

**Conclusions:**

**Special report on Quality issues of Public Administration**

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In brief, I would like to mention that all presentations proved that all countries participated in this International Conference, are in the process of changing the status quo in their public management systems. They are changing their organizational systems, organizational structure, organizational processes and in particular, those processes related to human resource management and development, and simultaneously, introducing e-Government, privatization, quality evaluation systems (such as the Common Assessment Framework in European Union countries), quality management systems such as ISO 9001:2000 and total quality management practices.

However, we have to be very concerned with the above mentioned changes and improvements and we need to plan well in advance before we start the implementation phase. We must pay special attention to the morale of human resource in the public sector. The psychology of all civil servants is a really important factor. How can we accomplish this? Through the participation of all civil servants in the changes and improvements. All civil servants must participate in the development of a new public management system as well as in the decision-making process related to strategic and/or operational issues.

Another important issue which was discussed was the quality improvement of public services. To achieve this issue, countries are using such tools as the European Business Excellence Model, quality management systems, quality evaluation systems, business process reengineering methods, team building along with the continuous training and education of the civil servants. These were the trends that were observed during this International Conference. Thank you very much.