



Cyprus
University of
Technology

Faculty of
Engineering and
Technology

Doctoral Dissertation

**PUBLIC SERVICE MANAGEMENT
LEADING TO QUALITY:
STRATEGIC ANALYSIS, RISK ASSESSMENT AND
PERFORMANCE MEASUREMENT
FOR MARKET SURVEILLANCE AUTHORITY
FOR CONSTRUCTION PRODUCTS IN EU**

Kyriacos I. Kouros

Limassol, July 2020

CYPRUS UNIVERSITY OF TECHNOLOGY
FACULTY OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF CIVIL ENGINEERING AND GEOMATICS

Doctoral Dissertation

PUBLIC SERVICE MANAGEMENT LEADING TO QUALITY:
STRATEGIC ANALYSIS, RISK ASSESSMENT AND
PERFORMANCE MEASUREMENT
FOR MARKET SURVEILLANCE AUTHORITY
FOR CONSTRUCTION PRODUCTS IN EU

Kyriacos I. Kouros

Limassol, July 2020

Approval Form

Doctoral Dissertation

**PUBLIC SERVICE MANAGEMENT LEADING TO QUALITY:
STRATEGIC ANALYSIS, RISK ASSESSMENT AND
PERFORMANCE MEASUREMENT
FOR MARKET SURVEILLANCE AUTHORITY
FOR CONSTRUCTION PRODUCTS IN EU**

Presented by

Kyriacos I. Kouros

Supervisor: Christis Chrysostomou, Professor

Signature _____

Member of the committee: Phaedon Kyriakidis, Professor

Signature _____

Member of the committee: George Zalidis, Professor

Signature _____

Cyprus University of Technology

Limassol, July 2020

Doctoral Dissertation

**PUBLIC SERVICE MANAGEMENT LEADING TO QUALITY:
STRATEGIC ANALYSIS, RISK ASSESSMENT AND
PERFORMANCE MEASUREMENT
FOR MARKET SURVEILLANCE AUTHORITY
FOR CONSTRUCTION PRODUCTS IN EU**

Presented by

Kyriacos I. Kouros

Supervising Committee:

Supervisor: Christis Chrysostomou, Professor

Member of the committee: Diofantos Hadjimitsis, Professor

Member of the committee: Elia Tantele, Assistant Professor

Cyprus University of Technology

Limassol, July 2020

Copyrights

Copyright © 2020 Kyriacos I. Kouros

All rights reserved.

The approval of the dissertation by the Department of Civil Engineering and Geomatics does not imply necessarily the approval by the Department of the views of the writer.

Acknowledgements

Undertaking this PhD has been a truly life-changing experience through a fascinating journey full of new discoveries. Throughout this journey, I received the inspiration, support and contribution from several individuals, who deserve special mention and acknowledgement in order to express to them my appreciation for making this dissertation possible.

There are no proper words to convey my sincere gratitude and respect for my supervisor Professor Christis Z. Chrysostomou. I remain highly indebted for his continuous support during my PhD for his invaluable guidance and immense knowledge. His constant feedback and timely advice guided me in the right direction throughout the course of my dissertation, and for this reason, I would like to express my deep appreciation to him.

For serving as my PhD Committee Members, I am grateful to Professor Diofantos Hadjimitsis for the insightful discussions and suggestions, and Assistant Professor Elia Tantele, to whom I convey my wholehearted gratitude for giving me invaluable support and advice and helped me especially on the risk assessment aspects of my research.

Moreover, I would like to thank the members of my thesis examination committee, Professor Phaedon Kyriakidis at the Department of Civil Engineering and Geomatics and Dean of the Faculty of Engineering and Technology at Cyprus University of Technology, and Professor George Zalidis, at the Faculty of Agriculture and Director of the Laboratory of Remote Sensing and G.I.S at the Laboratory of Applied Soil Science, Aristotle University of Thessaloniki, for their advice and constructive feedback.

My thanks go out to the support I received from the Members of the Administrative Cooperation Group under the European Union's Construction Products Regulation, for providing me the opportunity to collect information and their views on the research questions for the management of market surveillance. I am especially grateful to Mr Miroslav Yotov, President of the Group and Director General of the General Directorate Market Surveillance of Bulgaria, for facilitating the briefing presentation of the Members, as well carrying out the survey in Brussels and Lisbon. I am also indebted to Dr Georgia Bei, Head of the Delegation of Greece, for the discussions and offering valuable advice.

A very special thank you I owe to my colleague Marios Panayides for the motivation and encouragement. Also, my deep appreciation goes out to the team members of Market Surveillance Authority of Cyprus, and especially Stavros Giavris, Andriana Patsalosavvi, Xenia Constantinidou, Miltiades Elliotis and Eleftherios Eleftheriou, for their excellent work during data collection that has made an invaluable contribution towards my PhD.

I am extremely grateful to Mr. Pantelis Andreopoulos, who as the former Head of Technical Services gave me the opportunity to be involved on the subject of construction products and work together for the implementation of the legislation framework. I am also indebted to Dr. Rainer Mikulits, Managing Director of the Austrian Institute of Construction Engineering (OIB), for his expertise and professionalism, and all the assistance provided throughout the years. I thank them both especially for their kindness and friendship.

I would like to give special thanks to my friend Panayiotis Ioannides for listening and supporting me through this entire process and being there whenever I needed a friend.

I especially thank my mother, Maroulla and my sister Yiola, for everything they have helped me with throughout my life. They have always been there when I needed them, and their support, encouragement, and constant love have sustained me throughout my life. My gratitude to my deceased father Ioannis, who I still miss him, for also for his great role in my life.

Finally, I deeply thank with love my wife Mary, my daughter Daniella and son Yiannos, to whom this research is dedicated. My loving wife has been a faithful and great supporter who encouraged me to get through this period in the most positive way, and my children a constant inspiration. I thank them for sharing the burden of the research and for their continuous care and love.

ABSTRACT

The EU is concentrating efforts to provide a harmonised legislation framework for the free movement of construction products, an important industry sector to the EU economy, and a vital part of ensuring the integrity of the system is the establishment of a sound market surveillance.

But a review on the available information shows that in general, enforcement of market surveillance is not uniform in the EU and for many Member States resources for market surveillance are limited and lacking, and thus undermining the system's credibility. To assist in overcoming the constraints of the market surveillance which affect the MSAs-cp across EU administrations, it was suggested to implement a more efficient prioritisation and organisation of market surveillance activities.

The overall aim of this research is to contribute to the understanding of the implications and challenges involved for the implementation of an efficient and effective process with a systematic approach for the market surveillance activities.

This research examined the related framework of the work of the MSAs-cp and explored how to improve the work of the MSAs-cp's output through the application of a quality management system of the standard ISO 9001. A relative survey was performed for securing the views of the AdCo-CPR group members on the current situation of the relative management issues. Furthermore, this research explored the stages of strategic management and carried out an in-depth research for the strategic analysis, the risk assessment and the development of performance measurement system. This research provides valuable information that can assist the MSAs-cp to build a sustainable, efficient and effective market surveillance public service management system leading to quality that can create public value.

Keywords: market surveillance; construction products; public service; quality management system; strategic analysis; risk assessment; performance measurement.