

Labor Force Projections for the 25 EU Member States



**Total dependency ratio** = population aged less than 15 & 65/population aged 15-64

**Old-age dependency ration** = population aged 65+/population aged 15-64

Source: Carone (2005); European Commission Economic Paper (235)

### 3 major approaches to tackle the productivity challenge:

- Cheese slicing
- Centralized priority setting
- Efficiency gains and smarter use of resources

# Theme II and Recent Reform Trends in the EU Member States



- **Efficient and smart use of public resources**  
as one of the key policy objectives in the EU member states pursued through a combination of
  - fiscal consolidation (-> presentation by Tiina Randma Liiv) and
  - public administration reform
- According to the report of the Irish Presidency, the main recent trends of public administration reform in the EUPAN members are the following:
  - (1) using existing resources more efficiently,
  - (2) reorganisation of public administration,
  - (3) reforming work practices,
  - (4) pension reform and
  - (5) the expansion of eGovernment.
- Further information:
  - Thematic paper of the Irish Presidency “Sustainable reform within public administration”
  - Responses from the EUPAN members to the questionnaires of the Irish and Lithuanian Presidencies



Uachtaránacht na hÉireann ar  
Chomhairle an Aontais Eorpaigh  
Irish Presidency of the Council  
of the European Union  
[eu2013.ie](http://eu2013.ie)

# Selected Reform Initiatives and Project Cases for Theme II

- **Use of internal / external techniques to improve performance** in many EU states: evidence-based development of performance management systems e.g.
  - review and changes to the **Swedish** model of performance management and management by results;
  - wider consultations to gather ideas or proposals for performance improvements under a new “modernisation” strategy in **France**;
- **Important e-government initiatives** in many EU states: e.g.
  - National E-Government initiative as one of the main reform initiatives in **Germany** (and the joint project *P23R and x-trans.eu*);
  - The commission for computerisation of the public sector in **Croatia** and the development of *a single ICT system for human resource management* as a good practice case;
- Wide-ranging initiatives of European (national and subnational) governments to **improve service delivery**: e.g.
  - the concept for improvement and a network of customer service centres in **Latvia**;
  - a government platform “A **Denmark** that stands together” linking reforms to the design and delivery of public services (the case of the Silkeborg municipality);



# The COCOPS Research Project

- EU FP 7 project together with 10 university partners in 10 EU countries: Coordinating for Cohesion in the Public Sector of the Future (2011-2014)
- Seeks to comparatively and quantitatively assess the impact of New Public Management-style reforms in European countries
- Systematic analyses of citizen survey data, budgetary/employment statistics, reform evaluation documents (database)
- Largest European wide public sector executive survey on the impact of management reforms in cooperation with other partnering institutions
- [www.cocops.eu](http://www.cocops.eu)

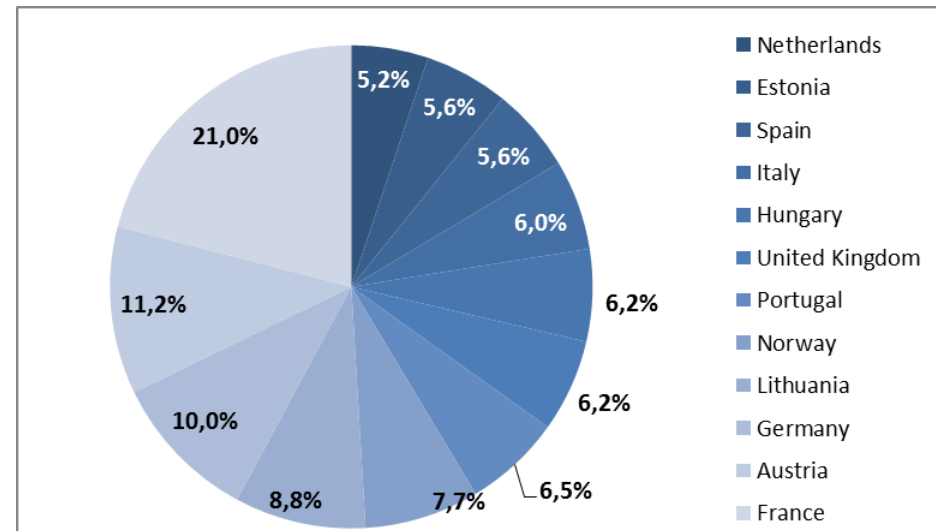




# Reforms in Europe

## The COCOPS European-wide survey

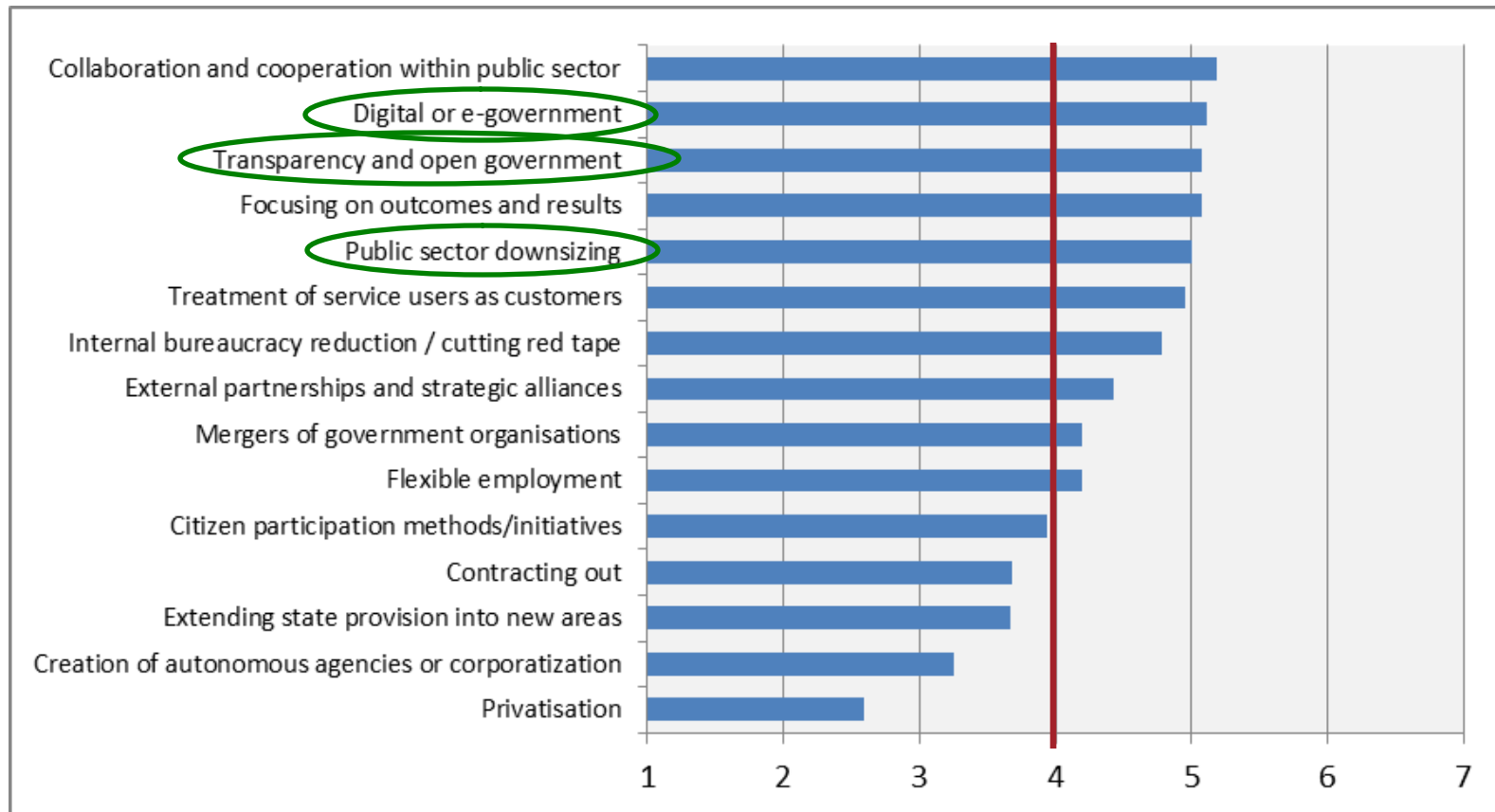
- Survey sent to more than 25.000 executives in 14 European countries
- Comparative sample covering top executives from both central government ministries and agencies/subordinate bodies plus additional executives in employment and health
- Online Survey with different country versions (translated to national languages)
- Per September 2013 survey completed in 13 countries with answers from 7138 executives (overall response rate 26.0%)
- Analyses based on results from 12 countries (n=5865); all countries equally weighted
- In 3 more countries (DK, S, IRL) currently in progress



# Most Relevant Reform Trends in European Public Administrations



Question: How important are the following reform trends in your policy area?  
(1 = not at all; 7 = to a large extent)

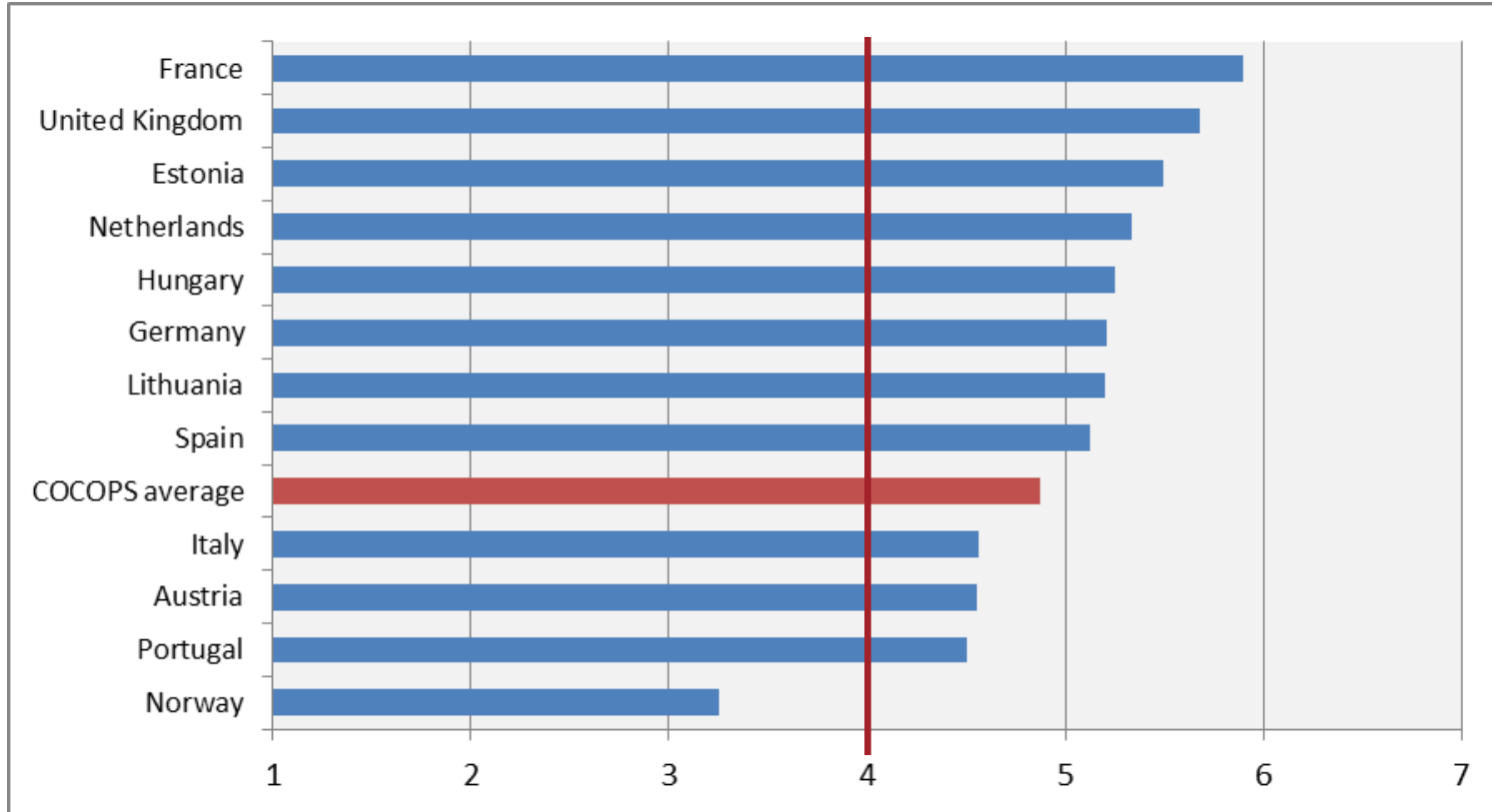




# Public Sector Downsizing

## Clear Country Variations with regard to Relevance

**Question: How important is public sector downsizing as reform trend in your policy area?**  
(1 = not at all; 7 = to a large extent)



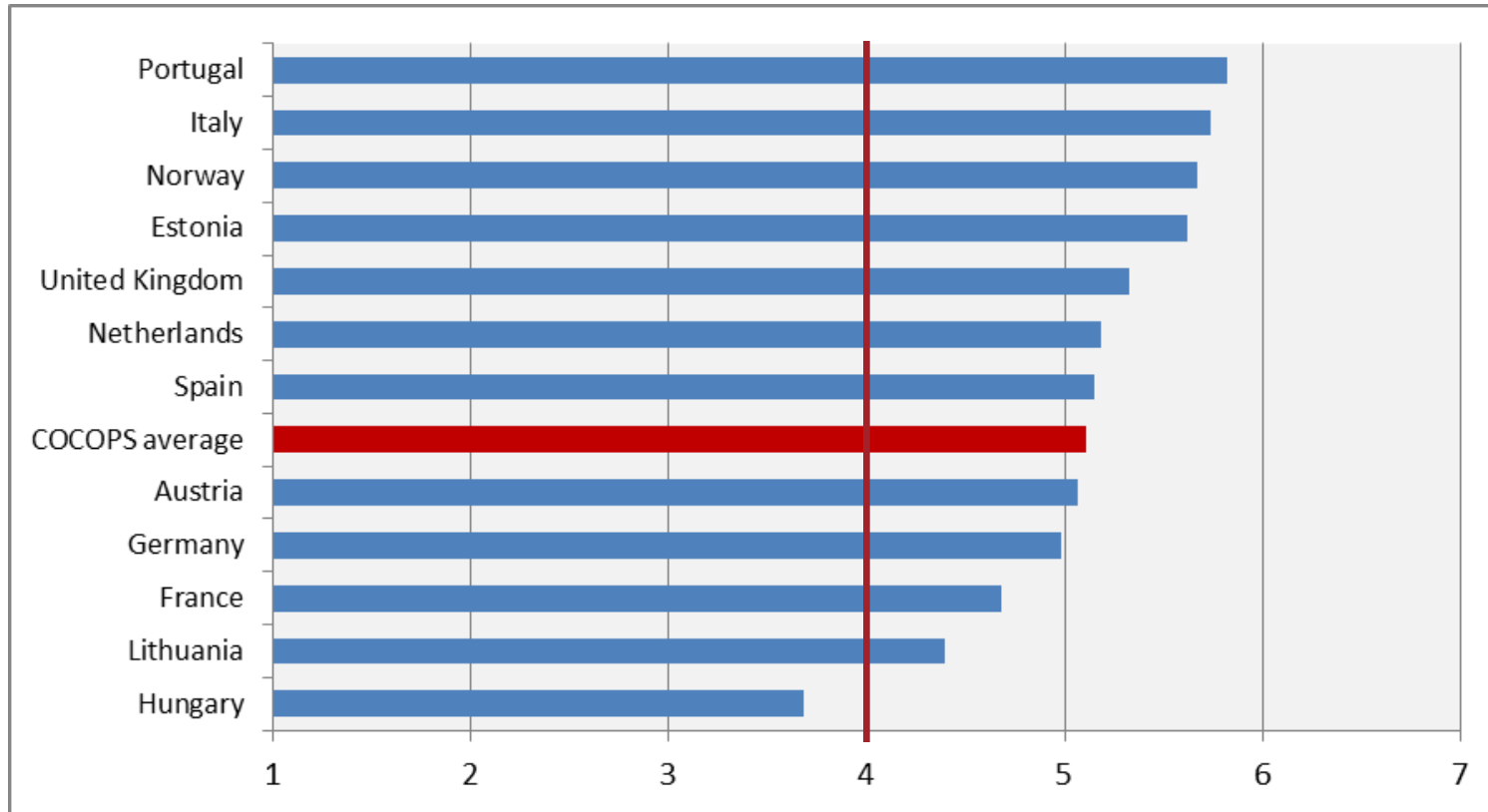


# Digital/E-Government



## Clear Country Variations with regard to Relevance

**Question: How important is digital/e-government as reform trend in your policy area?**  
(1 = not at all; 7 = to a large extent)

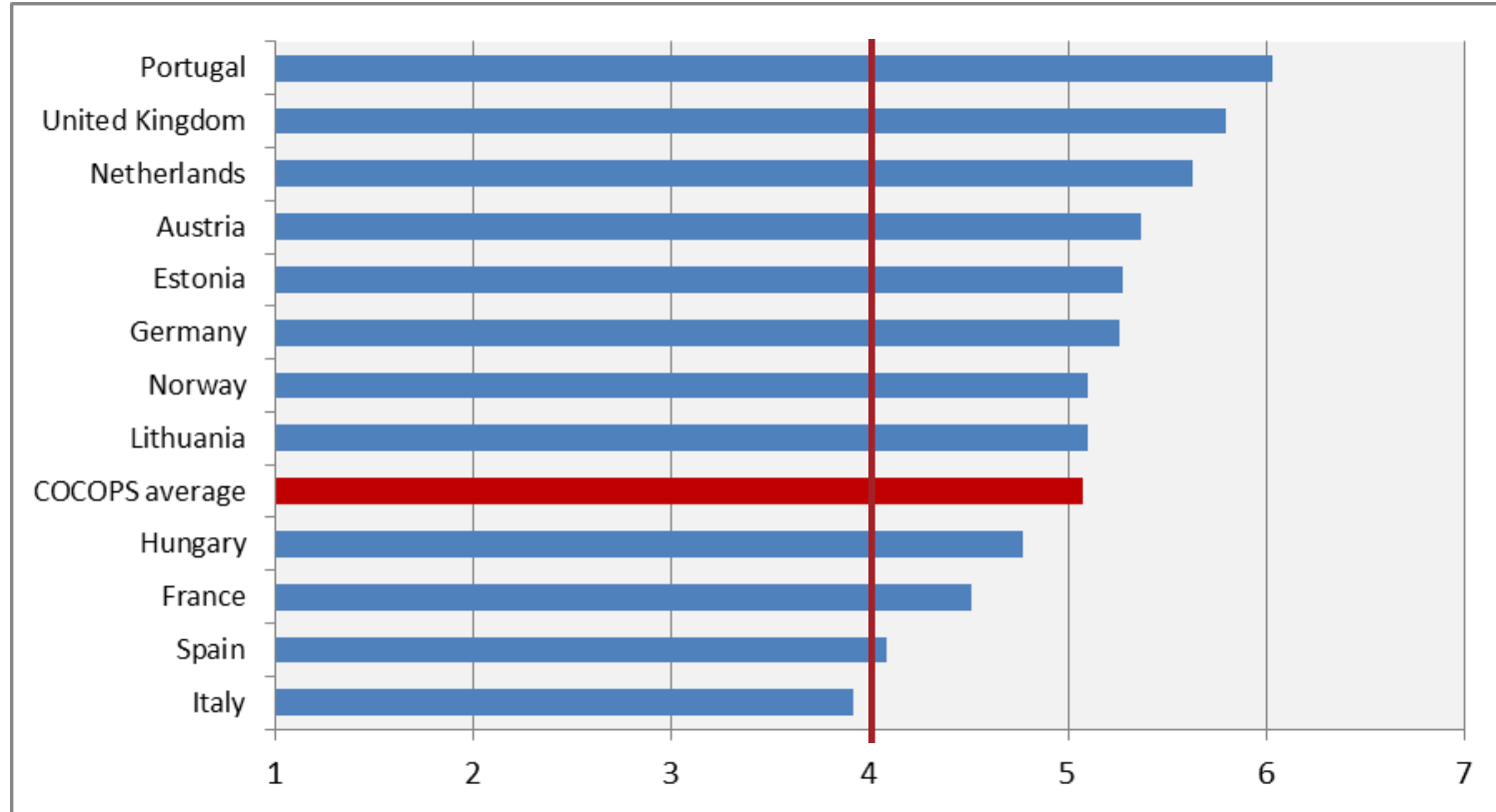




# Focusing on Outcomes/Results

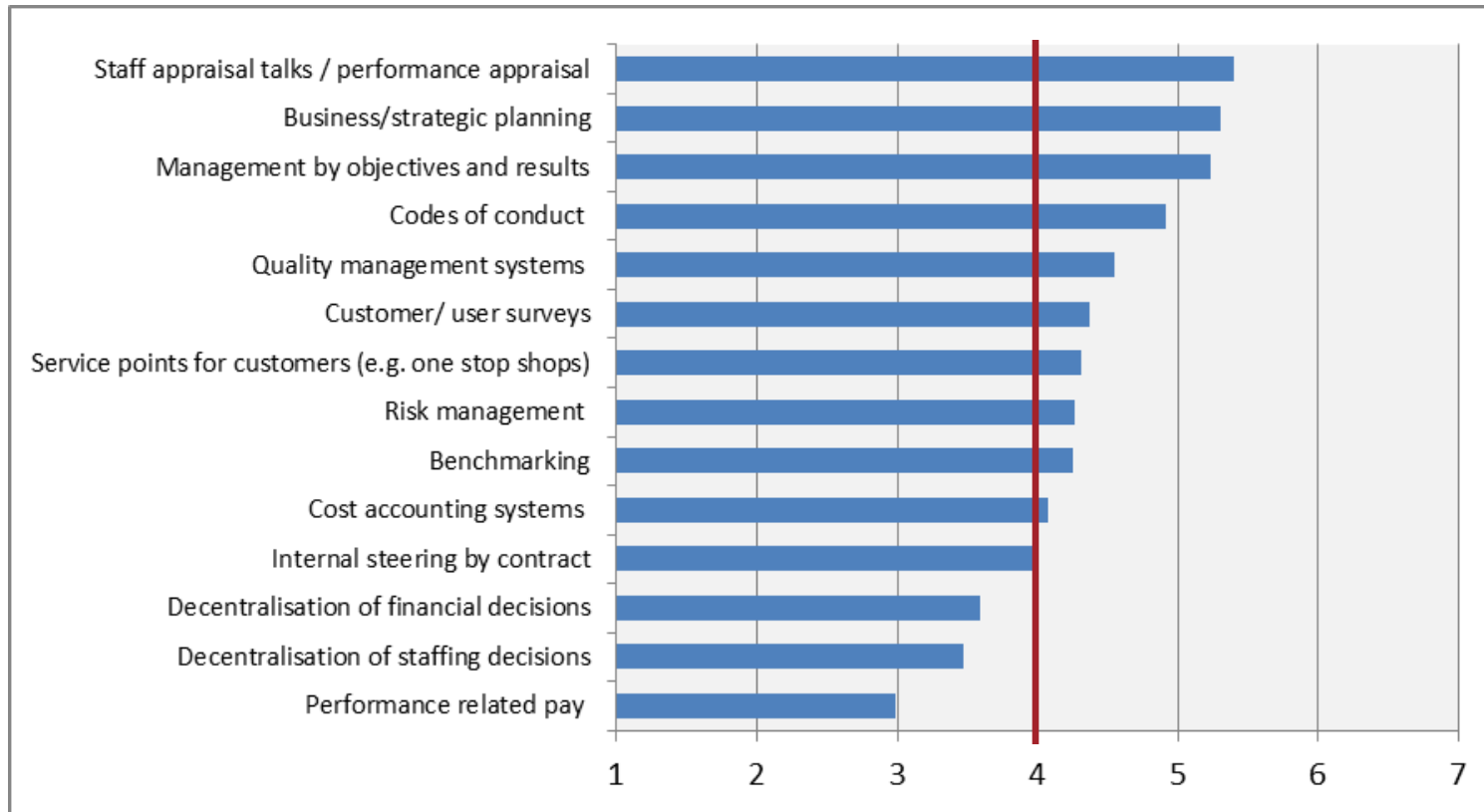
## Clear Country Variations with regard to Relevance

Question: How important is focusing on outcomes/results as reform trend in your policy area? (1 = not at all; 7 = to a large extent)



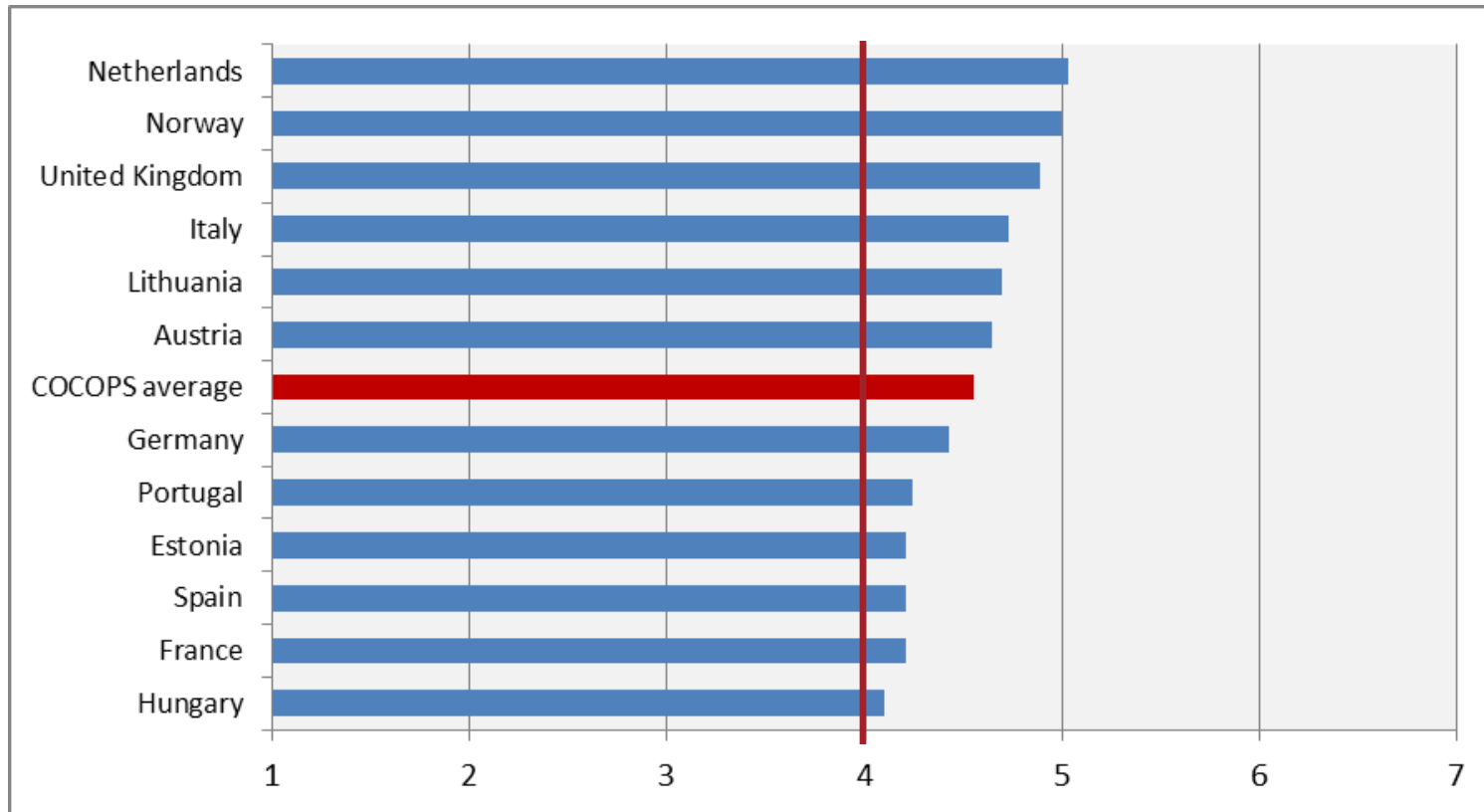
# The Use of Management Instruments in European Ministries/Agencies

**Question: To what extent are the following instruments used in your organization?**  
(1 = not at all; 7 = to a large extent)



# The Use of Quality Management Systems in European Ministries/Agencies

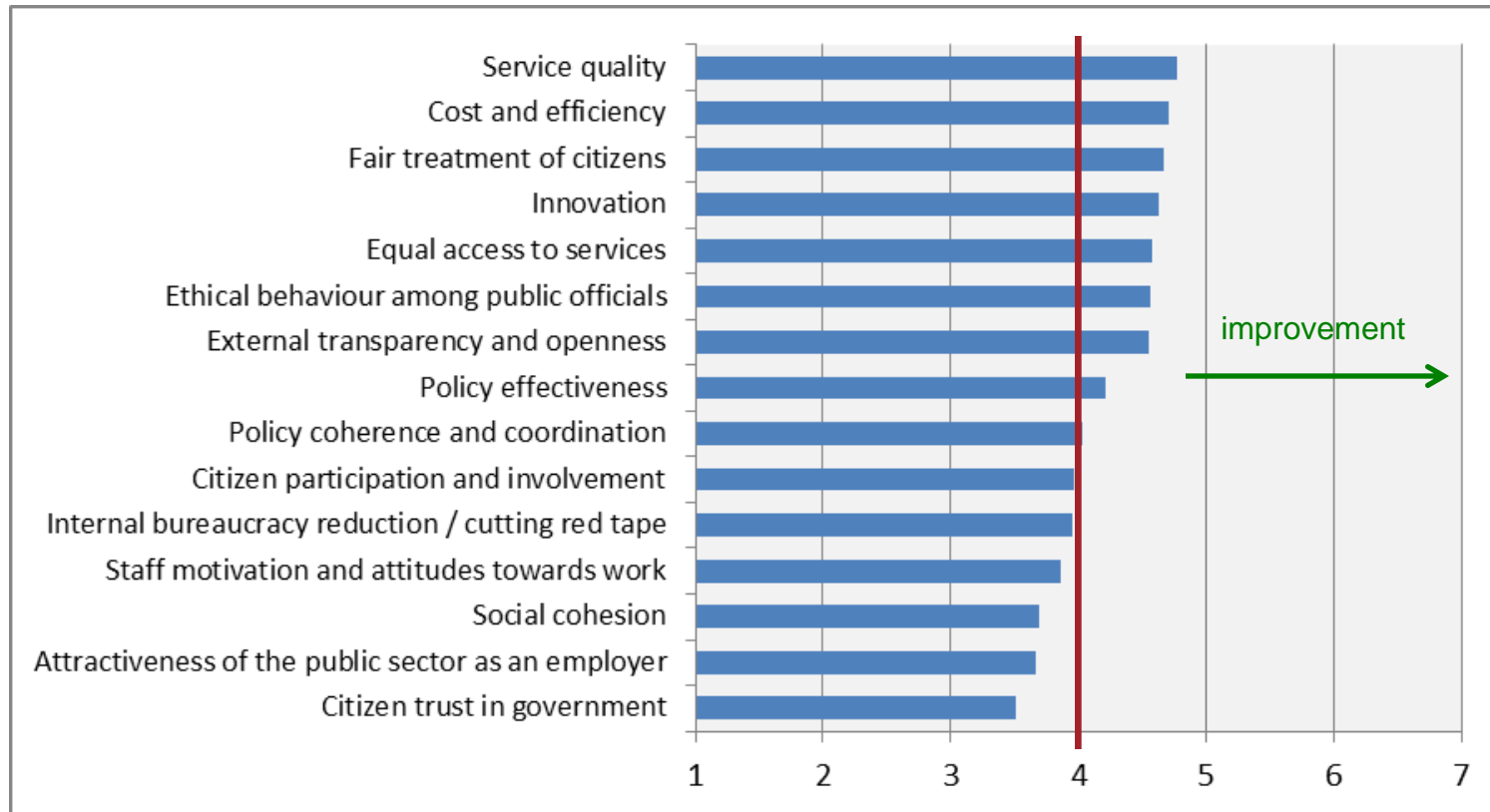
Question: To what extent are quality management systems used in your organization?  
(1 = not at all; 7 = to a large extent)



# The Impact of Administrative Reforms Performance Changes

**Question: Thinking of your policy area over the last five years how would you rate the way public administration has performed on the following dimensions?**

(1 = deteriorated significantly; 10= improved significantly)

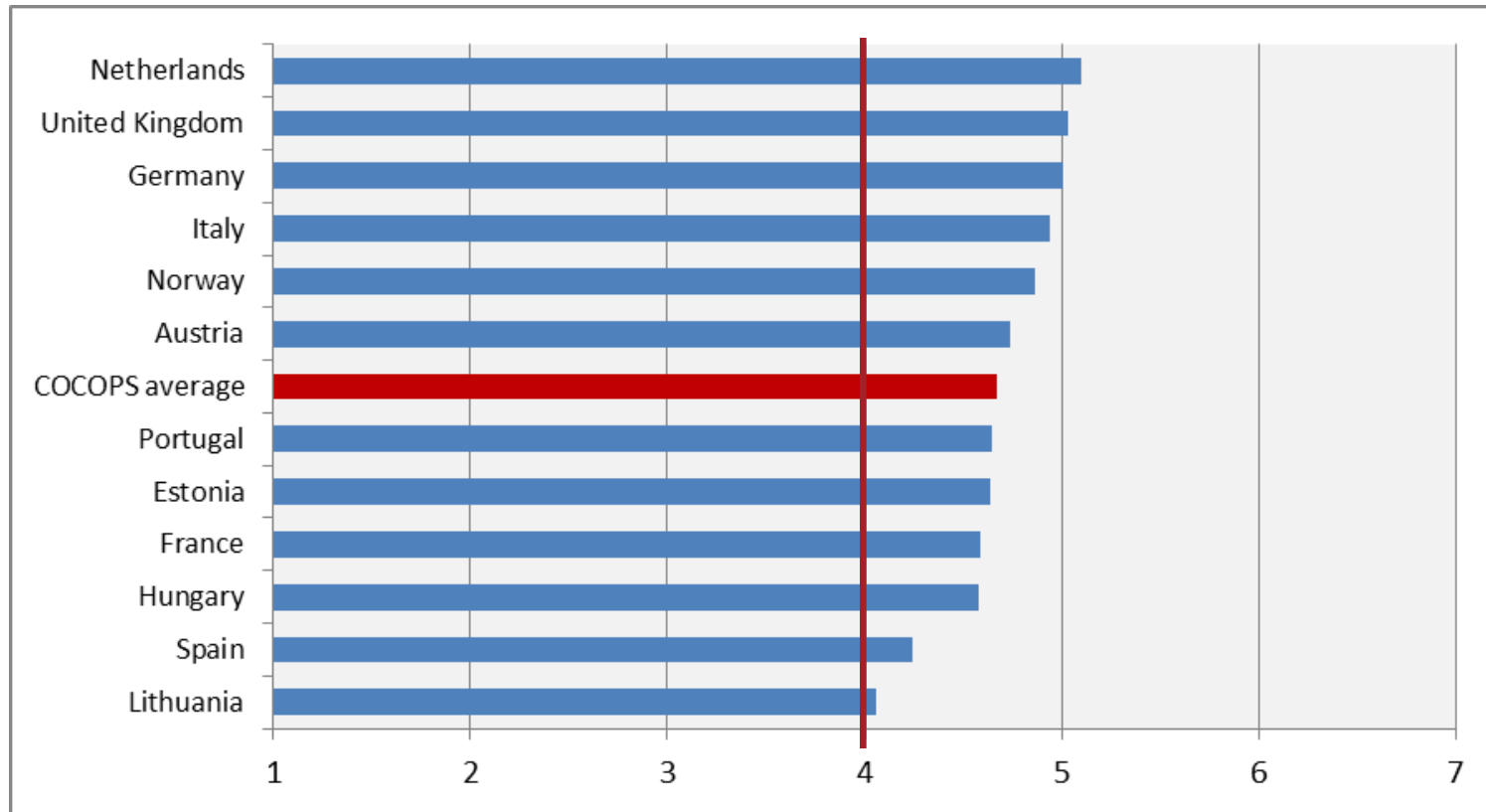


# The Impact of Administrative Reforms on Cost and Efficiency Improvements



**Question: Thinking of your policy area over the last five years how would you rate the way public administration has performed on the dimension cost and efficiency?**

(1 = deteriorated significantly; 10= improved significantly)



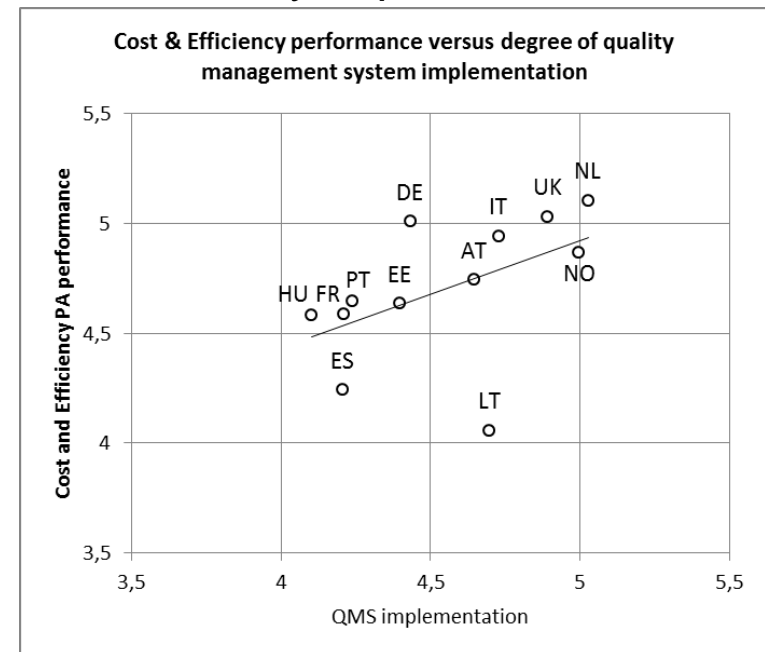
# Cost and Efficiency Improvements

## Positive Effect of Management Capacity and QMS



- A clear positive impact of the following management capacity factors:
    - **Coordination Quality**  
(within the public sector and with non-governmental actors; use of different approaches to solve coordination problems)
    - **Leadership Capacity**  
(result orientation; policy/management autonomy; professionalization/political neutrality)
    - **HRM Capacity**  
(use of HRM tools; merit based appointments; good place to work)
    - **Performance Measurement Capacity**  
(use of various management instruments; use of performance information)
- (source Hammerschmid et al. 2013)

- A clear positive correlation between use of quality management systems and cost/efficiency improvements





# Further Information and Results

- Homepage: [www.cocops.eu](http://www.cocops.eu)
- Working Paper Series and Reports
- Policy Briefs
- Events
- Newsletter

The research leading to these results has received funding from the European Community's Seventh Framework Programme under grant agreement No. 266887 (Project COCOPS), Socio-economic Sciences and Humanities.

Contact us:

Gerhard Hammerschmid

Professor for Public and Financial Management

Hertie School of Governance

Friedrichstr. 180

10117 Berlin

T: +49 30 259219201

[hammerschmid@hertie-school.org](mailto:hammerschmid@hertie-school.org)

!