Measuring and Evaluating Determinants of Public Administration Productivity

Bureaucracy Lab
Development Impact Evaluation | Global Governance Practice
October 22-25, 2019, Brussels, Belgium
Capacity modeling based on processes
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Who we are?
REFORM:

- PUBLIC ADMINISTRATION REFORM IN SLOVAKIA
How did we identify the areas of reform focus and the interventions chosen?

Current focus of reforms in public administration

3 National projects focused on:
Restructuring and client orientation,
Process optimization and cost evaluation,
Building analytical capacities
What have been some of the key steps in taking this from ideas and focus towards actual implementation?

- Reform intention submitted
- Evaluation by Ministry of Interior
- Approved reform intention by the commission
- Creation of feasibility study
- Approving of feasibility study
- Testing ICT solutions
- Implementation of a detailed functional specification by the applicant via OP II based on inputs and in accordance with the methodology of process mapping in PA
- Testing and updating of process documentation
- Measuring and evaluating of processes
- Employee education in area of innovated processes
- Call publication
- Submission and subsequent approval of the application for Eurofunds

Coordination mechanism between OP EPA and OP II
Intervention:

• CAPACITY PLANNING BASED ON PROCESSES
How did we decide to target this specific part of the productivity chain?
Outline of an intervention that aimed to improve productivity

CAPACITY PLANNING BASED ON PROCESSES

ISSUE

- Non-systematic redistribution of FTEs across the different departments of the district authorities causing bottlenecks or inefficiencies
- Not equal remuneration (grades) for the same job causing demotivation
Outline of an intervention that aimed to improve productivity

CAPACITY PLANNING BASED ON PROCESSES

AIM

• Using data for setting up more transparent capacity planning and performance evaluation system
• Unification of job descriptions in order to motivate employees to perform better within individual processes
How the availability of data and empirical methods shaped the design and implementation?

Registry system

Agenda systems

external data about demand

Evaluation of APT (average process time) by online survey app
How will the interventions be evaluated?

Reassessment will be carried out on an annual basis.
Right now we focus on building reasonable DASHBOARDS to support management on both central and local level.
What have been some of the key steps in taking this from ideas and focus towards actual implementation?

Important milestones:

- Consulting methodology with experts
- Common agreement on the level of ministers
- Top down communication was the key
- Many workshops and working groups with different groups of stakeholders were organized to explain benefits, to identify processes, create proper job descriptions, validate inputs and outcomes of the model
- Implementation plan was done and new model signed by the minister 1st of October 2019
Thank you!

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