THE NETWORK OF INSTITUTES AND
SCHOOLS OF PUBLIC ADMINISTRATION IN CENTRAL AND EASTERN
EUROPE

**Volkswagen Foundation Summer School 2002
in co-operation with NISPAcee**

**"Assessing the Quality of Governance:
Developing the Common Assessment Framework for CEE Countries"**
Germany, Potsdam, July 1 -7, 2002

Programme of the Summer School

Monday, 1 July 2002

Theme: The new quality agenda in the public sector

Topics:
- Key governance issues and challenges for the public sector.
- The Common Assessment Framework and other important quality assessment systems used in the public sector in CEE and Western European countries

Learning objectives:
- To make participants aware of the current governance agenda in different countries and contexts.
- To make participants familiar with commonly used quality management systems in the public sector, with particular reference to the CAF.

11.30 – 13.00	Lunch in the OSA cafeteria
Up to 13.00	Arrival of participants
13.00-13.30	Opening of the summer school by *Mrs. Viera Wallnerova, NISPAcee, Bratislava/Slovakia and* *Prof. Dr. Werner Jann, University of Potsdam/Germany*: Welcome to the participants of the summer school Introduction of the programme and interactive working method of the summer school Presentation of the participants
13.30-14.15	"The Current Governance Agenda in Public Administration: Problems of Coordination between Public Agencies and between Public Agencies and their External Stakeholders", presentation by *Prof. Dr. Werner Jann, University of Potsdam/Germany*, including questions and discussion
14.15-15.00	The Role of the CAF and other quality management systems in CEE Countries and Western Europe", presentation by *Dr. Elke Löffler, Bristol Business School/UK* The Development of the CAF and Uses of the CAF, presentation by *Dr. Christian Engel, European Institute for Public Administration, Maatricht/Netherlands* Questions and discussion
15.00	Departure for the reception in Berlin
16.30-17.30	Reception at the Federal Ministry of the Interior
17.30-18.30	Guided tour of the Reichstag
19.00	Joint dinner in a Berlin restaurant (see leaflet for details)

Tuesday, 2 July 2002

> *Theme: Moving from excellence in service delivery towards excellence in governance: evaluating the role of 'Leadership' and 'Policy and Strategy'*

Topics:
- Limitations of current quality management systems
- Leadership as a critical success factor in public organisations and partnerships
- Strategic management as a trigger to improve the outcomes of public policies

Learning objectives:
- To make participants aware of the gap between the focus of current quality assessment systems on internal management problems and current governance agendas which highlight problems of the interface between public agencies, their stakeholders and their environments.
- To identify together with the participants the contributions which leadership and strategic management can make in moving the quality agenda further to include quality of life issues and governance mechanisms

09.00-09.45	"The CAF in the Light of Governance Challenges to CEE Countries" presentation by *Elke Löffler*, including questions and discussions
9.45-11.00	Mapping exercise: The participants will be given three cards with the following questions: Question 1: What do you think are the main problems in the public sector in your country today? Question 2: What do you think are the solutions to these problems? Question 3: What kind of instruments, processes and stakeholders are needed in order to solve these problems? Each participant should briefly indicate answers to these questions on the respective card. The cards will be collected after 15 minutes and presented to the plenary by *Prof. Tony Bovaird, Bristol Business School, UK; Dr. Peter Humphreys, Institute of Public Administration, Ireland and Prof. Dr. György Jenei, Budapest University of Economic Sciences, Hungary*
11.00-11.15	Break
11.15-11.45	30 minute introduction to the topic "Leadership" by *Elke Löffler*, including 10 minutes for questions

11. 45- 12.15	30-minute introduction to the topic "Strategic Management" by *Prof. Tony Bovaird, Bristol Business School/UK,* including 10 minutes for questions
12.15-14.00	Lunch
14.00-14.30	30-minute introduction to the topic "Policy-making at the Political Level" by *Prof. György Jenei, Budapest University of Economic Sciences, Hungary,* including 10 minutes for questions
14.30-14.45	Explanation of the group exercise: "Identification of assessment criteria for "Leadership" and "Strategic Management and Policy Making at the Political Level" in CEE countries on the basis of a SWOT analysis" by *Tony Bovaird*
14.45-15.00	Break
15.00-17.00	Working groups sessions on "Leadership" and "Strategic Management and Policy Making at the Political Level" moderated by *Peter Humphreys, Tony Bovaird, György Jenei and Werner Jann*
17.00-17.45	Presentation of the results of the four working groups in a plenary discussion, moderated by *Tony Bovaird*
17.45-18.00	Intermediate critique of the working group sessions, moderated by *Peter Humphreys*

Wednesday, 3 July 2002

Theme: Evaluating 'Human Resource' and 'Resource' management systems for achieving the desired public policy outcomes

Topics:
- Requirements of modern people management systems (HRM)
- Requirements for assessing the 'people results' in organisations and partnerships
- Requirements of modern financial management systems

Learning objectives:
- To make participants familiar with the new demands on HRM and financial management in public agencies.
- To make participants aware of the strengths and weaknesses of current financial and people management in public agencies.
- To identify assessment criteria which assist public agencies to measure the quality of their HRM, the results of people management processes, and the quality of financial management systems.

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09.00-9.45	Guest lecture: Recent CAF Developments in Germany, *Ms Vera Silke Saatweber, Civil Service College, Speyer,* including questions and discussion
09.45-10.00	Break
10.00-10.30	20-minute introduction to topic "From administrators to public managers and stakeholder activators – the new role of line and project managers in the public sector" by *Elke Löffler*, including 10 minutes for questions
10.30-10.45	10-minute introduction to topic "People results" by *Prof. Salvador Parrado, Distance Learning University, Madrid,* including 5 minutes for questions
10.45-11.15	20-minute introduction to the topic "From the management of inputs towards new public management to new public financial management" by *Prof. Dr. Christoph Reichard, University of Potsdam, Germany*, including 10 minutes for questions
11.15-12.00	Start of the group exercise: "Identification of assessment criteria for "HRM", "People Results" and "Financial Management" in CEE countries, moderated by *Elke Löffler, Salvador Parrado, Christoph Reichard*
14.00-17.00	Continuation of working groups sessions
17.00-18.00	Presentation of the results of the three working groups in a plenary discussion, moderated by *Christoph Reichard*

Thursday, 4 July 2002

Theme: Building up trust within and outside the public agency

Topics:
- Developing and maintaining processes inside and outside the public agency which are characterised by principles of good governance
- Citizens consultation as a diagnostic tool to learn about the needs, perceptions and evaluations of citizens
- Assessment of customer/citizen-orientation of public agencies: satisfaction and trust surveys and quality of life indicators in CEE and Western European countries.

Learning objectives:
- To make participants familiar with the current set of techniques for engaging citizens and other stakeholders in public issues and public services.
- To make participants familiar with latest development in the measurement of citizen satisfaction and trust surveys with a particular focus on quality of life indicators.
- To introduce participants into process management going beyond organisational borders, with a particular focus on partnership management.
- To make participants aware that the quality of process management is important for building up trust.
- To identify assessment criteria in order to evaluate the quality of governance processes.

09.00-10.30	20-minute introduction to the topic "Citizens Consultation" by *Dr. Peter Humphreys, Institute of Public Administration, Ireland,* including 10 minutes for questions
	20-minute introduction to the topic "Customer/Citizen Results" by *Prof. Geert Bouckaert, Catholic University of Leuven, Belgium*, including 10 minutes for questions
	20-minute introduction to the topic "Process management for service improvement and good governance process management, with appropriate KPIs" by *Tony Bovaird*, including 10 minutes for questions
10.30-11.00	Break
11.00-12.00	Start of the group exercise: "Identification of principles for citizen/stakeholder engagement, measuring customer/citizen results and improving service delivery and governance processes", moderated by, *Geert Bouckaert, Tony Bovaird and Peter Humphreys*
14.00-17.00	Continuation of working groups sessions
17.00-18.00	Presentation of the results of the three working groups in a plenary discussion, moderated by *Peter Humphreys*

Friday, 5 July 2002

Theme: Seeing the overall picture: Multiple stakeholder assessment of public policies and services

Topic:
- The impact of public policies and service delivery on society as a central governance theme

Learning objectives:
- To show participants the difference between a multiple-stakeholder perspective and a traditional public management perspective.
- To make participants aware of a variety of approaches to measuring quality of life outcomes
- To introduce the participants to a multiple-stakeholder perspective through a balanced scorecard exercise.
- To identify indicators which measure the outcomes of public policies at the example of selected policy areas.

09.00-09.30	"From self-assessment towards multiple stakeholder assessments", presentation by *Salvador Parrado,* including questions and discussion.
09.30-10.00	"Measuring impact on society: assessment approaches to quality of life outcomes" by *Tony Bovaird*
10.00-10.30	Break
10.30-11.00	Explanation of group exercise: "Constructing a balanced scorecard for public governance" by *Tony Bovaird*
11.00-12.00	Working group sessions on constructing a balanced scorecard, moderated by *Tony Bovaird, Salvador Parrado, Peter Humphreys and Elke Löffler*
14.00-15.00	Continuation of working group sessions
15.00-16.00	Plenary session: presentation of balanced scorecards, moderated by *Salvador Parrado*

16.00-16.30	Break
16.30-18.00	Plenary discussion of participants: 'Putting governance evaluation into practice': starting the governance improvement cycle (preparing participants for return to their home countries), moderated by *Werner Jann*

Saturday, 6 July 2002

Theme: Putting governance evaluations into practice: Developing leadership for change management

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Topic:
- Developing leadership in the public sector

Learning objectives:
- To make participants familiar with key change management issues in public agencies.
- The show participants the differences between leadership and management

9.00-9.45	Developing leadership for change management within and outside public agencies", presentation by *Prof. Gerhard Banner, Bad Honnef, Germany*, including questions and discussions
9.45-10.00	Break
10.00-11.00	Plenary discussion on 'Putting governance evaluation into practice': finding allies and support within and outside the public agency (preparing participants for return to their home countries), moderated by *Gerhard Banner*
11.00-12.00	Plenary discussion of the results of the workshop Explanation of the contribution of participants for the production of a "Potsdam Summer School CD Rom" Evaluative critique of the workshop
PM	afternoon free for shopping and sightseeing (see leaflet for guidance)
19.00	Joint farewell dinner in a Potsdam restaurant (see leaflet for details)

Sunday

Departure of the participants
Outline of the methodology for the working group sessions

In order to allow for a maximum of interaction and learning within the working groups, a special discussion procedure has been designed. The basic steps are as follows:

1) Introduction to the two or three specific governance topics to be discussed during the day, given by external experts in the respective fields.
2) Brainstorming exercise: participants have to think about strengths and weaknesses of public agencies with respects to the specific governance topics. This SWOT Analysis will allow participants to derive assessment criteria in a second step which captures the identified strengths and weaknesses. The results of this group exercise will be fed into the working groups in the afternoon.
3) Participants will be split into three or four small working groups with 6-8 participants each. This means there will be one or two groups for each governance topic. Each group has the task of coming up with a structured list of six assessment criteria for each governance topic.
4) The results of this first round will be presented by each group, and critically discussed by the other working groups in a plenary session. After this round of critiques, each working group will revisit its proposed set of criteria and discuss possible changes.
5) All the working groups will meet in a final wrap-up session and present their results. The chairperson will summarise the results and make them available to all participants the following day.