



2016 Slovak Presidency  
of the Council of the  
European Union



# 7th European CAF Users' Event

30 November 2016, Bratislava (SK)



## CAF Improvement Identification, Prioritisation and Implementation

The self-assessment of public sector organisations, using the Total Quality Management (TQM), mirror of the CAF, indicates strengths of the organisations in the field of 28 sub criteria as well as areas of improvement. An important added value of the TQM approach in comparison with other methods that focus on internal control standards, is that CAF users also have to evaluate their 4 results domains and have to choose the most needed improvement actions to enhance their results. So the link between results and enablers is crucial but not unequivocal, not always in a one-to-one relation. To understand possible impact lines, we need examples of concrete success stories, as much as possible evidence based but described by the process owners in an accessible way. The way improvement actions are selected after the self-assessment process has a great impact on their final outcome. Lessons can be learned from different approaches.

A new study elaborated under the Slovakian presidency, has as objective to fulfil this need. The CAF National Correspondents were asked to provide for this study a number of cases of successful improvement actions and the prioritisation methodology used after the self-assessment. 45 cases were introduced out of which 20 cases were selected by the European CAF Resource Centre and the Slovak Presidency to be presented in detail. Different selection criteria were used and the final selection should be representative for the international CAF community as much as possible. Each case should be able to present the improved results of the organisation with a clear

link between the achieved results and the implemented improvement action. It should be able to present a good description of the improvement action that should be innovative, transferable, being part of a coherent approach of organisational development and dealing with the following themes that are in line with the EUPAN Rolling Programme and the European agenda: Stakeholder Involvement, Communication, Networking; HRM, Recruitment, Staff Involvement, Key Performance and Efficiency, Process Management, Organisational Development; Strategic and Holistic Management, Strategic Management Information Systems, Leadership. The 20 selected cases come from 13 countries: Austria, Belgium, Estonia, Finland, Germany, Greece, Italy, Norway, Poland, Portugal, Slovakia, Slovenia and Spain.

Starting with the description of the improved organisational performance, they look into the installed new managerial practices that are at the basis of these better results. How these practices or approaches were chosen is the subject of the last chapter of the case description. Prioritisation methodologies developed at country level are presented separately and more in detail.

The 7th European CAF Users' Event provides the opportunity to meet the actors closely linked to the 20 selected best practices. They are presented in 3 parallel sessions with each 4 workshops (12 workshops in total) and each of them with a specific theme.



# Programme

## Tuesday 29 November 2016

19.30 Dinner

**Welcome word**

*Secretary of State or Director-General (tbc)*



## Wednesday 30 November 2016

09.00 **Opening and welcome**

*Secretary of State (tbc)*

09.15 **Keynote 1: Effective prioritisation: Results of the study**

*Mr Patrick Staes and Mr Nick Thijs*

09.45 **Parallel session 1**



Workshop 1: Stakeholders involvement	Workshop 2: Human Resource Management	Workshop 3: Performance & Strategic Management	Workshop 4: CAF based TQM Management
1.1 Italian Secondary Education Institute Galilei-Artiglio, Viareggio, Italy	2.1 Upper Bavaria, Germany	3.1 Federal Chancellery, Austria	4.1 Hessian administration for Land Management and Geoinformatics, Germany
1.2 Consumer Ombudsman, Norway	2.2 Lisbon Municipality, Portugal	3.2 Department of Agriculture and Fisheries, Flanders, Belgium	4.2 City of Vienna, Austria

11.15 Coffee break

11.45 **Keynote 2: Professionalisation of senior civil servants as a key success factor for organisational performance**

*Mr Jan-Hinrik Meyer-Sahling*

12.15 **Parallel session 2**

Workshop 5: Communication as a driver for change	Workshop 6: Internal recruitment of managers	Workshop 7: Process Management	Workshop 8: CAF based TQM Management
5. High School, Hainaut, Belgium	6. Tax Chamber of Wroclaw, Poland	7. Implementation Agency of Ministry of Employment, Social Affairs and Family, Slovakia	8. Benidorm Treasury Department, Spain



13.00 Lunch

14.00 **Keynote 3: Horizontal coordination of processes as critical success factor for policy implementation: The 0-24 cooperation between sectors to prevent drop out from school in Norway**  
*Ms Gudrun Vik*

14.30 **Parallel session 3**

<b>Workshop 9: Customer and people oriented continues improvement</b>	<b>Workshop 10: Staff involvement</b>	<b>Workshop 11: Working together for better outcome</b>	<b>Workshop 12: Sharing information</b>
<b>9.1 Ministry of Finance, Estonia</b>	<b>10.1 State Residential School Limingan, Finland</b>	<b>11.1 City of Lahti, Finland</b>	<b>12.1 Hellenic Military Geographical Service (HMGS), Greece</b>
<b>9.2 Automobile Club of Italia Savona, Italy</b>	<b>10.2 Customs Chamber Bialystok, Poland</b>	<b>11.2 Six Schools Group Figueira Mar, Portugal</b>	<b>12.2 Administrative Unit Celje, Slovenia</b>

16.00 Coffee break

16.15 **Panel discussion: How the CAF contributes to structural reform**  
Chair: *Mr Lubomír Plai*  
Contributors: *Mr Patrick Staes, Mr Nick Thijs and Mr Jan-Hinrik Meyer-Sahling*

17.00 **Conclusion**  
*Director-General (tbc)*



## Bio's

### **Mr Jan-Hinrik Meyer-Sahling**

Professor of Political Science at the University of Nottingham, School of Politics and International Relations. He has been the author of OECD-SIGMA Reports on civil service professionalisation in the new member states of Central and Eastern Europe and the candidate and potential applicant states from the Western Balkans. Currently, he is the Principal Investigator of a project on 'civil service reform and anti-corruption.

### **Mr Lubomír Plai**

Vice-chairman of the Board of National Programme of Quality of the Slovak Republic, Slovak Office of Standards, Metrology and Testing since 2014; Chairman of the Forum of Slovak Citizens (SK.FORUM), Expert in Civil Service Management on national and Local level; Vice-Chairman of Public Governance Committee of the OECD (2005-2006); CAF national correspondent for Slovak Republic in EUPAN.

### **Mr Patrick Staes**

Senior Expert and Head of the European CAF Resource Centre at the European Institute of Public Administration.

### **Mr Nick Thijs**

Senior Lecturer and member of the European CAF Resource Centre at the European Institute of Public Administration.

### **Ms Gudrun Vik**

Senior adviser in Difi, the agency for Public Management and eGovernment. Having evaluated several governmental organisations and being the CAF correspondent in Norway, she has knowledge and experience from both external and internal evaluations.



## Workshop descriptions

### 09.45 Parallel session 1

#### **Workshop 1: Stakeholders involvement**

##### **1.1 Italian Secondary Education Institute Galilei-Artiglio, Viareggio, Italy: Education and guidance needs**

Gathering information on the present and future needs of stakeholders as well as relevant management information is the basis of success for this education institute. 20% increase of the new entrees, 40% increase of the attendances to seminars of in depth study and 20% increase of good reports by companies where students have done their internship. This shows

that the main strategic initiatives taken were successful. Most important were the area surveys about the future employment of the graduates from this school in the world of work and their choices at university, the organisation of seminars, especially studies in depth of scientific topics, that could be useful for the students as guidance after graduating.

##### **1.2 Consumer Ombudsman, Norway: Increased stakeholder involvement in the planning of the Consumer Ombudsman's work and priorities**

The organisation has installed a more systematic approach to obtaining relevant information from stakeholders in the planning of the organisation's priorities for the coming year. It held a series of meetings with relevant stakeholders during the planning phase of the action plan. Selected stakeholders were invited to give presentations to the organisation. The increased influence of stakeholders is highlighted in the foreword of the organisation's plan of action 2016.

#### **Workshop 2: Human Resources Management**

##### **2.1 Upper Bavaria, Germany: HR Management at the District of Upper Bavaria**

The installed HR Management at the District considers the employee as the foundation of its success. The most relevant components that were established were a standardised feedback system for the executive staff by the employees to improve their management skills, a curriculum for the executive staff and middle management, the introduction of an operational health management system within the district and external assessment of the organisation and key processes at the HR department.

##### **2.2 Lisbon Municipality, Portugal: CAF - Guide for People Management**

By using CAF as a guide this Municipality was able to create the HR Function by training teams that work with managers, to promote voluntary and short-term participation on projects and to align organisational and individual competences with respective development plans and to create a learning community for performance management. Employees' participation levels on training increased by 21% and more than 126 employees (250h of training) were trained into the HR Function and in internal clients. A clear vision on HR responsibilities was provided. The project received external recognition by several awards and honorable mentions.





### Workshop 3: Performance and Strategic Management

#### 3.1 Federal Chancellery, Austria: Consequences of the implementation of Performance Management in the entire Federal Administration for the CAF-results of individual organisations. An example

This project is a special case in the way that the comprehensive introduction of performance management in the Federal Administration in 2013 had a big impact on the CAF-Results in Leadership and Strategic management in DG III of the Federal Chancellery, but also in many other organisations. With the introduction of the new system of performance management, the Federal Chancellery has developed a mission statement, outcome-goals, measures, indicators on all levels and an evaluation system.

#### 3.2 Department of Agriculture and Fisheries, Flanders, Belgium: 'How strategic planning can lead you out of the maze'

The outcome of the CAF exercise at the Flanders Department of Agriculture and Fisheries can be summarised as the need for one overall 'strategic exercise'. As preparation, several SWOT analysis were made with internal and external stakeholders and trends were identified. Building on this a two-day strategic seminar with management representatives and key persons was held. This resulted in the new strategic framework with a mission statement, vision, strategy and values for the new organisation. Within this strategic framework several key elements (HR strategy, Integrity, Diversity, Wellbeing, Communication) of the organisation were further elaborated. Translation into operational plans and goals were made and followed up.

### Workshop 4: CAF based TQM Management

#### 4.1 Hessian administration for Land Management and Geoinformatics, Germany (HVBG): Total Quality Management – a framework with benefits/impacts for better administrative management and better corporate culture

HVBG is in the process of reducing personnel expenditure and costs of infrastructure. It concentrates on core duties and offers good products and services to core customers. It improves processes and technology to reduce treatment-/process times in order to reduce process costs or to decrease complaints on products/service. HVBG invests at the same time in personnel development and technology. All this is achieved by implementing Strategic Management including contracts with political leadership (2010, 2011-2016 and 2017-2022), partnerships with relevant organisations/core customers, leadership development programs for all hierarchical management, staff development activities/programs, teamwork-structure in every section of the organisation and Process, Knowledge and Project Management since 2009.

#### 4.2 City of Vienna, Austria: CAF-inspired Leadership

CAF is a useful tool for the purpose of enabling executives to quickly and successfully take up their new position, enabling enables leaders to optimise an organisation in an evolutionary way. Values, strategies, structures, processes, facilities for people etc. were optimised. The former authoritative one-person leadership was transformed into a multi-competences leadership team by introducing division coordinators, executive departments and decentralised administrative units. A thorough remodelling regarding the organisational structure and procedures took place, following the principles of modern leadership and involving staff and stakeholders. Targets of the new leadership culture were for example: enhance trust, promote a positive error and complaint culture, develop management principles, implement a mission statement for leadership and develop an education strategy for senior staff.



# Workshop descriptions

## 11.45 Parallel session 2

### Workshop 5: Communication as the driver for change

#### 5. High School, Hainaut, Belgium: Focus on internal and external communication for a quality approach

A continuous improvement of the communication skills and strategy leads to the promotion of a culture of quality in the education and training institution. It targets the future students, learners and graduates (alumni) as well as teachers, administrative and worker employees of the HEH. Different approaches were installed: a participative organisation for external communication, the elaboration of a Quality Charter and its internal diffusion with planned self-awareness of each item, an effective internal communication with extranet, computerised support, free programmes, online learning tools and supportive informatics team, projects of welcome guide and alumni follow-up.

### Workshop 6: Internal recruitment of managers

#### 6. Tax Chamber of Wroclaw, Poland: The internal recruitment procedure for managerial position

The setting of a transparent procedure for managerial positions not only contributed to better management of human resources as such with reference to the organisation's goals but also improved the satisfaction and motivation of the employees. In the Polish civil service there are no recruitment regulations dedicated to the mid and lower level managerial positions in the tax services. These are treated as regular civil service positions. In order to provide better transparency of recruitment and better alignment of the employees hired to the organisation's goals, a recruitment procedure was established defining rules and selection criteria.

### Workshop 7: Process Management

#### 7. Implementation Agency of Ministry of Employment, Social Affairs and Family, Slovakia: The use of 6σ (Lean – Six Sigma) for streamlining the process approach

The implementation of Lean Six Sigma into the process approach brought measurement of the employee's performance along with the impact to their financial remuneration, the reduction of the error rate and major acceleration of service delivery. A management information system (ATTIS) was introduced to the entire organisation (250 employees). Other aspects were the mapping of the key processes and the assistance of the management and support processes by PRINCE2® project management.

### Workshop 8: CAF based TQM Management

#### 8. Benidorm Treasury Department, Spain: Walking hand in hand with taxpayers towards excellence

Due to the different improvement activities, the Treasury department realised a remarkable increase in the number of tax settlements and reverse-charges paid, tax collections during the voluntary and the enforcement period, economic transparency, interdepartmental coordination, satisfaction of citizens and employees, accessibility of facilities and partners involvement. It decreased the number of complaints filed, the payment average period, the indebtedness level and the local debt amount. It created two professional social communities, simplified processes, made all procedures accessible by electronic means and new electronic payment systems. It established an information exchange system with regular surveys and meetings, a training plan and gradual empowerment and specialisation of some employees, a Services Charter for the citizens and an advanced management and payment system and public-private agreements.



## Workshop descriptions

### 14.30 Parallel session 3

#### Workshop 9: Customer and people oriented continuous improvement

##### 9.1 Ministry of Finance, Estonia: On the road of continuous improvement

Results under criterion No 6 citizens/clients and under the key performance results criterion No 9 have strongly been improved during the recent years and a slight raise may be noticed in the people results criterion. A better understanding of the citizens/customers and partners needs was created and lead to more and better e-services for the clients. New agencies were created: the Information Technology Centre of the Ministry of Finance, aimed at offering ICT support and the State Shared Service Centre consolidating of all the support services. Changes in the budgeting process and the efficient application of EU Structural Funds resources also lead to the advancement of services and a better governing system. Constant changes in the people management took place with the elaboration of a personnel policy document, a better accessibility of information, a more understandable salary system and fundamental changes in the system of appraisal interviews in line with the competency model.

##### 9.2 Automobile Club of Italia Savona, Italy: The processes' innovation in order to improve user satisfaction

Remarkable results were achieved regarding the users satisfaction of services raise provided by the Savona Territorial Unit (from 40%, the target of the improving action to the current 70%), the satisfaction of the human resources (from 50%, the target of the reinforcing actions to the current 90%) and regarding the reduction of the citizen waiting times (from an average of 20 minutes to an average of 5 minutes). This could be realised thanks to the improvement of the front-office processes and, in the meantime, to the development of a systemic and structured system of complaints monitoring to check the status of the improving actions. The lack of ability to manage front-office work peaks being the major improvement area defined in the CAF self-assessment.

#### Workshop 10: Staff involvement

##### 10.1 State Residential School Limingan, Finland: The initiative-system in active use

The staff of the residential school is actively involved in the development of activities through the renewed initiative work. The number of initiatives launched by the staff has risen from 16 at 2010 to 84 at 2014. Initiatives are a good tool for improving safety and shared ownership in the very demanding everyday tasks of the organisation. Making initiatives is made as easy as possible. The initiatives can be directly entered to an electronic 'MAP', i.e. the management and operational system of the organisation, by anyone. Or if somebody wishing so, the management can be asked to write the initiatives to the system (face-to-face contact or e-mail). The initiatives are dealt with on a monthly basis in the management team.

##### 10.2 Customs Chamber Bialystok, Poland: Bank of Ideas

The Bank of Ideas improves the process of internal communication, both vertically as well as horizontally. The management at all levels, on a regular basis, gets the message which aspects of activities need to be improved and which are important for the staff. The functioning of the Bank of Ideas improves satisfaction of officers/employees, increases the identification of officers/employees with the service. The Bank of Ideas is a costless platform through which every employee of the local customs chamber can submit any idea to improve the organisational culture and governance. The Bank of ideas promotes the innovation of processes and the creativity of officers and employees. Three major improvement activities are presented: the Mobile application Granica, providing full information about the waiting time at the Polish border crossing with Russia, Belarus and Ukraine, the unification of the email addresses structure for receiving customs declarations and the electronic communication with the district courts.



## Workshop 11: Working together for better outcome

### 11.1 City of Lahti, Finland: Target-oriented network leadership of educational services

The network of independent municipalities of different size has built a common vision and the municipalities that are committed to archive it in a cooperative manner. The vision is present in the production of educational services and harmonising those through common principles. The network-based approach involving central operators from different municipalities in the same service provision chain and under the same direction has turned out to be a well-functioning method of collaboration. The proposed measures affect all profit centres, customers scores, staff scores, social responsibility scores and key performance scores. The basis is a CAF based operating system for network leadership. The commitment of city and municipality governments to operative cooperation is essential. Developing new networks for substance areas, starting common projects and building an electronic database are on the table.

### 11.2 Six Schools Group Figueira Mar, Portugal: Quality route creating passion and commitment

Six Schools Group Figueira Mar is a multilevel institution located in Figueira da Foz, consisting of 6 public schools with 1200 students and all levels of education from pre-school to regular and vocational secondary education. It is the only public school in Portugal recognised as Effective CAF User and 1 star Committed to Excellence EFQM. CAF allowed the reflection about the newly formed school cluster. Starting from the vision of each school, they construct a holistic identity and culture, mobilising the entire school community in order to make investments in improving student learning environment and to enhance stakeholder satisfaction. They developed strategic documents focused on the identity of the recent school cluster such as the Educational Project, the Regulation and the Welcome programme to new teachers, students and parents. The cluster applied satisfaction surveys to stakeholders (partners, students, parents and staff) which highlight leadership, administrative organisation, resource management and educational strategies.

## Workshop 12: Sharing information

### 12.1 Hellenic Military Geographical Service (HMGS), Greece: The Integrated Information System (IIS)

HMGS has designed, developed and implemented an Integrated Information System (IIS) for the dissemination of all pertinent geographic information to the public, as well as to both public and private institutions. Successful completion relied upon the adaptation of current e-shop technologies and practices. HMGS's objective was to deliver accurate, precise, real-time information on all available, distinct Geospatial Materials and allow for directory browsing, product selection and purchase. Sales and inventory monitoring result in improved production capacity and efficiency. The IIS implementation has proven to be an important aid to leadership. Management practices reflect upon performance and are appropriately fine-tuned to support continuous improvement and innovation, and hence foster effective relations with the stakeholders. Furthermore, the IIS allows for clear vision and proactive planning, since data analytics offer insights on the present and future needs of stakeholders and drive resource allocation.

### 12.2 Administrative Unit Celje, Slovenia: Administrative Information Service System Celje (UISS)

The Administrative Information Service System Celje (UISS) contributed to an even better cooperation between the Administrative Unit Celje and other authorities. The information passed through UISS enables our clients to declare their requests with all necessary attachments. Because of that the authorities can solve the requests more effectively and before legal time limits. Consequently is the satisfaction of clients and employees higher. While determining the satisfaction of other authorities of Administrative Unit's Celje work, the grade received was 'excellent'. Since 2013 all cases are being solved in or before legal time limits at the Administrative Unit Celje.