Content (Annexes to the PERF final report)

9. Annexes

9.1. Capacity to innovate: objective templates

OBJECTIVE:	*(SHORT TITLE)*
Building block	*Policy capacity*
Facet	*Capacity to innovate*
Document title	*Slovenian Exit Strategy 2010-2013*
Document type	*The Slovenian Exit Strategy 2010–2013 has been conceived as a combination of economic policy measures, structural changes and institutional adjustments. By means of this Strategy, the Government strives to encourage economic activity, facilitate the removal of macro-economic imbalances and, by taking into account the social and environmental aspects of development, enable a gradual increase in economic growth.*
Document issuer	*Government of the Republic of Slovenia*
Objective	*The objective of the exit strategy is* ***sustainable economic growth*** *that could be achieved by implementing economic policy measures, structural measures and institutional adjustments.*
Context	*Level of governance: national;* *Policy areas: all.*
Reasoning	*One of the key tasks of the Strategy is to ensure consistency of short-term anti-crisis measures with objectives of long-term structural changes. In this way, the promotion of* ***creativity and innovation*** *will pave the way to a competitive, socially and environmentally responsible knowledge-based economy, and will consequently lead to an increase in the quality of living.*
Indicator	
Target	
Reference	http://www.svrez.gov.si/en/highlights/exit_from_the_crisis/slovenian_exit_strategy_20102013/

Building block	*Policy capacity*
Facet	*Capacity to innovate*
Document title	*National Reform Programme – in preparation*
Document type	
Document issuer	*Government of the Republic of Slovenia*
Objective	***The objective** of the National Reform Programme is sustainable economic growth that will be achieved by implementing economic policy measures, structural measures and institutional adjustments.*
Context	*Level of governance: national;* *Policy areas: all.*
Reasoning	
Indicator	
Target	
Reference	*Draft available in Slovene language:* *http://www.svrez.gov.si/fileadmin/svez.gov.si/pageuploads/docs/Razvojni_dokumenti/NRP_koncna_17.11._2010_FINAL.doc* *More info:* *http://www.svrez.gov.si/en/areas_of_work/strategy_europe_2020/national_reform_programme/*

OBJECTIVE:	*INCREASING INNOVATIVE CAPACITY*
Building block	*2- Policy capacity*
Facet	*Capacity to innovate*
Document title	*State Reform Operational Programme (ÁROP)*
Document type	*ÁROP is derived from the New Hungary Development Plan - that is the Hungarian National Strategic Reference Framework required for the use of the grants from the structural funds and Cohesion Fund of the European Union between 2007 and 2013.*
Document issuer	*The document has been adopted by the Hungarian Government and approved by the European Commission.*
Objective	*Under the strategic aim of 'Development of the efficient and cost-effective organizations' ÁROP stipulates the **increasing innovative capacity of the organisation**, as special form of organization development.*
Context	*In the geographical sense, ÁROP covers the whole territory of Hungary. ÁROP aims at increasing the quality of the administrative and jurisdictional case-handling, improving the effectiveness of the government as well as making the operation of the administrative, defence and jurisdictional bodies as well as of non-governmental organizations performing administrative functions or the economic self-governments more efficient.*
Reasoning	*According to a survey made in countries with Anglo-Saxon administration systems, the innovation within the public sector are of holistic character (i.e. cross the organizational boundaries), generally (but not exclusively) apply the new information technologies, always contain certain elements designed for improvement of the procedure concerned as well as rather reflect to the internal problems that arise in a crisis situation also perceivable externally. The initiators of the innovations are mostly middle managers as well as administrators; the innovations are rather results of a conscious planning process than products of a floundering headway, furthermore, the initiators of the innovations are rather motivated by the appreciation within the organization than by the desire for a premium.* *These results suggest that the organizational innovation can be improved by specific interventions. For this purpose, such organization development means should be applied that promote becoming the two most important resources, namely the personnel and the information more accentuated, their enforcement.* *The capacity of the employees for initiation should be improved by channelling the ideas and proposals towards the institutions, ensuring management feed-back and procedural guarantees. In respect of the information flow, the means of knowledge management must be used more efficiently by allowing free discussions among the staff and by making management feed-back obligatory. The specific feature of the information must be exploited that its quantity and quality will increase exactly by its use. Hence, the information should be made to flow, which means a basically new approach in the administration.*

	Support would be given to the voluntary initiatives in the aid of transforming the culture in public administration. In the framework of the programme voluntary participants can start several independent projects in search of new technical, organisational and professional solutions based on new approaches. The purpose is to broaden the programme, the most possible involvement of the staff and the incorporation of the project results in the day-today operation of the organisations. *The intervention aiming to increase the innovation capacity could be implemented through call for proposals issued by an appointed body.*
Indicator	*No specific indicator added, but for the overall intervention: "number of administrative bodies affected by the organisational development measures" (output)*
Target	*Numerical target: 100 pieces by 2015*
Reference	*Government of the Republic of Hungary (2007): State Reform Operational Programme, CCI number: 2007HU05UPO002* *URL: http://www.nfu.hu/download/2593/AROP_EN_adopted.pdf*

OBJECTIVE: PROCEDURAL HANDBOOK

Building block	2. Policy Capacity
Facet	Capacity to innovate
Document title	*Procedural Handbook for Implementing the Code of Conduct for Civil Servants*
Document type	The handbook represents a guide of how to apply the Code of Conduct (Law nr. 7/2004). The Procedural Handbook comprises articles from the Code and offers in contrast bad and good examples of how to solve a conduct issue.
Document issuer	The handbook was an outcome of the project "Ethics and Transparency in Public Administration" 2006 and was approved by NACS's President, State Secretary of the Ministry of Administration and Interior.
Objective	The handbook was meant for the HR departments in general, and for ethical counsellors appointed in each public institution and authority, according to Law no. 7/2004, in particular and aimed at improving the way the Code of Conduct is applied.
Context	The handbook was issued at national level in the context of public administration reform.
Reasoning	The main reason was the need to reform the public administration and approach ethics in exercising civil service and transparency of acts, procedures, service delivery, public procurement and so on.
Indicator	1. Number of public institutions and authorities to whom the innovation was disseminated 2. Number of institutions and authorities who implemented the innovation 3. Number of persons involved in implementing the innovation
Target	-
Reference	The document is available on the internet, but it is in Romanian. http://www.anfp.gov.ro/DocumenteEditor/Upload/proiecte%20incheiate%202%20dw/Manual%20de%20conduita.pdf

OBJECTIVE:	*PROMOTING INNOVATION IN PUBLIC ADMINISTRATION*

Building block	2. Policy Capacity
Facet	Capacity to Innovate
Document title	4th report on the implementation of the "General Review of Public Policies" (June 2010)
Document type	Official report
Document issuer	French Government
Objective	The General Review of Public Policies aims at three goals: improving the quality in the delivery of public services; reducing Government expenses; modernizing the Civil Service and promoting Government employees' initiatives, including the promotion of innovation in the public sector (guideline n°6)
Context	National level
Reasoning	Improving the performance of Government is not only a matter of introducing new technologies. It relies also on employees' initiatives enabling an increased performance level.
Indicator	No indicators yet but the following ones could be suggested : - Percentage of organizations promoting innovation through a dedicated unit. - Percentage of civil servants covered by an incentive system to promote innovation.
Target	/
Reference	http://www.modernisation.gouv.fr/ http://www.rgpp.modernisation.gouv.fr/ http://www.ensemble-simplifions.fr/

9.2. Openness of government: objective templates

OBJECTIVE:	*CL@RITY PROGRAM*
Building block	*{No and name}.* No 3 according to the PERF analytical table/version 21.11.10, Transparency and integrity.
Facet	*{ ID and name}.* No 3 according to the PERF analytical table/version 21.11.10, Openness of government.
Document title	*{Title of the document where the objective related to the facet appears}* Reinforcement of transparency with the compulsory uploading of laws and acts of government, administrative and local government bodies on the Internet (Clarity Program) and other provisions.
Document type	*{What is the role of this document for the government? (e.g. a plan for introducing individual performance evaluation, or evaluation of the health care sector)}* The Clarity program provided for under Law 3861/10 (Off. Gaz. 112/A/13.7.10) **introduces for the first time in Greece the obligation to upload on the Internet laws and acts of the government and administrative bodies.** It is a quite advanced and innovative program, even by European standards, **aiming first of all to bring about the maximum publicity of the government policy and administrative action**. The use of new, modern means of Internet communication guarantees wide publicity and access to information, progressively contributing to a culture change in the whole of the Public Administration. The implementation of the Clarity program will substantially contribute to the creation of a new model in the citizen's relationship with the State. From now on, the citizen has increased possibilities to enjoy his constitutional rights, such as the right to be informed and to participate in the Society of Information. At the same time, **the compulsory uploading of the said acts on the Internet, leads to the reinforcement of responsibility and accountability on the part of the bodies exercising public authority**.
Document issuer	*{Which organisation issued the document? How is the highest*

	ranked person who approved the document?} It's a Law Initiative by the Greek Ministry of Interior, Decentralisation and E-Government, co-signed by the following Ministries: Ministry of Finance, Ministry of National Defence, Ministry of Regional Development and Competitiveness, Ministry of Environment, Energy and Climate Change, Ministry of Education, Lifelong Learning and Religious Affairs, Ministry of Infrastructure, Transport and Networks, Ministry of Labour and Social Security, Ministry of Health and Social Solidarity, Ministry of Rural Development and Food, Ministry of Justice, Transparency and Human Rights, Ministry of Citizen Protection ratified, as well, by the President of the Hellenic Republic.
Objective	*{Description of the objective: what was considered as good performance by the issuer?}* The central objective of the "Cl@rity" program is to introduce and guarantee the widest possible publicity for all governmental and administrative decisions with the utilisation of information and communication technologies. The "Cl@rity" program contributes substantially to the creation of more transparent relationships between the Citizens and the State, reinforces responsibility and accountability in the whole of the Greek Public Administration. As already mentioned the strategic goal of the Cl@rity program concerns the transparency and integrity of the Greek Public Administration system. More specifically, the "Cl@rity program" objectives refer to: ➢ The safeguard of transparency of the governmental actions, ➢ The observance of legality and good administration, ➢ The reinforcement of citizens constitutional rights such as the participation in the information society, ➢ The enhancement and modernisation of existing publication systems of governmental and administrative decisions, ➢ The availability of all governmental decisions in formats that are easy to access, navigate and comprehend regardless the knowledge level of the inner processes of the administration by the median citizen. .
Context	*{Level of governance (e.g. national, regional) and policy areas (e.g. general public administration, education, health) what this objective is related to.}* The "Cl@rity program" is implemented on a national level, in all public legal entities (the entities belonging to the parapublic sector included such as legal persons of private law belonging to the state or receiving regular subsidies, according to the provisions in force, by state funds, up to no less than 50% of their annual budget or public enterprises and organisms provided for under specific law provisions),

	independent and regulatory authorities, the Legal Council of the State as well as local government. It concerns all actions of government and administrative bodies whether laws (e.g. presidential decrees, decree-laws provided by the Constitution) or acts, with special attention to acts concerning national defence and sensitive personal data.
Reasoning	*{Is there a reasoning for the importance of the objective given? If yes, what is the reasoning behind the objective?}* The Greek citizens feel estranged and remote towards the country's political life cause many times in the past, Greece has suffered from severe economical and political corruption. Aiming at changing the whole culture in the Greek Public Administration, the newly elected Prime Minster, George Papandreou, proposed and implemented the groundbreaking initiative of the "Cl@rity" program so as to establish a new "social contract" between the Citizens and the State.
Indicator	*{Is there an indicator specified for measuring the objective? If yes, name the indicator here}.* Quantitative indicators, such as: i) Number of Cl@rity program stakeholders, ii) Number of documents per month (output/per month), iii) Number of uploads on the Cl@rity website per hour (output per hour), iv) Number of Cl@rity website visits (daily, monthly, annually average), v) Percentage of policy areas the submitted issues refer to.
Target	*{If there is an indicator specified, is there a target given? If yes, what is the targeted value (or interval) in this specific case?}* It's the maximum publicity of the government policy and administrative action. The use of the Internet guarantees wide publicity and access to information, progressively contributing to a culture change in the whole of the Public Administration. We could summarize some of the targeted values as follows: ➢ Transparency ➢ Openness ➢ e-Participation ➢ Collaboration network governance ➢ Open public sector data
eference	*{Bibliographic data and URL (if the document in not available on the internet, it should be sent attached – the presidency will upload these materials to the BLC intranet)}* **Web addresses:**

http://et.diavgeia.gov.gr
http://diavgeia.gov.gr/en
http://opendata.diavgeia.gov.gr/?lang=en
http://www.epsilus.net/psi library/links/diavgeia project law 3861 2010 greece

LAW 3861/2010 (Off. Gaz.112/A/13.7.10)

Reinforcement of transparency with the compulsory uploading of laws and acts of government, administrative and local government bodies on the Internet (Clarity Program) and other provisions.

THE PRESIDENT

OF THE HELLENIC REPUBLIC

We promulgate the following law enacted by the Parliament:

Article 1

Object of the law

The object of the present law is the introduction of the obligation to upload on the Internet laws, presidential decrees and acts issued by the persons and bodies mentioned under article 2 and the establishment of the conditions and procedures necessary for the safeguarding of a wide publicity of the same.

Article 2

Scope

1.The provisions of the present law are applied in laws, presidential decrees, decisions and acts issued by the Prime Minister, the Cabinet of Ministers and the collective government bodies, the Ministers, Deputy Ministers, State Secretaries, Secretaries-General of Ministries and Regions, Special Secretaries of Ministries, the administration bodies of legal persons of public law, the independent and regulatory administrative authorities, the Legal Council of the State, the administration bodies of entities belonging to the parapublic sector for those cases mentioned in the present law, as well as the bodies of local government agencies of first and second level. The provisions of the present law are also applied to acts and decisions issued by bodies to which, those mentioned in the present paragraph, have delegated power of signature or responsibility.

2. For the purposes of the present law, the entities belonging to the parapublic sector will comprise: a) legal persons of private law belonging to the state or receiving regular subsidies, according to the provisions in force, by state funds, up to no less than 50% of their annual budget and b) public enterprises and organisms provided for under the provisions of article 1 of law 3429/2005.

3. For the purposes of the present law the entities of the local authorities of first and second level comprise the elected bodies of local government agencies of first and second level and the legal persons and enterprises of local government agencies.

4. The following will be uploaded on the Internet:

1) laws issued and published according to the Constitution,

2) decree-laws provided for by article 44, par. 1 of the Constitution,

3) presidential decrees of regulatory nature,

4) other acts of regulatory nature with the exception of regulatory acts concerning the organization, structure, composition, deployment, procurement and equipment of the Country's Armed Forces, as well as any other act the publicity of which would harm the defence and security of the country,

5) explanatory circulars and circulars on the application of legislation,

6) budgets, reports, balance sheets and individual expenses of Ministries, central and regional public services, legal persons of public law, entities belonging to the parapublic sector and entities of the local authorities of first and second level,

7) appointment acts of single-member administrative bodies and acts of establishment of collective administrative bodies of public entities, of legal persons of public law, of entities belonging to the parapublic sector and entities of the local authorities of first and second level, as well as the amendments of the same,

8) acts of appointment, of acceptance of resignation, of replacement or dismissal of Secretaries-General of Ministries and Regions, Special Secretaries of Ministries, members of collective administrative bodies of public entities, of legal persons of public law, of entities belonging to the parapublic sector and entities of the local authorities of first and second level,

9) acts of establishment of both paid and unpaid

committees, working groups, and related bodies with opinion giving or other competence, independently of whether their members are paid or not,

10) acts for the definition of remuneration and compensation of the members of both single-member and collective administrative bodies, members of committees, working groups and related bodies with opinion giving or other competence,

11) vacancy notices for a competition or selection, including notices for the selection and filling of posts of directors of legal persons of public law, of entities belonging to the parapublic sector, and of enterprises and entities of the local authorities of first and second level, as well as notices for the examinations of candidate lawyers, notaries and unpaid registrars,

12) vacancy notices for posts of teaching and research staff for universities and education staff for the technological sector of higher education,

13) lists of successful candidates, appointees and runners-up of notices for personnel selection, in those cases where their publication is provided for under the legislation in force,

14) summaries of acts of appointment, reassignment, cessation of service, acceptance of resignation, termination of the employment contract or demotion, for permanent and revocable employees, directors of the public sector, of legal persons of public law, of entities belonging to the parapublic sector, of entities of the local authorities of first and second level, as well as of corresponding acts concerning public officers, the publicity of which is required by the legislation in force, and summaries of appointment acts and private law employment contracts or works contract on the public sector, the legal persons of public law, the entities belonging to the parapublic sector and entities of the local authorities of first and second level,

15) all contracts and acts concerning development laws, including acts for the subjection of investments to the provisions of development laws and the decisions for the beginning of the productive operation of investments,

16) summaries of notices, decisions and acts of adjudication and assignment of contracts for public works, procurement, services and studies of the public sector, of legal persons of public law, of entities belonging to the parapublic sector and entities of the local authorities of first and second level,

17) acts for the acceptance of donations to the Greek public sector, to the legal persons of public law, to an entity belonging to the parapublic sector or to entities of the local authorities of first and second level, as well as contracts for cultural sponsorship provided for by law 3525/2007 (Official Gazette 16 A΄),

18) acts of donation, grants, concession of use of assets of the public sector, of legal persons of public law, of entities of the local authorities or entities belonging to the parapublic sector to natural persons, legal persons of private law and legal persons of public law,

19) acts concerning the following: a) the concession of public and municipal land, the definition of the land use of the public land under concession, the change of the land use of a public land,

b) the definition of natural reserves, forests and woodlands,

c) the attribution of reforestation status to certain areas,

d) the definition of coastlines, beaches, lakes, rivers, streams and torrents,

e) the definition of industrial areas,

f) the definition of quarrying zones,

g) the elaboration and approval of urban planning studies and general urban plans, the approval and amendment of spatial and town plans, the definition or amendment of settlement limits and the approval of its transfer,

h) the elaboration and approval of Urban Control Areas (UCAs),

i) the definition and amendment of the building restrictions,

j) the delivery, postponement of delivery, amendment of building permits,

k) land demarcation,

l) the definition of archaeological sites,

m) the attribution and removal of listed status to buildings. The acts of revocation and cancellation of the above mentioned acts will also be posted,

20) the opinions and the minutes of the relevant sessions of the Legal Council of the State,

21) the acts and opinions of independent and regulatory administrative authorities, the publication of which is provided for by the legislation in force,

22) the individual administrative acts, the publication of which is provided for by a special provision.

Article 3

Compulsory uploading on the Internet

1. The acts mentioned under article 2 of the present law should be immediately uploaded on the Internet, care of the issuing body. Laws and presidential decrees are uploaded on the website of the relevant Ministries. The acts of the Prime Minister and of the Cabinet of Ministers are uploaded on the website of the Office of the Prime Minister and of the General-Secretariat of the Government. The acts of the Ministers, Deputy Ministers, State Secretaries, General and Special Secretaries and bodies that have been granted power of signature or competence should be uploaded on the website of each relevant Ministry. The acts of the administrative bodies of legal persons of public law, of the administrative bodies of entities belonging to the parapublic sector, of independent and regulatory authorities and entities of the local authorities of first and second level are uploaded on the relevant websites of the said entities.

2. In case of joint competence, the act is uploaded on all relevant websites, care of the competent entities.

3. Laws, presidential decrees and acts mentioned under article 2 of the present law are uploaded in a way so as to make access to information easy for the user.

4. In case the relevant legislation provides for the uploading of a summary of an act or decision on the Internet, the said summary should be uploaded.

Article 4

Legal force of the acts

1. The acts mentioned under article 2, when these should be published according to the law in the Official Gazette, take effect from the date of their publication, unless otherwise stated.

2. With the exception of the acts mentioned in the previous paragraph, the other acts that should be uploaded on the Internet according to the present law will not be executed unless previously uploaded on the Internet according to the provisions of the present law.

3. The provisions of paragraph 2 of the present law do not affect the relevant procedural provisions concerning the exercise of any legal remedy nor the provisions on administrative recourse.

4. Should the text of an act published according to the law differ from the corresponding text of the same act as uploaded on the Internet, the text of the act published according to the law shall prevail. Concerning the acts not published in any other way, in case of a discrepancy between the text that has been uploaded and the text of the act, the latter shall prevail. The necessary corrections to the text uploaded on the Internet will be done immediately with the responsibility of the body issuing the act.

Article 5

Protection of personal data and secrecy

The uploading on the Internet of acts mentioned under article 2 and the organizing of the search for information is made without prejudice to the rules on the protection of the individual against the processing of personal data. Acts containing sensitive personal data, as these are defined in the relevant legislation, will not be published.

The uploading on the Internet of acts mentioned under article 2 and the organizing of the search for information is made without prejudice to state secrets, as these are provided for by the relevant legislation, to the rules of intellectual and industrial property, as well as to the company or other secret provided for by special provisions.

Article 6

Procedure for the uploading on the Internet

1. A project management team with the aim of providing technical, procedural and organizational support for the uploading of acts on the Internet will be established in all Ministries, central, special or regional public services, legal persons of public law, in the entities of the local authorities of first and second level, as well as in all entities or bodies responsible for the uploading on the Internet of laws, presidential decrees and acts according to the law. The members of those teams will not receive any award or compensation. The project management teams are established within one month from the date of publication of the present law and their composition is made public in the relevant website. The project management teams of the entities of the local authorities of first and second level are established within thirty (30) days before the entry into force of the present law for the said entities, according to the specific provisions of the present law.

2. At the same time with the uploading on the relevant websites according to article 4, the person defined by the law, transmits to the National Printing House all the data required for the uploading on the central website of the National Printing House, according to the provisions of the present law. The National Printing House is responsible for the creation and operation of the central website for the uploading of the acts.

3. In all entities obliged, according to the law, to upload acts on the Internet, a record should be established and kept containing all laws, presidential decrees, acts and decisions uploaded, and it should be accessible to all interested parties using digital means.

4. The National Printing House establishes and keeps a central record of laws, presidential decrees and acts uploaded on the Internet according to the law, which should be accessible to all interested parties using digital means.

5. The entities and bodies obliged according to the law to upload laws, presidential decrees, acts and decisions, should take all the necessary and appropriate technical, procedural and organizational measures to guarantee the accessibility, integrity and availability of the uploaded texts.

6. During the planning and maintenance of the websites as well as in the uploading of laws and acts provided for by the present law, special care should be given to the access of persons with disabilities in the content of these websites.

7. A decision of the Minister of the Interior, Decentralization and e-Government shall settle all specific and technical matters on the application of the present law, especially these concerning the collection, sorting, registration and processing of the texts of the laws, presidential decrees and acts received for uploading, the issuance of the Internet Uploading Number, the reception and registration of the code number of publication and details of the Official Gazette in those cases where publication in the Official Gazette is provided for by the law, the technical details for the uploading in the websites of the entities and bodies obliged to proceed to the uploading

according to the present law, the creation and operation of the website where the central uploading takes place, the creation and keeping of a central record.

Article 7

Availability of the issues of the Official Gazette

Paragraph 7 of article 15 of law 3469/2006 (Official Gazette 131 A΄) is replaced by the following:

«7. All the issues of the Official Gazette are provided for free in digital form through the website of the National Printing House. The National Printing House may also on request, make available the issues of the Official Gazette in digital storage means.

A decision of the Minister of the Interior, Decentralization and e-Government shall settle the availability of the issues of the Official Gazette in a way that renders easy the search of the content and any other relevant issue.»

Article 8

Uploading of organizational charts and employee details

All public services or entities, the legal persons of public law, the entities belonging to the parapublic sector, the independent and regulatory administrative authorities, as well as the entities of the local authorities of first and second level should upload on their website the organizational charts and the structure of their services and units, the profile of their competences and posts provided by law, as well as the names, titles and contact details of the officers serving in those entities with any form of employment relationship.

Objective:	***Development of a service-oriented public administration***
Building block	3. Transparency and integrity.
Facet	3.1. Openness of government
Document title	*Electronic Administration Operational Programme (EKOP)*
Document type	*EKOP is derived from the New Hungary Development Plan - that is the Hungarian National Strategic Reference Framework required for the use of the grants from the structural funds and Cohesion Fund of the European Union between 2007 and 2013.*
Document issuer	*The document has been adopted by the Hungarian Government and approved by the European Commission.*
Objective	*The objective of the Electronic Administration Operational Programme is to modernise the operation, procedures, processes, and services in public administration and justice by the utilisation of the info-communication technology.* *Under the strategic aim of 'Infrastructural developments aimed at improving access to public administration services (delivering services to clients)' EKOP stipulates the **provision of service interface for clients**. It includes two actions, relevant to this facet (but also relevant to the e-government facet):* - *Setting up a Government Portal (with a client gate, and with access to public administration services) as well as Government Client Information Centre (information through phone and email)* - *Setting up "common territorial service centres" which provide physical access to government services*
Context	*In a geographical sense, EKOP covers the whole territory of Hungary. The overall strategic objective of the operational programme is to improve efficiency in public administration.* *The programme concerns the development of public administration to conform with the demands of modern age, exploiting also the potential inherent in the information society.*
Reasoning	*In the past decade and a half social and economic actors in Hungary learnt to adapt to the requirements of the increasingly sharpening international competition. At the same time, the form and operation of public administration and self-governance have remained almost entirely unchanged. As a result, while Hungarian economy is becoming more modern and more competitive, the quality and effectiveness of public services are poor in light of the increasing demands; it is usually expensive and time consuming to avail of public services.*
Indicator	• *average number of weekly visitors of the government portal (result)* *(there are several indicators in the OP but only the indicator relevant to this facet is listed here)*
Target	• *average number of weekly visitors of the government portal – 400 000 persons by 2015 (data in 2006: 168 432)*

Reference	*URL: www.nfu.hu/download/1779/ekop_070703_en.pdf*

OBJECTIVE:	***PUBLICITY, ACCESSIBILITY OF THE INFORMATION***
Building block	3. Transparency and integrity.
Facet	3.1. Openness of government
Document title	*State Reform Operational Programme (ÁROP)*
Document type	*ÁROP is derived from the New Hungary Development Plan - that is the Hungarian National Strategic Reference Framework required for the use of the grants from the structural funds and Cohesion Fund of the European Union between 2007 and 2013.*
Document issuer	*The document has been adopted by the Hungarian Government and approved by the European Commission.*
Objective	*Under the strategic aim of 'Active involvement of the social partners' ÁROP stipulates the* ***provision of publicity, accessibility of the information of public interest.***
Context	*In a geographical sense, ÁROP covers the whole territory of Hungary. ÁROP aims at:* - *increasing the quality of case-handling in public administration and jurisdiction;* - *improving the effectiveness of the government;* - *improving the efficiency of the administrative, defence and jurisdictional bodies as well as non-governmental organizations or the economic self-governments (e.g. chambers) performing administrative functions.*
Reasoning	*Active involvement of the social partners constitutes an integral part of the new approach. The experience of several European countries served as a starting point, showing that the increase of the social capital improves the competitiveness of the economy. Public administration acquires its social capital from the confidence showed by citizens and enterprises which, in turn, requires openness from the government by making relevant information publicly available as well as including social partners in decision making.*
Indicator	*There is no indicator specified for measuring the objective.*
Target	*There is no indicator specified for measuring the objective.*
Reference	*Government of the Republic of Hungary (2007): State Reform Operational Programme, CCI number: 2007HU05UPO002* *URL: http://www.nfu.hu/download/2593/AROP_EN_adopted.pdf*

9.3. Openness of government: indicator templates

NAME OF PERF INDICATOR:	*NUMBER OF CL@RITY PROGRAM STAKEHOLDERS*
Building block	*{No. and name}.* No 3 according to the PERF analytical table/version 21.11.10, Transparency and integrity.
Facet	*{ID and name}.* No 3 according to the PERF analytical table/version 21.11.10, Openness of government.
Description	*{Short explanation about what the indicator measures}.* The number of legal entities which upload their laws or acts since the Cl@rity Program has been put in force.
Objective	*{What is the objective this indicator is related to; if there was a government objective identified, then with cross reference to the objective template}.* To confirm that the acts of the stakeholders involved according to their obligation provided for in Law 3861, article 3, are uploaded on the Internet.
Context	*{Level of governance (e.g. national, regional) and policy areas (e.g. education, health) where the indicator can be used in the format given in this template}.* It measures stakeholders on a national level that are obliged to upload their laws or acts as provided for in Law 3861/2010 (Off. Gaz. 112/A/13.7.10), article 3.

Detailed description

Type of indicator/unit	*{Input, output, outcome, efficiency, effectiveness etc}.* Input Indicator.
Type of result	*{e.g. %}* Total number.
Formula	*{How the value of the indicator is calculated}.* By measuring the number of legal entities which upload their acts or laws given their total number as a whole according to their type (e.g. ministries, legal persons of public law exc).
Description of the parameters	*{All the parameters in the formula must be defined}.* 1) List of legal entities according to their type (eg ministries). 2) Number of acts uploaded by each legal entity. 3) Detailed list of all acts uploaded by the legal entity in question.
Mode of interpretation	*{e.g. What does a higher ratio mean, is there a standard value to be targeted, or what result can be considered as a positive change?}* A growing number of legal entities uploading their laws or acts as obliged by 3861 law, highlights the percentage of transparency to be achieved. If this is the case, it would definitely be considered as a positive change that could lead to the changing of the administrative culture.
Typical data sources	*{For all the parameters used if the indicator is used in several different contexts, then the most typical source should be given}.*
Typical frequency of measurement	*{How often the value of the indicator is calculated or*

	published? If there is a difference in how often it is calculated and published, then both frequency should be given}. Automatically calculated online.
Typical biases	*{What are the risks that could influence measurement and, thus, must be taken into account by decision makers?}* Laws or acts may, under certain circumstances, be recalled. In these cases, trail of the upload remains.
Validity	*{Does a difference in the value indicate a true difference in the performance of the facet, according to the objective of measurement? Some indicators, especially input indicators may simply miss the point of measurement}.*

Limitations	*{What is the indicator NOT suitable for?}*
Country / Organisation where in use (with URL / contact person)	*{With reference to the organisation and person responsible for the measurement, preferably with URL to relevant information about the indicator and email to the responsible person}.* ypes@diavgeia.gov.gr http://et.diavgeia.gov.gr/f/all/chart, http://diavgeia.gov.gr/en

NAME OF PERF INDICATOR:	*NUMBER OF DOCUMENTS PER MONTH*
Building block	*{No. and name}.* No 3 according to the PERF analytical table/version 21.11.10, Transparency and integrity.
Facet	*{ID and name}.* No 3 according to the PERF analytical table/version 21.11.10, Openness of government.
Description	*{Short explanation about what the indicator measures}.* The number of laws or acts mentioned under Law 3861, article 2, that are immediately uploaded on the Internet, within a month, according to the provisions of article 3 of the abovementioned Law.
Objective	*{What is the objective this indicator is related to; if there was a government objective identified, then with cross reference to the objective template}.* To confirm that all laws or acts issued, as aforementioned, in a certain period of time, are made known to those having legal interest.
Context	*{Level of governance (e.g. national, regional) and policy areas (e.g. education, health) where the indicator can be used in the format given in this template}.* It measures documents (laws or acts) that according to Law 3861, article 2, are every month uploaded (Off. Gaz. 112/A/13.7.10).

Detailed description

Type of indicator/unit	*{Input, output, outcome, efficiency, effectiveness etc}.* Output Indicator.
Type of result	*{e.g. %}* Total number.
Formula	*{How the value of the indicator is calculated}.* By measuring the number of laws or acts uploaded in a given period of time.
Description of the parameters	*{All the parameters in the formula must be defined}.* -The total number of laws or acts uploaded. -Detailed list of the acts or laws uploaded. -Number of acts uploaded by each legal entity (eg ministry). -The percentage to be superseded in a certain period of time (eg 220.000 documents per month).
Mode of interpretation	*{e.g. What does a higher ratio mean, is there a standard value to be targeted, or what result can be considered as a positive change?}* A higher ratio would definitely signify a turning point in the administrative culture as well as the rest of progress to be achieved.
Typical data sources	*{For all the parameters used if the indicator is used in several different contexts, then the most typical source should be given}.*
Typical frequency of measurement	*{How often the value of the indicator is calculated or published? If there is a difference in how often it is calculated*

	and published, then both frequency should be given}. Automatically calculated online.
Typical biases	*{What are the risks that could influence measurement and, thus, must be taken into account by decision makers?}*
Validity	*{Does a difference in the value indicate a true difference in the performance of the facet, according to the objective of measurement? Some indicators, especially input indicators may simply miss the point of measurement}.*
Limitations	*{What is the indicator NOT suitable for?}*
Country / Organisation where in use (with URL / contact person)	*{With reference to the organisation and person responsible for the measurement, preferably with URL to relevant information about the indicator and email to the responsible person}.* ypes@diavgeia.gov.gr http://et.diavgeia.gov.gr/f/all/chart, http://diavgeia.gov.gr/en

NAME OF PERF INDICATOR:	***NUMBER OF UPLOADS ON THE CL@RITY WEBSITE PER HOUR***

Building block	*{No. and name}.* No 3 according to the PERF analytical table/version 21.11.10, Transparency and integrity.
Facet	*{ID and name}.* No 3 according to the PERF analytical table/version 21.11.10, Openness of government.
Description	*{Short explanation about what the indicator measures}.* The number of law or act uploads in an hour's time on the Cl@rity website according to the provisions of 3861 Law.
Objective	*{What is the objective this indicator is related to; if there was a government objective identified, then with cross reference to the objective template}.* To confirm that all laws or acts, according to the provisions of Law 3861, article 2, are properly uploaded, at certain intervals, on the Cl@rity website.
Context	*{Level of governance (e.g. national, regional) and policy areas (e.g. education, health) where the indicator can be used in the format given in this template}.* It measures Cl@rity websites visits of those entities obliged to upload documents (laws or acts) according to Law 3861, article 2, at intervals.

Detailed description	
Type of indicator/unit	*{Input, output, outcome, efficiency, effectiveness etc}* Output Indicator.
Type of result	*{e.g. %}* X (total number)/h (per hour) that results from a given number of legal entities (e.g. from a total of 1699 legal entities, peaking hours 10 a.m. -13 :00 p.m.)
Formula	*{How the value of the indicator is calculated}* In a statistical form.
Description of the parameters	*{All the parameters in the formula must be defined}*
Mode of interpretation	*{e.g. What does a higher ratio mean, is there a standard value to be targeted, or what result can be considered as a positive change?}* There is no indicator-target
Typical data sources	*{For all the parameters used if the indicator is used in several different contexts, then the most typical source should be given}*
Typical frequency of measurement	*{How often the value of the indicator is calculated or published? If there is a difference in how often it is calculated and published, then both frequency should be given}* Indicator made known to public as soon as calculated. http://et.diavgeia.gov.gr/f/all/chart
Typical biases	*{What are the risks that could influence measurement and, thus, must be taken into account by decision makers?}*
Validity	*{Does a difference in the value indicate a true difference in the performance of the facet, according to the objective of measurement? Some indicators, especially input indicators*

	may simply miss the point of measurement}
Limitations	*{What is the indicator NOT suitable for?}*
Country / Organisation where in use (with URL / contact person)	*http://et.diavgeia.gov.gr/f/all/chart* *http://diavgeia.gov.gr/en*

NAME OF PERF INDICATOR:	NUMBER OF CL@RITY WEBSITE VISITS

Building block	*{No. and name}.* No 3 according to the PERF analytical table/version 21.11.10, Transparency and integrity.
Facet	*{ID and name}.* No 3 according to the PERF analytical table/version 21.11.10, Openness of government.
Description	*{Short explanation about what the indicator measures}.* The number of the Cl@rity Website visits on a daily, monthly or annual basis.
Objective	*{What is the objective this indicator is related to; if there was a government objective identified, then with cross reference to the objective template}.* To find out the growing interest in the Cl@rity program content.
Context	*{Level of governance (e.g. national, regional) and policy areas (e.g. education, health) where the indicator can be used in the format given in this template}.* It measures Cl@rity websites visits on a national level.

Detailed description

Type of indicator/unit	*{Input, output, outcome, efficiency, effectiveness etc}* Output Indicator.
Type of result	*{e.g. %}* Percentage % (e.g. 40 % civil servants during working hours, 60 % in total , 32.000 everyday visits.
Formula	*{How the value of the indicator is calculated}*
Description of the parameters	*{All the parameters in the formula must be defined}*
Mode of interpretation	*{e.g. What does a higher ratio mean, is there a standard value to be targeted, or what result can be considered as a positive change?}*
Typical data sources	*{For all the parameters used if the indicator is used in several different contexts, then the most typical source should be given}.*
Typical frequency of measurement	*{How often the value of the indicator is calculated or published? If there is a difference in how often it is calculated and published, then both frequency should be given}.*
Typical biases	*{What are the risks that could influence measurement and, thus, must be taken into account by decision makers?}*
Validity	*{Does a difference in the value indicate a true difference in the performance of the facet, according to the objective of measurement? Some indicators, especially input indicators may simply miss the point of measurement}*
Limitations	*{What is the indicator NOT suitable for?}*
Country / Organisation where in use (with URL / contact person)	ypes@diavgeia.gov.gr

NAME OF PERF INDICATOR:	*PROPORTION OF UP-TO DATE DESCRIPTIONS OF PUBLIC ADMINISTRATION PROCEDURES*
Building block	3. Transparency and integrity
Facet	3.1. Openness of government
Description	In Hungary the electronic information freedom is provided under Law 110/2005. The indicator measure the rate of uploaded descriptions of public administration procedures.
Objective	Under the strategic aim of 'Active involvement of the social partners' ÁROP stipulates the provision of publicity, accessibility of the information of public interest.
Context	This indicator is used on national level. The indicator is measured by public institutions and municipalities on the basis of their webpage.

Detailed description

Type of indicator/unit	output
Type of result	%
Formula	A) Procedures where up-to-date description is present on the webpage / Total number of procedures of the organization B) Procedures where up-to-date description is present on the internet / Most common public services
Description of the parameters	A) Procedures are defined by the organizations themselves (since there is no central database about the list of public administration procedures) B) Most common public services: 20 service of CLBPS + 7 other procedures selected by Hungary
Mode of interpretation	The aim is to achieve 100 % of course. The higher is the rate the better is the value.
Typical data sources	Webpages of public institutions.
Typical frequency of measurement	It is measured annually.
Typical biases	A) Boundary of procedures are defined by the organizations themselves – there may be a bias towards counting variants of a procedure with up-to-date description as separate procedures B) Covers only a subset of procedures
Validity	The indicator is suitable for measurement of the Law's descriptions. The usability of descriptions will not be evaluated.
Limitations	The indicator is not suitable for measurement of the citizens' information level. In option B) there are several organizations which are not measured at all since they do not deal with any of the 27 listed procedures.
Country / Organisation where in use (with URL / contact person)	anita.fibinger@kim.gov.hu

Name of PERF indicator:	*Indicator to respect the Law of Electronic information freedom*
Building block	3. Transparency and integrity
Facet	3.1. Openness of government
Description	In Hungary the electronic information freedom is provided under Law 110/2005. In the frame of a civil program there was a statistical measurement how the public institutions observe the instructions of this law, and what is their practices like in the field of transmission. The indicator measure the rate of uploaded information provided by the law.
Objective	Under the strategic aim of 'Active involvement of the social partners' ÁROP stipulates the provision of publicity, accessibility of the information of public interest.
Context	This indicator is used on national level. The indicator is measured by public institutions on the basis of their webpage.

Detailed description

Type of indicator/unit	output
Type of result	%
Formula	A table which contains 51 criterions is the basis of the measurement. The criterions come from the Law 110/2005 and contain all information provided by it. A criterion can become 0 or 1 point depends on the being of information. If a webpage contains whole information provided by the law, it can become maximum 51 points. The point are transferred to a range 0-100.
Description of the parameters	All the parameters in the formula must be defined.
Mode of interpretation	The aim is to achieve 100 % of course. Practically the average value of Hungarian webpages is about 50%, but depends on the type of the institution. The higher is the rate the better is the value.
Typical data sources	Webpages of public institutions.
Typical frequency of measurement	The indicator was published in 2009 and 2010.
Typical biases	Only those criteria included in the survey which can be clearly checked on a checklist. There is no weighting among the 51 criteria of the checklist. For example, if it is required to publish email, phone and fax number of middle management, it will be weighted three times more than the need for publishing an organizational diagram.
Validity	The indicator is suitable for measurement of the Law's descriptions.
Limitations	The indicator is not suitable for measurement of the citizens' information level.
Country / Organisation where in use (with URL / contact person)	http://www.atlathatoallam.hu/kivele/ (in Hungarian language) anita.fibinger@kim.gov.hu About the Law 110/2005: http://net.jogtar.hu/jr/gen/hjegy_doc.cgi?docid=a0500090.tv

9.4. Motivation of civil servants: objective templates

OBJECTIVE:	*SURVEY OF MOTIVATION OF CIVIL SERVANTS*
Building block	*4. Staffing*
Facet	*3. Motivation of Civil Servants*
Document title	• *Employee Satisfaction Surveys (multiple)* • *FED-20 Benchmark* • *General Policy Note 2010 of the Federal Minister for Civil Service Affairs (general guidelines)*
Document type	*Survey*
Document issuer	*Public Body whose staff has participated in collaboration with the Federal Public Service on Personnel & Organization. Document is to be approved by the Board of Directors or Board of Trustees of the participating public body (surveys) or the Board of Chairpersons (FED-20)*
Objective	• *The surveys provide managers and stakeholders high quality and reliable information on the key drivers of engagement in their organization and/or in the teams or sections of it so that they can detect and tackle the weaknesses or flaws and build upon their strengths.* • *The FED-20 provides HR-data enabling the federal public services to measure and to assess their own HR approach based on a limited number of indicators*
Context	*Federal Level of governance in all policy areas that participate. Participating in the surveys and in the FED-20 is on a voluntary basis. The satisfaction surveys are conducted with the entire workforce as the response population, the data for the FED-20 is provided for by the HR-services of each participating public body*
Reasoning	*It is highly important for an organisation to measure employee engagement as engagement has a major influence on the organizational culture, the labour relations and the operating results and is thus a corollary of Performance and Excellence. Engagement, commitment or motivation are socio-demographic driven: all socio-demographic variables significantly influence performance and/or excellence.* *Furthermore, organizational commitment is paramount, especially in following up the results of the surveys.*
Indicator	1. *The surveys cover the following facets, drilled down over several questions* • *Job content* • *Work environment* • *Recognition of the staff members* • *Career of the staff members* • *Empowerment of the staff members* • *Team & team executive(s)*

	• *Interpersonal relationships* • *Communication* • *Organizational culture* • *Overall satisfaction* *2. The FED-20 is based on 20 KPIs covering 4 domains:* • *1.Strategy and planning* *1.1. HR staffing plan realization rate* *1.2. FTE occupation rate* *1.3. Budget allocated for staffing realization rate* *1.4. % of staff hired in HRM position* • *2.Staff in- and outflow* *2.1. unsuccessful recruitment rate* *2.2. staff turnover* *2.3. total FTE change* *2.4. average duration of recruitment process* • *3. Knowledge and Competencies management* *3.1. part of the budget reserved for training* *3.2. internal mobility* *3.3. external mobility* *3.4. rate of bilinguism capacity* *3.5. % of civil servants aged < 26* *3.6. % of civil servants aged > 55* • *4. HR* *4.1. employee satisfaction rate* *4.2. % of women in management position* *4.3. absenteeism rate* *4.4. realization of the individual evaluation process* *4.5. work by distance (telework) rate* *4.6. part time employment rate*
Target	*Data from the satisfaction surveys and the FED-20 are benchmarked: the value given to each facet and each KPI from the individual survey is matched with the average values distilled from previous surveys.*
Reference	*There are now 12 organizations that have organized a satisfaction survey. The results are the propriety of each participating body.* *The FED-20 has no vocation to be publicised to the general public* *The general policy note of the Federal Minister for Civil Service Affairs is available in Dutch or French at* *http://www.fedweb.belgium.be/nl/binaries/note_politique_beleidsnota_tcm120-82766.pdf*

OBJECTIVE:	*STRATEGY ON EQUAL OPPORTUNITIES*
Building block	*Staffing*
Facet	*3. MOTIVATION OF CIVIL SERVANTS*
Document title	*COMMUNICATION TO THE COMMISSION* *on the strategy on equal opportunities for women and men within the European Commission (2010 – 2014)*
Document type	*Official strategy document*
Document issuer	*European Commission*
Objective	*To attract, develop and maintain a balanced workforce; promote a more flexible working environment; ensure ownership of the strategy at the highest level*
Context	*The objective is related to staff members of the Commission*
Reasoning	*The strategy aims to improve motivation by transforming the Commission into a model employer, which makes the best use of the skills and talents of its entire staff and encourages their professional aspirations.*
Indicator	*Increased percentage of women in the Commission, especially in management.* *No indicators defined in terms of motivation.*
Target	*By the end of 2014, the Commission should ensure that:* *- 25% of senior management posts are occupied by women (21.4% in 2009).* *- 30% of middle management posts are occupied by women (23.2% in 2009).* *- 43% of non-management AD posts are occupied by women(40.4% in 2009)*
Reference	*http://myintracomm.ec.europa.eu/hr_admin/en/equal_opportunities/talent_management/gender/Documents/eo_strategy_en.pdf* Adobe Acrobat Document

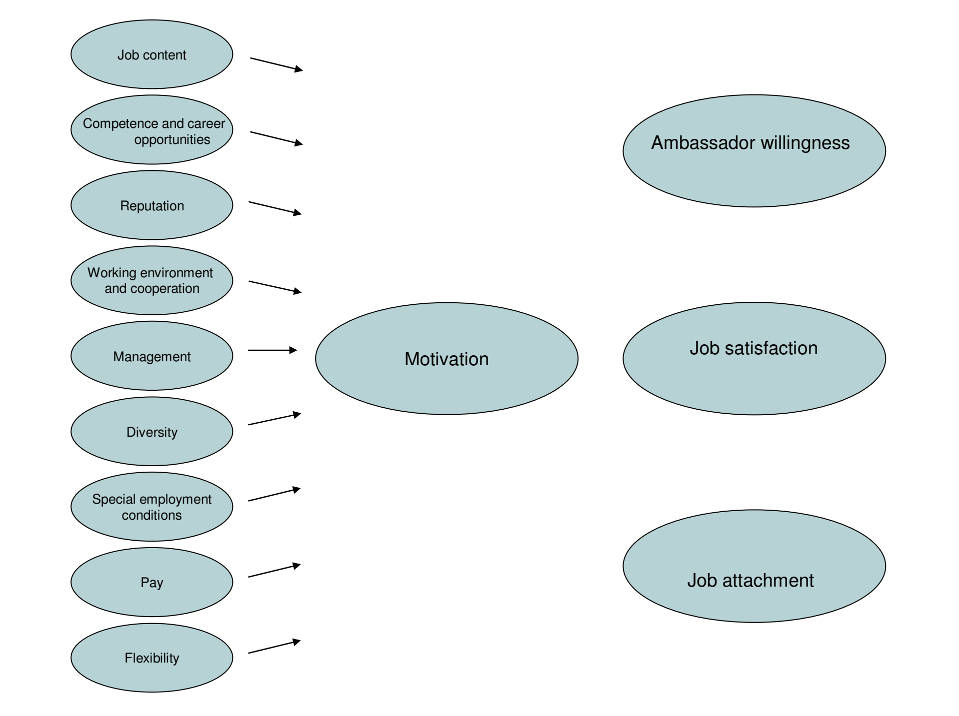
Objective:	*To establish a STRATEGY on INTERNAL COMMUNICATION AND STAFF ENGAGEMENT*
Building block	*Staffing*
Facet	*3. MOTIVATION OF CIVIL SERVANTS*
Document title	*COMMUNICATION TO THE COMMISSION* *AN INTERNAL COMMUNICATION AND STAFF ENGAGEMENT STRATEGY* *FOR THE EUROPEAN COMMISSION – IMPROVING EFFECTIVENESS AND* *BUILDING A SOLID REPUTATION FROM THE INSIDE OUT*
Document type	*Internal communication*
Document issuer	*European Commission*
Objective	*To strengthen motivation and commitment, boost team spirit through improved internal communication, mobilise staff at all levels and maximise efficiency and effectiveness.*
Context	*The objective is related to staff members of the Commission*
Reasoning	*Internal communication and staff engagement are intimately linked with organisational performance, which is a function of staff members'* *skills and motivation,*
Indicator	*None defined*
Target	*Establish nine Best Practice Guidelines for internal communication, accompanied by an interactive Internal Communication Manual based on best practices throughout the Commission.* *Establish a "Communicating Management", Link external and internal communication, transform staff into "ambassadors", and improve flows of information.*
Reference	*http://myintracomm.ec.europa.eu/icn/strategy/Documents/912_communication_en.pdf*

OBJECTIVE:	STAFF TRAINING
Building block	*Staffing*
Facet	*3. Motivation of civil servants*
Document title	*COMMISSION DECISION* *OF 7 MAY 2002 ON* *STAFF TRAINING*
Document type	*COMMISSION DECISION*
Document issuer	*European Commission*
Objective	*Expand and improve motivation, improve competency, contribute to a sense of fulfilment, belonging and commitment and at the same time support managerial excellence and promote synergies and core values*
Context	*The objective is related to staff members of the Commission*
Reasoning	*Staff training improves motivation through the creation of a learning culture which encourages the further development of the personal and the institutional potential.*
Indicator	*Training days per staff member.* *No indicators defined in terms of motivation.*
Target	*10 Training days per staff member*
Reference	Adobe Acrobat Document

OBJECTIVE:	**STAFF OPINION SURVEY**
Building block	*STAFFING*
Facet	*3. MOTIVATION OF CIVIL SERVANTS*
Document title	*Final Report on the findings of the "2008 STAFF OPINION SURVEY AMONG COMMISSION STAFF"*
Document type	*Internal communication*
Document issuer	*European Commission*
Objective	*The survey on the Commission as a workplace and the services of DG ADMIN give the Commission a better sense of the level of staff satisfaction and related issues, including motivations for working for the commission.*
Context	*The objective is related to staff members of the Commission*
Reasoning	*In order to increase motivation the Commission has to know what motivates its stuff and the reasons they join and work for the Commission.*
Indicator	*Commitment to the Commission as an organisation was measured by 8 criteria in order to measure public service motivation, relative autonomy (extrinsic v intrinsic motivation) and organisational commitment*
Target	*There is no target value, but benchmarking was undertaken, with other organisations in the public & private sector and with previous years of the survey (undertaken every 2 years; last survey in 2010, but results not yet published).*
Reference	Adobe Acrobat Document

OBJECTIVE: *SURVEY OF MOTIVATION OF CIVIL SERVANTS*

Building block	4. STAFFING
Facet	3. MOTIVATION OF CIVIL SERVANTS
Document title	Motivation Survey 2006
Document type	Survey
Document issuer	Approved at the General Director level State Employer's Authority Frederiksholms Kanal 6 DK-1220 Copenhagen K Tel. +45 33 92 40 49
Objective	The State Employer's Authority carried out a Motivation Survey in the State Sector in 2006 to shed light on how motivated state sector employees are and what factors are the drivers behind their motivation.
Context	The survey is carried out in the national state sector - all parts of the state sector are represented. Out of the target group of approx. 125.000 employees was a random sample of 13.000 employees extracted. 8.600 answered, corresponding to 67 percent. This gives solid basis for constructing a representative and valid picture of the target group (state employees).
Reasoning	State Sector workplaces in Denmark must be effective and attractive. Therefore, the State Employer's Authority carried out a Motivation Survey in the State Sector in 2006. The aim is to support the State Employer Authority's further work on the overall Personel- and Management Policy.
Indicator	Motivation of State Sector employees where the primary dependent variable: 1. Job motivation [Secondary dependent variables where indicators of: 2. Ambassador willingness 3. Job satisfaction 4. Job attachment degree] Following an analysis of factors a number of motivation factors were identified:

	1. Job content 2. Competence and career opportunities 3. Reputation 4. Working environment and cooperation 5. Management 6. Diversity 7. Special employment conditions 8. Pay 9. Flexibility Model 
Target	There is no target value
Reference	www.perst.dk See the attached file, Motivation Survey 2006 (read from behind).

OBJECTIVE:	*(MANTEINANCE OF MOTIVATION IN SPITE OF THE ECONOMIC CRISIS)*

Building block	4. STAFFING
Facet	3. KEEPING MOTIVATION AND EFFICIENCY OF CIVIL SERVANTS
Document title	Title III, Chapter II of the Basic Statute of Public Employees.arts.17 (Horizontal Career) and 20 (Performance Assessment).
Document type	Central State Act, basic for all Public Administrations in Spain.
Document issuer	Spanish Parliament, after studying a project from the Government.
Objective	The overall idea is to oblige the central, regional and local administration to develop an interconnected system of horizontal promotion and performance assessment to attract and maintain the best professionals in the public sector.
Context	National, regional and local. It affects the whole public employment organisation of all public administrations. The Basic Statute of Public Employees establishes the compulsory obligation for all public administrations to develop a system of performance assessment and horizontal career connected to the wages system.
Reasoning	Horizontal career and performance assessment are key elements in the reform of the civil service and a clear input for stability and promotion of civil servants.
Indicator	Central and Regional Laws of the Civil Service. All of them need to develop the abovementioned performance assessment and horizontal career system. Many regions still remain to release their Civil Service Law. This is also the case of the Central State Government.
Target	The final target is to establish a new design of career inside Public Administration that guarantees promotion without the obligation of changing posts. This way, Public Administration avoids the "runaway to the private sector" and maintains its level of efficiency on public services delivery.
Reference	Basic Statute of Public Employees. Act. 7/2007, of April 12th . Articles 17 and 20. See attached file.

OBJECTIVE:	*SURVEY OF MOTIVATION OF CIVIL SERVANTS*

Building block	4. STAFFING
Facet	3. MOTIVATION OF CIVIL SERVANTS
Document title	Management by Objectives (law 3230/2004) in combination with Code of Civil Servants (law 3528/2007), which will be improved and extended by a new law in a few months, more concentrated to employees
Document type	Legislation
Document issuer	Approved at the Minister level Ministry of Interior General Secretariat of Public Administration and E-Government Vasillis Sofias 15 10674 Athens Tel. +30 213 13 13 000
Objective	The Ministry of Interior voted the law 3230 in 2004 in order to enhance the efficiency, effectiveness and quality of function of public services and also to establish an integrated system goal-setting. Also, the reformation of law 3528/2007 will motivate the employees because their evaluation will be connected with the achievement of their predetermined objectives and their skills. Addidtional, in another new law, which is under negotations, the productivity and effectiveness will be realted directly to pay system, but this will be ready in about 4-5 months.
Context	These laws concern the national and regional public sector.
Reasoning	Public Sector workplaces in Greece must be effective, meritocratic and attractive. Therefore, the new law will motivate the employees to be effective, so as to be evaluated and promoted to better positions.
Indicator	The motivation of Public Sector employees: 5. Position motivation The driving factors behind motivation of Public Sector employees: 10. Job content

	11. Competence and career opportunities 12. Working environment and cooperation 13. Management 14. Diversity 15. Special employment conditions 16. Pay Some more specific indicators are 1. The time of correspondence in the demands of citizens, 2. The rate of satisfaction of complaints that are submitted, 3. The application of new technologies, 4. The cost of management 5. The quality of provided services
Target	There is no target value
Reference	See the attached files (Law 3528/07 articles 80-97, law 3230/04).

OBJECTIVE:	***IMPROVING COMMITMENT OF CIVIL SERVANTS)***
Building block	4. STAFFING
Facet	3. MOTIVATION OF CIVIL SERVANTS
Document title	Measurement of civil servants' commitment (2008) based on the objectives defined by the *State Reform Operational Programme (ÁROP)*
Document type	1. Survey and future focused analysis. *2. ÁROP is derived from the New Hungary Development Plan - that is the Hungarian National Strategic Reference Framework required for the use of the grants from the structural funds and Cohesion Fund of the European Union between 2007 and 2013.*
Document issuer	National Development Agency
Objective	One of the main objectives of the ÁROP is 'improving the quality of human resources'. Under the strategic aim of 'Increasing individual performance' ÁROP stipulates the **elaboration and introduction of a competence- and performance-based career management system**. It includes two actions relevant to this facet: - *Transforming individual performance appraisal system and connecting it to rewards of civil servants* - *Transforming in-service training system of civil servants, organizing new type of training*
Context	The survey was carried out in the central administration, Prime Minister's Office, Ministries, Central Government Offices, 51 organisations in total.
Reasoning	Measuring civil servant's commitment is one of the OP indicators of the State Reform Operative Program 2.2.1.-2007.
Indicator	The survey allowed to express their opinion about the following issues: ➢ Commitment (willingness to long-term stay, involvement to decision-making, characteristics of the leaders' behaviour, conflict management, working conditions, sharing of professional experience) ➢ Job security (fluctuation, objectivity of selection, working atmosphere) ➢ Recognition (overloaded working hours, professional / social recognition, relation between the quantity of work and recognition)

	➢ Motivation (drivers for higher performance and self- realization, importance of financial incentives and recognition-feedback)
Target	The next measurement will be carried out in 2012. The target is the level of maintenance.
Reference	See the attached file

OBJECTIVE:	*(COMMITTED CIVIL SERVANTS)*

Building block	4. STAFFING
Facet	3. MOTIVATION OF CIVIL SERVANTS
Document title	Magyary Program – Reform of the Hungarian Public Administration
Document type	Framework strategy
Document issuer	The document is under construction. It will be adopted by the Minister for Public Administration and Justice.
Objective	Under the strategic aim "committed employees" Magyary Program intends to reach higher commitment by introducing a new motivation system integrated into the new civil career model.
Context	In a geographical sense, Magyary Program covers the whole territory of Hungary. The document contains a conception about the organisation of the whole state and all the public administration functions. The Magyary Program is derived from the National Cooperation Program, a document which contains the Government's goals about the state and its organisation, the economic policy and provides a vision for Hungary for 2014. In the design of the Magyary Program, the framework strategy is complemented by sub-strategies which identify development directions and goals in various key subfields The following sub-strategies will be developed in order to achieve the goals set in the Magyary Program: • E-Public Administration Strategy, • Public Administration HR Strategy, • Territorial Public Administration Strategy, • Local Government Strategy.
Reasoning	Commitment of the civil servants lags behind the Hungarian average, which has several reasons as insecure circumstances, limited career paths, non performance-oriented remuneration, limited methods for recognition etc. All these facts led to lack of trust in civil service and civil ethos. The aim of the program is to offer a career model which allows both for a regular inspection of the performance of tasks and for individual career, and recognises excellent performance.
Indicator	• increasing social trust index towards civil servants • increasing civil servants commitment index
Target	There are no target values.
Reference	Not yet publicly available

OBJECTIVE:	Development of Public Administration Policy
Building block	4.Staffing
Facet	Motivation of civil servants
Document title	Guidelines for Development of the Public Administration Policy for 2008-2013 BETTER GOVERNANCE: ADMINISTRATION QUALITY AND EFFICIENCY
Document type	Guidelines
Document issuer	The Government of Latvia
Objective	The Guidelines cover all main elements essential for development of public administration – public administration processes, institutions and human resources, thus implementing a complex approach with regard to definition of lines of activity and tasks for the next planning period. Sub-objective: Skilled, competent and motivated public administration employees.
Context	The Guidelines are relevant for public administration in general, i.e., they are related to direct public administration institutions, to derived public persons (planning regions and local governments) and, with regard to some aspects, - to public authorities not subordinated to the Cabinet of Ministers and state capital companies which are assigned specific tasks of public administration.
Reasoning	The sub-objective remains the same nowadays although the public administration has faced radical changes. Responding to it a draft policy planning paper on HR development policy has been developed and submitted to the government.
Indicator	1. <u>Capacity building of human resources within public administration</u> Result: Introduction of a uniform remuneration system. Performance indicator: The amount of management agreements under the system of performance oriented remuneration does not exceed 40% of the monthly salary. Result: Development of a uniform personnel management IT system in the public administration. Performance indicator: The amount of institutions using the uniform IT system (%). 2. <u>Establishment and implementation of ethical standards</u> Result: Development and introduction of law and regulation "Code of Ethics of Public Administration Employees". Performance indicator: The number of seminars for public

	administration employees on ethics and loyalty in order to introduce "Code of Ethics of Public Administration Employees" 3. Improvement of education and training system for public administration employees Result: Creation of a quality system for the development of professional skills of employees working at any level of public administration. Performance indicator: The proportion of courses at public administration school that include knowledge assessment after completion of training.
Target	The targets are defined in the guidelines (see pages 39-43)
Reference	http://www.mk.gov.lv/file/files/valsts_parvaldes_politika/mkpamn_26052008_en.doc

OBJECTIVE:	Research on Socialpsychological Profile and Motivation of Civil Servant
Building block	4.Staffing
Facet	3.Motivation of civil servants
Document title	Research on Socialpsychological Profile and Motivation of Civil Servant
Document type	Research, 2005
Document issuer	State Chancellery of Latvia
Objective	The aim of the research was to help in development of optimal motivation programme in public administration. There was found out the spread of values and attitudes in the society of Latvia comparing the civil servants and employees in private sector. In more specific terms – satisfaction with the job, remuneration and social guaranties of ex- and existing civil servants.
Context	The survey was based on the interviews with civil servants, ex-civil servants and employees in the private sector.
Reasoning	To guarantee the outstanding performance of organization and provide qualitative services a motivated civil servant is one of main factors. It was necessary to find out what are the main motivators to work in public administration and what is the role of social guarantees. Special attention was paid to the questions: • Are civil servants different form employees in private sector; • What are the factors that motivate to work in civil service; • How is appraised the existing programme of social guarantees and it's role within the motivation?
Indicator	The indicators specified: • Profile of individual values • Image of public administration • Control, planning, career and evaluation of risks • Loyalty and motivation
Target	-
Reference	Available only in latvian.

OBJECTIVE: STAFF MOTIVATION GUIDE

Building block	4. Staffing
Facet	3. Motivation of Civil Servants
Document title	Motivational Guide, survey 2004-2005
Document type	a guide with good and practical ideas to motivate the staff
Document issuer	The National Agency of Civil Servants (NACS) Romania issued the document as a deliverable in a PHARE financed project: "Developing and Implementing Mechanisms for the Complete Enforcement of the Law Regarding the Statute of Civil Servants in Romania". The guide was approved by NACS's President, State Secretary of the Ministry of Administration and Interior.
Objective	NACS developed a guide related to the concept of motivation and was meant to reveal the motivational factors and the way they can help motivate the civil servants. Then, NACS disseminated the practical Motivational Guide to be used by the management and the HR departments in public institutions and authorities.
Context	The guide was destined to both local and national authorities and institutions and was developed within the civil servants management area.
Reasoning	There are two reasons for developing this type of guide to serve as a support for the management and HR departments to improve the motivation of civil servants in public institutions and authorities: the first would be the importance that fully motivated staff can have in improving performance and second, a more national-focused objective, the purpose of finding way in eliminating the main causes of staff lack of motivation: repetitive tasks and unclear instructions.
Indicator	The indicators were related to job satisfaction issues like their job descriptions, their daily tasks, rules and so on) 1. Decisional Coherence 2. Rules 3. Purposes, values, mission of the institution 4. Work meetings 5. Equity 6. Communication 7. Performance 8. Taking credit 9. Remuneration 10. Trust 11. Work environment
Target	-
Reference	The document is available on the internet, but it is in Romanian. At request, I can send a summary in English. http://www.anfp.gov.ro/DocumenteEditor/Upload/download/proiecte%20INCHEIATE%201/Ghid%20privind%20motivatia%20in%20functia%20publica.pdf

OBJECTIVE:	SURVEY OF MOTIVATION OF CIVIL SERVANTS

Building block	
Facet	MOTIVATION OF CIVIL SERVANTS
Document title	Civil Service People Survey 2010
Document type	Survey
Document issuer	Analysis and Insight Team Cabinet Office
Objective	The Civil Service survey provide leaders high quality information on the key drivers of enagement in their teams, so they can build upon their strengths and tackle their weaknesses.
Context	The survey covered 96 government departments and was accessible to over half a million civil servants. This survey is the largest of its kind in the UK.
Reasoning	The aim of the Civil Service is to create an environment where Civil Servants are positive advocates of what the Civil Service does , are fully committed to shaping better quality and better value public services.
Indicator	The survey allows staff the opportunity to voice their opinions on a number of important issues, including: • Their work • Their team • Organisational objectives • Line managers effectiveness • Learning and career development • Inclusion adn fair treatment • Resource and workload • Pay and benefits • Leadership and change management.
Target	There is no target value
Reference	http://beta.civilservice.gov.uk/about/improving/engagement/index.aspx http://beta.civilservice.gov.uk/about/improving/engagement/people-survey-2010.aspx

9.5. Motivation of civil servants: indicator templates

NAME OF PERF INDICATOR:	*SATISFACTION-MOTIVATION FACTORS*
Building block	*4. STAFFING*
Facet	*3. MOTIVATION OF CIVIL SERVANTS*
Description	*Motivation Factors*
Objective	*Find out more about degree of motivation and commitment of Commission Staff*
Context	*The indicator is related to all Staff members of the Commission*

Detailed description

Type of indicator/unit	*Outcome*
Type of result	*%*
Formula	*Answers to 6 criteria-parameters*
Description of the parameters	*The respondents were asked to give their level of satisfaction/dissatisfaction to the following:* *1. Your job content and tasks in general* *2. The informal/day-to-day acknowledgement for your work from your line manager* *3. The possibilities to take decisions and/or action within your area of work* *4. The level of responsibilities and tasks in your job* *5. At work, my opinions seem to count* *6. I have a wide range of possibilities for personal development*
Mode of interpretation	*Staff were asked to choose one of the following for each of the criteria:* *- Satisfied / Slightly agree* *- Very satisfied / Agree* *- Neutral* *- Dissatisfied / Slightly disagree* *- Very dissatisfied / Disagree* *From research done in other organisations, especially by Gallup, it seems that high level of agreement with the above statements correlate well with a highly motivated, highly effective workforce (www.gallup.com).*
Typical data sources	*Respondents' ratings.*
Typical frequency of measurement	*Every year, or every other year (since 2005).*

Typical biases	*No clearly defined biases were identified in the data- analysis.*
Validity	*The current data, with the distribution of the survey responses, was tested by comparing it with the distribution of staff by DG and the distribution of age groups from the actual staff figures .This testing revealed that the distribution of staff by DG in the survey only slightly deviates from the real distribution The distribution of age groups also only slightly deviates from the real distribution amongst the staff in the Commission. The data therefore provide basically a valid basis for analysis and comparison (6.950 respondents replied to the 2008 survey, which is about 28% of the total staff in the Commission)*
Limitations	*The questions that were used in the staff opinion survey were adapted for this context, for example, questions about direct service to citizens were eliminated as that is not an important role of Commission staff.*
Country / Organisation where in use (with URL / contact person)	*European Commission.* *Hubert Cousin* *Head of Unit* *European Commission - Human Resources and Security DG* *DG HR: Unit R3 – Finance and Internal Control* *Tel: +32-2-299.63.77* *Office: SC 11 06/034* *Hubert.COUSIN@ec.europa.eu*

NAME OF PERF INDICATOR:	*COMMITMENT*
Building block	*4. STAFFING*
Facet	*3. MOTIVATION OF CIVIL SERVANTS*
Description	*COMMITMENT TO THE COMMISSION AS AN ORGANISATION*
Objective	*The survey on the Commission as a workplace give the Commission a better sense of the level of staff satisfaction and related issues, including motivations for working for the commission and commitment to it as an organisation.*
Context	*The indicator is related to all Staff members of the Commission*
Detailed description	
Type of indicator/unit	*Outcome*
Type of result	*%*
Formula	*Answers to 8 criteria-parameters.*
Description of the parameters	*1. I am proud to work for the Commission* *2. I am proud to tell others that I am employed by the Commission* *3. I recommend others to apply for a job in the Commission* *4. I am willing to put in a great deal of effort beyond what is normally expected* *5. I find that my values and the Commission's values are very similar* *6. It would not take much to cause me to leave the Commission* *7. Deciding to work for the Commission was definitely a mistake on my part* *8. There is not much to be gained by staying with the Commission indefinitely*
Mode of interpretation	*Staff were asked to choose one of the following for each of the criteria:*

	- *Slightly agree* - *Agree* - *Neutral* - *Slightly disagree* - *Disagree* *For criteria 1-5 the level of agreement is proportional to the level of commitment.* *For criteria 6-8 the level of agreement is inversely proportional to the level of commitment.*
Typical data sources	*Staff answers.*
Typical frequency of measurement	*Every year, or every other year (since 2005).*
Typical biases	*No clearly defined biases were identified in the data- analysis.*
Validity	*The current data, with the distribution of the survey responses, was tested by comparing it with the distribution of staff by DG and the distribution of age groups from the actual staff figures .This testing revealed that the distribution of staff by DG in the survey only slightly deviates from the real distribution The distribution of age groups also only slightly deviates from the real distribution amongst the staff in the Commission. The data therefore provide basically a valid basis for analysis and comparison (6.950 respondents replied to the 2008 survey, which is about 28% of the total staff in the Commission)*
Limitations	*The questions that were used in the staff opinion survey were adapted for this context, for example, questions about direct service to citizens were eliminated as that is not an important role of Commission staff.*
Country / Organisation where in use (with URL / contact person)	*European Commission* *Hubert Cousin* *Head of Unit* *European Commission - Human Resources and Security DG* *DG HR: Unit R3 – Finance and Internal Control* *Tel: +32-2-299.63.77* *Office: SC 11 06/034* *Hubert.COUSIN@ec.europa.eu*

NAME OF PERF INDICATOR:	*MOTIVATION UPON ENTRY*
Building block	*4. STAFFING*
Facet	*3. MOTIVATION OF CIVIL SERVANTS*
Description	*The reasons for joining the Commission, at the time of the selection and recruitment.*
Objective	*Knowledge of the reasons for joining the Commission might help towards a better targeted selection and recruitment process, and better management of existing staff.*
Context	*The indicator is related to all Staff members of the Commission*
Detailed description	
Type of indicator/unit	*Outcome*
Type of result	*Preference selection (descending order).*
Formula	*Respondents could select one to up-to 3 answers out of 9 criteria-parameters.*
Description of the parameters	*Respondents were asked to choose from the following* *1.* I wanted to work in an international organisation. *2.* The remuneration and benefits are good. *3.* I am committed to building Europe *4.* The work is challenging and interesting. *5.* It was an opportunity for career enhancement. *6.* For personal or family reasons *7.* I wanted to be able to shape European policy. *8.* It was a natural progression, as my studies focused on Europe. *9.* I had a strong interest in a specific policy area.
Mode of interpretation	*The numbers are related to the importance of the criterion, i.e the higher the number the more important the criterion for joining the commission.*
Typical data sources	*Staff's preferences.*

Typical frequency of measurement	*Every year, or every other year (since 2005).*
Typical biases	*No clearly defined biases were identified in the data-analysis.*
Validity	*The current data, with the distribution of the survey responses, was tested by comparing it with the distribution of staff by DG and the distribution of age groups from the actual staff figures .This testing revealed that the distribution of staff by DG in the survey only slightly deviates from the real distribution The distribution of age groups also only slightly deviates from the real distribution amongst the staff in the Commission. The data therefore provide basically a valid basis for analysis and comparison (6.950 respondents replied to the 2008 survey, which is about 28% of the total staff in the Commission)*
Limitations	*The questions that were used* *in the staff opinion survey were adapted for this context, for example, questions about direct service* *to citizens were eliminated as that is not an important role of Commission staff.*
Country / Organisation where in use (with URL / contact person)	*European Commission* *Hubert Cousin* *Head of Unit* *European Commission - Human Resources and Security DG* *DG HR: Unit R3 – Finance and Internal Control* *Tel: +32-2-299.63.77* *Office: SC 11 06/034* *Hubert.COUSIN@ec.europa.eu*

NAME OF PERF INDICATOR:	*PUBLIC SERVICE MOTIVATION*
Building block	*4.STAFFING*
Facet	*3. MOTIVATION OF CIVIL SERVANTS*
Description	*Public service motivation (PSM) is defined as motivation to contribute to the common interest.*
Objective	*The objective is to measure public service motivation among Commission staff in order to improve management. By better understanding motivation , more effective management becomes possible.*
Context	*The indicator is related to all Staff members of the Commission*
Detailed description	
Type of indicator/unit	*Outcome*
Type of result	*Score*
Formula	*Staff were asked to give their score(0-5) to 8 parameters*
Description of the parameters	*1. Serving the European public interest is an important drive in my daily life (at work or outside work)* *2. What I do should contribute to the welfare of European citizens* *3. To me, serving the European public interest is more important than helping individual persons* *4. I am prepared to make important sacrifices for the good of the European Union* *5. Making a difference in European society means more to me than personal achievements* *6. It is important that officials account for the resources that are used* *7. I seldom think about the welfare of people whom I do not know personally* *8. Administrative transparency should be an important priority or the Commission*
Mode of interpretation	*The higher the mean score the higher the level of public service motivation. There was no target value, but the result is considered rather high and is comparable to, or even slightly higher than, responses from national governments.*
Typical data sources	*Respondents' ratings*
Typical frequency of measurement	*Every year, or every other year since 2005*
Typical biases	*No clearly defined biases were identified in the data analysis*

Validity	*The current data, with the distribution of the survey responses, was tested by comparing it with the distribution of staff by DG and the distribution of age groups from the actual staff figures .This testing revealed that the distribution of staff by DG in the survey only slightly deviates from the real distribution The distribution of age groups also only slightly deviates from the real distribution amongst the staff in the Commission. The data therefore provide basically a valid basis for analysis and comparison (6.950 respondents replied to the 2008 survey, which is about 28% of the total staff in the Commission)*
Limitations	*The questions that were used* *in the staff opinion survey were adapted for this context, for example, questions about direct service to citizens were eliminated as that is not an important role of Commission staff.*
Country / Organisation where in use (with URL / contact person)	*European Commission* *Ms Diewokova Tereza* *European Commission - Human Resources and Security DG* *DG HR: Unit R3 – Finance and Internal Control* *Tel: +32-2-295.05.74* *Office: SC 11 06/063* HR-EVALUATION@ec.europa.eu

NAME OF PERF INDICATOR:	*RELATIVE AUTONOMY-AUTONOMOUS MOTIVATION*
Building block	*4. STAFFING*
Facet	*3. MOTIVATION OF CIVIL SERVANTS*
Description	*Unlike public service motivation, the concept of relative autonomy focuses not on specific values, but on work motivation in general.*
Objective	*To distinguish between motivation for an action stemming from within the person (autonomous) or from a source of explicit or implicit external control(controlled motivation).*
Context	*The indicator is related to all Staff members of the Commission*

Detailed description

Type of indicator/unit	*Outcome*
Type of result	*score*
Formula	*Answers to 8 criteria-parameters:* *-4 questions were about controlled motivation(2 External, 2 Introjection)* *-4 questions were about autonomous motivation(2 Identification, 2 Intrinsic motivation)*
Description of the parameters	Questions on Relative Autonomy that were included in the survey were: At work, I always try to do my best because: (Controlled): 1.Otherwise, I might create problems for myself Extr 2.Otherwise, I risk receiving a negative staff appraisal(CDR) Extr 3.Otherwise, I will feel guilty about it Introj 4.Otherwise, I will feel bad about it Introj (Autonomous): 5.I would like to be a good official or member of staff Id 6.I consider it my duty Id 7.I think my job is interesting Intr 8.I enjoy it Intr
Mode of interpretation	*The measurement scale (Relative Autonomy Index or RAI) ranges from -12 (completely controlled motivation) to 12(completely autonomous motivated). The midpoint of 0 indicates a balance between autonomous and controlled motivation.*

	It is calculated by weighting the mean external regulation scores by -2, the mean introjection scores by -1, the mean identification scores by +1 and the mean intrinsic motivation by +2. ***In general, Commission staff score moderately high on autonomous motivation.*** *An average score of 3,13 indicates that a majority of staff find their motivation from within themselves (because they think the job is important to them or because they enjoy what they are doing).*
Typical data sources	*Respondents' scores.*
Typical frequency of measurement	*Every year, or every other year (since 2005).*
Typical biases	*No clearly defined biases were identified in the data- analysis.*
Validity	*The current data, with the distribution of the survey responses, was tested by comparing it with the distribution of staff by DG and the distribution of age groups from the actual staff figures .This testing revealed that the distribution of staff by DG in the survey only slightly deviates from the real distribution The distribution of age groups also only slightly deviates from the real distribution amongst the staff in the Commission. The data therefore provide basically a valid basis for analysis and comparison* ***(6.950 respondents replied to the 2008 survey, which is about 28% of the total staff in the Commission)***
Limitations	*The questions that were used in the staff opinion survey were adapted for this context, for example, questions about direct service to citizens were eliminated as that is not an important role of Commission staff.*
Country / Organisation where in use (with URL / contact person)	*European Commission.* *Ms Diewokova Tereza* *European Commission - Human Resources and Security DG* *DG HR: Unit R3 – Finance and Internal Control* *Tel: +32-2-295.05.74* *Office: SC 11 06/063* HR-EVALUATION@ec.europa.eu

NAME OF PERF INDICATOR:	*NEGATIVE RECRUITMENT RATE*
Building block	4. Staffing
Facet	3. Motivation of Civil Servants
Description	This indicator measures the outflow of newly recruited staff within a determined laps of time
Objective	Measuring the rate of outflow of newly recruited staff within a period of 18 months after inflow as a indicator of personnel mobility but indirectly indicates the degree of personal commitment to the organization, the satisfaction and motivation to stay as well as the functioning of the organization
Context	Part of 20 central federal monitored HR-trends covering the entire staff with benchmarking of all participating public bodies.

Detailed description

Type of indicator/unit	Outcome
Type of result	%
Formula	$(N^{agents(IN)}(\text{Year } Y + \text{Year } Y\text{-}1)) - (N^{agents(OUT)\text{ with seniority } < 18\text{ months}}(\text{Year } Y + \text{Year } Y\text{-}1)) / (N^{agents(IN)}(\text{Year } Y + \text{Year } Y\text{-}1))$
Description of the parameters	- Number (N, absolute numbers) of agents entering the public body in question during the year Y and the year prior to that year Y - Number (N, absolute numbers) of agents leaving the same public body within a period of 18 months after their inflow during that same period
Mode of interpretation	A high ratio indicates a high turnover which can be monitored over certain periods (is there an evolution? Could be a isolated moment or is it a continuous outcome?) both at the level of the organization and at the macro level, i.e. the group of organizations doing the same monitoring (benchmarking). The benchmarked ratio could serve as a target but is foremost a beacon for each individual organisation where it stands, for the reasons it has.
Typical data sources	All data are delivered by and are the responsibility of the HR-services of the participating organizations
Typical frequency of measurement	Every year globally, and organizations entering the exercise for the first time at the moment of their participation. The results are presented to the Network of HR-managers, the Forum of the Chairpersons of the federal public services and the Forum of Administrators general of the Public Bodies of Social Security
Typical biases	The correctness of the data on which the ratio is

	calculated
Validity	The result (and the results related to the other indicators) is for exclusive use within the management system and the board of directors of each organization.
Limitations	This result is a picture taken, it's a fact at moment X. Its' validity is temporal and has no universal and everlasting validity, nor does it or explains it the causes, nor is it to function as a stigma.
Country / Organisation where in use (with URL / contact person)	Belgium, federal administration (central administration and participating public bodies) Federal Public Service on Personnel and Organization DG Organizational and Personnel Development Jack Hamande, Director General Jack.hamande@p-o.belgium.be 00 32 2 790 54 60 Ben Smeets, Director Ben.smeets@p-o.belgium.be 00 32 2 790 53 20

NAME OF PERF INDICATOR:	***TURNOVER***
Building block	4. Staffing
Facet	3. Motivation of Civil Servants
Description	This indicator measures the outflow of staff at a certain moment in time
Objective	Measuring the rate of outflow of staff as a indicator of personnel mobility but indirectly indicates the degree of personal commitment to the organization, the satisfaction and motivation to stay as well as the functioning of the organization
Context	Part of 20 central federal monitored HR-trends covering the entire staff with benchmarking of all participating public bodies.

Detailed description

Type of indicator/unit	Outcome
Type of result	%
Formula	$(N^{agents(IN)}+N^{agents(OUT)}) / (2 * N^{agents})$
Description of the parameters	- Number (N, absolute numbers) of agents having entered the public body - Number (N, absolute numbers) of agents having left the same public body - Number (N, absolute numbers) of agents belonging to the organization
Mode of interpretation	A high ratio indicates a high turnover which can be monitored over certain periods (is there an evolution? Could be a isolated moment or is it a continuous outcome?) both at the level of the organization and at the macro level, i.e. the group of organizations doing the same monitoring (benchmarking). The benchmarked ratio (2009: 10%) could serve as a target but is foremost a beacon for each individual organisation where it stands, for the reasons it has.
Typical data sources	All data are delivered by and are the responsibility of the HR-services of the participating organizations
Typical frequency of measurement	Every year globally, and organizations entering the exercise for the first time at the moment of their participation. The results are presented to the Network of HR-managers, the Forum of the Chairpersons of the federal public services and the Forum of Administrators general of the Public Bodies of Social Security
Typical biases	The correctness of the data on which the ratio is calculated

Validity	The result (and the results related to the other indicators) is for exclusive use within the management system and the board of directors of each organization.
Limitations	This result is a picture taken, it's a fact at moment X. Its' validity is temporal and has no universal and everlasting validity, nor does it or explains it the causes, nor is it to function as a stigma.
Country / Organisation where in use (with URL / contact person)	Belgium, federal administration (central administration and participating public bodies) Federal Public Service on Personnel and Organization DG Organizational and Personnel Development Jack Hamande, Director General Jack.hamande@p-o.belgium.be 00 32 2 790 54 60 Ben Smeets, Director Ben.smeets@p-o.belgium.be 00 32 2 790 53 20

NAME OF PERF INDICATOR:	*INTERNAL MOBILITY*
Building block	4. Staffing
Facet	3. Motivation of Civil Servants
Description	This indicator measures the changes made by staff inside the organization
Objective	Measuring the rate of internal changes of staff as a indicator of personnel mobility but indirectly indicates the degree of personal commitment to their original place within the organization, the satisfaction and motivation to stay/to change for another section or direction as well as the functioning of the organization, both at micro as at macro level
Context	Part of 20 central federal monitored HR-trends covering the entire staff with benchmarking of all participating public bodies.

Detailed description

Type of indicator/unit	Outcome
Type of result	%
Formula	$N^{agents(in\ internal\ mobility)} / N^{agents}$
Description of the parameters	- Number (N, absolute numbers) of agents in internal mobility - Number (N, absolute numbers) of agents of the organization
Mode of interpretation	Every organization has an internal mobility. It can be a good marker of using the available in-house HR for their abilities and competencies, of offering job openings within the organization. On the negative side it could be a marker for labour relations /working conditions within a certain section. In that sense, a high ratio indicates a threshold that is to be monitored over certain periods. The benchmarked ratio (2009: 10%) could serve as a target but is foremost a beacon for each individual organisation where it stands, for the reasons it has.
Typical data sources	All data are delivered by and are the responsibility of the HR-services of the participating organizations
Typical frequency of measurement	Every year globally, and organizations entering the exercise for the first time at the moment of their participation. The results are presented to the Network of HR-managers, the Forum of the Chairpersons of the federal public services and the Forum of Administrators general of the Public Bodies of Social Security
Typical biases	The correctness of the data on which the ratio is calculated

Validity	The result (and the results related to the other indicators) is for exclusive use within the management system and the board of directors of each organization.
Limitations	This result is a picture taken, it's a fact at moment X. Its' validity is temporal and has no universal and everlasting validity, nor does it or explains it the causes, nor is it to function as a stigma.
Country / Organisation where in use (with URL / contact person)	Belgium, federal administration (central administration and participating public bodies) Federal Public Service on Personnel and Organization DG Organizational and Personnel Development Jack Hamande, Director General Jack.hamande@p-o.belgium.be 00 32 2 790 54 60 Ben Smeets, Director Ben.smeets@p-o.belgium.be 00 32 2 790 53 20

NAME OF PERF INDICATOR:	*EXTERNAL MOBILITY*
Building block	4. Staffing
Facet	3. Motivation of Civil Servants
Description	This indicator measures the career changes made by staff inside the federal level
Objective	Measuring the rate of external career changes of staff as a indicator of personnel mobility and possibility for career development but indirectly indicates the degree of personal commitment to their organization of origin, the satisfaction and motivation to stay/to change for another organization as well as the functioning of the organization
Context	Part of 20 central federal monitored HR-trends covering the entire staff with benchmarking of all participating public bodies.

Detailed description

Type of indicator/unit	Outcome
Type of result	%
Formula	$N^{\text{agents(entered through external mobility)}} / N^{\text{agents(entered)}}$
Description of the parameters	- Number (N, absolute numbers) of agents entered through means of external mobility - Number (N, absolute numbers) of agents entered
Mode of interpretation	External mobility is one way to recruit staff and it's has priority over external recruitment. It can be a good marker of using the internal market as resource, but on the negative side it could be a marker for labour relations /working conditions within a certain organization. In that sense, a high ratio indicates a threshold that is to be monitored over certain periods. The benchmarked ratio (2009: 10%) could serve as a target but is foremost a beacon for each individual organisation where it stands, for the reasons it has.
Typical data sources	All data are delivered by and are the responsibility of the HR-services of the participating organizations
Typical frequency of measurement	Every year globally, and organizations entering the exercise for the first time at the moment of their participation. The results are presented to the Network of HR-managers, the Forum of the Chairpersons of the federal public services and the Forum of Administrators

	general of the Public Bodies of Social Security
Typical biases	The correctness of the data on which the ratio is calculated
Validity	The result (and the results related to the other indicators) is for exclusive use within the management system and the board of directors of each organization.
Limitations	This result is a picture taken, it's a fact at moment X. Its' validity is temporal and has no universal and everlasting validity, nor does it or explains it the causes, nor is it to function as a stigma.
Country / Organisation where in use (with URL / contact person)	Belgium, federal administration (central administration and participating public bodies) Federal Public Service on Personnel and Organization DG Organizational and Personnel Development Jack Hamande, Director General Jack.hamande@p-o.belgium.be 00 32 2 790 54 60 Ben Smeets, Director Ben.smeets@p-o.belgium.be 00 32 2 790 53 20

NAME OF PERF INDICATOR:	*EMPLOYEE SATISFACTION RATE*
Building block	4. Staffing
Facet	3. Motivation of Civil Servants
Description	This indicator measures the employee satisfaction within an organization
Objective	Measuring the rate of satisfaction is a direct indicator of satisfaction as possible exponent of the degree of personal commitment to their organization of origin, the satisfaction and motivation to stay/to change for another organization as well as the functioning of the organization
Context	Part of 20 central federal monitored HR-trends covering the entire staff with benchmarking of all participating public bodies.

Detailed description

Type of indicator/unit	Outcome
Type of result	%
Formula	Aggregate indicator based on the measured individual perception of staff on different domains and situations formulated in 54 generic questions and 1 general overall satisfaction question to which they can reply on a 5 point Likert scale
Description of the parameters	• Job content (7 domains) • Working environment (5 domains) • Recognition of the individual staff member (6 domains) • Career of the individual staff member (8 domains) • Empowerment of the individual staff member (5 domains) • Perception of the team and the team leader (5 domains) • Interpersonal relationships (7 domains) • Communication (4 domains) • Organizational culture (7 domains) • Overall satisfaction (1 question)
Mode of interpretation	Personnel satisfaction is a good marker. A high ratio indicates a good satisfaction that in order to be sustained it is to be monitored over certain periods. The benchmarked ratio (2009: 70%) could serve as a target but is foremost a beacon for each individual organisation where it stands, for the reasons it has.

Typical data sources	All data are entered directly and individually on an on-line tool on a host server managed by the FPS P&O by every member of staff without intervention of the scrutinized organization
Typical frequency of measurement	At the demand of the organization. The results are presented to the organization and in the framework of the FED-20 its' result is entered in the global assessment and then presented Network of HR-managers, the Forum of the Chairpersons of the federal public services and the Forum of Administrators general of the Public Bodies of Social Security
Typical biases	Gaming in replying
Validity	The result (and the results related to the other indicators) is for exclusive use within the management system and the board of directors of each organization.
Limitations	This result is a picture taken, it's a fact at moment X. Its' validity is temporal and has no universal and everlasting validity, nor does it or explains it the causes, nor is it to function as a stigma.
Country / Organisation where in use (with URL / contact person)	Belgium, federal administration (central administration and participating public bodies) Federal Public Service on Personnel and Organization DG Organizational and Personnel Development Jack Hamande, Director General Jack.hamande@p-o.belgium.be 00 32 2 790 54 60 Ben Smeets, Director Ben.smeets@p-o.belgium.be 00 32 2 790 53 20

NAME OF PERF INDICATOR:	***EMPLOYEE ABSENTEEISM RATE***
Building block	4. Staffing
Facet	3. Motivation of Civil Servants
Description	This indicator measures the employee absenteeism rate within an organization
Objective	Measuring the rate of absenteeism is a direct indicator of satisfaction as a possible exponent of the degree of personal satisfaction and motivation to stay/to change for another organization as well as the functioning of the organization
Context	Part of 20 central federal monitored HR-trends covering the entire staff with benchmarking of all participating public bodies.

Detailed description

Type of indicator/unit	Outcome
Type of result	%
Formula	$N^{\text{days classified as sickness leave}} / N^{\text{working days}}$
Description of the parameters	- Number (N, absolute) of days classified as sickness leave for the entire staff within the organization that are liable to be taken into account (e.g. not days for maternity leave) - Number (N, natural number) of working days based on the formula (260 * $N^{\Sigma FTE}$)
Mode of interpretation	Personnel absenteeism is a good marker. A high ratio indicates a low satisfaction/commitment that in order to be sustained it is to be monitored over certain periods. The benchmarked ratio (2009: 4%) could serve as a target but is foremost a beacon for each individual organisation where it stands, for the reasons it has.
Typical data sources	All data are provided for and under the responsibility of the HR-services of the organization. Those data are liable to be matched with the data of the Agency for Medical Expertise (MEDEX), if available
Typical frequency of measurement	MEDEX is responsible for the standing measurement. The organization measures whenever it plans to do so. The results are integrated in the global assessment of the FED-20 and then presented Network of HR-managers, the Forum of the Chairpersons of the federal public services and the Forum of Administrators general of the Public Bodies of Social Security

Typical biases	Incomplete or biased data
Validity	The result (and the results related to the other indicators) is for exclusive use within the management system and the board of directors of each organization.
Limitations	This result is a picture taken, it's a fact at moment X. Its' validity is temporal and has no universal and everlasting validity, nor does it or explains it the causes, nor is it to function as a stigma.
Country / Organisation where in use (with URL / contact person)	Belgium, federal administration (central administration and participating public bodies) Federal Public Service on Personnel and Organization DG Organizational and Personnel Development Jack Hamande, Director General Jack.hamande@p-o.belgium.be 00 32 2 790 54 60 Ben Smeets, Director Ben.smeets@p-o.belgium.be 00 32 2 790 53 20

NAME OF PERF INDICATOR:	*MOTIVATION INDICATOR (DEPENDENT VARIABLES)*

Building block	4. STAFFING
Facet	3. MOTIVATION OF CIVIL SERVANTS
Description	Indicator of Motivation [and indicators of ambassador willingness, job satisfaction and job attachment degree]
Objective	The State Employer's Authority carried out a Motivation Survey in the State Sector in 2006 to shed light on how motivated state sector employees are and what factors are the drivers behind their motivation.
Context	The survey is carried out in the national state sector - all parts of the state sector are represented. Out of the target group of approx. 125.000 employees was a random sample of 13.000 employees extracted. 8.600 answered, corresponding to 67 percent. This gives solid basis for constructing a representative and valid picture of the target group (state employees).

Detailed description

Type of indicator/unit	Output
Type of result	Motivation of State Sector employees where the primary dependent variable: 6. Job motivation (79%) Resultat for the secondary dependent variables where indicators of: 7. Ambassador willingness (90%) 8. Job satisfaction (75%) 9. Job attachment degree (62%)
Formula	79 percent of state sector employees completely agree or agree that they are highly motivated about their work (descriptive data)
Description of the parameter	Motivation index constructed of the following questions: • I am highly motivated about my work • I look forward to go to work • I am very much involved in my work

	• I am willing to put in an extra effort when it is necessary Ambassador willingness is measured by: • The employees positive mentioning of the workplace in public Job satisfaction is measured by: • The employees satisfaction with the current job Job attachment is measured by: • If the employee is having plans of changing job
Mode of interpretation	There is no standard value to be targeted.
Typical data sources	Survey questionnaire
Typical frequency of measurement	The survey is not carried out on an annual basis, the last time was in 2000. Instead some indicators are investigated through other surveys, perhaps not in precisely the same form.
Typical biases	Representativeness
Validity	The construction of an index should minimize the risk of missing the point of measurement e.g. input indicators.
Limitations	-
Country / Organisation where in use (with URL / contact person)	www.perst.dk Sara Johanne Husted Head of Sector State Employer's Authority Frederiksholms Kanal 6 DK-1220 Copenhagen K Tel. +45 33 92 91 77

NAME OF PERF INDICATOR:	*FACTORS BEHIND MOTIVATION - INDICATORS*

Building block	4. STAFFING
Facet	3. MOTIVATION OF CIVIL SERVANTS
Description	Indicator of factors behind motivation
Objective	The State Employer's Authority carried out a Motivation Survey in the State Sector in 2006 to shed light on how motivated state sector employees are and what factors are the drivers behind their motivation.
Context	The survey is carried out in the national state sector - all parts of the state sector are represented. Out of the target group of approx. 125.000 employees was a random sample of 13.000 employees extracted. 8.600 answered, corresponding to 67 percent. This gives solid basis for constructing a representative and valid picture of the target group (state employees).

Detailed description

Type of indicator/unit	Input/explanatory factors of motivation
Type of result	The hierarchy of the driving factors behind motivation of State Sector employees' Motivation: 1. Job content (r = 0,67) 2. Competence and career opportunities (r = 0,50) 3. Reputation (r = 0,48) 4. Working environment and cooperation (r = 0,42) 5. Management (r = 0,34) 6. Diversity (r = 0,24) 7. Special employment conditions (r = 0,18) 8. Pay (r = 0,17) 9. Flexibility (r = 0,17)
Formula	Pierson correlation (r) estimates the strength of the association between each factor and the dependent variable, motivation
Description of the parameters	Driving factors behind motivation: 17. Job content (index) 18. Competence and career opportunities (index) 19. Reputation (index) 20. Working environment and cooperation (index) 21. Management (index)

	22. Diversity (index) 23. Special employment conditions (index) 24. Pay (index) 25. Flexibility (index)
Mode of interpretation	An increase of one standard deviation in each of the factors corresponds to a change of *r* in the dependent variable, motivation. There is no standard value to be targeted.
Typical data sources	Survey questionnaire
Typical frequency of measurement	The survey is not carried out on an annual basis, the last time was in 2000. Instead some indicators are investigated through other surveys, perhaps not in the precise same form. In 2010 a survey investigating the relationship between performance pay and the employer's ability to motivate employees were carried out, see *Survey on pay in the state sector, Epinion for The State Employers Authority, 2010*.
Typical biases	Representativeness
Validity	The construction of an index should minimize the risk of missing the point of measurement e.g. input indicators
Limitations	-
Country / Organisation where in use (with URL / contact person)	www.perst.dk Sara Johanne Husted Head of Sector State Employer's Authority Frederiksholms Kanal 6 DK-1220 Copenhagen K Tel. +45 33 92 91 77

NAME OF PERF INDICATOR:	*MOTIVATION INDICATOR*

Building block	4. STAFFING
Facet	3. MOTIVATION OF CIVIL SERVANTS
Description	Indicator of Motivation [especially indicator of position motivation]
Objective	The Ministry of Interior voted the law 3230 in 2004 in order to enhance the efficiency, effectiveness and quality of function of public services and also to establish an integrated system goal-setting. Also, the reformation of law 3528/2007 will motivate the employees because their evaluation will be connected with the achievement of their predetermined objectives and their skills. Addidtional, in another new law, which is under negotations, the productivity and effectiveness will be realted directly to pay system, but this will be ready in about 4-5 months.
Context	These laws concern the national, regional and local public sector.

Detailed description

Type of indicator/unit	Efficiency and Effectiveness
Type of result	% of public sector employees out of the total, who is motivated and applies for higher positions requirements. The driving factors behind position motivation of public sector employees through their evaluation for promotion: 10. Job content 11. Competence and career opportunities 12. Working environment and cooperation 13. Management 14. Diversity 15. Special employment conditions 16. Pay
Formula	The evaluation of employees carried out in two sections: a) the objectives set b) skills of staff Those two sections count each time by different emphasis, depending on the hierarchical level to which the assessed public servant belongs. First, the public servants are evaluated by a grading scale

	of the achievement of their objectives and classified into five performance levels. The sum of units of each objective is divided by the number of objectives and this consists of the final score of objectives' achievement. Then, public servants are evaluated by a grading scale of capacity-skills. Each individual criterion of evaluation is rated by the evaluator with a full degree, which according to the objective crisis is appropriate for the corresponding criterion for the assessed person. The scale of points defined by 1 to 100, with a maximum degree of 100 and a lower degree of 1. The final grade of each evaluated person derived from the sum of the degree of capacity-skills and the degree of objectives, such as these arising after their multiplication with the respective specific rate.
Description of the parameter	Motivation is estimated by a grading scale of the achievement of objectives and classified into the following five performance levels by every default objective to: i) Level 1: 1-25% achievement of objectives. Scored 1-25 points. ii) Level 2: 26-50% achievement of objectives. Scored 26-50 points. iii) Level 3: 51-75% achievement of objectives. Scored 51-75 points. iv) Level 4: 76-99% achievement of objectives. Scored 76-99 points. v) Level 5: 100% after reaching objectives. Scored 100 points. The criteria of skills' evaluation of public servants are: 1) Leadership 2) Interpersonal relations / environmental acceptability within and outside the service. 3) Human resource management 4) Knowledge Object 5) Adapting to new objects / conditions 6) Analytical and synthetic thinking and capacity 7) Design and Project Management 8) Initiative 9) Decision Making 10) Management Problems and Resolution – troubleshooting 11) Allocate development / training 12) Orientation to serve the citizen or other services. 13) Contact 14) Consistency and dedication to work

	15) Collaboration Additionally, some more specific indicators, that are useful to measure some of the previous criteria but also the rate of achievement of objectives: 6. The time of correspondence in the demands of citizens, 7. The rate of satisfaction of complaints that are submitted, 8. The application of new technologies, 9. The cost of management *10.* The quality of provided services
Mode of interpretation	There is no standard value to be targeted, but if the ratio of public servants, who have been evaluated high, is large, then this means that they are highly motivated for promotion.
Typical data sources	Public servants' evaluation
Typical frequency of measurement	The evaluation is carried out on an annual basis. This year is the first that this law is applied.
Typical biases	We can't be sure if the evaluation is objective at all the cases
Validity	The point of measurement may be missed because this measurement system is general and wide.
Limitations	-
Country / Organisation where in use (with URL / contact person)	www.gspa.gr Manolis Klinakis Ministry of Interior General Secretariat of Public Administration and E-Government General Directory of Personnel Status Human Resourse Management Directory Vasillis Sofias 15 10674 Athens Greece Tel: +302131313340

NAME OF PERF INDICATOR:	*COMMITMENT INDEX*

Building block	*4. STAFFING*
Facet	3. MOTIVATION OF CIVIL SERVANTS
Description	*The measurement of the commitment of civil servants was carried out in 2008 based on the objectives defined by the State Reform OP. The commitment index was composed by the results from three main focus areas of the survey: SAY – positively speaking about the work place; STAY – long-term willingness to remain at the work place; STRIVE – being motivated to do everything to reach the goals of the organisation.*
Objective	*The measurement of this indicator was carried out once so far; the launch of the second measurement is planned in 2011.*
Context	*The indicator is related to national level.*

Detailed description

Type of indicator/unit	*Output*
Type of result	*%*
Formula	*The result of the indicator shows the percentage of the committed employees in the civil service organisations.*
Description of the parameters	*The questions related to the above mentioned three aspects (SAY, STAY, STRIVE) are measured in a 1-6 scale, we speak about committed employee, if the average of the given answers is higher than 4,5.*
Mode of interpretation	*The result in the public sector is comparable with the same indicator result at the Best Workplaces, which is measured and published every year in the market sphere in Hungary. In 2008 the result in the public administration lags behind from the average of the Best Workplaces. Out target is to get closer.*
Typical data sources	*Survey, Expert assessment*
Typical frequency of measurement	*Since the measurement in the public service was done as a one-time activity, the typical frequency cannot be appointed yet.*
Typical biases	*After the State Reform OP is finished, the carrying-on of the measurement is not declared yet.*
Validity	*This measurement method is standardized in the whole world, but probably not wide spread in the public sector yet.*
Limitations	*Filling the questionnaire was voluntary. It is hard to calculate the rate of less committed employees*

	answering the questions.
Country / Organisation where in use (with URL / contact person)	*National Institute of Public Administration* *1054 Budapest, Hungary* *Alkotmány u. 25.* *Contact person: Gergely Papp (titkarsag@nki.gov.hu)*

9.6. Client satisfaction: objective templates

OBJECTIVE:	**PUBLICATION OF THE NATIONAL BAROMETER ON QUALITY OF SERVICE (CONDUCTED BY THE FRENCH ADMINISTRATION)**

Building block	6. Service delivery
Facet	Customer satisfaction
Document title	Council for the modernization of the public policies – June 30th 2010
Document type	This council decided on a biannual publication of the public services quality barometer. Thanks to this tool, the administration may communicate to any citizen advances in the field of modernization and simplification of their administrative shores.
Document issuer	The Directorate General For state Modernisation.
Objective	The Public Services Barometer has a double target : - It's a strong driver to modernize the administration. - It's an openness communication tool, for French citizens.
Context	The survey was developed within a national initiative. This barometer has to be clear and understandable. Each administrative step undertaken by the customer is measured by an synthetic indicator. From the reception desk to complaint. Theses indicators measure - public service quality : they are performance indicators ; - customer's perception : they are satisfaction indicators.
Reasoning	
Indicator	Indicators deal with reception, life events, and possibility of complaining. For instance: "I'm welcomed by the casualty department" / percentage of patient accepted in four hours or less / Percentage of customers satisfied by the time-wait.
Target	French population
Reference	The document is available on the internet (French link)

OBJECTIVE:	**PUBLICATION OF A NATIONAL BAROMETER ON THE OPINION OF FRENCH CITIZENS ABOUT PUBLIC POLICIES AND CUSTOMER SATISFACTION (CONDUCTED BY THE INSTITUTE PAUL DELOUVIER, AN INDEPENDANT THINK TANK)**

Building block	6. Service delivery

Facet	Customer satisfaction.
Document title	'Customer voice' Public services satisfaction barometer.
Document type	Publication of the survey: twice a year.
Document issuer	Think tank independent "Institut Paul Delouvrier"
Objective	Measure the opinion and the satisfaction of French customer regarding public policies fields. Method: telephone interview of a representative sample of 1000 citizens and nearly 5000 "customers". (Cf Delouvrier document.)
Context	The survey is conducted at a national level. Delouvrier think tank conducted an European survey, only about opinion about the image of public services. (Greece, France, Germany, Spain, United Kingdom, Portugal, Italy, Poland.)
Reasoning	The main reason behind conducting such a survey was the need to - measure the users/ client satisfaction - Pressure ministries and enforce their communication and their action toward customers - to give the opportunity to the different ministries to benchmark and compare their action.
Indicator	Only indicators of perception on the above issues
Target	French population , politicians
Reference	The document is available on the internet. In French http://www.delouvrier.org/?q=/travaux/barometre http://www.delouvrier.org/?q=travaux/barometreMai2010

OBJECTIVE:	**WORK ON THE DRIVERS OF SATISFACTION**

Building block	6. Service delivery
Facet	Customer satisfaction
Document title	« From measuring satisfaction to action, the key drivers of satisfaction »
Document type	This work has been shared with the different ministries but has no legal authority.
Document issuer	The Directorate General For State Modernisation
Objective	The work on the key drivers of satisfaction allows public services to go past common satisfaction surveys. It underlines priority actions and their possible effect on general satisfaction. To distinguish excellence keys and basic keys is an innovative method in order to make priorities and have nuances about the customer expectations. *Method: Survey made by an independent pollster with a representative sample of 9 504 French customers. For each event of life the minimum*

	base was 300 or 400 persons in order to make statistical analysis.
Context	The survey was developed within a national initiative dealing with 20 life events
Reasoning	This survey depends on life events. A customer might visit numerous state services. This survey shows the general satisfaction beyond the usual one measured by ministries for their own sphere.
Indicator	The use of this type of statistical analysis could be an indicator of how rich and sophisticated is the use of satisfaction client/ users surveys, in the different countries.
Target	Operational managers
Reference	This document will be available on the Internet soon.

OBJECTIVE:	***INCREASING CLIENT SATISFACTION***
Building block	*6. Service Delivery*
Facet	6.1. Client satisfaction
Document title	*Magyary Program – Reform of the Hungarian Public Administration*
Document type	*Framework strategy*
Document issuer	*The document is under construction. It will be adopted by the Minister for Public Administration and Justice.*
Objective	*Magyary Program aims at a full transformation of client relations in public administration as a priority and at a real implementation of client orientation, an oft-quoted ideal which is rarely achieved.*
Context	*In the geographical sense, Magyary Program covers the whole territory of Hungary. The document contains the conception about the organisation of the whole state and all the public administration functions* *The Magyary Program is derived from the National Cooperation Program, a document which contains the Government's goals about the state and its organisation, the economic policy and provides a vision for Hungary for 2014.* *In the design of the Magyary Program, the framework strategy is complemented by sub-strategies which identify development directions and goals in various key subfields within the limits set by the program in order to avoid overlaps and contrary directions. The following sub-strategies will be de-veloped in order to achieve the goals set in the Magyary Program:* • *E-Public Administration Strategy,* • *Public Administration HR Strategy,* • *Territorial Public Administration Strategy,* • *Local Government Strategy.*
Reasoning	*One of the main problems based on the framework strategy is the low performance of public administration. This comes partly from the disfunctions of processes.* *Lack of transparency, bureaucratic, complex processes leads to low client satisfaction.* *The answer of these problems are: reduction of burdens on clients and inclusion of clients, which can increase client satisfaction.*
Indicator	• *Increasing of maturity level of e-government services* • *Increasing of client's spare time* • *Increasing number of electronical launched requirements*

	• *Decreasing avarege waiting time by the costumer service* • *Increasing of actual case descriptions*
Target	*There are no target values.*
Reference	Not yet publicly available

OBJECTIVE:	*(INCREASING PARTNER SATISFACTION)*

Building block	6. Service Delivery
Facet	6.1. Client satisfaction
Document title	Partner Satisfaction Measurement Handbook
Document type	Annual Partner Satisfaction Measurement Handbook of the National Employment Service approved every year by the General Director of the Service.
Document issuer	The General Director of the National Employment Service
Objective	The National Employment Service aims to expand its client base amidst a declining number of registered unemployed. They put a lot of emphasis on liaising with companies, identifying new vacancies, and on placing those already employed in better jobs. The Service endeavors to establish cooperation with the growing number of private placement and recruitment agencies.
Context	The quality-based modernisation of the Service has been accomplished in gradual phases through EU-related co-financing. By 2004 7 offices, 2006 further 60 offices and by the end of 2010 further 21 offices out of the 170 local offices have implemented partner-oriented quality management programmes. All of the 7 regional centres have been measuring partner satisfaction, guided by the annual handbook of measurement (schedule and methodology) issued by the General Director of the Service.
Reasoning	The main driver for the Service is a scheduled, deliberate partner-centred organisational operation ensuring efficient resources utilisation.
Indicator	Partner Satisfaction Index (P) The partner satisfaction measurement takes into account 3 groups of its stakeholders: (a) the employees (staff) of the Service, (b) the employers, (c) the clients (mostly unemployed/job seeker people). The satisfaction is measured through self-completion surveys, and indicated by the overall Partner Satisfaction Index (P), which is composed of the employee (20%), employer (40%), annual client (40%) survey indices. (There is also a "Y" index identified measuring the customer satisfaction permanently by a short (one side) questionnaire.)

Target	There is a target value specified at the beginning of the year, which is monitored in every 6 month. The data gained from the measurement are being assessed on three levels: local offices (organisational level), regional centres (level of coordination) and national (strategic) level. These assessments are translated into initiatives and incorporated into action plans on each level.
Reference	Mónika Bartók (BartokM@LAB.HU) Quality Project Leader National Employment Service

OBJECTIVE:	***INDUSTRIAL PLAN FOR THE ITALIAN PUBLIC ADMINISTRATION*** ***" IMPROVING PUBLIC SERVICES QUALITY"***

Building block	*6- Service Delivery*
Facet	*Client Satisfaction*
Document title	*Industrial Plan for the Italian Public Administration - 2008*
Document type	*It's a strategic plan*
Document issuer	*I was issued by the Ministry for Public Administration and Innovation*
Objective	*The plan focuses on the improvement of public services quality, trough the adoption of standards, the measurement of customer satisfaction and the benchmark of practices*
Context	*National Level of governance and general public administration (as policy area)*
Reasoning	
Indicator	*As this is a strategic plan, no specific indicator has been given. The document refers indeed to the use of different tools for measuring quality to be implemented by public administrations (service charters, use of standards, etc.)*
Target	
Reference	*http://www.governo.it/GovernoInforma/Dossier/pa_piano_industriale/Piano_industriale_PA.pdf*

OBJECTIVE:	***LEGISLATIVE DECREE 150/2009*** ***"REFORMING PUBLIC SECTOR"***

Building block	*6- Service Delivery*
Facet	*Client Satisfaction*
Document title	*Legislative decree 150/2009*
Document type	*It's a national law*
Document issuer	*I was issued by the Ministry for Public Administration and Innovation*
Objective	*The general principle and the section II of the law underline the importance of the*

	quality of service and of citizens/clients satisfactions
Context	*National Level of governance and general public administration (as policy area)*
Reasoning	
Indicator	*As this is a national law no specific indicator has been given.*
Target	
Reference	*http://www.riformabrunetta.it/sites/default/files/u3/Testo_del_decreto_150_del_27ottobre09.pdf*

OBJECTIVE: *DEFINING QUALITY STANDARDS*

Building block	*6- Service Delivery*
Facet	*Client Satisfaction*
Document title	*Guide lines for quality standards -2010*
Document type	*Guidelines (reccomendations) for public administration*
Document issuer	*I was issued by the Independent Commission for Evaluation, Transparency and Integrity of Public Administration*
Objective	*The guidelines aim at supporting public administrations in defining:* *- the type of delivered services* *-the related users* *-the different quality standards (and corresponding targets).* *The guidelines introduce 4 quality dimensions – accessibility, timeliness, transparency) and some related sub-dimensions in order to support the administrations in defining specific indicators and targets*
Context	*The guidelines may be applicable to every level of governance and to each policy area and type of service.*
Reasoning	*The guidelines intend support administrations offering a specific and well defined process for identifying and measuring quality indicators. It refers to effective quality (and not perceived quality).*
Indicator	*The guidelines don't define directly indicators. A strategic approach has been proposed in order to provide:* *-Dimensions and sub dimensions* *-Requirements, such as relevance, accuracy, timeliness, accessibility, interpretability, coherence, which the chosen indicators have to fulfil*
Target	
Reference	*http://www.civit.it/?p=1494*

OBJECTIVE:	***Efficiency coeficient of delivery of administrative services***
Building block	*6. Service delivery*
Facet	*Client satisfaction*
Document title	*Public opinion survey for the evaluation of the quality of administrative services*
Document type	*The survey is aimed to calculate the efficiency coefficient of delivery of administrative services. This survey has been conducted every year since 2009 thus the efficiency coefficient can be compared. The efficiency coefficient of delivery of administrative services has been determined as an effect criterion of the strategic goal in the short-term (2010-2013) strategic plan of the Ministry of the Interior of the Republic of Lithuania.*
Document issuer	*The efficiency coefficient of delivery of administrative services has been determined as an effect criterion of the strategic goal in the short-term (2010-2013) strategic plan of the Ministry of the Interior of the Republic of Lithuania. This document was approved by the order of the Minister of Interior (8 March, 2011, No. 1V-166).*
Objective	*The survey is aimed to calculate the efficiency coefficient of delivery of administrative services. For the calculation of the efficiency coefficient 9 aspects have to be measured and estimated, i. e. 1) how reachable (easy to find) the civil servant is; 2) the reception waiting time; 3) the time for the service delivering; 4) politeness of the civil servant; 5) providing of the necessary information; 6) the clearness of the provided information; 7) time to solve the problem; 8) satisfaction of the response and 9) quality of service in general.*
Context	*Level of governance - national. Policy areas– public governance, public administration, administrative services. The survey has been conducted every year since 2009 thus the efficiency coefficient can be compared (it was found that the efficiency coefficient has been growing). Respondents who had received administrative services (i.e. these services were delivered by state and municipal institutions) answered to the questions of the survey. This survey includes more questions (not only those that were related with the delivery of administrative services but also such subjects as trust in state and municipal institutions; implementation of one stop shop principle).*
Reasoning	--
Indicator	*In order to measure the quality of the delivering of administrative services the efficiency coefficient has to be calculated.*

Target	*The target isn't given but max value of the efficiency coefficient C=1. (the more higher value is the more efficient administrative service is; for example C=0,83 in 2010; C=0.81 in 2009)*
Reference	*Results of the survey (in Lithuanian language): http://www.vakokybe.lt/index.php?id=307* *Short-term strategic plan (in Lithuanian language): http://www.vrm.lt/index.php?id=1173*

OBJECTIVE:	*SATISFACTION INDEX FOR CITIZEN CARD*

Building block	6. Service delivery
Facet	Client satisfaction
Document title	Satisfaction index for the citizen card
Document type	This survey measures citizen satisfaction about citizen card and will be produced by an independent organization based on ECSI Model.
Document issuer	This document is issued by the Agency for Public Reform and approved by the Agency board.
Objective	The objective is to build a model that allows the Agency to evaluate the impact on the citizen daily activities and their performance as well as to identify the weaknesses and strengths associated to the card.
Context	This objective is related to a national level of governance as a prt of a general public administration policy area, more specifically on National Simplex Measures for 2010
Reasoning	The main reason to conduct this survey is the need to understand and measure the degree of citizen satisfaction related to citizen card, finding areas to improve namely, functionalities and usability.
Indicator	ECSI for Citizen Card
Target	-
Reference	This study is undertaken at this moment. It will be expected to have the first results in November 2011. At that time we will published the results as well as the internet address.

OBJECTIVE:	***SATISFACTION INDEX FOR DELIVERED SERVICES AT CITIZEN SHOPS***

Building block	6. Service delivery
Facet	Client satisfaction
Document title	Satisfaction index about delivered services at citizen shops
Document type	This survey measures citizen satisfaction concerning services delivered at citizen shops and will be produced by an independent organization based on ECSI Model.
Document issuer	This document is issued by the Agency for Public Reform and approved by the Agency board.
Objective	The objective is to build a model that allows the Agency to evaluate the impact on the citizen daily activities and their performance as well as to identify the weaknesses and strengths related to the main services delivered through out the different channels (face-to-face and web)
Context	This objective is related to a national level of governance as a part of a general public administration policy area, specifically the National Simplex Measures for 2010, knew as Barometer for quality delivered public services.
Reasoning	The main reason to conduct this survey is the need to understand and measure the degree of citizen satisfaction related to the one stop shop concept for delivery public services at the different channels, finding areas and functionalities to improve quality service.
Indicator	ECSI for Public services provided through out channels managed by AMA
Target	---
Reference	This study is undertaken at this moment. It will be expected to have the first results in November 2011. At that time we will published the results as well as the internet address.

OBJECTIVE: SURVEY: CIVIL SERVANTS' SATISFACTION

Building block	6. Service delivery
Facet	Client satisfaction
Document title	Civil Servants' Perception on NACS's Services Delivery
Document type	This survey measured civil servants' level of satisfaction with NACS's services and other responsibilities. The survey aimed at underlining the weaknesses related to clients/citizens' satisfaction management and improving them.
Document issuer	The analysis resulted from the survey was approved by NACS's President, State Secretary of the Ministry of Administration and Interior.
Objective	The study was meant to identify the needs of civil servants that participate in regional seminars on civil service management and to underline the weaknesses NACS has in service delivery that lead to a decrease in the level of satisfaction.
Context	The survey was developed within a national initiative that NACS has been organizing from 2009. The regional seminars are part of a complex initiative to debate together with civil servants from the HR departments across the country issues that concern the general topic of civil service and civil servants management, and also specific themes such as customer/client/citizen satisfaction management or ethics and integrity.
Reasoning	The main reason behind conducting such a survey was the need to measure the civil servants' degree of satisfaction regarding NACS service delivery and finding ways to improve it.
Indicator	Reasons related to civil service: 1. reasons for continuing working in the civil service system 2. objectivity and neutrality of the civil service Reasons for measuring satisfaction: 3. training curricula 4. organizational culture (hierarchic relations, communication with colleagues, and so on) 5. communication between NACS and civil servants 6. remuneration
Target	-
Reference	The document will be available on the internet.

9.7. Client satisfaction: indicator templates

NAME OF PERF INDICATOR:	*(PARTNER SATISFACTION INDEX-"P" INDEX)*

Building block	6. Service Delivery
Facet	6.1. Client satisfaction
Description	Partner Satisfaction of National Employment Service
Objective	The main driver for the National Employment Service (introduced the "P" index) is a scheduled, deliberate partner-centred organisational operation ensuring efficient resources utilisation.
Context	The data gained from the measurement are being assessed on three levels within the Employment Services: local offices (organisational level), regional centres (level of coordination) and national (strategic) level. These assessments are translated into initiatives and incorporated into action plans on each level.

Detailed description	
Type of indicator/unit	Output
Type of result	%
Formula	Partner Satisfaction Index (P) is a complex indicator composed by three different indices: P (%) = (40xÜ%) + (40xM%) + (20xD%) (There is also a „Y" index (%) applied by Service), which is independent from P index, measuring quaterly the customer satisfaction with a short (one side) questionnaire ($0< Y \leq 1$)
Description of the parameters	P (%) = (40xÜ%) + (40xM%) + (20xD%) Ü = client satisfaction index ($0<$ Ü ≤ 1) M = employer satisfactin index ($0< M \leq 1$) D = employee satisfaction index ($0< D \leq 1$)
Mode of interpretation	A target value is defined for the P index every year on local, regional and strategic levels, which are monitored half-yearly.
Typical data sources	Surveys (four different type of ???)
Typical frequency of measurement	The annual schedule of satisfaction measurement (as of 2010):

	- February: "Quarterly smiley (client) survey" 1. - March: Annual client survey - April: Employer survey - April: Employee survey - May: "Quarterly smiley (client) survey" 2. - September: "Quarterly smiley (client) survey" 3. - September/October: CAF self assessment - November: "Quarterly smiley (client) survey" 4. - December: Assessment of the overall 'P index'
Typical biases	Leadership's commitment is essential to create and sustain the results. To enable successful change management, the approach of staff and organisational culture are vital to be changed.
Validity	The client survey respondents count more than 300.000 per year, with a 50% willingness, the employee and company surveys report nearly 90% willingness. Taken this fact into account the indicators give real feedback.
Limitations	-
Country / Organisation where in use (with URL / contact person)	Mónika Bartók (BartokM@LAB.HU) Quality Project Leader National Employment Service

NAME OF PERF INDICATOR: *SATISFACTION INDEX FOR CITIZEN CARD*

Building block	6. Service delivery
Facet	Client satisfaction
Description	The indicator measures the satisfaction level with the citizen card.
Objective	The objective is to build a model that allows the Agency to evaluate the impact on the citizen daily activities and their performance as well as to identify the weaknesses and strengths associated to the card.
Context	This objective is related to a national level of governance as a part of a general public administration policy area, more specifically on National Simplex Measures for 2010.

Detailed description

Type of indicator/unit	ECSI Index for Citizen Card
Type of result	Obtain the best position on a scale between 1 and 10
Formula	Explanatory Model: based on the relations between latent variables; Measurement Model: relates de dimensions that are not observed with de measurement variables.
Description of the parameters	-Satisfaction -Loyalty -Complaints
Mode of interpretation	ECSI Model
Typical data sources	For all the parameters used if the indicator is used in several different contexts, then the most typical source should be given.
Typical frequency of measurement	Annually
Typical biases	- number of electronic services delivered using de citizen card; - interaction with the private sector
Validity	
Limitations	There were not considered any limitations
Country / Organisation where in use (with URL / contact person)	Portugal / AMA

NAME OF PERF INDICATOR:	*SATISFACTION INDEX FOR DELIVERED SERVICES AT CITIZEN SHOPS*

Building block	6. Service delivery
Facet	Client satisfaction
Description	The indicator measure the satisfaction with the public services provided on citizen shops, citizen and enterprises portal
Objective	The objective is to build a model that allows the Agency to evaluate the impact on the citizen daily activities and their performance as well as to identify the weaknesses and strengths associated to the main services delivered through out the different channels (face-to-face and web)
Context	This objective is related to a national level of governance as a part of the general public administration policy area, more specifically on National Simplex Measures for 2010, knew as Barometer for quality delivered public services.

Detailed description

Type of indicator/unit	ECSI Index for Public Services Delivery
Type of result	Obtain the best position on a scale between 1 and 10
Formula	Explanatory Model: based on the relations between latent variables; Measurement Model: relates de dimensions that are not observed with de measurement variables.
Description of the parameters	-Satisfaction -Loyalty -Complaints
Mode of interpretation	ECSI Model
Typical data sources	Information obtained from annual public surveys.
Typical frequency of measurement	Annually.
Typical biases	- number of services delivered at the citizen shops; - number of services delivered on citizen portal; - number of agreements obtained with public institutions to be present with their services at the diverse delivery services

	channels.
Validity	One year
Limitations	There were not considered any limitations
Country / Organisation where in use (with URL / contact person)	Portugal / AMA

9.8. Reducing administrative burdens: objective templates

OBJECTIVE:	*Cutting Red Tape*
Building block	*BB7 Organising and modernisation*
Facet	*Reducing administrative burdens*
Document title	*- Concept for reduction of unnecessary regulation and bureaucratic burdens* *- Plan of reduction of administrative burdens for businesses*
Document type	*The documents were approved in the form of Government Declarations with the aim to set the timetable and instructions for evaluation (measurement) of administrative burdens, analysis, identification of possible changes and reduction.*
Document issuer	*The Government issued the documents; the Prime Minister is the highest ranked person who approved them.*
Objective	*There are specific targets (see below); a general target (to reduce the cost for fulfilling of information obligations) could be met also by introducing simplification measures and steps.*
Context	*The objective is primarily related to national level, with a participation of territorial self-governments (regions, municipalities) in some elements. The objective is cross-sectional, with the focus on public administration and competitiveness.*
Reasoning	*Cutting of the red tape brings a significant reduction of both time and money costs for businesses, citizens, public administration, NGOs, specific professional or social groups.*
Indicator	*Standard Cost Model is used for quantitative measurement of the administrative burdens and their reduction; also some qualitative indicators are sometimes taken into account.*
Target	*There is a 25 % target set out for the reduction of administrative burdens for businesses by the end of 2012 (in comparison with the level of 2005) and a 20 % target for administrative burdens for citizens till the end of 2014.*
Reference	Analysis of the administrative burdens on businesses

OBJECTIVE:	REDUCING ADMINISTRATIVE BURDEN ON ENTERPRISES
Building block	7. Organising and modernisation
Facet	7.1. Reducing administrative burdens
Document title	New Széchenyi Plan – The development policy program for recovery and advancement
Document type	Strategic document
Document issuer	The Hungarian government
Objective	To significantly reduce the administrative costs of enterprises: - in taxation (e.g by decreasing the number of tax bases) - in regulation of operations of enterprises - in rules of official procedures (by streamlining and speeding up the processes)
Context	National level Economic development with 7 program elements: - health care and health tourism - environment and energy - housing - enterprise development - science and innovation - employment - transportation "Reducing administrative burden" is part of the Enterprise development program.
Reasoning	Less bureaucracy needs a lower number of public servants, saving money for the state budget, which, in turn, lead to lower level of taxes, saving money for the enterprises as well. Lower administrative burden for enterprises will directly save money for them, too, thus increasing their international competitiveness.
Indicator	- Total administrative cost / GDP (%) - Administrative cost due to regulation / GDP (%) - Total administrative burden of unnecessary regulation (HUF) - Administrative cost due to tax administration in SMEs / Net revenue of SMEs (%)
Target	To halve the administrative cost of enterprises (indicator unspecified) To halve the time needed for administrative procedures (indicator unspecified)
Reference	Új Széchenyi Terv – A talpraállás, megújulás és felemelkedés fejlesztéspolitikai programja. Magyarország Kormánya, 2011 http://ujszechenyiterv.gov.hu/uj_szechenyi_terv Adminisztrációcsökkentéssel a versenyképesebb Magyarországért. Nemzetgazdasági Minisztérium, 2011 http://www.kormany.hu/download/9/fe/10000/Adminisztr%C3%A1ci%C3%B3cs%C3%B6kkent%C3%A9s.pdf

OBJECTIVE:	***(SHORT TITLE)***

Building block	***Administrative burden***
Facet	*ID and name*
Document title	Standard Cost Model for citizens User's guide for measuring administrative burdens for citizens
Document type	The SCM for Citizens was originally developed in the Netherlands by the Ministry of the Interior and Kingdom Relations. The method can be used to quantify the administrative burdens of citizens and to monitor administrative burden reduction programmes. The SCM was used to perform a base measurement and to monitor the progress of the implemention of the objective.
Document issuer	The SCM was originally developed to measure AB for businesses, and is widely spread in Europe. The SCM was adapted by the the Dutch Ministry of the Interior and Kingdom Relations, for the measurement of AB on citizens. The EUPAN Learning Team has developed the European manual of the Standard Cost Model for Citizens
Objective	The objective is context dependent. The SCM measures time and cost spent on fulfilling the information obligations caused by legislation. After base measurements, the objective can be set and monitored.
Context	The Standard Cost Model (SCM) is a model designed to present the administrative burdens caused by legislation and regulations in a way that provides insight and allows for comparison of the outcomes. The SCM can be used for (baseline) measurements of administrative burdens for: • A complete domain of regulations. • A specific law. • A specific information obligation. In the NL the AB objective was set for national government as well as for local government.
Reasoning	The reasoning behind the objective is the point that citizens spend too much time to unnecessary administrative formalities.
Indicator	AB are calculated in the following manner: • the total administrative burdens of a law is equal to the sum of the Time (T) and the Costs (C) per information obligation. • The Time (T) and Cost (C) per information obligation is equal to the sum of the Time (T) and Costs (C) per administrative activity. • The time per administrative activity is equal to T x Q expressed in (hours) and the costs per activity are equal to C x Q expressed in (€).

Target	After setting 25% reduction targets (since 2003) the new Dutch government has set an additional reduction target (5% yearly for national and local regulation)
Reference	*http://www.whatarelief.eu/publications/standard-cost-model*

OBJECTIVE:	*IMPROVE THE RELATIONSHIP BETWEEN CITIZENS AND THE PUBLIC ADMINISTRATION AND THE BUSINESSES ENVIRONMENT*
Building block	7. Organizing and Modernization
Facet	Reducing administrative burdens
Document title	- Simplex Programme - Simplex Autárquico Programme - National Plan for evaluating the simplification impacts - PT SCM Manual
Document type	The first two documents are the annual National and Local Simplification Programmes. This documents group the major projects that will be developed each year aiming the reduction of administrative burdens for citizens and business improving the efficiency of the public administration in Portugal. The third document is a Global Plan, where different evaluation dimensions are taken into account to produce one global report (financial, economic, satisfaction and performance indicators were developed and aggregated). At last, the fourth document is the SCM Manual reviewed and improved with some more indicators and considering the changes identified for measuring projects for citizens.
Document issuer	All documents are issued by the Agency for the Public Services Reform. The first two documents are approved by the Prime Minister. The other two are approved by the Secretary of State for the Administrative Modernization.
Objective	The objectives were to reduce the administrative burdens for businesses and citizens, by developing a simplification strategy side by side with the evaluation of impacts in different dimensions.
Context	All the documents identified set objectives to the Central and Local Administration in all policy areas.
Reasoning	The reasoning is that the public administration has too much bureaucracy and formalities for citizens and businesses. This is a problem with major impacts for businesses, for example, because it can move away the investors and entrepreneurs.
Indicator	Waiting time in queue reduction; Response waiting time of the public services; Number of travels reduction; Number of documents delivered reduction; Cost or tax reduction.

Target	Reduce 25% of the administrative burdens to businesses.
Reference	*http://www.simplex.pt/english.html* *http://www.simplex.pt/programas.html*

9.9. Reducing administrative burdens: indicator templates

NAME OF PERF INDICATOR:	*ADMINISTRATIVE BURDENS*
Building block	*BB7 Organising and modernisation*
Facet	*Reducing administrative burdens*
Description	*The indicator enables, through the Standard Cost Model, measurement of time and financial costs necessary for fulfilling information obligations stipulated by law.*
Objective	*Cutting Red Tape.*
Context	*The indicator is primarily related to national level, with a participation of territorial self-governments (regions, municipalities) in some elements. The indicator is cross-sectional.*

Detailed description

Type of indicator/unit	*Input, output.*
Type of result	*Time, costs, % of reduction.*
Formula	*AB = P x Q.*
Description of the parameters	*AB = administrative burdens (for businesses)* *P = R x T* *R = rate (costs/hour)* *T = time (necessary for fulfilling the information obligation)* *Q = N x F* *N = number of businesses involved* *F = frequency (how often the obligation is required)* *Administrative burdens for citizens are calculated mainly using a time-based formula, with only adding out-of-pocket costs.*
Mode of interpretation	*Positive results can be obtained by reduction of costingness (electronic providing, simple forms), lowering the number of businesses concerned or reduction of frequency.*
Typical data sources	*Available statistical data, interview with subjects concerned, expert assessment.*
Typical frequency of measurement	*The full baseline measurement of administrative burdens for businesses was done as a one-time activity in 2005, the progress in the reduction plan is however being followed in 6-month intervals. The results are submitted to the Government for information and published once a year.*
Typical biases	*Inexact data inputs, inaccurate evaluation, lax or careless approach by some stakeholders (ministries, businesses).*
Validity	*The measurement is valid and valuable in terms of its aims (to identify the most burdensome areas, to determine the progress in reduction).*
Limitations	*The indicator is only partly suitable for measurement of AB for citizens and not suitable for measurement of AB for public administration.*
Country / Organisation where in use (with URL / contact person)	*AB for businesses – Ministry of Trade and Industry, Dpt for Business Environment - http://www.mpo.cz/default_en.html*

	AB for citizens – Ministry of Interior, Dpt for Public Administration - http://www.mvcr.cz/mvcren/ , contact person: Petr Fejtek (petr.fejtek@mvcr.cz)

NAME OF PERF INDICATOR:	*THE STANDARD COST MODEL*
Building block	Administrative burden for citizens
Facet	Administrative burden for citizens
Description	The Standard Cost Model allows to objectively and quantitatively measure financial and time costs that citizens incur by complying with obligations to provide information to government institutions.
Objective	The Standard Cost Model will be used to measure and to reduce administrative burden for citizens.
Context	The indicator is aimed at government institutions and territorial (municipalities) institutions.

Detailed description

Type of indicator/unit	Quantitative measurement
Type of result	Indicator measures financial and time costs, percentage of reduction of administrative burden.
Formula	AB=TxQ+CxQ
Description of the parameters	AB – administrative burden for citizens T – amount of time for conducting administrative activities Q – variable of amount of administrative activities Q=LxF L – number of citizens F – frequency of conducting administrative activities C – costs of complying with administrative activities
Mode of interpretation	The result allows to compare and to improve government regulations, to improve the quality of services for citizens and to strengthen the legitimacy of government institutions.
Typical data sources	Citizens' panel, interview, observation and data analysis.
Typical frequency of measurement	Only 1 experimental measurement was made so far. No frequency of measurement has been set yet.
Typical biases	No biases of measurement identified so far. The indicator does not include the measurement of quality of the services.
Validity	The measurement is valuable in terms of it aims. It allows to measure administrative burden of particular policy area and helps to set suggestions on reducing administrative burden.
Limitations	The indicator is fitted just to measure administrative burden for citizens.
Country / Organisation where in use (with URL / contact person)	http://www.vakokybe.lt/lt/Administracine_nasta

NAME OF PERF INDICATOR:	*SCM FOR CITIZENS*

Building block	SCM for citizens
Facet	SCM for citizens
Description	Short explanation about what the indicator measures.
Objective	The SCM measures time and cost spent on fulfilling the information obligations caused by legislation. After base measurements, the objective can be set and monitored. The SCM is used to monitor if the objective of the reduction of AB is achieved.
Context	After setting 25% reduction targets (since 2003 and since 2007 also for local government) the new Dutch government has set an additional reduction target (5% yearly for national and local regulation)

Detailed description	
Type of indicator/unit	AB are calculated in the following manner: • the total administrative burdens of a law is equal to the sum of the Time (T) and the Costs (C) per information obligation. • The Time (T) and Cost (C) per information obligation is equal to the sum of the Time (T) and Costs (C) per administrative activity. • The time per administrative activity is equal to T x Q expressed in (hours) and the costs per activity are equal to C x Q expressed in (€).
Type of result	Reduction in time and costs for monitoring (absolute and in %). In addition we calculated the effect on the AB of a family and target groups like elderly, unemployed and handicapped.
Formula	See type indicator (AB = TxQ and CxQ)
Description of the parameters	See type indicator
Mode of interpretation	The target is to reduce the AB therefore a lower target is evoked.
Typical data sources	The used data can come from several sources: Q from, annul reports, information of the issuing government. Time and Costs come from citizens panels
Typical frequency of measurement	We only did 1 baseline measurement. Departments give updates based on new legislation. In Holland it is obligated that with each new law the effects on AB is calculated with the SCM.
Typical biases	One of the research companies stated that in the SCM there is a possible 20% bias (depending on the number of interviews, the more interviews the lower the bias, but the higher the costs). As long as you are aware of this bias and you use the outcomes of the SCM as an indicator for possible reductions this bias isn't a great problem.
Validity	*Does a difference in the value indicate a true difference in the*

	performance of the facet, according to the objective of measurement? Not always. Sometimes a difference of 5 minutes x a large Q can be on paper a large difference, but isn't noticed by the public. Use the SCM to identify large AB areas and solve them by including the public opinion.
Limitations	One can not make a statement on the economic growth or more time spend on work.
Country / Organisation where in use (with URL / contact person)	*http://www.whatarelief.eu/publications/standard-cost-model*

NAME OF PERF INDICATOR:	*ADMINISTRATIVE BURDEN REDUCTION*
Building block	7. Organizing and Modernization
Facet	Reducing administrative burdens
Description	Short explanation about what the indicator measures.
Objective	Improve the relationship between citizens and the public administration and the businesses environment.
Context	The indicator can be used in national and local level in all policy areas

Detailed description	
Type of indicator/unit	Outcome
Type of result	% or €
Formula	Cost per administrative activity (or per data requirement) = Price x Time x Quantity (population x frequency)
Description of the parameters	Price: Price consists of a tariff, wage costs plus overhead for administrative activities done internally or hourly cost for external service providers. Time: the amount of time required to complete the administrative activity. Quantity: Quantity comprises of the size of the population of businesses affected and the frequency that the activity must be completed each year.
Mode of interpretation	This is done by multiplying the standardised time and resource consumption (time x pay costs (inc. overhead)) for a normally efficient business in a segment by the population of the segment and by the frequency. The results are then combined.
Typical data sources	Legislation and interviews
Typical frequency of measurement	The evaluation is made two times, one before the simplification project and one after.
Typical biases	The time of adaptation of the civil servants and the population to new procedures and a well defined sample of interviews regarding the universe of the affected population.
Validity	N.A.
Limitations	Quality measurements
Country / Organisation where in use (with URL / contact person)	Agency for the public services reform: http://www.simplex.pt/SCM/avaliacaoSCM.html