

---

# Strengthening Accountability in Public Administration

---

Angelika Flatz  
Federal Chancellery  
Director General for Public Service and  
Administration Innovation

---

**POLITICAL...**

Civic...

Market...

Moral...

Social...

Judicial...

Managerial...

**ADMINISTRATIVE...**

## **Different dimensions of accountability**

---

# Fields of competencies of Directorate General „Public Service and Administration Innovation“

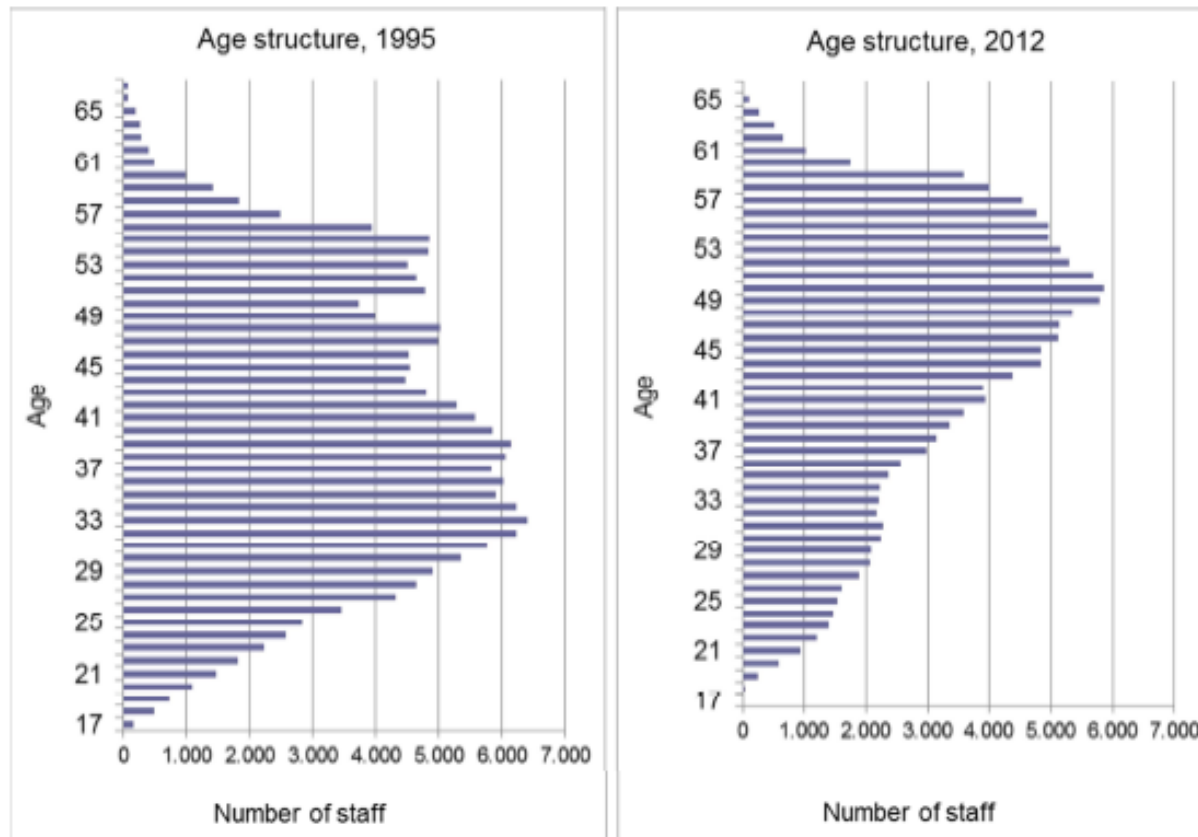
1. Human resource management
2. Performance management



# HR management-demographic challenges (1.1)

1995

2012



Level: 131,183 FTE (31.12.2012)

---

## The Austrian approach (1.2)

- knowledge management
- positive working environment
- intensive human resource auditing
- mobility management

---

# Fields of competencies of Directorate General „Public Service and Administration Innovation“

1. Human resource management
2. Performance management



---

## Public administration - challenges (2.1)

- no long-term, legally binding budget management or long-term preview
- cameralistic budget: important management-related information missing
- only input and no output orientation: Who gets how much, instead of what has to be the outcome?
- lack of incentives for economic management of the budget
- small-sized non flexible budget structure; lack of transparency
- big picture missing: what do we want to achieve with the budget?

---

## The Austrian approach (2.2)

### Outcome Orientation

- managing public administration based on its contributions toward achieving outcome in society (performance management)

#### key pillars:

- new budget structure: performance management (outcome orientation) is implemented as a budgeting principle in the Austrian constitution
- new system of impact assessment: regulatory impact assessment
- implemented in 2 stages: 2009 and 2013



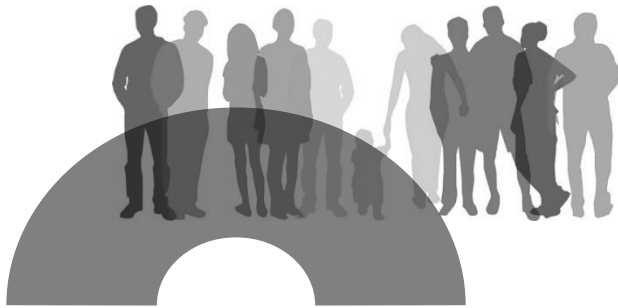
---

## Examples of outcomes

- Ministry of the Interior
  - improving safety and security
- Ministry of Education and Women's Affairs
  - promoting equality in the educational system (reducing gender, ethnic and socio-economic inequality)
- Ministry of Labour, Social Affairs and Consumer Protection
  - keeping older workers (aged 50+) in the labour market by improving their work ability
- Ministry of Science, Research and Economy
  - increasing Austria's attractiveness as a business location

---

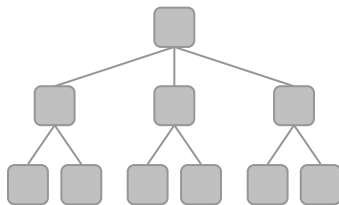
# Outcome Orientation as a collaborative tool



... parliament & interested public



... government & ministers



... public administration

---

## New accountabilities (2.3)

- Political accountability to the Parliament
  - new reporting obligation: Annual Federal Performance Report and Report on Internal Evaluation
  - control if resources used efficiently and effectively
  - focus on outcome and outputs and performance indicators
  - quality assurance by Performance Management Office

---

## New accountabilities (2.3)

- Court of Audit
  - independent body for financial audit of government
  - new: recommendations regarding outcome orientation
- interested public
  - all reports are published for the public
  - focus on comprehensibility
- within administration
  - accountability for results is implemented further within public administration by means of performance contracts

---

# Thank you for your attention

---

**Mag. Angelika Flatz**  
Director General

Federal Chancellery  
Directorate General for Public Service and  
Administration Innovation

Hohenstaufengasse 3  
1010 Wien  
Tel: +43 1 531 15-207100  
[angelika.flatz@bka.gv.at](mailto:angelika.flatz@bka.gv.at)

