

Contract Management in the Antimonopoly Office

Proposal for agenda

- 1) Why are we doing this?
- 2) What lessons have been learned i.e. Denmark?
- 3) What could a contract look like?
- 4) How could the process be run?
- 5) Who should do what and when?

Why are we doing this?

- **Because contracts are the alternative where market competition can not be practised: jurisdiction, policy**
- **Because contracts can ensure or at least encourage yearly increases in value for money similar to enterprises exposed to the market**
- **Because contracts can facilitate prioritization and setting of standards**
- **Because contracts can make it clear to politicians, the general public and employees, why an Anti-monopoly Office is needed and what it achieves for taxpayers money**

What's in it for leaders and employees?

- Tool for management, although not legally binding
- Professional pride
- Competence development
- Clearer criteria for staff evaluation
- Getting rid of dreadful routine processes adding no value
- Only effective jobs are safe jobs
- Allocation of resources internal and vis a vis Ministry of Finance (if a negotiation situation occurs)

Add to this:

- more value for the money you pay in taxes and
- increasing chance of EU / NATO membership if everybody worked in the same professional manner

What lessons have been learned in i.e. Denmark?

- **Contracts are not a god given order - they need explanation and legitimacy. Big challenge to leadership**
- **Concepts are schematic - Reality calls for improvisation**
- **Think big - contracts are not about millimetre democracy**
- **Better start imperfect than not start at all**
- **Combine top down and bottom up. Don't underestimate importance of a proper process**

What could a contract look like?

- a concrete answer

DK Primary Targets

- Service to the minister
- Report on competition
- Amendment of Law on competition
- Law on means of payment

DK Secondary Targets

- Productivity
- Quality
- Handling time for different types of cases
- Customer's satisfaction
- Benchmarking
- EU presidency
- Strategic development of competencies

SK Primary Targets

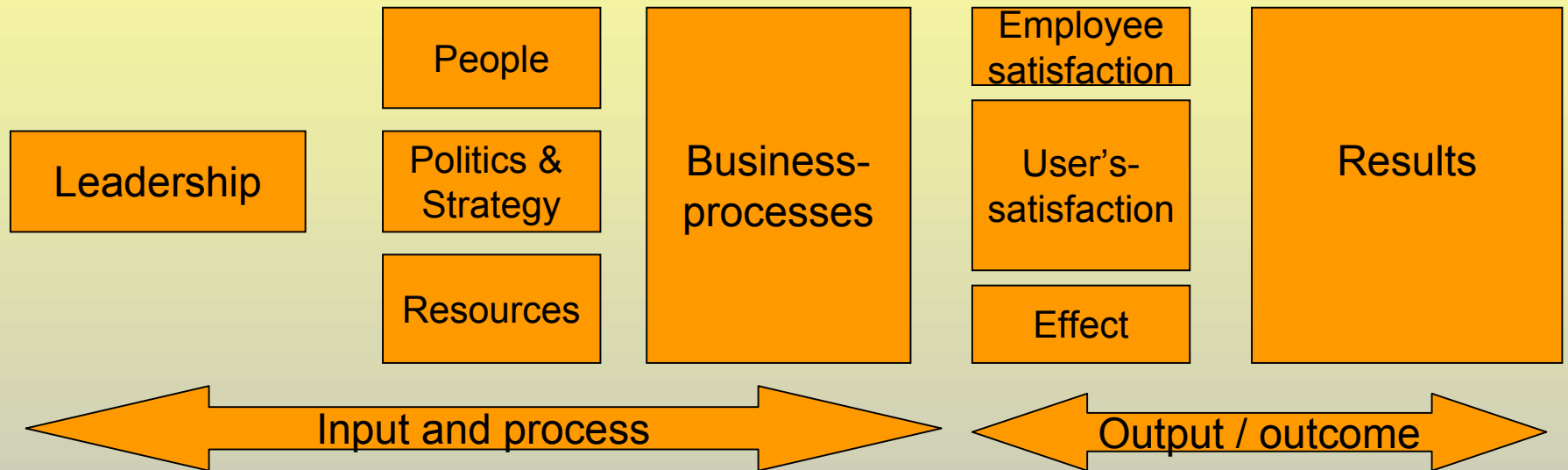
- Service to the government
- Report on competition (->EU)
- General investigation (pro- or reactive)
- Legislation (preparation, implementation and monitoring)
 - Own
 - Contributions to other's

SK Secondary Targets

- Handling time
 - Agreements
 - Abuse of dominant position
 - Other types
- Quality: Complaints and internal audit
- Productivity
- Information and transparency
 - Web-site
 - Lectures
- Strategic devel. of competencies

What could a contract look like? - a more abstract answer

Goals setting after the business excellence model



...or more simple - and often better!

- **Goals setting on results, strategy & development and human resources or**
- **Goals setting on core activities and back office activities**

➔ **Many goals are already at place in laws - but specific measures are to be defined**

How could the process be run?

- Process must be considered carefully in order to ensure employees co-ownership
- Process must be started at the executive level
- Drafting mission and vision is a task for leadership: **why on earth should taxpayers (or politicians) be willing to finance us? Where do we want to be next year? How do we get there?**
- Drafting specific goals could be a task for each division on an individual and collective basis
- A SWOT-analysis might be an useful tool

SWOT Analysis Illustrated

Strengths

- Clear mission
- Pioneer spirit
- High motivation
- Political support

Weaknesses

- Long handling times
- Lack of statistics and horizontal co-operation
- Lack of knowledge of costs of operation

Opportunities

- Merger with other unit
- Civil Service Act
- New technology
- Internat. co-operation

Threats

- More sophisticated forms of abuse of market position
- IT break down
- Staff flow

What will you do to get the the best out of strengths, overcome weaknesses, make the best of opportunities and overcome threats in order to fulfil mission and vision?

Who should do what and when? - a rough scheme

Who
Executive
level

Divisional
level

INEKO/
JCO