

# Quality Improvement in European Public Services

Concepts, Cases and  
Commentary

edited by  
Christopher Pollitt  
and  
Geert Bouckaert

# Quality Improvement In European Public Services Concepts Cases And Commentary

**Christian Drosten**



## **Quality Improvement In European Public Services Concepts Cases And Commentary:**

*Quality Improvement in European Public Services* Christopher Pollitt, Geert Bouckaert, 1995-08-11 Since the late 1980s the quality of public services has become a major focus of attention for politicians managers and citizens but surprisingly there has been little material with a truly European focus This book remedies this absence Part One provides a theoretical framework which helps the reader make sense of the detail contained in the later case studies It also locates quality improvement in the special political and organizational context of the public sector It shows how choosing a particular concept of quality has significant political and organizational consequences and also discusses how quality may be measured

In Part Two seven case studies illuminate detailed operational issues in quality improvement by d **Improving the Quality of East and West European Public Services** Elke Lffler, 2017-11-30 This volume provides a comprehensive overview of current reforms in public sector quality management in Eastern Europe Comparisons are made with trends in Western European countries to draw out the lessons emerging from current developments including e governance Case studies from twelve countries and five comparative and conceptual studies identify how quality is put into practice how the level of quality is assessed through quality accreditation systems and how e government and citizen involvement may help to improve public service quality The findings make essential reading for academics and students in public policy and public administration who are interested in modernization of the public sector from an international perspective It also provides helpful guidance for reformers who want to try new approaches to improving the quality of public services Public

Management Reform : A Comparative Analysis Christopher Pollitt, Geert Bouckaert, 1999-12-09 In this major new contribution to a rapidly expanding field the authors offer an integrated analysis of the wave of management reforms which have swept through so many countries in the last twenty years The reform trajectories of ten countries are compared and key differences of approach discussed Unlike some previous works this volume affords balanced coverage to the New Public Management NPM and the non NPM or reluctant NPM countries since it covers Australia Canada Finland France Germany the Netherlands New Zealand Sweden the UK and the USA Unusually it also includes a preliminary analysis of attempts to improve management within the European Commission *Improving Public Service Delivery* Peter C. Humphreys, 1998

*International Handbook of Practice-Based Performance Management* Patria de Lancer Julnes, Frances Stokes Berry, Maria P. Aristigueta, Kaifeng Yang, 2007-09-10 The orientation of this text the variety of applications examined and the grouping of chapters around concepts such as the role of citizens quality measurement and performance budgeting makes this an ideal book for the classroom as well as for reference PUBLIC ADMINISTRATION REVIEW The International Handbook of Practice Based Performance Management presents the latest scholarship in performance measurement strategies in the field of evaluation This important resource combines cutting edge theory and practice of performance management in the United States and abroad The book includes contributions from internationally known scholars and practitioners who present

chapters that introduce the literature on key topics and provide clear guidance on practical skill building Key Features Offers an international perspective Though most of the chapters deal with performance measurement in the United States the text represents the most notable examples of performance measurement in Canada Latin America Asia Oceania and Europe Integrates theory and practice The book's unique structure links literature based conceptual knowledge with the lessons from practice and specific applied skills Puts theoretical discussions into context Case examples and lessons learned connect concepts to the real world while discussion questions allow for further deliberation Intended Audience An excellent addition to any academic library this resource is ideal for practitioners academics and researchers in public administration non profit organizations management public policy health care services administration and health care planning and policy It can also be used as a text for graduate courses such as Performance Management Management Reforms International Performance Management and Performance Improvement in Public Administration The Oxford Handbook of Public Management Ewan Ferlie, Laurence E. Lynn, Christopher Pollitt, 2007 The public sector continues to play a strategic role across the world and in the last thirty years there have been major shifts in approaches to its management This text identifies the trends in public management and the effects these have had as well as providing a broad overview to each topic *Public Management and Governance* Tony Bovaird, Elke Loeffler, 2015-09-25 Public Management and Governance examines the factors which make government critically important and the barriers which often stop it being effective It questions what it means to have effective policies efficient management and good quality public services and it explores how the process of governing could be improved Key themes include the challenges and pressures facing governments around the world the changing role of the public sector in a mixed economy of provision governance issues such as ethics equalities transparency and citizen engagement This revised and updated third edition includes eight new chapters which provide in depth coverage of key new aspects of public management and governance It also features a wide selection of international case studies and illuminating examples of how public policy management and governance can be improved and what happens when they fail Each chapter is supplemented with discussion questions group and individual exercises case studies and recommendations on further reading Public Management and Governance is one of the leading student textbooks in its field featuring contributions from top international authors and covering a wide range of key topics in depth It is an essential resource for all students on undergraduate and postgraduate courses in public management public administration government and public policy

**Quality Social Work** Robert Adams, 1998-11-11 This book offers a practical approach to maximising quality in social work that is based on developing a working culture that empowers key stakeholders in the delivery of services whether these are managers practitioners service users or carers Aiming to transcend the constraints on professionalism imposed by managerialism and the contract culture it provides a critical appraisal of the main approaches to quality assurance and analyses these in detail in relation to child care community care mental health and criminal justice *From the Manpower*

*Revolution to the Activation Paradigm* J. Timo Weishaupt, 2011 This illuminating book examines the origins and evolution of labor market policy in Western Europe in three phases a manpower revolution during the 1960s and 1970s a phase of international disagreement about the causes of and remedies for unemployment which triggered a variety of policy responses in the late 1970s and 1980s and finally the emergence of an activation paradigm in the late 1990s the influence of which continues to reverberate today J Timo Weishaupt contends that the evolution of labor market policy is determined not only by historical trajectories or coalitional struggles but also by policy makers changing normative and cognitive beliefs Including case studies of Austria Denmark Germany Ireland Sweden and the United Kingdom this study will be of value to anyone interested in labor market policy and its governance *Surveillance, Crime and Social Control* Dean Wilson, Clive

Norris, 2017-05-15 Post 9 11 the need for an expansion of surveillance and greater expenditure on surveillance capabilities has been argued for by government and industry to help combat terrorism This has been coupled with increasing incorporation of surveillance technologies into the routine practice of criminal justice This important collection draws together key contemporary writings to explore how the surveillance gaze has been directed in the name of crime control Key issues include theories on surveillance CCTV undercover police surveillance bodies databases and technologies and surveillance futures It will be an essential collection for law librarians and criminologists *Towards More Democracy in Social Services* Gaby Flösser, Hans-Uwe Otto, 2011-10-13 No detailed description available for Towards More Democracy in Social Services

**Managing Public Services - Implementing Changes** Tony L. Doherty, Terry Horne, 2005-08-18 Focusing on change as a constant factor in the management of any organization this informative book helps the student and practitioner to develop the skills and knowledge they require to underpin the work of a modern service manager in rapidly changing public sector organizations whether publicly owned privately managed or sub contracted Taking a distinctive approach emphasizing management and organizational learning as keys to organizational success this introductory text is solidly practical and is supported by strong pedagogical features including case studies review questions illustrative vignettes This comprehensive text has been specifically designed and developed to meet the needs of students studying public services management at undergraduate certificate diploma and postgraduate level It allows the reader to develop transferable skills in thinking and learning as they work through the book and gives greater awareness of the benefits of continuous learning for staff and managers *Comparative Administration Change* Jon Pierre, Patricia W.

Ingraham, 2010-03-26 Providing important insights into the origins of policy ideas the qualities and capabilities of leaders the nature and challenges of large organizational changes and the complexity of efforts to evaluate the outcomes of reform the contributors consider aspects of public administration reform in countries such as Canada Thailand Mexico and China as well as the ways in which changes have been shaped by global forces national values traditions and culture An invaluable work for understanding the new challenges faced by the governments around the world *Comparative Administration Change and*

Reform offers a clear analysis of both the successes and failures of reform and should be read by anyone interested in politics administration and public sector reform

### **Cultural Influences on Public-Private Partnerships in Global Governance**

Adam B. Masters, 2018-09-04 This book explores how professional and organisational cultures influence global public private partnerships which form a key element of global governance Using case studies the partnerships of three international government organisations the International Telecommunication Union Interpol and the International Centre for the Study of the Preservation and Restoration of Cultural Property illustrate how partnerships are formed and operate in accordance with the accepted cultural beliefs and values associated with both profession and organisation In brief engineers create partnerships they are comfortable with which are different in form and operation to those of police which also differ from those of the conservator This book will appeal to scholars of international relations global governance organisational studies and public administration It also conveys lessons for professionals at the international level in international government

organisations business and civil society who engage in or want to engage in global public private partnerships Research in the Decision Sciences for the Service Economy European Decision Sciences Institute, Carmela DiMauro, Alessandro Ancarani, Gyula Vastag, 2015-08-19 The papers in this volume present state of the art quantitative and qualitative research empirical findings best practices and conceptual models to support better decision making throughout any service organization Selected as the best work presented at the 2015 annual conference of the European regional subdivision of the Decision Sciences Institute EDSI they offer an invaluable cross disciplinary perspective that will be relevant to all facets of service production including organization management operations information systems marketing HR supply chains and beyond Papers in this volume offer powerful new pathways for innovation and optimization in global service network structures and inter organizational relationships The contributors also illuminate the successful management of the complex combinations of both explicit and tacit knowledge involved in service creation reflecting new insights into behaviors linked to customer attitudes and service perceptions The papers collected here will be valuable to wide audiences of faculty researchers and students in diverse programs covering operations and supply chain management of service industry companies and or the effective delivery of services and for others interested in the frontiers of decision science Welfare and Religion in 21st Century Europe Anders Bäckström, Grace Davie, Ninna Edgardh, Per Pettersson, 2016-02-24 Historically European churches have played a large part in the provision of welfare Responsibility however has gradually shifted to the state a shift that forms an integral part of the process of secularization and one that has been readily accepted by European populations But what happens when the state itself begins to recede a process that is occurring in most if not all European societies for a wide variety of reasons The implications for welfare are considerable not least for the role of the churches which begin to resume the responsibilities previously shed but in new and different ways This book looks at the connections between religion and welfare in Europe exploring in detail eight European societies Finland Norway Sweden England

Germany France Italy and Greece The different theological traditions different church state relationships and different welfare regimes are all examined The analysis is based on first hand empirical research which considers not only the changing situation on the ground but attitudes towards this within a range of different constituencies the churches local government and the general public Particular attention is paid to the significance of gender in both the process of change and in attitudes towards this Welfare and Religion in 21st Century Europe Volume 1 represents comparative research at its best and highlights key policy implications for the future A companion book Welfare and Religion in 21st Century Europe Volume 2 explores thematically the changing nature of religion and welfare and the new relationships that are emerging between the religious and the secular and between church and state in the 21st century Ideological Function of Deming Theory in Higher Education: Emerging Research and Opportunities Kriemadis, Thanos, Thomopoulou, Ioanna, Sioutou, Anastasia, 2017-06-19 Quality management initiatives have benefited organizations in the corporate world for several years With this success these methodologies are now being implemented into other sectors such as educational institutions Ideological Function of Deming Theory in Higher Education Emerging Research and Opportunities presents coverage on the benefits and challenges of applying quality improvement frameworks in university settings Highlighting pertinent topics such as resources management training practices and strategic planning this is an ideal publication for academics researchers school administrators policy makers and professionals interested in the latest perspectives on the management of higher education institutions Public Productivity Through Quality and Strategic Management Arie Halachmi, Geert Bouckaert, 1995 The book deals with the complexity of several concepts like the following example Quality is by no means a simple or single concept it can mean compliance with pre determined specifications of processes or outputs it can mean assessment of outcomes or gatekeeping in other words assuring the quality of the inputs etc The parallels with measuring productivity are obvious if you cannot get good handles on outputs then use inputs and then politicians wonder why productivity appears to stagnate in services This problem of the simple becoming complicated was understood by the Japanese at the inception of their productivity movement Having carefully analyzed how Europe had adopted and adapted American productivity techniques and approaches and being faced with a turbulent system of industrial relations and a poor quality image the initiators of the Japanese productivity movement came to the conclusion that at least a cease fire and at best a treaty had to be negotiated between organised labour management and government The resulting 1955 productivity principles are being addressed in the book Collaboration in Public Services Andrew Gray, 2003 The International Group for Policy and Program Evaluation INTEVAL serves as a forum for scholars and practitioners of public policy to discuss ideas and developments as a community dedicated to enhancing the contribution of evaluation to government From the group s studies has emerged a concern with the impact of public management reforms Collaboration in Public Services examines collaboration in the delivery of public policies and identifies the challenges for policy and program evaluation Written by a

mix of academics program managers evaluators and auditors this volume explores the forms and challenges of collaboration in different national contexts Chapter 1 introduces the notion and manifestations of collaboration and discusses emerging issues Chapter 2 examines partnerships and networks of public service delivery Chapter 3 drawing on Dutch and British data reveals the QUANGO as both a collaborative end and means Chapter 4 analyzes Israel's push to enhance collaboration with voluntary organizations Chapter 5 examines the Canadian and Danish experiences Chapter 6 suggests that the creation of markets to improve quality has not been totally successful at least in Nordic countries Chapter 7 suggests that traditional service values such as trust and parliamentary accountability are challenged by the complexity of collaboration but using illustrations from Canada and other OECD countries argues that results based governance can increase trust flexibility and empowerment Chapter 8 demonstrates from Dutch and Canadian experiences that auditor responses to collaborative delivery tend to overlook traditional roles as guardians of accountability on behalf of parliaments Chapter 9 deliberates the efficacy of programs involving multiple partners Chapter 10 discusses the lessons and challenges of evaluation and collaborative government Andrew Gray is emeritus professor of public sector management University of Durham and deputy editor of Public Money and Management Bill Jenkins is professor of public policy and management at The University of Kent and deputy editor of Public Administration Frans Leeuw is chief review officer the Netherlands Inspectorate for Education and professor of sociology at Utrecht University John Mayne is a principal with the Office of the Auditor General of Canada

*Developing Quality in Personal Social Services* Adalbert Evers, Riitta Haverinen, Kai Leichsenring, Gerald Wistow, 2019-05-23 First published in 1997 this volume is about the challenge of introducing business originated concepts of quality assurance personal social services are currently confronted with all over Europe Undoubtedly the new orientation towards a more business like approach in social welfare settings will raise professionalism client orientation and controlling instead of mere inspection There is evidence however that the specificities of personal social services are not always taken into account if it comes to introducing market values and mechanisms Due to this development it becomes essential to promote more adequate criteria for quality standards in the very field of personal social services The challenge is to maintain a certain standard of service provision while at the same time reconsidering the preconditions for defining quality This will imply the search for a consensus between allegedly diverging approaches i.e. between their different basic concepts aims and standards Given the social and economic context within which these developments are taking place the focus of the contributions is on their critical assessment in different European countries An overview is given about national developments in the areas of care for older persons and other social services The contributors from Austria Belgium Denmark Finland Germany Italy the Netherlands Norway Sweden and the UK look at how and by whom quality is defined and what challenges the actors of the traditionally mixed economy of personal social services are meeting Empirical evidence about user involvement and satisfaction is given but also theoretical reasoning about the impact of business approaches on a



public good Thus the book tries to fill an important gap in practice research and policy making concerning personal social services and quality issues

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## **Table of Contents Quality Improvement In European Public Services Concepts Cases And Commentary**

1. Understanding the eBook **Quality Improvement In European Public Services Concepts Cases And Commentary**
  - The Rise of Digital Reading **Quality Improvement In European Public Services Concepts Cases And Commentary**
  - Advantages of eBooks Over Traditional Books
2. Identifying **Quality Improvement In European Public Services Concepts Cases And Commentary**
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an **Quality Improvement In European Public Services Concepts Cases And Commentary**
  - User-Friendly Interface
4. Exploring eBook Recommendations from **Quality Improvement In European Public Services Concepts Cases And**

### Commentary

- Personalized Recommendations
  - Quality Improvement In European Public Services Concepts Cases And Commentary User Reviews and Ratings
  - Quality Improvement In European Public Services Concepts Cases And Commentary and Bestseller Lists
5. Accessing Quality Improvement In European Public Services Concepts Cases And Commentary Free and Paid eBooks
    - Quality Improvement In European Public Services Concepts Cases And Commentary Public Domain eBooks
    - Quality Improvement In European Public Services Concepts Cases And Commentary eBook Subscription Services
    - Quality Improvement In European Public Services Concepts Cases And Commentary Budget-Friendly Options
  6. Navigating Quality Improvement In European Public Services Concepts Cases And Commentary eBook Formats
    - ePub, PDF, MOBI, and More
    - Quality Improvement In European Public Services Concepts Cases And Commentary Compatibility with Devices
    - Quality Improvement In European Public Services Concepts Cases And Commentary Enhanced eBook Features
  7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Quality Improvement In European Public Services Concepts Cases And Commentary
    - Highlighting and Note-Taking Quality Improvement In European Public Services Concepts Cases And Commentary
    - Interactive Elements Quality Improvement In European Public Services Concepts Cases And Commentary
  8. Staying Engaged with Quality Improvement In European Public Services Concepts Cases And Commentary
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers Quality Improvement In European Public Services Concepts Cases And Commentary
  9. Balancing eBooks and Physical Books Quality Improvement In European Public Services Concepts Cases And Commentary
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Quality Improvement In European Public Services Concepts Cases And Commentary
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain

- Minimizing Distractions
- Managing Screen Time
- 11. Cultivating a Reading Routine Quality Improvement In European Public Services Concepts Cases And Commentary
  - Setting Reading Goals Quality Improvement In European Public Services Concepts Cases And Commentary
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Quality Improvement In European Public Services Concepts Cases And Commentary
  - Fact-Checking eBook Content of Quality Improvement In European Public Services Concepts Cases And Commentary
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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