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Common Assessment Framework

works – better service for the citizens by using CAF

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European cooperation and work on quality management has significantly improved over the last few years. During Austria's first Presidency in 1998 the aim was to take specific steps towards improving public service for the citizens. The idea of a European Public Administration Quality Award proved not to be the right tool at that time. So the idea of a Common Assessment Framework – to provide public administrations with a quality management tool and give an impetus for improvements – was born. Together with EIPA and the members of the European Public Administration Network (EPAN) CAF was developed and finally presented at the 1st EU-Quality Conference in Portugal in the year 2000. Since then, the 3rd version of CAF has been finalised in the light of the experiences of the more than 900 CAF Users. The CAF 2006 version will be officially presented (distributed) at the 4th EU Quality Conference in Tampere in September 2006.

As CAF has continued to spread all over Europe there is increasing interest in more in-depth knowledge of the use of CAF and the results achieved. The need for appropriate benchlearning partners in the different fields of public administrations is growing. It is now time to have a first evaluation of whether CAF works in Europe. The overall objectives of the publication "CAF works – better results for the citizens by using CAF" are

- to bring the CAF self-assessment to life by showing specific results and improvements related to the CAF self-assessment.
- to raise awareness of CAF as an instrument for quality management throughout Europe's public sector organisations.
- to increase benchlearning between CAF users.

For the first time, information is being provided on concrete results for citizens, people within the organisation and society, the way CAF has been used and improvement actions which lead to improved results in the organisations.

On behalf of the Austrian Presidency I would like to thank all who have participated in this publication: the members of the European CAF Correspondents Network, the public administrations which have delivered their case descriptions. Also to EIPA and the Austrian KDZ-Centre for Public Administration Research who have done an excellent job in guiding the case descriptions and extracting general results and conclusions.

I hope this publication offers interesting experiences and information for CAF users who are interested in Benchlearning and that it may also encourage those who still hesitate to use CAF to join the European community of CAF users.

Emmerich Bachmayer, Director-General,
Public Service and Administrative Development

Foreword	5
Introduction	8
Cases	10
Lessons Learned on the use of CAF	84
Publication “CAF works” in a nutshell	88
Results and Conclusions	96
Management Summary	100

The Common Assessment Framework in the context of the Lisbon strategy towards a better-performing public sector

The European Council of Lisbon in March 2000 stressed that the European Union should become the most competitive and dynamic knowledge-based economy in the world, capable of sustainable growth with more and better job opportunities, greater social cohesion and a simplified regulatory environment. The successful implementation of this strategy depends to a large extent on a highly competent, professional and competitive public sector, characterised by effective governance structures, innovative and effective policy-making practices and a performance-oriented provision of services.

The Ministers responsible for Public Administration in the European Union agreed in 2004 that more attention and effort is necessary from the Member States and from the European institutions in order to improve Public Administration, so that it can become an important factor in the achievement of the Lisbon objectives. At the end of the Luxembourg presidency on 8 June 2005, they congratulated the working groups of the European Public Administration Network EPAN for the successful implementation and development of activities and common tools, encouraged an innovation agenda in the fields of benchmarking and best practices as well as in terms of the development of the Common Assessment Framework (CAF) and other quality tools and requested that this work be better integrated with the Lisbon agenda. As a result, in the new Mid-Term Programme for the period 2006-2007, they agreed to focus attention on the further development of quality management in the public sector.

With respect to CAF, the Directors-General of Public Administration agreed at their meeting in Luxembourg to promote its further dissemination within Europe. In the meeting under the UK Presidency they set a specific target of 2,000 registered CAF applications by 2010. The Directors-General welcomed the initiative from Austria to produce a publication "CAF works – Better results for the citizens by using CAF" during the Austrian Presidency.

Purpose of the book

This publication shows a selection from the current 900 CAF users in different European countries that achieved remarkable results through using the CAF. During the two European CAF Users Events in 2003 in Rome and in 2005 in Luxembourg, around 300 CAF users exchanged experiences, the obstacles they met and the lessons they learned. The Austrian presidency considered the time right to share these and other experiences of the Common Assessment Framework with a bigger audience by means of a publication.

The brochure aims to provide a representative example of the way in which CAF is used in Europe. 29 applications in 15 countries have been selected. They first of all illustrate the extent to which the CAF is used as a common framework all over Europe to assess the quality of public administrations and to inspire them in their way to excellence. "Common" means that the same structure and scoring system is used by public organisations from different countries, with different socio-economic backgrounds and different administrative cultures. "Framework" indicates that this structure is just a set of quality principles put together in a logical and coherent way, covering all the aspects of the functioning of an organisation, so as to be confronted with the reality of a living organisation in order to make an accurate diagnosis of its health. This "assessment" must lead to actions on the areas identified for improvement.

In focusing on this last point, the publication goes further than the previous studies published by the European Institute of Public Administration in preparation of the 2 European CAF Users Events. These were surveys of the practice of self-assessment with the CAF and its evolution since CAF had been launched in May 2000. The publication "CAF works" aims to close the circle of quality and present for the first time the type of improvement actions the self-assessments have brought about and details of the way these improvement actions have improved the results of the organisations, especially in the field of citizen/customer satisfaction. Most of the CAF applications have been carried out with the 2002 version of the model

Introduction

and 3 years is a rather short period for a complete quality experience, starting with self-assessment and ending with better results. Nevertheless, the selected cases have run through their first round of continuous improvement in that period and should be inspiring for other public organisations still doubting on the effectiveness of this approach. They can be considered as good practices on the use of CAF and will be presented as such in the European CAF database at EIPA. They can be an interesting source for benchlearning in the future.

Philosophy of the book

Each successful improvement programme starts with a clear diagnosis of the current situation. CAF as a holistic diagnosis gives information on the quality of the managerial practices of an organisation in the areas of the enablers criteria and on the trends in the results achieved in the results criteria. In the results criteria in particular, the assessment is based on the conclusions of measurements of perceptions and specific indicators. Given the cross-connection between the enablers and results criteria and subcriteria, the analysis indicates which enablers should be better developed in order to improve low results and what actions should be undertaken in that respect. After these improvement actions, the specific measurements and a new overall CAF assessment should show better results. If not, the improvement actions have not been effective enough and will have to be adjusted.

The publication gives examples of effective improvement actions in public organisations of different European countries, based on the use of CAF. In this respect measurement is the key word and this publication attempts to underline its importance in the management and improvement of public administrations.

The selection procedure

The national CAF correspondents were asked to present a number of CAF applications they considered to be suitable for this study. The CAF Resource Centre

received details of 62 organisations which had been nominated. 48 of them introduced 50 case descriptions on the basis of the proposed format, reflecting the objectives of the study. A jury made up of the Austrian Chancellery, the Austrian KDZ-Centre for Public Administration Research and EIPA selected 29 cases for the brochure. They used the following criteria: the conformity of the case description with the spirit of the format, the inner coherence of the case description, the presentation of clear information on its results and measurements, the spread of countries and sectors.

The structure of the book

The 29 case descriptions are the core of this publication. They are presented by sector: Customs, Tax and Finances, Economy and Agriculture, Health, Social Services, Education and Research, Local Administration, Regional Administration and Transport and Infrastructure.

The heading for each description consists of: the name of the organisation, the country, the address of its website, the numbers of CAF use, the key words it has chosen and the results criteria it focuses on. After a short presentation of the mission, vision and most important resources, the major results are described. How these results were achieved is explained in the following paragraph: our way to improved results. "The CAF in practice" illustrates in a few lines how the self-assessment took place. In addition, the authors of this book selected a key statement for each organisation.

The chapter "CAF works in a nutshell" provides an overview of the 29 cases and a short case description of each case. In the chapter "lessons learned using the CAF", the authors try to summarise the comments made on the use of CAF itself. Many of these comments are a source of inspiration for the revision of the CAF that is currently taking place.

In the conclusions, the authors describe the lessons which readers can learn from these cases.

Tax Office Plonsk



Tax Office Plonsk

Country: Poland

Website: www.izba-skarbowa.waw.pl

CAF uses: 2 x

Key words: information, partnership, recruitment

Focus:

citizen results

people results

The Office's aim is to ensure that constitutional tax obligations are fulfilled by citizens according to the tax law.

Our mission

By respecting every individual's dignity and rights and by building up a trustworthy image of the Civil Service in the public's view, we secure the budget revenues in the most effective, efficient and unbiased way, thus enabling the Council of Ministers to achieve the economic, social and administrative goals, and fostering the economic development of the region at the same time.

Our vision

We aim to be a high-quality and trustworthy institution that, owing to the staff's valuable experience and qualifications, fulfils the administrative tasks and continues to improve its organisation.

The Tax Office in Plonsk is one of 400 tax offices in Poland and one of 51 tax offices under the Tax Chamber Warsaw. The area where Tax Chamber Warsaw (TCW) operates is the district of Mazovia, located in the centre of Poland, including Warsaw - the capital. We currently deliver services to 67,000 tax-payers in the Plonsk district and employ 73 people. 97% of our employees are members of the Civil Service Corps. 57% of our employees have university degrees.

Our major results

As far as customer satisfaction is concerned in 2001–2003, we observed a positive tendency in results of 60.2%, 71.2% and 79.5%. However, the results in the area of "information availability" were alarming. These were 57%, 55% and 59% and were lower than the assumed objective of 60%. When CAF is in use, the customer satisfaction should reach 90% level.

The results of our systematic research on employee satisfaction for 2001–2004 were 56%, 69%, 71% and 64%. The lack of stability of those results was the main reason for adopting measures relating to recruitment.

While implementing the system of quality management, we took advantage of the know-how of local government administration as well as PHARE programme experts to work out a method of evaluating customer and employee satisfaction.

Citizen satisfaction is measured by means of a quantity method at least twice a year. Our customers are requested to fill in a closed question questionnaire. The total satisfaction level specified as a percentage is calculated as the arithmetical average of positive comments in eight questions. All answers are subject to detailed comparative analysis. We therefore receive information on employees' competence and politeness, availability of information, organisation and efficiency of work and our customers' preferences.

Employee satisfaction is measured twice a year. Em-

Customs, Tax and Finance

employees complete a questionnaire in three-person teams. The team members reach a consensus on their final assessment. Employees' satisfaction is calculated as the arithmetical average of particular ratings and is expressed as a percentage.

Our way to improved results

CAF self-evaluation revealed that we do not make full use of business processes information channels and partnerships with a view to supporting our planning and strategy in the area of customer and employee satisfaction. So we directed our efforts towards customers and employees. We wanted to reduce the number of errors in the submitted tax returns as well as identify and fulfil the needs of less typical customers. Our priority was also to establish transparent rules in human resource management.

Improvement measures were conducted by task teams. They were coordinated by the Quality Officer and supervised by the Head of the Office. The results were included in the quality objectives. Collecting materials, analysis and devising projects took place during workshops. After discussing solutions with the Quality Officer, the team leaders submitted them to the Head. The implementation of the projects was monitored by the Quality Officer. We promoted tax information through cooperation with local authorities, schools, training and cultural institutions and employer organisations. In addition, we sent information materials to taxpayers and held trainings for entrepreneurs and farmers. We also organised educational competitions for children and provided assistance to citizens with less financial means. We improved our qualifications by learning English, Russian and sign language. We also gained trainer entitlements and improved interpersonal communication skills. We rearranged all customer desks to enable face-to-face communication and created a special section for children in the customer service room.

We drew up a recruitment procedure, which was included in the quality management system, in order to ensure the sustainable acquisition of employees suitable for implementing planning and strategy through the most effective methods.

The CAF in practice

All employees are involved in the self-evaluation process. The direct self-evaluation is carried out by a permanent team consisting of 15 employees, the Office being divided into 15 organisational units. This body consists of employees of all levels: the Head of the Office, department heads, independent employees and employees. The leader of the project, however, is the Quality Officer. Most employees and all team members underwent training focusing on the model, teamwork, principles of point evaluation and RADAR logical system, the scoring panel of the EFQM Excellence model. The first self-evaluation was conducted with the supervision of external consultants whose importance in the process of reaching a consensus cannot be underestimated. The priorities in choosing improvement tasks are determined on the basis of the national tax strategies and the results of the self-evaluation can be found on our local website.



Lessons learned

Although it is more difficult to reach a consensus in a large evaluation group, it guarantees more objective results and makes it possible to receive more support for the implemented changes from the employees.

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Fund Management Institute (FMI)

 <p>Fund Management Gestão de Fundos</p>	<p>Fund Management Institute (FMI) Instituto de Gestão de Fundos (IGF)</p> <p>Country: Portugal Website: www.seg-social.pt CAF uses: 2 x Key words: plan, communicate, train, measure</p> <p>Focus: key performance results</p>
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Instituto de Gestão de Fundos (Fund Management Institute – FMI) is a public body under the aegis of the Ministry of Social Security. It manages the Social Security Reserve Fund (EUR 6,000 million), which is invested in financial assets issued by OECD issuers. It has also been entitled to manage the War Veterans Fund since 2003.

FMI seeks to be the asset manager of the Portuguese State. Its mission is to develop an asset management activity designing integrated solutions that fill the needs, the risk profile and the purposes of their clients.

FMI activity consists of fund management of State-owned funds and it has an annual budget of EUR 2.7 million and 26 employees within 4 departments. Headquarters are located in Oporto.

In order to be recognised by their potential clients as a qualified fund management provider, FMI wants all its personnel to be committed to the use of best practices in order to control the operational risk of its processes. By opting for benchmarking with other institutions, FMI seeks to promote an internal culture of commitment to excellence.

Our major results

FMI used CAF for the first time in April 2004, and the vision and mission were subsequently clearly defined and communicated to all staff. A search for potential clients (trusts of State-owned assets) was performed

and initiatives were launched to present FMI as a fund management provider. Three formal proposals were completed and presented to the respective governing bodies. Regular reporting and operative tasks were scheduled in an intranet application, resulting in an improvement from 87% to 95%. Trading and settlement efficiency improved from 84% to 90% and the overall operative index improved from 59% to 81%.

The strategic investment objectives of the Social Security Reserve Fund were achieved and its performance improved: the real rate of return in the past 3 years went from 2.67% to 3.99% and the 5-year average return above cost of Portuguese public debt increased from 0.35% to 0.45%.

FMI applied for C2E (Committed to excellence) EFQM certification with 3 special actions:

- Implementation of Information Security best practices according to ISO 17799 and ISO 27001;
- Documentation and owner attribution of key processes, according to ISO 9001:2000;
- Establishment of a strategic planning process.

Our way to improved results

Actions were undertaken in order to develop the internal information system with a final purpose: "measure to manage". FMI entered a process of negotiation of internal objectives according to 3 different levels: organisational, departmental and individual.

Customs, Tax and Finance

Service-level agreements between departments and between departments and the Board were concluded. Regular tasks were scheduled in an intranet application and are validated by internal clients. Indicators were defined, concluded with each department and published on the intranet. Monthly meetings with senior management were scheduled for continuous monitoring. FMI has been running an individual evaluation system since 2000. The asset management activity was benchmarked in relation to a market composite index (including bonds, equities and real estate) and against the cost of the Portuguese public debt portfolio. In order to be recognised as a fund management provider (additional clients/funds), FMI will have a quality label based on track record, skill, best practices, operational risk management and commitment to continuous improvement. Strategic planning, communication, training, information security management and processes documentation are keys for acquiring such recognition.

In addition, FMI launched a 4th HR adequacy action with the aim of improving skills and programming the training courses for the near future.

Communication (internal and external) was also on the agenda and several initiatives were launched, e.g. designation of an internal communication provider, elaboration of booklets presenting FMI and its services.

The CAF in practice

- Intradepartmental collection of evidence of strengths and improvement suggestions (involvement of all staff members).
- Six half-day meetings: senior management presentation, discussion and rating of each CAF criterion based on the previous collection of evidence and suggestions (2 board members, 4 department managers and 1 member from the Board secretariat).
- Filling in the CAF questionnaire.
- Definition of prioritisation criteria.
- Prioritisation of improvement actions according to strategic objectives.
- Planning the implementation of the improvement actions.

This evaluation process has been concluded within 1.5 months.

The participation of all 26 staff members, the period of collection of evidence and suggestions and enlargement of the timeframe (from 1 to 1.5 months) were successful elements in our 2nd CAF application.



Lessons learned

We need to formalise our procedures and KPIs, to define and communicate our objectives, and implement a system to control our objectives.

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Estonian Animal Recording Centre



Jõudluskontrolli Keskus
Estonian Animal Recording Centre

Estonian Animal Recording Centre (ARC)

Country: Estonia

Website: www.jkkeskus.ee

CAF uses: 1x

Key words:

citizens (client) feedback, people feedback

Focus:

citizen results

The Estonian Animal Recording Centre (ARC) is a government institution under the administration of the Ministry of Agriculture. The main task of ARC is the improvement of the efficiency of animal husbandry by performing animal recording and independent testing of the quality of raw milk.

ARC records the performance of dairy cattle, beef animals, pigs and goats, and performs genetic evaluation of livestock and independent testing of the quality of raw milk. The Milk Analysis Laboratory of Animal Recording Centre analyses the animal recording milk samples and the raw milk samples from dairies.

ARC has approximately 2,500 animal keepers as clients. The Estonian dairy industry as a whole is also our client. ARC sells the ear tags for cattle, goats, pigs and sheep and also issues replacement tags for lost or damaged ones. Sixty people work for ARC. Sixteen work in the analysis laboratory and twenty-four with client service. ARC also has four programmers who create applications for internal use. ARC's 2005 budget is EUR 1.3 million. The Estonian Accreditation Centre issued to The Milk Analysis Laboratory an accreditation certificate in January 1999, which certifies its competence for analysing milk samples in conformity with the requirements of EVS-EN ISO/IEC 17025. As of 1998, the laboratory of analyses participates twice a year in international collaborative studies for identification of milk components. The Milk Analysis Laboratory conducts international comparative tests with regard to all milk components identified in its laboratory using

internationally recognised methods or analysers.

We used the CAF model in 2003. In 2002 and 2004 we participated in the Estonian Quality Award contest (EFQM model). In 2004 ARC was the best organisation in the public sector.

Our major results

Citizens

ARC has always considered satisfying its clients' wishes to be very important. We also believe that our clients are happy with our services. In starting to employ quality models, it became evident that we do not have quantifiable results and have lacked clear objectives.

By the time we were using the CAF model, we had managed to introduce market research among cattle keepers. According to this research, clients were happy with ARC's services, with evaluations on a 5-point scale of:

Accommodating, willing to cooperate: 4.42

Trustworthy: 4.38

There were few performance indicators to present, which should have been consistently monitored and data gathered, and moreover, the existing indicators did not cover all the main services.

Replacement ear markers must be supplied to clients within 20 working days. This objective was reached in 90% of cases in 2002 and 94% of cases in 2004.

ARC has created the Bossy programme for keepers

Economy and Agriculture

of dairy cows. The programme has different electronic applications for people with Internet connections of differing speeds. ARC has monitored the number of users of the programme and the frequency of its use.

Two main approaches are used for the measurement:

1. Written questionnaires. This was how ARC's 2003 survey of our customer's satisfaction with our main services was conducted. As data is exchanged with the majority of clients on paper and they are located in rural areas where Internet coverage in 2003 was not extensive, written questionnaires were more practical. Feedback forms are also filled in by hand at the end of information days organised for clients.
2. Gathering and publishing service-related performance indicators through electronic means. All departments disclose their performance indicators on the intranet on a monthly basis. Doing so using the intranet is technically quite simple: a department worker uploads an MS Excel file of the updated data, which features both numerical information and illustrative material.

Our way to improved results

Process and change management & develop and implement partnerships with customers/citizens.

1. In using quality models, it became clear that there has been little inclusion of clients and workers in the development of services. It was found through analysis that the majority of development proposals are made verbally. In order to ensure that proposals reach the decision-makers, the decision was taken to create the IDEA electronic application for verbal proposals. All workers have the chance to register their own or their client's proposals or complaints in this programme. The worker then sends the proposal to be answered by the head of the relevant department with the simple click of a button. It was agreed that answers would be given within a week and would be posted in IDEA for all to see. Making answers public in this way has also helped to improve communication. It was also agreed who would be responsible for giving feed-

back to clients on their proposals. Our workers have taken to IDEA and the management has given strong encouragement for its use.

2. ARC values client feedback. In recognition of clients who make proposals, it was decided to inaugurate the "ARC's Most Instructive Client" award. The objective of the award is to give recognition to clients who have actively participated in the improvement of ARC products and services. The award is presented annually.

The CAF in practice

All workers were informed about the performance of self-assessment. The self-assessment group comprised six members with one meeting leader (from the upper management level without voting rights). All divisions and management levels were represented in the group. The self-assessment exercise lasted four to five days. Two members of the group had done training based on the CAF model, and they trained the remaining group members. The three-hour training session was made up of both theoretical and practical parts. In the practical part, assessment was introduced in terms of one enabler and one result criterion. After training, the self-assessment team was given data forming the basis for the evaluation. Four days later the consensus meeting was held.



PDCA, Plan-Do-Check-Act

We have started using approach reviews. This means we analyse whether a specific activity is the best way of achieving a given goal. Use of the CAF model over several years has led to cases where a good beginning has remained a one-off activity.

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The Pirkanmaa Employment and Economic Development Centre



The Pirkanmaa Employment and Economic Development Centre

Country: Finland

Website: www.te-keskus.fi/pirkanmaa

CAF uses: 1 x

Key words: prioritised, immediate, participative, followed-up

Focus:

citizen results, people results, society results
key performance results

Mission

The mission of The Employment and Economic Development Centre (TE-Centre) of Pirkanmaa is to promote entrepreneurship, competitiveness, growth of companies, employment and regional development in its region.

Vision

Our vision is to be an active and efficient partner with expertise in promoting diverse and competitive economics and employment. As a result of this co-operation, Pirkanmaa is an attractive location for successful business operations, based on expertise and specialisation.

Values

Values guiding our actions are customer-orientation, effectiveness, as well as mutual respect and co-operation. We have 143 employees and our yearly budget is around EUR 5.5 million. TE-centres were founded in 1997 as the result of an assimilation of aspects of the Ministry of Trade and Industry, the Ministry of Agriculture and Forestry and the Ministry of Labour.

Our major results

Citizens/Customers

Customer visits are increasing and customers are

satisfied. The service quality experienced by our customers (internal customers excluded) has developed (on the scale from 4 to 10) from 8.1 in 2004 to 8.2 in 2005 and we are aiming at 8.3 in 2006. The usefulness of the services received (on the scale from 1 to 5) has remained at 4.4 in both 2004 and 2005 and we aim to approach 4.5 in 2006.

The level of customer visits has continued to grow in recent years from 15,475 to 21,985 and we expect the growth to continue to around 23,500.

People

People satisfaction has long been rated as 3.3 on the scale from 1 to 5. Changes among permanent staff have been few, approximately 1 to 2 % per year, which we see as a clear sign of a good working environment. Sick leave has declined by 19% from 10.37 to 8.4 days per person per year and longer periods of absence or sick leave have declined. Participation in training has grown by 55 % in a year (from 2.8 to 4.2 days per person per year).

Society results

Contacts with city officials and members of parliament are strengthening. On average, the Pirkanmaa TE-centre is better known and has a better image than other TE-centres. Good results are obtained regarding environmental issues, e.g. saving paper as a result of moving to electric service models, etc.

Economy and Agriculture

Key performance results

Goals have been met which led to improved results in inspections reports. We have managed to make around 6% savings on our yearly budget.

Methodology

Information on citizens/customers satisfaction is collected by a yearly electronic survey conducted together with the other 14 TE-centres in order to facilitate a satisfactory comparison. By following up customer visits, we anticipate future customer needs. An electronic survey of all staff carried out with the other 14 TE-centres provides information on employee satisfaction. Other information is collected by monitoring sick leave, staff changes, participation in training, etc.

Society results are registered by a survey of the familiarity with and image of TE-centre among non-customers. Other indicators are based on follow-up information. Key performance results are based on productivity information, the follow-up to the organisation's yearly goals (based on strategy), how these goals have been met, and the budget follow-up.

Our way to improved results

By good strategic planning, yearly planning and anticipation, we try to arrive at better customer results. People results are strongly influenced by developed and systematic models of leadership and leadership training, as well as proper people management, e.g. by clear rules of the game, free-time activities and a serious approach to well-being at work, participation possibilities, information exchange systems, etc. Well-managed partnerships and resources create good society results. Actions on leadership, strategic planning, partnerships and resources management, processes and change management affect the key results. In our self-evaluation, one of the most important and most needed improvement actions was how to develop our social capital, the knowledge of how to meet the needs of our future organisation more effectively in the light of substantial changes to its structure in the coming years. We agreed to analyse our competences by defining the future organisation and the knowledge it requires and setting goals for the future. On the basis of the consul-

tative analysis, we decided to draw up a strategic plan on how to develop both our organisation and the competences of our employees. We have received funding for the two-year project and are eager to get started.

The CAF in practice

We started by updating our CAF description. Our previous description was an EFQM, so the rewriting process was also very useful. The CAF description was delivered to all staff and presented to everyone at what is termed a morning coffee training. As for the evaluation, we organised a one-day workshop. The group consisted of 38 persons. We had invited everyone who was interested. We also gathered a group that represented the entire organisation: the board, all people in senior positions and employees from all different occupational groups. The method of working was the same for everyone so that position was unimportant. We started by presenting the model once again and splitting into groups to discuss the criteria: defining strengths and weaknesses and suggesting improvement actions and scores. After the group work, each group presented their opinions to the others and explained why they had given certain scores. After each presentation, the entire group voted using a Global Response electric voting machine. Consequently, the opinions were immediately visible and we had the possibility to discuss and reach consensus on the final scores. After going through each criterion, we came up with a list of strengths, weaknesses and scores, as well as a list of suggestions. In the end, the quality group and the board went through the result and improvement actions again and agreed on responsibilities, timetables, etc. We have also informed staff of how actions are being implemented.



Lessons learned

Moving from EFQM to CAF is worthwhile when it comes to participation.

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DRIRE Aquitaine



DRIRE Aquitaine

Country: France

Website: www.aquitaine.drire.gouv.fr

CAF uses: 4 x

Key words: Skill (of inspectors), Preparation (for actions); Control; Evaluation

Focus:

Citizen/Customer results, People results
Key Performance Results

The Regional Directorates for Industry, Research and the Environment (DRIRE) perform a number of activities which come under the authority of the French government (Ministry of Industry) as well as activities to stimulate business.

The DRIREs are responsible for ensuring that regulations are properly applied by industry with regard to the environment (waste and exploitation of resources), nuclear safety, industrial safety and the safety of vehicles. To this end, they implement inspection programmes on the premises of all the industrial enterprises in Aquitaine while also drawing up technical or regulatory specifications (operating licences).

DRIRE Aquitaine currently has 160 inspectors, the overwhelming majority of them technicians.

Our major results

The results are measured both by the CAF self-evaluation and by an internal barometer specific to DRIRE Aquitaine. This barometer is a periodic questionnaire that evaluates employee satisfaction but also

CRITERION	Score 2001*	Score 2002	Score 2003	Score 2005
1. Leadership	2	1.9	1.7	3
2. Policy and strategy	1.6	1.7	2	2.9
3. Human resource management	1.5	1.3	1.8	2.7
4. Partnerships and resources	2.1	1.8	2.7	3
5. Process and change management	1.4	1.8	2.1	3.6
6. Citizen/customer results	0.4	0.8	0.9	2.5
7. People results	0.4	1.2	1.4	2.5
8. Society results	1.1	1.4	1.4	1.5
9. Key performance results	0.9	1.8	2.3	2.3

their perception of quality policy and is an opportunity for employees to make suggestions. A permanent suggestion box system is in place, allowing employees to be the driving force in the improvement process.

An annual interview consisting of a skills appraisal for each inspector completes the system. It is based on a benchmark established for each occupation. The activities subject to quality assurance are carried out solely by qualified or authorised staff. An appraisal for each manager is conducted by the director on the basis of an internal survey. This appraisal assists not only in evaluating the managers but also, more importantly, in fine-tuning the management of DRIRE Aquitaine. Developments are followed up annually.

Our way to improved results

An effort has been made to structure our organisation, our management and our approach (feedback and satisfaction) to customers. Improvements have been achieved by implementing a system of management by quality based on compliance with standard ISO 9001 and approved in 2004 through the renewal of our ISO 9001 certification. Since the first self-evaluation, the management has provided a certain number of internal communication tools (internal letters, presentation meetings for new projects, intranet, etc.). Actions to obtain staff feedback have been increased. Various tools have been put in place for obtaining customer feedback and measuring customer satisfaction. Suggestions for improvement and for rectifying any

Economy and Agriculture

weaknesses identified have been implemented systematically. A tool for evaluating managers has been provided on the basis of compliance with the main requirements of standard ISO 9001 and the CAF criteria. Each activity is matched to quality criteria, check points and actions for obtaining customer feedback. A series of indicators followed by front-line managers or by the management committee is used to measure the results obtained at all levels.

Another route to improvement developed out of CAF exercises has been to adopt a process system. The CAF enabled us to identify the need to improve operational communication and adopt collective responsibility in devising products.

- Collective preparation of each activity
- Checking the balance between what is being done and what is at stake
- Simplifying procedures by improving the skills of the inspectors
- Standardising products by consolidating feedback from tests
- Single final inspection of products, quality control having been carried out during the preparation and elaboration phase.

In this way, because the CAF is based on internal reflection, it has been possible to identify malfunctions during the product elaboration phase, non-conformities in design and difficulties associated with the organisation or lack of training and deal with them more effectively. The emphasis has been placed on training rather than on procedures and controls in order to provide a satisfactory standard of quality without making the procedures cumbersome. The solutions that have been implemented derive directly from the analysis made by the inspectors and assist in resolving the difficulties they encounter.

The CAF in practice

The self-evaluation leader

Each year the self-evaluation is led by one of the candidate self-evaluators selected by the management committee. It is necessary to choose a leader who is recognised for his ability to see the whole picture and his neutrality. He is preferably chosen from outside the management committee.

The self-evaluators

The self-evaluation is carried out by a team of self-evaluators chosen by the leader from among staff volunteers. They should ideally be between 3 and 9 in number.

The preparation

This takes half a day and is led by the CAF consultant. Each criterion is explained to the self-evaluators until a good general level of understanding and coherence has been attained.

The self-evaluation

Each self-evaluator is given about fifteen days to complete his form. The self-evaluator must evaluate “the DRIRE” according to his knowledge of it and not confine himself to his own unit. The self-evaluator works alone and does not interview the inspectors. The self-evaluation work takes between 8 and 10 hours.

The report and the feedback session

The self-evaluation report is prepared by the leader and handed to the consultant at least 48 hours before the day-long feedback meeting. During this meeting the consultant reviews the signs of progress identified, the objective being to obtain a consensus from the self-evaluators' assessments.

The follow-up

Within about two weeks the leader asks the self-evaluators to specify pathways towards achieving progress and to propose lines of action and then to classify these progress pathways according to the following priority criteria: External impact / Internal impact / Work unit / Cost. On the basis of these elements, the leader prepares the final self-evaluation report. This report is submitted to the management committee.



Lessons learned

Readers of the publication “CAF works” who are involved in an ISO 9001 quality certification process should be aware that the CAF is an effective tool for detecting potential improvements which would not come to light as quickly without it. It is a necessary complement to a standardised quality process.

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The Austrian Study Grant Authority



Studienbeihilfenbehörde

Country: Austria

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CAF uses: 3 x

Key words: customer orientation, e-government, optimise processes, advice

Focus:

citizen results, key performance results

Mission

The main tasks of the Austrian Study Grant Authority are the handling of applications for study grants, grants for study abroad and grants upon the completion of studies as well as the provision of information and advice.

Vision

During the past years, the Austrian Study Grant Authority has become a service-orientated organisation. The main fields of development have been customer focus, focus on people, the quality management system, the certification by the international standard ISO 9001, personnel and organisational development, cost and activity accounting, controlling, support of 135 junior executives, projects to improve the core processes and self assessments. These processes have been carried out by engagement and motivation of the people in the organisation. All development processes have been aimed at satisfaction of customers and employees and efficient allocation of the substantial public funds.

The Austrian Study Grant Authority fulfils its tasks at 6 locations with a total of 132 employees. The total amount of direct support given in 2004/05 was about EUR 187 million. The internal administration costs were about EUR 6.5 million.

Our major results

The Study Grant Authority has had a long tradition of asking students for their opinion. The first survey was conducted in the early nineties. Since the quality management system was implemented, the surveys have been conducted on a regular basis and more systematically. In the early stages it consisted of a four-page questionnaire that has now been replaced by an electronic questionnaire on the website. In addition, a telephone survey consisting of standardised questions has been conducted. The customer satisfaction has increased with respect to the following: shortening of processing time, simplification of the process and improvement of consultation.

Handling applications for a study grant is the Study Grant Authority's core process. Approximately 50% of the total working time is used to perform this task. More than 63,500 applications were handled in the past academic year. The following criteria are defined as measuring figures: date of application, date of completeness, date of transaction, date of approbati-

	18.11.2004	18.11.2005
Application for a study grant	36,440	44,898
Handled applications	23,631	32,259
Degree of handling	65%	72%
Degree of handling within 3 weeks of the application	42 %	69%
	2001/02	2004/05
Processing time		
Processing time in days	38	30
Transaction within 3 weeks of the day of the application	32%	42%

Education and research

on and date of decision-making (notice). The following factors impact the duration of the process: complexity of the Austrian Student Support Act 1992, comprehensibility of the applications forms, necessity to submit different records and confirmations, internal workflow, IT-support, employees and applicants. Long-term measures have been introduced to optimise the core process of implementing the applications. The first figures in the current winter term 2005/2006 show the successful implementation of these measures. Despite the higher number of applications, the degree of handling is significantly higher.

Our way to improved results

“e-scholarship” project

The customer surveys have been used as a basis to develop the “e-scholarship” project. The aim of this project is to transform the study grant procedure into a full electronic procedure in terms of e-government.

1. Expansion of data exchange regarding study success with educational institutions (universities and teacher training colleges), family status regarding social security, family allowance and additional income data.
2. Technical possibility to submit an application via Internet.
3. Repeated application: one application is submitted at the beginning of the academic education and will be automatically followed up by verifying the information regarding the preconditions for receiving a study grant (income, success in study, family status) electronically provided.

The first electronic application for a study grant is now manageable via www.help.gv.at. At present, the “Bürgerkarte” (citizen card) and the A1 signature serve as a digital signature. The implementation of the data exchange with other institutions – apart from the data concerning the success in study – has been completed and therefore no other documents need to be submitted. The third step has been in place since the end of 2005.

“Consultation” project

Based on the requirements of customers as revealed

by the surveys, the need to intensify consultancy has been highlighted. The new e-government application makes it possible to enhance the consultancy process. The aim of the project is to improve consultation, to develop quality criteria and to enhance employees' qualification. As a first step, 16 employees qualified as “special consultants”, so that starting in the summer term 2006, improved consultation for the students can be offered.

The CAF in practice

In 1995, the Austrian Study Grant Authority started to develop a quality management system. It has received ISO 9001 certification. The knowledge required for a self-assessment process has been in place since 2002, so it was possible to conduct an initial self-assessment using the CAF. The expanded quality team performed the self-assessment. The Austrian Study Grant Authority has been involved in quality issues for many years. Quality has been a focus of interest for more than 10 years, this is reflected in the quality system, ISO 9001, the Speyer Quality Award and since 2002, the CAF. Experience has shown that there is an increasing demand for quality. We observe that the members of the quality team are becoming more and more demanding. They take a critical view of the performance, which is reflected in the evaluation of evidence, and in assigning scores.



Lessons learned

The main challenge for the assessment process was time. Increasing duties and many routine activities make it difficult to find time for apparently non-essential work. However, it also offers an opportunity to view the organisation externally. Using the CAF helps to add new impetus to quality issues, to increase sensitivity to quality, to refocus the whole organisation on quality.

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Engineering College of Aarhus

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CAF uses: 1 x

Key words: employee satisfaction, quality assessment, efficiency, professionalism

Focus:

people results

key performance results

The Engineering College of Aarhus educates Bachelors of Engineering and has an approach geared particularly to the profession. The College has close ties to regional industry and emphasises collaboration with regard to development, engineering training and student project work. It has 1,500 students, 150 employees and had in 2005 a turnover of DKK 100 million (Euro 22.5 million). The College enjoys close collaboration with The University of Aarhus, which offers a number of Master of Engineering degrees. The Engineering College of Aarhus has entered into a preliminary agreement with four other colleges of education with the aim of creating a new education centre (10,000 students) at undergraduate level. The Engineering College has established a matrix organisation to strengthen professional development, to facilitate co-operation with external industrial partners more effectively and allow for flexibility in educational development.

Mission

The Engineering College of Aarhus educates professional engineers heading for a job in industry and develops new advanced technologies within a framework of industry-related laboratories in order to improve studies and to support regional industry's competitiveness.

Vision

In 2010, the Engineering College of Aarhus will be among the five leading institutions of undergraduate engineering education in Europe and Danish industry's preferred partner within the realm of industrial development and the associated development of engineering education. The quality development work is managed by a coordinating group (hereafter Task Force) with eight representatives from management, lecturers, administrative staff and two students.

Our major results

In spring 2004, the Engineering College of Aarhus had no formal procedures for introducing new staff to the task of professional teaching. In the autumn of 2004, a guide and a procedure were drawn up. The effects of the new procedure were measured in the autumn of 2005. All recently employed lecturers assembled at an evaluation meeting discussing the procedures for implementing the resulting guide. Satisfaction regarding the initiatives was expressed and suggestions for improvements were incorporated in a revised guide.

In the autumn of 2004, only 30% of the employees had received their personal development dialogue within the last two years. Another 30% never received this dialogue. In spring 2005, however, all employees had received their personal development dialogue. Subsequently, overall satisfaction with form and results were expressed. To measure the quality of a fol-

Education and research

low-up relating to the conclusions, a questionnaire will be carried out in February 2006, also including questions concerning satisfaction with the completion of the personal developmental dialogues.

In spring 2004, the College did not use information technology at in-house meetings. In November 2004, approx. 60% of employees were using the joint calendar system. In the autumn of 2005, the meeting planner system was being used by all secretaries and lecturers.

In spring 2005, an external consultancy (professional business psychologists) carried out an evaluation of employees' satisfaction and their level of personal and professional resources. Following this evaluation, measurements and improvements were implemented. In 2006, the improvements will be assessed by a new external evaluation of employees' satisfaction.

Measurements are generally carried out among fairly large groups of staff and students by means of electronic questionnaires, which enable respondents to choose from a number of statements. We take great care not to use this facility excessively, as employees must be able to maintain a normal working schedule. We are also aware that, when asking about and measuring attitudes, a follow-up and visualisation is requested. Furthermore, personal interviews are carried out face-to-face or by telephone. Finally, concluding meetings are held in fairly small groups allowing for close discussions and effective dissemination.

All measurements are designed to measure and isolate key results. In the case of particular improvements of work conditions not directly measurable, complementing questionnaires and interviews are carried out depending on the field of improvement. Until now, various measurements do not always indicate if key results are obtained. If this is the case, we need to practice before we are able to locate correct indicators and consequently approach objectives.

KVIK (Quality Tool for Developing Innovation and Competencies) is the Danish version of CAF. It is supported by an electronic tool developed by the SKK, the Centre for Development of Human Resources and Quality Management

Our way to improved results

Using the KVIK (CAF) self-evaluation, we have identified approx. 80 tasks where action is needed. A new organisation with new leaders and managers was implemented in 2004/2005. For different reasons we had to focus on fundamental problems relating to people. The majority of improvements will most likely provide a positive spin-off in strengthening the students' potential and are therefore relevant for other criteria. The following issues were analysed in working groups consisting of staff (and students in some groups) in 2004 and 2005. The working groups refer to the Task Force.

Human resources management

Staff policy

A policy geared to senior staff older than 58 has been developed and implemented. The working group is now concentrating on the subject "workplaces at home".

Guide for engaging new lecturers (associated professors)

The College is engaged in a major renewal of its staff. New lecturers will have to be employed in the years to come, and this requires a solid process to secure the induction of new staff. Guidelines have been worked out and tested on recently employed lecturers and interviews have been carried out.

Dialogues with staff on their personal development (MUS)

Annual MUS is a procedure embedded in Danish legislation. A procedure for the Engineering College of Aarhus has been developed and the first dialogues with all staff members were carried out in the spring of 2005. The effects will be measured in February 2006.

Processes

IT

A very thorough survey has measured employee perception of the nature and extent of IT use and has al-

so pointed to a range of proposals for improvement. The introduction and use of shared calendars for all 150 members of staff was organised in this working group. Subjects have been prioritised and the group will continue its work within key areas of lecturing in spring 2006.

New Organisation

In less than three months in 2005, a working group drew up a proposal for a new organisation in order to strengthen the professional engineering qualities of staff, its ability to cooperate with external industrial partners and the dynamics in developing new studies and/or specialisations of existing study areas. The effect of the new organisation will be measured during the coming year.

Evaluation of education procedures

A working group of lecturers and students are presently drawing up new guidelines for the current evaluation of all educational activities. Once the guidelines are ready, they will be implemented, and after a certain period the effects will be measured and evaluated.

Facilities for education

The working group will focus on the furnishing and setting up of class rooms, etc. and propose measurements for improvement of these facilities.

The CAF in practice

The KVIK has been used during our first self-evaluation process in 2004. It was developed to enable managers and staff to jointly evaluate the organisation. We used it as the initial step to identify actions to be taken.

The Task Force chose KVIK partly because it is easy to use and partly because of the convenient electronic tool. The self-evaluation was carried out among the 10 members of the Task Force who fully represent the make-up of staff. The self-evaluation consisted of an individual preparation and a full-time consensus meeting where strengths and weaknesses were discussed in two groups. At the meeting, four topics were

prioritised and a plan of action with clear responsibility for the future work was made. Mission, vision and strategies were also thoroughly discussed in order to establish the foundation for the working groups. The results were presented to the organisation at an information meeting and all employees were encouraged to participate in the groups.



Lessons learned

In retrospect, it was right to carry out the self-evaluation with the ten members of the Task Force. A self-evaluation including all employees would have been an enormous task due to the handling of answers and prioritising key areas.

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CAF uses: 1 x

Key words: formulate strategy, implementation BSC

Focus:

citizen results

The main goal of Bygholm Agricultural College is to offer education, supplementary training and consultancy related to the agricultural sector. Our mission is to educate future farmers to be independent with high professional standards and responsibility concerning production of quality foodstuffs, animal welfare and environmental management. Our vision is to be the preferred agricultural College in Denmark with a high level of activity and high standards within farming and management. Bygholm Agricultural College employs 40 people (professors, administrative workers, boarding school personnel and school farm personnel). 150 full-time students attend Bygholm Agricultural College every year.

Our major results

Citizens

The main results obtained relate to student satisfaction measurements and rates.

Before the CAF self-evaluation, student satisfaction measurements were not systematically linked to the strategic objectives of the organisation and the results of the satisfaction measurements were not registered systematically or published.

Selected results

One strategic object is that 80% of the students preferred the school because of its good reputation or the school was recommended by former students. The result of the first student satisfaction measurement was 90% and the second measurement was 98.5%.

Another strategic object is that all students consider the lessons to be of a high professional standard. On a scale from 1 to 5, the goal is a student satisfaction rate of 4. The results of the measurements during the period of CAF were 4.1, 4.3, 4.0 and 4.0 in four different classes.

Student satisfaction rates are measured via a questionnaire. Three persons from the self-evaluation group participated in a learning seminar at SCKK. This seminar provided these persons with knowledge about measurements: what can be measured, what are the pitfalls of measuring via questionnaires and what cannot be measured?

As a consequence of the seminar, we have developed new questionnaires where the students give their opinion on a scale of 1 to 5. The questions are designed taking into account the strategy and the Balanced Score Card (BSC) based on this strategy. The student satisfaction rates are calculated and compared to previous rates. The student reply rate to the questionnaire is 95–100%. The result is presented on the school website. In our view, the student satisfaction measurements are useful and have become more

Education and research

successful as a tool to work on improvements as we have designed questions in relation to the strategy and our BSC.

Our way to improved results

Strategy and Planning

The selected results in criteria 6 are linked to criteria 2. With respect to the organisation, we have been working with developing tools to implement the strategy (criteria 2) and developing new methods to measure whether this implementation is resulting in improvements on critical issues (criteria 6).

After completing the self-evaluation and writing the consensus paper, the self-evaluation group formulated a strategy for the entire organisation. The group held a one-day workshop with all employees at the school. The overall strategy was presented and the workshop participants formulated proposals for objectives and concrete actions that would implement the strategy. The self-evaluation group then collected the proposals, prioritised them, and drew up a balanced scorecard with measurements and targets.

The BSC is now one of the main tools to focus on the improvement actions in the organisation. Once a year, the professorial staff draw up new targets, define new initiatives, and decide how to measure whether the actions result in the target.

We have succeeded in implementing BSC. The school management is using the BSC when prioritising resources between initiatives, and professorial teams use it to define which actions to take, e.g. to improve training programmes, lectures or questionnaires.

The CAF in practice

A group of six people were selected by the school principal. However, the principal gave professors the option to volunteer for the group, and one professor actually did so. The group consisted of the principal, the head of education, two professors selected to be representative to the group of professors (one experienced and one new), the professor who volunteered and one person from the non-teaching staff (head of the boarding school). The group members answered

the self-evaluation-questionnaire individually and then participated in a two-day workshop. At the workshop, SCKK consultants supported the group through the process of obtaining consensus on the organisation's strengths and areas of improvement. The group established the order of priorities and decided to focus the improvement action on criteria 2 and 6. The group members then participated in a three-day learning seminar on strategy and a three-day learning seminar on evaluation and measuring methods.



Lessons learned

CAF can help an organisation to work systematically.

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CAF uses: 1 x

Key words: innovation, communication, integration, new technologies

Focus:

citizen results, people results, society results

key performance results

ITC Romanazzi is a technical high school with language, accounting and computer courses related to business and tourism. Furthermore, there is a specific business-oriented computer course for adults. New technologies are used in educational activities supported by the Multimedia Multifunctional Service Centre – "Dilos Centre" – run by a group of teachers from the school. The Dilos Centre Team (DCT) provides projects management, partnerships and collaborations with local and European schools, agencies, companies, and the diffusion of ICT. The mission of the Institute is the growth of the cultural basis and know-how of the students, the development of their abilities and knowledge – particularly concerning ICT and foreign languages – through integrated training activities. The number of students attending is increasing (840 in 2003, 920 in 2004 and 940 in 2005) due to the innovative didactic methods and school-job training based on the use of ICT.

The Institute has about 120 teachers and 25 employees (administration and technical assistants). The budget granted by the Italian National Agency for Education (M.I.U.R.), is supplemented by financial support for specific projects from local and national agencies, the European Commission (Leonardo Programme, Socrates, etc.) and others. The DCT plans and manages these projects, encouraging innovation and best prac-

tices. The DCT suggested the application of CAF to the School Principal and carried out the entire process (from information distribution actions until the self-assessment Report and the Improvement Plan). As a result of the activities geared towards innovation and quality – promoted and supported by the DCT – the School has been awarded prizes from National and European Agencies.

Our major results

The most relevant results are connected to the improved use of information technology and didactic innovation. There has been a general increase in the level of customer satisfaction, particularly among students, parents, teachers and employees involved in innovative actions and projects. The customer satisfaction score targeted at incoming students in November 2005 (55.52%) is better than the score of the same survey conducted in January 2005 for a similar target group (40.94%). The areas of satisfaction included the use of ICT in didactics, the availability of facilities such as opening and closing hours, the internal relationships, the integration in the school environment, the openness to change.

Stakeholder satisfaction has been measured by using surveys together with complementary tools like focus groups, ad hoc questionnaire and complaint boxes.

Education and research

The students have been involved in planning questionnaires (suggesting specific items), data collecting, data input, statistical analysis of survey results, using ICT. The indicators concerned the main aspects regarding the students (drop-out, success and interest in school activities) and their parents (image of the school, satisfaction with education of students and curriculum, relationships with teachers, employees and leadership, etc). Furthermore, an increasing involvement of teachers and employees in focus groups and decision-making processes has been an important step in increasing the sense of belonging to the organisation and achieving a better working atmosphere (criterion 7) resulting from the increased people satisfaction scores.

Transparency of information and evidence of improved use of information technology in internal/external communication and networking has led to a better image of the organisation. Different awards were received such as the "Best Practice LAN", "Netdays 2004 best Italian product of a school", "Best practice in integrated innovative training methods" and "The innovative activities of the Service Centre Dilos". Partnerships and interactions with local and international schools are growing, e.g. by membership of ENIS (European Network of Innovative Schools).

The key performances results show improved quality of service and products, better cost-effectiveness, increased financial grants from external agencies and positive inspection and audit results. The measurement of these results has involved Administration employees and has been developed by queries to the school database.

Our way to improved better results

Although applied only once, in 2005, the use of the CAF has been a very important tool in planning improvement actions and activities for the coming year. The school actually has a formal document (POF: Piano dell'Offerta Formativa - 2005-2006) that is the follow-up of the CAF application and is based on the Improvement Plan. The action plan has been approved in September 2005 by the Teachers Board and the

School Executive Council and in October 2005, a general meeting was held for the distribution of individual tasks among the people involved.

The start-up of the projects included in the Improvement Plan, concerning the gathering of information about stakeholders' expectations and needs and the development of internal channels of information (criterion 2), has already produced an increasing participation in innovative activities and motivation of teachers (criterion 7) and students, as well as a general satisfaction of parents (criterion 6). At the same time, the promotion of open communication, considering suggestions and ideas from personnel, and their involvement in the process of updating the School Plan of activities (criterion 3) led to the same results (criterion 7), as well as the implementation and diffusion of the use of technologies in all sectors of activities (criterion 4).

The Improvement Plan includes three main Projects: Comunicazione, Successo Scolastico and Organizzazione.

The first project aims to involve all relevant stakeholders in order to consolidate the image of the organisation and its educational mission, translating them into strategic and operational actions whose goal is to increase the number of enrolments, improving at the same time the quality of the teaching on offer. Together with the second project, it addresses the development of fields of activities such as teaching methodology and technological innovation. The evidence of success will be in the improved use of ICT in teaching and classroom activities, encouraging initiatives which will arouse a new interest with respect to the organisation and better results in student involvement and interest for learning and training.

The third, but no less important project, involves all relevant actions of planning and management that support the development of ordinary and extraordinary activities of the School. The party responsible for this project is, of course, the Principal, but she has the support of a large number of teachers responsible for the various sectors of activities.

The CAF in practice

The DCT - after taking part in a national event for the diffusion of CAF at the end of 2004 – suggested its application to the leadership of ITC Romanazzi. The suggestion was accepted and approved by the Teachers Board and the School Executive Council. The D.C. team was authorised, as the assessment group, to apply the Model to the whole organisation. Tutored by Formez experts, the CAF team started work in February 2005. The work involved teachers and employees of the school in briefings and focus groups aiming at the diffusion of the Model. Moreover, the team started data detection and surveys on customer satisfaction involving in these activities the relevant internal stakeholders. Following the suggestions of Formez experts, the team organised results and data for benchmarking with other schools/organisations. In July 2005, at the end of the school year, a first draft assessment report was completed, followed by a definitive report, in September, with the analytic description of results, strengths and improvement areas. The consensus on CAF application by relevant stakeholders of the organisation was an important step in leading the Assessment Group to plan the ac-

tions and activities for the School Annual Plan (P.O.F.: Piano dell'Offerta Formativa). In addition to the numerical results of the CAF, the main goal achieved by its application has been specific evidence of efforts made and the launch of a process of continuous improvement. The next step is the application submission for the 2006 Quality Prize of the Italian Department for Public Administration.



Lessons learned

The CAF application has highlighted the opportunity to consider positive or critical aspects of the organisation which are normally underestimated or not discussed, and, above all, the measurable connection between actions and effects through the enablers – results.

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CAF uses: 1 x

Key words: prospects, participation, confidence, fidelity

Focus:

citizen results, people results, key performance

Escuela Infantil Municipal Hello Rochapea is a Nursery School (0-3 years) under the auspices of the City Council of Pamplona in the Autonomous Community of Navarre. It offers a unique English-Spanish bilingual experience. The City Council Education Department has contracted AVANVIDA for the management. A specific autonomous institution (OAEIM) is responsible for the coordination of the entire public service called Escuelas Infantiles Municipales de Pamplona.

Our **mission** is to contribute and ensure an appropriate development of the child through care and education in direct collaboration with the families in order to improve the quality of life and social community cohesion.

Our **vision** is to be a reference model in bilingual education in our community with a team committed to principles and values ensuring a specific and motivated development of the personal and social capacities of the children in terms of well-being and happiness.

Our **values** are: commitment, guidance, team work, change, improvement, and success.

Escuela Infantil Municipal Hello Rochapea employs 19 people (teachers, nurses, cleaning staff and cook) and cares for 123 children.

Our major results

The measures adopted led to very positive results in every parameter where improvement actions were taken.

A few citizens/customers results:

- 97% of complaints were resolved in less than 15 days;
- 95% of citizens continued to use the school throughout the year;
- 100% of families rated satisfaction > 7 (average = 8.4 out of 10).

It was the school most in demand in the region with 80 applications above the average number. The staff increased their participation in organisational tasks by 65%, and their satisfaction rate increased from 6.8 to 7.6.

As a key performance result, we refer to the 7.3 satisfaction rate of the City Council and the European Bronze Medal EFQM award for the management of the school.

Satisfaction rates were measured and evaluated externally in order to obtain the recognition of the regional government by the Management Club of Excellency – EFQM.

Education and research

We applied different types of measurement instruments and CAF measurement tables:

Usual measurements:

Suggestions forms for families and registered activities.

New own measurements:

- Family survey form with 20 questions relating to the service in comparison with other schools in the public sector.
- Structured questionnaire for special clients based on CAF criterion 6.1, CAF and EFQM criterion 6.a.
- A communication system relating to strategic items i.e. an informative sheet with text and graphics that presents actions taken with regard to important items for citizens. This information is updated monthly and presented publicly.

External measurements:

- Employee surveys every two years based on the survey proposed by the “Great Place to Work” Institute that allows us to make comparisons with national and European results.
- Adapting CAF information to the EFQM model in order to obtain Management of Excellency EFQM recognition
- RADAR Report improvement actions.

Our way to improved results

The improvement action described below is intended to resolve family concerns (6.2) and to obtain their approval (6.1)

Approach

The purpose is to improve family satisfaction in order to ensure they continue to use the school during the academic year, to obtain their registration for the following year and to encourage their participation in the school objectives.

As a result, the following actions were planned:

- Assessing the current systems of collecting opinions;
- Applying quantitative systems of client satisfaction measurement;

- Planning a meeting with the Quality Department every 15 days.

Deployment

We classified the system of recording information from families into three groups: daily contacts, meetings and completing forms. The assessment of these three systems showed that it was necessary to improve the information during the adaptation period and to obtain stability among staff. The survey forms were distributed in June. In September, we assessed the results and published the report. We formulated new objectives for the results with the lowest scores, e.g. extending the timetable, more information and participation, and included them in the School Management Plan.

Assessment and review

We planned a bimonthly deployment review by the Quality Commission. The effectiveness of the information record system shows the need for individual meetings during the adaptation period between the families, the school principal and teachers, as well as organising a general meeting with the parents to introduce them to the school.

The questionnaire has been shared with other schools in the public sector. After including the results in the annual plan, the timetable offer has been extended to half-time and full-time offers, we have carried out individual interviews during the adaptation period, established suggestion sheets, consolidated solid teams among teachers, and have planned an improvement team with families to optimise the information system.

The CAF in practice

Given our experience with EFQM self-assessment (SA), we have applied the simplified version, which is four hours of initial training, eight hours of team SA, two hours of prioritisation with the school principal and two hours of planning. Subsequently, the improvement actions are included in everyday work. The team was multifunctional and included the principal, two teachers, one cleaning staff member and the quality coordinator of our organisation as an external assessor.

1. Organisation

Appointing a CAF Coordinator, consulting with management regarding people, resources, objectives, terms, communicating the SA project to all, forming an SA group.

2. Training

Providing training relating to the CAF model and the SA.

3. Self-assessment

- Completing an individual SA sheet: focus, evidence, strengths, improvement areas, scoring.
- Coordinating the SA group, identifying agreement and disagreement points and discussing evidence when differences occur (e 2 points), reaching consensus.

4. Improvement Plan

- Prioritising ten main improvement areas with management, defining action plan with management, EFQM bronze prize actions, action plan.
- Communicating the SA report, presenting results to line management and staff, preparing reports for award, presentation of the bronze prize.
- Implementing the action plan, implementing improvement actions by process heads (with participation of SA team.)
- Evaluating the action plan, checking periodically that agreed actions are will eventually be successful, performing a periodic SA (every 1 or 2 years).

5. Benchmarking

Implementing benchmarking actions, registering at the CAF database, possibly exchanging practices with Spanish and European organisations via the CAF database. Frame used: CAF database.



Lessons learned

It is important to relate improvements to results to avoid dispersion of effort and to sustain management support.

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Seven municipal Music and Art schools



Seven municipal Music and Art schools (coordinated by the Norwegian Council of Music and Art Schools)

Country: Norway

Website: www.kulturskoleradet.no

CAF uses: 2 x

Key words: process management, planned quality

Focus:

citizen results, people results

This case is not based on a single organisation, but rather a group of organisations. The umbrella organisation, the Norwegian Council of Music and Art Schools represents approximately 95% of the 434 municipalities in Norway, and takes responsibility for organisational development of the schools at national level. The council took the initiative to develop a branch-specific quality development system, including CAF. The entire system was completed in 2001 and implemented in 2002 as a pilot project.

The pilot project was intended to test, implement and market the system, to gain experience and acquire knowledge in some schools. Seven municipal music and art schools took part. The project was very successful and was concluded in 2004. After the project, the system was offered to all municipalities/schools in Norway via the book by Even Fossum Svendsen: "Bedre og bedre? – Kvalitetsutvikling i kulturskolen". The Minister of Education has given the quality system strong support and recommendation.

The quality system also contained service declarations and consumer polls. CAF was an important component as a TQM quality model and self-assessment method. The CAF model was tailor-made to the branch by adjusting the examples, or indicators, linguistically and organisationally. The participants learnt to regard themselves as customer service producers and were challenged regarding their own potential for improvement. The CAF alone does not provide quality, but incorporated into a system of con-

tinuous quality development, CAF provides a trustworthy description of the organisation, and pinpoints its strengths and weaknesses.

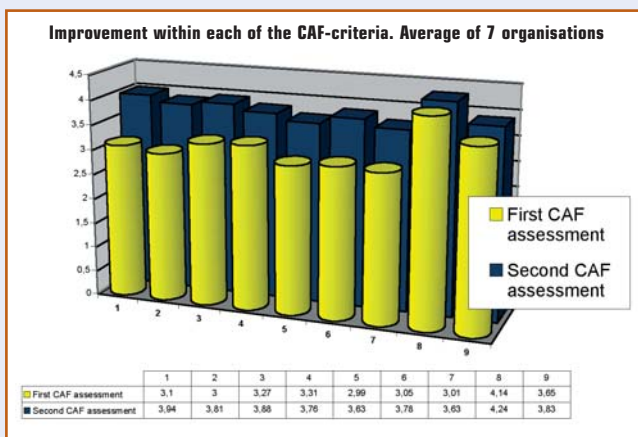
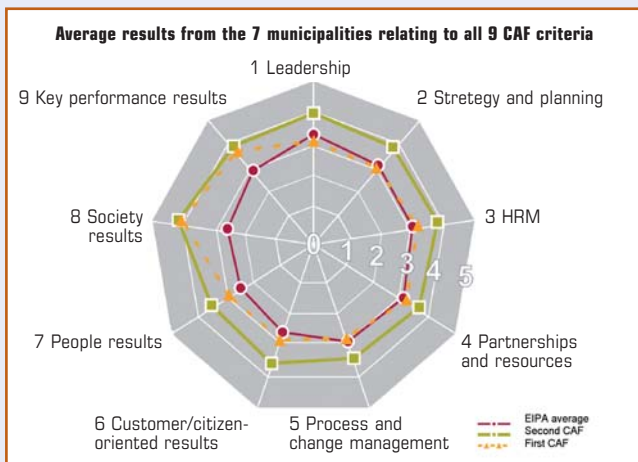
Our major results

All the schools improved their scores in the second CAF assessment during the project. The average increase of all the 9 CAF criteria for all schools was 12.3 % with respect to the first CAF assessment. Among the results-criteria, the customer/citizens and people results were the two most improved. In this case description, I use the average score of all 7 municipalities.

Since the project included the work with service declarations and consumer polls, the focus was already directed to the systematic collecting of important information from the customer or consumers. The quality system considered the quality concept as a way of taking care of the needs and expectations of the employers, consumers and professionals. Therefore, the improvement in the field of customer results will have a strong link to the work with consumer polls. There is also a close correlation to customer expectations. The goal of a small gap between customer expectations and the customer results, is derived from the principles of correct quality as a correlation between results and expectations in a 1/1 relationship.

To understand the effect of the strategic improvement work connected to the CAF assessment, we should look

Education and research



at the gap between the first and second assessment. Of all the criteria, the biggest increase between the assessments was found in “Leadership”, closely followed by “Strategy and planning”. As regards results, the “Customer/citizen” showed a satisfactory increase, followed by the “People” results.

Our way to improved results

The work with improvement was reported to the project leader from each municipality. They each chose 1 to 3 improvement areas, followed by a strategic quality plan for the effective process. This work was done very carefully and was given a high priority. The strongest improvement result was found in criteria 1 and 2, followed by 6 and 7. Considerable efforts were made regarding the organisations' management approach and the strategic basis. The complementary roles of the first and second CAF criteria are a driving force behind the results of criteria 6 and 7. In all 7 organisations, the focus on consumer polls and service declarations was

strong. Most of the organisations implemented these tools and achieved satisfactory effects. Several other improvement actions were also launched.

In the quality development, it is important to improve the results as well as to adjust consumers' expectations. The right way to work with these adjustments is to make it very clear what kind of product, services and quality customers expect. The service declaration is an effective tool to clarify these expectations. The quality term is considered to have achieved the correct quality when the gap between customer expectations and customer results is as small as possible.

The CAF in practice

The different SAGs were small, 5 to 7 people. There was at least one representative from the management in the group. They spent at least an entire day on the assessment, some organisations spent 2 days. The involvement of employees (teachers) was quite successful and led to a responsible way of working with the improvement processes. It also strengthened the accountability for ensuring proper quality at all organisational levels. At least 3 persons in the SAG had been trained specially in development work, quality work and CAF before the assessment began. These people were brought together for 2 days before the assessment, and we continued using this platform for learning and holding discussions across organisational borders. This was later assessed as an important strength in the process of quality development.



Lessons learned

There were not many improvement actions in each organisation. All the advice from the assessment/development groups in the project pointed to the importance of not working with too many improvement actions. Limit your choice; do it properly!

Contact

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Pirkanmaa Hospital District



Pirkanmaa Hospital District

Country: Finland

Website: www.pshp.fi/ (only in Finnish)

CAF uses: 3 x

Key words: continuous quality improvement, process improvement, implementation BSC.

Focus:

citizen results, key performance results

The primary catchment area of the Pirkanmaa Hospital District includes 463,000 people and the secondary catchment area 1.2 million people. The district includes Tampere University Hospital, three district hospitals and two local hospitals. There are approximately 6,600 hospital district staff members. The total number of beds in the hospital district is 1,553, producing 78,800 care periods per year. The annual outpatient attendance is 374,000. The income of Pirkanmaa Hospital District in 2005 was approximately EUR 441 million. The greater part of this comprised income from sales, accounting for 93.6 %. The expenses comprised staff costs (61.5 %), material acquisition (20.8 %), service acquisition (15.5 %) and other operating costs (2.1 %).

The ethical principles of the organisation are proper medical care, respect for people and recognition of skills.

According to its **vision**: "The Pirkanmaa Hospital District provides high-quality services in specialised medical care in a humane economical and productive manner. Services are provided in accordance with customer needs. Patients are content with the received care. The Tampere University Hospital is recognised nationally and internationally as a centre of education and research. The Pirkanmaa Hospital District provides a dynamic and challenging working environment for its staff, in which they receive due appreciation for their contributions."

Our major results

Customer satisfaction (CAF criterion 6) is measured on scale 4-10. The result is considered to be satisfactory if 75% of respondents give a score 9 or 10. Regarding inpatient care, the trend has been positive since 2000 with 5 out of 6 units meeting or exceeding the target of 75% every year.

The key performance results (CAF criterion 9) are mainly positive and higher than in compared organisations. Tampere University Hospital is 11% more productive than average university hospitals in Finland. The productivity measured in episodes is higher than in other compared hospitals. The healthcare costs per capita are lower than average in Finland. The goals set in service agreements with the member communities of the district have been met. The financial development trend is positive.

Customer results are measured extensively (before, during and after the care period) and they show positive development trends. Satisfaction of internal customers is also measured in line with the process development work performed in the hospital district. The customer satisfaction results of different clinics and departments inside the organisation are benchmarked. A specific questionnaire is used to collect the information centrally to ensure comparability of the results. Different units can, however, add their own questions to the standard questionnaire if desired. The information is collected annually or continu-

ously during the whole year. Parts of the key results are reported in national benchmarking data of health-care. These indicators are collected and reported annually by the National Research and Development Centre for Welfare and Health (STAKES). This information is used in further developing the performance of the organisation. All the quality and performance indicators and their target levels are included in the BSC model of the hospital district.

Our way to improved results

The selected results in criterion 6 are linked to criteria 2 and 5. The selected results in criterion 9 are linked to criteria 1, 2 and 5.

The main result of the long-term quality work (using EFQM and CAF) has been the systematic improvement of management practices and coherent leadership. It has included training leaders, synchronising annual planning processes and evaluating various units and processes. During the development period, quality management has been integrated into routine business management of the organisation. A great deal of attention has been devoted to the development of measurement tools and indicators as well as new process innovations resulting in higher performance.

The CAF in practice

Every hospital district operational unit performs the self-evaluation annually so that the results can be used in a planning process for the following year. In every profit area there is a trained member of the personnel who leads the evaluation process. The main aim is to identify the key strengths relative to the units operations and the most important areas for improvement. The main areas of improvement of different units are discussed at profit area level, where they are prioritised according to the strategic plans of the whole organisation.



Lessons learned

The quality development of a large organisation is a step-by-step process. Annual self-assessments provide satisfactory information for the annual implementation of specific development actions.

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City of Vienna

The logo consists of the letters 'C', '1', 'A', '5', and 'F' in a bold, red, 3D-style font. The letters are arranged in a slightly staggered, overlapping manner, with 'C' on the left, '1' in the middle, and 'A', '5', and 'F' on the right.

City of Vienna

Municipal District Office for the 15th District

Country: Austria

CAF uses: 2 x

Key words: staff survey, complaint management system, definition of a process owner

Focus:

citizen results, people results,
key performance results

Vienna has 19 Municipal District Offices (MDO) that are part of Vienna's municipality and directly subordinated to the Mayor of Vienna and the Chief Executive Director. Each MDO is headed by a civil servant trained in law.

Mission

A MDO is the first contact point for our citizens in the areas of commercial law matters, conducting administrative penalty procedures, administration of Tree Protection Act, residence registration, passports, lost property office, elections, referendums, opinion polls, certificates of citizenship, administration of parking space.

Vision

Our organisation wants to change from an old bureaucracy administration to new standards based on the tools of new public management, e.g. management by objectives and cost accounting, and to become more customer-oriented and service-oriented by improving customer services.

The Municipal District Office for the 15th District (70,000 inhabitants) has 30 employees. It has become a showcase example for all Vienna MDOs as it was the first to put into practise the new concept of MDO. The new concept was to combine on one location all aspects that are frequently used by our customers. For accessibility reasons these aspects were located on the ground floor. There is now a physical separation

between the Front-Office (FO) and Back-Office (BO). In FO, we offer services which are straightforward with short processing times, e.g. passports, residence registration, lost and found items, business licenses.

Our major results

The city of Vienna applied the CAF in 2002 and 2005. The scores show an increase in customer/ citizens, people and key performance results.

Customer/citizens

The main target of the annual customer satisfaction contract was to reach a 90% satisfaction level. We achieved a satisfaction rate of 97% with comments such as "keep it up", "super", "we are fully satisfied". The number of negative statements was very low.

Measurement: A substantial number of our services are offered in the Front Office, so we asked customers to fill in a simple and brief standard questionnaire. This questionnaire related to the level of satisfaction regarding waiting periods, friendliness of civil servants as well as satisfaction with respect to the services offered. The customer survey regarding the passport and registration office is conducted annually.

People

During the first CAF Application in 2002, the lack of a survey was identified. Consequently, a staff survey took place in November 2004 for the employees of all MDOs. Although participation was low, results clearly

Local Administration

showed an overall dissatisfaction concerning working situation and working environment/equipment, e.g. furniture, floor, decoration, pictures, lightning.

Measurement: Each member of staff received an anonymous standardised questionnaire (83 questions) via e-mail and participation was not obligatory. There were several alternative answers to the questions. The questions related to the level of employee satisfaction in the working situation, working environment/equipment, working time, communication and proceedings inside the organisation, personal responsibility and internal education. This survey will be conducted every second year.

Key performance results

The 2005 contract includes a number of targets:

- 75% facility licenses had to be delivered within the space of 3 months: 84.78% were delivered on time.
- 50% of business licenses had to be issued within 20 minutes: 81.51% was achieved;
- 80% of permissions to cut down trees had to be issued within 2 months: 87.72% was achieved;
- 10% appeals against facility licenses were allowed for: there were no appeals against facility license in 2005;

Measurement: Setting up of a Controlling Department responsible for all 19 Municipal District Offices, to which quarterly reports have to be made. The Controlling Department reports the results to the Head of the MDO and the Chief Executive Director.

Our way to improved results

Several measures were taken relating to the management as described in the CAF. An overall concept for the organisation was developed in cooperation with the management and staff. An annual agreement, referred to as “Contract”, was concluded between the Chief Executive Director and the Head of MDO with measurable objectives e.g. a maximum processing time for passports of 20 minutes. A regular evaluation of the targets has been provided for. Clear job descriptions for all staff, including management, were established and employees in leading positions were encouraged to act as a role model. In the context of strategy and planning development, the customers were clearly defined. Relevant stakeholders such as the District Chairman and the Police were involved in

the strategic planning. Reporting the achievement of objectives has been effected by implementing the Balanced Scorecard. The CAF model is conducted every second year.

In late 2005, we began adjusting the Front Office in line with the above results of the survey. Employees have been involved in the planning, and we believe the consideration of employee needs during the planning process to be an important factor in raising the satisfaction of our staff.

The CAF in practice

Number of participants: Six members from different sectors and levels of the organisation:

Head of MDO, Deputy Head of MDO, Head of Front Office, Representative of the staff and Head of Office; 1 external participant: a member from another Municipal Department of Vienna acted as a moderator.

Assessment process: The assessment group was chaired by the Head of MDO. We did not appoint a special CAF project leader. Each member of the group was asked to give an assessment of the organisation. After individual assessment, discussions followed about how to score the performance of our organisation on each sub-criterion. There were no discussions concerning all possible indicators or examples, only those which were relevant to the organisation. The Chair recorded the results of the self-assessment, and noted the keywords and the strengths and weakness indicators following the self-assessment.

Duration: The self-assessment procedure was divided into 7 assessment workshops within a period of four months.



Lessons learned

Use simple methods of measurement; use of CAF every second year is sufficient.

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Municipality of Faenza



Municipality of Faenza

Comune di Faenza

Country: Italy

Website: www.comune.faenza.ra.it

CAF uses: 2 x

Key words: partnership, customer satisfaction, effectiveness

Focus:

citizen results, society results

The municipality of Faenza is a local authority. Its territorial jurisdiction is in the district of Ravenna. The legislature, particularly the recent one, attributed to local authorities many functions in accordance with the subsidiarity principle. In fact the municipality is the nearest authority to citizens and supplies services and functions with more effectiveness and more efficiency than the upper level of administration.

The **mission** of the municipality consists in promoting welfare, social safety, economic and cultural development in the referenced area. Purposes are pursued not only through its own offices but also through partnerships with public and private subjects of the district.

Our major results

The CAF has been crucial in strengthening the evaluation culture and has made some processes easier to carry out, particularly regarding partnership development with different stakeholders and customer satisfaction tools.

In its first application, the CAF displayed a tendency to partnership development. This element represented a confirmation of the choice to face complex and complicated problems related to an area (wider than every individual administration) together with other public and private subjects. Between 2003 and 2004, the municipality of Faenza took part in a project concerning improvement of the organisation, promoted by Formez, aimed at the development of a strategic idea, identified after the application of a self-evaluation method. The effectiveness of the project was officially confirmed by Formez and the Department of Public Administration. It allowed the Social Services Area to choose the CAF as a method for quality with the formal action to approve social interventions between 2005 and 2007.

One of the most significant results is the institution of associated management on the Social Services department, local police and tourist promotion offices. Social services given to citizens were improved through the institution of a Common Office made up of employees from several administrations (Faenza,

SOCIAL DEMOGRAPHIC DATA ON 31/12/2004

People living in the area of Faenza	54,749
(people younger than 3)	1,911
(people older than 65)	13,335
Number of families living in the area of Faenza	22,879
Area of Faenza in square kilometres	215.79 km ²

FINANCIAL AND STRUCTURAL DATA AT 31/12/2004

Fiscal income	Euro 33,428,400.62
Non-fiscal income	Euro 13,495,592.43
Expenditure	Euro 81,521,471.06
Current expenditure	Euro 49,466,004.59
Number of employees in municipality of Faenza on 31/12/2004	408
(number of managers)	10

Local Administration

Castel Bolognese, Solarolo, Brisighella, Casola Valsenio, Riolo Terme).

We have obtained a simplification of the procedures as an advantage to citizens, who are now able to refer to a single service.

We also put into place a Services Charter for disability assistance, prepared together with public services and non-profit sectors.

Our way to improved results

To implement processes that had a significant impact with stakeholders, we had to develop employees' competences through training and set up people satisfaction instruments. Costs analysis and procedures were useful to manage innovative methods related to services output.

A district tourist system allowed us to overcome weakness points in the area, making common structures through agreements. The Municipality of Faenza is now a shareholder in a private company whose purpose is the promotion of the whole area.

A third project has implemented services to check the suitability of the roads for traffic in the district, and to facilitate greater traffic safety and precautionary measures. Technology costs and employee training costs were optimised.

Next April, a meeting will take place relating to the problematic areas in social services, we also will present the Services Charter, the results of social assistance during the year 2005 and the current year actions, with particular attention to the characteristics of good quality services. During the first six months of 2006, following the application of CAF, the draft improvement plan will be drawn up in the Social Services area.

The winning approach was and is to involve all stakeholders, and they have discovered many positive effects as a result of the synergies mentioned.

The CAF in practice

In selecting participants for the self-assessment group, care was taken to guarantee the presence of personnel operating within all sectors and belonging

to various contractual groups. The Human Resource manager was chosen to chair the process, being the person most knowledgeable in organisational matters - a requirement for carrying out self-assessment. The support role in applying the methodology was carried out by the Head of the Service Organisation due to his knowledge of evaluation systems and management of human resources.

In the second application, two groups were created in order to compare their CAF self-assessments.

The third self-evaluation, almost completed in the social services area, also involves private partners for the purpose of an external check regarding the self-assessment process, particularly concerning the criteria used to estimate the outcome and the effectiveness of partnership relationships. In this application, the Responsible Party of the Handicap Services Area was chosen to chair the self-evaluation process.



Lessons learned

For organising data, we used accounting and extra-accounting methods also used in the Municipality of Faenza: management control, customer satisfaction and people satisfaction surveys, which we have successfully tested in some services. The approach and the data interpretation using CAF criteria are innovative.

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Municipality of Chomutov



Město Chomutov

Country: Czech Republic

Website: www.chomutov-mesto.cz

CAF uses: 2 x

Key words: welcome to the future of public administration (dynamics, honesty, progression, self-servicing)

Focus:

key performance results

The **mission** and **vision** of the municipality of Chomutov are embodied in the document “Strategic objectives of the authority” (10/2004). We have defined four key processes to achieve these strategic objectives:

1. Services provided for the citizens, or stakeholders
 - introduction of e-services, support of innovations at the authority;
 - service accessibility and comfort, simplicity of client attendance.
2. Personnel and educational policy
 - professionalisation and improvement of office staff's qualifications;
 - principle of lifelong education.
3. Cooperation with strategic partners
 - identification of partners;
 - permanent communication with partners;
 - consulting service for partners.
4. Creation of clear policy and culture of the authority
 - permanent creation of citizen-friendly environment.

Information concerning the organisation:

Population of Chomutov: 51,500

Number of administration staff: 235

Our major results

As part of our self-evaluation process, we designed a system of indexes to assist us in measuring the quality of our key performance. Based on the results obtained,

we adjusted our goals in order to increase our efficiency and improve services. When we created these indexes (external-internal results, as well as financial efficiency), we selected those that most accurately represented the character of our authority.

External results as reflected in the vision and statement of policy of our city.

- Housing: each year, we grant loans from the housing development fund amounting to approx. CZK 4.5 million. (EUR 157,535.45)
- Education: subsidies from city budget: CZK 62 million (EUR 2,170,488.36).
- Sport, culture, and other leisure activities: approx. CZK 12 million (EUR 420,094.52) annually.

Internal results: aimed at improving both services offered to citizens and employee working conditions

- Citizens are a key priority. Some of the available services are e-services under “SMS Concept”. Cashless payments are accommodated by three cashier's counters, and discrete zones have been put in place. There is barrier-free access throughout the entire building.
- Employees: Lifelong education is encouraged, including fields unrelated to the expertise of the staff. A new feature is the “manuals for vulnerable work positions”, 9 in total. Tacit knowledge is preserved after the departure of a key clerk. Client and staff satisfaction are monitored continuously, particularly

Local Administration

using questionnaires with an average sampling size of about half our staff.

Financial efficiency is measured on the basis of the city budget results. 2005 earnings reached 106.4% while expenditures were only about 86.7% of the projected sum. The debt service index is 0.22 %. Investment spending amounted to CZK 171.7 million or EUR 6,010,852.44 (87%) of the budget. Every year, the auditor has assessed our performance as excellent. Our authority joined the "Benchmarking municipality type III" project in 2004 with 48 partners in total. The performance of our authority compared to others has been very satisfactory.

Our way to improved results

As part of "SMS Concept at the Municipality of Chomutov", we introduced the e-service "Time-based ordering of citizens using SMS" at the road vehicle registry in 2004. This allowed us to maintain the same number of employees and eliminate the previously long queues, while improving client comfort. Prior to the introduction of the vehicle registration e-service, this office experienced queues of up to 40 citizens as early as two hours before opening. After the implementation of this e-service, there are no queues in front of the e-service counters and there are only about 5 employees attending to clients without an appointment. There are no queues before opening hours. Another type of e-service we offer is the "Official Feedback to Citizens". Thanks to this service, a single employee was able to handle a 350% increase in the number of clients in need of a new driving licence in 2005. The situation is similar regarding offices in charge of travel documents and identity cards. This e-service informs the clients when their documents are ready for collecting and has led to increases in staff productivity and effectiveness. In addition, this system allows the client to schedule his/her visit to the proper authority. We intend to introduce a similar procedure in the case of biometric data-collecting for new passports (starting 1 September 2006). By introducing payment terminals (3 at present), our customers are now able to settle their affairs and make all necessary payments in one visit. Shortly after the terminal introduction in late 2003, the proportion of cashless payments made in our

offices was equivalent to that made in business chains in the Czech Republic (up to 13%). This has also led to a significant decrease (20%) in the amount of time it takes for our clients to make their payments. Archive Digitalisation Project was completed in August 2004. This system assists in archiving and monitoring documents necessary for quality control according to standard ISO 9000. Digitalisation was introduced in August 2005. Some of its main advantages include easy retrieving of archived documents, improving their protection when stored on CD, and the possibility of sending them to clients via the Internet.

The CAF in practice

System of work

- individual acquisition of information;
- taskforce performed analysis;
- brainstorming;
- compilation of "Self-assessment report" and "Action plan".

CAF team

- team manager;
- 9 members: 3 heads of department, 2 heads of divisions, information specialist, lawyer, personnel officer, clerk.

Duration of the assessment

The assessment process takes about 3 months every year.

Innovative element of the assessment

The final discussion phase takes place outside the office out of town, and IT is used as far as possible.



Lessons learned

At the start of the CAF implementation, there was a lack of understanding of ordinary employees. There was also fear of change: "it's not such a big problem to get "the new thing" into people's head, but the problem is to remove "the old one"!"

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Municipality of Porto



Câmara Municipal do Porto

Country: Portugal

Website: www.cm-porto.pt

CAF uses: 1 x

Key words: strategy, planning, communication, customer satisfaction

Focus:

citizen results, people results

Câmara Municipal do Porto, the second largest Municipality in Portugal is a Local Government organisation. Its **mission** is to define the main political strategies relating to the city's urbanism and socio-cultural organisation and management. It also has to ensure the regular satisfaction of the population's collective needs through the implementation of a wide range of public services. These are designed to support and assist the community and to harmonise the supplied services with an efficient and rational management of the available financial resources.

To accomplish that set of goals, the Municipality has attributed to each of the several management boards a relatively autonomous management authority. They can therefore operate in particular strategic key-domains of public life, such as the Fire Department, Youth and Education, Studies and Planning, Juridical Affairs, Public Roads, Environmental Affairs and Public Services, Culture, Financial and Patrimonial Affairs, Human Resources Management, Police, Information Systems, Tourism, and Urbanism.

The main clients of this Municipality are both external (citizens in general, inhabitants of the city, local and non-local public and private entities as well as the entrepreneurial sector) and internal (human resources allocated to all the various management boards). In 2004, Câmara Municipal do Porto had 3,303 civil servants and its net income was EUR 22.7 million.

Our major results

During the implementation of the CAF, citizens' and people's satisfaction was measured by surveys for the first. In this context, the entire municipality was taken into consideration. The results of both measurements indicated the need for improvement.

The customer satisfaction survey showed that 86% were satisfied with the customer service and 80% with the overall performance of the services. 76% showed satisfaction in relation to equality. Only 59% were satisfied regarding the opportunity given to customers to express their opinions and only 44% were satisfied with the documentation available.

The results of the people satisfaction survey were low. The satisfaction rates were as follows:

Overall issues: overall image: 43%, overall performance: 41%, organisation's relations with society: 41%

Management issues: the way the board's are managed: 44%, ability of managers to communicate: 44%, managers' approach to change: 42%.

Working conditions: safety conditions: 64%, workplace design: 63%, flexible working hours: 63%, IT equipment: 54 %, social support services: 38%.

Career development: Involvement in decision-making processes 66%, training to improve knowledge/abilities 58, consultation and dialogue mechanisms: 35%.

Local Administration

Methodology

Questionnaires were sent to 356 clients. Data was collected during a single week. Questionnaires for citizens and internal clients were administered by the members of the self-assessment teams. Institutional clients received their questionnaires by fax or e-mail. The people satisfaction survey was undertaken by 1,759 of the 2,730 workers, selected on the basis of the criteria gender and profession. The response rate was very high: 94.6%. Workers with higher academic levels completed the questionnaires themselves. Workers with lower academic levels were assisted by the members of the 12 self-assessment teams.

Databases were designed so that each self-assessment team introduced data and sent it by e-mail to the coordination team. This team analysed data, produced the results and returned them to be introduced into the frameworks. This procedure saved time and extra work.

Our way to improved results

Actions to improve the citizen results focused on the development of partnerships with customers (sub-criterion 4.2) and the development and the delivery of services and products by involving customers (sub-criterion 5.2). Customer service is centralised in one office and this has generated high levels of satisfaction. Implementing the CAF was intended to be instructive. Collecting data from our customers in a way which involved the 12 Services had never been done before. Even though the sample was not representative, the goal was achieved as the services perceived the importance of these techniques.

The improvement in people management that resulted from the implementation of CAF is related to all-staff meetings, communicating strategic and operational goals and their development. Communication was widely encouraged and these meetings now take place on a regular basis. An internal electronic newsletter has also been encouraged following the CAF experience, which referred to internal good practices.

The improvement plan that resulted from the CAF application will be further implemented in 2006. The various self-assessment teams and senior management

will benefit from the support of consultants via job training. This will facilitate the implementation of activities related to planning, strategy and citizen results in order to be submitted to the first EFQM level.

The CAF in practice

CAF was implemented within the entire organisation (12 Services, 3,303 workers) and took place from November 2004 until June 2005, and included communication, collection of evidence, several questionnaires and evaluation of the process. The structure followed a top-down approach, starting with the political representative for HR, followed by the HR Director. Subsequently, a coordination team composed of 5 HR members followed by 12 self-assessment teams. There were 64 workers directly involved in the implementation of CAF. Senior and middle management were excluded from the teams. Successful aspects included the senior management's commitment to the process, the decision to implement CAF within the entire organisation, official recognition of the workers involved, their responsibility, commitment and skills, the importance given to electronic communication, the structure of the work meetings (meeting plans, list of participants, tasks for next meeting and main conclusions).



Lessons learned

Regarding the assessment itself, readers can learn how it is possible in large organisations, through involvement and motivation, to implement the CAF simultaneously in 12 services in a relatively short period of time, and without anyone working exclusively for this project.

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Directorate-General of Labour Relationships General Sub-directorate of Health and Safety at Work

Country: Spain

Website: www.munimadrid.es

CAF uses: 1 x

Key words: communication, differentiated services, total customer satisfaction, sound back office processes, commitment of all our employees

Focus:

citizen results, key performance results

The Subdirección General de Prevención de Riesgos Laborales (Health and Safety at Work) is the responsibility of Directorate-General of Labour Relationships of Madrid City Hall.

The **mission** of this unit is to “ensure an improvement in the level of protection afforded to workers with regard to safety and health, in order to prevent occupational risks”.

Its **vision** is “to become a leader in health and safety at work at a European level”. In order to accomplish this target, the organisation has a staff of 106 a budget of EUR 4,764,882 in 2006. Its customers are the Madrid City Hall workers (including those of the autonomous institutions), in all, almost 25,000 people in September 2005. More than 10,000 check-ups, 150 assessments and reports on different risks take place annually.

Our major results

Customers and Key Performance Indicators

In order to evaluate the effect of our improvement plan on our 25,000 municipal workers, the following indicators were introduced:

Indicator 1: Number of influenza vaccines

- Absolute indicator: total number of workers vaccinated
- Relative indicator: number of vaccines per worker

Indicator 2: The effect of the information methods, measured as follows:

- Absolute effect: number of “contacts”, written information sent by the Sub-directorate General to its

workers concerning this matter

- Relative effect: number of contacts per worker

Indicator 3: Number of checks-up

- Absolute indicator: total number of checks-up carried out on workers
- Relative indicator: number of checks-up carried out per worker

Subjective indicator: Measurement survey concerning customer's satisfaction in the key process of medical checks-up. The main aspects of the survey are:

1. Target: every user of the service
2. Channel: intranet (internal municipal web)
3. Method: two questions of each attribute are asked of every worker: the importance given to the customer and the level of satisfaction with this attribute. Index $ISC = \sum (Iir \times Isa)$ is the total result
4. Date: two periods of 20 days every year. The first period begins in December 2005.

Our way to improved results

Leadership

The mission has been defined, as well as the vision of the organisation values.

Resources

Technology procedure: at this very moment, an Enterprise Resource Planning (SAP) is being implemented in the Subdirección General de Prevención de Riesgos Laborales (Health and Safety at Work)

Local Administration

Processes

The processing map has been defined as well as the key processes, the stakeholders and redesign of two of the key processes has started. The most important action of CAF has been the design and implementation of a communication policy in 2005. This policy has been implemented with regard to the following actions:

1. Alliances set up: at two levels, internal (with the municipal image responsible of Madrid City Hall) and external, a graphic design company (Cromotex. S.A.) has been selected.
2. To create a brand image: a brand new image for the Sub-directorate General called **madridpreviene** (Madrid prevents) has been created, as well as a colour code to be used in all its communications.
3. Design of an annual communication campaign, including the following actions, already undertaken in 2005:

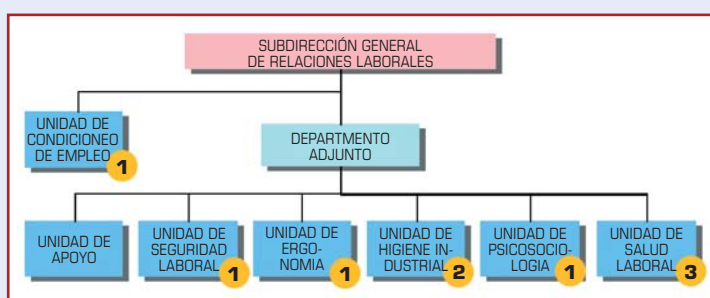
- **Influenza vaccine campaign:** population target: 25,000 people. Channels: leaflets, internal magazine and internal web (AYRE).
- **Health advice campaign:** population target: 25,000 people. Channel: internal magazine and internal web (AYRE). Duration: twelve months, one dispatch each month.
- **Information risks campaign:** population target: 10,000 people. Channels: CD-ROM and leaflet. Duration: one month.
- **Diffusion of the General Plan of health and safety at work:** editing and distribution of the General Plan of health and safety at work. Already edited, it will be distributed in December.
- **Other:** a catalogue services production, a price award, creating new channels (internal magazine), new ways of communication with workers (forum on intranet).

The CAF in practice

1. Preparatory training: 25 employees received preparatory training during three days, given by the responsible CAF in Spain. Theoretical training was given and the case method was used. The General Director attended (participated).

Indicator 1: Number of influenza vaccines	2004	2005	Difference
Absolute indicator: total n° of workers vaccinated	4057	4800	743
Relative indicator: n of vaccines per worker	0,176	0,192	0,016
Indicator 2: The effect of the information methods	2004	2005	Difference
Absolute effect: n° of "contacts", written information sent to workers	48.700	91.629	42.929
Relative effect: n° of contacts per worker	2,12	3,67	1,55
Indicator 3: Number of checks-up	2004	2005	Difference
Absolute indicator: Total n° of checks-up	11770	13719	1.949
Relative indicator: N° of checks-up per worker	0,51	0,55	0,04

2. Creation of a project team made up of the highest management rank: the General Director, the Head of the General Sub-directorate of Health and Safety at Work and two advisers.
3. Creation of the self-evaluation group: based on the experience acquired in the training session, the following team was selected:



This team was completed with a chairperson/facilitator and a Directorate-General secretary. Two preliminary sessions were organised in order to clear all doubts about the process terminology and after individual preparation, the self-evaluation was carried out outside the Sub-directorate General premises. The self-evaluation took 17 hours spread over 3 days (13, 14 and 15 October).

The most remarkable points/aspects of the whole process were the participation and the global vision favoured by its multidisciplinary character.



Lessons learned

What was seen by staff as an examination (judgment) of the organisation proved to be a worthwhile exercise in self-assessment thanks to the participative character of CAF.

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Administrative unit Krško



Upravna enota Krško Cesta Krških žrtev

Country: Slovenia

Website: <http://upravneenote.gov.si/upravneenote/predstavitev.ue?ue=krsko>

CAF uses: 1 x

Key words: target management, continuous improvement, involvement of citizens, implementation of good practices

Focus:

citizen results, key performance results

The Administrative Unit Krško, which performs administrative functions in the area of the Municipality of Krško, is the first public affairs decision-making body to fall under state jurisdiction. Its basic strategic orientation is to provide legal and quality services. The elements ensuring proper services that satisfy citizen expectations have been defined as follows:

Mission

Legal and timely performance of administrative services which fall in the first instance under state jurisdiction.

Vision

We shall further strengthen the status of being one of the most successful administrative units in the Republic of Slovenia by our own development, efficiency and flexibility.

Director's statement

Quality is our pledge as well as the right of our consumers. We shall honour both.

The Administrative Unit Krško is ranked among the medium-sized units in terms of the area covered and the number of employees (51). The average age of employees is 44.7. The average education coefficient has increased from 5.92 in 1997 to 6.25 in 2005.

The Administrative Unit is divided into three divisions: Division of Administrative Internal Affairs (which also includes the Driving Licence Department), Division of Economy and Agriculture, and Division of Spatial Planning and General Administration (which includes Department of Joint Matters and Department of Spatial Planning).

The 2005 budget amounts to SIT 314,694,973 or EUR 1,313,198.85 (of that amount EUR 1,067,087.25 or 80% is allocated to salaries, EUR 182,845.29 or 14 % to material costs, EUR 8,534.30 or almost 1% for investments and major repairs in governmental departments, etc.).

Our major results

In 2005, consumers assessed the quality of services with a score of 4.67, which is 93% of the maximum possible mark. In 2003, the average mark of all administrative units was 4.02, whereas the Krško unit was given 4.35. A similar situation applied to the indexes "Accessibility and comprehensibility of information required" (2003: 4.04, 2005: 4.64), "Solving matters at one location" (2003: 3.88, 2005: 4.43). The average waiting time has decreased: in 2003 it was 2.7 minutes, and in 2005 only 0.225 minutes. 84.3% of consumers were helped IMMEDIATELY. As to the "Clerk's characteristics in dealing with consu-

Local Administration

mers – neatness, correctness, attentiveness, kindness” the score given by consumers in 2003 was 4.48, whereas in 2005 it was 4.79, by which consumer expectations (4.5) were even exceeded.

The key performance results show an efficient asset management (3.27% of assets allocated remained unused) whereas non-financial indicators show an improvement trend. In 2003, the share of administrative matters resolved was 98.8%, and in 2004 it was 98.88%. The time required for matters to be resolved is becoming shorter, and there are no setbacks, i.e. administrative matters, for which the legal deadline for resolving would elapse at the end of the reporting period.

Citizen satisfaction is systematically checked by:

- since 2001 by polls, contractors present questions to citizens after the services rendered. Anonymity is guaranteed as questionnaires are placed in a box;
- two additional questionnaires are mailed to larger clients;

Our way to improved results

Leadership, strategy and planning, process and change management

- Key performance results

Leadership, process and change management control

- Citizen Results

At the “Good Practices in the Slovene Public Administration in 2005” the Minister acknowledged the **“System of Measures Ensuring Regular Performance of Services”** good practice, which has successfully prevented negative effects of unexpected events in the process of rendering services. The major steps taken to achieve this result were: the development of organisational culture, followed by the development of good practice, proceeding to its implementation.

Different improvement actions led to higher customer satisfaction:

IMPROVEMENTS	EFFECTS on citizens:	FINAL RESULT
<ul style="list-style-type: none"> ■ System of substitutions (for each post two employees are planned to ensure substitution) ■ Scenarios for peak times or increased workload (measures planned) ■ Availability of sources (e.g. documentation, legislation, forms, etc., are properly arranged and regularly updated) ■ System of communication (forms of internal and external communication have been defined) 	<ul style="list-style-type: none"> ■ receive services in the shortest time possible ■ receive all information at one location ■ will have to bring only those papers which we cannot prepare or acquire ■ will not feel effects of unexpected events, or if they do, as few as possible ■ use the least amount of time and money possible for each service 	<p>increase in consumer satisfaction</p>

- collection of impressions;
- mailboxes for proposals and comments;
- a form for “Proposals, recommendations and comments” (at public servants' posts), which allows citizens to communicate their experiences in administrative matters;
- citizens can submit their proposals and comments by e-mail and through the common portal of all administrative units.

The analysis of key results (four times per year) is based on a comparison of results with objectives, on the analysis of operations since 2001 and the comparison of our data with the data of other administrative units.

The CAF in practice

1. **Composition** of the project team – eight representative members
2. **Training** of reviewers, distribution of materials, composition of four teams – two (or three) criteria assigned to each team. At the check-up meeting, the understanding of criteria is checked.
3. **Evaluation:**
 - the teams evaluate the criteria assigned; evidence collected and evaluations suggested are passed on to all members;
 - members review all criteria;
 - at the joint meeting, the members deliver their explanations, and on the basis of argumentation

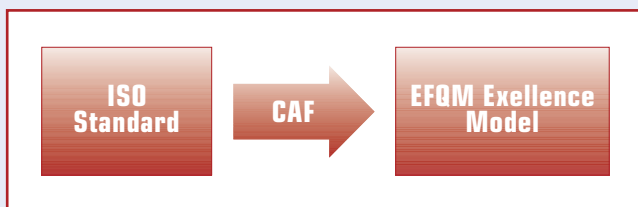
(brainstorming) the final evaluation is made.

4. **Preparation of action plan** (goals with deadlines, individuals in charge)

Advantages of this approach: diversity of members, confrontation of various views, brainstorming, defined deadlines, individuals in charge.

Duration: 1 month

We used CAF in 2003 and it clearly triggered the process of continuous improvement and target management. CAF can be defined as a bridge between the ISO standard (acquired in 2002) and the EFQM Excellence Model (we took part in a pilot project in 2004 and standard project in 2005).



CAF as a bridge between different models and tools

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Bezirkshauptmannschaft Rohrbach

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Website: www.bh-rohrbach.gv.at

CAF uses: 1 x

Key words: personal development, job descriptions, customer forums with different stakeholders and best practice with other organisations

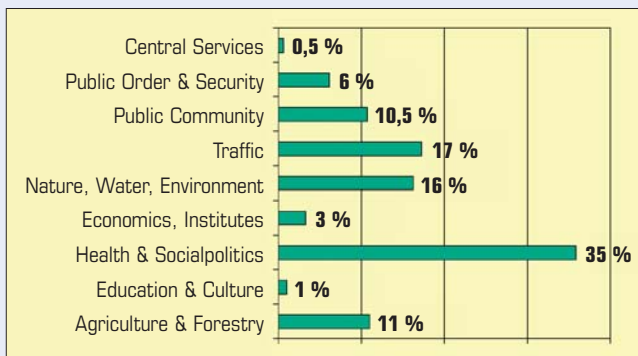
Focus:

citizen results, people results

Rohrbach is one of fifteen districts in Upper Austria. It comprises 42 local communities, which size varies widely from 500 to 4,000 inhabitants. The Rohrbach district has a population of 58,000.

Mission

The head office is responsible for performing administrative functions for the province, but also acts on behalf of the Federal Administration.



Vision

Vision: We are a citizen and service-oriented administrative authority that wants to be:

- an effective and efficient administration;
- public-friendly, rapidly accessible;
- in direct contact with the population;
- a support for regional development and cooperation;
- in cross-linking with the 42 municipalities of the district.

Using the slogan "movement is our success", we aim to maintain our position and to develop further by:

- constant up-dating;
- great flexibility;
- high quality.

The head office has 100 employees.

Our major results

In the CAF self assessment, the average score in the case of the **customer/citizen-oriented results** was 4. In 1998, 2001 and 2004, customer surveys were organised concerning the mode of operation and the quality of the district head offices. The results were very positive. The high satisfaction level of the staff is reflected in the very satisfactory score of 4 by the **people results**. In connection with the customer surveys in 1998 and 2001, people satisfaction surveys were also conducted. In 2003, an employee survey concerning leaderships was carried out at all district head offices in Upper Austria. The results show a high satisfaction rate. Important information about the satisfaction of employees is also provided by the regular staff meetings as well as the annual staff appraisal. Further measuring instruments are the workshops with employees and the employee survey. The fact that employees are convinced of continuous improvement is demonstrated by high people satisfaction, their motivation and their outstanding engagement, their willingness to further education

Regional Administration

and further development, their cooperation in projects, their willingness to accept changes and new tasks, their ideas and suggestions for improvement, the results of the employees-day, the culture of open communication and dialogue and the collegial supporting one another during illness or in the event of work overload. The high part-time employment rate of 45% and the very low rate of staff turnover are also significant in this respect.

Our way to improved results

The customer/citizen-oriented results are the result of:

- employee workshops and training regarding customer orientation and effect orientation;
- conducting customer surveys;
- the development of an idea and complaint management system in 2003;
- public relations, reflected in brochures, public shows and open days;
- customer forums and discussions / debates;
- encouraging accessibility by flexible opening hours and the distribution of documents in both paper and electronic versions;
- benchmarking with respect to cost and performance accounting, which was also introduced in the other head offices in Upper Austria in 2002.

The people results were influenced by

- developing a corporate identity and the clear definition of goals;
- a constant flow of information for employees and transparent decisions;
- flexible working hours, part-time employment;
- participation of employees in the project at all times
 - their opinions and ideas are always welcome;
- consulting with the employee representative;
- the very good working atmosphere and organisation culture;
- encouraging mutual trust and respect ;
- ensuring good working conditions throughout the organisation;
- taking into account the work/private-life balance of employees;
- in 2004, the annual meeting with all employees was carried out as **an open space workshop meeting** on

the subject “dialogue in the business – a day for the business culture”.

Partnerships with important stakeholders (customers/citizens, interests groups and other public authorities, etc.) are also being set up. This encourages regional collaboration and the cooperation of all responsible parties and organisations in the district within the meaning of “Good Governance”. Special importance is attached to **knowledge management**, which ensures that knowledge is made available to all and that externally available information is used effectively.

The CAF in practice

The project team consisted of 10 persons. It was a representative group of the organisation and included members from different sectors and different levels within the organisation. Prior to the assessment, documents were issued to the assessment group in order to consider the subject. In April 2004, a half-day CAF introduction took place for the assessment team. In June 2004, the assessment was carried out during a day and a half using the standardised questionnaire. Most criteria were evaluated individually by the project members as a base for the mean value; for some criteria there was a group assessment. Discussion in this respect is vital, particularly concerning the background to any significant differences. The assessment process was supervised by external experts. It was pointed out that the result of the assessment depended on the openness of and care shown by persons. Objective details about structures and activities are therefore a precondition.



Lessons learned

CAF supports the notion of competition in the sense of an incentive to further development. A precondition is the willingness to compare with other organisations.

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The Regional Authority of the Olomouc Region



The Regional Authority of the Olomouc region

Country: Czech Republic

Website: www.kr-olomoucky.cz

CAF uses: 3 x

Key words: improving quality of life for citizens

Focus:

citizen results

Mission

The authority and scope of activities of the Regional Authority of the Olomouc region is laid down in Act 129/2000 Coll. on Regional Authorities, which took effect as of 1 January 2001. Regional authorities are new institutions that took over a pivotal part of activities previously executed by the district authorities, which were abolished in 2003. This event represented fundamental changes in the scope of activities of the regional and district authorities, accompanied by a significant increase in the number of activities performed and in the number of staff. The period of extensive development and stabilisation of the activities of the Regional Authority of the Olomouc region as a body has focused primarily on the effectiveness and increasing the quality of public administration performance.

Vision

Citizens come first. As a reliable and honourable institution, the Regional Authority encourages openness, ethical principles and objectiveness towards individuals and groups and follows set rules. It is systematic in its decision-making and provides citizens with clear, comprehensive information concerning the measures, decisions and processes that impinge on their lives.

Organisation details:

- Number of departments: 15
- Current number of staff: 446
- Branches: 2 in the towns Jeseník and _umperk

In the period 2002-2004, the budget of the Olomouc Region was balanced and due to reform, expenses grew from CZK 2,419,267 (or EUR 84,693.4) in 2002 to CZK 8,365,602 (or EUR 292,861.96) in 2005.

Our major results

Key results in the criteria field “citizens-customer” were collected in a survey on the satisfaction of citizens of the Olomouc Region and partner organisations in the region. In 2003 and later in 2005, a sociological survey was conducted to acquire specific information regarding several mutually related areas:

- level of information regarding the region and the Regional Authority;
- establishment of a Regional Authority within the Region;
- perception of the Olomouc Region and the Authority;
- level of public awareness of political representation for the Region;
- current and specific professional issues, i.e. transport services, etc.

Selected results:

- 68% of the Olomouc Region inhabitants receive the monthly Olomouck_ kraj on a regular basis and this

Regional Administration

segment of the local population has a positive perception of the Region complemented by a more positive civil attitude.

- Two-fifths of citizens perceive the Regional Authority as a successful authority. In comparison with 2003, a positive trend is apparent and it may be concluded that the Authority has found its place in the public administration system. On the other hand, the Authority is perceived negatively by a segment of the local population having no direct experience with this office
- 86.1 % of the inhabitants regard the Olomouc Region as a good place to live.

Our way to improved results

Based on the public opinion poll on the general perceptions of the Authority, its communication and image, we adopted a new and active information policy. Further steps have been introduced to secure delivery of the monthly Olomoucký kraj to all Olomouc Region inhabitants. Access to the Parliamentary satellite and cable 24cz television channel has been provided to municipalities of the Olomouc Region free of charge. These measures will ensure better access to information and public administration services for public and professionals alike.

Furthermore, efforts have been made to increase the direct involvement of citizens in various aspects of the political, economic and social life of the region. The objective of the new Olomouc Region Information Policy is to improve communication between public administration authorities and the very citizens it proclaims to serve and to gain feedback. The regional and Authority representatives are allocated broadcasting time on the regional television stations.

A project was launched to transform the website with the implementation of document and content administration systems. In addition to the technical solution proposal, the issue of graphical outline was discussed in relation to component lay out, clarity, operation, and with a view to the demands and approval of SONS (Czech Blind United, an organisation for the blind and partially sighted) and WAI (Web Accessibility Initiative). The website transformation has been very posi-

tively assessed by the citizens, as well as in the “Golden Shield” competition.

Periodical evaluations of the satisfaction of citizens/clients visiting the Regional Authority are being prepared. These evaluations focus on the quality of the delivered services and the professionalism of the civil servants. Citizens/customers can place their ideas and complaints in a suggestion box. All information about the surveys is published in the “Olomoucký kraj” newsletter. We launched a benchlearning project among 11 Czech regions to acquire knowledge of best practices in other regions.

The CAF in practice

The Olomouc Regional Authority has conducted three rounds since 2003. The working team first assessed strengths and weaknesses, based on which improvement measures have been suggested. We tried to reach consensus in most cases, only a few sub-criteria required arithmetical average.

1. self-evaluation (2003) – 15 members (7 executives, 8 desk officers)
2. self-evaluation (2004) – 5 members (6 executives, 6 desk officers) – same composition
3. self-evaluation (2005) – 12 members (6 executives, 6 desk officers) – 6 team members stayed in the group, 6 were replaced)

Duration of the self-evaluation: 3 days

Workshop methods: brainstorming



Lessons learned

The objective of CAF is not to obtain the maximum points at any price, but to establish operational management systems permanent improvement processes in the organisation's activities.

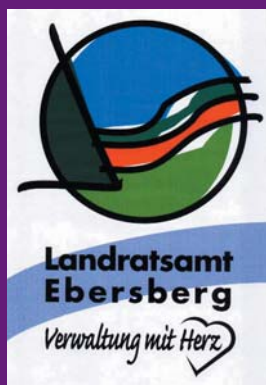
Contact

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Quality coordinator

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District Administrator's Office Ebersberg



District Administrator's Office

Landkreis Ebersberg – Kommunale Steuerung

Country: Germany

Website: www.lra-ebe.de

CAF uses: 1 x

Key words: continuous improvement process, service guarantees, benchmarking

Focus:

citizen results, key performance results

Mission

Landratsamt Ebersberg is both a lower public authority and a local autonomous body. As a public authority it performs supervisory tasks, such as planning permission procedures and interventions under nature protection law as well as issuing residence permits, vehicle licences and driving licences. As a local authority, the administrative district of Ebersberg is mainly concerned with social issues such as social and youth welfare, educational matters, in which field it is responsible for expenditure on materials, as well as local public transport. The administrative district employs over 400 staff and is responsible for a total expenditure of about EUR 75 million. Capital expenditure accounts for about EUR 10 million per annum.

Our major results

The following areas of improvement were identified and dealt with by CAF:

Improvement in leadership:

The self-assessment showed improvement in the process of agreeing objectives and in the instructions given to staff. With the introduction of mandatory coaching at management level in 2003/2004, managers were assisted on a more individual basis. Since 2004, groups and conflict coaching have also been introduced and targeted conflict training provided.

Improvement in human resource management:

CAF clearly highlighted opportunities for improvement in the suggestion scheme and this was borne out in a subsequent staff survey. In 2006, an "Optimising improvements with ideas" programme will be launched. This concept will be linked to the existing performance and reward concept and is intended to optimise the organisation from inside out even more than before.

Improvement in the continuous optimisation of citizen orientation:

CAF gave an additional boost to the service offensive which has been in place since 2000. Since then, service guarantees have been introduced in several offices within the Landratsamt, e.g. anyone who has to wait longer than 10 minutes for their vehicle licence receives a free car wash. Another citizen survey was conducted in 2005 to maintain and implement further optimisation initiatives on a continuous basis.

Comparison with other administrations (benchmarking):

CAF highlighted clear weaknesses in the inter-authority performance table, most of which have now been tackled, e.g. through a benchmarking group which has been in place in the aliens office for three years, participation in a nationwide benchmarking group on high schools and a group of Bavarian youth welfare offices. A further benchmarking group will be set up in 2006 in the driving licence office.

Regional Administration

Measurements:

of results achieved in leadership. Feedback from staff during their appraisal of the managers and feedback from the coaches in agreement with the manager concerned.

of results achieved in human resource management.

For this we have been relying on regular staff surveys since 1999. By repeating the same questions, it is possible to demonstrate whether plans and improvement actions implemented in the interim have also produced improved survey results.

results achieved in citizen orientation: The measurement comes from the citizens themselves. The number of car wash vouchers issued is a measure of compliance with the service guarantee.

in relation to other administrations (benchmarking):

Benchmarking groups issue regular reports on their work. The measurement criteria developed by these groups provide the means for comparing our own stage of development with other administrations. This gives rise to a constant stream of initiatives for optimising our own performance as an administration.

Our way to improved results

CAF was mainly used by our administration to analyse our continuous improvement process. In particular, CAF helped us to answer the question of “where are we not yet active?” This produced the above priorities for our work. Worthy of particular emphasis in this regard are our service guarantees. It was not easy to achieve the acceptance of our administration. The positive feedback from citizens and the press finally tipped the scales so that there are now three further service guarantees. An internal service guarantee from our data processing provider to our staff is currently in preparation. In future, there will be pre-determined response times in the area of data processing, e.g. when a printer is not working. If these response times are not met, the staff member affected by the disfunctioning will receive a meal voucher for the canteen. In this way, staff will themselves be assessing whether the guaranteed response time is being adhered to and it will be measured on the basis of the meal vouchers issued. The cycle below ensures

the implementation of CAF and continuous further improvements.

The CAF in practice

The process of self assessment:

- 12 evaluators from all departments and different levels of hierarchy were involved
- Approximately 1.5 hours was made available to fill in the standard European evaluation form anonymously
- A one-day workshop was held for shared reflection
- Every indicator (over 200) was discussed
- Evaluation could only be changed by renouncing anonymity.

The management had not made CAF participation compulsory. The majority of the staff were in favour. Only one level of the hierarchy – manual workers – could not be persuaded. Otherwise, everyone was in favour: senior officials, high and middle-ranking officials, department heads, specialists and group leaders as well as clerks and secretarial staff.

It only took about 1½ hours to fill in the questionnaire and great value was attached to the participants' assessment. The cornerstone of CAF was the one-day workshop which was held off-site to ensure a relaxed and undisturbed atmosphere. All participants described the workshop as a profitable exercise in terms of getting to know their own organisation better. Above all, this workshop identified potential areas of improvement.



Lessons learned

There is no such thing as a bad result. A result that appears bad is a good result because it shows there is potential for improvement.

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Office of Public Administration in Bács-Kiskun County

"Public administration
is for the citizens"



**Office for
Public Administration
of Bács-Kiskun County**

Office of Public Administration in Bács-Kiskun County

Country: Hungary

Website: www.bacskozig.hu

CAF uses: 2 x

Key words: low-expenditure improvement, high degree of efficiency, objectives identified by an assessment group, benchmarking and results measurable in the short term

Focus:

citizen results

The Bács-Kiskun Office of Public Administration is a state administration body under the authority of the government in the person of the Minister of the Interior.

Mission

The mission of the Bács-Kiskun Office of Public Administration is to provide high-quality services within its operational framework for all customers, regardless of gender, race, nationality or religion. The statutory responsibilities of the office of public administration include the following:

- co-ordination between bodies and agencies of state administration operating in the county;
- control of the legality of the operation of local government and to initiate further measures in the case of the violation of law;
- administrative actions relating to the courts.

Vision

In the course of fulfilling our tasks, it is our vision to continually improve the standard of our professional work by adopting a wide range of various instruments, including the training of our staff and to use resources made available for us in an increasingly efficient manner.

The office employs 78 staff and works on an annual budget of EUR 1,692 million. On average, 5,000 cus-

tomers visit the office each year. Our staff are in contact with local government chief executives for whom the office is "the lifebelt in the sea of regulations."

Our major results

As a result of the CAF self-evaluation process, a questionnaire on customer satisfaction was developed for those visiting the office. During the period of the survey (6 months), 95% of questions were answered very positively. Various indicators have been applied, for example:

- meeting the deadline specified in the relevant regulation for completing the administrative procedure: in 95% of cases;
- number of complaints: 0.3 % of the annual number of files.

Questionnaires were handed to customers visiting the office, who following completion, deposited the papers in the ideas box. The questionnaire on customer satisfaction was prepared in such a way that the completion would not take more than 5 minutes. It comprised short and clear questions concerning the standard of the administrative procedure: the duration of waiting time, professional skills and knowledge of the officials, their capability in solving customer problems, overall impression made by the office.

Regional Administration

A forum has been created on the office website to present ideas and suggestions concerning the operation of the office. There is also a direct telephone line in the office, which can be called free of charge. In 2005, an initiative ("Customers' Day") was introduced experimentally, which allowed customers to perform administrative transactions on a weekday during extended office hours until 6 p.m. The number of customers taking up this opportunity was recorded and measured.

Our way to improved results

In order to achieve customer/citizen satisfaction, the organisation is continually improving its procedures. Customers are involved right from the beginning of the planning process. Their suggestions received through the various input channels are being used and built into our operational system.

As the final action of the CAF self-evaluation procedure, an Action Plan has been prepared. The self-assessment group has identified several areas to be improved. Many of these were aimed at improving the external flow of information. Our office website has been renewed and is now more user-friendly. A team has been set up that is responsible for publishing all important information on the website. A "Useful Information Desk" has also been set up for customers, providing contact details of staff members, office hours and electronic access.

Models of documents and descriptions of various administrative procedures have been prepared and made available electronically. A system is in place to reduce the administrative burden of customers, allowing staff members to indicate unnecessary regulations that cause endless difficulties for customers. These proposals for deregulation have been forwarded to the relevant authorities.

The CAF in practice

The self-assessment process was conducted in the office by a representative group involving employees ranging from senior management to supporting staff. The duration of the self-assessment process was 3-6

months. On the first occasion the self-assessment group consisted of 27 members, on the second occasion there were 20 members (25% of the total number of the staff). On the first occasion, the self-assessment process was conducted with the assistance of an external expert, this year the self-assessment process was conducted under the guidance of the office's appointed quality co-ordinator. The members of the self-assessment group participated in two training courses and each participant filled in the on-line questionnaires. One of the most important elements of the self-assessment process was the meeting where the members of the group reached consensus and identified an indicator value for each of the sub-criteria. In addition to the improvement of the organisation, the office has started promoting the CAF self-evaluation procedure in the county and has initiated a training programme.



Lessons learned

The key to success is the commitment and openness of the senior management. This approach must be communicated to staff members so as to ensure honest and useful feedback.

Contact

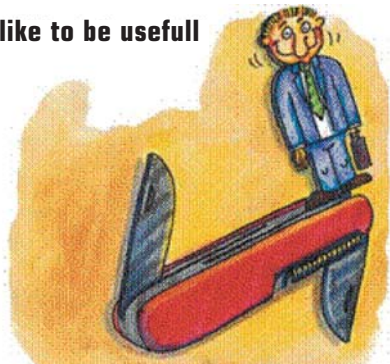
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Świętokrzyskie Voivodship Office

I like to be usefull



Swietokrzyskie Voivodship Office in Kielce

Country: Poland

Website: www.kielce.uw.gov.pl

CAF uses: 1 x

Key words: client satisfaction, e-accessibility, partnership relations with clients, creation of the office image

Focus:

citizen results, key performance results

Świętokrzyski Voivodship Office in Kielce is a government administration unit, the role of which is providing public services and representing Polish government business in Świętokrzyskie province.

Our **mission** is to provide public services in the area of complex and professional servicing of our clients.

Our **vision** is to create an e-office for clients.

Świętokrzyski Voivodship Office in Kielce employs 365 people.

Our major results

The main results obtained relate to client satisfaction (both citizens and institutions). We aim to assess our improvement actions. We observed a **successful increase** in individual and institutional **client satisfaction**, demonstrating the efficiency of actions taken and a proper response to client needs.

One aim is to reach higher levels of satisfaction, achieving a 4 or 5 for service delivery on a scale from 1 to 5. The result of the first measurement before CAF (and the linked improvement actions implementation) was 73% and 85% after the second measurement. The assessment of our employee's professionalism was 62% in 2004 and 82% in 2005 on the same scale as above.

As an additional benefit, we were awarded the first prize for "The Most Modern Public Administration Government Office" in a competition organised by the Chief of the Civil Service in 2005. The competition ex-

perts conducted external assessments of the effectiveness of our projects.

We completely changed the approach to client needs surveys by using new, professional questionnaires and focused not only on the individual client, but also on self-government units for the first time. The results were used as a basis for planning the improvement actions together with clients and as a response to their needs. Before the CAF self-assessment, we measured only the satisfaction of individual clients. Subsequently, we selected different groups of clients and sent them questionnaires. They expressed their views on a scale of 1 to 5. Consequently, we had more information about levels of satisfaction among those groups and their expectations for the future. The individual client satisfaction levels were compared with the scores collected in 2004. Institutional client satisfaction was measured for the first time, so no change could be perceived.

Our way to improved results

Two examples of improvement actions implemented as a result of self-assessment conducted in line with the CAF Model are presented below.

1. Elaborating "The Strategy of Swietokrzyski Voivodship Office in Kielce for 2004–2007"

A document was drawn up containing the legal duties of the office, its mission, vision and quality po-

Regional Administration

lity. It includes the long-term planning and solutions for sustainable and systematic improvement of the office management and the improvement of the services delivered. This **Strategy** should be seen as a signpost to achieve the short and long-term goals. It features 11 development programmes with schedules, quality targets, measurements and separate budgets, covering all areas of office activity.

2. Improvement of e-communication with clients and local communities

We have established the Authorisation Centre facilitating the release of certificates for digital signatures, including our own programme for managing its use. In addition to the virtual Client Service Bureau, a new interactive website has been launched with facilities for the disabled as a response to client needs.

We have developed a programme called “Voivode Budget”, facilitating the electronic collection of budget reports from 150 regional public administration units. The application has capacity to enable e-communication with authorised users in many other areas.

The intranet service was improved and an integrated system of document dissemination was installed in order to improve internal operations and to increase the transparency of services provided.

All actions are in line with Polish government plans, strategies and projects such as “e-Poland”, “e-Government”, “anticorruption strategy” and “the most friendly public administration government office” project. They have their own measures as an important part of the project. The quantitative and qualitative results are measured every six months during management review and after each stage of the project using statistical methods. The results are displayed on graphs and diagrams and presented to different groups of employees.

The CAF in practice

We conducted self-assessment in line with the CAF framework and developed improvement actions during a two-day workshop with the participation of around

30 civil servants from all levels and all departments. The people were selected by their superiors. Several different teams assessed each criterion and compared results. Final scores and the selection of improvement areas resulted from discussions. Consequently, the real benefits of the self-assessment process appeared to be collective work, comparison of different points of view and finding clear evidence for each statement.

Priorities were clearly set based on the organisation's statutory tasks and internally developed mission, vision and quality targets. These priorities were taken into account when choosing the improvements areas. Improvement actions owners were designated among workshop participants.



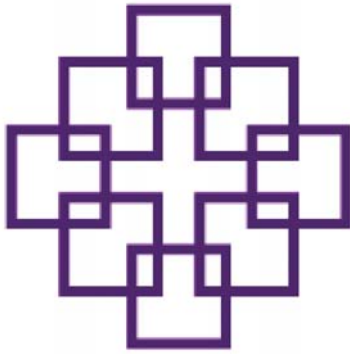
Lessons learned

The system was implemented without comparative basis. The possibility of exchanging experiences with other users of CAF would be of great help to avoid obstacles. In addition, the need to agree standards and having the opportunity to explain doubts has become evident

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The Protestant Church in Hessen and Nassau



Evangelische Kirche in Hessen und Nassau (EKHN)

Country: Germany

Website: www.ekhn-kv.de

CAF uses: 1 x

Key words: customer-orientation, staff participation, process descriptions, information concepts

Focus:

people results

The Protestant Church in Hesse and Nassau (Evangelische Kirche in Hessen und Nassau – EKHN) is a protestant regional church in the area of the federal states (Länder) of Hesse and Rheinland-Pfalz. It has 1.8 million members and 1,178 parishes, and employs 21,367 people. Its total budget is EUR 451 million.

Mission

The administrative structure of the Protestant Church in Hesse and Nassau consists of a central church administration and 13 regional administrations. They manage all finance matters, staff and property of the church. The regional administrations are organised as legally independent bodies, which, in late 2003, were created through the merging of a larger number of small administrative units.

Vision

By quality development in the administrations we generally understand – besides the development of quality awareness in the sense of constant improvement of services for our members and clients – overall and continuous support for management bodies in their tasks. The introduction of the CAF resulted directly from measures taken to improve the administration. It was first implemented in the regional administrations. The central church administration will follow in 2006. The first regional administration will carry out a second assessment round in 2006.

Our major results

In the first assessment round, we obtained positive results for the criterion people satisfaction, as regards motivation, working atmosphere and satisfaction concerning working conditions. Negative assessments concerned the fields including staff participation, staff information systems and staff development as a whole.

The overall organisation evaluates its main processes through a regular, annual statistical study, the results of which are passed on to the regional administrations or can be downloaded. These statistics are supported by the inspection of the parishes. The inspection, which takes place every eight years, is a procedure laid down by law to evaluate the work done in the parishes, including the administrative services provided by them. Specific answers regarding people or customer satisfaction are obtained through key questions posed to those concerned in different ways:

e.g. through an application form, evaluation sheets in training courses, at meetings or through direct mailing. All variations are used: oral, postal and electronic means. As regards the issue of people satisfaction, information is collected through performance interviews or via feedback from supervisors. These interviews are repeated to highlight any changes. Our experience is that a performance interview without evaluating its effect is not very successful; we therefore recommend regular evaluation. An innovative element in the mea-

Regional Administration

surement of results at the level of the overall organisation is the connection of the results of the CAF assessment to the setting of targets in the fields of, for instance, mission, people and finance, in order to arrive at a strategic control system.

Our way to improved results

The self assessment showed that in the field of people management, few administrations made use of staff development instruments or performance interviews. If any were used, they were not available in written form.

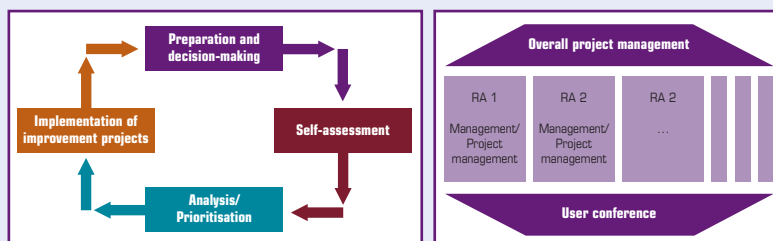
Measures were accordingly difficult to understand and not very transparent. There was a lack of systematic internal and external communication concepts. Process management on the other hand, in particular process documentation, also has an impact on people satisfaction if it provides clear process descriptions.

The core objective of all change projects in the EKHN is the decentralisation of responsibilities, concentrating responsibility and resources at regional level. In the implementation of improvement projects in individual regional administrations we work with project management instruments. Implementation is handled jointly by the management as quality manager and the staff. Including various stakeholders and creating a user conference has provided another innovative impetus. Particularly when considering the challenge of merging people from different administrations into a single new unit, the result of the CAF implementation has generally been considered a success by project leaders and administrative managers. Linking the CAF and targets into one integrated control system is the most interesting innovation. The introduction of quality management has created the key condition of balancing the decentralisation of responsibilities with a modern control model for the federal state church, implemented through target setting and corresponding documentation regarding objectives achieved.

The CAF in practice

Important milestones in the self-assessment of the respective administrations are: the decision of the

executive level, the provision of information to and participation of staff, training, the creation of the assessment group, the subsequent self-assessment, the prioritisation of improvement projects, the setting of targets, the implementation and organisation of the assessment at regular intervals.



The process is ideally divided into four phases. These phases represent a continuous process, which is repeated every three years.

The results of the CAF assessments of the individual administrations are analysed externally so as to achieve a valid outcome. The results are evaluated in each regional administration and improvement projects are prioritised. The central administration receives information about the average results, the prioritised improvement projects and the implementation successes.

The introduction of quality development is coordinated through the creation of an overall project management and a user conference. Within the regional administrations themselves, it is implemented by the management of these administrations and a temporary project management, i.e. a staff member of the regional administration.



Lessons learned

The cooperative, networking approach among regional administrations supports the change process, in particular through joint implementation projects. Not every regional administration is looking for individual solutions for each issue.

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Birth and Children Office



Birth and Children Office

Office de la Naissance et de l'Enfance (ONE)

Country: Belgium

Website: www.one.be

CAF uses: 1 x

Key words: recognition of the citizen-customer, efficiency (= quality/cost), self-improvement, creativity.

Focus:

citizen results, people results, society results
key performance results

The Office de la Naissance et de l'Enfance (Birth and Children Office) is a Belgian public organisation for the French-speaking community (4.3 million inhabitants, 52,000 births a year).

ONE's basic missions are as follows:

- providing support for children in their family and social environment;
- providing care for children outside their family environment.

ONE employs 1,300 officials and has an annual budget of EUR 162,000,000

In the context of equal opportunities and women's access to employment, ONE, like many European countries, is facing a shortage of childcare places for children in the aged between up to and including the age of 3. ONE wishes to develop and support care facilities for young children that meet the quality standards set out in a Care Quality Code.

ONE subsidises care facilities (50% of ONE's budget) and also encourages the creation of private childcare facilities, particularly childminders who take care of 4 children at home, i.e. 600 active childminders. It monitors the quality through home visits by psycho-medical social workers.

Our major results

A good practice was conceived and developed in 2004 for following-up childminders (criterion 6: citizen/customer), against the background of a lack of resources. The aim was to provide a quality follow-up regarding active childminders and to support the creation of new childcare places (criteria 8 and 9). The development of this initiative was subjected to a CAF self-assessment under the name "Quality, technology and networking: keys to modernisation for ONE". This action was quoted as an example of good practice in the field of customer orientation at the 3rd Conference on the Quality of Public Services in Belgium (October 2005 www.publicquality.be). The good practice has produced outstanding results.

Criterion 6: citizens/customers

93% of childminders are satisfied concerning contact with the consultant and the information received. The childminders concerned send us their views to be published in our information magazine.

Criterion 7: staff

The staff are motivated, independent and feel they are part of a team. Information is exchanged very rapidly using various media (intranet, telephone conferences, e-mail). But there are still problems with IT tools and teleworking, absenteeism indicators are very low but staff turnover rates are high.

Social services and social security

Criterion 8: society

Several childcare facilities have been created. Teleworking and telephone meetings minimise travelling.

Criterion 9: key performance

In 3 months, 353 visits – 25% of which to candidates – were made. Self-employed positions and new places for childcare have been created. Knowledge of visit content has improved through standardised reports (quality evaluation).

It is very important to have many measurement methods available.

Criterion 6: **Telephone satisfaction survey** among childminders (1/2005).

Criterion 7: **Anonymous written satisfaction survey** among the consultants (1/2005).

Criteria 8 and 9: **Statistics on home visits:** one of the original aspects of the project.

For each visit, a standard report is drawn up by the consultant on his/her laptop at home and sent to the administration, the regional ONE and the childminder concerned. This encoded report provides us with certain data: number of visits, duration, topics addressed, etc. It measures performance (number of visits) and quality observed, and serves as a tool for the dialogue with the childminder, who receives a copy of the report.

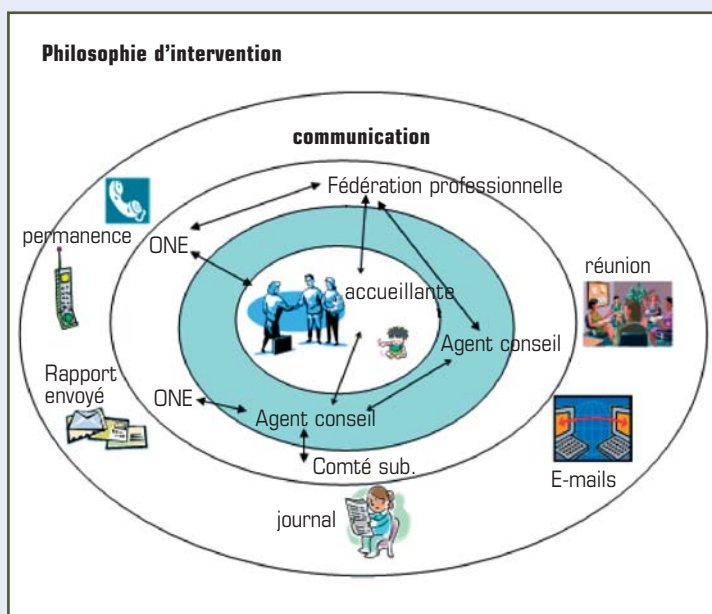
Our way to improved results

The new team consists of 6 people (social workers or nurses). A network-based organisation supported by technological advances has been developed.

The rationale is client-oriented as indicated in the following diagram.

The team innovates using a new organisation and new tools:

- The consultant preferably pays visits to childminders.
- He/she does not have an office at ONE, teleworks and performs stand-by duties, also in the evenings via mobile telephone.
- After each visit, the consultant draws up a fixed-format visit report. This report is always sent to the childminder, the head office and the sub-regional committee.



- The team has an intranet with reference tools and uses telephone conferencing for weekly meetings.
- There are a variety of tools: creation of a newsletter for childminders, etc.
- The team is coordinated from the central administration.

The project assessment has shown that the systematic use of IT (standardised reports) has been a problem (breakdowns, bad connections). The tools developed internally have been tested and gradually improved. Today, we receive a specific budget. The tool being developed will take account of the problems encountered and the improvements requested by staff. The database will make it possible to continuously measure indicators.

Initially, ONE paid for 2 hours of GSM/consultant/month. ONE increased the refund to 4 hours, to meet the measured needs.

For the second year of operation, an improvement plan was drawn up (2005/2006). It integrates IT, quality development among childminders, specific training of staff, actions to provide information about results. It integrates new stakeholders: candidate childminder, parents and children.

The CAF in practice

The project leader first participated in a two-day CAF training course organised by the federal public services. As the project concerned only part of the organisation, it was decided to let the various stakeholders of ONE take part in the assessment.

The scoring group consisted of:

- 2 team members (social workers) and the project leader,
- 3 representatives of ONE's top management (DDRH, audit, etc.),
- 2 managers (legal expert, regional manager).

The scoring exercise took two days. In view of this time limit, a less severe CAF exercise was carried out. The project leader chaired the scoring group, but did not give scores himself. Where the scores differed, alignment with the lowest scores took place (priority to the process description rather than the score). The external expert considered the scores to be undervalued.



Lessons learned

Possibility to apply the CAF to part of the organisation to encourage good practice.

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Federal Public Service for Social Integration



Federal Public Service for Social Integration

Country: Belgium

Website: www.mi-is.be

CAF uses: 1 x

Key words: integration, quality, strategic alignment, management process

Focus:

people results, key performance results

The Belgian Federal Public Service for Social Integration (FPS) was founded in 2002 in order to coordinate and to finance or partially finance the local centres for social assistance. These local centres support people in need or people who need social assistance. Furthermore, the FPS focuses on Social Economy, Urban Policy and the fight against poverty. The FPS has 130 employees, divided over 14 departments.

The mission statement emphasises that the FPS wants to prepare, execute and evaluate federal policy on social integration. The FPS wants to guarantee access to social rights for everyone.

The values of the FPS are: custom-made actions, equal opportunities, non-discrimination, diversity and permanent consultation with its stakeholders.

The management plan focuses on 8 strategic objectives:

- becoming a centre of knowledge;
- having a strong HRM policy;
- developing sustainable partnerships;
- developing an inclusive federal policy on social integration;
- developing a strategic Information System;
- promoting synergies between services;
- communicating in a coherent qualitative way;
- being attentive to quality.

Our major results

The first CAF exercise (April – June 2004) revealed that staff members had the impression that the FPS was engaged in too many improvement projects at the same time (management plan, description vision and mission, SWOT analysis, etc.) and that the emphasis on improvement projects had a negative impact on the core business of the FPS. Some people also suffered from an island-mentality: they worked for their own services without feeling the need to cooperate and share their knowledge and expertise with members of other services.

The Stakeholders Survey organised in February 2005 after the CAF, revealed that staff members had achieved a higher degree of participation in all improvement projects: 75% of staff indicated that they wanted to be actively involved in the ongoing improvement projects. They also felt a need to look for possible synergies.

One of the results of the CAF exercise was the need for an instrument to better align the current and future improvement projects and management processes. Consequently, the CAF exercise led directly to the implementation of a tailor-made Balanced Score Card. The Balanced Score Card (BSC) will allow us to measure the degree of achievement of our strategic objectives and mission. The BSC (and the parallel process analysis via flow charts) will also allow us to streamline our processes and projects more effectively.

The CAF exercise also led to the development of an eighth strategic objective: the attention to quality.

Social services and social security

Different measurement systems were used to register the above results.

- Development of opinion: online application for the stakeholders' survey and satisfaction poll.
- Questionnaires to measure the degree of satisfaction of organised seminars.
- Questionnaires to measure the degree of satisfaction of the minister of social integration's cabinet regarding different aspects (e.g. degree of pro-activity, timeliness in the development of new initiatives, etc.).
- A very participative CAF exercise (see below).

Additional results were the organisation of an intensive five-day training course for all members of staff on how to implement a participative style of leadership and the launch of a monthly newsletter for all our stakeholders.

The FPS plans to organise a second CAF exercise to measure evolutions and improvements in the CAF scores (planned February 2006). The stakeholders survey will be repeated annually (March) for external stakeholders and every six months for staff members. The development of a Balanced Score Card, based on the CAF, by the FPS for Social Integration was selected as one of the best practices for the Belgian Public Quality Conference (October 2005). The FPS for Social Integration was also selected as one of the finalists for the 2006 UN Public Service Awards Competition.

Our way to improved results

The CAF exercise is considered an integral part of the management cycle within the FPS. Therefore, links can be made to all enabler criteria. The results in the 'people' field, i.e. the Stakeholders Survey, are closely linked to criteria 4, 5 and 7. The results in the 'key performance' field, i.e. the implementation of our Balanced Score Card, can be linked to criteria 2, 5, 6, 7, 8 and 9.

The CAF exercise was used as leverage for change management and as a means to illustrate the need for a participative style of management and leadership. Following the CAF exercise, all staff members received training in participative management and

coaching techniques. Permanent consultation with stakeholders is one of the values and strategic objectives of the FPS. Therefore, a Stakeholders Survey was developed and implemented. A study group drew up an extensive questionnaire, differentiated per stakeholder. The analysis was conducted online. The results indicated that the FPS needs to put more effort into two-way communication with its stakeholders.

The results from the CAF exercise indicated that the FPS needed a system to prioritise its workload and to guarantee the balance between its daily activities and the projects aimed at improving the organisational structures. To integrate all the improvement projects, it was decided to develop a tailor-made Balanced Score Card.

To ensure that the Balanced Score Card can be used to best effect, the management and strategic processes were reengineered simultaneously. Each step of these processes was analysed and the complete processes were documented via flow charts. This allowed an optimal strategic alignment. The first step in the development of our BSC was to translate the strategic objectives of the FPS within the framework of a BSC. The FPS opted to use the following dimensions: 'innovation and resources', 'optimising processes', 'relation with stakeholders' and 'added value for citizens'. The next step was to describe all processes within the FPS. A strategy map linked all processes and projects to the above-mentioned objectives and dimensions. The target values for the selected indicators had to be both realistic and ambitious. Therefore, each indicator was discussed and approved by all members of staff.

The CAF in practice

Given the structure of our FPS (130 staff members, 14 departments with 14 heads, as well as the president) and given the importance attached to the participative approach, all staff members were actively involved. The first step related to training for all department heads on how to use the CAF. During the next phase, each department filled in the evaluation grid during a team meeting, based on consensus. The next step was a two-day seminar for the management

team (all department heads, as well as the president). The seminar was led by CAF experts from the Federal Public Service for Personnel and Organisation. The participants were split into two groups to discuss the scoring in depth. Subsequently, the two groups compared their results and held in-depth discussions to reach a consensus. Following the seminar, a CAF action plan was drawn up to ensure a follow-up to the action points.



Lessons learned

Transparency and communication are essential. Communication via the intranet, via newsletters, via staff and service meetings, via trainings and via face-to-face meetings can guarantee higher participation and therefore an improved buy-in. Transparency and communication can overcome the resistance to change via open discussions and by placing emphasis on the benefits of the change projects.

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National Employment Office of Belgium



**National Employment Office of Belgium (NEO)
Office National de l'Emploi (ONEM)
Rijksdienst voor Arbeidsvoorziening (RVA)**

Country: Belgium

Website: www.onem.fgov.be/

CAF uses: 3 x

Key words: Optimising our internal service, openness to change, proactive attitude, effective management of resources

Focus:

people results

Missions of the NEO

The National Employment Office is the federal public service that organises and handles unemployment benefit within the Belgian social security network. The NEO decides whether to grant an alternative income to involuntarily unemployed people and other assimilated categories, e.g. temporarily unemployed people, persons who have taken early retirement. In addition, the NEO also fulfils other missions, such as granting and paying for career breaks and time-credits, reintegration into the labour market of unemployed people who have difficulty finding a job, encouraging job seekers and setting up an indemnity fund for closing down businesses. The mission statement was formulated in 1995 in consultation with all NEO employees.

Vision

In Belgium, 35% of families escape poverty thanks to the payment of an alternative income. In this respect, the NEO has a heavy responsibility for which it has created a high-quality three-level service: prevention, indemnification and integration. In the case of its prevention and control activities, the NEO wishes to contribute to the preservation of this social entitlement by combating improper use and organised fraud.

In order to function efficiently and effectively, the organisation has developed:

- central management with external services and a clear organisation chart;
- a mission, vision and strategy shared by the entire organisation;
- an accomplished Business Process Reengineering (BPR);
- a results follow-up (performance indicators, cost calculation);
- a project approach for ad hoc and structural improvement (improvement projects).

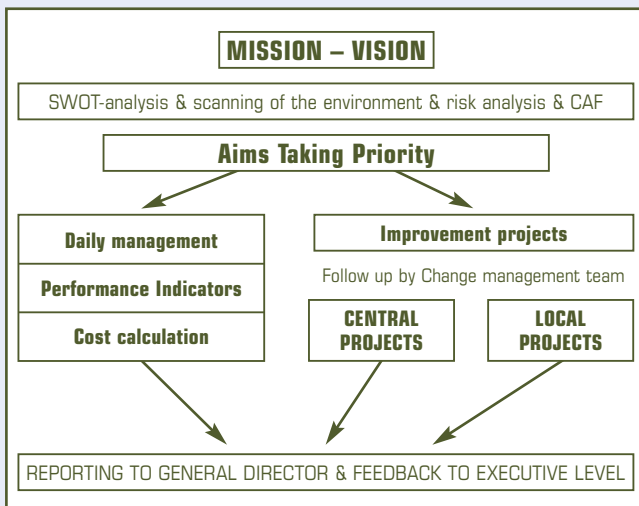
All these approaches are coordinated in an integrated management model.

Since 2000, the NEO has also been implementing the Common Assessment Framework (CAF). The CAF is now integral part of the integrated management model. In 2002, the management model was provided with an additional element as input for the strategic planning: risk management.

The NEO is a geographically decentralised organisation with a Central Administration in Brussels and 30 regional unemployment offices spread across the country. To fulfil its missions, the NEO can count on:

- the skills of **over 5,000 workers**;
- 4,289 employees work full-time;

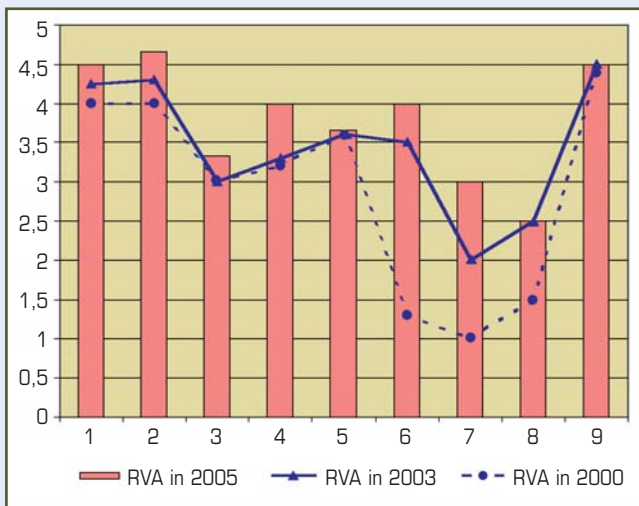
Social services and social security



- a mission budget (social benefits, etc.) of over **EUR 8,600 million or more** than 17% of the total amount of social security expenditure in Belgium;
- a **management budget** (personnel costs, computer operating costs, etc.) of **over EUR 380 million**;
- a computer network of over 3,400 workstations;
- real estate comprising 38 buildings.

Our major results

Results of the three CAF applications in the NEO



The CAF 2000 revealed that the organisation had little or no information regarding the results achieved in the personnel policy domain. In 2001, the NEO first organised a survey, referred to as CAF 7, with the help of an external office in order to measure employee satisfaction concerning various aspects of wor-

king conditions. At national level, the results were used for drawing up the 2002 strategy. At local level, each local unemployment office, each head office or each Central Administration service is expected to analyse the results and to provide – by means of actions – a solution for the findings requiring the greatest attention. They are supported in their work by staff from the Human Resources Management head office and by the Change Management Team. In 2003, this survey was fully organised by the NEO itself. The aim is to organise a similar large-scale satisfaction survey every three years.

During brainstorming sessions organised in advance, representative workgroups determine the themes of the survey, with union members also being involved. CAF 7 is a written survey containing mainly closed questions for which the answer consists of a score between 1 and 10. For each theme, there is a question not only about satisfaction but also about importance. The employees consider most of the aspects important. All employees can take part in the survey, and anonymity has been guaranteed. Information regarding participants (workplace, status, age, gender, etc.) is also collected without violating this guarantee so that the results can be used effectively and efficiently. The national results as well as the local results are communicated to all employees and union members. Central and local improvement actions are implemented taking the results into account.

Survey CAF 7	2001	2003
Survey forms distributed	4,339	3,811
Questionnaires completed	3,224	2,920
Answers	74.3%	76.6%
General satisfaction	6.9	7.14
General quality	6.7	6.77

Our way to improved results

The results of CAF 2000 were at the root of the HRMD project, a central project which aims at developing an integrated personnel policy based on two basic tools: function descriptions and competence profiles. The realisation of this project (criterion 3) has a direct effect on criterion 7. A number of core

skills, job descriptions and skill profiles have been developed for each job. The job description explains the reason why the job exists. The skill profile shows the required skills to execute the job correctly. The purpose is to develop a system for personnel policy which is derived in the first place from the job and only to a smaller extent from the rank. All employees have a job interview with the purpose of personalising the job description and skill profile. Immediately after, there is a group and individual target-setting interview during which employees talk with their superiors and agree to hold annual meetings about the results to be achieved, as well as discussing the activities to be organised in order to attain the targets. Each year, a target-setting interview and/or an interim performance interview is held. The advantage of this system - the performance cycle - is that it improves communication within the service as well as communication with the head. Moreover, the expectations with respect to employees are more clearly defined as is their role, and employees have more opportunities for personal development.

The DIGITAR project replaces individual paper unemployment files with digitised images having the same effect. The removal of paper classifications improves working conditions in the unemployment offices. Furthermore, the digitised files can be processed more effectively since they can be consulted on-line and consequently, more easily and more quickly. The project consisted of different stages, starting from the purification of the paper files, proceeding to the installation of a new network of fibreglass cables, modern and ergonomic work stations, to the digitisation and filing of the new incoming files and the active unemployment files. The DIGITAR project was then broadened to include the career break files. The improvement of the working conditions, thanks to projects such as DIGITAR, leads to better results in the CAF 7 satisfaction survey with respect to personnel.

The CAF in practice

After the announcement of our participation in the CAF during the monthly meeting of directors/managers and the distribution of the documents, seven local meetings were organised, each in the presence of two members of the Change Management Team to collect answers to the CAF. One meeting with the senior management took place at the head office in Brussels. The final CAF meeting with the seven local representatives and the General Manager led to the final CAF document with scores relating to all items and their argumentation. The document was sent by e-mail to EIPA.

Participants

All members of the monthly meeting of directors (60) took part in the CAF self-assessment, i.e. the managers of the 30 local unemployment agencies, the managers of all support services at the head office (HRM, etc.), the organisation experts in one specific sector, the senior management of the organisation.

Timing

Each local meeting took about two hours, collecting the scores and arguments. Consensus was required and a representative elected. The final CAF meeting, during which the final scores were given, took about two hours. Subsequently, the Change Management Team prepared a final document which contained not only the score for each item, but also a brief comment (examples) to explain the score.



Lessons learned

The organisation of a satisfaction survey among staff highlights expectations. We cannot always meet these expectations directly. Communicating with staff is very important.

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Institute of Social Security



Instituto da Segurança Social, I.P. (ISS, I.P.)

Country: Portugal

Website: www.seg-social.pt

CAF uses: 1 x

Key words: client, accessibility, satisfaction, comfort

Focus:

citizen results

The Instituto da Segurança Social, I.P. (ISS, I.P.) is a public institute with administrative and financial autonomy.

Vision: To guarantee the protection and social integration of customers/citizens.

Mission: To guarantee the fulfilment of social security objectives concerning the management of contributions, social benefits and social protection, aiming to guarantee the right of access to all citizens.

Quality Policy: The ISS, I.P. guarantees the fulfilment of the requirements, management and improvement of the quality system, and its purpose is to satisfy the needs and expectations of each customer/citizen, through a more efficient service, closer to the citizen, personalised and on time.

Services Delivered/Context: The ISS, I.P. has an important role under the framework Social Security Law, where the Social Security System comprises the Public Social Security System, the Social Action System and the Supplementary System.

Organisational Structure

The ISS, I.P. is active on a national basis (18 Social Security District Centres), in 1,000 buildings and has the following organisational structure:

- Central Services;
- Social Security District Centres (18) with 430 delivery services;
- Pensions National Centre.

Number of Employees

The ISS, I.P. has 15,485 employees. Distribution: 3.1% (Central Services); 6.3% (Pensions National Centre) and 90.6% (Social Security District Centres).

Main Budgetary Data

Main budgetary data in 2005:

- Social Action System – EUR 1,162,895 million
- The Public Social Security System – EUR 14,108,860 million

In order to discover and improve the level of client satisfaction in the service delivery (350 permanent offices and 80 semi-permanent offices distributed nationwide), we have implemented a client survey at national level to obtain the following information:

- characterisation of the offices delivering assistance to clients;
- frequency of use and reasons for using services;
- client needs and satisfaction levels.

We selected a random sample of 8,835 clients, distributed in 18 District Centres at national level. Each service selected around 4 interviewers that completed the questionnaire by means of interviews with clients. After gathering the information, the Central Office proceeded to analyse data, using SPSS (Statistical Process Social Science) software.

Our way to improved results

Taking into account the results from the client survey,

Social services and social security

the organisation decided:

- to develop and deliver services by involving customers /citizens (criteria 5.2)
- to develop and implement partnerships with customers/citizens (criteria 4.2)
- to gather information related to present and future needs of stakeholders (criteria 2.1)

Improvement Action 1

In order to reduce the number of citizens using the offices and consequently reduce waiting time (dissatisfaction rate of 42.5%), the ISS, I.P. established a partnership with IIESS – Social Security Institute of Computer Science and Statistics to develop an online

system called “Direct Social Security”, where the customers/citizens may – easily and securely – consult their Social Security information:

- historical contributions;
- discounts;
- identification data;
- contributions paid;
- the process:
- maternity/paternity;
- sickness;
- unemployment.

This assistance is accessed through <http://www.seg-social.pt>.

Improvement Action 2

In the ranking of the most unsatisfactory criteria, we also have considered the following criteria:

- accessibility for disabled persons;
- exterior identification of the building;
- sanitary installations;
- comfort conditions;
- directions inside the building.

As the public offices are the visiting cards of the organisation, the ISS, I.P. developed a Standard Manual for Public Offices. The purpose was to create a harmonised image/identification of Social Security, providing functional and comfortable spaces to customers/citizens. The versatility and modularity of the project guarantees its applicability to new and existing spaces, and includes all possible implementations and adaptations. By creating a “Virtual Space” – a non-existent space containing all the requirements of a Social Security Public Office – we were able to put our ideas into practice.

The CAF in practice

Specific project team:

Central Structure: 6 persons (1 national agent and 5 officials) were in charge at national level.

The results from client satisfaction survey in 2004 are as follows:

Table 1: Ranking of the most satisfactory criteria (%)

Service Assessment Criteria	Satisfied	Indifferent	Dissatisfied
Sympathy and courtesy of the employees	88,4	3,8	7,9
Service time	88,1	3,8	8,1
Location / easiness of access to the local service	88,0	2,2	9,8
Employees competences and expertise	87,0	3,5	9,5
Help / assistance in solving problems	86,5	4,3	9,3
Clarity and proper information	86,2	3,3	10,5
Arrangement / organisation and cleaning	84,9	5,8	9,2
Overall evaluation of the service	84,6	4,8	10,6
Timetable	83,2	3,2	13,6
Employee identification	81,2	10,1	8,7
Customer queue system	73,2	5,0	21,8
Clarity of communications received	72,2	8,7	19,1
Information easy to understand	71,9	14,9	13,2
Directions inside the building	71,7	7,9	20,5
Available information	66,0	19,2	14,8

Table 2: Ranking of the most unsatisfactory criteria (%)

Service Assessment Criteria	Satisfied	Indifferent	Dissatisfied
Accessibility for disabled persons	48,0	4,2	47,8
Waiting time	53,5	3,9	42,5
Exterior identification of the building	56,5	6,4	37,1
Processing time for benefits	42,0	4,8	53,2
Visibility of suggestions and opinions box	45,5	21,0	33,6
Level of satisfaction with Social Security	59,9	7,4	32,8
Complaints	61,4	6,6	32,0
Visibility and access to complaints book	51,3	20,0	28,7
Sanitary installations	60,9	11,6	27,5
Comfort conditions	66,8	6,8	26,4
Simplicity of forms used	65,5	8,7	25,8
Customer queue system	73,2	5,0	21,8
Directions inside the building	71,7	7,9	20,5

Public Offices Structure: 60 agents were designated i.e. 3 agents for each office.

Self Assessment Team (SAT): composed of an official, service providers and employees of different areas and hierarchical levels. Overall, 20 SATs (8 -12 persons each) were created (1 for each office).

Self assessment process

Training Sessions

- 3 days training on Quality Management and CAF for the 66 persons from the project team.
- 1/2 day training on CAF in each office (20) for the management and middle management (529 persons).
- 1 day training on CAF for each SAT.

Self-Assessment Questionnaire

Each SAT member gathered evidence relating to all criteria. In the consensus meetings, intense group discussions took place until an agreement on strengths, areas for improvement and scoring was reached.

Management and other colleagues outside the SAT were involved in collecting data/information.

Reports Preparation and Improvement Action Plan

Each SAT prepared a report for each office containing strengths and areas for improvement and the corresponding Improvement Action Plan (20 in total). Subsequently, the Central Structure prepared the Final Report for the entire organisation. The final score for ISS, I.P. was the average scoring obtained through the sum of the Central Offices score, the National Pensions Centre score and the average score of the 18 District Centres. This process had an overall duration of 4 months.



Lessons learned

Self-assessment gave rise to new ideas and a new way of thinking.

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German Aerospace Center



Deutsches Zentrum
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in der Helmholtz-Gemeinschaft

German Aerospace Center

Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)

Service: Administrative Infrastructure (AI)

Country: Germany

Website: www.dlr.de

CAF uses: 2 x

Key words: developing AI culture, benchmarking business or main processes and sub-processes

Focus:

key performance results

The DLR is the German aerospace research centre and the German space agency. Its **mission** is to develop new dimensions for exploring the earth and the cosmos, for preserving the environment and for mobility, communication and security. It has approximately 5,100 employees in 27 institutes and scientific/technical facilities at 8 locations and 5 branch offices in Germany, as well as offices in Brussels, Paris and Washington D.C. In 2004, the DLR's budget for its own research and development work and for operational tasks was approx. EUR 500 million. The German space budget managed by the DLR as the national space agency totals approx. EUR 700 million.

The mission of the **Administrative Infrastructure (AI) unit** is to provide support processes to all the internal customers, i.e. the DLR's institutes and scientific/technical establishments.

AI's vision: AI wants to be transparent and cost-efficient and a pillar supporting DLR as a research enterprise.

The AI employs 338 persons.

Our major results

Improved quality of the services provided:

The diversity of procurement processes has been reduced from 15 to 8 nominal processes. Within the processes, efficiency has increased. Due to the centralisation of invoicing and optimisation through automated billing, a 100% efficiency increase in invoices processed per employee had been achieved. Built-up process portals provide transparency and direction to internal customers. IT has been fully integrated into the decision-making tools in the order management process (sales logistics) and the plant cost rates in the planning and control process have been halved. The proportion of employees from decentralised contract management working directly in the institutes has been increased by over 50%.

Financial performance, efficiency studies:

The targeted reduction of 10% in process costs will be achieved in 2006. The administrative overhead rate had been reduced from EUR 5.90 to EUR 5.40 in 2005, and to EUR 4.90 for 2006 per productive man-hour in core processes. Operational success was obtained in the purchasing process by standardisation and product group management. More contracts were awarded in competitive tenders and successful negotiations. In the period 2004 to 2006, the budget for the Administrative Infrastructure was reduced by EUR 2.1 million.

Transport and infrastructure

Our way to improved results

The results described are linked to the process and change management. The sustainability of the change process has been ensured by involving those concerned as closely as possible, i.e. the institutes and establishments as customers, the management of the main sites and the work councils.

The special feature of the methodical approach of DLR's Administrative Infrastructure is the intertwining of business processes and quality management. The starting point for the ongoing strategic change process is the process-related self-evaluation which must be initiated every two to three years by the process owner. The process-overlapping brainstorming workshops are another instrument used. The third element is the external evaluation every four to five years by external experts from industry and science as well as customers of the processes.

Processes such as contract management and procurement were ISO 9001 certified as long ago as 1997 and 1998. It has been agreed as an improvement action to have all four administrative processes certified and evaluated by the end of 2006: HR management, planning and control, contract management and procurement. An overriding management manual, divided into the 9 criteria areas, is being prepared in order to use the model as a practical tool. In this respect, the examples or the indicators for each sub-criterion are expanded and more diversified as to the results. Process owners and responsible parties will be trained in the model and selected employees in the 4 processes will be qualified as CAF/EFQM assessors. The self-assessment procedure of the CAF model will be transferred to a process description at business-process level.

The CAF in practice

Self-evaluation in accordance with an excellence model was encouraged in the context of the quality assessment by the 2005 International Speyer Quality Award. Its implementation was guided by the CAF 7-step self-evaluation process. A special feature of the DLR's AI was the existence of 4 processes at diffe-

rent levels of maturity. Stipulations in the run-up to the self-evaluation were:

- For criterion 1, leadership: examine the overall leadership as well as the process owners or process-responsible parties.
- For all the other criteria: evaluate the process from a specific process point of view. The participants in the self-evaluation were selected according to different criteria and prepared on the basis of advanced information.

A crash course in the CAF procedure was held before the first round of evaluations. The CAF assessment tool from the CAF support centre at Speyer was used to assess and analyse the worksheets.

Following the self assessment, the next steps were communicating the results to the participants, assessing the importance of the criteria and having the results analysed by the process owners, clustering results in thematic groups, developing an action plan and putting it into effect.



Lessons learned

A particular feature during self-evaluation was the different levels of maturity of the individual administrative processes. This resulted in different evaluations of the individual indicators and in difficulties in allocating sub-criteria to the appropriate process when describing results. Tailoring the CAF model to DLR-specific conditions before the self-evaluation is performed makes it easier to use.

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Lessons learned using the CAF

The users of all twenty-nine CAF applications expressed their opinions of the self-assessment processes, the obstacles encountered, and the results achieved. We present here a three-section overview of the findings.

1. Features of the CAF

The CAF as a total quality management tool inspires organisations to provide better services for citizens. As society and citizens demand change, public administrations must adapt accordingly. Managing these change processes is a crucial test for any organisation. Quality has to become a strategic objective of public organisations, such as large public healthcare organisations.

A CAF self-evaluation is a simple but very innovative process that acts as a launching pad for the process of continuous improvement. It enables organisations lacking experience in quality subjects, as well as more advanced organisations, to pursue quality at low financial cost. It makes people aware of and interested in quality issues or places greater emphasis on quality issues and on continuous improvement when applying the PDCA cycle. It enables public administrations to easily determine the strengths and areas of improvement of an organisation and gives rise to new ideas and new ways of thinking. The organisation and its staff become responsive to new ideas and initiatives. The results show that people develop their skills at organisational, professional and personal level and learn new ways of performing.

The CAF requires a clear stakeholder's analysis, as it stimulates the involvement of the relevant stakeholders and increases awareness of and the response to their needs. Partnerships with citizens are established by enquiring about their needs and including them in the decision-making process. In some cases, this has led to the introduction of citizens' charters. Involving customers and suppliers, e.g. in drawing up

questionnaires, raises the quality of these instruments. Staff participation is essential to ensure their full commitment to the strategic objective of improving the organisation. Self-evaluation is a very useful development tool for creating this involvement in the implementation of improvement projects. The interdisciplinary self-assessment groups serve as spearheads for the rest of the organisation.

The involvement of management is crucial for achieving results and a necessary basis for the follow-up process. The CAF in a large organisation takes time and requires extensive support during the process; that time and support must be made available. Consequently, the executive board must bear responsibility for the work related to that process. The commitment and openness of senior management must be clearly communicated to the organisation's staff, so that they can be sure of honest and useful feedback. Senior managers also have to commit themselves in advance to prioritising and implementing the improvement actions at all levels and setting an example to employees. They should integrate quality development into day-to-day work, particularly at managerial level. This avoids quality development being made the responsibility of a specific person or service.

The CAF focuses on measurement in order to manage the organisation and improve results. What is not measured cannot be managed. In this way, the CAF encourages the use of monitoring systems, e.g. the Balanced Score Card, and comparison between organisations on the basis of reliable data. The model is also used in conjunction with other quality tools. An ISO 9001 certified organisation pointed out that the CAF is an effective tool for detecting potential improvements that would otherwise not come to light as quickly. In this sense, the CAF complements a standardised quality process. An EFQM user indicated the merits of the CAF regarding participation in the self-assessment process.

Lessons learned using the CAF

Assigning scores is not the most important part of the self-assessment process. The purpose is not to obtain maximum points at any price, but to establish operational systems of management and processes of permanent improvement in the organisation's activities. Consequently, the organisation must have an active approach towards the CAF and not just adopt a formal stance.

The CAF encourages networking as well as the exchange of experience or benchlearning with other public organisations. For example, regional administrations implement their own developed improvement projects jointly, thereby avoiding individual solutions to their problems. Regions help one another to install quality management systems by exchanging experts and transferring knowledge at quality conferences. Comparisons with other organisations motivate further development and benchlearning with peers even increases target values. The CAF may result in establishing national and international relationships with other peer organisations to compare experiences and benchmark key performance indicators.

The coordinated use of the CAF may go even further, e.g. as a platform for encouraging the merging of different administrative units. In the case of legally independent administrative units, the introduction of the CAF is coordinated by a central administration.

The CAF is effective when followed by improvement actions. However, it is important to avoid too many such actions. Only systematic and targeted work on a number of well-defined actions leads to useful results. The CAF helps to align improvement projects more effectively, ensuring that no area of reform is neglected or forgotten. The target areas must be integrated into the annual strategic plans. Repeating the CAF application, e.g. every two years, also contributes to a clear ranking of the improvement actions. When actions have been taken, it is advisable to measure and evaluate the results before new actions are initiated. Evaluation may highlight the fact that current actions are not leading to the expected results and that changes must be made or the actions abandoned.

2. Conditions for an effective use of the CAF

When using CAF the first time, experienced external assistance can be helpful in order to ensure a satisfactory launch or appropriate scoring. Such assistance may create greater acceptance of the assessment and adapt the methodology neutrally to the various organisational cultures at local or regional level. According to the experience of others, however, the added value of the CAF is due primarily to the fact that it can be introduced and applied without the assistance of external consultants or experts.

It is especially important to give full and detailed information to all the employees. The staff must be convinced of the necessity of a quality management system and self-assessment as a first step. An innovative training concept for all staff must aim for a fundamental understanding of quality concepts and not a simple transfer of knowledge. It clarifies expectations and concepts, improvement priorities according to present management strategies, and the importance of clear indicators for the results based on reliable measurement sources. It creates a common language, strong commitment, and stimulates internal communication.

The assessment process is very important and satisfactory preparatory training is essential. The make-up of the self-assessment groups must be considered carefully as self-assessment is team work. The varied composition of the self-assessment groups provides new opportunities to involve people of different departments and different hierarchic levels. As they are confronted by all the important aspects of the organisation, the groups obtain a general picture of the entire organisation and a better understanding of its functioning. Although it is more difficult to reach a consensus in a large evaluation group, it guarantees more objective results and encourages greater support for the implemented changes from the employees. However, a self-evaluation including all employees makes the processing of answers and the prioritising of key areas more complex. Depending on the culture of the organisation, a self-evaluation carried out by managers and employees jointly may be beneficial.

In addition to training, tailoring the CAF model, as well as gathering data before the self-evaluation is performed, also facilitates its use. The CAF motivates a systematic collection of data, which is then compared with previous periods and similar organisations. New forms of data collection and analysis may be developed to create a complete overview of the functioning of the organisation, e.g. complaints are suddenly regarded as a free means of collecting data. Measurements are made and data detection takes place in various ways: on an existing database, using accounting and other methods, etc. The innovation aspect consists of interpreting the data via the CAF criteria.

Involving customers allowed the customer satisfaction surveys to be conducted at exceptionally low costs and encouraged teachers, students, parents and employees in matters concerning the community by stimulating suggestions and complaints. Furthermore, employees involved in data management and surveys were very proud to be part of an improvement group and made a significant contribution to the success and diffusion of the initiative. With each subsequent round of self-assessment, the amount of resources needed for the collection of data decreases significantly.

It is important to evaluate the process of change constantly by means of staff and citizen surveys, benchmarking with other administrations, and repeatedly defining one's position using the CAF. Surveys are only of value to the administration if the same questions are repeated. This is the only way to measure whether the improvement actions taken have actually produced better results in the target groups. Simple and low-cost methods of measurement are recommended. Electronic surveys that allow comparison with other similar organisations facilitate benchmarking. Benchmarking data can be effectively used for performance improvements.

3. Major challenges

A challenge to getting started is to convince staff and managers that it is worthwhile investing time in this type of work and that the self-evaluation is not just another report that will not result in any action. Furthermore, they must be reassured that nobody will be called to account, no retaliation will follow honestly expressed opinions, no extra work will result from the CAF, and that the CAF will not be used as an instrument to cut jobs. However, training and participation at self-evaluation sessions has made it possible to overcome this distrust. In the end, most of the staff actively support the reform process.

The CAF requires an introduction to certain concepts of public management that are not so common in day-to-day work. Due to an overall lack of knowledge concerning quality management, some CAF concepts were difficult for ordinary employees to understand when the CAF was launched. Consequently, insufficient training on the part of self-assessment teams sometimes led to doubts regarding the interpretation of criteria and subcriteria. For instance, the CAF lacks a general description of the connection between objectives (formulated on the enabler's site) and results. This link has to be established during the training or the self-assessment process. For some organisations, the language of the CAF was considered to be excessively business-oriented, which created obstacles and opposition. Examples were sometimes skipped for this reason.

The main challenge for the assessment process was TIME. Increasing duties and many routine activities make it difficult to find time for apparently non-essential work. Moreover, this work requires a considerable investment: study groups, staff meetings, workshops, seminars, trainings, etc. Self-assessments in decentralised public organisations, incorporating central and regional administrations required extra effort, particularly where independent administrative units with different organisational background had been merged into new regional administrations. In this context, the need for equal application standards was

discussed. The costs involved in a CAF application were a minor problem, but some organisations spent a great deal of money on, for instance, equipment, new computer programs and training.

The principles of scoring and, consequently, ranking were sometimes opposed. People found it difficult to give a total score to so many different achievements under each sub-criterion. They did not wish to compete against one another in simultaneous self-assessments. There were discussions about the interpretation of the score tables. For example, the fact that the lowest score had to be introduced in the tables when no results had been measured - even though there was a clear result - presented problems. There is always a risk that the judgement will be influenced by the work context in which the members of the CAF group are placed and that indicators will be evaluated either too critically or too favourably.

Finding evidence was not always easy. Lack of autonomy in financial management made the evaluation of some criteria difficult. Administrations with no direct relationship with citizens had to dig deep to identify their relationship with citizens/customers. In most cases, however, lack of measurement in the organisation was the result of insufficient information. For criterion 8, in particular, it appeared difficult to find appropriate evidence.

Needless to say, the implementation of improvement actions was not without obstacles. Many ideas and project proposals, based on assumptions, required further information and documentation. It was not always easy for the self-assessments groups to transfer their conclusions to the rest of the staff. Resistance to change, improvement actions and the implementation of measurements is common, and it takes a great deal of effort to persuade colleagues to change working habits. Regular information from all stakeholders regarding the change process helps. The CAF helps to integrate constant improvement projects into an overall view of the changes needed in an organisation. But if this is not properly explained, existing actions can make it difficult for employees

and managers to maintain an overview and to stay focused on the planned actions and processes resulting from the self-assessment. It is therefore important to combine the improvement points with the current planning. Persons in leading positions often consider themselves experts rather than managers, and therefore resist developing management skills. Commitment from senior management, persistent long-term effort and extensive and systematic training of managers and personnel have helped to overcome this problem.

In most cases, the CAF was implemented without a comparative basis. The possibility of exchanging experiences with other CAF users would be a great help in avoiding obstacles.

The Publication “CAF works” in a nutshell

The Common Assessment Framework plays an important role in the modernisation process in Europe’s public sector organisations. Since the very beginning Austria has been addicted to the CAF as a tool to assist public sector organisations across Europe to use quality management techniques to improve performance. During Austria’s first EU Presidency major steps were taken towards the first CAF version. And during Austria’s second EU Presidency in the first half of 2006 the Federal Chancellery of Austria put substantial efforts into the creation of the modified CAF version 2006. This publication presents selected CAF users from European countries allocated to seven sectors of activity who

achieved remarkable results by using CAF. The overall objectives of this publication are quite easy to explain:

- To bring the CAF-self-assessment to life by showing specific results and improvements related to the CAF-self-assessment.
- To raise awareness of CAF as an instrument for quality management throughout Europe’s public sector organisations.
- To increase benchlearning between CAF users.

The publication concentrates on results and improvement actions based on the experience that “a result that appears bad is a good result because it shows there is potential for improvement” (Landratsamt Ebersberg).

The CAF cases in alphabetical order of the countries

	Country	Organisation	Sector
1	Austria	The Austrian Study Grant Authority	Education and Research
2	Austria	Municipal District Office for the 15 th District/Vienna	Local Administration
3	Austria	District Administration Rohrbach	Regional Administration
4	Belgium	Birth and Children Office (ONE)	Social Services and Social Security
5	Belgium	National Employment Office of Belgium (RVA/ONEM)	Social Services and Social Security
6	Belgium	Federal Public Service for Social Integration (POD MI)	Social Services and Social Security
7	Czech Republic	Regional Authority of the Olomouc region	Regional Administration
8	Czech Republic	Municipality of Chomutov	Local Administration
9	Denmark	Engineering College of Aarhus	Education and Research
10	Denmark	Bygholm Agricultural College	Education and Research
11	Spain	Madrid City Hall	Local Administration
12	Spain	Municipal School “Hello Rochapea”	Education and Research
13	Estonia	Estonian Animal Recording Centre	Economy and Agriculture
14	Finland	The Pirkanmaa Employment and Economic Development Centre	Economy and Agriculture
15	Finland	The Pirkanmaa Hospital District	Health
16	France	Regional Directorates for Industry, Research and the Environment (DRIRE) of Aquitaine	Economy and Agriculture
17	Germany	District Administrator’s Office Ebersberg	Regional Administration
18	Germany	The Protestant Church in Hesse and Nassau	Regional Administration
19	Germany	German Aerospace Center – Administrative Infrastructure	Transport and Infrastructure
20	Hungary	Office of Public Administration in Bács-Kiskun County	Regional Administration
21	Italy	Institute D. Romanazzi of Bari	Education and Research
22	Italy	Municipality of Faenza	Local Administration
23	Norway	Seven municipal Music and Art schools	Education and Research
24	Poland	Tax Office Plonsk	Economy and Agriculture
25	Poland	Swietokrzyskie Voivodship Office in Kielce	Regional Administration
26	Portugal	The Municipality of Porto	Local Administration
27	Portugal	Fund Management Institute	Economy and Agriculture
28	Portugal	Institute of Social Security	Social Services and Social Security
29	Slovenia	Administrative Unit Krsko	Local Administration

The Publication “CAF works” in a nutshell

The 29 cases come from 15 European countries. Austria, Belgium, Germany and Portugal are represented with three cases. The other countries supplied one or two cases. The distribution of participating countries shows a broad spread of the CAF all over Europe with no significant allocation in a specific region.

The “local” and “regional” administration sectors are presented separately due to the high number of cases within this sector. All in all, twelve cases relate to local and regional administrations (about one-third of the participating cases), followed by six cases in the “education and research” sector. The “health” and “transport and infrastructure” sectors are present with one case. Although CAF is applied in the Justice and Police sectors, no cases in these areas were provided by the member states for this study.

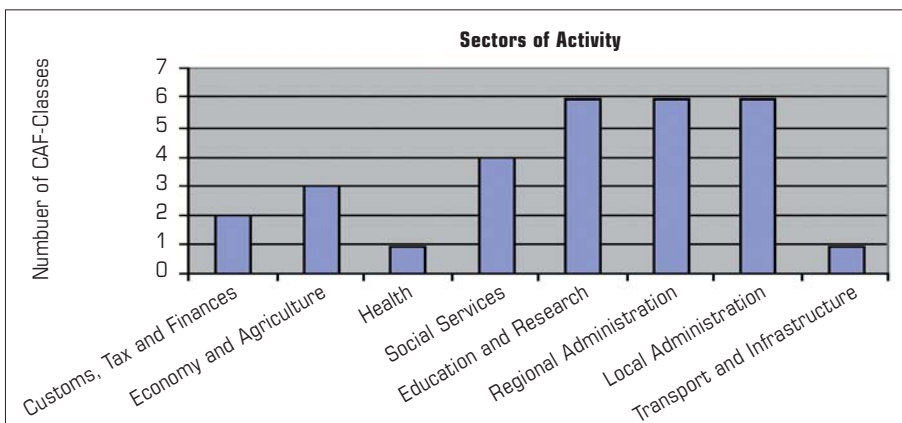
A detailed allocation of the sectors shows a varied picture with two interesting exceptions: All three Belgian cases relate to the “social services” sector and the two Danish cases come from the “education and research” sector. The “regional administration” sector has a strong position in the Central and Eastern European Countries (Austria, Germany, Czech Republic, Hungary and Poland).

The Results Criteria

If one wants to know to what extent the application of CAF actually results in a better service delivery to the citizens, it is necessary to know if and how it leads to the improved functioning of the organisation. This publication therefore focuses on the four results criteria of CAF:

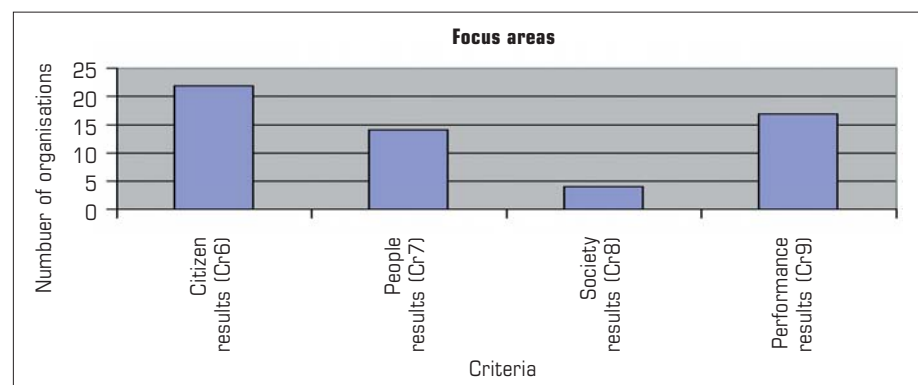
- Criterion 6 – Customer/citizen-oriented results
- Criterion 7 – People results
- Criterion 8 – Society results
- Criterion 9 – Key performance results

The CAF cases and sectors of activity in detail



The cases relate either to one, two, three or all four criteria. A predominance of citizen results can be found. In total 22 organisations refer to citizen results, followed by key performance results with 17 and people results with 14 organisations. Only four organisations presented results in the criterion 8 – society results.

The average organisation chooses two results criteria



The number of CAF applications

Most of the organisations (16) have implemented a CAF-self-assessment once. DRIRE (Direction régionale de l'Industrie et de la Recherche) d'Aquitaine is the only organisation to have used CAF four times and comes to the conclusion: "Readers of the publication "CAF works" who are involved in an ISO 9001 quality certification process should be aware that the CAF is an effective tool for detecting potential improvements which would not come to light as quickly without it. It is a necessary complement to a standardised quality process."

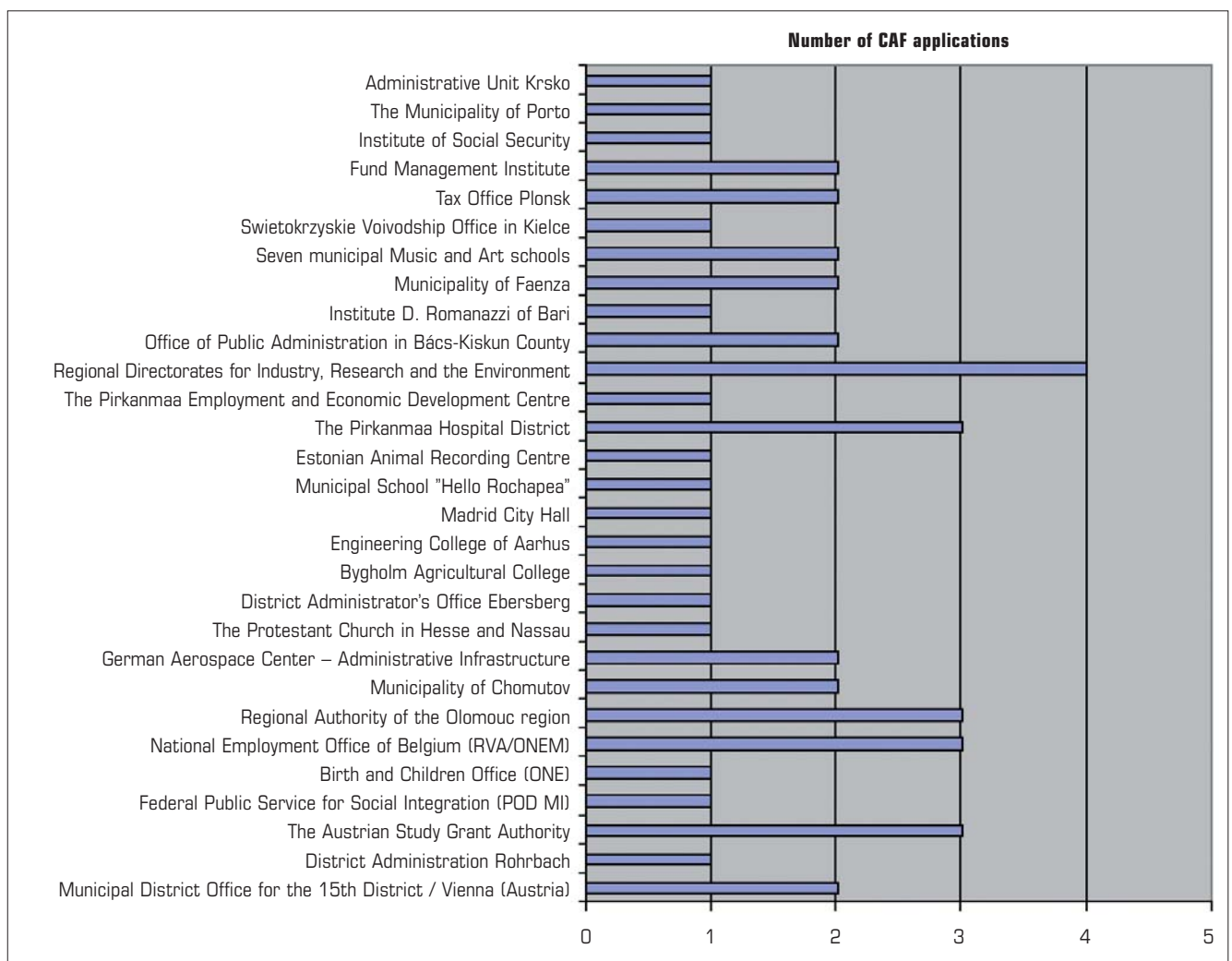
4 CAF users have already completed a self-assessment process three times:

- The Austrian Study Grant Authority
- Regional Authority of the Olomouc region
- The Pirkanmaa Hospital District
- National Employment Office of Belgium

8 organisations have used CAF twice.

In the following chapters improvement actions and highlights as well as examples of results of the cases are briefly described.

Number of CAF applications in detail



The Publication "CAF works" in a nutshell

Customs, Tax and Finance

In the **Tax Office Plonsk (Poland)** the CAF self-evaluation revealed that full use of business process information channels was not made to support customer and employee satisfaction. To reduce the number of errors in the submitted tax returns and to identify and fulfil the needs of less typical customers, efforts were made to improve information towards the citizens. On the other hand, transparent rules in HRM, in particular regarding recruitment, were set in order to obtain more stable results on employee satisfaction. The CAF self-assessment was the right choice for starting the modernisation process: "Although it is more difficult to reach a consensus in a large evaluation group, it guarantees more objective results and makes it possible to receive more support for the implemented changes on the part of the employees."

In the **Fund Management Institute (Portugal)** actions were undertaken in order to develop the internal information system, the final purpose being: "to measure to manage". FMI entered a process of negotiation of internal objectives according to 3 different levels: organisational, departmental and individual. Training courses are planned to improve the necessary skills.

Economy and Agriculture

The **Estonian Animal Recording Centre (ARC)** has improved citizen's results through innovative partnerships with its customers by formalising the receipt of proposals from both clients and employees. Verbal proposals are now registered in an electronic application "IDEA" and feedback is systematically provided on all proposals.

The **Pirkanmaa Employment and Economic Development Centre (Finland)** is one of the three organisations which presents itself in all four results criteria, with specific measurements in the 4 areas. The main improvement action was linked to the need to develop their social capital; a specific project guided towards

- a) analysing how to meet best the needs of their future organisation, taking into account substantial changes to its structure in the coming years, and
- b) implementing a strategy to develop both the organi-

sation and the competences of its employees. The positive experience of the Pirkanmaa Employment and Economic Development Centre with the CAF self-assessment is reflected in the statement: "Moving from EFQM to CAF is worthwhile when it comes to participation."

The **Regional Directorate for Industry, Research and the Environment – Aquitaine (France)** is the only organisation in this publication to complete the self-evaluation process four times. Its results are measured both by the CAF self-evaluation and by an internal barometer specific to DRIRE Aquitaine involving the employees. The appraisal of the managers is used for fine-tuning the management. The customer is the main focus and the certification for quality system ISO 9001 was renewed in 2004. Internal communication tools and various customer satisfaction measurements are put in place. CAF has also initiated process orientation.

Education and research

In the **Austrian Study Grant Authority** customer surveys have been used as a basis on which to develop the "e-scholarship" project aiming to transform the study grant procedure into a full electronic procedure in terms of e-government. The first electronic application for a study grant can now be managed via www.help.gv.at. The implementation of the data exchange with other institutions – apart from the data concerning the success in study – has been completed and therefore no other documents need to be submitted. The new e-government application made it possible to enhance the consultation process. The self-assessment with CAF is seen as very useful but the lack of time is an obstacle: "The main challenge for the assessment process was time. Using the CAF helps to add new impetus to quality issues, to increase sensitivity to quality, to refocus the whole organisation on quality."

In the **Engineering College of Aarhus (Denmark)** the use of the KVIK (CAF) self-evaluation has identified approximately 80 tasks where action is needed. The majority of improvement actions are in the areas of HRM and processes. They will most likely provide a positive spin-off in strengthening the students' potential and are therefore relevant to other criteria. For example, a

Guide for engaging new lecturers (associate professors) has been drawn up, shared calendars for all 150 members of staff have been introduced and the evaluation of education procedures is being prepared.

Before the CAF self-evaluation, student satisfaction measurements at the **Bygholm Agricultural College (Denmark)** were not systematically linked to the strategic objects of the organisation nor registered systematically or published. Now systematic measurements show increasing satisfaction among the students/customers and the results are being adjusted to improve target-setting. An overall strategy for the entire organisation was formulated and presented by the self-assessment group. The BSC permanently monitors the implementation of this strategy.

In the **Institute D. Romanazzi – Bari (Italy)** the CAF has been a very important tool in planning improvement actions and activities. The Improvement Plan includes three main Projects. The first project – Comunicazione – aims to involve all relevant stakeholders in order to consolidate the image of the organisation and its educational mission. Together with the second project – Successo Scolastico – it addresses the development of fields of activities such as teaching methodology and technological innovation. The third project - Organizzazione - involves all relevant actions of planning and management that support the development of ordinary and extraordinary activities at the School.

The **Municipal School “Hello Rochapea” (Spain)** is a Nursery School (0–3 years). Different types of citizen/customer satisfaction measurements give very high results. The action plan succeeded in improving family satisfaction in order to ensure they continue to use the school throughout the academic year, to obtain their registration for the following year and to encourage their participation in achieving the school's objectives. It was based on assessing the current systems of collecting opinions, applying quantitative systems of client satisfaction measurement and planning a meeting with the Quality Department every 15 days. The questionnaire they used has been shared with other schools in the public sector. The experience with the CAF-self-assessment shows: “It is important to relate improvements to results to avoid dispersion of effort and to sustain management support.” **Seven municipal Music**

and Art schools (Norway): CAF was part of an overall, branch-specific quality development system. A pilot project was carried out in 7 schools. All the schools improved their scores in the second CAF assessment during the project. Among the results criteria, the customer/citizen and people results were the two that showed the most marked improvement thanks to improvement actions in the area of leadership and strategy. In all seven organisations, the focus on consumer surveys and service declarations was strong. The results are now available for all municipality/schools in Norway.

Health

In the **Pirkanmaa Hospital District (Finland)** customer results are measured extensively (before, during and after the care period) and they show positive development trends. The customer satisfaction results from different clinics and departments inside the organisation are benchmarked to ensure their comparability. Parts of the key results are reported in national benchmarking data of healthcare. This information is utilised in further developing the performance of the organisation. All the quality and performance indicators and their target levels are included in the BSC model of the hospital district. The experience with the CAF-self-assessment shows: “The quality development of a large organisation is a step-by-step process. Annual self-assessments provide satisfactory information for the annual implementation of specific development actions.”

Local administration

In the **Municipal District Office (MDO) for the 15th District/Vienna (Austria)** several measures were taken relating to the management as described in the CAF. For example, an overall concept for the organisation was developed in cooperation with the management and staff and an annual agreement, referred to as the “Contract”, was concluded between the Chief Executive Director and the Head of MDO with measurable objectives e.g. a maximum processing time for passports of 20 minutes. In late 2005 the Municipal District Office

The Publication “CAF works” in a nutshell

began to adapt the Front Office in line with the results of the surveys. The office's recommendation regarding CAF: "Use simple methods of measurement; use of CAF every second year is sufficient."

The **Municipality of Faenza (Italy)** has developed employees' competencies through training and set up people satisfaction instruments in order to implement processes which have significant impact on stakeholders. Cost analysis and procedures were useful for managing innovative methods related to services output. One of the most significant results is the institution of associated management on the Social Services department, local police and tourist promotion offices. A common office was made up of employees from several administrations, procedures were simplified and a Services Charter for disability assistance was put into place.

As part of the self-evaluation process, the **Municipality of Chomutov (Czech Republic)**, designed a system of indexes for external, internal and financial results to measure the quality of key performance. Innovative services produced excellent results. The e-service "Time-based ordering of citizens using SMS" at the road vehicle registry eliminated the previously long queues; another type of e-service, the "Official Feedback to Citizens" informs the clients when their documents are ready for collection. Payment terminals (3 at present), enable the customers to complete their business and make all necessary payments in one visit. The citizen and people satisfaction measurements undertaken during the implementation of the CAF in the **Municipality of Porto (Portugal)** indicated the need for improvement. Actions to improve the citizen results focused on the development of partnerships with customers and the development and delivery of services and products by involving customers. Customer service is centralised in one office and this has generated high levels of satisfaction. The improvement in people management focused on strengthening the overall communication e.g. by regular staff meetings and communication of strategic and operational goals. The Subdirección General de Prevención de Riesgos Laborales (Health and Safety at Work) is the responsibility of the Directorate-General of the Labour Relationships of **Madrid City Hall (Spain)**. The most important

action of CAF has been the design and implementation of a communication policy in 2005. A brand new image for the Sub-directorate General called *madridpreviene* (Madrid prevents) has been created. An annual communication campaign was undertaken in 2005, including actions such as an influenza vaccination campaign and a health advice campaign.

In the **Administrative Unit of Krsko (Slovenia)** citizen satisfaction is systematically checked by polls of individual customer's questionnaires mailed to larger clients, mailboxes for proposals and comments and a form for "proposals, recommendations and comments" The analysis of key results shows good results, brought about by different improvement actions such as: the system of substitutions or scenarios for peak times. Krsko's experience of CAF-self-assessment is: "We used CAF in 2003 and it clearly triggered the process of continuous improvement and target management. CAF can be defined as a bridge between the ISO standard (acquired in 2002) and the EFQM Excellence Model."

Regional administration

The **District Administration of Rohrbach (Austria)** shows high satisfaction rates in regular citizens' and people surveys. Citizen/customer orientation is stimulated by a number of actions e.g. by employee workshops and training in customer orientation and outcome orientation; customer forums and discussions/debates, flexible opening hours, etc. The people results are influenced by developing a corporate identity and the clear definition of goals; part-time employment taking into account the work/life balance of employees; etc. Partnerships with important stakeholders encourage cooperation. The self-assessment with CAF supported all these issues: "CAF supports the notion of competition as an incentive to further development." Based on a public opinion poll on general perceptions of the **Regional Authority of the Olomouc Region (Czech Republic)**, its communication and image, the Authority adopted a new and active information policy to improve communication between its administrations and the citizens, e.g. by the dissemination of a monthly newspaper or by the Parliamentary satellite and cable 24cz

television channel. The website was transformed to take into account the requirements of Czech Blind United, an organisation for the blind and partially sighted.

The **District Administrator's Office Ebersberg (Germany)** used CAF mainly to analyse its continuous improvement process. Since 2003/2004 managers have been assisted on a more individual basis, and group and conflict coaching has been introduced. Service guarantees have been introduced in several offices and an internal service guarantee is in preparation. The Office now takes part in different benchmarking groups which gives rise to a constant stream of initiatives for improving performance. As one of the results of the CAF self-evaluation process, the **Office of Public Administration in Bács-Kiskun County (Hungary)** organised a survey among visitors that showed very positive results. The survey was part of an overall action plan dealing with several areas of improvement detected by the self-assessment group. The office website has been renewed, a "Useful Information Desk" established as well as a direct telephone line, free of charge. Many documents are now made available electronically. Staff can indicate unnecessary regulations and formulate proposals for deregulation.

The **Swietokrzyskie Voivodship Office in Kielce (Poland)** presents two examples of improvement actions implemented as a result of self-assessment conducted in line with the CAF: the elaboration of the Strategy of Swietokrzyski Voivodship Office in Kielce for 2004–2007 and the improvement of e-communication with clients and local communities. An authorisation centre issues certificates for digital signatures and a new interactive website integrates facilities for the disabled as a response to client needs. The electronic collection of budget reports from 150 regional public administration units has now been installed.

In the **Protestant Church in Hessen and Nassau (Germany)** the core objective of all change projects is the decentralisation of responsibilities, concentrating responsibility and resources at regional level. Particularly when considering the challenge of merging people from different administrations into a single new unit, the result of the CAF implementation has generally been considered a success by project leaders and

administrative managers. The introduction of quality management has created the key condition of balancing the decentralisation of responsibilities with a modern control model for the federal state church, implemented through target-setting and corresponding documentation regarding objectives achieved."

Social services and social security

The basic missions of **Belgium's Birth and Children Office (ONE)** are to provide support for children in their family and social environment as well as providing care for children outside their family environment. A new initiative was developed in 2004 to provide a quality follow-up of active childminders and create new child-care places. A network-based organisation, involving 6 people and supported by technological advances has been developed. Consultants do not have an office at ONE, they deputise and perform stand-by duties, also in the evenings via mobile telephone. The team has an intranet with reference tools and uses telephone conferencing for weekly meetings. For 2005/2006, an integrated improvement plan has been drawn up. There are a variety of tools: creation of a newsletter for childminders, etc. The Birth and Children Office prefers the "possibility of applying the CAF to part of the organisation to encourage good practice."

One of the results of the CAF exercise in the **Federal Public Service for Social Integration (Belgium)** was the need for an instrument to better align the current and future improvement projects and management processes. Consequently, the CAF exercise led directly to the implementation of a tailor-made Balanced Score Card and an in-depth stakeholder analysis. A new strategic objective besides the existing seven was set: attention to quality. Additional results were the organisation of intensive five-day training courses for all members of staff on how to implement a participative style of leadership and the launch of a monthly newsletter for all the stakeholders. All in all, the CAF process showed that "transparency and communication are essential and can overcome resistance to change via open discussions and by placing emphasis on the benefits of the change projects."

One of the results of the first application of CAF in

The Publication "CAF works" in a nutshell

2000 in the **National Employment Office of Belgium (Belgium)** was a project which aims to develop an integrated personnel policy based on two basic tools: job descriptions and competence profiles. All employees now have a job interview, skill profile and each year a target-setting interview and/or an interim performance appraisal interview. This performance cycle improves communication within the service as well as communication with the head.

In order to reduce the number of citizens using the offices and consequently reduce waiting time (dissatisfaction rate of 42.5%), the **Institute of Social Security (Portugal)** established a partnership with ILESS - Social Security Institute of Computer Science and Statistics to develop an online system called "Direct Social Security". The customers/citizens can now – easily and securely – consult their Social Security information. A Standard Manual for Public Offices was created to optimise practical customer friendliness in the offices. It can be said that "self-assessment gave rise to new ideas and a new way of thinking."

Transport and infrastructure

The special feature of the methodical approach of the **Aerospace Center – Administrative Infrastructure (Germany)** is the intertwining of business processes and quality management. The starting point for the ongoing strategic change process - ensured by involving all the stakeholders - is the process-related self-evaluation which must be initiated every two to three years by the process owner. As an example the diversity of procurement processes has been reduced from 15 to 8 nominal processes. Within the processes, efficiency has increased. The self-assessment procedure of the CAF model will be transferred to a process description at business-process level.

Results and Conclusions

“CAF works – Better results for the citizens by using CAF” presents 29 selected cases from 15 European countries who achieved remarkable results by using CAF. All in all the cases offer a broad variety of results and ways to measure them. In this respect measuring is the key word and this publication underlines its importance in the management and improvement of public administrations. Therefore the publication concentrates on the results criteria, measurements and improvements and touches the enabler criteria only as a precondition to achieve improvements

Some conclusions on the cases

The quality of the missions and visions presented differs from case to case. The view and understanding on mission and vision has to be sharpened in order to enable public sector organisations to concentrate on their core tasks and to define their strategies.

The definition or measurement of results is in most of the cases strongly related to the CAF self-assessment process. The CAF process reveals the lack of results or weaknesses in existing results. Weaknesses in the methods of measurement also become transparent within the CAF process.

Concerning Criterion 6 – Customer/Citizen-Oriented Results – the predominant method of measuring results is the traditional paper questionnaire, whereas more and more organisations are starting to use modern information and communication technologies such as online forms or e-mail to get proper feedback. Key issues are the frequency of measurements and the combination of different data sources used to acquire new knowledge of the organisation.

Criterion 7 – People Results also reveals a predominance of traditional paper questionnaires and staff interviews as the most frequently chosen method for measurement. Innovative elements such as open space events and electronic idea collection systems are arising. Performance appraisal interviews are also used more and more to better involve the employees in the daily business processes.

Only four organisations presented results in criterion 8 which are mainly collected by surveys and related statistics about contacts and visits which were used to interpret the society results.

Criterion 9 – Key performance results are mainly collected by surveys and related statistics. Interviews with stakeholders and cost accounting systems seem to be more innovative elements.

All in all, it should be noted that innovative methods of measurement or result definition are very rare. Furthermore, the cases show that citizen/customer and employee satisfaction has to be measured on a more permanent basis. Quality management means continuous improvement which is based on permanent measurements and the resulting actions.

Innovative improvement actions are mostly related to the usage of modern information and communication technology such as e-government, websites, business process software or mobile phone functionalities. Furthermore, the importance of transparency as a key element of good governance can be seen in many cases. The efforts of public sector organisations to reduce costs and process time as well as getting nearer to the citizens and customers are key elements in the improvement activities of the presented cases which relate to criteria 6 and 9.

Modern methods of human resource management can often be observed as an improvement action. Job descriptions, skill profiles, job interviews, individual target setting etc. lead to better results in criterion 7.

The importance of open information and communication policy as well as public relations efforts to gain better results has to be stressed. This shows that a fresh modern culture arises in the public organisations.

CAF provides a framework for introducing public management strategy and tools. This can be seen when CAF is used to define a strategy for the organisation or simply by defining the initial measures, responsibilities and time schedules for improvement actions.

Results and Conclusions

General conclusions on CAF

CAF works: All 29 cases show that the CAF self-assessment process leads to measurable improvements. Using CAF can therefore be recommended for the introduction of a continuous process of modernisation in the organisation involving both staff and management. The “embracing” function is one of CAF’s major strengths which guarantees the support of highly motivated employees.

CAF works – only if the management encourages and stands by the CAF self-assessment procedure: Without the involvement and strict commitment of the managers the CAF cannot be implemented successfully. Self-assessment and quality management need time, an open-minded organisational culture and the guarantee that agreed modernisation measures and responsibilities are respected by the management. If these preconditions are not fulfilled the CAF self-assessment cannot work.

Better results for the citizens: Using CAF leads to better results for the organisation. All 29 cases reveal their improvements after the CAF implementation. A clear trend shows: The more often an organisation has completed a CAF self-assessment the happier the results observed. This can be explained by increased professionalism in the implementation of the self-assessment as well as the allocation of responsibilities, measures and time schedules for improvement actions.

CAF motivates people: Employees involved in the CAF self-assessment process, in data management and surveys are very proud to be part of a group of improvement and make a strong contribution to the success and diffusion of the initiative.

CAF needs transparency and openness. This concerns transparent preparation work and an open self-assessment procedure which includes a widespread information policy on CAF objectives and procedures. But the results and conclusions of the CAF process also have to be accessible to all interested staff members and stakeholders. The early involvement of the staff and

additional stakeholders is a precondition for a successful CAF implementation. The composition of the self-assessment groups must be considered carefully as self-assessment is teamwork.

Benchlearning is a major objective of CAF. The Common Assessment Framework is an important instrument for benchlearning between public sector organisations of different countries but also within a single country. The broad involvement and collaboration of public management experts in all European countries provides a common and proven structure for benchlearning which does not end at the frontier of language.

The awarding of scores is not the most important part of the self-assessments. The purpose is not to obtain maximum points at any price but to establish operational systems of management and processes ensuring permanent improvement of the organisation’s activities. So the organisation’s approach to CAF must be active and not formal, which would be ineffective.

Measurement is a core element but not the sole end and purpose of CAF. Results have to be measured in order to assess a status quo, to make them comparable or to check the improvements. Measurement therefore has to be as thorough and neutral as possible but in some cases – e.g. time and effort spent on measurement would be inappropriate – measurement can also mean assessment. In these cases, an assessment of the situation based on expert opinions can replace the strong attraction of perfect measurements. Of course, this has to be seen as an exception to the normal procedure.

Quality management with CAF is a continuous process: It is important to constantly evaluate the process of change, by means of staff and citizen surveys, benchmarking with other administrations and repeatedly (e.g. every two years) defining one’s position with the help of CAF.

The CAF self-assessment can be seen as an eye-opener for the linkage between results and measures within the complex system of an organisation. Measures

lead to results which have to be measured. Without consistent measurement and benchmarking individual measures will not lead to lasting improvements. This orientation towards results can be seen as challenge for public sector organisations. But it has to be stressed that CAF cannot take the place of a more in-depth evaluation of measures and results and their linkage.

CAF requires an introduction in certain concepts of public management which are not in common use in everyday life. Because of insufficient knowledge of Quality management, some CAF concepts are difficult for staff to understand at the beginning of the implementation of CAF. In general CAF lacks e.g. a general description of the connection between objectives - formulated on the enabler's site – and results. This link has to be created during training or the self-assessment process. The CAF 2006 addresses these problems with a more elaborate introduction, glossary and guidelines

Criterion 8 – Society Results is clearly difficult to address. This is most probably linked to the fact that - contrary to private sector organisations – the public sector most often has society results in its core business. It therefore has difficulties in distinguishing between results on society belonging to its core business (cr. 9) and those society results which it achieves outside its core business (cr. 8)

Experienced moderation by external facilitators is an asset, in particular in the context of a first CAF self-assessment. It leads through the self-assessment and stresses future modernisation processes. Experienced moderation focuses on improvement actions and measures for organisational and staff.

Results and Conclusions

Management Summary

“CAF works – Better results for the citizens by using CAF” presents 29 selected cases from 15 European countries which achieved remarkable results by using CAF. The publication concentrates on results and improvement actions based on the experience that “a result that appears bad is a good result because it shows there is potential for improvement” (Landratsamt Ebersberg).

The overall objectives of this publication are:

- to bring the CAF-self-assessment to life by showing specific results and improvements related to the CAF-self-assessment.
- to raise awareness of CAF as an instrument for quality management throughout Europe's public sector organisations.
- to increase benchlearning between CAF-users.

The CAF cases in the publication are structured following the sectors of activity:

Participating countries and sectors of activities

Sectors	Organisations	Country
Customs, Taxes and Finances	Tax Office Plonsk Fund Management Institute	Poland Portugal
Economy and Agriculture	Estonian Animal Recording Centre The Pirkanmaa Employment and Economic Development Centre Regional Directorate for Industry, Research and the Environment – Aquitaine	Estonia Finland France
Education and research	The Austrian Study Grant Authority Engineering College of Aarhus Bygholm Agricultural College The Institute D. Romanazzi of Bari Municipal School “Hello Rochapea” Seven municipal Music and Art schools	Austria Denmark Denmark Italy Spain Norway
Health	The Pirkanmaa Hospital District	Finland
Local administration	Municipal District Office for the 15th District/ Vienna Municipality of Faenza Municipality of Chomutov Municipality of Porto Madrid City Hall Administrative unit Krsko	Austria Italy Czech Republic Portugal Spain Slovenia
Regional administration	District Administration Rohrbach Regional Authority of the Olomouc region District Administrator's Office Ebersberg Office of Public Administration in Bács-Kiskun County Swietokrzyskie Voivodship Office in Kielce The Protestant Church in Hessen and Nassau	Austria Czech Republic Germany Hungary Poland Germany
Social services and social security	Birth and Children Office Federal Public Service for Social Integration National Employment Office of Belgium Institute of Social Security	Belgium Belgium Belgium Portugal
Transport and infrastructure	German Aerospace Center – Administrative Infrastructure	Germany

Management Summary

All the CAF users stressed the importance of the CAF in their own process of modernisation and quality management. As the Institute for Social Security in Portugal stated: "Self-assessment gave rise to new ideas and a new way of thinking." And moreover the core position of CAF as the initiator of improvement actions can be seen as the thread running through all the cases.

General Conclusions

CAF works: All 29 cases show that the CAF self-assessment process leads to measurable improvements. Using CAF therefore can be recommended for the introduction of a continuous process of modernisation in the organisation involving both - staff and management. The "embracing" function is one of CAF's major strengths which guarantees the support of high motivated employees.

CAF works – only if the management encourages and stands by the CAF self-assessment procedure: Without the involvement and strict commitment of the managers the CAF cannot be implemented successfully. Self-assessment and quality management need time (e.g. for assessment of most of the examples), an open-minded organisational culture and the guarantee that agreed modernisation measures and responsibilities will be respected by the management.

Benchlearning is one of CAF's major objectives. The Common Assessment Framework is an important instrument for benchlearning between public sector organisations of different countries but also within a single country.

Experienced facilitators can be an asset. They lead through the self-assessment and stress future modernisation processes and help to focus on improvement actions and measures for organisational and staff development.

