





**PORTUGAL 2007**  
 Presidência do Conselho da União Europeia





# **3rd European CAF Users Event**

## **INNOVATION'S AND CHANGING PROCESS IN THE POTENTIAL OF TAX OFFICES THANKS TO THE ACTIVITY OF BENCHMARKING- BENCHLEARNING GROUP CAF**

*Henryka Piekarska*  
 Head Director of Tax Office in Sierpc  
 POLAND  
[henryka.piekarska@mz.mofnet.gov.pl](mailto:henryka.piekarska@mz.mofnet.gov.pl)

3<sup>rd</sup> European CAF Users Event, Lisbon 11-12 October 2007

## **Our Team**







3<sup>rd</sup> European CAF Users Event – Lisbon 11-12 October 2007

2

## Characteristic features of our office



- System of the quality management (ISO and CAF),
- Participation in Quality Conferences,
- Cooperation with other tax offices,
- Services for approx. 60.000 inhabitants,
- Employment - 60 persons (approx.80% with higher education),

[us1427@mz.mofnet.gov](mailto:us1427@mz.mofnet.gov)

## The reasons of establishment Benchmarking and Benchlearning Group



- Knowledge gained owing to participation in Quality Conferences,
- Numerous visits of the representatives of organisations from our country,
- Gained awards in national competitions,

[us1427@mz.mofnet.gov](mailto:us1427@mz.mofnet.gov)

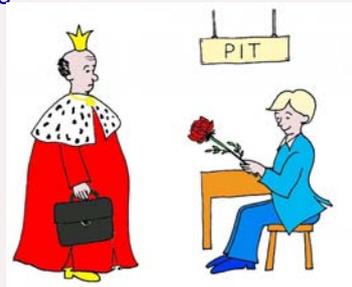
## The quality improvements issues



### The strategic target of good practice

➤ The growth of the tax offices potential by:

- improving the quality of the services
- searching for the patterns
- minimizing the costs



„Client is a king”  
M. Kissinger

us1427@mz.mofnet.gov.pl

## The quality improvements issues



### The executive targets:

- Establishing the Benchmarking- Benchlearning Group,
- Comparing the processes,
- Exchange of good practices,
- Collective training,
- Collective work on improving procedures/practices,
- Finding out and naming the factors improving and impeding innovative processes,

us1427@mz.mofnet.gov.pl

## The stages of establishment Benchmarking and Benchlearning Group



- Initiative of establishment the first in Poland Benchmarking and Benchlearning Group of tax offices,
- The foundering meeting in November 2005 - Sierpc, Wałcz, Kartuzy,
- The next participant - Lublin,
- The next participant - Puławy, resignation of Tax Office in Wałcz – It established own group,
- The next participants - Pruszcz Gdański, II Śródmieście Warszawa, Targówek, Ursynów,

[us1427@mz.mofnet.gov.pl](mailto:us1427@mz.mofnet.gov.pl)

## The main obstacles



- Psychological barriers equipment,
- Overworking,
- Frequent changes of law,
- Lack of motivation,

[us1427@mz.mofnet.gov.pl](mailto:us1427@mz.mofnet.gov.pl)

## The Assignments



- Creating the organizational frames for the enterprise (establishing Benchmarking Benchlearning Group),
- Comparing the results of self-evaluation CAF, (data and information about the fields being the good sides of the organization),
- Comparing the processes and practices used by the other offices belonging to the group,
- Collective training process,
- Finding out and naming the factors improving and impeding the innovative processes,
- Collective training, progress and improvement of professionalism of the engaged crews,
- Adaptation of the best practices,

[us1427@mz.mofnet.gov](mailto:us1427@mz.mofnet.gov)

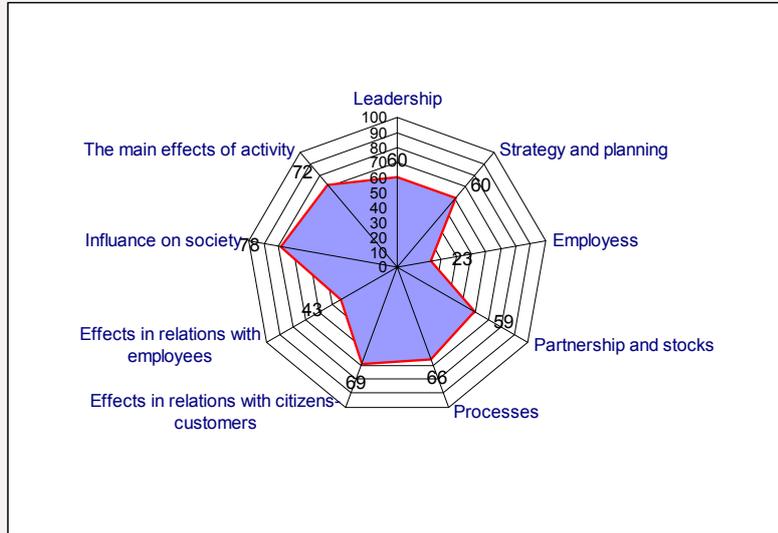
## The areas of cooperation



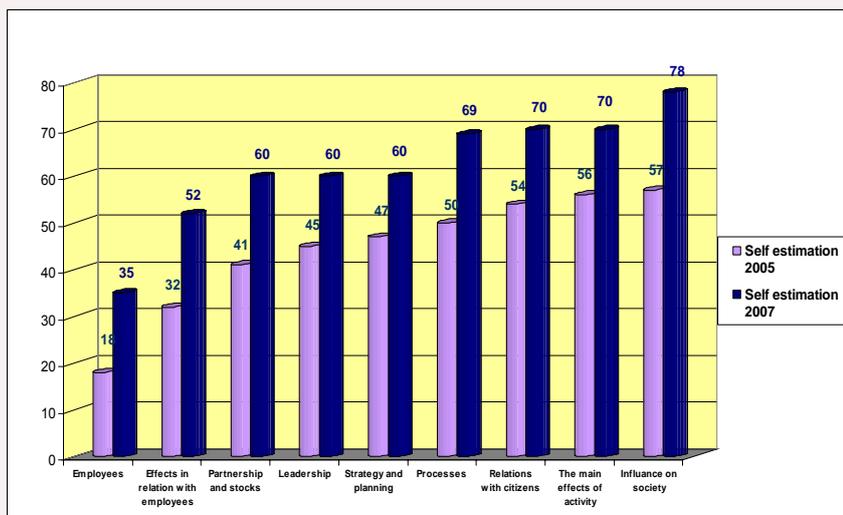
- Changes of mentality of the clerks,
- Cooperation with the chief officers of communes,
- Using new and developing the well- known informatics technologies,
- Implantation of service cards and procedures into other fields of customer services,

[us1427@mz.mofnet.gov](mailto:us1427@mz.mofnet.gov)

# RADAR – self estimation



# Comparison effects of self estimation from 2005 and 2007 year



## The effects



- Improving the quality of the services, introducing the patterns of procedures enabling gaining the best results thanks to:
  - self estimation and comparison of results,
  - collective training, progress and improving the professionalism of the services,
  - the cooperation within the group,
  - cooperation with the UE countries,
  - learning on the basis of mistakes made by the others to avoid making the same ones,

[us1427@mz.mofnet.gov](mailto:us1427@mz.mofnet.gov)

## The effects



- The growth of
  - the individual potential
  - the public trust
  - satisfaction of customers and employees



**Our B-B  
Group**

[us1427@mz.mofnet.gov](mailto:us1427@mz.mofnet.gov)

## Experience gained



- Ability of friendly and creative cooperation among the offices from different regions,
- Development of organization and simplification of administrative procedures,
- Development of good practices,
- Ability of managing the system of changes,
- Introduction and development of new informatics and communication technologies,

[us1427@mz.mofnet.gov.pl](mailto:us1427@mz.mofnet.gov.pl)

## Satisfaction rates - results



Measures	2004	2005	2006
Atmosphere	68	79	93
Internal communication	73	91	97
Quality	42	59	88
Satisfaction of customers	64	71	86
For example an average time of service of customer - annual PIT (min)	11,62	8,12	5,67

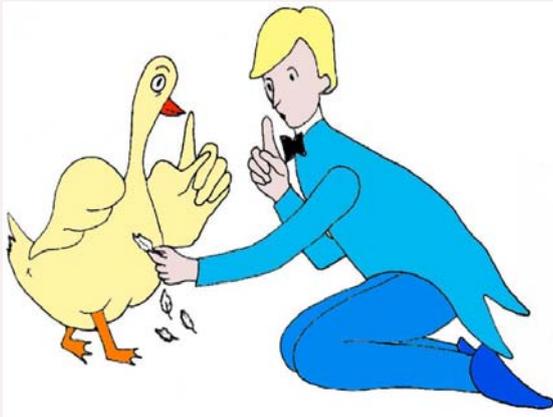
[us1427@mz.mofnet.gov.pl](mailto:us1427@mz.mofnet.gov.pl)

## The final theses



### The life is much easier owing to working B-B Group

- much bigger satisfaction and knowledge of employees,
- much smaller trouble for taxpayers.



*'The art of tax collecting  
is the art of plucking the goose,  
maximum feathers  
minimum squealing.'*

**Jean Baptiste Colbert**

[us1427@mz.mofnet.gov.pl](mailto:us1427@mz.mofnet.gov.pl)

## The essence of innovations and universality of introduced solutions



*'even if you are on the right way  
they will chase you away  
if you are only sitting still'*

*W. Rogers*

**Thank You very much  
for Your attention.**

**Any Questions?**

[us1427@mz.mofnet.gov.pl](mailto:us1427@mz.mofnet.gov.pl)