

# **General Document**

## **9<sup>th</sup> European Quality Conference**

May 2017, Malta

**The Malta EU Presidency**



*“Joining forces and breaking silos  
towards a better performing, transparent  
and inclusive public administration”*

### **I. Introduction**

The first EUPAN Strategy Paper (July 2016-July 2019) analysing the main challenges of Public Administration in the coming years, describes an increasingly complex and dynamic environment in Europe that is volatile, uncertain, complex and ambiguous. The traditional bureaucratic administration will not be able to respond to these challenges. Different new approaches are to be further exploited in the near future. The high quality professional and transparent public administration of the future will have to be capable to function more efficiently and effectively. It needs to develop new social relationships with citizens and enterprises supported by new technologies. Involvement and ownership of policymaking of all stakeholders will be key concepts but they demand appropriate competences of all actors involved. The final goal will be innovative service delivery as the output that leads to the desired outcome and impact on the ever-changing society.

The three strategic domains and specific topics of interests for the future (2016-2019) developed in the EUPAN Strategy Paper as well as the topics introduced in the Rolling Programme by the Maltese Presidency of the EU in the first semester of 2017, incorporate many aspects that contribute to the realisation of these new approaches. These aspects are clustered in the 4 themes that structure the 9<sup>th</sup> European Quality Conference in 4 parallel sessions and determinate the content of the cases and keynote speeches that will be presented.

## II. The central theme of the 9QC

The common denominator that links all the practices in the parallel sessions and the theoretical exposés creates the central theme of the 9QC:

**Joining forces and breaking silos towards  
a better performing, transparent and inclusive public administration.**

Regardless of the area of the improvement or innovation, the “condition sine qua non” for success was always the eagerness to learn and the drive to leave the zone of comfort of the unchanged with the objective to better serve society. More and more successful innovative practices show that working together with other organisations facilitates and supports this change in behaviour and guarantees mutual benefits. Outward orientation and working together become the critical success factors for progress in building an efficient and effective public administration.

Public organisations have to resist to the upcoming short-sightedness that relying on oneself is the best and only way forward to strengthening the performance of public sector organisations. The opposite is true: various and diverse forms of collaboration and coordination are necessary to have a real impact on various societal problems Europe is confronted with. Working together internally as well as externally stimulates organisations to use their strengths and overcome their weaknesses by looking to the partners’ practices and develop together innovative solutions. These can be multiform such as:

- building up a culture of trust and open dialog between all the stakeholders of an organisation including political and administrative leaders and the staff;
- involving citizens in the main policy areas (co-design, co-decision, co-production and co-evaluation);
- installing collective leadership over different organisations;
- improving the internal coordination between core processes and between core processes and supporting processes;
- creating horizontal and vertical networking inside policy chains;
- starting cross border collaboration in different sectors;
- making multilevel agreements between partners;
- exploiting the added value of multiculturalism in the functioning of the public sector;
- etc.

The Malta Presidency of the Council of the EU will be hosting the 9th European Quality Conference (9QC). The conference focuses on a strong public administration, increasingly capable of tackling current and future challenges. This high level event addresses policy makers, advisers and civil servants, who are proactively seeking innovative methodologies and information.

### III. Cluster of four themes

The 9QC will focus on **four themes** revolving around the central theme, namely:

1. *Human Resource Management in the Public Sector.*
2. *Cooperation and inclusiveness in Policy Making and Implementation.*
3. *Innovative service delivery to citizens and businesses to satisfy customers' needs.*
4. *Open and transparent government as a solid foundation.*



The four themes of the Parallel Sessions, illustrated with exemplary practices:



#### 1. Human Resource Management in the Public Sector

As mentioned in the EUPAN Strategy Paper (July 2016 - July 2019), the change in the composition of the workforce will have a great impact on the nature of people management in the public sector. The involvement and motivation of a more diverse workforce, demands an adaptable strategic leadership to engage and create synergy and inclusiveness within the public sector. In a digital era new competences and skills are constantly needed to encourage inclusiveness and teamwork. Different generations need to work together regardless of any differences, to mitigate the risk of disorder in work performance. Nowadays, a pure hierarchical system does not reap the desired work output and outcome. Autonomy combined with responsibility and accountability, are key elements that contribute to attracting the best people in the public sector. Seniority will no longer automatically lead to top positions but would be assessed smartly and its particular merits maximised based on accomplishments, experience and education. In the past internal competition alone did not reap the desired result and innovative ideas and teamwork are needed. In the recent years, inspiring practices in many of these fields have been building up and will be presented in this theme.

### *Examples of potential cases*

- Participative management: inspiring leadership, staff empowerment, delegation in combination with accountability.
- Exchange of staff within and between organisations.
- Enhanced mobility and employability.
- Demographic changes and collaboration between generations in the use of new tools, managing expectations between generations and adapting skills.
- Consultation of potential new civil servants on their needs and expectations.
- etc

## **2. Cooperation and Inclusiveness in policy making and implementation**



Policy making has evolved from a solo political forum to an inclusive process engaging the relevant stakeholders. In some Member States policy making involves a consultation process; however this consultation has been institutionalised for many years. Representative organisations have obtained a privileged status but societal changes demand new and sometimes more effective and direct forms of policy building and stakeholders' involvement. Citizens are better educated and emancipated and feel self-confident enough to be involved in the design, decision-making, implementation and evaluation of policies. Nevertheless, skills development to enable taking part in this process is necessary and has to be offered by the authorities. Communication needs to be formalised for successful and inclusive policymaking and implementation.

This would encourage the public actors to break their silos and adopt an open mentality to partners and experts within both the public and private sectors. Such collaboration would support them in developing short, medium and long term strategies. Given that in the past expertise was a vital and appreciated asset for career development and had to be tightly protected, breaking the silos is not an easy task - even inside a public organisation. Nowadays, sharing expertise and joining forces is necessary to deal with the complex societal challenges. Citizens are only interested in the end result and the actors in the field have to collaborate horizontally and vertically to reach this objective.

### *Examples of potential cases*

- Involving the stakeholders in policy making, implementation and evaluation.
- Develop and implement a policy on the smart use of social media to include citizens.
- Collaboration between political and administrative leadership in defining policies.
- Collaboration between organisations belonging to different horizontal and vertical levels inside a policy chain.
- Translating ideas from international networks in national or regional policy development.
- Etc.



## **3. Innovative service delivery to citizens and businesses to satisfy customers' needs**

The digital revolution and the changing demands and needs of the citizens create opportunities for new and better services. Organisations need to tap into such opportunities and embrace the necessary values that stimulate the required behaviour. These values include: openness, transparency, accountability, integrity, respect and trust. Involving stakeholders in policymaking is very different from involving them in service design and delivery.

Innovation in public sector organisations may have two aspects: (1) innovation of processes; and (2) innovation of the services and products delivered. Both approaches demand organisations to consider the citizens/customers as their partners and to respect their expertise, even if limited. The public administration has to provide the necessary means to register citizens'/customers' expectations, needs, proposals and suggestions. The public sector has to gain the engagement and trust of the citizens carefully.

It can be quickly lost and is very difficult to regain it. Regular feedback on what is done with their input is crucial in this context.

Innovation also demands courage and openness which in itself has a learning curve and which should not be seen as an obstacle to continuous improvement. The principles of the continuous improvement should be in the DNA of every public organisation. One has to consider that it is natural to make mistakes to improve and that the real problem is not to learn from them.

#### *Examples of potential cases*

- Research on changing customer behaviour as the basis for new products.
- Involve customers in the design of satisfaction measurements and needs analysis and co-decide on the outcome.
- One-stop shops to facilitate service delivery to citizens.
- Multi-channel service delivery.
- Better internal coordination of processes and structures.
- Process redesign in consultation with the customer to raise efficiency and effectiveness.
- Develop e-services together with the citizen/customer.
- Moving towards digital by default.
- etc



#### **4. Open and transparent government as a solid foundation**

A number of important values underpinning the relation with the citizen/customer to enable innovative service delivery have already been mentioned. Whilst it is important that individual officials behave with integrity (ethically), it is equally essential that the performance of the *entire* administrative system is based on ethical practices, in order to conform to the highest standards of public service. Integrity is the fertile soil in which policy goals are crafted solely in the interests of citizens, and achieved in an optimal way without distortion or diversion of ways or means.

An open and transparent government guarantees citizens the right to have access to documents and proceedings of the government to execute public control in an effective way, proper to a democratic society. It assures equal rights for all citizens and foresees the necessary instruments to make the authorities accountable on their policies' outcomes. Transparency contributes on the one hand to the prevention of corruption, bribery and malfeasance and on the other hand produces greater knowledge of public affairs amongst the population and thus stimulates involvement. It also allows control on what the information the government disposes of concerning the citizens and protects the privacy of the citizens in this way. Open and transparent government is built on trust and mutual understanding.

#### *Examples of potential cases*

- Ethics and integrity policies
- Fighting corruption measures and practices
- Accountability
- Accessibility
- Etc.

## **IV. Roadmap**

Timing	Activity	Actor
EUPAN 13-14 October, 2016	Presentation & discussion final draft of the programme structure (keynote topics / themes / subthemes + how to market in the countries) in plenary EUPAN as part of Maltese Presidency chapter + Power Point presentation on practicalities)	Slovakia + Malta + EIPA
November- December, 2016	Pre-announcement / communication on the conference on European / national / regional / local levels in the Member States with the aim of collecting potential interest 9Qc, webpage of Malta	Member States
Deadline 13/01/2017	After EUPAN's October meeting, Member States look for potential cases and send them to the Maltese Presidency	Member States
09/02/2017	Selection of the cases & keynotes	Malta + EIPA
15 /02/2017	Finalisation of the programme	Malta + EIPA
16 /02/2017	Start (targeted) marketing on the basis of full programme with flyers and on website/s	MSs
16/02/2017	Contact and briefing selected cases/keynotes	Malta + EIPA
15/03/2017	Member States round-up of collected expressions for interest & inform organisers	Member States + Malta + EIPA
20/03/2017	Analysis of the total number of participants and spreading among the Member States	Malta + EIPA
21/03/2017	Confirmation of participants per country by conference organisers	Malta + EIPA
21/03/2017	Start registration by the participants	Participants
03/04/2017	Sending in presentations to EIPA	Cases
17/04/2017	Feedback on the presentations	EIPA
28/04/2017	Finalisation of presentations/material	Malta + EIPA + cases + keynotes
May 2017	The 9 <sup>th</sup> European Quality Conference	

## V. Contact Information

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