




PORTUGAL 2007
 Presidência do Conselho da União Europeia

Implementation of CAF at the Prime Ministry of Turkey

2006-2007

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





Why CAF for Turkey


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- **Overall objectives;**
 - “The main objective of the public administration is to improve citizens’ quality of living conditions and simplify their daily life”
R. Tayyip Erdoğan, the Prime Minister, The 60th Government Program.
 - **Introducing Quality Management in Turkish Public Administration**
 - **Enhancing quality of public administration so as to align with the EU best-practices.**
 - **Improving the professionalism of public service leaders**
 - **Support for the Continuing reconstruction efforts in the public sector achieved in recent years**
 - **Reducing the cost of public services**
 - **Implementing e-governance approaches**
 - **Enhanced ethics for public administration**
- **Specific objectives;**
 - **Enhancing institutional capacity of the Office of Prime Ministry**
 - **Launching of continuous improvement process**



3rd European CAF Event

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Outline

CAF as a financially supported EU project, was implemented in The Prime Ministry of Turkey between 1 August and 31 October 2006. The stages can be summarized as;

- Inception phase
- Delivery of training
- Implementation of CAF at the Office of the Prime Minister (PMO)
- The results
- Lessons Learned and Future Plans

Facts

- Largest CAF project introduced since EU 2000 Lisbon agreement
- The Prime Ministry of Turkey was the first public administration to implement CAF 2006 - prior to its launch at the 4QC in Tampere Finland
- The PMO is also the first organization to use CAF in Turkey
- Largest CAF implementation as a project in an organization of approximately 2000 employees.
- Established New Ways of Working for PMO
- CAF has become the PMO tool for performance management

Project inception

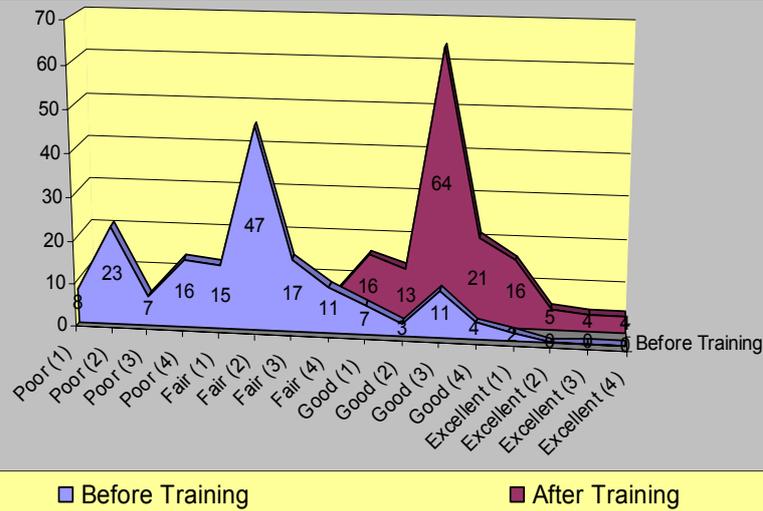
- CAF Project launch, with an introduction from the Under Secretary, for invited senior managers and external guests on 2nd of August 2006 for 170 people.
- Redesigned the methodology of the project delivery in order to:
 - ✓ increase ownership
 - ✓ give a wider source of knowledge input to all 19 PMO Departments
 - ✓ produce 18 Departmental action plans in addition to the overall PMO action plan
 - ✓ provide a greater focus and improve the quality of self-assessment team training
- Selecting the participants for the training and sending invitation letters signed by The Under Secretary

Phase 1 Training

- Objective:
 - informing PMO personnel on quality management, continuous improvement, CAF and PDCA cycle,
 - explaining how CAF is implemented,
 - sharing the best practices of CAF implementation,
 - gaining/increasing commitment to the PMO CAF project
- 200 personnel received 1 day training in groups of 25 between 17-29 August
- Common expectation of the participants;
“A more effective Prime Ministry with improvements in leadership and people management”

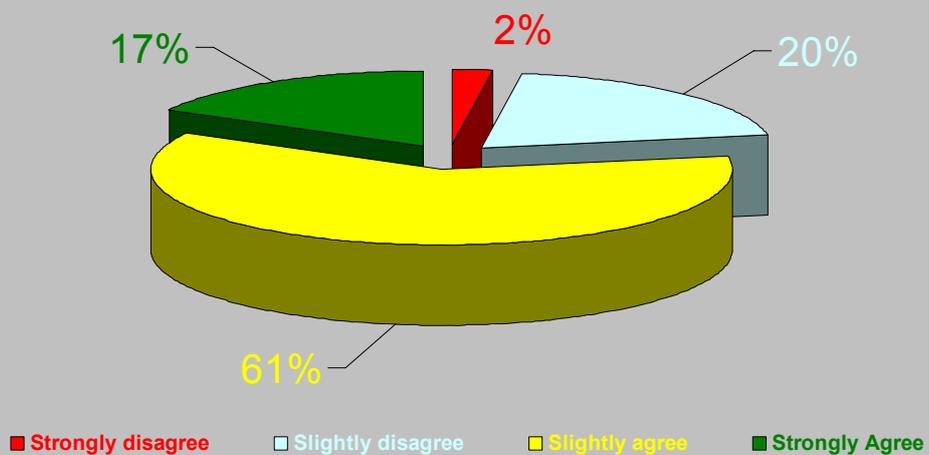
Phase 1 Training

- The level of TQM/CAF knowledge and understanding of course delegates prior to phase 1 training and after training.



Phase 1 Training

- The experience I gained today will help me to contribute more in my role at PMO.

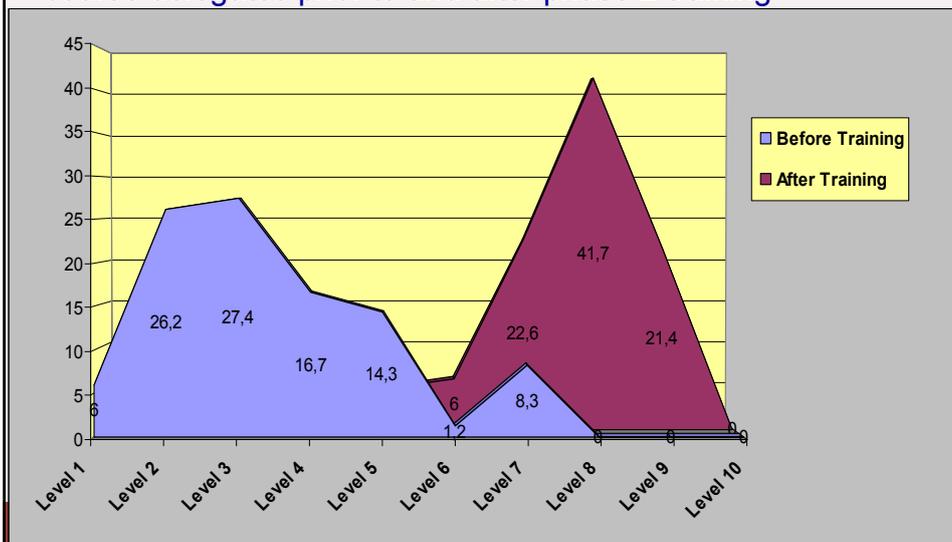


Phase 2 Training

- Objective;
 - to introduce the concept of self-assessment
 - to understand the differences between self-assessment and auditing
 - to introduce the methodology (including roles and responsibilities of team members) for implementation of self-assessment
 - to enable participants to carry out self-assessment
- 2-day-self-assessment training given to 19 self-assessment teams (89 participants) between 5-14 September
- In addition, half-day workshops were carried out to provide self-assessment leadership training for 19 departmental Self-Assessment Team Leaders

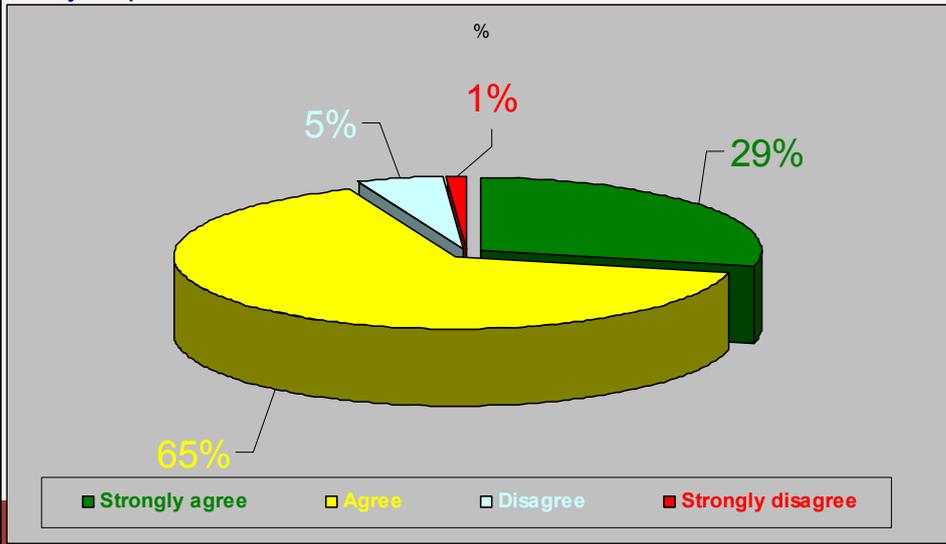
Phase 2 Training

- The level of TQM/CAF knowledge and understanding of course delegates prior to and after phase 2 training



Phase 2 Training

- This training will enable me to carry out self-assessment in my department.

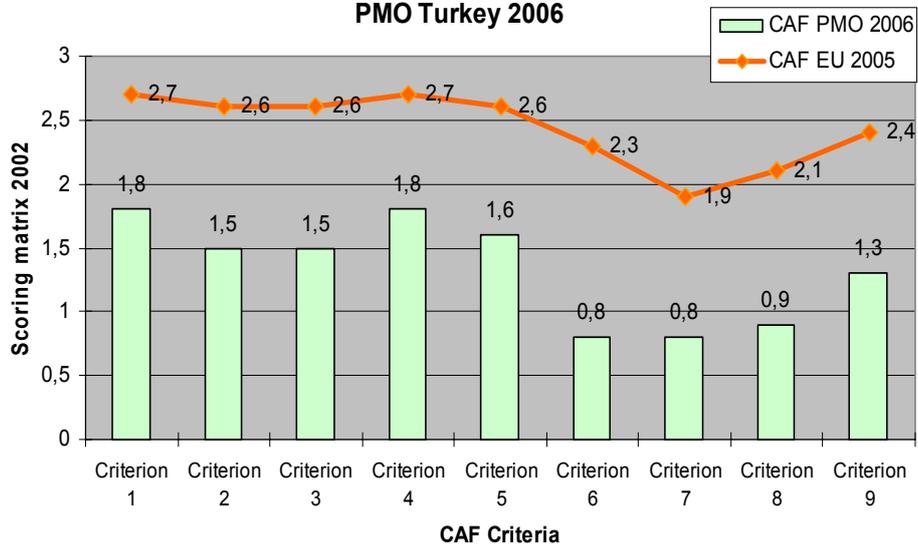


Implementation period of CAF at the PMO

- **Meetings with Under Secretary, Deputy Under Secretary and Departmental Directors**
 - to seek their endorsement and support for the progress on the CAF Project
- **Workshops with Self-Assessment (15-29 September)**
 - to discuss the assessment process with the teams, review their SA reports, scores and enable teams to prioritize on the areas for improvement.
 - individually reviewed the team assessments and evidence collected by the teams which had enabled them to complete the self-assessment.
 - the SA Teams identified 4-5 areas for improvement and went through the process of prioritization

Scoring

Comparison of the EU Public Administrations 2005 and The PMO Turkey 2006



Implementation phase of CAF at the PMO

- **Agreed Actions for Departments – Endorsed by all Departmental Directors**
 - The agreed action plans for departments then converted to project plans
- **Agreed Actions for Prime Ministry**
 - The five prioritized high level action plans agreed by the Self Assessment Team Leader's on the 17th of October
 - These action plans include;
 - Review and improvement of mission and vision of the PMO and organizational restructuring
 - Active and continuous communication at all levels
 - Ensuring revision of reward systems e.g. Salary fairness
 - Provision of required training for PMO staff and development of their career plans
 - Improvement in working conditions.

Implementation period of CAF at the PMO



- Under Secretary Meeting (17 October 2006)
 - To review the CAF Project and present a brief synopsis of the work produced by the self-assessment teams and their team leaders.
- Project overall review meeting with Project Consultant Team, Prime Ministry Project Coordinator, Self-Assessment Team Leaders, CFCU and EU Turkish Delegation (20 October 2006)
 - To debrief the Team Leaders on the CAF progress meeting held the previous day with Under Secretary and Deputy Under Secretary. The meeting was also attended by Harun Tuncer from the EU Turkish Delegation.

General comments from Team Leaders



What SAT's have learned from the CAF Project:

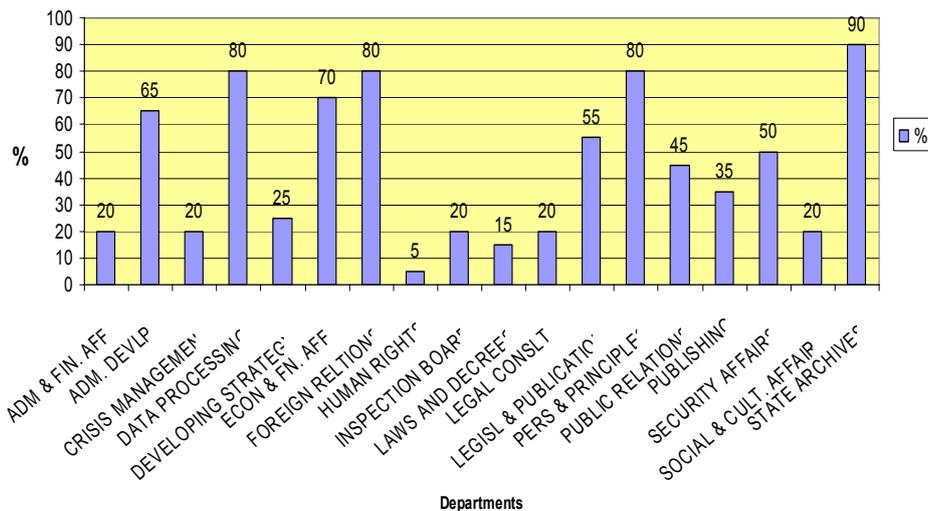
- We have developed participative approaches
- How to work with data and objective evidence
- We understood that we are not excellent but not so bad.
- We also understood that others are also not excellent.
- New working styles are needed (Team working, PDCA, TQM, ...)
- How to contribute to organisational culture through democratic discussions
- Objective approach to ourselves
- Better understanding about our departments

Project Consultant Team Final Recommendations

- Future implementation of changes should be carried out with care not to damage efficient current processes and well established working methods.
- The PMO should consider publicly establishing and publishing its corporate values.
- A strategic approach to people management which should be developed with stakeholder involvement.
- Leadership training should be geared to team building, team working and management skills.
- Coordinated approaches to surveys.
- Regular (monthly) meetings should take place with the Under Secretary Deputy Under Secretaries and Departmental Directors.
- Project management skills training be introduced as a matter of urgency.

The Results

Realization Rate of Departmental Projects



The Results



- The Undersecretary and Departmental Directors Meeting
 - Held on 16 November 2006 in order to clarify guidelines in the implementation period and assigning each departmental directors for the PMO projects
- Three evaluation meetings on:
 - 30th January 2007 (with the participation of the PCT)
 - 23rd May 2007
 - 5th September 2007



Disemmination of CAF



- The final report and the training documents published and disseminated to Directorates of Strategy Development of all Ministries. The publication was also sent to all participants in the PMO
- CAF and PMO experiences were presented at the Public Sector Quality Symposium on 24 May 2007 to the delegates from numerous public administrations and private sector representatives
- PMO experiences in CAF and the model itself were also presented at the Ministry of Industry upon their request.
- Along with the Undersecretary of Treasury, 4 other public organizations have shown interest in implementing CAF
- During the CAF implementation, CAF 2006 version translated into Turkish and published in EIPA's web page



Lessons Learned and Future Plans



- Ownership of the departmental directors and political support are the most crucial elements for success!
- Shedding taboos in the minds of personnel is the hardest. Personnel think that the current project will also fail if excellence efforts have failed in the past.
- Quality in public sector is dependent upon commitment from people at every level of administration.
- Some personnel sometimes develop antipathy towards EU projects – don't ignore them – convince them!
- The PMO as a political organisation: presented more difficulties for CAF implementation because it is seen as less sustainable and more susceptible to ad-hoc decision making.

Lessons Learned and Future Plans



- As the departments of the PMO do not mostly work face to face with citizens, SAT's had difficulty in determining exactly who were their key stakeholders.
- Each of the 19 PMO departments works and is responsible for different tasks. Therefore implementing CAF in some parts of the organizations may produce better results and these departments can inspire others – they become **CAF Champions**. After gaining initial experience and success in use of the CAF excellence model it can be applied to the entire organization.
- The will and determination to succeed is vital, there will be setbacks and hurdles to overcome – you need to find mechanisms to deal with this.
- Supporting each other to achieve targets builds teamwork.

Lessons Learned and Future Plans



- The second self-assessment is going to be carried out in November 2007.
- A survey is planned to be conducted at the 9th Public Sector Quality Symposium with the cooperation of KALDER (quality association, NGO) in order to create awareness among public institutions.
- “We are committed to continue simplifying bureaucratic procedures and extending e-government implementations in line with the demand of our personnel and enterprises.” The Government Program
- “The main objective of the public administration is to improve citizens’ quality of living conditions and simplify their daily life” R. Tayip Erdoğan, the Prime Minister, The 60th Government Program.

Thanks



Thank you for listening!
Thank you to our PMO staff
The PCT and project sponsors
Wishing success to our
European CAF colleagues
and everyone
on our collective journey to
organizational excellence!