



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



## Taking the pulse of European Public Administrations – Key findings of the European Public Sector Award 2009

*Alexander Heichlinger (AT)*  
*Expert & Head EPSA*  
*EIPA Barcelona*



# The EPSA 2009 – Institutional & co-financing partners

**EU Commission**



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# The Four EPSA 2009 Themes

## THEME 1

Performance Improvement  
in Public Service Delivery

Mr Tore Chr. Malterud (NO)  
EIPA Maastricht

## THEME 3

New Forms of  
Partnership Working

Mr Michael Burnett (UK)  
EIPA Maastricht, in co-leadership with  
Mr Alexander Heichlinger (AT)  
EIPA Antenna Barcelona

## THEME 2

Citizen Involvement
























Mr Tony Bass (IRL)  
EIPA Maastricht

## THEME 4

Leadership & Management for Change

Ms Herma Kuperus (NL)  
EIPA Maastricht

## Applications per Country *(incl. non-eligible applications)*

 Austria	27	 Germany	25	 Norway	2
 Belgium	24	 Greece	4	 Poland	21
 Bulgaria	8	 Hungary	5	 Portugal	4
 Cyprus	7	 Ireland	2	 Romania	45
 Czech Republic	1	 Italy	37	 Serbia	1
 Denmark	1	 Lithuania	14	 Spain	32
 Estonia	1	 Luxembourg	3	 Sweden	4
 Finland	6	 Moldova	1	 Switzerland	2
 France	7	 Netherlands	11	 United Kingdom	6
				 Pan-European	3

**TOTAL**

**304**

# The EPSA 2009 Evaluation and Validation Process

## **STEP 4: Jury meeting**

to select and decide on the four EPSA winners per theme.

*Date: 7 July 2009*

## **STEP 3: On-site validation visits**

to 28 short-listed projects for verification.

*Period: 15 June-2 July 2009*

## **STEP 2: Consensus meeting**

to reach a commonly agreed list of ranked projects per theme – the best practice certificate recipients; and to agree on 28 projects to be verified during on-site visits.

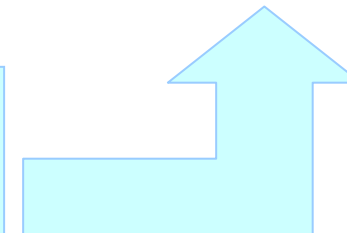
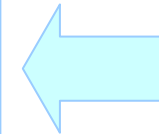
*Period: 25-26 May 2009*

## **STEP 1: Individual online evaluation**

by each evaluator, in isolation and remotely based. Each project has been evaluated by three evaluators (triple evaluation).

*Period: 20-24 April 2009*

The *EPSA 2009 team* provided a provisional ranking list based on the **total** and **mean** scores reached during online evaluation and consensus meeting.

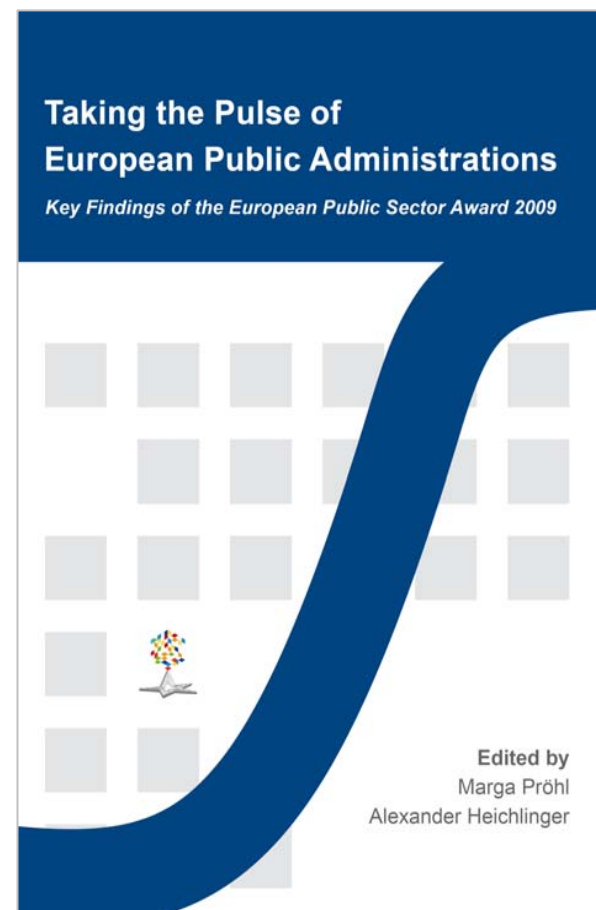


# The EPSA 2009 Publications

## *EPSA 2009 Project Catalogue*



## *EPSA 2009 Research Report*



# THEME 1 (Key messages and recommendations): Performance Improvement in Public Service Delivery

**1. ICT** – an important instrument

**2.** Projects aimed at *improving service delivery* to citizens and business

**3.** Project aimed at making public administration works more *efficient, effective and citizen oriented*.

**4.** Project addressing *issues* generally difficult to effectively address by public administration

## THEME 2 (Key messages and recommendations): Citizen Involvement

- 1. Leadership and dedication** are vital.
- Partnerships granting **collective support** is crucial.
- Managing to create a balance of **ownership** is compulsory.
- Web 2.0 and other ICT tools** are important but risk exclusivity.



## THEME 2 (Key messages and recommendations): Citizen Involvement

- 5. *Citizen involvement*** has most successfully been used in fields of urban and spatial planning, environmental issues and youth affairs but methods and tools could be highly transferable in other sectors.
- 6. *Innovation*** in societal context should be recognised, supported and encouraged.
- 7. Moving *from local to national*** level will be a challenge.

## THEME 3 (Key messages and recommendations): New Forms of Partnership Working

1. Political and senior level support for partnerships is important, but they work better when they are primarily driven by ***enthusiasm***.
2. ***Clarity of objectives*** for the formation of the partnership is a key driver of the likelihood of the success of a partnership.
3. ***Joint decision making*** is a strong indicator of an effective partnership.
4. If a partnership is worth undertaking, it is worth supporting with ***resources***.
5. Effective partnerships also show ***agility*** in response to emerging issues.

## THEME 3 (Key messages and recommendations): New Forms of Partnership Working

6. In effective partnerships, the partners are clear about the opportunity ***cost of partnerships***:
  - Partners can justify how it addresses public service issues better than other means
  - Partnership actually addresses them more effectively
7. Greater equality in ***public-third sector*** partnerships.
8. Importance of ***data integrity and security***.
9. The nature of the review of the continuing ***relevance*** of partnerships will vary from partnership to partnership.

## THEME 4 (Key messages and recommendations): Leadership & Management for Change

1. Some approaches were ***not new*** for everybody but for a specific group of countries, due to different background.
2. ***Leadership*** is part of the change process.
3. ***Stakeholders' involvement*** is very important but often not all groups were included.
4. In the case of nominees ***public concern*** is directly related to the organisational reform. Most of the other focus on internal change.
5. `Some projects can show real ***measured change***.

## THEME 4 (Key messages and recommendations): Leadership & Management for Change

**6.** Many of the methods and tools used are ***transferable*** but have to be adjusted to specific culture & characteristics

**7. *Good Management*** is the base, but ...

**8. ... *more Leadership*** is needed for future by:

- a. Combining NPM with ethical and cultural values, people-orientation and soft motivation skills
- b. Clear agreements with politicians on long-term outcomes and short-term results; neutral public services
- c. Self-reflection and life-long development of employees and (Top) managers for permanent adaptability to change

# Participate and contact us



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This image is for graphic purposes only  
and does not fully portray the actual trophy.

## EPSA Project Management Team

*Alexander Heichlinger*

Expert & Head

European Public Sector Award (EPSA)

European Institute of Public Administration-

EIPA Barcelona

Tel: +34 93 567 2404

e-mail: [a.heichlinger@eipa.eu](mailto:a.heichlinger@eipa.eu);  
[infoepsa2009@eipa.eu](mailto:infoepsa2009@eipa.eu)

web-sites: [www.eipa.eu](http://www.eipa.eu); [www.epsa2009.eu](http://www.epsa2009.eu)