

Survey of Quality Management Professionals on the topic of: Mapping the State of Affairs regarding the institutionalisation of Quality Management in the EU Member States and candidate countries

Section 1: General Information and core values

1 Please indicate your country:

☐	Austria	☐	Germany	☐	North Macedonia
☐	Albania	☐	Greece	☐	Norway
☐	Belgium	☐	Hungary	☐	Portugal
☐	Bosnia and Herzegovina	☐	Italy	☐	Poland
☐	Bulgaria	☐	Ireland	☐	Romania
☐	Cyprus	☐	Kosovo	☐	Serbia
☐	Croatia	☐	Luxembourg	☐	Slovenia
☐	Czech Republic	☐	Lithuania	☐	Slovakia
☐	Denmark	☐	Latvia	☐	Spain
☐	Estonia	☐	Malta	☐	Sweden
☐	France	☐	Moldova	☐	Türkiye
☐	Finland	☐	Montenegro	☐	Ukraine
☐	Georgia	☐	The Netherlands	☐	
☐		☐		☐	European Commission

2 Please indicate the level of government of your organisation:

☐	Central government (national, federal)
☐	Regional government or state government (For countries with a federal structure)
☐	Subregional level of government (province, community group, ...)
☐	Local government
☐	Other, namely:

3 Sector of activity:

☐	Criminal justice and law
☐	Customs, taxes and finances

	Education and research
	Culture
	Environment
	Health
	Police and security
	Social services & social security
	Transport, infrastructure, public works, utilities
	Economy, agriculture and trade
	Foreign affairs
	Home affairs
	Post and communication
	Public sector management departments (also management of municipality and province)
	General policy and oversight / coordination
	Other, namely:

4 Which quality or management standards, models and/or instrument(s) are in use in your organisation? (Tick all that apply)

Balanced Scorecard (BSC)	
Common Assessment Framework (CAF)	
Complaint management	
Contract management/ management by objectives	
Cost accounting and result accounts	
Customer satisfaction surveys	
Employee satisfaction surveys	
External and internal audits	
Deming approach (PDCA)	
Leadership development tools (assessment centres etc.)	
ISO standard(s) with certification	
ISO standard(s) without certification	
Performance Management development systems	
Project management	
Service Level Agreement (SLA)	
Six Sigma	
Other: namely:	
I don't know	

5. In your organisation, Quality Management is implemented for:

☐ particular projects

☐ particular service/product related processes

☐ particular departments

☐ whole sections but not the whole organisation

☐ the organisation as a whole

☐ Others (please specify) [Text Box]

6. In your **country, is there a ministry/agency that oversees and/or promotes the use of quality management standards, approaches and/or tools at a high level?**

☐ Yes

☐ If yes: please indicate the Ministry/agency:

☐ No

☐ I don't know

☐ Other (please specify) [Text Box]

From the different QM

7. How is the QM promoted in strategic documents in your country?

Option 0: Quality Management is not a specific point in strategic documents, directives, initiatives.

Option 1: Quality Management is part of national strategic documents, directives, and/or initiatives of the central government

If so: please indicate the name of the strategy/directive/initiative:

Option 2: Quality Management is part of regional/ministerial strategic documents and/or directives

Option 3: Quality Management is a required part in *charters / mission statements* of government organizations

Option 4: Other (please specify) [Text Box]

Option 5: I don't know

8. In your **country, is there a CAF/QM Centre? If yes, since when?**

☐ Yes, a CAF Centre

☐ if yes: please indicate the name/website and the year (exact or approximate) the CAF Centre was established

☐ Yes, a Quality Management Centre

☐ if yes: please indicate the name/website and the year (exact or approximate) the QM Centre was established

☐ No

☐ I don't know

☐ Other (please specify) [Text Box]

Section 2: Factors contributing to an enabling environment for QM

In this section, select **ALL** options that describe the situation around QM in your organisation and/or your country. You can complement the options via the “Other” Text field, if you see the situation in your country not being represented in the available options.

Policy / Legislation regarding QM utilization

9. How would you describe the policy or legislation concerning Total Quality Management (QM) utilization in **your country**? Choose either the column “**QM Recommended**” or “**QM Required**” and select then all applicable options in that column.

QM Recommended	QM Required
Option 0: No particular guidance	Option 0: No particular guidance
Option 1: Recommendation to use QM but implemented currently only in specifically supported pilot projects	Option 1: Statutory usage of QM is planned in the coming years but currently only specific pilot projects that are supported
Option 2: Recommendations and guidelines provided by the central regional or local government	Option 2: QM usage statutory and guidelines provided by the central, regional or local government
Option 3: Active support with statutory guidelines is provided by a central, regional or local level of government	Option 3: QM usage statutory and active support for implementation is provided by the central, regional or local government
Option 4: Other (please specify) [Text Box]	Option 4: Other (please specify) [Text Box]
Option 5: I don't know	Option 5: I don't know

Leadership

10. How is the coordination of QM implementation managed in your country?

Option 0: There is no centralized coordination of QM implementation

Option 1: Coordination by a non-specialised central government body

Option 2: Coordination by a specialised central government body (e.g. national/regional CAF/QM centers, quality agency or quality ministerial unit)

Option 3: Coordination by specialised bodies at the level of regional/ministerial government

Option 4: Decentralized coordination based on incentives/requirements for the managers of organisations implementing quality

Option 5: Other (please specify) [Text Box]

Option 6: I don't know

11. How would you assess the trend in political support for the utilisation of QM in the public sector?

Option 0: Political support has decreased in the last five years

Option 1: Political support has remained stable for the last five years

Option 2: Political support has increased in the last five years

Option 3: QM has been an integral part of high-level strategy documents produced by most of public sector organisations in the country for more than five years

Option 5: Other (please specify) [Text Box]

Option 6: I don't know

12. How would you assess the link of political support (for the usage of QM in the public sector) in your country and the funding of QM implementation by EU institutions?

Option 0: Political support for QM is not linked to funding by EU institutions

Option 1: Political support for QM is weakly linked to funding by EU institutions

Option 2: Political support for QM is noticeably linked to funding by EU institutions

Option 3: Political support for QM is depended on funding by EU institutions

Option 5: Other (please specify) [Text Box]

Option 6: I don't know

Core Values

5. To what extent has the quality of public services been monitored and evaluated over the last 7 years by a central government authority?

Option 1: Not measured

Option 2: Customer satisfaction / Quality assessment surveys are performed on a national level
Please indicate the frequency: every two years, every year...:
Please indicate if the results are published, and if yes, where:

Option 3: Customer satisfaction / Quality assessment surveys are performed on a regional/ministerial
Level
Please indicate the frequency: every two years, every year...:
Please indicate if the results are published, and if yes, where:

Option 4: Customer satisfaction / Quality assessment surveys are performed on an organisational/local level
Please indicate the frequency: every two years, every year...:
Please indicate if the results are published, and if yes, where:

Option 5: Other (please specify) [Text Box]

Option 6: I don't know

Resources

Are there **funding options** for Quality Management (QM) implementation available in your country?

Option 0: No support for funding options

Option 1: Facilitation of accessing EU funding

Option 2: National level funding options

Option 3: Regional/Ministerial funding options

Option 4: Mandated part of a public sector organisations budget

Option 5: Other (please specify) [Text Box]

Option 6: I don't know

How do you **perceive the available funding options** (for QM implementation) in your country?

Option 0: None

Option 1: Not sufficient to keep the number of QM users stable

Option 2: Sufficient to keep the number of QM users stable

Option 3: Sufficient to strengthen the number of QM users

Option 5: Other

Option 6: I don't know

[] please elaborate on your choice in a couple of sentences [textbox]

6. In what form is **informational material supporting QM implementation (e.g. general information, guidelines,...) made available to public sector organisations?**

Option 0: No QM material is disseminated

Option 1: Informational material developed on the European level (mostly in English) are linked on a government website

Option 2: Informational material published by a central government body (in national language and/or with translations) such as CAF/QM National Centres

Option 3: Implementation-related aids published by Regional/Ministerial body (in national language)

Option 4: Other (please specify) [Text Box]

Option 5: I don't know

7. How are **implementation-related aids (e.g., templates, assessment tools) for QM implementation made available to public sector organisations?**

Option 0: None are provided

Option 1: Implementation-related aids developed at the European level (mostly in English) are linked on the central government website

Option 2: Implementation-related aids published by central government body (in national language and/or with translations) such as CAF/QM National Centres

Option 3: Implementation-related aids published by Regional/Ministerial body (in national language), e.g. by regional CAF/QM National Centres

Option 4: Other (please specify) [Text Box]

Option 5: I don't know

8. Are sufficient **key information and tools provided in your country regarding the implementation of QM?**

Option 1: Not sufficient

Option 2: Just sufficient enough to keep the current standard of QM usage

Option 3: Sufficient enough to strengthen the usage of QM

Option 4: More than sufficient

Option 5: Other

Option 6: Neutral / I do not know

[] please elaborate on your choice in a couple of sentences [textbox]

Communication and Information

9. How does awareness raising / communication awareness for the importance of QM look like in your country? How do you perceive the efforts for communicating / raising the awareness regarding the importance of QM in your country? Please specify in each of the selected options who is the provider of the information

Option 0: There is none

Option 1: Digital publications (web pages, social media)

If yes please specify by whom: [Text Box]

Option 2: Printed leaflets, guides etc

If yes please specify by whom: [Text Box]

Option 3: **Promotional** in-person information events hosted by government instances (excluding training events)

If yes please specify by whom: [Text Box]

Option 4: Other (please specify) [Text Box]

Option 5: I don't know

10. Are there sufficient promotional efforts regarding the usage of QM in your country?

Option 1: Not sufficient

Option 2: Sufficient to keep the number of QM users stable

Option 3: Sufficient to strengthen the number of QM users

Option 5: Other

Option 6: I don't know

[] please elaborate on your choice in a couple of sentences [textbox]

Section 3: Factors deepening the institutionalisation of QM

In this section, select **ALL** options that describe the situation around QM in your country. You can complement the options via the “Other” Text field, if you see the situation in your country not being represented in the available options.

Capacity Building

Consultancy & Expert Support

Conferencing, Networking, Benchmarking and Peer-learning

11. How is training on QM offered in your country?

Option 0: None

Option 1: Basic training courses with a broad audience (e.g. e-learning)

If so, please

- a) indicate the level of satisfaction (Neutral / I do not know, Not adequate at all, Adequate, Sufficient, More than Sufficient)
- b) Please indicate, if possible, the service provider: [Text box]

Option 2: In-depth training courses on QM (e.g. train the trainers, external evaluation, facilitation)

If so, please

- a) indicate the level of satisfaction (Neutral / I do not know, Not adequate at all, Adequate, Sufficient, More than Sufficient)
- b) Please indicate, if possible, the service provider: [Text box]

Option 3: Certified training courses on QM, including external evaluation/auditing

If so, please

- a) indicate the level of satisfaction (Neutral / I do not know, Not adequate at all, Adequate, Sufficient, More than Sufficient)
- b) Please indicate, if possible, the service provider: [Text box]

Option 4: Other (please specify) [Text Box]

Option 5: I don't know

12. In which way is the consultancy/expert support provided to facilitate the usage of QM?

Option 0: None

Option 1: Central government bodies facilitate external consultancy support from the (semi-)private sector

Option 2: Specialised government bodies (like CAF/QM Centres) provide consultancy / technical support for public sector organisations

Option 3: Specialised Regional/Ministerial bodies provide consultancy support for public sector organisations

Option 4: Other (please specify) [Text Box]

Option 5: I don't know

13. What are the dynamics of networking & conferences in the area of QM in your country?

Option 0: None

Option 1: Support for the participation of (appointed) QM professionals in European level initiatives

Option 2: Hosting National level initiatives of QM professionals (in irregular intervals)

Option 3: Hosting Regional/Ministerial level initiatives for QM professionals and assessment group members (in irregular intervals)

Option 4: Hosting National level initiatives of QM professionals (on a regular basis)

Option 5: Hosting Regional/Ministerial level initiatives for QM professionals and assessment group members (on a regular basis)

Option 6: Other (please specify) [Text Box]

Option 7: I don't know

14. How is the exchange of best practices (in the area of QM) supported in your country?

Option1: No support available

Option 2: Links are published on a government website to publications/databases of QM case studies generated on the European level (mostly in English)

Option 3: Publications/databases of QM case studies, published via CAF/QM National Centres (in national language)

Option 4: Support for participation of (appointed) QM professionals in European level initiatives that aim for exchange of best practices

Option 5: The government hosts events in the country that aim to strengthen the exchange of best practices in QM

Option 6: Benchmarking between QM practitioners is actively supported in the country (e.g. there is a platform for the results, or a database of best cases)

Option 7: Other (please specify) [Text Box]

Option 8: I don't know

15. How do you perceive the adequateness of the capacity efforts (Question 21, 22, 23) regarding the usage of QM in your country? (select if applicable)

Option 0: I don't know

Option 1: Networking / Conferences

q) Please indicate the level of satisfaction = Neutral / I do not know, Not adequate at all, Adequate, Sufficient, More than Sufficient)

Option 2: Consultancy/expert support

q) Please indicate the level of satisfaction = Neutral / I do not know, Not adequate at all, Adequate, Sufficient, More than Sufficient)

Option 3: Exchange of best practices

q) Please indicate the level of satisfaction = Neutral / I do not know, Not adequate at all, Adequate, Sufficient, More than Sufficient)

Option 4: Other (please specify) [Text Box]

Rewarding Quality & External Validation

16. How are the dynamics regarding quality awards or contests related to QM in your country?

Option 0: The participation in European level QM related awards/contests is NOT facilitated/supported

Option 1: The participation in European level QM related awards/contests is facilitated/supported

Option 2: QM related awards/contests are hosted on a national level

Option 3: QM related awards/contests are hosted on a regional/ministerial level

Option 4: Other (please specify) [Text Box]

Option 5: I don't know

17. What are the dynamics of certification/external feedback regarding the usage of QM approaches in your country?

Option 0: None

Option 2: Certification/External feedback is recommended for public sector organisations

Option 2: Certification/External feedback for public sector organisations is actively supported (e.g. there is a platform facilitate feedback or audits for certification)

Option 3: Certification/External feedback is mandatory for public sector organisations

Option 4: Other (please specify) [Text Box]

Option 5: I don't know

18. How do you perceive the adequateness of the system of external certification in your country?

Option 1: Not adequate at all

Option 2: Adequate

Option 3: Sufficient

Option 4: More than Sufficient

Option 5: Other

Option 6: Neutral / I do not know

[] please elaborate on your choice in a couple of sentences [textbox]

19. In case you would like to highlight some aspects in particular, related to QM and the institutionalisation of the QM usage, please feel invited:

Option 1: (please specify) [Text Box]

Thank you for your participation in this survey. Your insights are invaluable in comprehending the state of Quality Management institutionalization in public administration across various countries.