

ITALIAN INITIATIVES ON IWA 4 AND ITS APPENDIX "B"

World Quality Forum INLAC 2007

Ixtapa, May 24, 2007

Ennio Nicoloso

ITALIAN WG ON "IWA 4"

FOLLOWING KUALA LUMPUR MEETING IN 2005, A "WORKING GROUP ON IWA 4" HAS BEEN ESTABLISHED FOR A POSSIBLE ADOPTION (AND ADAPTATION) IN ITALY OF THE CHECK UP SYSTEM INDICATORS AND OF THE IWA 4 GUIDELINES FOR THE LOCAL GOVERNMENTS.

THE WG INCLUDES REPRESENTATIVES OF:

- MUNICIPALITIES (SMALL AND LARGE)
- ITALIAN ASSOCIATION FOR QUALITY CULTURE (AND SOME OF ITS REGIONAL CHAPTERS)
- THE "ASSOCIAZIONE QUALITA' COMUNI" (WHOSE MEMBERS ARE THE ITALIAN MUNICIPALITIES CERTIFIED ISO 9001 AND ISO 14001)
- PISA UNIVERSITY (THROUGH ITS CONSORTIUM *QUALITÀ & INNOVAZIONE*)

PERFORMED ACTIVITIES

- ❑ TRANSLATION (WITHOUT ADAPTATION) OF THE IWA 4 ON BEHALF OF UNI, THE ITALIAN STANDARD BODY.
THE ITALIAN VERSION HAS BEEN PUBLISHED ON MARCH 15, 2007, AS TECHNICAL REPORT UNI/TR 11217
- ❑ PREPARATION OF ARTICLES ON “APPENDIX B”.
THEY HAVE BEEN PUBLISHED ON UNI AND AICQ MAGAZINES AND THEIR WEB SITES
- ❑ PRESENTATION OF IWA 4 AND ITS APPENDIX B.
SEMINARS HAVE BEEN HELD IN VENICE, ROME, MILAN, SALERNO UNIVERSITY, ETC.
- ❑ TRANSLATION AND ADAPTATION TO THE ITALIAN SITUATION OF THE CHECK UP TOOLS PARAMETERS.
THE ADAPTATION S ARE PRESENTLY UNDER REVIEW
- ❑ TRANSLATION OF THE SELF DIAGNOSIS VERIFICATION METHODOLOGY .
THE ADAPTATION TO THE ITALIAN SITUATION IS UNDER WAY

MAIN ADAPTATION PROBLEMS

- IN ITALY THE ADMINISTRATIVE STRUCTURES ARE ONLY PARTIALLY SIMILAR TO THE MEXICAN ONES.
- THERE ARE DIFFERENCES IN AREAS AND KIND OF SERVICES PROVIDED BY A LOCAL GOVERNMENT DUE TO DIFFERENT POLITICAL CHOICES.
- THERE ARE DIFFERENCES IN THE ROLE AND RESPONSIBILITIES OF THE VARIOUS GOVERNMENT LEVELS (NATIONAL, REGIONAL, PROVINCIAL, LOCAL)
- THERE ARE NOT, AT PRESENT, SIMILAR SUPPORTING ORGANIZATIONS (UNIVERSITIES, FEDERAL INSTITUTIONS, NATIONAL COUNCIL, ETC.)

EXAMPLES OF DIFFICULTIES ⁽¹⁾

- COMPETENCE AND CONTINUITY OF CIVIL SERVANTS (1.3)
RECRUITMENT ACTIVITIES ARE CONTROLLED BY LAWS AND INVOLVE ALSO TRADE-UNIONS
- PROMOTION OF CIVIL PROTECTION AND EMERGENCIES (1.6)
THE CIVIL PROTECTION IS RARELY AND ONLY PARTIALLY DECENTRALIZED
- RULE OF LAW PREVAILS IN LOCAL GOVERNMENT TERRITORY (1.9)
THE LOCATION OF JUSTICE OFFICES IS NOT DECIDED BY LOCAL GOVERNMENTS
- SOUND FINANCIAL MANAGEMENT (1.11)
LOCAL GOVERNEMENTS HAVE ONLY LIMITED POSSIBILITIES, ESTABLISHED BY LAWS, IN RAISING FINANCIAL RESOURCES

EXAMPLES OF DIFFICULTIES (2)

- PROMOTION OF TOURISM (2.5)

THE TOURISTIC ATTRACTIONS CAN SIGNIFICANTLY DIFFER FROM LARGE TO SMALL MUNICIPALITIES AND THEIR HERITAGES

- PROMOTION OF THE AGRICULTURAL SECTOR (2.7)

URBAN AREAS USUALLY DO NOT HAVE AGRICULTURE ACTIVITIES

- PUBLIC HEALTH DEVELOPMENT (3.6)

THE HEALTH SERVICE IS UNIQUE AT NATIONAL LEVEL WITH ONLY LIMITED LOCAL GOVERNMENT ACTIVITIES

- RESPONSIBLE FOR WASTE COLLECTION AND DISPOSAL (4.2)

- RESPONSIBLE FOR WATER CYCLE (4.6)

THESE SERVICES , IN MANY CASES, ARE OUTSOURCED TO EXTERNAL COMPANIES OR CONSORTIA OF MUNICIPALITIES

MAIN ADAPTATION

- THE METRICS FOR FOR CHECK UP SYSTEMS INDICATORS HAVE BEEN **WIDENED**, STILL MAINTAINING THE THREE LEVEL (RED/YELLOW/GREEN) APPROACH [*SCHEME 1R+2Y+2G*].
- A NEW INDICATOR HAS BEEN INTRODUCED IN THE 1st TABLE, CONCERNING THE CONTROL, BY THE LOCAL GOVERNMENTS, OF THE **OUTSOURCED PROCESSES**.
- A **FIFTH TABLE** OF INDICATORS HAS BEEN ADDED, IN ORDER TO ASSESS THE EFFECTIVENESS AND EFFICIENCY OF INTERNAL PROCESSES OF THE MUNICIPALITIES.
- THE FINAL REVISION OF THE ITALIAN INDICATORS WILL TAKE INTO ACCOUNT THE ANTICIPATED **REVISION OF THE INDICATORS** AND THE RESULTS OF A SPECIFIC **PILOT VALIDATION**

ONGOING ACTIVITIES

- ❑ PILOT VALIDATION OF THE ITALIAN VERSION OF THE *CHECK UP SYSTEM INDICATORS* AND ITS SUPPORTING PARAMETERS IN THE *CHECK UP TOOL*.
THIS PILOT VALIDATION WILL INVOLVE 20 LOCAL ADMINISTRATIONS OF DIFFERENT SIZES, 10 WITH AND 10 WITHOUT A QMS CERTIFIED
- ❑ CONTACTS WITH THE PUBLIC FUNCTION DEPARTMENT OF THE CENTRAL GOVERNMENT AND ANCI (THE ITALIAN LOCAL GOVERNMENT ASSOCIATION) FOR SENSIBILIZATION ON THE IWA 4 APPROACH
- ❑ FINDING SPONSORS AND FUNDS FOR THE WG ACTIVITIES

FUTURE ACTIVITIES

- REVIEW OF THE **VALIDATION RESULTS** AND RELATED SUGGESTIONS FOR THE CONSEQUENT REVISION OF THE *CHECK UP SYSTEM* INDICATORS
- ORGANIZATION OF **SEMINARS**, AT REGIONAL LEVEL, ON IWA 4 AND CHECK UP SYSTEM APPROACH, IN COOPERATION WITH THE WG MEMBERS ORGANIZATIONS AND UNI
- PREPARATION OF A **COMMON POWER POINT PRESENTATION** TO BE USED FOR SUCH SEMINARS
- ORGANIZATION OF **TRAINING COURSES** (AND PREPARATION OF THE RELATED MATERIAL) FOR:
 - ✓ THE IMPLEMENTATION OF *QMS IN LOCAL ADMINISTRATIONS*
 - ✓ THE AUDITORS OF THE *CHECK UP SYSTEM INDICATORS*

OTHER ITALIAN APPROACHES (1)

“CAF” APPROACH (COMMON ASSESSMENT FRAMEWORK) :

- ✓ THIS APPROACH IS BASED ON “EFQM EXCELLENCE MODEL”
- ✓ IT HAS BEEN PROPOSED BY THE EUROPEAN UNION TO ITS MEMBERS
- ✓ IT IS SUPPORTED BY THE ITALIAN MINISTER OF THE “PUBLIC FUNCTION”

ENABLERS:

- LEADERSHIP
- HUMAN RESOURCES MANAGEMENT
- PLANNING AND STRATEGY
- PARTNERSHIP AND RESOURCES
- PROCESS AND CHANGE MANAGEMENT

RESULTS:

- PEOPLE RESULTS
- CUSTOMER/CITIZEN ORIENTED RESULTS
- SOCIETY RESULTS
- KEY PERFORMANCE RESULTS

OTHER ITALIAN APPROACHES (2)

“VIC” APPROACH (VALUTAZIONE INTEGRATA DEL CAMBIAMENTO):

- ✓ THIS APPROACH HAS BEEN PROPOSED BY THE ITALIAN GOVERNMENT
- ✓ ITS IMPLEMENTATION IS FREE (BUT HAS BEEN VERY LIMITED)
- ✓ IT CONCERNS MAINLY THE INTERNAL ACTIVITIES OF A MUNICIPALITY

AREAS:

- ORGANIZATIONAL CULTURE
- RESOURCES MANAGEMENT
- POLICY MAKING
- EXTERNAL RELATIONS

INDICATORS (EXAMPLES):

- PRODUCTIVITY INCENTIVES/TOTAL EMPLOYEES WAGES
- TRAINING DAYS/EMPLOYEE
- RATE OF E-PROCUREMENT/TOTAL PROCUREMENT
- E-MAILS NUMBERS / NUMBER OF EMPLOYEES
- EVALUATION STUDIES ON LARGE INVESTMENT
- LOCAL ADMINISTRATION COMMITMENT WITH EXTERNAL ORGANIZATIONS

CHECK UP TOOL PARAMETERS

- THE PARAMETERS (AND RELATED METRICS) LISTED IN THE CHECK UP TOOL QUADRANTS ARE **USEFUL GUIDES** FOR THE SELF-DIAGNOSIS OF THE 39 INDICATORS
- THE USE OF THESE PARAMETERS IN OTHER COUNTRIES REQUIRES SOME ADAPTATION TO THE LOCAL SITUATIONS
- THE MAIN ADAPTATION CONCERNS THE KIND OF **"EVIDENCES"** REQUIRED TO SUPPORT THE EVALUATIONS. THESE EVIDENCES CAN DIFFER SIGNIFICANTLY COUNTRY BY COUNTRY
- ANOTHER POSSIBLE REVIEW MAY CONCERN THE CRITERIA REQUIRING THAT FOR PLACING AN INDICATOR IN THE **GREEN** AREA, IT'S REQUIRED THAT **ALL** RELATED PARAMETERS ARE IN THE SAME GREEN AREA

SELF DIAGNOSIS VERIFICATION MANUAL

- THIS MANUAL IS A **USEFUL GUIDE** FOR BOTH, THE LOCAL GOVERNMENT PERSONNEL INVOLVED IN THE SELF DIAGNOSIS AND THE AUDITORS INVOLVED IN THE VERIFICATION
- FOR A **FACTUAL EVALUATION** OF THEIR INDICATORS THE LOCAL GOVERNMENTS SHOULD BE KNOWLEDGEABLE OF THE MANUAL AND OF THE CHECK UP TOOL QUADRANTS EVALUATION PARAMETERS
- FOR THE USE OF THIS MANUAL IN OTHER COUNTRIES AN ADAPTATION MAY BE REQUIRED TO COPE WITH THE DIFFERENT ORGANIZATIONS, WITH PEOPLE AND SUPPORTING RESOURCES INVOLVED IN THE SELF-DIAGNOSIS AND WITH THE VERIFICATION BY A **THIRD PARTY ORGANIZATION**
- IN ORDER TO FACILITATE COMPARISONS AND ESTABLISH BENCHMARKS IT WOULD BE USEFUL TO DETERMINE HOW TO DEAL WITH THE **INDICATORS WHICH ARE NOT APPLICABLE** TO ALL LOCAL GOVERNMENTS

THE IMPORTANCE OF A CHECK UP SYSTEM

THE CHECK UP SYSTEM APPROACH CONTAINS AT LEAST FOUR IMPORTANT ISSUES:

- THE MOST IMPORTANT RESPONSIBILITY OF A LOCAL GOVERNMENT SHOULD BE: **SATISFY THE NEEDS AND EXPECTATIONS** OF ITS CLIENTS/CITIZENS
- POLICIES CONCERNING THE LOCAL GOVERNMENT SHOULD BE DECIDED STARTING **FROM THE CITIZENS NEEDS** AND NOT BE IMPOSED BY HIGHER GOVERNMENT LEVELS
- A **CORRECT DEVOLUTION** OF RESPONSIBILITIES AT LOCAL LEVEL, WILL IMPROVE THE EFFECTIVENESS OF THE SERVICES PROVIDED TO THE CITIZENS
- THE LOCAL GOVERNMENT SERVICES SHOULD BE **COMPREHENSIVE** OF ALL AREAS OF INTEREST OF THE CITIZENS

ITALIAN GUIDELINE FOR ISO 9001

- THE IMPLEMENTATION OF A QMS, BASED ON ISO 9001, FOR THE ITALIAN LOCAL GOVERNMENTS HAS BEEN SUPPORTED BY A SPECIFIC GUIDELINE “*UNI 33 – APPLICARE LA NORMA UNI EN ISO 9001:2000 NEGLI ENTI LOCALI*”, PUBLISHED ON MAY 2002.
- THIS GUIDELINE IS COMPATIBLE WITH THE IWA 4 AND ITS TRANSLATION
- BOTH DOCUMENTS PROVIDE VALUABLE SUPPORT TO LOCAL GOVERNMENTS FOR THE IMPLEMENTATION OF A CORRECT QMS:
- WHILST THE IWA 4 GUIDELINE GIVES A BROADER AND MORE INTERNATIONAL VIEW, THE GUIDELINE UNI 33 TAKES INTO ACCOUNT THE SPECIFIC ITALIAN SITUATION AND INCLUDES USEFUL IMPLEMENTATION EXAMPLES

POSSIBLE IWA 4 IMPROVEMENTS

- IWA 4 DOCUMENT SHOULD BE ALIGNED TO THE FUTURE AMENDMENTS TO ISO 9001:2009
- IT SHOULD BE STRESSED THAT THE PRIMARY FOCUS AND OBJECTIVE OF A QMS MUST BE THE COMPLIANCE TO CITIZEN NEEDS AND EXPECTATIONS (“OUTPUT MATTERS”)
- IT SHOULD BE EVIDENCED THE IMPORTANCE OF USING ADEQUATE INDICATORS TO MONITOR THE ADEQUACY OF PROCESSES AND ACTIVITIES
- THE ADOPTION OF SCHEMES SUCH AS THE “CHECK UP SYSTEM” SHOULD BE CLEARLY RECALLED, WHEREVER APPROPRIATE, IN THE TEXT
- THE IMPORTANCE OF A PERIODIC SELF-DIAGNOSIS OF THE ADEQUACY OF THE SERVICES SHOULD BE EVIDENCED

THANKS FOR
YOUR ATTENTION