

22nd EPSO Conference – Stockholm, Sweden

Working group 3: Effectiveness

Conclusions about topics and questions to be discussed in the next working group meeting (London, 2017) about effectiveness:

1. Framing of problems relevant for supervision/inspection
(Suggestion by Kees Reedijk, The Netherlands – who might elaborate further on the below?)

The author Malcom Sparrow has published a book that proposes to us, that framing of key problems relevant for the supervisory authorities is very important in achieving focus and recognition among the public.

- What is the specific process of framing? (What are the key elements in the process?)
- Which types of problems are relevant and suitable for framing?
- How do we frame complex problems – and make them manageable by downsizing and quantifying them?
- How do you identify and focus relevant supervisory activities regarding the framed problems?
- Which examples of framing problems do the participants in the working group have?

Malcolm K. Sparrow is Professor of the Practice of Public Management at Harvard's John F. Kennedy School of Government. He is Faculty Chair of the school's executive program "Strategic Management of Regulatory and Enforcement Agencies."

Professor Sparrow's recent publications include: *The Character of Harms: Operational Challenges in Control* (Cambridge University Press, 2008) & *The Regulatory Craft: Controlling Risks, Solving Problems, and Managing Compliance* (Brookings Press, 2000)

2. Setting goals for the results/effectiveness of supervision/inspection
(Suggestion by Ian Leistikow, The Netherlands – who might elaborate further on the below?)

The discussion in the working group focused on the following questions:

- What is your goal as a supervisory authority? Examples by the participants of the working group?
- How do you break down your goal, so it becomes manageable?
- How do you know, that you have achieved your goal? (How do you make your goals specific, measurable and achievable?)
- What kind of data and monitoring do you have to put in place?

Yours sincerely,

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