




PORTUGAL 2007
 Presidência do Conselho da União Europeia


CAF Resource Centre
 European Institute of Administrative Management


REPUBLICA SLOVENIJA
 UPRAVNA ENOTA KRŠKO

3rd European CAF Users Event


Management as a Driving Force of Organizational Changes by using CAF

Administrative unit Krško
Nina Hadžimulić

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


Some facts about Administrative unit Krško





- one of 58 administrative units in Slovenia
- a decision-making body to fall under state jurisdiction
- medium sized unit in terms of the area covered and the number of employees (47)
- average age of employees 45,2 years, education coefficient 6,28
- the 2007 budget amounts to 1,351 millions EUR
- number of customers in 2006 over 52.000 (including 12.643 resolved administrative matters)
- customer satisfaction (quality of services) 4,83 in 2006
- satisfaction of employees 3,9 in 2006 (max being 5)

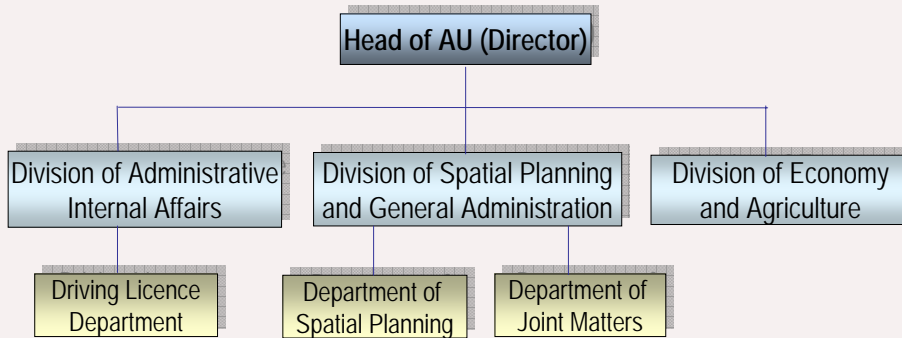
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Organisation Chart of Administrative unit Krško



Milestones on our way to excellent performance

- 2000 Autumn - decision for ISO standard
- 2002 May – ISO acquired
- 2003 – CAF (1st time)
- 2004 - pilot project EFQM Excellence Model for public administration
- 2005 - EFQM (standard) 251-300 points achieved
- 2006 - EFQM (standard) 301-350 points achieved
- 2006 – CAF (2nd time)
- 2007 - EFQM (standard) results will be known in autumn 2007

Quality improvement issues

- ✦ **vision** of the Slovene Government - the principles of lawfulness, legal security and predictability
- ✦ **quality policy** of the Slovene public administration - politically neutral, impartial, responsible, transparent and ethical performance
- ✦ **requirements** of the Ministry of Public Administration and other ministries

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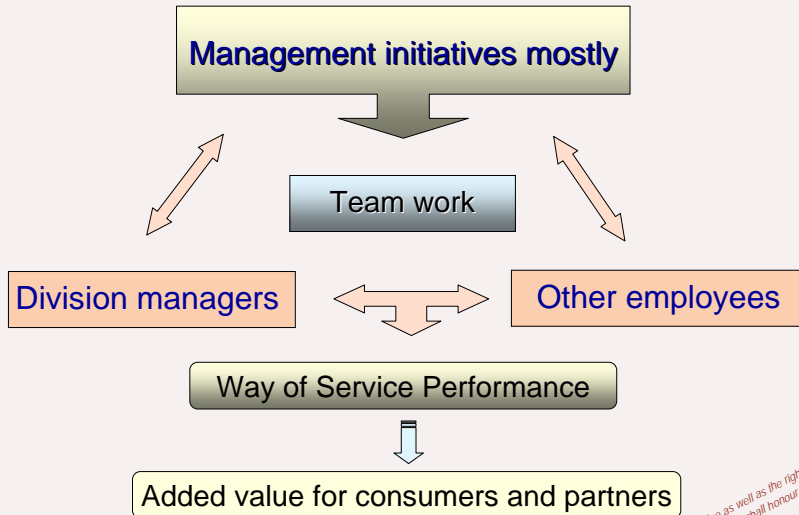
Quality improvement issues

Reasons for taking the course of continuous improvements

- ✦ introduce better **orderliness** in organization
 - ✦ transparent **performance**
 - ✦ systematic **data collection**
 - ✦ new problem-solving **approaches**
 - ✦ new internal **culture**
- ↓
- ✦ more successful **resource and cost management**

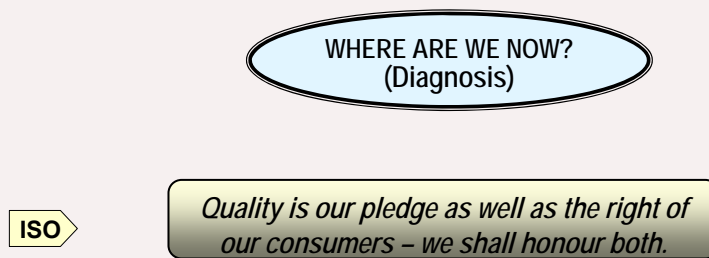
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The actors



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Our management process and the approach



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Diagnosis of AU Krško

- ✦ **collecting information on stakeholders** - consumers, employees, ministries, other public sector organizations, suppliers, municipalities
- ✦ **variety of instruments** regarding **segmentation of stakeholders** - performance statistics, paper and online questionnaires, quality barometer, praises and complaints, suggestions, instructions, yearly personal review, daily communication
- ✦ **survey and analysis** - management and periodic survey, division and department meetings as well as of all employees

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Our management process and the approach

WHERE ARE WE NOW?
(Diagnosis)

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WHERE DO WE WANT TO BE?
(Vision)



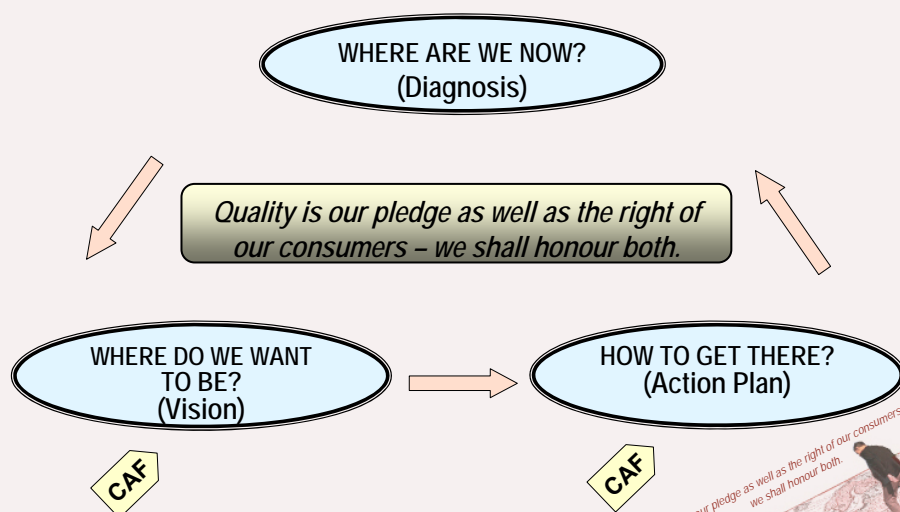
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Vision of Administrative unit Krško

- management overview of the **internal state** in Administrative unit Krško and in local environment → **expected changes** in legislation & giving **suggestions**
- knowledge of our **performance position** in comparison with other administrative units in Slovenia
- our **expectations** on performing administrative services

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Our management process and the approach



Action plan

MANAGEMENT TEAM ROLE

- Idea development
- Analysis and creation of changes
- Proactive initiative for discussion at management team meetings and then at division & department meetings
- Action plan
- Dictating the speed of changes implementation

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The measure of success Checking the activities performance

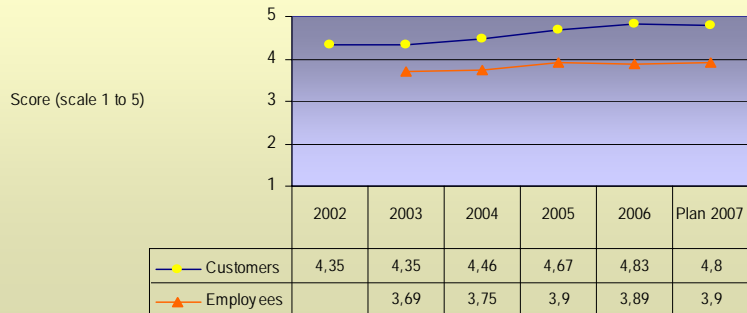
		Management		
Before introduction of quality policy		ISO	CAF	EFQM
<ul style="list-style-type: none"> • Control mostly as a control of final administrative decision • Preventive in corrective measures not clearly defined 		<ul style="list-style-type: none"> • Yearly Business Plan of AU Krško • PDCA activities • Internal control of legislation performance 	<ul style="list-style-type: none"> • Development of organizational culture • Management by own example • Systematic distribution of information to employees 	<ul style="list-style-type: none"> • Management as the key motivator of excellence and performance improvements • Balance of all resources with AU Krško objectives • System of internal control • System of measures ensuring regular performance of services • Result orientation – analysis of realized decisions
Number of indicators used				
Legal, professional, impartial performance	-	2		4
Effectiveness and efficiency	-	6		16
Consumer satisfaction	-	6		10
Human resources	-	5		12
Influence on the society	-	0		14
Economy of performance	-	2		6

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The measure of success

Some key performance results of quality implementation

Customer satisfaction (service quality) and satisfaction of employees

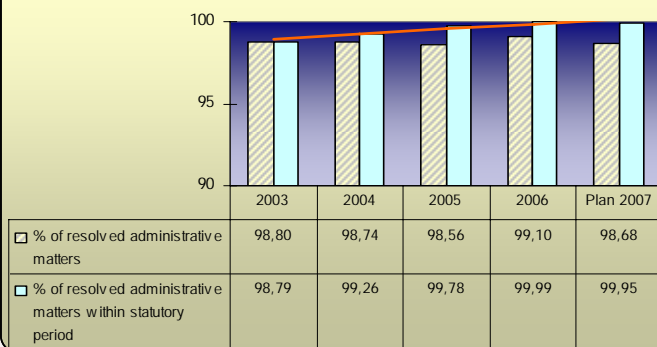


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The measure of success

Some key performance results of quality implementation

Share of administrative matters resolved on 31.12. of the year



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Obstacles in the quality development process

Minor **employees' complaints** (additional data to be permanently followed and collected)



Explanation + argumentation (**management**)



Change of **attitude** and organizational culture



Transformation of Administrative unit Krško from traditional bureaucratic into a modern organization

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The lessons we learned

Where you are (**diagnosis**)
+
Where you want to be (**vision**)



many **ways** to choose among and decide on how to get there
(**management process**)

- ✦ **Motivated management = motivated employees** for change implementation
- ✦ **Support**
- ✦ **Communication**

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For the end of "never ending" story

He who stops being better stops being good.
Oliver Cromwell

Thank you for your attention

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