



Foreword

MR DAN KERSCH

Minister for the Civil Service and Administrative Reform
of the Grand Duchy of Luxembourg



Since the year 2000, the Quality Conference is a regular and prominent highlight of the activities of the informal cooperation of European public administrations in the EUPAN network.

The format of the Quality Conference, combining high profile key note speakers from different backgrounds and in-depth working sessions, offers a perfect opportunity for civil servants of the European public sector to meet in person, share knowledge and experiences as well as to discuss strategies and approaches for tackling the current and future challenges of public administrations.

In their conclusions the Ministers responsible for public administration in EU Member States meeting in Rome on 3rd December 2014 stated that “*key challenges for public sector modernization include ways to ensure implementation through innovation and the development of new capabilities as well as effectiveness through evidence-based policy decisions*”. In this respect, this year’s edition of the conference will focus on the important topics of strengthening the capacity of public administration as part of the solution “*for sustainability, social cohesion, economic growth and labor market*”.

Under the Luxembourgish Presidency, the specific issues of trust and transparency, together with strategic management and innovation capacity are investigated in detail. A general prospective study is led with the aim to draw an outline of the emerging practices and challenges in Human Resources Management and Public Service Delivery which may enhance innovation and open government practices. The Quality Conference is a privileged moment to illustrate these trends.

Coincidentally a new law on public sector reform is entering into force in Luxembourg on the 1st October 2015. Amongst other aspects, this reform is designed to strengthen strategic management, leadership and innovation capacities within the Luxembourgish Public Administration.

I would like to conclude by wishing all participants a fruitful, interesting and inspiring conference as well as many new social contacts which will contribute to strengthening the cooperation of Europe’s public administrations.

Introduction

CONTEXT OF THE 8TH EUROPEAN QUALITY CONFERENCE

The European Public Administration Network (EUPAN) established a tradition of stimulating the quality dynamic in public administrations. After previous conferences in Portugal (2000), Denmark (2002), the Netherlands (2004), Finland (2006), France (2008), Poland (2011) and Lithuania (2013), the Luxembourgish Presidency of the Council of the EU – together with EUPAN and the European Institute of Public Administration (EIPA) – organises the 8th European Quality Conference on 1st & 2nd October 2015.

THEMES OF THE CONFERENCE

The economic crisis has affected public administrations' functioning and has forced them to tackle the increasingly changing public needs and expectations.

These challenges require public administrations to strengthen their innovative capacity and this will therefore be the key message of this 8th European Quality Conference. The conference will be constructed around the following main themes:

1. Public administration in the cycle of policy design, implementation and evaluation
2. Strategic thinking in a future-oriented and innovative public administration
3. Strengthening professionalism in building an innovative public administration
4. Innovative service provisions through stakeholders and citizen - user involvement
5. Societal responsibility.

PURPOSE OF THE CONFERENCE

This two-day conference will be a unique platform for European public sector organisations to share their good practices and experiences. Inspired by state-of-the-art keynote speakers presenting key issues in public administration modernisation, the discussion among the participants will be centred on how to strengthen the capacity of public administration in tackling current and future challenges.

TARGET GROUP

The conference will bring together more than 300 participants: civil servants from the different EU member states and abroad, public management practitioners, researchers and members of the academic community.

The Previous Quality Conferences



1ST QUALITY CONFERENCE

Lisbon, Portugal / 10th-12th May 2000

Main themes: Public Management, Total Quality Management, Internet and the New Technology, Citizen Orientation



2ND QUALITY CONFERENCE

Copenhagen, Denmark / 2nd-4th October 2002

Main themes: Innovation, Change and Partnership



3RD QUALITY CONFERENCE

Rotterdam, Netherlands / 15th-17th September 2004

Main themes: Leadership, Customer Orientation, e-Government, Partnership, Change Management, Measurements, TQM Models, Cost-effectiveness, Staff Development



4TH QUALITY CONFERENCE

Tampere, Finland / 27th-29th September 2006

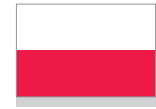
Main themes: Delivering Strategy, Ensuring Productivity, Fostering Responsiveness, Managing Knowledge



5TH QUALITY CONFERENCE

Paris, France / 20th-22nd October 2008

Main themes: Improving Citizen's Life, Citizen Participation, New Key Social Issues, Involving All Stakeholders for Quality



6TH QUALITY CONFERENCE

Warsaw, Poland / 29th-30th October 2011

Main themes: From micro-management to meta-management, Citizens/Customer Effectiveness, Towards result-oriented leadership in public sector organisations, Installing culture of result oriented thinking in public sector organisations



7TH QUALITY CONFERENCE

Vilnius, Lithuania / 3rd-4th October 2013

Main themes: Openness and transparency of public administrations, active citizen involvement in public governance processes, participation and collaboration with social partners, efficient and smart use of resources, accountability and responsiveness of public administration and civil servant

Speakers



MR DAN KERSCH

Minister for the Civil Service and Administrative Reform
Member of the LSAP since 1991, Mr Dan Kersch initially served as municipal councillor in Mondercange from 2000 to 2005, then as mayor from 2006 to 2013, an office he held until his appointment to the government in December 2013.

From 2009 to 2012, Mr Dan Kersch was the chairman of the Luxembourg Syndicate of Towns and Municipalities. From 2011 to 2013, he was a member

of the Council of State. Following the legislative elections of October 2013, Mr Dan Kersch joined the government as Minister for Home Affairs and Minister for the Civil Service and Administrative Reform on December 2013.



MRS PAULETTE LENERT

Director General, Ministry of the Civil Service and Administrative Reform.

Mrs Paulette Lenert initially worked as a judge and vice-president of the Administrative Tribunal of the Grand-Duchy of Luxembourg from 1997 to 2010.

From 2010 to 2013, she was head of the department of Solidarity Economy at the Ministry of Economy and Foreign Trade. From 2013 to 2014, Mrs Lenert joined the Ministry of State as head of

the facilitating unit of urbanism and environment, an office she held until her appointment as Director General of the Ministry of Civil Service and Administrative Reform.

Mrs Lenert is also a board member of the European Institute of Public Administration.



PROF. YVES EMERY

Dr. ès sciences économiques, University of Geneva, full professor at the Swiss Graduate School of Public Administration (IDHEAP, University of Lausanne, UNIL), head of the unit 'Public Management and Human Resource'.

Prof. Emery is Research Director and a Consultant in many public organisations, at a national and international level. His main areas of interest and publications are HRM and Quality Management in the public

sector, work identities and motivation, competency management and employability, rewards systems and training strategies in public organizations.

Prof. Emery is a member of the board of the Swiss society for administrative sciences. Since 2010, he is deputy editor of the French edition of the International Review of Administrative Sciences (IRAS), and a member of the scientific board of many other international journals.



MR SUNE KNUDSEN

MA. Pol. Sci., Mr. Sune Knudsen is Programme Director at the Danish Design Centre (DDC), which works to promote the use of design in business and society. Sune Knudsen is responsible for the Centre's activities toward the public sector and societal challenges.

In his previous positions as a Public Sector Manager and Management Consultant, he has consistently been at the forefront of applying design methods in developing innovative services across all levels of the

public sector. He started his career at MindLab, a cross-governmental innovation unit, and played an integral part in shaping the unit. Throughout his career, Sune has been responsible for a number of high profile projects and initiatives, including the user-centric, cross governmental « Burden-Hunter-project », which developed innovative ways of fighting administrative burdens. He has extensive international experience and has served on a number of international committees, i.a. the OCED Regulatory Policy Group and the EU High Level Group on Better Regulation. He is the author of two books on innovation and change in the public sector and is a popular speaker nationally and internationally on the topics of public sector design, innovation, user-involvement and change management.



MR FLORIAN HAUSER

Mr Florian HAUSER currently works in the Directorate General for Employment, Social Affairs and Inclusion of the European Commission, in the unit responsible for European Social Fund (ESF) Policy and Legislation. He is responsible for coordinating ESF support to institutional capacity building and public administration reform in Member States.

Prior to this, he was in charge of socio-economic development, institution and capacity building issues for the EC Delegations in Bulgaria and Croatia. He further worked as an advisor and evaluator for socio-economic development issues in Serbia, Bosnia & Herzegovina, Austria, UK and Hong Kong. He studied in the UK and Spain, and has university degrees in management and environmental policy. Besides German, his mother tongue, he speaks English, Spanish and conversational Serbian.



MR STEPHANE JACOBZONE

Mr Stéphane JACOBZONE co-ordinates the OECD Public Governance Committee activities, including preparations for the upcoming 2015 Public Governance Ministerial Meeting to be held in Helsinki, thematic work on strategic agility, the toolkit for policy making, country reviews and other institutional aspects.

Mr Jacobzone also worked extensively on institutional and regulatory issues, developing comparative indicators of regulatory policy, analyzing the governance of regulatory oversight, multi-level regulatory governance and the institutional design for economic regulators. He conducted multidisciplinary country reviews of regulatory reform in a dozen of countries.

Mr Jacobzone also has responsibility for the OECD work on strategic risks, which includes the development of an OECD Recommendation on the Governance of Critical Risks. Mr Jacobzone worked on health and social affairs at the OECD previously, including the reforms of the health and welfare sectors, dynamics of ageing and disability, health inequalities and risks, prevention and pharmaceuticals.

He is a former alumni of the Ecole Polytechnique and ENSAE (National School for Statistics and Economics), France, and began his career at the French Treasury and as a research fellow at CREST-INSEE. He taught at the French Institut d'Etudes Politiques, Ecole Nationale d'Administration and ENSAE, and also gave interventions at the ENA (French National School of Public Administration) and the National School of Public Administration in Brazil and has been active in the US National Bureau of Economic Research (NBER) activities on health and ageing. He is the author of over sixteen books and reports, and over forty articles.

Short Case Descriptions

PARALLEL SESSIONS 1

Session 1: Better Results via evidence based performance management

AUSTRIA (1.1)

Implementing performance management in the Austrian federal administration

In the context of **budget constraints** and **rising expectations** by stakeholders, public administrations have to carefully decide where and how they want to channel their often scarce resources. The Austrian Case, revealed as an interesting example in this respect; it gives a clear and complete overview on how to successfully set up a **performance management system** and promote an **outcome-oriented culture** within the decision-making process of the Austrian Federal Administration. This includes all the different steps from the **target definition to the complex monitoring part**, clearly defining who is respectively accountable for it.



What will you learn?

- ➔ How to better manage scarce resources
- ➔ How the outcome-oriented decision-making process can increase transparency and efficiency
- ➔ How to drive change in a complex environment

LITHUANIA (1.2)

Vision-based strategy of State Railway Inspectorate under the Ministry of Transport and Communications

The main goals of the State Railway Inspectorate (SRI) under the Ministry of Transport and Communication are to ensure a high level of railway traffic safety, enhance **interoperability of the railway system**, **promote competition** in the provision of railway transport services and **improve railway transport services** provided to customers.

To assure that these goals are carried out properly, the SRI created a **long-term strategy** and defined its **mission, based on a zero vision**, 'to provide secure conditions of railway transport ensuring that no accidents, people's deaths and injuries occur'.



What will you learn?

- ➔ How to collect evidence and information by involving the personnel working with these issues on a daily basis
- ➔ How to apply innovative methodologies to public administration (e.g. '5 whys', lean government, etc.)
- ➔ How to elaborate a strategy by involving key stakeholders

GREECE (1.3)

Heritage Management E-system (HER.M.E.S.): saving historic buildings in Hermoupolis with conservation plan and public awareness

The Heritage Management E-System (HER.M.E.S.) is a project set up in order to **raise awareness** about the important **building heritage** present in the municipality of Hermoupolis. Indeed, the uniqueness of the city relies on the number of historic buildings (up to 1200) that are still intact and untouched. To protect those buildings Dr Pavlos Chatzigrigoriou, an employee of the Municipality of Syros – Hermoupolis, set up a **digital project** with all the available data in order to have an efficient way to **monitor the situation**, quickly **intervene** when needed, and develop an **effective conservation plan** to safeguard this unique and important heritage.



What will you learn?

- ➔ How new technologies can help in maintaining, monitoring and planning for heritage
- ➔ How data collection can help in decision-making processes
- ➔ How to use new technologies to raise awareness

Session 2: Strategic thinking in a future-oriented public administration

POLAND (2.1)

Quality of public services monitoring as an element of local government integrated management system

The city of Kraków, in cooperation with the city of Poznań, prepared and implemented a **new performance management system** that combines strategic and operation areas. The objectives of the project were (1) to **shape public services** in cooperation with the customers and (2) to **gather information** about the needs, strategic goals and operational activity for the evaluation, while improving the effectiveness and efficiency of the local government (LG). For planning, risk management and evaluation backing a **new dedicated information system** has been developed. The system is integrated with LG data warehouse and gathers measures and indicators from both strategic and operational levels to support **decision-making process** and **evaluation**.



What will you learn?

- ➔ How to prepare a methodology of constructing a catalogue of quality of life and quality of public services indicators
- ➔ How to support planning of right actions to reach strategic goals, risks management and evaluation of results
- ➔ How to use new technologies to raise awareness

PORTUGAL (2.2)

Lisbon-Europe 2020 - Lisbon during the next period of community programming

Within the framework of an **integrated urban strategy**, the city of Lisbon has created a **development strategy** in order to **boost the involvement** of various stakeholders in the **preparation and implementation of strategic projects** for the city.



What will you learn?

- ➔ How to develop a strategic thinking in a future-oriented public administration
- ➔ How to involve stakeholders at various levels by breaking silos and barriers among local, regional and national partners
- ➔ How to ensure the best use of existing instruments for the implementation of the strategy

LUXEMBOURG (2.3)

A strategic vision of air navigation administration in multi-level networks

The aims of this project are to **develop a vision**, a **strategic initiative** and a **plan for the future** of the **Air navigation administration** (ANA). The process of **managing change** went through carefully designed steps involving various stakeholders.



What will you learn?

- ➔ How to develop a strategic thinking in a future-oriented public administration
- ➔ How to involve stakeholders at various levels by breaking silos and barriers among local, regional and national partners
- ➔ How to develop key performance indicators

Session 3: Public administration in the cycle of policy design, implementation and evaluation

FRANCE (3.1)

How to turn ethnographic insight into more efficient policy-making?

Within the Secretariat-General for Government Modernisation, the Innovation and User Services Department developed strategies and actions to **modernise the organisation** by **consulting the users** (i.e. by identifying their needs, expectations and behaviours vis-à-vis public services).

They have decided to **experiment nudge approaches** in areas such as tax collection and road safety. These approaches are based on Behavioural Economics principles, which analyse the way citizens act, in order to **design efficient public services** and **achieve better results**.



What will you learn?

- ➔ How to use innovative methods to design a policy
- ➔ Why and in which areas could the nudge approaches be applied
- ➔ How to implement this process

THE NETHERLANDS (3.2)

Room for the river

Rijkswaterstaat is the executive organisation that develops and manages the **national infrastructure networks** in order to ensure that the citizens are protected from the floods, have sufficient clean water and have smooth flow of transport on roads and waterways. Rijkswaterstaat is working on the programme 'Room for the River' in co-creation and collaboration with the national government, the regional, local and European authorities, as well as with citizens and NGOs.



What will you learn?

- ➔ How to design, implement and evaluate a policy
- ➔ Why is 'Room for the River' governance model effective?
- ➔ How to work in collaboration and co-creation with local, regional, national and European authorities, as well as with contractors and citizens

FINLAND (3.3)

Innovative service provisions in the Finnish immigration service

The Finnish Immigration Service (Migri), subordinate to the Ministry of the Interior, is the agency that processes and decides on matters related to immigration, residence, refugee issues, and Finnish nationality. Since 2007, Migri has invested a lot on **process redesign** and **digitalization of permit services** in a **customer-oriented manner**.

As a result of this process, the productivity increase of the permit services has been of 32% in years 2006 – 2014.

The development work is continuing, roadmap extending to year 2019 and aim at being a **learning and automatic customer service**, G2C2B "co-creation".



What will you learn?

- ➔ How to effectively redesign services when resources are diminishing and service demand is increasing
- ➔ How to implement step-by-step digitalization in horizontal service processes including interfaces with over 30 different authorities
- ➔ How to unite different expertise in the organisation in order to have a best possible result

Session 4: Enhancing social responsibility in public administration

A SELF-ASSESSMENT TOOL ON SOCIAL RESPONSIBILITY (4.1)

Although the concept of **social responsibility** (SR) has its origins in the private sector, meeting the needs and expectations of society has always been the main objective of the public sector. Public sector organisations have to **embrace a responsible behaviour** in order to develop the economic, social and environmental components of the community (local, national and international) in which they operate. The Social Responsibility Assessment Framework (SORAF) is a **self-assessment tool** and practice aiming at **developing the social responsibility** of the public sector and **assessing its impact on society**.



What will you learn?

- ➔ What does social responsibility entail for the public sector?
- ➔ How to integrate social responsibility into the decision-making processes as well as into the organisations' culture, strategy and management plans
- ➔ How to implement and evaluate social responsibility in the public sector

ROMANIA (4.2)

SocialXChange – more than a charity shop

Romanian society suffers from a lack of perspectives regarding the management and the allocation of available resources. Large quantities of products, mainly basic goods, are thrown away and have a negative impact on the environment, while many people acutely lack these essential products. SocialXChange programme intends to **stimulate the involvement** and the **social responsibility** among all members of the 6th District community.



What will you learn?

- ➔ Does social responsibility imply that deprived persons should first provide community work in order to have access to essential products that community members no longer need?
- ➔ How to increase social cohesion and prevent exclusion

POLAND (4.3)

Spin your region up!

The Małopolska Regional Office in collaboration with the students of the AGH University of Science and Technology – one of the best universities in Poland – created a tool called ‘**Students’ Innovation Platform – Industry and Administration**’ (abbreviation in Polish: SPIn-UP). Thanks to the information given by the Małopolska Regional Administration, the students can **design a research project** (e.g. theses, dissertations, etc.) based on the challenges their region is coping with.



What will you learn?

- ➔ How to increase the social responsibility in regional administrations
- ➔ How to involve the young generation, in this case students, in finding innovative solutions to real problems
- ➔ How to analyse the socio-economic situation, inform the civil society and involve citizens in the decision-making process

PARALLEL SESSIONS 2

Session 5: Speak up! – Opportunities of Apps and Social Media

NORWAY (5.1)

Using a hormone check app in the work of removing endocrine disrupting chemicals

Chemical production and consumption are steadily increasing across the world. The Norwegian Consumer Council (NCC) has a long tradition of working in cooperation with government agencies and NGOs in promoting **a reduction of use of endocrine disrupting chemicals** in everyday products, while **strengthening the enforcement and regulation** in this area. NCC introduced a creative solution in its policy design in order to enable citizens to take a **proactive part** in the **decision-making process** through a **hormone check application**.



What will you learn?

- ➔ How to introduce modern technology to raise awareness of citizens
- ➔ How can digitalisation contribute to engaging citizens in the decision-making process
- ➔ How to guarantee the quality of information

ROMANIA (5.2)

Public administration – closer to the citizens through social media

The case focuses on the **use of social media in public administration** in order to **increase the role of the civil society** in **promoting good governance** and to **enhance transparency** by using innovative means in the services delivered. The Digital Agenda for Romania and the Government Programme for 2012-2016 foresee using ‘e-Government, Interoperability, Cloud computing and Social Media’ in order to **increase efficiency** and **reduce costs** by modernising the public sector.



What will you learn?

- ➔ How to use social media in order to ensure transparency of public institutions
- ➔ How to address the low level of participation of citizens in decision-making and in drafting public policies
- ➔ How to enhance the quality of public services by co-design and coproduction

LATVIA (5.3)

Football – “Pass to get a better result!”

Red tape has been a longstanding issue for public administrations. Its reduction would lead to better, less costly and **more efficient public administration and delivery of services**. The Case from Latvia: Football – “Pass to Get a Better Result!” deals precisely with this problem but with an innovative approach. The idea is to ask the people who deal with inappropriate bureaucracy or absurd administrative burden to provide or “to pass” their personal feedback and suggestions on where and how to **improve the services and systems**. To reach this aim the Latvian State Chancellery exploited **digital technologies**, e.g., mobile app “Football” and successfully managed to **involve and engage people to participate in the process of improving public administration**. True story - in Latvia, when public administration doesn’t work well, e.g., forwards to another institution or employee with no reason, or provides a low quality service, it’s called “bad football”. Due to high recognisability of the “football” metaphor within society, it was decided to turn “football” defect into an effect.



What will you learn?

- ➔ How to correctly exploit the new means the digital era provides
- ➔ How to successfully involve people in a policy design process
- ➔ How to bring innovation inside the public administration and improve its service delivery

Session 6: Towards more integrated services solutions

THE NETHERLANDS (6.1)

The Child Protection Agency – every child safe – forever

The Amsterdam Youth Protection Agency provides specialised help and care to guarantee the **safe development of children**. The agency took a strategic decision to overcome financial problems and bureaucratic dysfunction, as well as to initialise a value-based – bottom-up – transformation of the entire organisation. By using the **Vanguard method**, the agency maximised the capacity for its mission (Every child safe) and minimised the work that did not bring any added value to this objective. As a result, the professionals **reduced deskwork time**, and **increased the contact hours with the families**. Client and worker satisfaction have increased significantly; learning and reflection are now daily practice. The number of court orders and forced out-of-home placements dropped by more than 50%, with millions of euros saved annually.



What will you learn?

- ➔ How can strategic decisions lead to integrated services solutions by empowering the professionals to reduce red tape in favour of face-to-face time with families?
- ➔ How and why should the Vanguard method be used in public administration?
- ➔ How to implement new value-oriented approaches to improve quality on the operational level

FINLAND (6.2)

Encounter based service at the Education Department of City of Vantaa

The Education Department of City of Vantaa is responsible for preparing and executing issues under the authority of the Education Committee and the Leisure Committee. The department is responsible for **arranging early childhood education, day-care, education, library, youth, cultural and sports services** for the residents. City of Vantaa has used CAF since 2009 in every department, including the Education department, which has reached excellent results and also learned a lot on an effective way to implement CAF.



What will you learn?

- ➔ How to integrate CAF assessment results into strategic planning
- ➔ How to ensure long term commitment of the leadership and the personnel to this development work
- ➔ How to make easy-to-use versions of the CAF model to meet the specific needs of the organisation in question

IRELAND (6.3)

Pathways to Work

Unemployment is among the biggest challenges to be addressed within the EU. The case “Pathways to Work” provided by the Irish Department of Social Protection, is a very interesting example of how the **digital era** can help in **tackling pressing and complex issues** such as unemployment. The Irish Department of Social Protection managed, in a time of crisis, to create an important “one-stop-shop” for jobseekers and businesses gathering what used to be an inefficient procedure that involved many departments of the public administration. By doing so, they succeeded in making **job allocation more effective and easier** for all the actors involved.



What will you learn?

- ➔ How to successfully set up a “one-stop-shop”
- ➔ How to develop innovative activities in times of crisis and budget constraints
- ➔ How innovative approaches can address complex issues

Session 7: Towards more transparent and accountable public administration

SLOVENIA (7.1)

e-Auctions in public procurement

In the system for e-Auctions it is possible to carry out completely **electronic reverse auctions** (determining the conditions, awarding criteria, submission of tenders, public opening of bids, the start and the end of the electronic auction). One of the important functionalities is the **registry of tenderers** (entity/ legal person) with company headquarters in the Republic of Slovenia. The system automatically checks the **digital certificate** in the EDP - record of digital certificates, the Agency of the Republic of Slovenia for Public Legal Records and Related Services (AJPES). With this method of verification in EDP, it guarantees **100% identification of each tenderer**, submission of tenders exclusively by authorised persons of the tenderer, and **reduced possibility of risk of abuse by submission of tenders and collaboration in electronic reverse auctions**.



What will you learn?

- ➔ How to increase transparency in public procurement procedures
- ➔ What are the results achieved by the electronic reverse auction
- ➔ How to reduce administrative burden and achieve greater efficiency in spending

GREECE (7.2)

Central Electronic Registry of Public Procurement (CERPP)

The Central Electronic Registry of Public Procurement (CERPP) is an ongoing and dynamic project that embodies the concept of an **e-Procurement database**. Indeed, thanks to this electronic portal it was made possible to unify in one single e-Procurement “tank” all the procurement-related information and data in order to make it easier to: a) **monitor the public procurement situation**; b) **collect and evaluate data for an evidence-based decision-making process**; and c) **simplify the access to important e-procurement information** to all interested parts.

The concept of an e-Procurement inventory is perfectly represented by this case in which, thanks to an innovative approach, it is now possible to **efficiently monitor Public Procurements** and **provide a better service** for the entire society.



What will you learn?

- ➔ How to successfully set up an e-Procurement reservoir
- ➔ How to efficiently use new technologies to modernise public administration

ITALY (7.3)

Data4all – data for all

Public administration's data are not always available and in some scenarios are definitely difficult to obtain and hardly up to date. The case presented by the Agency for Digital Italy (AGID) is a concrete example on how to **disclose important information** that can then be employed by the interested parties. **Open data** can lead to positive outcomes such as an **increase in transparency, accountability** and **efficiency**. This makes Data4All a very valuable project and an interesting example for all those public administrations who are seeking an **easier and more open way to communicate with external stakeholders**.



What will you learn?

- ➔ Interesting insights on how to create an open data platform
- ➔ An overview of the pros and cons of creating and maintaining an open data platform

Session 8: Design-Thinking in the public sector

WORKSHOP (8.1)

'Danish Design Center' in collaboration with 'Luxembourg Institute of Science and Technology': New tools for new solutions

Design-thinking has emerged as a promising **innovative approach** to public service organizations and decision-making. Design-thinking is a method for **practical, creative resolution of problems** and **creation of solutions**, with the intent of an improved future result. It is a form of **solution-focused thinking** – starting with a goal (a better future situation) instead of solving a specific problem. Design-thinking identifies and investigates with both known and ambiguous aspects of the current situation in order to discover hidden parameters and open alternative paths which may lead to the goal. This methodology is acknowledged as a **state-of-the-art way** to efficiently and effectively **implement public service design & public policy design processes**. First exemplary results out of the public sector demonstrate this functional capability. The workshop will be facilitated by Mr Sune Knudsen (Danish Design Center), who will also intervene as keynote speaker at the 8QC. Mr Knudsen will be assisted by experts of the 'Luxembourg Institute of Science and Technology'. The participants will be allocated in 5 subgroups and elaborate on a case study in order to be introduced to this innovative approach of cognitive solution-building. This workshop will run interactively and collaboratively between the participants and the animation team. Each participant will have the opportunity to share knowledge & expertise using the proposed design thinking methods.



What will you learn?

- ➔ New methodology of thinking in order to solve complex issues, create change and strengthen innovation in public administration
- ➔ 'Thinking out of the box'
- ➔ Co-create solutions to problems, find new perspectives and implement new practices that produce positive results

PARALLEL SESSIONS 3

Session 9: Leadership and Human Resources in a changing society: adequate transition or lost in translation?

GERMANY (9.1)

Promoting workability in times of change

As the staff in the public sector is ageing and getting more diverse, the case submitted by the Federal Employment Agency argues that **new ways to promote workability** are necessary in order to **enhance productivity, performance and customer orientation**. In a changing society, the focus should be on a more integrated professional HRM that supports **innovation and customer orientation** with adequate HRM policies. A value-driven culture and the promotion of trust are key elements to support transformational leadership.



What will you learn?

- ➔ What are the challenges that HRM is currently facing?
- ➔ How to develop an integrated HRM in the public sector?
- ➔ How to foster work engagement and performance?

PORTUGAL (9.2)

Human-centric model for HR management

The Lisbon Municipality has built a **human-centric management model** within the organisation. The traditional HR management model has been replaced by a **strategic management model**, in which the **human resources function** is a key ingredient of the organisational strategy.



What will you learn?

- ➔ How to build a human-centric management model within an organisation
- ➔ What are the projects developed in order to strengthen this model?
- ➔ How to involve people in the development of strategies, goals, action plan and in the implementation process

BELGIUM (9.3)

Leadership development in the Federal Public Service Finance

Leadership development is an important issue in public administrations. This case addresses it explaining in detail the reasons why leadership development became an important topic and practically how it was approached in the context of a large and complex public organisation such as the Federal Public Service Finance, which counts more than 23,500 employees. This interesting case provides a **structured and detailed action plan** on how to **develop important managerial skills** useful for facing the new challenges that the current EU scenario is bringing about, and deliver better services to final beneficiaries.



What will you learn?

- ➔ How to implement an actual leadership development approach
- ➔ How to better involve and develop staff's managerial skills
- ➔ That not just the technical skills are important

Session 10: A Copernican revolution: human-centric approaches facilitated by ICT?

DENMARK (10.1)

Digitalisation of the work processes – introducing IT-mobility at Banedanmark

We are in the digital era. The entire world is moving faster and complexity is becoming greater. Also within more traditional contracting branches, such as the Rails, employees need to acquire new – and for some, quite unfamiliar – competences within for example IT. It is a huge transformation and therefore challenge to **exchange analogue work processes with digital work processes**. And it is crucial to understand and work systematically with this transformational change. Besides the required training in the new digital functionalities, employees must be involved in the overall change process in order to understand and manoeuvre in the new future. The case “Digitalisation of the work processes” addresses this challenge providing Banedanmark staff with the necessary means to effectively use tablets in the context of **new working procedures** with the overall objective of **exchanging paper with IT** and **creating more effective work processes**.



What will you learn?

- How to improve the competencies of your staff in using modern technologies
- How to smoothen the transition from paper to digital
- How to embrace a socially responsible behaviour

LITHUANIA (10.2)

Intelligence-led prevention and fight against general crime

In Lithuania, the police has been using various information systems, which are not linked to each other. In order **to strengthen the abilities of the police by implementing modern technologies**, Vilnius County Police Headquarters runs the project 'Development of Intelligence-led Prevention and Fight against General Crime to Foster European Operational Cooperation and Exchange of Information'. The project aims at implementing an **intelligent police activity model** based on **crime prevention investigation, direct transfer of information and better cooperation** at the national and EU levels.



What will you learn?

- How to foster change in the process of data collection and data analysis, as well as in the daily routine?
- How to optimise processes in order to allow greater contact with the citizens?
- How to facilitate and strengthen the work of your personnel by using modern technology?

LATVIA (10.3)

Feeling Guide - an electronic tool for improving employee well-being

Workplace stress: working in an organisation, where daily tasks can be characterised by short deadlines and increasing work intensity and responsibility, can lead to **high stress levels** or even to **burnout syndrome**.

The case "Feeling Guide" addresses precisely this issue, which has become more essential than ever before. It provides a detailed overview of actions undertaken by the Rural Support Service (RSS) in order to improve such processes as analysis, **monitoring and prevention of workplace risk factors**, which in the long term can lead to an unhealthy work environment causing reduced employee performance and level of service delivery. "Feeling Guide" is a feasible, inspiring and easily replicable example of an **innovative approach promoting wellness and reducing stress in the workplace**. The case provides a comprehensive overview of actions taken when implementing a wellbeing campaign in RSS and developing the "Feeling Guide".



What will you learn?

- More about the issue of stress at the work place
- How to undertake efficient actions to tackle veiled problems in the organisation
- A feasible way to actively involve staff and create a healthier workplace

Session 11: Impact of insourcing and outsourcing in public administration

SWEDEN (11.1)

Swedish experiences of outsourcing – an analysis

In Sweden, private sector providers deliver a large proportion of public services. A study has been carried out in order to address the lack of a comprehensive analysis regarding the outsourcing of the state's core activities. The study is based on **survey data, interviews with government agencies, research reports, evaluations, reviews** and other written materials.



What will you learn?

- What are the results of outsourcing?
- Why do agencies outsource?
- What does research say about outsourcing?

BELGIUM (11.2)

Catalogue of services – a balanced partnership

The Brussels Regional Government decided to modernise the Regional Public Service of Brussels by **improving the performance of the horizontal teams** and the **quality of services** provided to internal users of these horizontal supporting entities. More concretely, the objective is to **make available a catalogue of services for internal use**, which could be extended to citizens in the medium-term.



What will you learn?

- ➔ How to develop Service Level agreements between services?
- ➔ How to set up a 'single point of contact'?
- ➔ What can be learnt from the process?

LUXEMBOURG (11.3)

The Intercommunal Syndicate for IT Management

The Intercommunal Syndicate for IT Management (SIGI) is a local administration in Luxembourg, which aims at enabling its members to ensure the **effective implementation** of their services through ICT. The SIGI has developed and implemented **financial governance tools** at the municipal level and a **cooperation platform** between the municipal sector and the central government. These initiatives are based on an **integrated approach** (both horizontal and vertical) in order to **create synergies at all levels**.



What will you learn?

- ➔ How to develop and implement a model of excellence in financial governance at the municipal level (horizontal approach)?
- ➔ How to develop a collaboration platform between the municipal sector and the government (vertical approach)?
- ➔ How to involve an in-house team in the project?

Session 12: Strengthening ethical behaviour and fighting corruption

12.1. AN OVERVIEW OF TOOLS AND WAYS TO STRENGTHEN ETHICAL BEHAVIOUR AND FIGHTING CORRUPTION

(Chapter 2 of the European toolbox)

The toolbox on Public Administration aims at **providing concrete ideas and inspiring examples for initiatives** to national authorities in order to meet country specific recommendations (CSRs), ex ante conditionalities and to implement TO11 programmes with European Structural and Investment Funds (ESIF) and other EU funding sources. Chapter 2 'Embedding ethical and anti-corruption practices' intends to help public administrations to make **optimal choices** when **confronted with unethical behaviour and corruption**.



What will you learn?

- ➔ How to detect, prevent and act on corruption
- ➔ How to set the framework for integrity and combatting corruption
- ➔ What role for transparency and accountability in (re)building public trust?

ESTONIA (12.2)

New Code of Ethics for Officials

The case New Code of Ethics for Officials is an example of how to develop a **comprehensive and structured ethic code** useful for **raising awareness** among civil servants, citizens, media and the other stakeholders, concerning standards that the public sector officials have to follow while performing their duties. Key characteristics, such as the simple wording, the clear set of values and principles and practical examples, make this case a very interesting and valuable example on how to bring about a **value-based decision-making culture** within public administrations. At the same time, it shows how to give important stakeholders an idea of the standards that public officials have to respect.



What will you learn?

- ➔ How to practically develop and implement a feasible ethical behaviour strategy
- ➔ How to bring a value-based decision making culture in public administrations
- ➔ How to reach a consensus on controversial ethical topics

programme

1st & 2nd October

day/1

08.30 REGISTRATION OF THE PARTICIPANTS level 0

09.00 PLENARY SESSION: OPENING OF THE 8QC level -1

Opening of the 8QC by Mr Dan KERSCH (Minister for the Civil Service and Administrative Reform of Luxembourg)

09.15 PLENARY SESSION 1 / KEYNOTE SPEAKER 1

Mr Stéphane JACOBZONE (OECD): *"Improving policy making: what are the options for government? An OECD perspective"*

10.00 PARALLEL SESSIONS 1 level +3

Session **Better results via evidence based performance management**

1

- 1.1. **Austria (AT)**: Implementing Performance Management in the Austrian Federal Administration
- 1.2. **Lithuania (LT)**: Vision-based strategy of State Railway Inspectorate under the Ministry of Transport and Communications
- 1.3. **Greece (EL)**: Heritage Management E-System (HER.M.E.S.): Saving Historic Buildings in Hermoupolis with Conservation Plan and Public Awareness

room
3530

Session **Strategic thinking in a future-oriented public administration**

2

- 2.1. **Poland (PL)**: Quality of public services monitoring as an element of local government integrated management system
- 2.2. **Portugal (PT)**: Lisbon-Europe 2020
- 2.3. **Luxembourg (LU)**: A strategic vision of Air navigation administration in multi-level networks

room
3540

Session **Public administration in the cycle of policy design, implementation and evaluation**

3

- 3.1. **France (FR)**: How to turn ethnographic insight into more efficient policy-making
- 3.2. **Netherlands (NL)**: Room for the River
- 3.3. **Finland (FI)**: Innovative service provisions in Finnish Immigration Service through stakeholders and citizens involvement

room
3350

Session **Enhancing social responsibility in public administration**

4

- 4.1. A self-assessment tool on Social Responsibility
- 4.2. **Romania (RO)**: SocialXChange – more than a charity shop
- 4.3. **Poland (PL)**: Spin your region up! Students and public administration together

room
3330

11.00 COFFEE BREAK AND NETWORKING level -1



11.30 IN DEPTH WORKING SESSIONS ON THE CASES level +2

level +3

1.1 AT case (3230)	1.2 LT case (3220)	1.3 EL case (3200)
2.1 PL case (3190)	2.2 PT case (3160)	2.3 LU case (3120)
3.1 FR case (3100)	3.2 NL case (3070)	3.3 FI case (2380)
4.1 SA tool (2400)	4.2 RO case (2240)	4.3 PL case (2230)

12.30 LUNCH level +1



14.00 PLENARY SESSION 2 / KEYNOTE SPEAKER 2: level -1

Mr Sune KNUDSEN (Danish Design Center): *"Government by Design"*.

day/1

14.30 PARALLEL SESSIONS 2

level +3

Session *Speak up! - Opportunities of Apps and Social Media*

5

- 5.1. Norway (NO):** Using a hormone check app in the work of removing endocrine disrupting chemicals
- 5.2. Romania (RO):** Public Administration – Closer to the Citizens through Social Media
- 5.3. Latvia (LV):** Football – ‘Pass to Get a Better Result!’

room
3530

Session *Towards more integrated services solutions*

6

- 6.1. Netherlands (NL):** The child protection agency: ‘Every Child Safe – Forever’
- 6.2. Finland (FI):** Encounter based service at the Education Department of City of Vantaa
- 6.3. Ireland (IE):** Pathways to Work

room
3540

Session *Towards a more transparent and accountable public administration*

7

- 7.1. Slovenia (SI):** e-Auctions in Public Procurement
- 7.2. Greece (EL):** Central Electronic Registry of Public Procurement (CERPP)
- 7.3. Italy (IT):** Data4all

room
3350

Session *Design-Thinking in the public sector*

8

New tools for new solutions

Workshop – 5 groups working on the same case in practical labs ‘Danish Design Center’ in collaboration with ‘Luxembourg Institute of Science and Technology’

level +1

library

15.30 COFFEE BREAK AND NETWORKING

level -1



16.00 IN DEPTH WORKING SESSIONS ON THE CASES

level +1

- | | | |
|--|---------------------------|---------------------------|
| 5.1 NO case (3230) | 5.2 RO case (3220) | 5.3 LV case (3200) |
| 6.1 NL case (3190) | 6.2 FI case (3160) | 6.3 IE case (3120) |
| 7.5 SI case (3100) | 7.2 EL case (3070) | 7.3 IT case (2400) |
| 8.1 Design-Thinking in the public sector (library +1) | | |

level +2

level +3

17.00 PLENARY SESSION 3 / KEYNOTE SPEAKER 3

level -1

Mr Florian HAUSER (European Commission): “Quality of Public Administration - A toolbox for practitioners”

17.30 END OF DAY 1

18.45 SOCIAL EVENT AT ‘TRAMSSCHAPP’ (LUXEMBOURG-CITY)

day/2

09.00 PLENARY SESSION 4 / KEYNOTE SPEAKER 4

level -1

Prof. Yves EMERY (IDHEAP): *"The wisdom of quality management pioneers revisited: lessons for the 21st century"*

09.30 PARALLEL SESSIONS 3

level +3

Session 9 **Leadership and Human Resources in a changing society: adequate transition or lost in translation?**

room
3530

- 9.1. Germany (DE): Promoting work ability in times of change
- 9.2. Portugal (PT): Human Centric Model for HR management
- 9.3. Belgium (BE): Leadership development in the Federal Public Service Finance

Session 10 **A Copernican revolution: human-centric approaches facilitated by ICT?**

room
3540

- 10.1. Denmark (DK): Digitalisation of the work processes – introducing IT-mobility at Banedanmark
- 10.2. Lithuania (LT): Intelligence-Led Prevention and Fight against General Crime
- 10.3. Latvia (LV): Feeling Guide – an Electronic Tool for Improving Employee Well-Being

Session 11 **Impact of insourcing and outsourcing in public administration**

room
3350

- 11.1. Sweden (SE): Swedish experiences of outsourcing – an analysis
- 11.2. Belgium (BE): Catalogue of services: a balanced partnership
- 11.3. Luxembourg (LU): The Intercommunal Syndicate for IT Management

Session 12 **Strengthening ethical behaviour and fighting corruption**

room
3330

- 12.1. An overview of tools and ways to strengthen ethical behaviour and fighting corruption (*Chapter 2 of the European toolbox*)
- 12.2. Estonia (EE): New Code of Ethics for Officials

10.30 COFFEE BREAK AND NETWORKING

level -1



11.00 IN DEPTH WORKING SESSIONS ON THE CASES

level +2

- | | | | |
|---------------------|---------------------|---------------------|----------|
| 9.1 DE case (3230) | 9.2 PT case (3220) | 9.3 BE case (3200) | level +3 |
| 10.1 DK case (3190) | 10.2 LT case (3160) | 10.3 LV case (3120) | |
| 11.1 SE case (2400) | 11.2 BE case (2240) | 11.3 LU case (2380) | |
| 12.2 EE case (3070) | | | |

12.00 PLENARY SESSION: CLOSING OF THE 8QC

level -1

Closing of the 8QC by Mrs Paulette LENERT (Director General of the Ministry of Civil Service and Administrative Reform of Luxembourg)

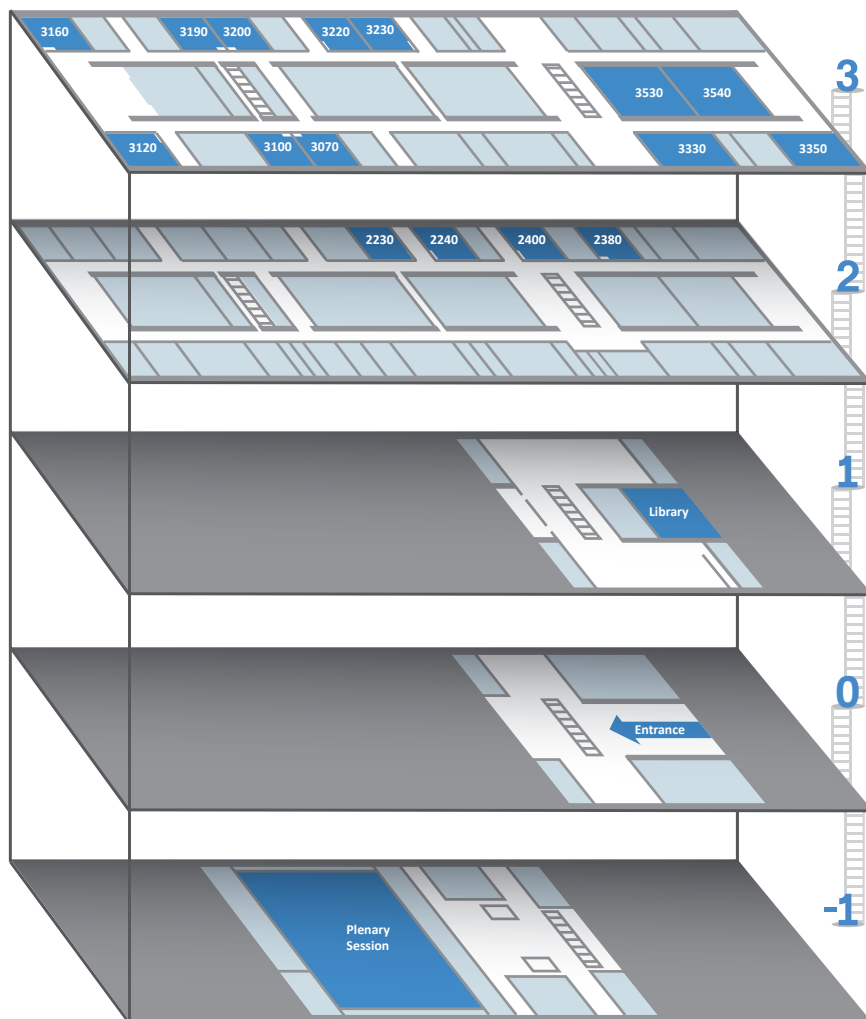
13.00 LUNCH

level +1



14.30 END OF THE CONFERENCE

Floors



Practical information

ESCH- BELVAL UNIVERSITÉ – LUXEMBOURG - CENTRAL STATION – AIRPORT

1/ ESCH-BELVAL UNIVERSITE – LUXEMBOURG-CENTRAL STATION

FREQUENCY: Every 15 minutes a train will leave from 'Esch-Belval Université' to 'Luxembourg-Central Station'. The usual travel time is around 30 minutes.

Departure time Esch – Belval Université	Arrival time Luxembourg – Central Station
12:11	12:40
12:26	12:55
12:41	13:10
12:56	13:25
13:11	13:40
...	...

The way from the conference site 'Maison du Savoir' to the train station 'Esch-Belval Université' is marked on the map, attached below: go down the road 'Avenue des Hauts Fourneaux', at the end of the street turn right into 'Avenue du Rock'n'Roll'. Cross the street and take the stairs (between the 'Rockhal' and the shopping mall 'Plaza I') up to the train station.

2/ LUXEMBOURG-CENTRAL STATION – AIRPORT

BY PUBLIC TRANSPORT: **Bus 16 (Eurobus)** will leave at the **bus station 9 (quai 9)**, in front of the main building of the central station.

FREQUENCY: from Monday – Friday: 5:30 - 23:00, every 10 minutes. The usual travel time is around 30 minutes.

Departure time Bus station 9	Arrival time Findel - Airport
12:01	12:28
12:11	12:38
12:21	12:48
12:31	12:58
13:41	13:08
13:51	13:18
...	...

TICKETS FOR PUBLIC TRANSPORT:

A **short-term ticket** (train + bus) is valid for 2 hours and costs 2 €.

A **one day ticket** (train + bus) is valid for the whole day (until 4 a.m.) and costs 4 €. Tickets are sold at the ticket office of the train station 'Esch-Belval Université', which is open from Monday to Friday from 7.00 to 19.00 and at a vending machine.

MORE INFORMATION ON BUS AND TRAIN SCHEDULES:

Mobilitéitszentral: www.mobiliteit.lu - Call Centre: (+352) 2465 2465

CFL (International Trains): www.cfl.lu - Call Centre: (+352) 2489 2489

BY TAXI: Taxi services are available 24 hours a day.

The approximate fee of a taxi fare

- ➔ from the **conference site to the airport** (+/- 35 km) : between 60 - 80 €.
- ➔ from the **conference site to Luxembourg Central Station** (+/-25km): between 35 - 50 €.

CONTACT INFORMATION:

Webtaxi: (+352) 27 515

Colux: (+352) 48 22 33

Taxi Barroso: (+352) 54 55 55

ABC-Francotax: (+352) 55 56 57

Escher Taxis: (+352) 54 54 51

Map

