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CAF Resource Centre
European Institute of Public Administration

MINISTRY OF ECONOMIC AFFAIRS AND COMMUNICATIONS


3rd European CAF Users Event

CAF as a tool for creating an attractive organisation for competent and committed people


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3rd European CAF Users Event, Lisbon 11-12 October 2007

Ministry of Economic Affairs and Communications (MoEAC)



- Established in 2003 when the *Ministry of Economic Affairs* and the *Ministry of Transport and Communications* were merged (still, our history goes to 1993)
- We have 251 employees whose commitment and satisfaction with work was among the highest of Estonian public servants according to the relevant TNS EMOR survey conducted in 2006
- Our values can be expressed in one sentence: **We are open and reliable partners!** We hold in high esteem openness, competence, reliability and goal orientation.



Ministerial staff working on the northern coast of Lake Peipsi.

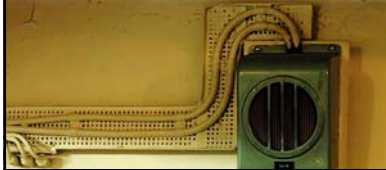
New, quite small organisation

3rd European CAF Users Event – Lisbon 11-12 October 2007

What we are responsible of?



- Energy,
- transport
- telecommunications
- construction, housing



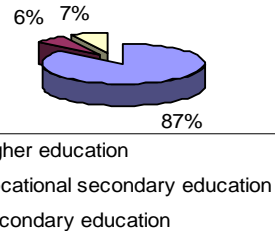
... entrepreneurship, industry, competition, consumer protection, free movement of goods and services...



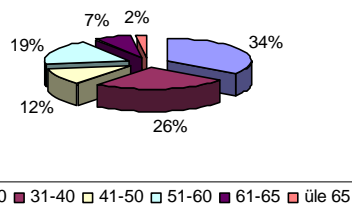
Who we are?

- Most of the employees have studied **economy, law** or subjects related to the principal areas of activity of the Ministry.

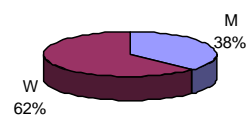
Education of officials as on 31.12.2006



Age of officials as on 31.12.2006



Gender of officials as on 31.12.2006



Using CAF self-evaluation as an improvement tool

- 1st self-evaluation in 2004 (*inspiration from Estonian 2003 pilot project of public sector excellence award*)
- 2nd self-evaluation in 2006

Objectives:

- to spread the knowledge of quality management;
- to involve people into the process of changes and to show them their important role in making organisation better;
- to get a comprehensive overview of the organisation's strengths and weaknesses (incl. bringing the most critical problems to the consciousness of the top managers);
- to provide information to the strategic programming system.

Objectives

Indicators

In HRM the goal is to have competent, motivated, committed and result oriented employees.

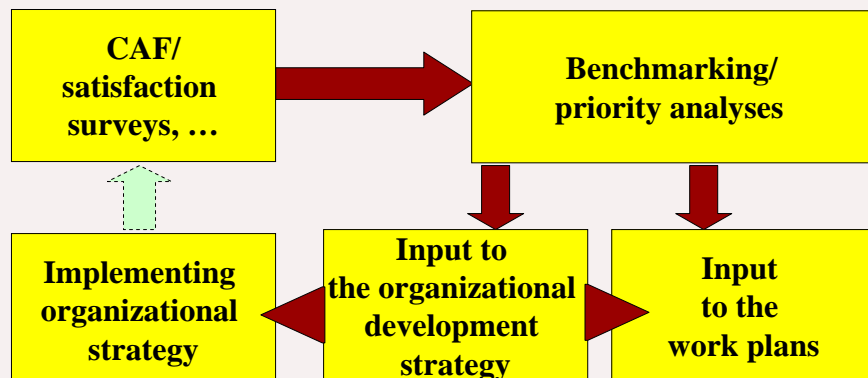
The results in the HRM area are measured in the MoEAC:

- by regular employees satisfaction surveys;
- regular statistic overviews;
- by conducting development discussions with all employees;
- with short questionnaires (about some specific topics) and through intranet (e.g. quiz) when necessary.

Comparison with other similar organisations:

- comparative study of Estonian government institutions` employees study on satisfaction and devotion;
- comparison of the results of CAF self-evaluation results and employee satisfaction surveys with other similar organisations.

Surveys as an input to the strategy



Establishment of quality improvement organisation in MoEAC

Development Team was established based on the improvement suggestions of the 2004 CAF self-evaluation.

- ...invited top managers of the organisation to act as leaders of the quality improvement project.
- ...consists of interested people in the organisation (about 15 people) - from different positions and units of the organisation.
- ...information about Team's activities and work results are offered regularly through the intranet and are presented in different meetings.

Full-time adviser on organisational development issues
(improvement suggestion of the 2006 CAF self-evaluation)

Improvement issues

Problems based on the outcomes of employees satisfaction surveys and the 2004 CAF self-evaluation:

- salary system (unjustified and non-transparent);
- change management (non-transparent);
- leadership (and the role of the managers in HRM issues);
- inflexible work;
- lack of support to newcomers;
- lack of knowledge about each other, etc.

Criteria 3 and 7

Improvements related to criteria 3 and 7 (1)

- **Conducting job evaluation** to determine the relative value of each job within the organization and set the internal logic of relations of jobs. Unbiased grounds were formed for designing/development salary system, incl. determining the salary levels for jobs and performing reasoned salary negotiations with employees.
- **Developing managerial potential** through different development programs. Two big training programs for managers to develop their managerial competencies have been implemented in 2007 in order to promote managers` capability in HRM issues and leadership.
- **Establishing yearly managers evaluation programme (2007)**

Improvements related to criteria 3 and 7 (2)

- **Supporting newcomers** to prepare for the new position and organizational culture – “Welcome week” program) **and working more with people who are leaving** (feedback interviews etc).
- **Valuing more teamwork, different kind of common activities** (e.g. Christmas party, going together to the theatre) **and corporate social responsibility** (e.g. planting trees, making presents for handicapped children, valuing more and more e-organisation).
- **Conscious work with Ministry’s employer brand, values, culture and information flow**, e.g. projects familiarise people to each other (in 2006 there was a project called visiting ministries departments during what every department had open doors with attractive activities for one day).
- **Making the work more flexible**, e.g. to allow employees work at home after the IT department worked out home office system.

Making strategy to live little by little...

“Paneme strateegiale käe alla!”



Foto- ja jutuvõistlus
“MKMi väärtused sõnas ja pildis”



“Käime osakondades külas ja õpime kolleege ja meie ühiseid väärtusi tundma”



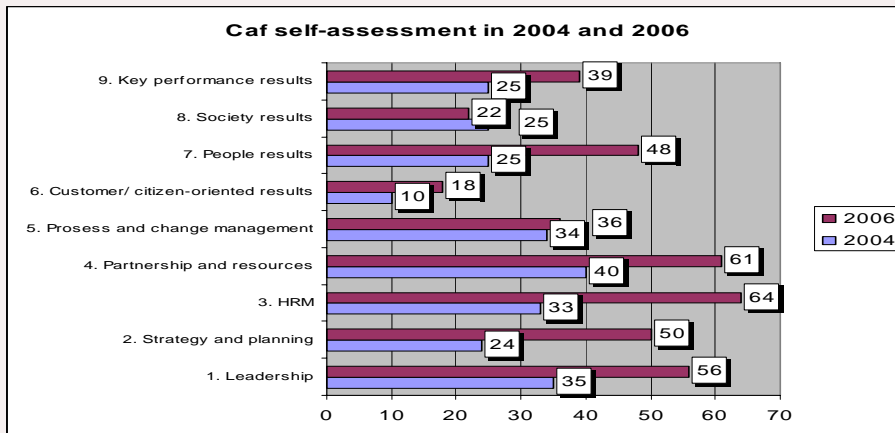
The measure of success – CAF self-evaluation results

- 2004-2006 → the results in the criteria 3 and 7 have improved significantly. Criterion 3 got 33 → 64 points and

Criterion 7 got 25 → 48 points.

These were the best outcomes among enablers and results of MoEAC.

Caf self-assessment in 2004 and 2006



Changes resulted from CAF self-evaluation

2004 → the organisation was in the stage of planning and its main problems concerned measurement and surveys, information flow, salary and motivation system, supporting newcomers and coaching, helping managers with HR issues (incl. employees career counselling and feedback) etc.

2006 → improvements were highest in fields that had got the highest attention. Self-assessment had changed a lot – the organisation had started to understand the importance of quality management.

- The need for measuring results and setting goals is now commonly accepted in the organisation.



Comparative perspective

Ministry's results of 2006 CAF self-evaluation in the criteria related to people are **higher compared to Ministry of Justice's results** (another ministry in Estonia that has carried out self-evaluation 2nd time).

Very good results in comparative study of Estonian government institutions' employees study on satisfaction and devotion (2nd place among all ministries in 2006).

Plus in-house recognition:

After 2004 CAF self-evaluation **three improvements** – job evaluation project, home office establishment and department visits project **have deserved Ministry's annual rewards "Act of the Year" proposed by the employees** and were highly appreciated (results of the second CAF self-evaluation).

In 2004 **the first CAF project team was rewarded with the prize "Act of the Year"** for realisation of self-evaluation process.



Lessons learned – quality improvement

1. **Quality improvement and sustainable development is not possible without responsible people with support of top management. Good will and lot of energy is needed from all stakeholders of the project.**
2. **You need always more time and recourses', but even little improvements are worth doing and are able to change attitudes. And when attitudes change you finally get needed recourses also.**
3. **Employing consultant could be reasonable (a neutral view + additional knowledge and experience).**



Further plans in MoEAC

1. To spread the practices of quality improvement in the Ministry's administrative area
2. Wider measuring results (incl. customer satisfaction) and spreading related information
3. Continuous learning from each others` experiences
4. Emphasis on value-based management
5. Continuous promotion of the quality project among managers – MANAGEMENT INVOLVEMENT PROJECT ☺

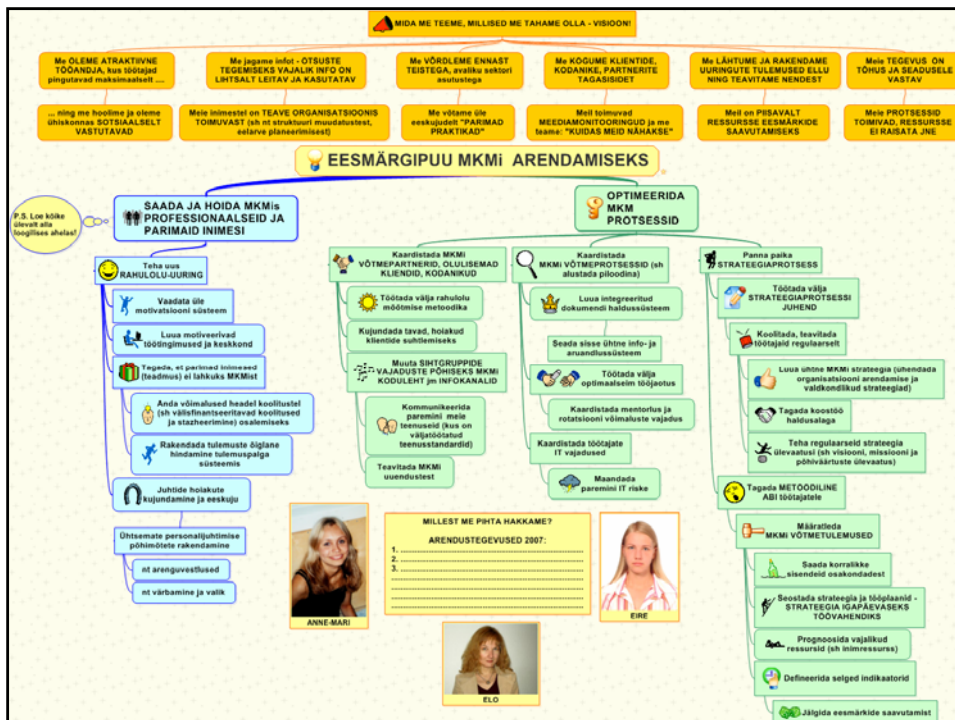


Management involvement project

Management: MoEAC has to be better organisation than other similar ones in Estonia

→ **CAF and Development Team:**

- to provide comparative data
- to prioritise improvement proposals and present these to top management in order to get acceptance for further quality improvement work
- to **KEEP IT SIMPLE AND ATTRACTIVE**



Lessons learned – CAF & self-evaluation

1. **Model (2006) needs to develop further** (difficult to explain differences between some sub-criteria, assessment panels could be more clear, organisations interpret differently → for MoEAC self-assessment further developed in 2006.
2. **Good training of assessment teams is essential**, practical exercises are useful tool for this.
3. Evaluation of all organisation's results and enablers is **hard work** → **free day for evaluation**
4. Evaluation Team and Development Team → **becoming a prestigious communities**
5. **The work must be fun** → final event

Making self-evaluation smoother



The end of CAF self-evaluation ☺...



Thank you and welcome to visit us!

