



# Nordic Research Network Meeting, Stiklestad, 17-18 June 2010



## Presentation of three projects under the theme IV *'Leadership and management for change'* awarded by EPSA

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# Presentation of three projects awarded by EPSA

**1. *Management in Sant Cugat City Hall – budgeting the strategy – a new deal between***  
*(winner)*

Submitted by Sant Cugat City Council

**2. *Gender Mainstreaming happens in a Town!***  
*(Best practice)*

Submitted by City of Graz

**3. *Cultural and organisational change in the mainstream of a methaethics approach***  
*(Nominee)*

Submitted by Lausanne Municipal Police

# MANAGEMENT IN SANT CUGAT CITY HALL BUDGETING THE STRATEGY: A NEW DEAL BETWEEN POLITICAL MANAGEMENT AND POLITICAL LEADERSHIP

Ajuntament de Sant Cugat



**Pla d'Alineació i Competitivitat Estratègica.**

**PACTE**

(polític-tècnic 2008-2011)

**NOVES EINES DE GESTIÓ MUNICIPAL**

*Sessions de Formació interna juliol-setembre 2008.*



## MANAGEMENT IN SANT CUGAT CITY HALL BUDGETING THE STRATEGY: Strengths of Project (I)

- In terms of **employees acceptance**, positive moments of involvement were found in individual interviews with employees and training.
- With respect to **outcome orientation**, with regards to the new working methods and after measurement of the results both in and outside of the organisation, the project can be considered as outcome orientated.
- As for **real change**, there was evidence that real change took place such as the figure of reduced costs, strategic goals etc.

## MANAGEMENT IN SANT CUGAT CITY HALL BUDGETING THE STRATEGY: Strengths of Project (II)

- As for the **impact** of the project, in terms of transparency the project has certainly attracted the attention of several institutions.
- With regards to **learning capacity and transferability**, the project has high potential value for other entities on how to make a lean in quality management.
- With regards to **innovation**, the up-to-date Balanced Scorecards were considered very innovative allowing for both transparency and accountability at once.
- As for **public concern**, the problem that the project tried to address (absenteeism, lack of motivation, absence of incentives, inefficient use of public resources) are absolutely at the top of the list for several public entities in Europe.

## MANAGEMENT IN SANT CUGAT CITY HALL BUDGETING THE STRATEGY: Weaknesses of Project & Room for Improvement (I)

- With regards to **employees acceptance** perhaps this is the most important absence in this project, the employees do not seem to have been considered at all.
- In terms of the **outcome orientation** (real influence on cultural orientation of the organisation), more proof is needed.
- As for the **significance/relevance** of the project, it appears that external stakeholders were not involved in any phase of the project and the involvement of wide body of employees is not directly mentioned. Despite that, effects in terms of structural change are massive.
- With regards to **learning capacity and transferability**, more information is required on how much is down to real changes within the organization in terms of the final outcome.

## MANAGEMENT IN SANT CUGAT CITY HALL BUDGETING THE STRATEGY: Weaknesses of Project & Room for Improvement (II)

- With respect to **impact**, it has not entirely been proven whether the decrease of the debt ratio has been really caused by the project (more information is needed).
- With regards to **learning capacity and transferability**, more information is required on how much is down to real changes within the organization in terms of the final outcome.

# Gender mainstreaming happens in a Town!

Submitted by City of Graz





# Gender mainstreaming happens in a Town!

## Project Description (synopsis summary)

- In 2001, the **process of implementing Gender Mainstreaming** started.
- All sectors of administration and all political fields must become **more gender-sensitive**.
- Positive actions for women including a **strategically based approach** for all products and services.
- The **internal procedures and processes** will prove to be more successful in the long term.

# Gender mainstreaming happens in a Town!

## Strengths of Project (I)

- The project was considered **extremely innovative**, because of the linkage with strategic governance through 'equality objectives' and the auditing of gender-relevant aspects by the Independent Audit Court of the City of Graz.
- The project has a **high significance** because it involves both internal and external actors that represent a consolidated network.
- The documentation and approach of the project are **convincing for learning and transferability**.

# Gender mainstreaming happens in a Town!

## Strengths of Project (II)

- The role model approach for the local and regional level is a strong case for **real change**.
- **The involvement of the top level** of the organisation (chiefs...) results, in terms of **cultural orientation**, in more awareness of gender equality through the organisation, at least at high-level.

# Gender mainstreaming happens in a Town!

## Weaknesses of Project & Room for Improvement

- The project was considering less **innovative** because gender mainstreaming has been on the agenda since many years and could have been associated with other objectives.
- The objectives were implemented as planned, but there was not enough evidence about the real impact on the organisation/actual **measurable outcomes**.
- The hard constrain for really measuring the **outcome** is difficult in the Gender Mainstreaming area, this challenge is not entirely solved in Graz.

# Cultural and organizational change in the mainstream of a meta-ethics approach



# Cultural and organizational change in the mainstream of a meta-ethics approach- Project Description (synopsis summary)

## ■ Context

- ***a rise in resignations*** by newly appointed police officers
- ***an increased number of public complaints*** about police behaviour supporting employees

## ■ Identification of the problems by a staff survey

- failures including poor definition of errors committed by officers
- a lack of model leadership
- inequitable approaches to promotion

## ■ Solutions

- ***limiting the code of silence*** (omertà)
- ***questioning management and hierarchical leadership.***

This initiative is distinguished by an extraordinary **investment in applied meta-ethics training**. Public surveys conducted in 2003 and 2008 show an increasingly **positive public perception** of the police force and an internal staff survey in February 2009 gave very encouraging results.

## Cultural and organizational change in the mainstream of a meta-ethics approach- Strengths of Project (I)

- With respect to the real impact of the project on **cultural orientation**, a cultural change has occurred from a traditional hierarchical command structure to participation, openness, clear commitment for ethical values and open discussion within groups across the levels of hierarchy.
- **Real change** was noted in the organisational culture, the value system and problem solving capacity of the police force. It was also proved by public perception questionnaire.
- The project has been rated **transferable enough** in that the process offers many insights and lessons which can be shared with other policing and administrative institutions. Moreover, 17 another police units are interested to adopt the initiative.

## Cultural and organizational change in the mainstream of a meta-ethics approach- Strengths of Project (II)

- As for the **significance/relevance** of the project, considering the fact that the Lausanne Municipal is not a particularly large organisation, many stakeholders (internal and external) were nevertheless involved in the process.
- The **impact** of the project can be explained by the fact that sufficient financial resources and a sound implementation structure were in place. In terms of **innovation**, a particular note regarding the innovative ways of involving employees by means of quality circles training and Committees etc.
- The project was based on great **public concern**, especially in the the field of police work. The project has been received with acceptance and motivation – employees were duly consulted throughout the process.



## Cultural and organizational change in the mainstream of a meta-ethics approach - Weaknesses of Project & Room for Improvement

- As for the **transferability** to other police corps, it seems to be very limited because of cultural barriers, although the results are very positive and impressive.
- With regards to the real influence of the project on **cultural orientation** and **impact**, it can be said that the process and the execution were a bit slow, although quality management service delivery has improved, over the past 7 years. This indicates governance problem in the project.

# Participate and contact us



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