



WHO WE ARE | SURVEY

statistics of ekhn

- 4,900,000**
inhabitants within the church boundaries
- 1,800,000**
church members
- 450,000,000**
budget 2007
- 21,400**
employees
- 3,775**
buildings
- 14**
regional administrations





WHO WE ARE | ADMINISTRATION STRUCTURE

head office of ekhn

- 300 employees
- support the church board and the church president
- main tasks: allocation of finances, human resource policy and central administration, supervisory authority for all church institutions





WHO WE ARE | ADMINISTRATION STRUCTURE

regional administration

quality management in the context of reorganization:

GOALS

- design of uniform and transparent administrative structures
- quality of comparable performed tasks
- employee reduction (10 – 20%)

MEASURES

- fusion of 24 small units to 14 regional administrations
- increase of decentralized responsibility
- introduction of quality management



CONCEPT | UNDERSTANDING

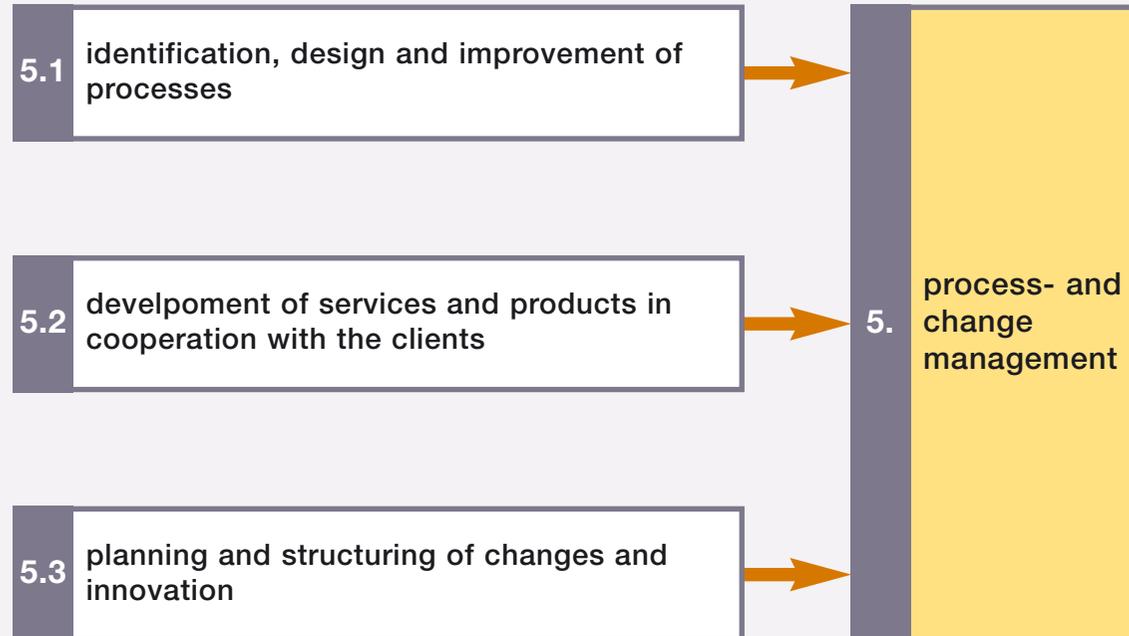
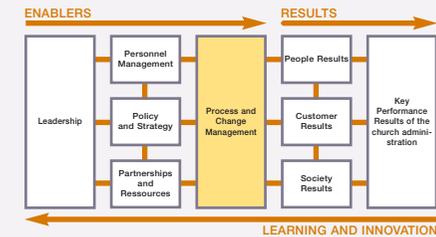
how we use CAF

- as a management tool
- as a tool of process development
- connection of internal and external activities
- as a mind map in changing processes
- for support of individual and organizational learning



CONCEPT | CAF REQUIREMENTS

process management as a core element of quality management





DOING | IMPROVEMENT PROJECTS

improvement of processes

all projects in the first round are considered in terms of processes on a large scale – internal as well as between organization units.

- improvement of processes
- management and transmission of informations
- raising employee morals
- discussions between employer and employees
- managerial staff development
- survey concerning customer satisfaction



DOING | IMPROVEMENT PROJECTS

first measures of process improvement

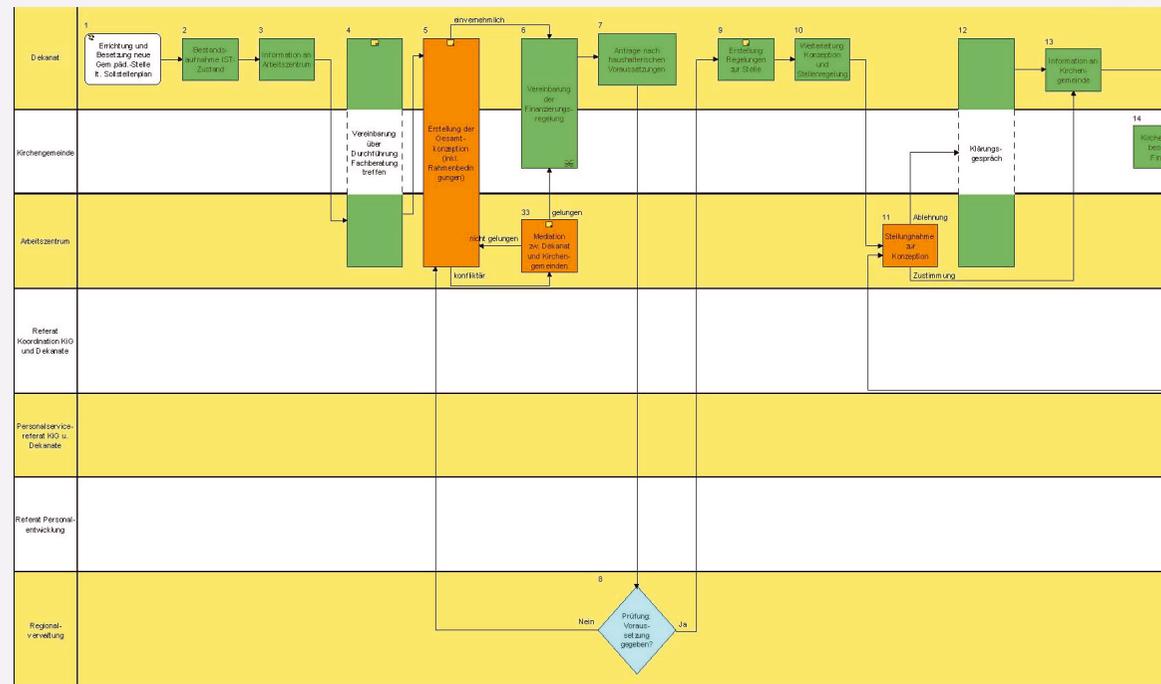
- improvement of information
- customer orientation
- target agreement and clarity of responsibility
- description of organization-wide core processes





DOING | PROCESS DOCUMENTATION

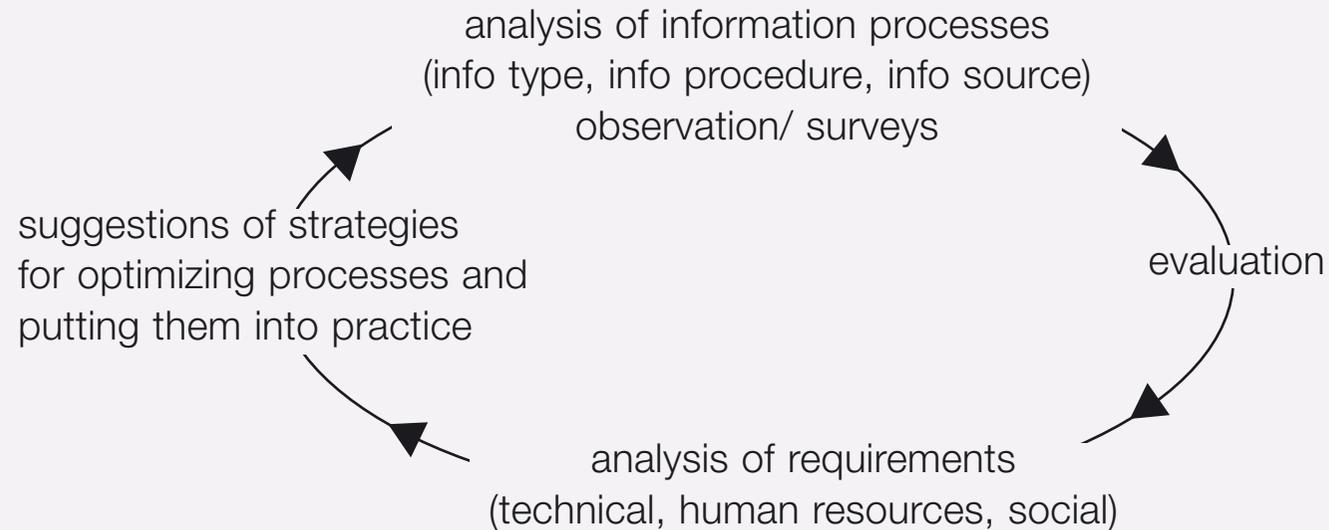
example of a documented and redesigned process





DOING | PROCESS DOCUMENTATION

improvement of information processes





EXPERIENCES

PROCESS DOCUMENTATION

goals to reach, problems to solve

- clarification of work processes for employees and customers
- definition of interfaces between internal areas of work and between regional and central administration
- definition of standards for competence and areas of responsibility



EXPERIENCES | PROCESS AS A CORE ELEMENT

Good to know about process management

- just process documentation is not a change
- but working on process documentation reinforces the change of thinking (“the way is the goal”)
- process orientation has to be the basis for the organization structure (“structure follows process”), that is the main challenge
- process responsibility strengthens leadership qualities
- the customer has to be involved in the development of processes. You have to find ways of doing!
- do not disregard good running routines. Keep the well-established!



EXPERIENCES

ORGANIZATIONAL LEARNING

establishing of a organizationwide user conference

- no individual tailor-made solutions for each problem
- learning from each other
- a cooperative, networking approach among regional administrations supports the process work
- a platform for the presentation of own success
- cooperation is more obligatory



EXPERIENCES

RECOMMENDATIONS

lessons to be learned

- factor of success: process management is a continuously task, not reengineering
- management challenge: linking up of parallel processes
- problem area: process management often focus on the information network
- transmitting success: many examples for good practice emerge on the way
- process speciality of your organization: need of a customized CAF concept quality (connectivity of the quality management)
- basis of lasting impact: initiating learning processes
- supportive attitudes: goal orientation and patience