

## Country Reforms Matrix - Austria

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens		
	Establishing partnerships		
	Integrating groups		
	Using ICTs		
	Involving citizens		
Lab 2 - Design	Utilizing a mix of policy instruments		
	Using joined-up government		
	Fostering a whole-of-government approach		
	Engaging with innovative practices		
Lab 3 - Delivery	Strengthening the civil service	Budget and Public Sector Management Reform	A <b>comprehensive budget and public sector management reform</b> was implemented in 2013, which introduced performance-oriented budgeting and regulatory impact assessment. This reform initiated a culture change process, which is aimed at increasing the efficiency and effectiveness of public service delivery. Steering group meetings, workshops, informational events and materials are provided to build trust and peer-learning throughout the public sector. The Federal Academy of Public Administration provides training and skills development.
		Joint Reform Commission	The <b>Joint Reform Commission (2014)</b> was created to develop concrete measures to optimize public service delivery, increase the quantity and quality of participatory measures, and optimize institutions.
		e-Government	Austria has been a pioneer in <b>e-Government</b> . They have developed “key enablers,” such as the integration of mobile phone signatures or citizen cards, which helps foster international services. This allows citizens to have an electronic identification and signature to access government services online and in a secure environment.

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		One-Stop User Portal	A <b>one-stop user portal</b> for citizens and businesses: <a href="http://help.gv.at">help.gv.at</a> and <a href="http://usp.gv.at">usp.gv.at</a> .
		Efficiency and Interoperability	<b>Secure delivery and unhindered electronic interaction</b> between businesses, citizens and the public administration. Austria also participates in large-scale digital pilots with the European Union.
		<a href="http://Data.gv.at">Data.gv.at</a>	<a href="http://Data.gv.at">Data.gv.at</a> is the <b>open government data portal</b> that allows all citizens to view government data on a single portal. This helps develop new services, promote economic growth and increase transparency.
	Building a diverse & inclusive civil service	Diverse Public Service	Austria promotes <b>diversity and inclusiveness in its public service</b> by being open and flexible, supporting the fast-changing modern society and supporting heterogeneous and individual life choices.
	Building trust in government	IT-based delivery	Trust is difficult to measure. Austria has implemented many <b>new IT-based services to improve the delivery</b> of public services and decrease administrative burden. This enables stakeholders to contribute to reforms and disseminate information. The aims of these reforms are to increase accountability, transparency and efficiency, which will, hopefully, increase trust in government.
	Reaffirming the core values in the public service	Federal Chancellery	While ministries are autonomous and able to define their own core values, the <b>Federal Chancellery supports federal ministries to reaffirm their core values</b> . In 2013, Austria introduced performance orientation, which required federal authorities to develop mission statements reflecting their core values and major goals. To implement this reform, the willingness and leadership skills of senior executives are needed to safeguard that core values are accepted among public employees and brought to life. Performance oriented goals guide individual employees and allow them to see their work as part of a bigger picture.
	Establishing gender balance in the civil service	Gender balance	<b>Austria's budgetary/Performance Management-system is designed to explicitly respond to gender issues</b> . Each ministry must include at least one gender objective among its overall key objectives, which in turn forms the structural basis for allocating resources. It also requires an annual ex post evaluation, and reporting to parliament on impacts and indicators. Furthermore, many federal ministries include intra-institutional gender objectives in their outcome-oriented budgets.
		Regulatory Impact Assessment	When conducting <b>Regulatory Impact Assessments</b> , the impacts on men and women must be assessed.

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		National Action Plan on Equal Opportunities for Women and Men in the Labour Market	<b>To ensure equal rights and representation of women in managerial positions</b> , initiatives such as gender auditing, indicator-based targets for women in senior positions, and a <b>National Action Plan on “Equal Opportunities for Women and Men in the Labour Market”</b> were created. Parental leave for fathers is promoted, early parental leave for partners, and cross-mentoring in the Federal Civil Service have been implemented, too. As a result, the percentage of women in the federal service is rising in management positions. Most notably, women currently occupy 20 per cent of top management positions, which has increased from 2.5 per cent in 1995.
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Regulatory Impact Assessment	The Austrian Government is committed to outcome-oriented goals, particularly in regards to budgetary management. <b>Regulatory impact assessments (RIAs)</b> play an important role in outcome-oriented policy-making and evaluation. All new laws, regulations and big projects will require an RIA to assess their outcomes, outputs and measurable indicators of success. The RIA must accompany the draft legislation before going to Parliament. The <b>Federal Performance Management Office in the Federal Chancellery</b> ensures a uniform, high quality RIA. Evaluations are conducted every 5 years and posted yearly to the Chancellery website. Federal Performance Management Office at the Federal Chancellery collaborates with line ministries and uses state-of-the-art web-based database and evaluation tools to make sure the performance management system is uniform and high quality. Evaluations are then taken into account when drafting the next strategic plan.
	Strengthening performance management	Budget Law	<b>The new budgeting law implements performance management at the federal level.</b> Each Ministry and Centre of Government organization submits a multi-annual strategic plan in accordance with the Medium-Term Expenditure Framework and updated every spring. The <b>Federal Budget</b> includes outcome and output statements, which are translated into performance mandates for each ministry. The benefit is that policy goals are achieved by managing objectives and employees can relate their work to the objectives of the organisation. The new system also provides transparency, utilizing a state-of-the-art web-based database for reporting and presenting the data. Users are also able to visualize the data with app-style graphs and figures, which allows for easy access and intuitive navigation.
	Identifying what works	Federal Chancellery	To optimize their evaluation systems, the <b>Federal Chancellery</b> commissioned an independent study to discover the strengths and weaknesses of their performance management and regulatory impact assessment (RIA) system. As a result of the study, Austria adjusted its RIA system to introduce a new gradual approach, allowing line ministries to focus their RIAs on priority areas and free resources for an improved evaluation process. The results of this study were made available to all major stakeholders and the general public.
	Utilising policy and programme experimentation/piloting	Budget Reform 2009/2013	Prior to the <b>Budget Reform 2009/2013</b> , elements of the new system were piloted in several agencies. The positive results of the evaluation drove the implementation of the performance management system.

