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# Strengthening accountability in public administration

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**POLITICAL...**

Civic...

Market...

Moral...

Social...

Judicial...

Managerial...

**ADMINISTRATIVE...**

## **Different dimensions of accountability**

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# Fields of competencies of Directorate General III of the Austrian Federal Chancellery

1. Human Resource Management
2. Performance Management
3. Quality Management

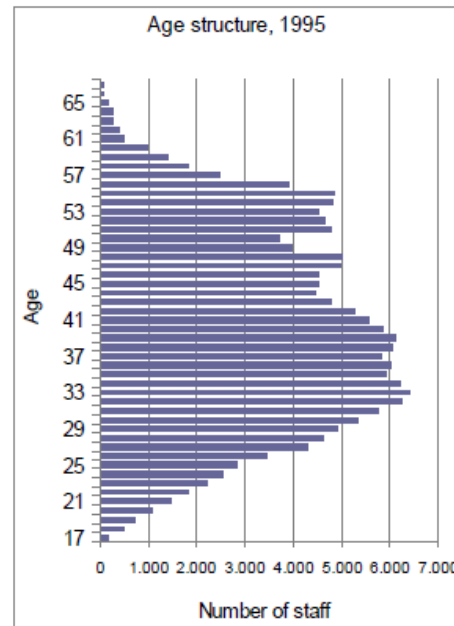


# HR Management- Demographic Challenges (1.1)

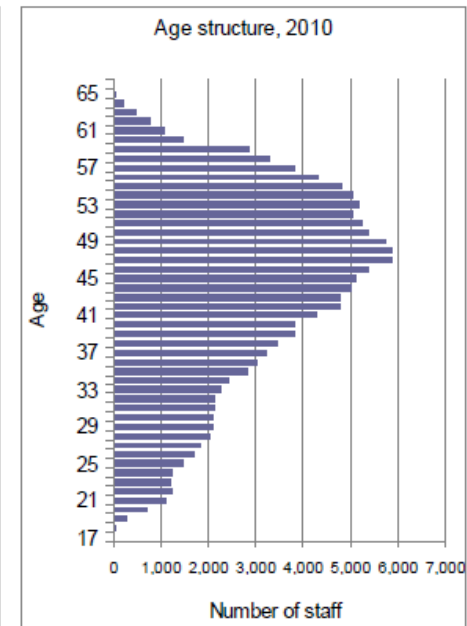
## Key factors:

- Knowledge transfer
- Recruitment and retention of talented individuals

1995



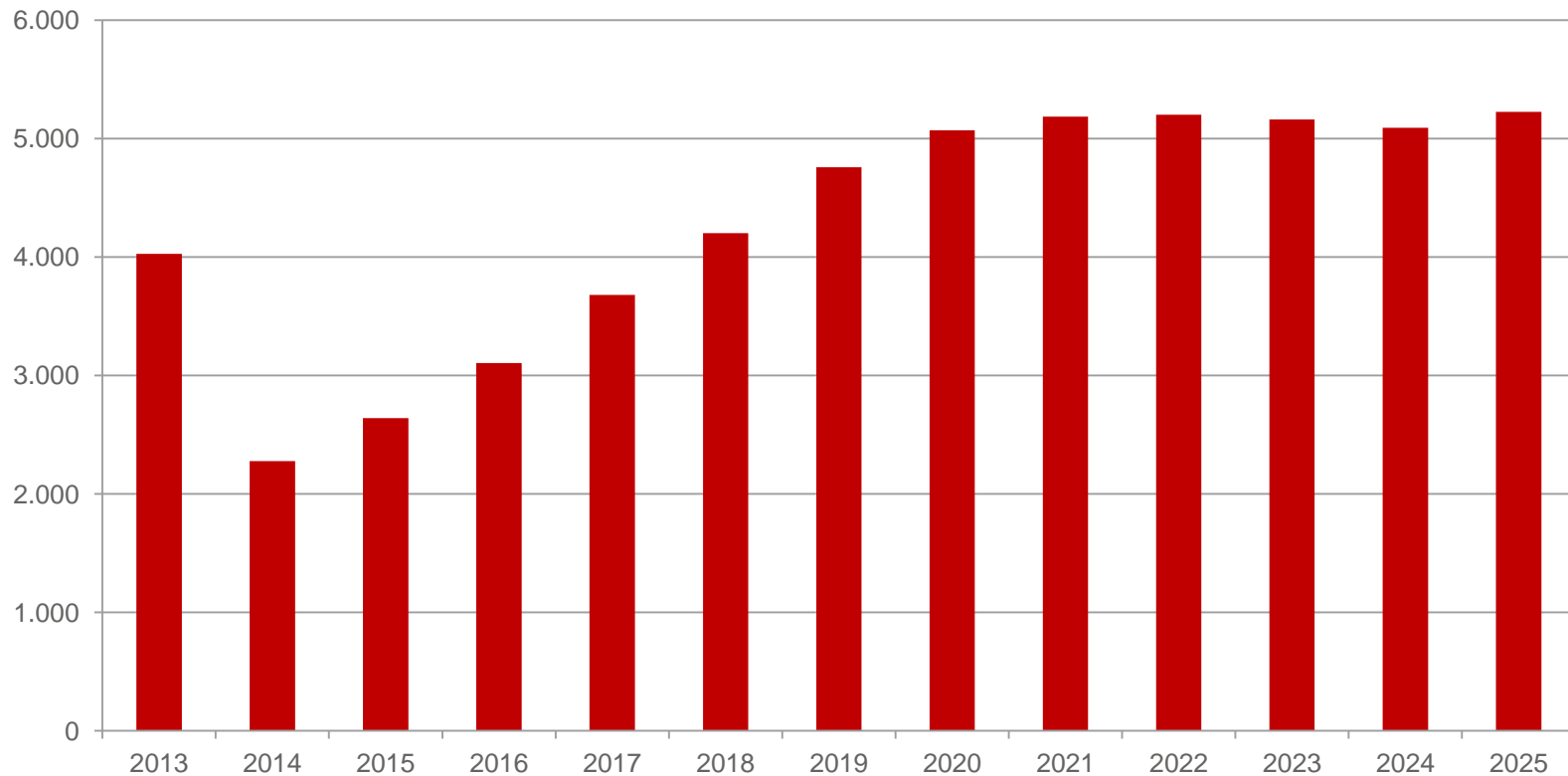
2010



Public service staff on the Federal  
Level: 132,357 FTE (31.12.2011)

# HR Management- Demographic Challenges (1.1)

Pension projection 2013-2025



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## HR Management- Demographic Challenges (1.1)

- How can older staff members' motivation and ability to perform be maintained?
- What training measures are required to enable them to handle the rapidly changing technologies they now need at work on a daily basis?
- How do we design working time and work organisation so as to meet the changing needs of these older staff?

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## The Austrian Approach (1.2)

- Need for evidence-based development and implementation of HR strategies
- Intensive Human Resource auditing
  - Strategic and thus future-orientated personnel management
  - future-orientated steering instrument
  - continuous analysis of the environment
  - up-to-date management information systems
  - “keep it simple”
  - Exception reports

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## The Austrian Approach (1.2)

- Finding creative ways to ensure that valuable knowledge and experience is passed on to younger colleagues → Knowledge Management
- Creating a working environment that allows for individual staff members to fully apply their skills and expertise



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## Context to work on the European level (1.3)

- HR-Group: work on motivation in times of reforms
- MTP: „Delivering a more resilient, professional and responsive Public Administration to the citizen“

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## Public Administration - Challenges (2.1)

- No long-term, legally binding budget management or long-term preview
- Cameralistic budget: important management-related information missing
- Only input and no output orientation: Who gets how much, instead of what has to be the outcome?
- Lack of incentives for economic management of the budget
- Small-sized, non flexible budget structure; lack of transparency
- Bigger Picture missing: What do we want to achieve with the budget?

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## The Austrian Approach (2.2)

### Outcome Orientation

- Managing public administration based on its contributions toward achieving outcome in society (performance management)

### Key Pillars:

- performance management (outcome orientation) is implemented as a budgeting principle in the Austrian constitution
- Outcome orientated impact assessment
- Implemented in 2 stages: 2009 and 2013

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## Outcome Orientation and it's benefit

- Increases efficiency and effectiveness
- Enhances the transparency of policy objectives
- Promotes coherence between public administration activities and the legislative process
- In line with OECD best practices

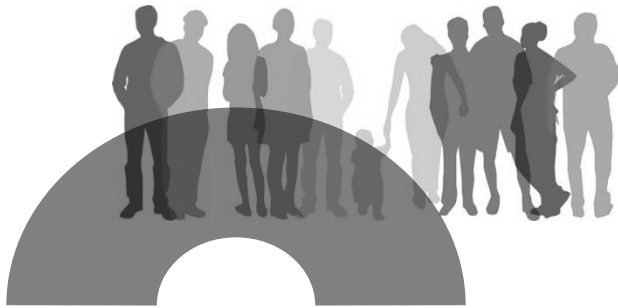
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## Examples of outcomes

- Ministry of the Interior
  - Improving safety and security
- Ministry of Education, Arts and Culture
  - Promoting equality in the educational system (reducing gender, ethnic and socioeconomic inequality)
- Ministry of Labour, Social Affairs and Consumer Protection
  - Keeping older workers (aged 50+) in the labour market by improving their work-ability
- Ministry of Economy, Family and Youth
  - Increasing Austria's attractiveness as a business location

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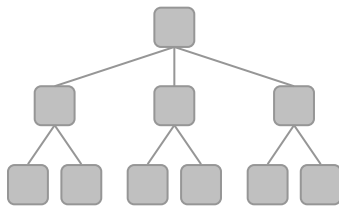
# Outcome Orientation as a collaborative tool



... Parliament & the interested public



... government & ministers



... public administration

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## New Accountabilities (2.3)

- Political accountability to the Parliament
  - New reporting obligation:
    - Annual Federal Performance Report and Report on Internal Evaluation
    - Control if resources used efficiently and effectively
    - Focus on outcome and outputs and performance indicators
    - Quality assurance by Performance Management Office



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## New Accountabilities (2.3)

- Court of Audit
  - Independent body for financial audit of government
  - New: recommendations regarding outcome orientation
- Interested public
  - All reports are published for the public
  - Focus on comprehensibility
- Within administration
  - Accountability for results is implemented further within public administration by means of performance contracts

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**Outcome orientation is the also the key element in implementing strategic quality management in public administration.**

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## Quality Management – Challenges (3.1)

- extensive economies/cuts of a general and undifferentiated manner have been pushed to their limits
- High working pressure leaves less room for strategic considerations
- growing complexity of duties requires increased clarity

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## The Austrian Approach (3.2)

➔ Implementation of Quality Management as a necessity:

Implementation of

### CAF - Common Assessment Framework

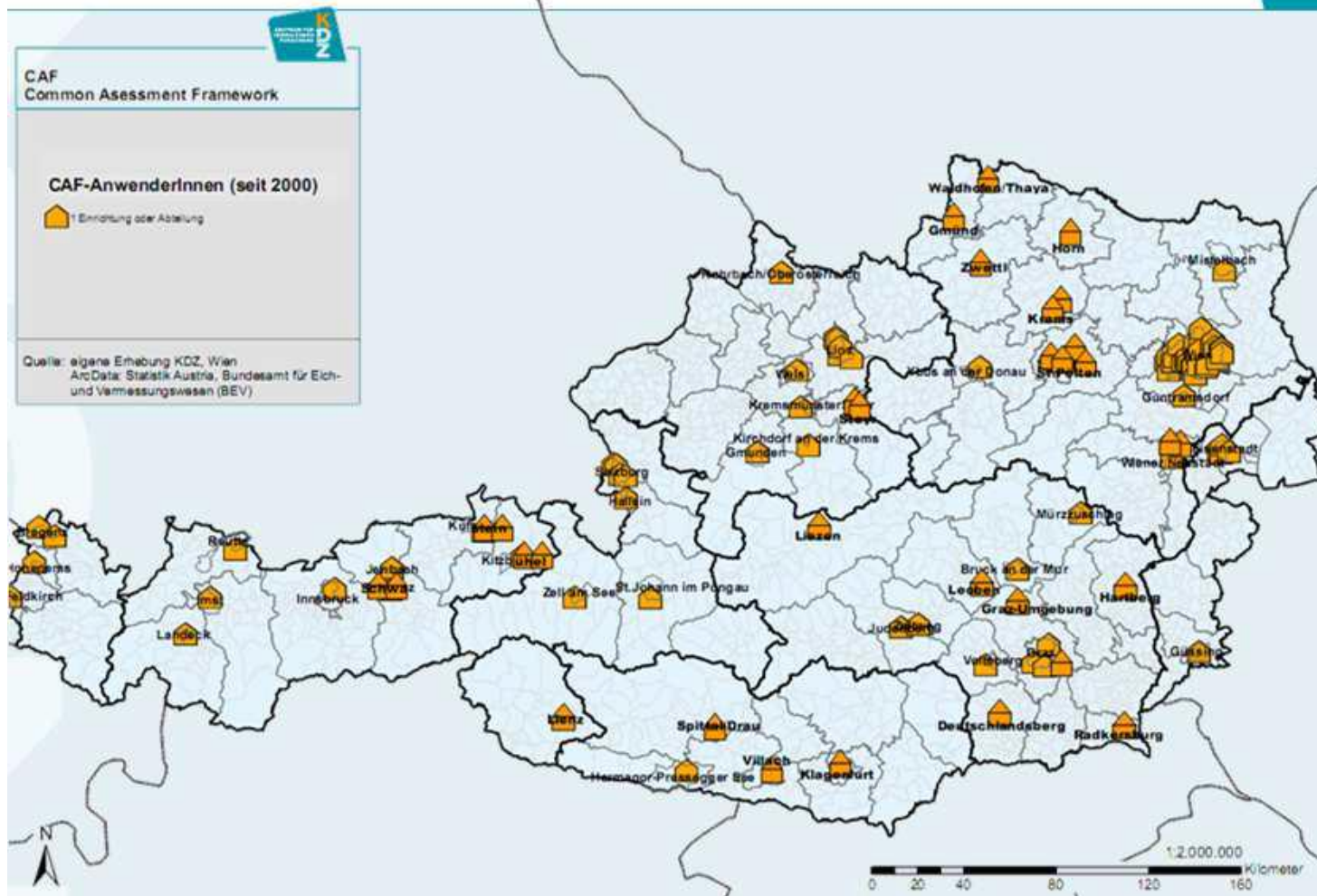
Targets:

- ➔ quality evaluation system
- ➔ create a system for continuous improvement



Common Assessment Framework

# 170 CAF-Users in Austria



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## Practice of Quality in Public Services (3.3)

- DG III internal CAF use → third time planned for 2014
- New version CAF 2013 already translated into German
- CAF Label „Effective CAF-User“ is awarded



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# Thank you for your attention

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