

55th EOQ Congress
World Quality Congress
Budapest, Hungary - June 20-23, 2011

"Navigating Global Quality in a New Era"



June 20, 2011 (Monday)

Pre-Congress Seminars

KEMPINSKI HOTEL CORVINUS
REGINA BALLROOM II.

Erzsébet tér 7-8, Budapest V.
Monday 10:00 – 16:00

3.1. QUALITY IN PUBLIC ADMINISTRATION

Session Chair: *Viktor Horváth, Ministry of Public Administration and Justice, Hungary*

10.30 Quality Management in Public Administration in Germany

Wolfgang Kaerkes, German Society for Quality, Germany

Kaerkes, Wolfgang M. (Germany)

Born in Aachen/Germany, Mr. Kaerkes learned geography, philosophy, pedagogics, English language & literature at the Technical University of Rhineland-Westphalia, Aachen and graduated in 1980. First he worked as Research Assistant at the Geographic Institute, Ruhr University, Bochum. Later he became Head of the Office for Environment of the City of Aachen and a free-lance Consultant in Wiesbaden. In the 1990s he held various positions at the German Society for Quality (DGQ) and since 1998 he is the German Representative for DGQ at the European Foundation for Quality Management (EFQM), Brussels. He was Chairman of the Supervisory Board of the German Registrar for Management Systems, Quality and Environmental Management and President of EOQ 2004-2006 as well as Member of the Governing Board of EFQM, Brussels. Since November, 2009 he has been working as General Manager of the Society for Quality Research, Frankfurt am Main. Since 2007 he is Member of the Board of Directors of IPC – International Personell Certification Association, Athens, Greece.

Quality Management in Public Administration in Germany

Dr. Wolfgang M. Kaerkes
General Manager
DGQ – German Society for Quality



DGQ
Deutsche Gesellschaft
für Qualität

DGQ – German Society for Quality

DGQ



Starting situation

- 🔍 Experience in the business world – from Quality Assurance to Business Excellence
- 🔍 There is no business without Q in business.
- 🔍 What is the situation in public administration and in politics?
- 🔍 What do we know about mission, vision, strategy and management in public administration?
- 🔍 The German case and similarities in other countries

Starting situation

- 🔍 Public administration is facing considerable challenges.
- 🔍 On the other hand, a well-performing public administration is a decisive factor for the attractiveness of a business and industrial area.
- 🔍 What are the success factors in public administration?
- 🔍 Where does public administration stand with regard to these questions?
- 🔍 What can public administration learn from industry?

Starting point

- 🔍 **The situation in public administration is characterised by constrained public finances and rising demands. This very much narrows the range of possible activity.**
- 🔍 **Work processes are becoming ever more complex and faster.**
- 🔍 **The average age of the population and of those working in public administration is rising.**
- 🔍 **It is becoming increasingly difficult to recruit suitable young workers into public administration.**

Starting point

- 🔍 **From industry we know that some organisations are able to survive extremely well within such a difficult context, providing an example for others.**
- 🔍 **Hypothesis: The public administration sector urgently needs effective recipes in order to master its increasing workload and offer the general population/citizens the necessary services.**
- 🔍 **In the end it is a matter of cost-effective and sustainable provision of services that are wanted and needed.**

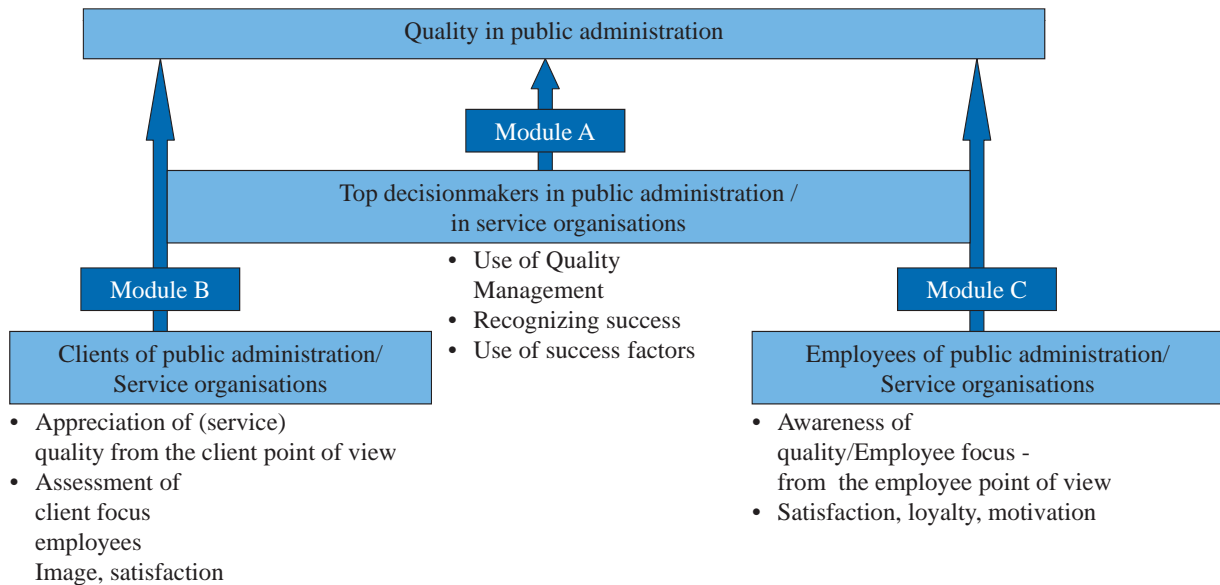
Possible solutions for increased requirements

- 🔍 The German Federal Government has decided on the programme "Focused on the Future: Innovations for Administration".
- 🔍 The area of "Management" also includes development of Quality Management for improved performance by the public administration.
- 🔍 In the end it is a question of cost-effective and sustainable services on the level of the Federal State, the Countries (Länder) and local and municipal authorities.

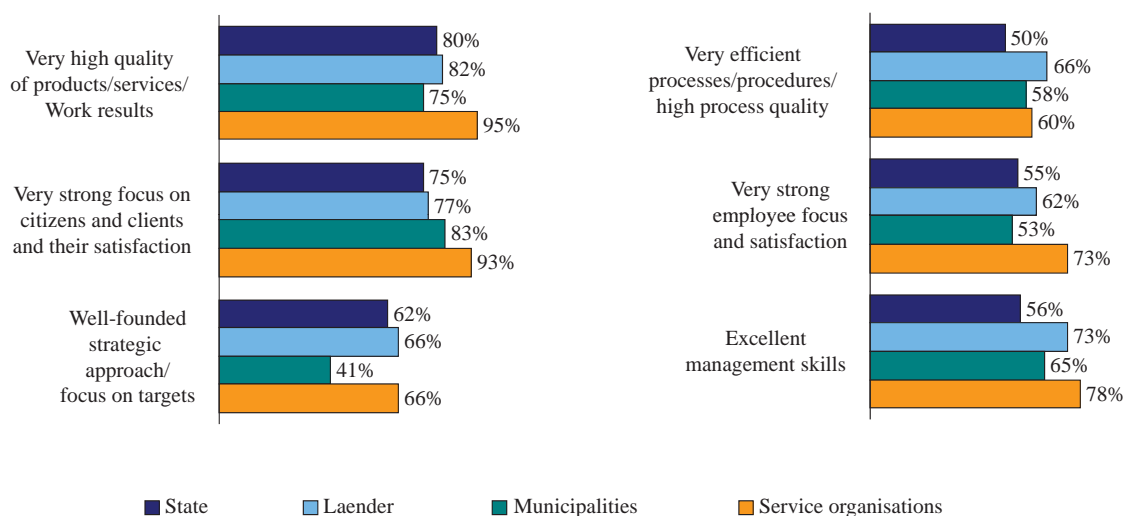
Statements on:

- 🔍 The success factors
- 🔍 Focus on public administration from the points of view of the heads of the public administration bodies and the citizens themselves
- 🔍 Focus on employees from the points of view of the heads of the public administration bodies and the employees themselves
- 🔍 Definition of targets and qualification of managers
- 🔍 Maturity level of process management
- 🔍 Significance and institutionalisation of QM, today and tomorrow

Overview of design of the study

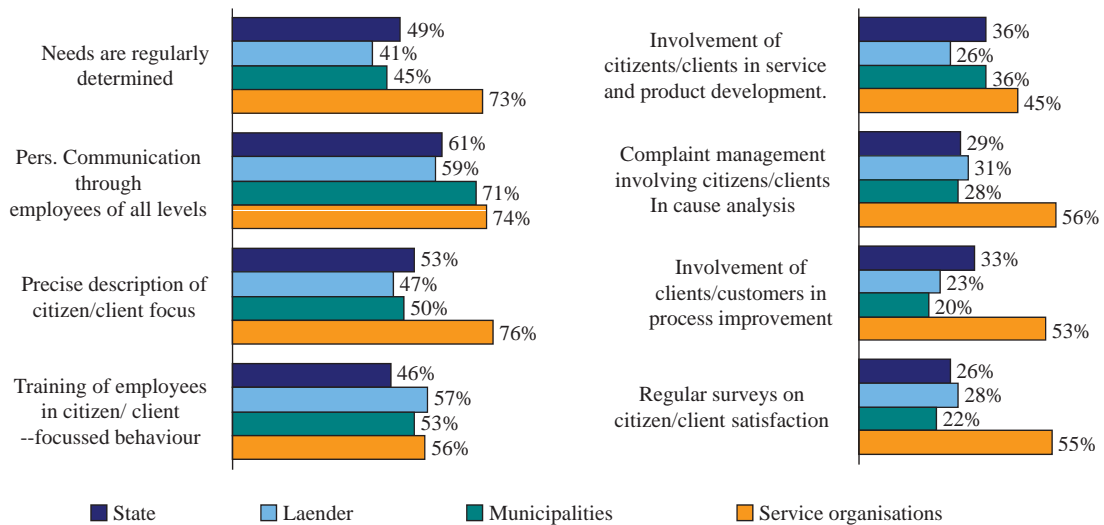


Success factors in public administration and in service organisations



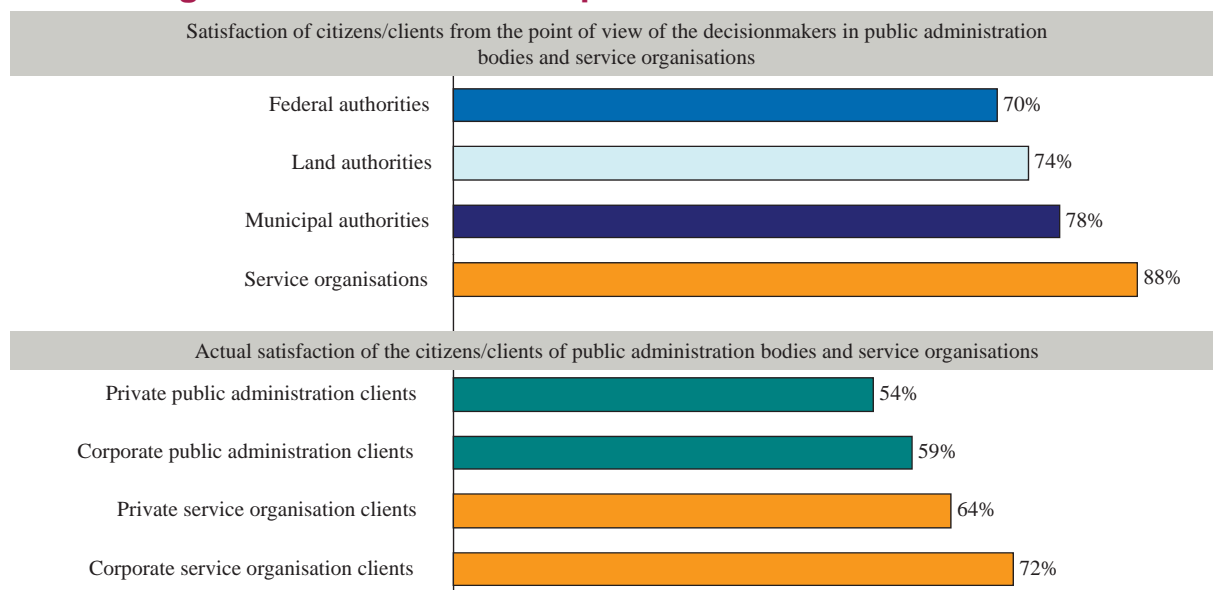
Basis: Decisionmakers in public administration bodies; top 2 boxes (Categories 1 and 2) on a scale from 0 (do not agree at all) up to 100 (completely agree)

Statements regarding citizen/client focus in public administration and in service organisations



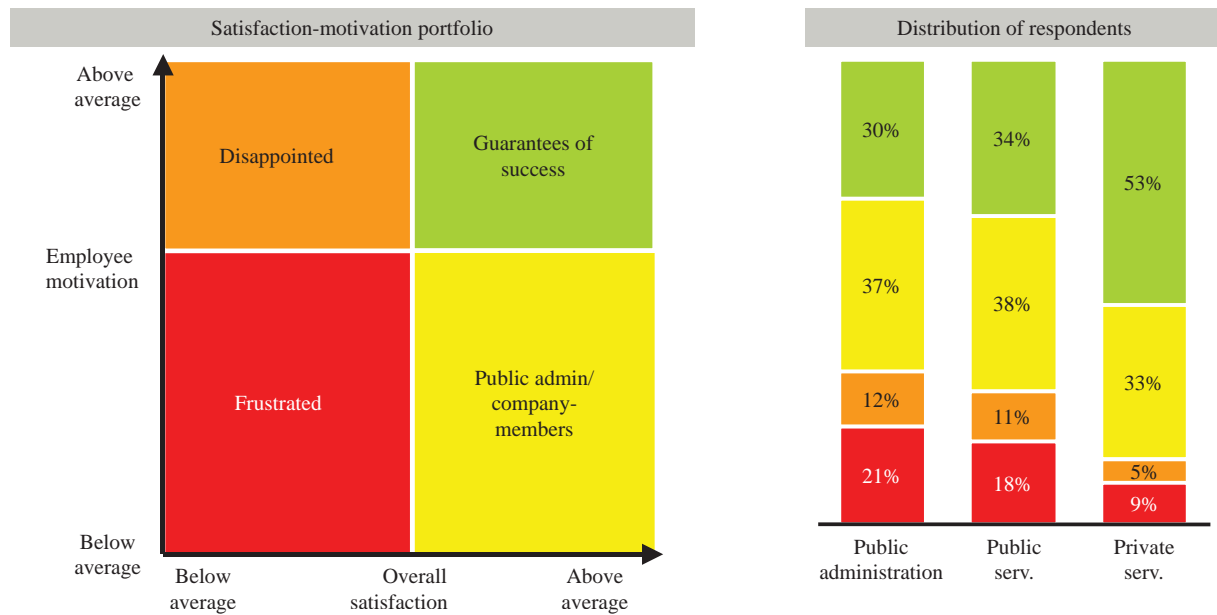
Basis: Decisionmakers in public administration bodies; top 2 boxes (Categories 1 and 2) on a scale from 0 (do not agree at all) up to 100 (completely agree)

Client satisfaction: Assumptions of public administration bodies and service organisations vs. actual opinions of citizens/clients



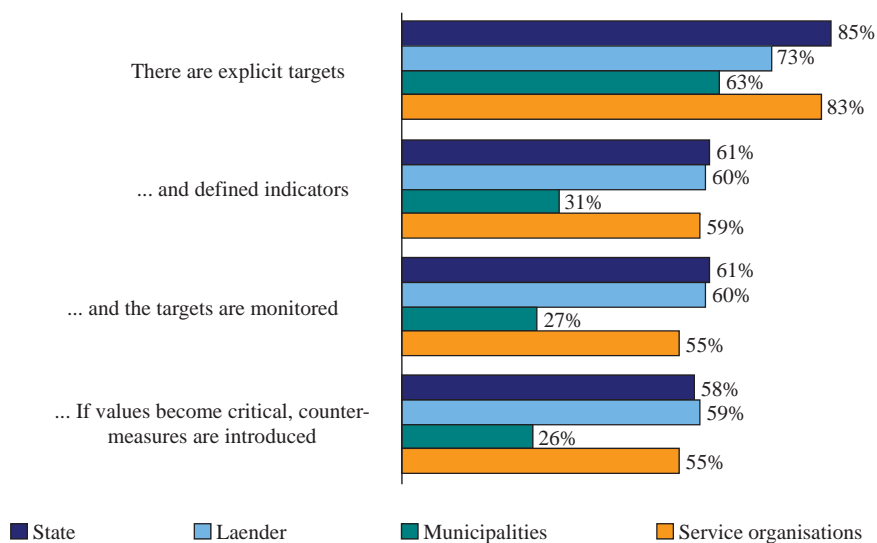
Basis: Decisionmakers in public administration bodies and service providers in the private sector, who have already performed a survey at least once; clients of public administration bodies and of service providers in the private sector; top 2 boxes (Categories 1 and 2 on a scale from 0 (very dissatisfied) up to 100 (very satisfied))

Satisfaction-motivation portfolio of employees in public administration and service organisations



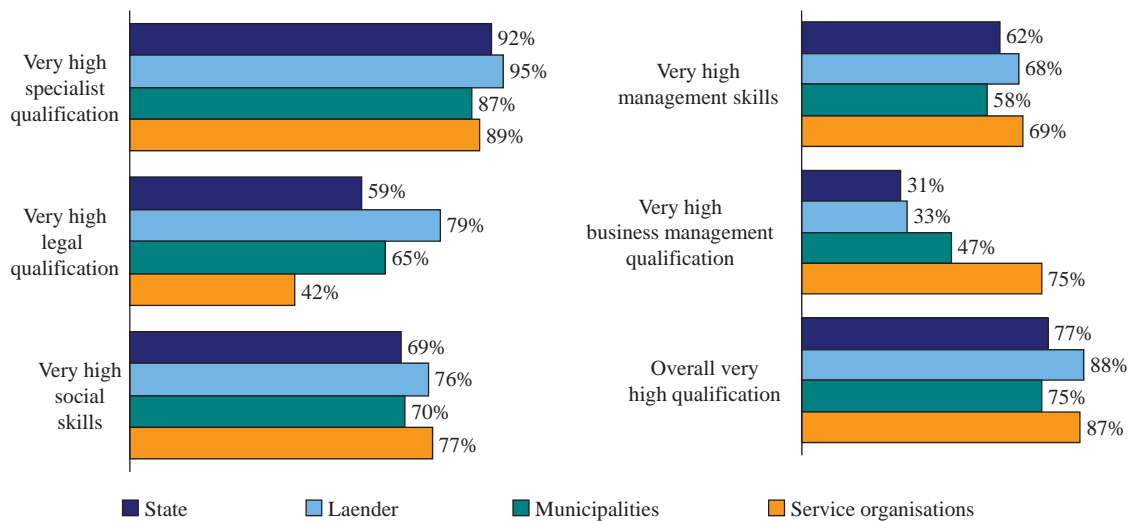
Basis: Employees from public administration bodies, public services and services providers in the private sector

Handling of targets in public administration and in service organisations



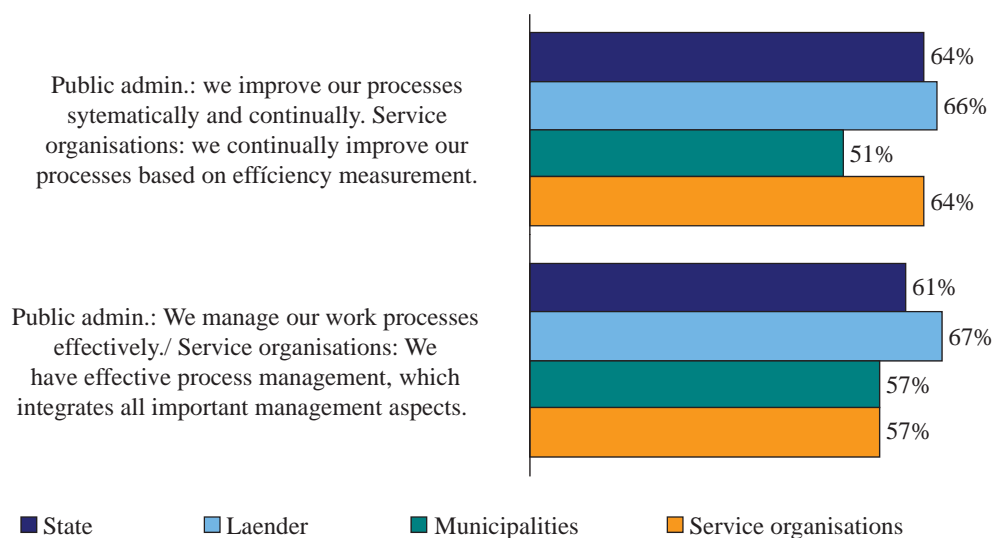
Basis: Decisionmakers in public administration bodies and service providers in the private sector

Qualification of managers in public administration and in service organisations



Basis: Decisionmakers in public administration bodies; top 2 boxes (Categories 1 and 2) on a scale from 0 (do not agree at all) up to 100 (completely agree)

Process management in public administration and in service organisations



Basis: Decisionmakers in public administration bodies; top 2 boxes (Categories 1 and 2) on a scale from 0 (do not agree at all) up to 100 (completely agree)

Causes

🔍 Increasing expectations and demands on public administration – at the same time ...

- Lack of public funds.
 - Result: Budget restrictions and financial cuts
- New tasks without new personnel
 - Consequence: perceptible increase in workload in public administration

➔ **i.e., it is becoming more and more difficult to master the ever more complex challenges.**

Basis for solution:

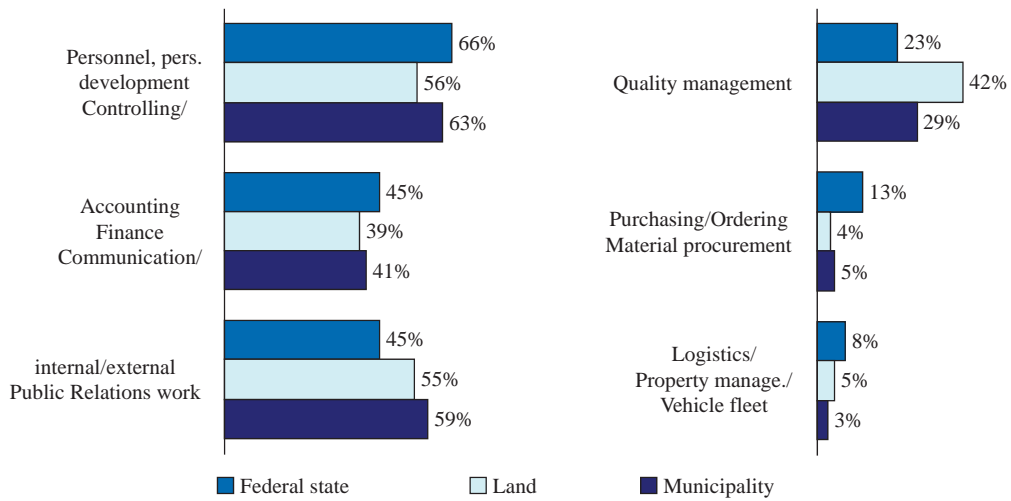
🔍 Intense focus...

- More efficient working through optimum use of resources:
 - The limited financial and staff resources must be invested in the central success criteria

🔍 ...through quality management systems

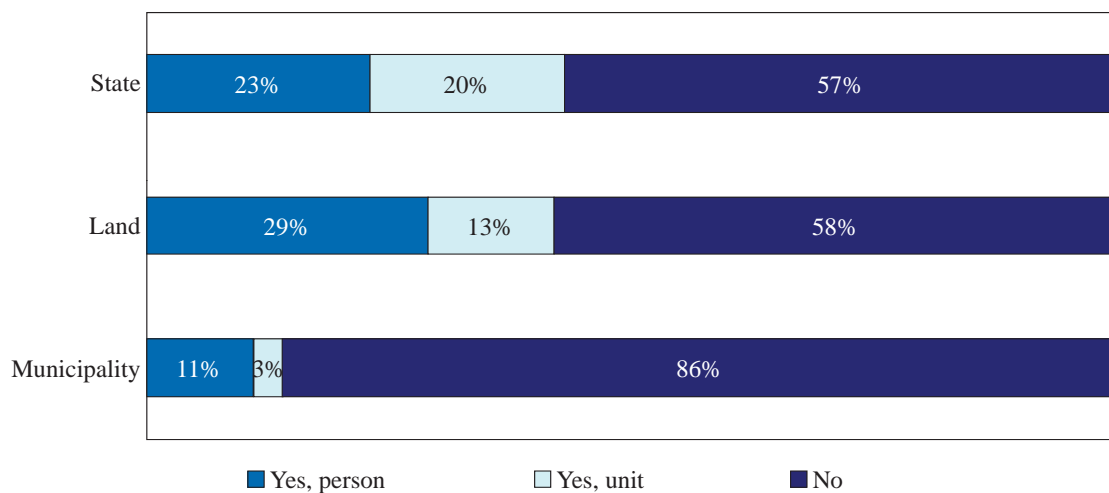
- facilitate strategic and systematic action
- regular checking of the procedures ensures efficient use of resources
- help to drive forward a process of continual improvement

Importance of internal support functions in public administration bodies



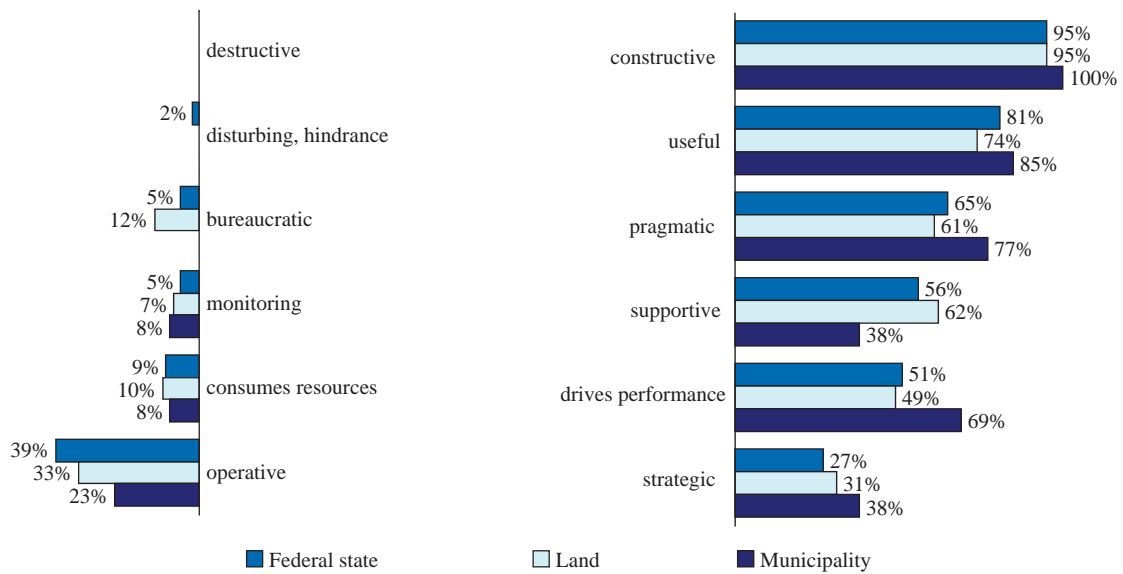
Basis: Decisionmakers in public administration bodies; top 2 boxes (Categories 1 and 2 on a scale from 1 "1st place" to 6 "6th place")
Percentages based on the valid cases

Specific unit / person responsible for quality management in public administration bodies



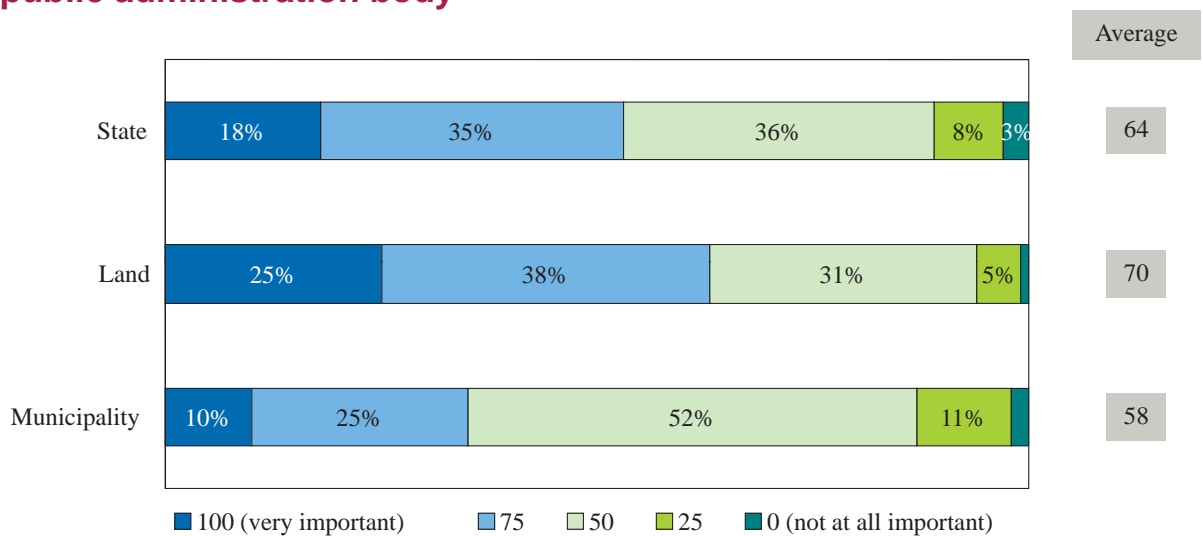
Basis: Decisionmakers in public administration bodies

Characteristics of quality management



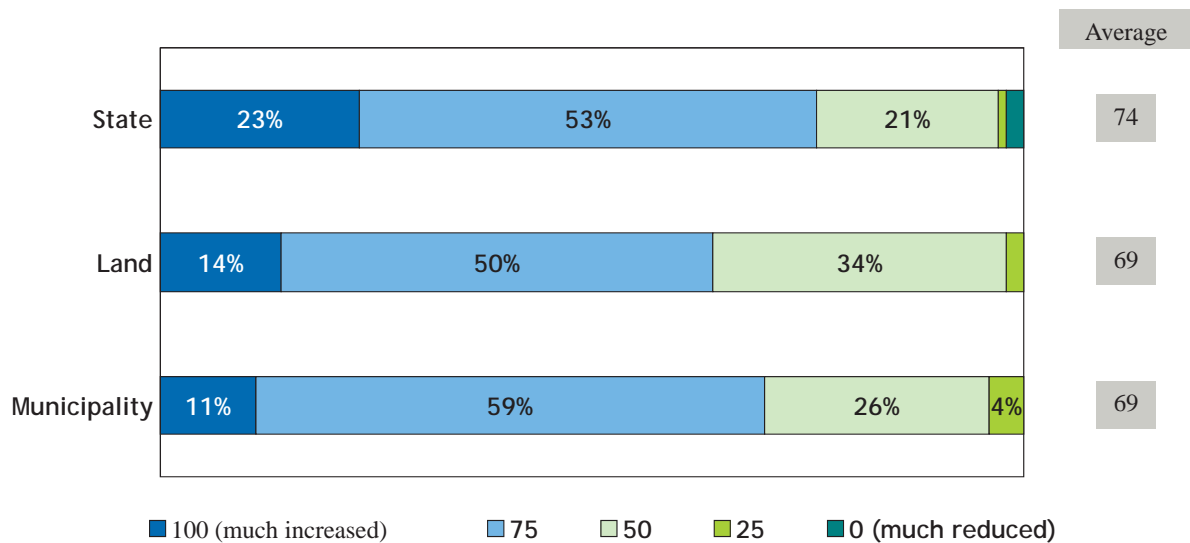
Decisionmakers in public administration bodies, if there is a separate department or person for QM; difference to 100% does not appear in case of "Applies to both equally"

Current importance of quality management for the success of the public administration body



Basis: Decisionmakers in public administration bodies

Future importance of quality management for the success of the public administration body



Basis: Decisionmakers in public administration bodies

Conclusion

- 🔍 **The level of institutionalisation of quality management has been low in public administration up to now.**
- 🔍 **However, the results show that ...**
 - The potential of quality management in public administration falls on fruitful ground
 - Quality management is a suitable instrument for (further) development of the management in public administration
- 🔍 **It is important that:**
Quality management drives performance and is not only seen as an individual tool, but as an integrated management approach.
- 🔍 **We need to proof this and raise the awareness for quality management in public administration.**

Thank You for Your Attention!

Dr. Wolfgang M. Kaerkes

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