

**Comparative
Review of
Quality
Management in
Public
Administrations**

Project led by Dr Gordana Zurga, Slovenian IPSG representative
Last update: May 2008

| | AUSTRIA | BELGIUM | BULGARIA | CYPRUS | CZECH REPUBLIC |
|---|---|---|---|---|--|
| QM approach at the state level | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More |
| QM strategy, strategic documents and initiatives | Programme for the Austrian Federal Government, January 2007 More | - CAF action plan - Strategic document for quality and benchmarking More | - Strategy for Modernisation of the Public Administration - The National Reform Programme - CAF action plan - priorities of the Ministry of State Administration and Administrative Reform - Operational Programme Administrative Capacity More | - At this point our QM strategy is a self-dependent strategy, but eventually will become a part of a broader strategy. The aim is to incorporate QM strategy into the strategy and content of the programme of the newly-elected government. - Strategic Plan 2007-2013 on Public Administration initiatives/ issues - prepared by the PAPD - The Annual report of Ministry of Finance - The Annual report of Audit Office More | - National Reform Programme of the Czech Republic (2005 – 2008) - Concept of Public Administration Reform (1999) - Public Service Availability and Quality Support Strategy (2004) - Strategy Effective Public Administration and Friendly Public Services (Implementation of Smart Administration Strategy in 2007 – 2015) - Czech National Quality Policy (2000) More |
| QM policies | - Federal Act in the Quality of Health Services, January 2005 - Q.I.S. (Qualität in Schulen)- Program More | - The copernic reform would like to promote a well fare society. - On federal level we have in our statut a code of conduct. More | Several quality improvement related documents and initiatives. More | - Employee performance management system aiming at enhancing meritocracy and transparency - Code of conduct - Other policies for improving the quality of service provided to the public (e.g. One-stop-shops) More | Order of Police President No. 100/2004, setting a proceeding for implementation and application of model Excellence EFQM into Police of the Czech Republic (see Excellence Models); More |
| Organisational structure for promoting quality | Federal Chancellery, Department for Administrative Reform More | The organisational development unit More | - Ministry of State Administration and Administrative Reform – leading role - Council of Ministers - National Association of the Municipalities in Republic of Bulgaria - QM units or experts within some administrations More | The Public Administration and Personnel Department and the Cyprus Academy of Public Administration have the responsibility for promoting QM in PA. They both fall under the Ministry of Finance. More | - Czech Republic Quality Council - National Information Centre for Quality Promotion - Czech Quality Award Association - Ministry of Interior - Ministry of Labor and Social Affairs - Ministry of Environment - Czech Society for Quality More |
| Excellence Models | CAF, since 2001 Speyer, since 1990ies EPSA, since 2007 Austrian Administration Award, since 2006 CAF Action Plan: None | CAF, since 2000 EFQM, since 2000 ISO, since 1998 CAF Action Plan: Here | CAF, since 2006 EFQM, since 2003 (through the System for Self-Assessment) CAF Action Plan: Here | - CAF, since 2004 - some organisations of the wider Public Sector, use EFQM and Balance Scorecard CAF Action Plan: Here | - EFQM, since 2000 - CAF, since 2003 CAF Action Plan: Here |
| International Quality Standards | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, >20 users; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, since 1998; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, since 2002; ISO 14001, since 2005; ISO 27001, since 2008; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, in some organisations; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9001, since 2001; ISO 140019001, since 2001; ISO 17799, since 2006; More |
| Quality Conferences | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; Once a year, a CAF-day is organized; More | <input checked="" type="checkbox"/> Yes, since 2001, bi-annualy/ <input type="checkbox"/> Not organized; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; Not on regular basis by the moment More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; The 1st Quality conference in May 2008 More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; Internacional Quality Conference, since 2003 National conference of quality in PA, since 2004 More |

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| Quality Awards | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; National Award, since 2005; | | <input checked="" type="checkbox"/> Yes, since 2003 / <input type="checkbox"/> Not in use; - since 2003 - organised by the Institute for Public Administration and European Integration; - since 2006 - organised by the Ministry of State Administration and Administrative Reform | <input type="checkbox"/> Yes / <input checked="" type="checkbox"/> Not in use | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use National Award for Quality in PA, since 2006 Award of the Ministry of Interior for Quality in PA, since 2005 Award of the Ministry of Interior for Innovation in PA |
| Benchmarking | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Several ministries benchmark their subordinated organisations (e.g. tax offices); | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; | <input type="checkbox"/> Yes / <input checked="" type="checkbox"/> Not in use | <input type="checkbox"/> Yes / <input checked="" type="checkbox"/> Not in use | <input checked="" type="checkbox"/> Yes, since 2000: - Price and Performance - Benchmarking in the Area of Extended Powers of Municipalities of the 3rd Type - Benchmarking initiative 2005 - Benchmarking project of regions in Czech Republic |
| Quality/Citizen's Charters | <input checked="" type="checkbox"/> Yes; Quality standards are mainly used by bigger cities like, for example, Linz. Regional Administration started to take interest in the year 2004; | <input checked="" type="checkbox"/> Yes, since 1998; | <input checked="" type="checkbox"/> Yes, since 2002; | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes, since 2007 |
| Measuring Quality of PA | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; In key sectors (Finance, Justice...) a project has been executed where mystery shoppers have tested the quality of the service; | <input checked="" type="checkbox"/> Yes, since 1998; | <input checked="" type="checkbox"/> Yes, since 2003; | <input type="checkbox"/> Yes / <input checked="" type="checkbox"/> Not in use | <input checked="" type="checkbox"/> Not in use; |
| Testing Customer Satisfaction | <input checked="" type="checkbox"/> Yes; In 2004, a comprehensive customer satisfaction survey has been executed; | | <input checked="" type="checkbox"/> Yes, since 2002; | <input checked="" type="checkbox"/> Yes, since the establishment of the one-stop-shops in 2005; | <input checked="" type="checkbox"/> Yes, since 2004; |
| Training for QM | <input checked="" type="checkbox"/> Yes; 4 annual trainings by the Federal Academy of Public Administration, Course for CAF-Facilitators at the KDZ – Centre for Public Administration Research; | | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No; | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No; | <input checked="" type="checkbox"/> Yes; |
| Publications on Quality in PA | <input checked="" type="checkbox"/> Yes; Quality Standards in Public Administrations, 2008; | | <input checked="" type="checkbox"/> Yes; - CAF 2006 model - translated into Bulgarian and published on the web page of the MSAAR - Good practices - Annual Report on the State of the Administration - published annually - Client Charter guidelines | <input checked="" type="checkbox"/> Yes; - CAF leaflet used for the promotion of CAF - Booklet regarding the main reform measures in the public administration | <input checked="" type="checkbox"/> Yes; |
| Quality Tools in the PA organisations | Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom | Improvement groups / quality circles: <input checked="" type="checkbox"/> widespread | Improvement groups / quality circles: <input checked="" type="checkbox"/> not in use | Improvement groups / quality circles: <input checked="" type="checkbox"/> not in use | Improvement groups / quality circles: <input checked="" type="checkbox"/> often |
| | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> often | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom |
| | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> often | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> not in use | Customer Relation Management – CRM: <input checked="" type="checkbox"/> not in use |
| | Other/s: Quality- and Performance Standards <input checked="" type="checkbox"/> seldom | Other/s: Complain procedure <input checked="" type="checkbox"/> seldom | Other/s: Suggestions and Complaints boxes for customers and employees <input checked="" type="checkbox"/> often | Other/s: not indicated | Other/s: local Agenda 21 <input checked="" type="checkbox"/> often |
| | Other/s: Audits <input checked="" type="checkbox"/> seldom | Other/s: not indicated | Other/s: Customer Satisfaction Surveys <input checked="" type="checkbox"/> often | Other/s: not indicated | Other/s: not indicated |

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| Sharing good practices | Sharing of good practices is a vital part of administrative culture in Austria. We highlight showcases in the internet and have several platforms and networking events to learn from best practices. | | Sharing of good practices is considered as an effective tool for improvements in the public sector More | | - Programme of the National Quality Conferences in PA is focused on sharing of good practices - Web pages of the Ministry of Interior More |
| Other relevant information | | | | | |
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| Last update | May 2008 | May 2008 | May 2008 | May 2008 | May 2008 |

| DENMARK | ESTONIA | FINLAND | FRANCE | GERMANY |
|---|---|---|---|--|
| <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input checked="" type="checkbox"/> decentralized/ <input type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input checked="" type="checkbox"/> centralized/ <input checked="" type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input type="checkbox"/> combination; More |
| <p>- The National Modernisation Programme is the primary strategy for development and quality improvement in the public sector in Denmark. Link: http://www.modernisering.dk</p> <p>- Quality Reform, 2007</p> More | <p>No specific strategic policy.</p> More | <p>A Quality Strategy for Public Sector</p> More | <p>Quality management strategy is part of the State reform policy, which is implemented through the General Review of Public Policies (RGPP : revision générale des politiques publiques). (See: www.rgpp.modernisation.gouv.fr)</p> More | <p>- Government Program „ Slender State“, - political initiative “activating state (Aktivierender Staat)”</p> <p>- Future orientated Administration, - E-Government 2.0, - Reduction of bureaucracy, - IDEMA (The International Disk Drive Equipment and Material)) - Implementation program to the Government Program in 2007 and 2008</p> More |
| <p>- Quality Management is one of the backbones in the Danish modernisation programme (Link: www.modernisering.dk) from 2002</p> <p>- Codex for good top executive management - Principles for good public service - KVIK - the Danish version of CAF - The Danish Public Sector Award - Efficiency Strategies</p> More | <p>Estonian government has not adopted any specific strategy or policy on the use of quality management in the public sector.</p> More | <p>There have been quality policies in different sectors and quality has also been one part in many other policies to mention one a decision-in principle of the Government was named in 1999 Good Governance, High-Quality Public Services and a Responsible Civic Society.</p> More | <p>- Policy for quality improvement, 2000 - General review of public policies, 2007</p> More | <p>For Promoting CAF: German CAF center, since 2001 (Speyer)/ since 2006 (BVA)</p> More |
| <p>- Ministry of Finance - Center for Development of Human Resources and Quality Management (SCKK)</p> More | <p>- Ministry of Finance - Ministry of Economics and Communication- e-services and e-government development - Ministry of Internal Affairs- the development of the quality public services</p> | <p>- Ministry of Finance - Association of local and regional authorities - The ministries in their own administrative fields</p> | <p>- Directorate general for State modernisation (Ministry of budget, public accounts and civil service) is in charge of promoting quality in public administrations - There is a correspondent for quality in each department - Local project leaders are in charge of implementing “Marianne Label” at local level</p> More | |
| <p>- EFQM, since 1996 - KVIK (CAF), since 2003</p> More | <p>- CAF, since 2002 - EFQM, since 2000</p> More | <p>- CAF, since 2002 - EFQM - Malcolm Baldrige (Finnish Quality award model)</p> More | <p>- CAF, since 2000 - EFQM</p> More | <p>CAF, since 2001</p> |
| <p>CAF Action Plan: Here</p> | <p>CAF Action Plan: Here</p> | <p>CAF Action Plan: Here</p> | <p>CAF Action Plan: None</p> | <p>CAF Action Plan: Here</p> |
| <p>ISO 9000, since 1985 - Accreditation, since 2002</p> More | <p><input checked="" type="checkbox"/> Yes, but very limited use/ <input type="checkbox"/> Not in use; ISO 9000, since 2000</p> More | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO</p> More | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000 ISO 14000 EN 17020</p> More | |
| <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized;</p> More | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized;</p> More | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized;</p> More | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized;</p> More | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized;</p> More |

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| <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use - The Danish Quality Award, since 1997; - Recognised for Excellence, since 2005; (awarded on the conference: Committed to Excellence since 2005) | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; Estonian Quality Award, since 201 | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Quality awards in different sectors | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; - les trophées de la qualité (Public Service Quality trophies), since 2003 - Prix français de la qualité et de la performance" (french award for quality and performance), since 1992 - "Prix territoria", since 1987 | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; |
| More | More | More | More | More |
| <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; |
| More | More | More | More | More |
| <input checked="" type="checkbox"/> Yes, since 2005 / <input type="checkbox"/> Not in use | <input checked="" type="checkbox"/> Yes, since 2000; | <input checked="" type="checkbox"/> Yes, since 1990's / <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes, since 1990's / <input type="checkbox"/> Not in use; "Marianne Charter", since 2005, "Marianne Label", since 2008 | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; |
| More | More | More | More | More |
| <input checked="" type="checkbox"/> Yes, partly in use / <input type="checkbox"/> Not in use Quality contracts: From 2010 the municipals will make quality contracts with the citizens. | <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes; | <input checked="" type="checkbox"/> Yes; | |
| More | More | More | More | |
| <input checked="" type="checkbox"/> Yes, since 2000 / <input type="checkbox"/> Not in use - 2000: Citizens satisfaction - 2003: Customers satisfaction (local level) - 2003: Customers satisfaction (cooperation between state and local level) - Local government Denmark (LGDK/KL) has made a guide to how the municipals can conduct customer satisfaction tests. | <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes; | <input checked="" type="checkbox"/> Yes, since 2003/ <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes, since the begining of the 90-ies / <input type="checkbox"/> Not in use; |
| More | More | More | More | More |
| <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No; | <input checked="" type="checkbox"/> Yes; | <input checked="" type="checkbox"/> Yes; | <input checked="" type="checkbox"/> Yes; Several training organisations | <input checked="" type="checkbox"/> Yes; |
| More | More | More | More | More |
| <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No - Manual to KVIK - Manual to self-assessment - Publication about the Excellence model, 2003. - Publication containing reflections on Quality Management 10 years after the Quality price was introduced. - Publication about SCKK and the tolls that are available for quality improvements, 2007. | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No; | <input checked="" type="checkbox"/> Yes; | <input checked="" type="checkbox"/> Yes; | <input checked="" type="checkbox"/> Yes, different CAF-Publication; |
| More | More | More | More | More |
| Improvement groups / quality circles: <input checked="" type="checkbox"/> often | Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom | Improvement groups / quality circles: <input checked="" type="checkbox"/> widespread | Improvement groups / quality circles: <input checked="" type="checkbox"/> not in use | Improvement groups / quality circles: not indicated |
| Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> widespread | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: not indicated |
| Customer Relation Management – CRM: <input checked="" type="checkbox"/> not in use | Customer Relation Management – CRM: <input checked="" type="checkbox"/> not in use | Customer Relation Management – CRM: <input checked="" type="checkbox"/> widespread | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: not indicated |
| Other/s: not indicated | Other/s: not indicated | Other/s: not indicated | Other/s: Audit <input checked="" type="checkbox"/> widespread | Other/s: not indicated |
| Other/s: not indicated | Other/s: not indicated | Other/s: not indicated | Other/s: Suggestions and Complaints boxes for clients and staff <input checked="" type="checkbox"/> widespread | Other/s: not indicated |

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| Good practices are being shared via the Danish Quality Award. <div style="text-align: right;">More</div> | Is used and is becoming more popular in time. <div style="text-align: right;">More</div> | Is part of the quality conference procedure but also more widely spread in public sector reform (networking, publications, partnerships etc). | | In some different areas a close exchange is noticed <div style="text-align: right;">More</div> |
| | | | | Some continuing information are to be found on the websides - www.verwaltung-innovativ.de - www.caf-netzwerk.de |
| Niels Fuglsang Rikke Rosenkvist Lindholst Hanne Dorthe Sørensen | Karin Närep Reelika Väljaru | Katju Holkeri | François Beauvais | Markus Priesterath |
| Rikke Rosenkvist Lindholst Ministry of Finance Email: rli@fm.dk Hanne Dorthe Sørensen Center for Development of Human Resources and Quality Management (SCKK) Email: hds@sckk.dk | Karin Närep Ministry of Finance, 1 Suur-Ameerika, 15006 Tallinn Email: karin.narep@fin.ee Tel: +3726113532 Reelika Väljaru Ministry of Finance, 1 Suur-Ameerika, 15006 Tallinn Email: reelika.valjaru@fin.ee Tel: +3726113189 | Katju Holkeri Email: Katju.holkeri@vm.fi | François Beauvais Ministry of budget, public accounts and civil service; Directorate general for State modernisation Email: francois.beauvais@finances.gouv.fr Tel: +33 1 53 18 55 86 | Markus Priesterath Email: Markus.Priesterath@bmi.bund.de |
| May 2008 | May 2008 | May 2008 | May 2008 | May 2008 |

| Public Administration Quality Management | | | | |
|---|---|---|---|---|
| GREECE | HUNGARY | IRELAND | ITALY | LATVIA |
| <input checked="" type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; <div style="text-align: right;">More</div> | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; <div style="text-align: right;">More</div> | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; <div style="text-align: right;">More</div> | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; <div style="text-align: right;">More</div> | <input type="checkbox"/> centralized/ <input checked="" type="checkbox"/> decentralized/ <input type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; <div style="text-align: right;">More</div> |
| Initiatives: - Establishment of an integrated system of performance management - Introduction of quality tools and policies and particularly the implementation of CAF by public organizations <div style="text-align: right;">More</div> | The Hungarian quality management strategy is part of the basic national strategic documents: - Governmental Programme - New Hungary Development Plan - E-government Strategy and Action Plan - Quality law preparation programme - Programme for the transformation of institutional systems of budgetary organisations and supervising of the public activities <div style="text-align: right;">More</div> | - Public Service Modernisation Programme - Guiding Principles of Quality Customer Service, 1997, 2000 - Customer Charter initiative in December, 2002 - 'Customer Charters - Guidelines for Preparation', 2004 <div style="text-align: right;">More</div> | - The Cantieri Programme: for innovation in public administration (from 2002 to 2007) - National E-government Plan (since 2000) - National Plan for Quality (2007-2010) <div style="text-align: right;">More</div> | - National Development Plan 2007-2013 (NDP) - Strategy of Public Administration Reform for 2001-2006 and the plan for its implementation - The State Chancellery is now working on the new reform program called Public administration policy development guidelines 2008–2013 - The Concept paper on E-Government - The E-government development program 2005-2009 <div style="text-align: right;">More</div> |
| | - The primer source of the QM policies in the Hungarian public administration is the Governmental Programme - Several sectors have relevant developments and results in Hungary, e.g.: Labour sector (www.afsz.hu) or Pension insurance sector (www.onyf.hu). <div style="text-align: right;">More</div> | - Quality Customer Service (QCS) - The Guiding Principles of Customer Service - Guidelines for Customer Action Plans - Guidelines for Customer Charters <div style="text-align: right;">More</div> | Policies for a Quality Public Administration (since 2006) <div style="text-align: right;">More</div> | No separate policies - Regulations No.501 "Regulations on Implementation of the Quality Management System in Public Administration Institutions" - Recommendations No.1 "On Implementation of the Quality Management System in Public Administration Institutions". (11 December 2001) <div style="text-align: right;">More</div> |
| - The Directorate of Quality and Efficiency of the General Secretariat of Public Administration and E-Government of the Ministry of Interior - Each Ministry has a Directorate of Quality and Efficiency - Similar units have been established at the level of Peripheries (regional government) - at local government level the establishment of special units is underway - Quality Network <div style="text-align: right;">More</div> | - Prime Minister's Office, since 2006 - Public Administration Organizing and Civil Service Office of the Ministry of the Interior, between 2003 and 2006 <div style="text-align: right;">More</div> | - QCS/Communications Unit of the Public Service Modernisation Division, Department of the Taoiseach (Prime Minister). - Government Departments, Offices, Bodies and Agencies also have their own Customer Service Officers / Units. <div style="text-align: right;">More</div> | - At the central level (Presidency of the Council of Ministers, Ministries, Ministers, non economic national bodies) - At the local level (regions, municipalities, provinces). Important initiatives have also been identified in other areas, such as the National Health Care Service, the Schools system, the Museum sector and the Social Services. <div style="text-align: right;">More</div> | - The State Chancellery - Policy Coordination Department - Secretariat of Special Assignments Minister for Electronic Government Affairs - The Ministry of Economics - Latvian School of Public Administration <div style="text-align: right;">More</div> |
| CAF, since 2002 <div style="text-align: right;">More</div> | CAF, since 2002 EFQM, since the middle of 1990's <div style="text-align: right;">More</div> | No formal policy <div style="text-align: right;">More</div> | CAF, since 2004 EFQM <div style="text-align: right;">More</div> | CAF EFQM Investors in Excellence <div style="text-align: right;">More</div> |
| CAF Action Plan: Here | CAF Action Plan: Here | CAF Action Plan: Here | CAF Action Plan: Here | CAF Action Plan: Here |
| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000 <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO, since the middle of 90's <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000 <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, since 1999/2000 Eco-Management and Audit Scheme <div style="text-align: right;">More</div> |
| <input checked="" type="checkbox"/> Yes, since 2007 / <input type="checkbox"/> Not organized; <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes, since 2007 / <input type="checkbox"/> Not organized; <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not organized; <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes, from 2001 to 2006 / <input type="checkbox"/> Not organized; <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; - Annual Quality conference organised By Latvian Association for Quality and the Ministry of Economics - Annual Public Administration conference <div style="text-align: right;">More</div> |

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| <input checked="" type="checkbox"/> Yes, since 2007 / <input type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Quality award in public administration, since 2004 More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; "Taoiseach's Public Service Excellence Awards" More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; - "100 projects at the service of citizens" (Centro Progetti al Servizio del Cittadino) since 1995; - Integrated Plans for Change (Piani Integrati del Cambiamento), since 2003 – 2004 (awarded on the conference: Innovators' Day) - Quality Award (Premio Qualità PA), since 2005; (awarded on the conference: Innovators' Day) More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; - Latvian Quality Award, since 1997 (awarded on the conference: Annual Quality conference) - Effective Management Award, 2007 (awarded on the conference: Annual Public Administration conference, that was dedicated to the problems of "Effective governance and partnership") More |
| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; - Widespread among the public administration agencies - CAF bench-learning cooperation - European CAF good practices handbook in Hungarian language - Hungarian good practices handbook More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More |
| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes, since 2002/ <input type="checkbox"/> Not in use; All Irish Public Service organisations are required to publish Customer Charters. a) Customer Charter initiative b) 'Customer Charters - Guidelines for Preparation', 2004 More | <input checked="" type="checkbox"/> Yes, since 1993/ <input type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More |
| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes; Public administration barometer CAF results More | <input checked="" type="checkbox"/> Yes; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More |
| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes, since 1990's; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes, since 2003/ <input type="checkbox"/> Not in use; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More |
| <input checked="" type="checkbox"/> Yes; More | <input checked="" type="checkbox"/> Yes; The trainings of civil servants are conducted by Government Centre for Public Administration and Human Resource Services. More | <input checked="" type="checkbox"/> Yes; More | <input checked="" type="checkbox"/> Yes; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; - Latvian school of Public Administration - Quality Systems Institute More |
| <input checked="" type="checkbox"/> Yes, fasrcally related to CAF; More | <input checked="" type="checkbox"/> Yes; Goo practices (e-government): http://www.magyarorszag.hu/mellekletek/bgym/jogyakorlatok Good practices, publications (CAF): https://caf.meh.hu/ Közgazgatási Szemle – bimonthly published vocational magazine More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; More | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No; More |
| Improvement groups / quality circles: <input checked="" type="checkbox"/> not in use | Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom | Improvement groups / quality circles: <input checked="" type="checkbox"/> often | Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom | Improvement groups / quality circles: <input checked="" type="checkbox"/> not in use |
| Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom |
| Customer Relation Management – CRM: <input checked="" type="checkbox"/> not in use | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> often | Customer Relation Management – CRM: <input checked="" type="checkbox"/> not in use |
| Other/s: not indicated | Other/s: not indicated | Other/s: not indicated | Other/s: not indicated | Other/s: CSM <input checked="" type="checkbox"/> often |
| Other/s: not indicated | Other/s: not indicated | Other/s: not indicated | Other/s: not indicated | Other/s: not indicated |

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| | See: Benchmarking; Benchmarking and sharing of good practices are spread in Hungarian public administration in parallel with the strengthening of quality culture. | gular seminars, briefing to groups / networks, circulation of publications, etc | <input checked="" type="checkbox"/> Yes; | The institutions are demanding the experience of other institutions, but the system of a network among the quality managers has not been established yet. Only some examples are available |
| | | | | |
| Pantelis Tagalakis | dr. Ákos Kovács | John Dolan | Sabina Bellotti | Dace Aizstrauta |
| Pantelis Tagalakis Vas. Sofias 15 str, 10674, Athens, Greece Email: p.tagalakis@ypesdda.gov.gr Tel: 213-1313474 Fax: 210-3389195 | dr. Ákos Kovács Email: kovacs.akos@meh.hu | John Dolan Email: john.dolan@finance.gov.ie Tel: +353 (0)57 9363665 | Sabina Bellotti Email: s.bellotti@funzionepubblica.it | Dace Aizstrauta STATE CHANCELLERY 36 Brīvības Blvd, Riga, LV-1520, LATVIA Email: Dace.aizstrauta@mk.gov.lv Tel: +371 67082975 Fax: +371 67213505 |
| May 2008 | May 2008 | May 2008 | May 2008 | May 2008 |

| LITHUANIA | LUXEMBOURG | MALTA | THE NETHERLANDS | POLAND |
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| <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input type="checkbox"/> combination; More | <input checked="" type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More |
| - Strategy for Public Administration Development until 2010, approved by the Government in 2004. - 2007-2010 Action Plan for the Implementation of the Strategy. - Law on Public Administration - Methodology of Strategic Planning, approved by the Government - Position Paper on E-Government, approved by the Government - Better Regulation Programme, and the Action Plan for the implementation of this Programme. More | - National Plan for Quality Promotion - Administrative Reform Action Plan - Electronic governance Master Plan More | Quality Service Charter Handbook, published in the year 2000. OPM Circular 7/2006 Annex III (service standards applicable to all ministries and departments). More | - IT Outlook 2007: e-government in The Netherlands - Programme for reduction of administrative burdens - Life Events Survey - Programme Quality Public Service (formally known as Good Governance) - Programme Modernization of the Government More | - National Reform Program 2005-2008 - Regulation Reform Program - Anticorruption Strategy – II stage 2005-2009 - National Strategic Reference Framework 2007-2013 (National Cohesion Strategy) - Operational Programme-Human Capital (PO KL) - Friendly Administration Program, 1999 - Institutional Development Program, IDP, 2002-2004 More |
| QM directions: promotion of QM models, better regulation measures, reduction of administrative burdens, quality of public services, CAF events, Quality conferences, measures for customer satisfaction, best practise cases in the field of public administration More | - Please refer to the National Plan for Quality Promotion: www.olas.public.lu/legislation/textes/plan/index.html - CAF National Program: www.eipa.eu/en/pages/show/&tid=70 | see above | see above | Quality policy - "Good Governance" More |
| Ministry of the Interior More | - Office Luxembourgeois d'Accreditation de la Surveillance (Luxembourg Accreditation and Surveillance Office) - Conseil national d'accréditation, de certification, de normalisation et de promotion de la qualité (National Council for Accreditation, certification, and Quality promotion); - Mouvement luxembourgeois de la qualité (Luxembourg Quality Movement) - State Modernization Committee - Organisation unit for Administrative Reform (Ministry for civil services and administrative reform). More | The quality function is managed centrally by the Charter Support Unit within the Office of the Prime Minister. At line Ministry level, Directors (Programme Implementation) are responsible for quality issues. Moreover, each Ministry employs a Customer Care Coordinator. More | For the public sector: - Ministry of the Interior and Kingdom Relations - Ministry of Economic Affairs - Ministry of Finance - VNG (association for Dutch municipalities) - IPO (association for Dutch provinces) - UvW (union of water board districts) For the private & public sector: - ICTU (ICT and government) - INK (Dutch derivative of EFQM) More | - Chancellery of the Prime Minister - Ministry of Interior and Administration - Ministry of Finance and Ministry of Justice - Unions of local administration institutions - EFQM National Partner Organization More |
| CAF, since 2006 More | CAF, since 2005, PA (central level) EFQM, since 2004, Hospital sector See National CAF Plan: www.eipa.eu/en/pages/show/&tid=70 | So far quality assurance in Malta relies on the quality service charter initiative and the common service standards. | INK (derivative of EFQM), since 1993 CAF Investors in People (health care, education, local government) BSC (healthcare sector) More | CAF 2000 and 2006, since 2001 EFQM, since 2001 IDP (Institutional Development Program) since 2004 Quality Management System elaborated by Polish tax administration in cooperation with French administration, since 2007 More |
| CAF Action Plan: Here | CAF Action Plan: Here | CAF Action Plan: None | CAF Action Plan: None | CAF Action Plan: Here |
| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000 More | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9001 HACCP Food Production - Agriculture and other standards More | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; So far quality assurance in Malta relies on the quality service charter initiative and the common service standards. | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, several organisations in the public sector make use of ISO 9000 | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, since '90 More |
| <input checked="" type="checkbox"/> Yes, since 2005, every two years / <input type="checkbox"/> Not organized; More | | | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; - InAxis Innovation Festival (march 2008) - National Conference service norms and customer-oriented civil service (April 2008) - National Conference quality and safety in healthcare (June 2008) - VNG road show municipal services (all through the year 2007 and 2008) - INK year conference (every year) | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; More |

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| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; Best projects Best practices <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Luxembourg Quality Prize since 2004 http://www.miq.lu/ | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; - Citizen's charter award, since 2008 - INK award, since 1994 - Leadership awards - Young Public Servant of the year - And more <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; |
| Benchmarking is implementing according Quality conferences, CAF events, seminars... Benchmarking is used by CAF users. <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; For Central Public Administration : - Quality day for public sector - Conference during the annual national Quality week - Breakfast quality meetings in - Quality clusters meetings - European Conferences and Meetings, presentation of best practises | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Several coordinating organisations within the public sector that stimulate and facilitate benchmarking: - The Ministry of the Interior established a Benchmark Centre in 2008 - The VNG developed 'the house of benchmarks' - The RBB-group (Government Benchmark Group) <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Benchmarking is used by some institutions from tax administration and it will be further developed in the project Quality Management System for Tax Administration. <p style="text-align: right;">More</p> |
| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; In design by the Administrative Reform, pilot projects to be started in the first half of 2008. | <input checked="" type="checkbox"/> Yes, since 1999/ <input type="checkbox"/> Not in use; Developed and maintained according to the Quality Service Charter Handbook. | <input checked="" type="checkbox"/> Yes, since 2005/ <input type="checkbox"/> Not in use; Citizen's Charters are a initiative of the Ministry of the Interior. The aim is to see that all organisations within the government that have direct contact with citizens have a Citizen's Charter in 2011 <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Tax administration, since 2005 <p style="text-align: right;">More</p> |
| <input checked="" type="checkbox"/> Yes and No; Annual surveys for the purpose to know the opinion of the citizens, how they trust in PA institutions. In 2007 was executed monitoring of implementation of quality management methods in public administration institutions. <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes, since 2006/ <input type="checkbox"/> Not in use; Support for Performance Indicators with program CAF | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; No overall System, but several others... <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Tax administration, since 90's <p style="text-align: right;">More</p> |
| <input checked="" type="checkbox"/> Yes, since 2005/ <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes, since 2007/ <input type="checkbox"/> Not in use; Current General Opinion Poll. User satisfaction Measurement guidelines developed by CAF program. | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; Customer satisfaction is measured through customer surveys and analysis of complaints and suggestions submitted to the Public Service. | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; | <input checked="" type="checkbox"/> Yes, since '90 / <input type="checkbox"/> Not in use; |
| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; Lithuanian Public Administration Institute <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; Public Research Centre – Henri Tudor National Institute for Public Administration http://www.inap.public.lu | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No; A central department (Staff Development Organisation) is responsible for PA training. <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No; | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; |
| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; - "Quality in Public Administration" (2006) - "Lithuanian Public Administration" (annual) - 2 versions (2002, 2006) of CAF - scientific journal "Public Policy and Administration" <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; Luxembourg Quality Guide | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No; | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No; | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No; - Civil Service Quarterly - articles in specialized periodicals - updated information on quality events at the DSCiPZK website |
| Improvement groups / quality circles: <input checked="" type="checkbox"/> not in use | Improvement groups / quality circles: <input checked="" type="checkbox"/> often | Improvement groups / quality circles: <input checked="" type="checkbox"/> not in use | Improvement groups / quality circles: <input checked="" type="checkbox"/> often | Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom |
| Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> not in use | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> not in use |
| Customer Relation Management – CRM: <input checked="" type="checkbox"/> not in use | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom |
| Other/s: not indicated | Other/s: Training plan <input checked="" type="checkbox"/> often | Other/s: Customer Satisfaction Surveys <input checked="" type="checkbox"/> often | Other/s: Employee Satisfaction tool - InternetSpiegel <input checked="" type="checkbox"/> widespread | Other/s: benchlearning groups, mystery shopping procedure <input checked="" type="checkbox"/> seldom |
| Other/s: not indicated | Other/s: Staff annual interview <input checked="" type="checkbox"/> often | Other/s: not indicated | Other/s: Customer Satisfaction tool - InternetSpiegel <input checked="" type="checkbox"/> widespread | Other/s: good practice databases <input checked="" type="checkbox"/> seldom |

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| Main activities: Quality conferences every second year and CAF events. | Presenting and sharing good practices can be seen as the natural consequence or result of the consciousness-raising activities included in the different quality and modernization. | Within the administration, meetings of relevant officials, e.g. Directors (Corporate Services), Directors (Programme Implementation), Customer Care Coordinators, have often been held as a means of sharing experiences. More | The new Benchmark Centre stimulates sharing of good practices within the public sector. More | Good practice databases More |
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| GITANA JURJONIENĖ | Guy Wagener | Charles Polidano | Mette Boom Siwert de Groot | Marta Kuzawińska |
| GITANA JURJONIENĖ MINISTRY OF THE INTERIOR Šventaragio st. 2, Vilnius, Lithuania E: gitana.jurjoniene@vrm.lt | Guy Wagener Ministry for civil service and administrative reform 63, avenue de la Liberté, L-1931 Luxembourg E: Guy.wagener@mfp.etat.lu | Charles Polidano Director, Policy Development Office of the Prime Minister, Malta E: Charles.polidano@gov.mt | Mette Boom E: Mette.visser@minbzk.nl Siwert de Groot E: Siwert.Groot @minbzk.nl Tel: +31 70 426 6180 | Marta Kuzawińska Chancellery of the Prime Minister Department of Civil Service and State Staffing Pool Al. Ujazdowskie 1/3 00-583 Warszawa, Poland E: marta.kuzawinska@kprm.gov.pl Tel: +48 22 694 69 93 Fax: +48 22 694 67 64 |
| May 2008 | May 2008 | May 2008 | May 2008 | May 2008 |

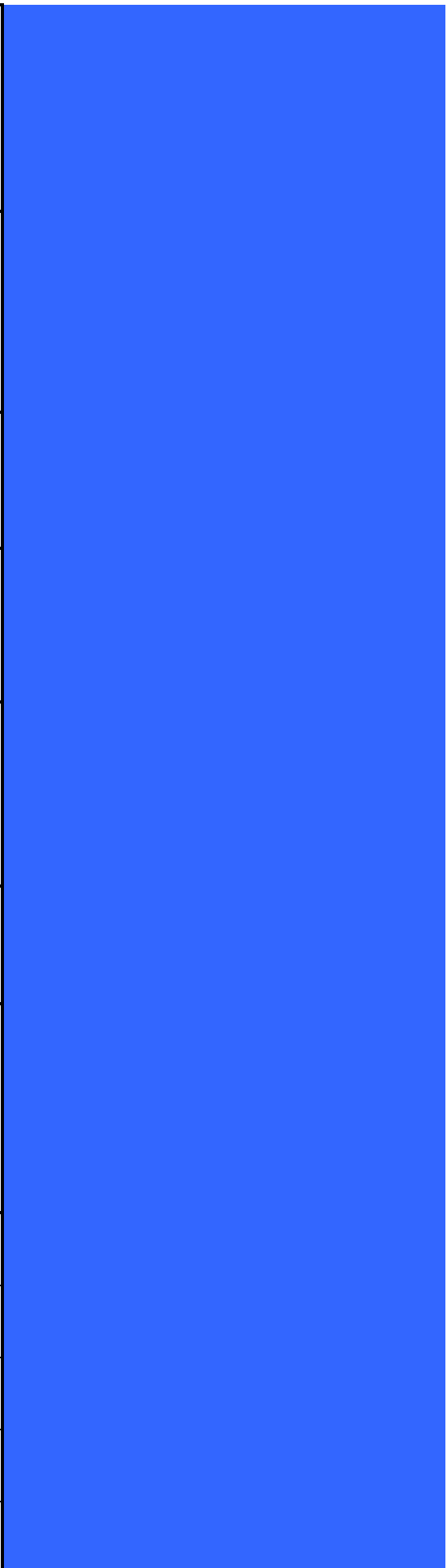
| PORTUGAL | ROMANIA | SLOVAK REPUBLIC | SLOVENIA | SPAIN |
|---|--|--|---|--|
| <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; |
| <p>Quality aspects concerning Public Administration are included on the ongoing administrative modernisation strategy</p> | <p>- National Reform Program 2007-2010 - The National Strategy regarding prevention and fight against corruption within the vulnerable sectors and the local public administration (2008-2010) - Central Government better regulation strategy 2008-2013</p> | <p>- National Quality Programme of the Slovak Republic for years of 2004-2008 - The new programme will be launched at the end of 2008 for years of 2009 – 2013 - Support of Quality Models' Implementation in Public Administration Organisations 2008</p> | <p>- National Quality Programme, 1993 - Further Development Strategy on the Slovenian Public Sector 2003-2005 - Reform Programme for Achieving the Lisbon Strategy Goals, 2005 - E-Government Strategy of the Republic of Slovenia for the period 2006 to 2010 (2006) - Programme of Measures for Reduction of Administrative Burdens</p> | <p>In the past, QM strategy for PA in Spain was a self-dependent strategy but currently is a part of a broader strategy for the improvement of public services. - Quality Plan in the Central Government Administration (1999) - General framework for quality improvement in Central Government Administration (2005) - Methodological guidelines (since 1999) - Central Government Agencies Act - Charter of the Spanish Agency for the Evaluation of Public Policies and Quality of Services</p> |
| <p>The Portuguese Fundamental Law determines the development of a proximity public administration in order to engage citizens in the definition and execution of public administration policies. In this context the Government have developed a Quality Policy</p> | <p>Starting 2005, all public policies/strategies issued by ministries must include quality management aspects</p> | <p>Priorities of the National Quality Programme of the Slovak Republic for years of 2004 – 2008</p> | <p>- Quality Policy of the State Administration Statement, 1996 - Quality Policy of the Public Administration Statement, 2003</p> | <p>Generally Quality improvement policies: - General framework for quality improvement in Central Government Administration Sectorial quality policies: - Education - Health - Tourism</p> |
| <p>Some actors with initiatives towards quality, but they aren't combined to form an organised structure.</p> | <p>- Ministry of Interior and Administrative Reform- Central Unit for Public Administration Reform - CUPAR - National Agency for Civil Servants - NACS</p> | <p>The Slovak Office of Standards, Metrology and Testing</p> | <p>- Ministry responsible for PA: Ministry of Public Administration, since Dec 2004; before Dec 2004: Ministry of the Interior; - Quality Committee at the ministry responsible for PA; - National Metrology Institution – MIRS (for EFQM)</p> | <p>- Central government administration level: a) The Spanish Agency for the Evaluation of Public Policies and Quality of Services b) Ministry of Public Administration: State Secretariat for Public Administration c) Ministry of Industry, Tourism and Trade: Directorate General of Industrial Development - Regional level: Autonomous Communities. (Regions) - Local level/municipalities: See More</p> |
| <p>CAF, since 2000 EFQM, since 2004. This is the first year that the model was promoted; the first recognitions were in 2006</p> | <p>CAF since 2005</p> | <p>EFQM Excellence Model, since 2000 CAF Model, since 2003</p> | <p>EFQM, since 1996 CAF, since 2002</p> | <p>EFQM Model: since 1996 in Local administration, since 1999 CAF Model, since 2003 in Local Administration EVAM (assessment, learning and improvement) Model, since 2006 Ibero-American Model, since 2000</p> |
| <p>CAF Action Plan: Here</p> | <p>CAF Action Plan: Here</p> | <p>CAF Action Plan: None</p> | <p>CAF Action Plan: Here</p> | <p>CAF Action Plan: Here</p> |
| <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO since the 90ths</p> | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9001, since 2001</p> | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9001, since 90- ties</p> | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, since 1997</p> | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, since 1995 ISO 17025, since 2000 ISO 14000, since 1998</p> |
| <p><input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not organized;</p> | <p><input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not organized;</p> | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; International conference: CAF Modul in PA, since 2003</p> | <p><input checked="" type="checkbox"/> Yes, since 2001 Good practices in Slovene Public Administration</p> | <p><input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; - National Conference on Quality of Public Services, november 2007 - Several regional and local administrations organise their own Quality and Modernisation Conferences and Workshops.</p> |

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| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Excellence Award in Local Administration since 1998; Quality Prizes given between 1993-2001 Quality contest for public services in 2002 PEX- Excellence Award (EFQM Model), since 1994 <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Excellence award in Public Administration, since 2005 <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; - National Quality Award of the Slovak Republic, since 2000, based on the EFQM Excellence Model. - National Quality Award of the Slovak Republic, since 2006; based on the CAF Model. <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; - The "Good Practice" Award, since 2002; awarded on the conference: Good Practices in Slovene Public Administration; - The Business Excellence Prize of the Republic of Slovenia (PRSP0), since 2005 also for public administration organizations. <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; - National Quality/Excellence Award for PA, since 2000 - Best Practices Award for PA, since 2000 - Knowledge Management Award for PA, since 2007 <p style="text-align: right;">More</p> |
| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; There are certain initiatives of benchmarking but not based on the CAF Model or any other model <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; More and more used among the same type or organizations of public administration, in the case of Slovenia practical usage usually among the administrative units. <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> |
| <input checked="" type="checkbox"/> Yes, since 1993/ <input type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes, since 1999 / <input type="checkbox"/> Not in use; <p style="text-align: right;">More</p> |
| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Results published for: - CAF - Customer satisfaction (yearly bases) - Quality barometer (monthly) - Administrative units performance <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes, since 2006 / <input type="checkbox"/> Not in use; - The Observatory for the Quality of Public Services - Evaluation of citizen perception of public services performance - Evaluation of Public services from the citizen perspective <p style="text-align: right;">More</p> |
| <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; Pilot projects Organized <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; Just individual initiatives of individual organisations <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes, since 2001/ <input type="checkbox"/> Not in use; <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes, since 1992/ <input type="checkbox"/> Not in use; <p style="text-align: right;">More</p> |
| <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> Not in use; - Central level: National Institute of Administration - Local level: Centre of Studies and Local Training <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No; Several institutions provide training programs in the field of quality in the public administration. <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No; - CAF Model trainings - EFQM Excellence Lessons <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; Administration Academy of the Ministry of Public Administration, as special PA training unit <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; Central government administration: see More Regional level: Public Administration Schools of the Autonomous Communities Local level: see More <p style="text-align: right;">More</p> |
| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; Various publications on CAF model, EQFM model and ISO applied to public sector <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; - Publications on Quality and QM in PA - Other documents related to the CAF Model <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; - No specialized serial publication on Quality and QM in PA - Special occasional publications in Slovene language, dedicated completely to QM in PA <p style="text-align: right;">More</p> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> No; Spanish Agency for the Evaluation of Public Policies and Quality of Services writes, proposes, adapts and publishes guidelines, methodological protocols, management and excellence models and self-assessment guides in alignment with the various programmes of the General framework for quality improvement. <p style="text-align: right;">More</p> |
| Improvement groups / quality circles: <input checked="" type="checkbox"/> not in use | Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom | Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom | Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom | Improvement groups / quality circles: <input checked="" type="checkbox"/> often |
| Balanced Scorecard – BSC: <input checked="" type="checkbox"/> often | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> seldom |
| Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> often |
| Other/s: CAF <input checked="" type="checkbox"/> often | Other/s: Suggestions and Complaints boxes for clients and staff <input checked="" type="checkbox"/> widespread | Other/s: Suggestions and Complaints boxes for customers and employee <input checked="" type="checkbox"/> widespread | Other/s: Suggestions and Complaints boxes for clients and staff <input checked="" type="checkbox"/> widespread | Other/s: not indicated |
| Other/s: EFQM (specially C2E) <input checked="" type="checkbox"/> often | Other/s: C.L.E.A.R <input checked="" type="checkbox"/> seldom | Other/s: not indicated | Other/s: not indicated | Other/s: not indicated |

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|---|--|--|--|--|
| <input checked="" type="checkbox"/> Yes; <p style="text-align: right;">More</p> | <p>- Seminars and round tables - a handbook of good practices</p> <p style="text-align: right;">More</p> | | <p>Constantly expanding. Besides yearly conferences. Goog Practices in Slovene Public Administration, other ways are: networking, seminars, publications, ...</p> | <p>The promotion of good practices in public administrations is based on several instruments</p> <p style="text-align: right;">More</p> |
| | <p>Raising the awareness of public institutions upon different QM tools</p> <p style="text-align: right;">More</p> | | | <p>- Recognition of excellence - Incentives</p> <p style="text-align: right;">More</p> |
| <p>Ana Margarida Abreu</p> | <p>Claudia Lung Monica Dimitriu</p> | <p>Monika Jurkovicova</p> | <p>Gordana Žurga</p> | <p>Consuelo Hidalgo</p> |
| <p>Ana Margarida Abreu Organisational Management Department Directorate General for Administration and Public Employment Email: ana.abreu@dgaep.gov.pt Tel: +351 21 3915393</p> | <p>Claudia Lung Central Unit for Public Administration Reform, Ministry of Interior and Administrative Reform Bucuresti, Piata revolutiei no 1 A Email: Claudia.lung@mira.gov.ro Tel: +40-21-3037080 int. 11113 Tel: +40-21-3143408 Monica Dimitriu Unit for European Integration International Relations and Programs with External Assistance, National Agency of Civil Servants Tel: +40722 475 119</p> | <p>Monika Jurkovicova, MBA Slovak Office of Standards, Metrology and Testing Stefanovicova 3, 810 05 Bratislava, Slovakia Email: monika.jurkovicova@normoff.gov.sk Tel: +421 2 5249 7641</p> | <p>Gordana Žurga Ministry of Public Administration Tržaška 21, 1000 Ljubljana, SI – Slovenia Email: gordana.zurga@gov.si Tel: +386 1 478 86 94 Fax: +386 1 478 86 49</p> | <p>CONSUELO HIDALGO Email: consuelo.hidalgo@aeval.es Tel: +34 91 273 2980</p> |
| <p>May 2008</p> | <p>May 2008</p> | <p>May 2008</p> | <p>May 2008</p> | <p>May 2008</p> |

| SWEDEN | UNITED KINGDOM |
|--|--|
| <input type="checkbox"/> centralized/ <input checked="" type="checkbox"/> decentralized/ <input type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input type="checkbox"/> combination; | <input type="checkbox"/> centralized/ <input type="checkbox"/> decentralized/ <input checked="" type="checkbox"/> combination; <input type="checkbox"/> top down/ <input type="checkbox"/> bottom up/ <input checked="" type="checkbox"/> combination; More |
| | <p>A range of initiatives and requirements built up over a number of years support the overall approach:</p> <ul style="list-style-type: none"> - External inspections and audits by government agencies such as the Audit Commission, OFSTED, the Further and Higher Education funding councils; - Capability Reviews across government departments ; - Measures of service effectiveness used to produce 'league tables'; - Market testing of public sector services; - Quality and Value for Money initiatives such as Charter Mark and Best Value and, most recently, Customer Service Excellence; More |
| | |
| | |
| The Swedish Quality Model, since 1992 | EFQM, for at least 10 years Investors in People for at least 10 years Charter Mark, since 1996 Customer Service Excellence, since March 2008 More |
| CAF Action Plan: None | CAF Action Plan: None |
| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; ISO 9000, since 1994 | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; |
| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not organized; More | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not organized; More |

| | |
|---|--|
| <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; The Swedish Quality Award, since 1992 <div style="text-align: right;">More</div> | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> Not in use; |
| | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; <div style="text-align: right;">More</div> |
| | <input checked="" type="checkbox"/> Yes, since 1996 / <input type="checkbox"/> Not in use; <div style="text-align: right;">More</div> |
| <input checked="" type="checkbox"/> Yes, since 1989 / <input type="checkbox"/> Not in use; <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; <div style="text-align: right;">More</div> |
| <input checked="" type="checkbox"/> Yes, since 1989 / <input type="checkbox"/> Not in use; <div style="text-align: right;">More</div> | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; <div style="text-align: right;">More</div> |
| | <input checked="" type="checkbox"/> Yes/ <input type="checkbox"/> Not in use; Training for QM forms part of a much wider initiative around the skills needed for modern public administration. See www.government-skills.gov.uk |
| | <input type="checkbox"/> Yes/ <input checked="" type="checkbox"/> No; |
| Improvement groups / quality circles: <input checked="" type="checkbox"/> seldom | Improvement groups / quality circles: <input checked="" type="checkbox"/> often |
| Balanced Scorecard – BSC: <input checked="" type="checkbox"/> widespread | Balanced Scorecard – BSC: <input checked="" type="checkbox"/> often |
| Customer Relation Management – CRM: <input checked="" type="checkbox"/> seldom | Customer Relation Management – CRM: <input checked="" type="checkbox"/> often |
| Other/s: not indicated | Other/s: not indicated |
| Other/s: not indicated | Other/s: not indicated |



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| May 2008 | May 2008 | |