



SGMCTES

General-Secretariat

MINISTRY OF SCIENCE, TECHNOLOGY AND HIGHER EDUCATION

PORTUGAL

Way to Excellence

1997 General-Secretariat Ministry of Science and Technology

BEGINNING

- ▶ Administrative activity
- ▶ 21 Staff
- ▶ 7 Customers/Clients



1997

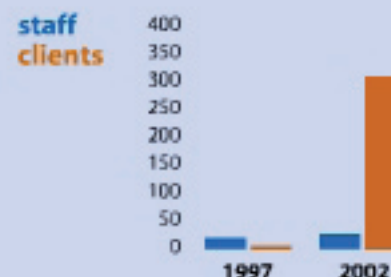
BEGINNING

2002

General-Secretariat Ministry of Science and Higher Education

GROWTH

- ▶ **Administrative activity and specialised legal service**
- ▶ **28 Staff**
- ▶ **304 Customers/Clients**



SGMCTES Way to Excellence

1997 BEGINNING

2002 GROWTH

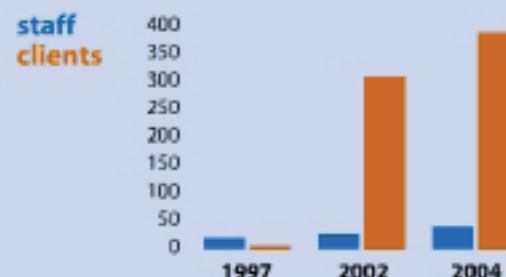
2004 General-Secretariat Ministry of Science, Innovation and Higher Education

QUALITY

▶ Legal service and administrative litigation, human resources, finance, property, archives and documentation management

▶ 40 Staff

▶ 381 Customers/Clients



SGMCTES Way to Excellence

1997 BEGINNING

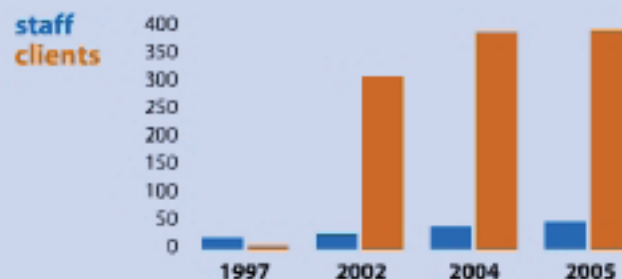
2002 GROWTH

2004 QUALITY

2005 General-Secretariat Ministry of Science, Innovation and Higher Education

TOTAL QUALITY

- ▶ Legal service and administrative litigation, management of financial, property, information technology and human resources, professional training, organisational management, administrative innovation and quality policy
- ▶ 49 Staff
- ▶ 385 Customers/Clients



SGMCTES Way to Excellence

1997

BEGINNING

2002

GROWTH

2004

QUALITY

2005

TOTAL QUALITY

2006

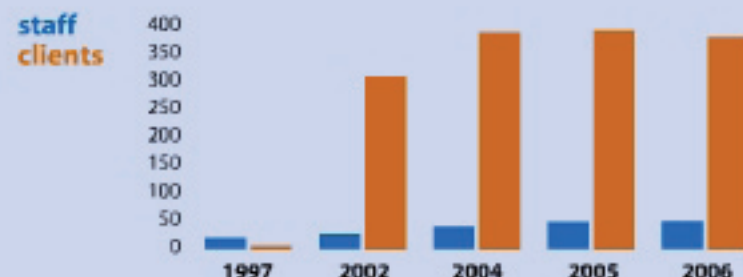
General-Secretariat Ministry of Science, Technology and Higher Education

EXCELLENCE

▶ Legal service and administrative litigation, management of financial, property, information technology and human resources, professional training, organisational management, administrative innovation and quality policy

▶ 50 Staff

▶ 373 Customers/Clients



SGMCTES Way to Excellence

1997 BEGINNING

2002 GROWTH

2004 QUALITY

2005 TOTAL QUALITY

2006 EXCELLENCE

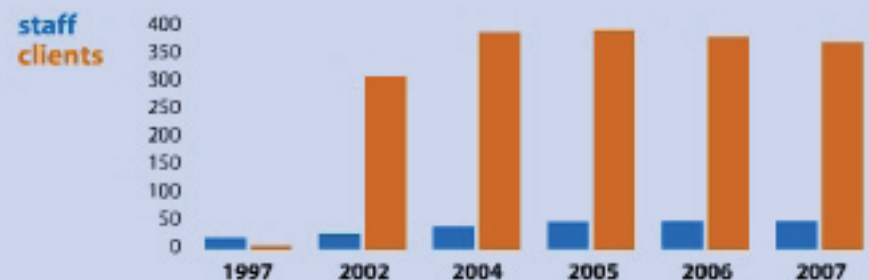
2007 General-Secretariat Ministry of Science, Technology and Higher Education

SUSTAINABLE EXCELLENCE

► Specialised technical support in the areas of internal resource management, legal support, litigation, documentation, information technology, communication and public relations

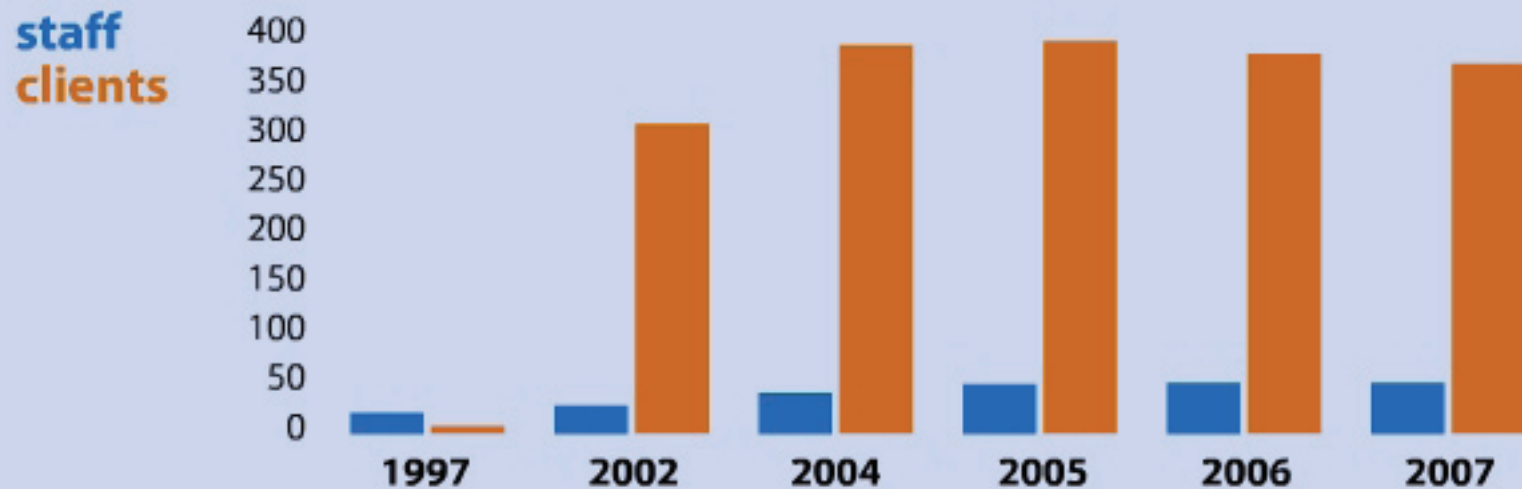
► 50 Staff

► 363 Customers/Clients

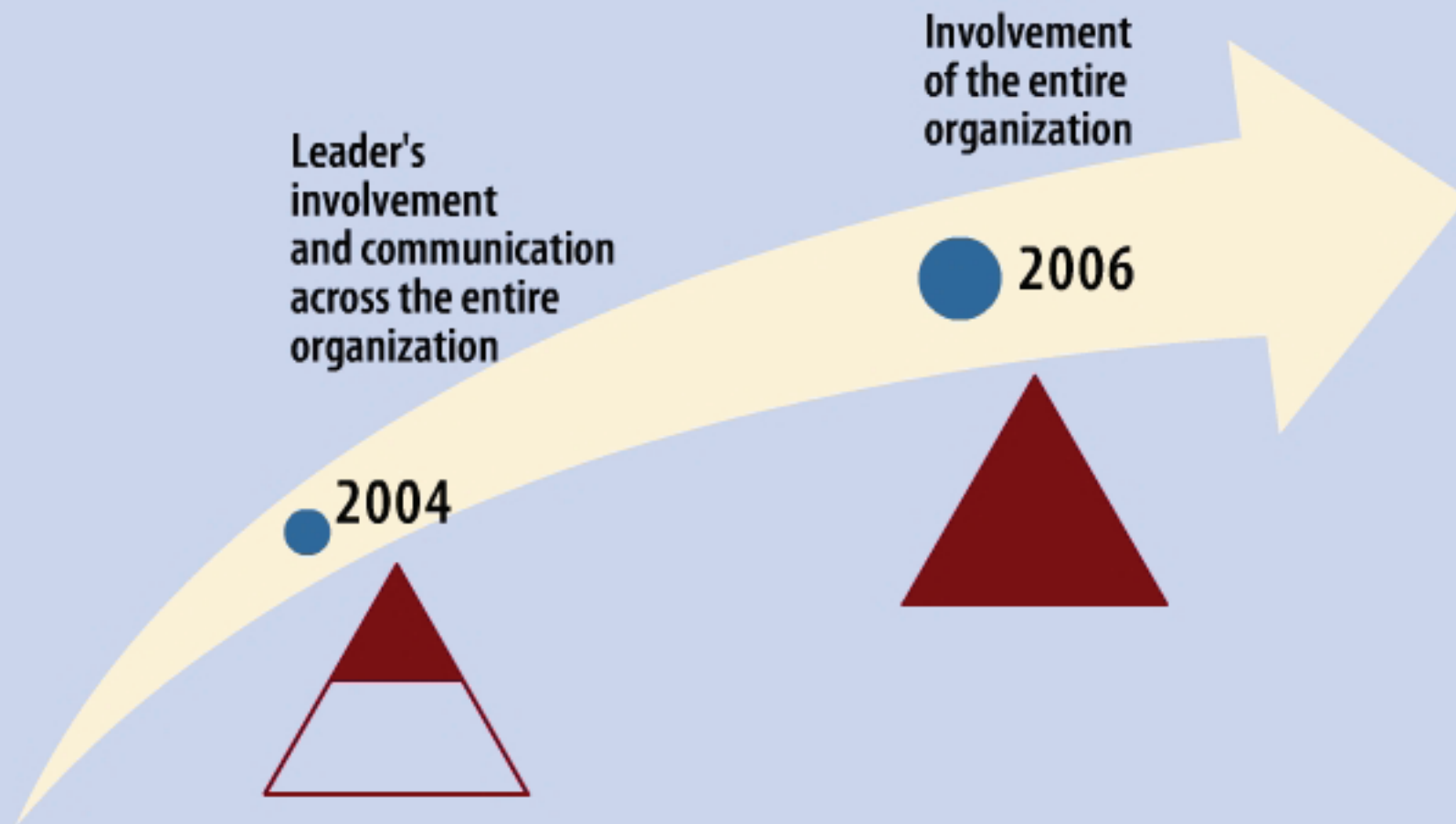


SGMCTES Way to Excellence

1997	BEGINNING
2002	GROWTH
2004	QUALITY
2005	TOTAL QUALITY
2006	EXCELLENCE
2007	SUSTAINABLE EXCELLENCE



METHOD OF EVOLUTION



Motivation

- ▶ Growth of powers
- ▶ Growth in Target Customers
- ▶ Growth of organisation
- ▶ Performance assessment
- ▶ Rationalising resources

Success factors

- ▶ Leadership stability
- ▶ Young and qualified team
- ▶ Investment in professional training

2004 QUALITY

1st CAF Application

R E S O U R C E S					R E S U L T S			
Leadership	Planning and Strategy	Staff Management	Partnerships and Resources	Process and Change Management	Results targeting citizens/customers	People-related results	Impact on Society	Key-performance results
2.3	2.0	2.3	2.5	2.3	0.0	1.5	2.5	4.0

Improvement Projects Defined

- ▶ Customer Satisfaction Evaluation
- ▶ Organizational Climate Assessment
- ▶ Processes Analysis, Characterization and Systematization
- ▶ Quality Management System (QMS) Implementation

2005 TOTAL QUALITY

Motivation

- ▶ To improve Customer Satisfaction
- ▶ To increase Staff involvement
- ▶ Shared Services

Success factors

- ▶ Leadership commitment
- ▶ Team with awareness of quality
- ▶ On-going training

2005 TOTAL QUALITY

2nd CAF Application

R E S O U R C E S					R E S U L T S			
Leadership	Planning and Strategy	Staff Management	Partnerships and Resources	Process and Change Management	Results targeting citizens/customers	People-related results	Impact on Society	Key-performance results
2.3	2.0	2.3	2.5	2.3	0.0	1.5	2.5	4.0
3.7	3.3	3.3	3.7	4.0	3.5	3.5	3.5	3.0

Subsequent results

- ▶ **Quality Management System (ISO 9001: 2000) Certification**
- ▶ **Dissemination of CAF in the Ministry**
- ▶ **Revision by management**
- ▶ **Improvement of working conditions**
- ▶ **Management by Objectives (MBO)**

Improvement Projects Defined

- ▶ Implementation of an integrated quality, environment and safety system
- ▶ Implementation of services shared within the Ministry
- ▶ Creation of information technology tools to support objective-based management

Motivation

- ▶ To improve impact on Society
- ▶ People-oriented
- ▶ Integrated services
- ▶ The need to improve key-performance results

Success factors

- ▶ Visionary leadership
- ▶ An innovative organisational culture
- ▶ Acquired know-how
- ▶ Reference models in public administration

2006 EXCELLENCE

3rd CAF Application

R E S O U R C E S					R E S U L T S			
Leadership	Planning and Strategy	Staff Management	Partnerships and Resources	Process and Change Management	Results targeting citizens/customers	People-related results	Impact on Society	Key-performance results
2.3	2.0	2.3	2.5	2.3	0.0	1.5	2.5	4.0
3.7	3.3	3.3	3.7	4.0	3.5	3.5	3.5	3.0
4.0	3.3	3.3	3.7	4.3	4.0	4.0	4.0	4.5

Subsequent results

- ▶ Certification of integrated quality, environment and safety management system (ISO 9001:2000, NP EN ISO 14001:2004, OHSAS 18001:1999 e NP 4397:2001)
- ▶ Availability of information technology tool GO-SGMCTES
- ▶ SGMCTES Portal
- ▶ E-procurement
- ▶ Centralised management of the information technology resources of the Ministry

Improvement Projects Defined

- ▶ To improve the Human Resources Data Base
- ▶ To make the Intranet more dynamic
- ▶ Audit to Wages Management System
- ▶ Quality Council scope of activity definition and members' appointment
- ▶ Criteria for participation in professional training

Motivation

- ▶ Benchmarking
- ▶ To improve internal and external communication
- ▶ Continuous innovation
- ▶ Staff commitment to decision processes
- ▶ To eliminate errors in critical processes

Success Factors

- ▶ Shared leadership
- ▶ Planning, evaluation and revision by project teams
- ▶ Ability to foresee organisational needs and improvements

Foreseen developments

- ▶ Committed to Excellence Level
- ▶ Implementation of ITIL
- ▶ Improvement of interpersonal relationships

The Way of **SGMCTES**

- ▶ **Strategic, evaluation and innovation planning sustainable process**
- ▶ **Full Action Plan linked to the continuous Self-assessment results process**
- ▶ **Shared leadership, services, information and communication**
- ▶ **Highly participative working and thinking environments and collaborative workplaces**

The Way of **SGMCTES**

- ▶ Strategic, evaluation and innovation planning sustainable process
- ▶ Full Action Plan linked to the continuous Self-assessment results process
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**Enabling new ways of thinking and living
public administration**



Thank you