



3rd European CAF Users Event

Improving activities within Sibiu Prefecture through CAF

PORTUGAL 2007
Presidência do Conselho da União Europeia

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



Outline

- The Beginning...
- The Team
- The Background
- The Process
- The Challenges
- The Actions
- The Lessons
- The Innovation
- The Adaptability

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The Beginning ...

follow-up to Annual Modernization Plans

optimize the structure, activities, processes

increase responsiveness of the civil service

improve strategies and plans while re-design the internal/external communication

a decentralized management with mechanisms for individual accountability

The Team



Ion Ariton
Prefect



Rareş Macrea
Senior Civil Servant



Dorin S. Rusu
Consultant on EU Affairs

Stela Stretean
Chancery Director



Ioan Dan
Auditor



Dorin Teodorescu
Communication Consultant



With the support of



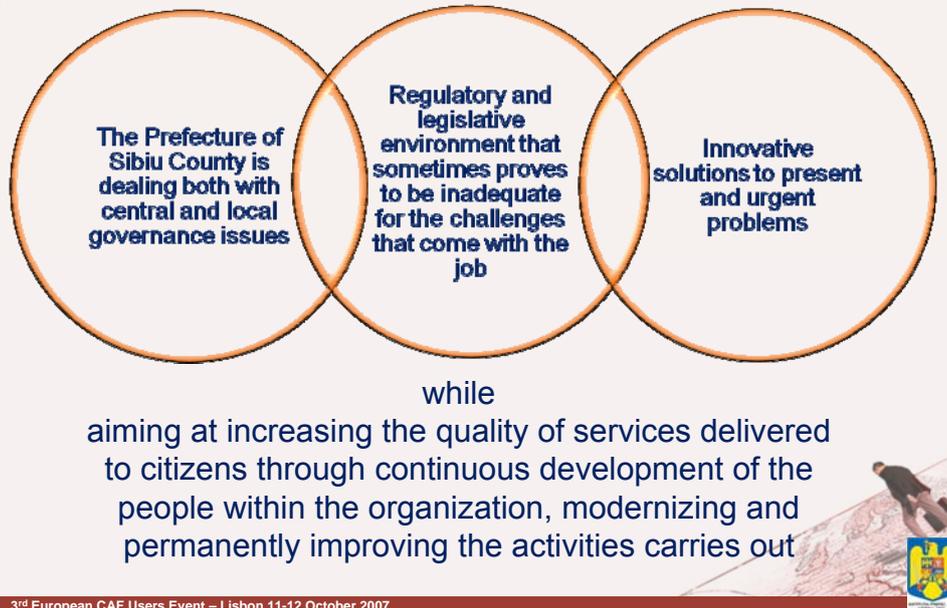
Steluța Buluceanu and Valentina Rusen

Central Unit for Public Administration Reform

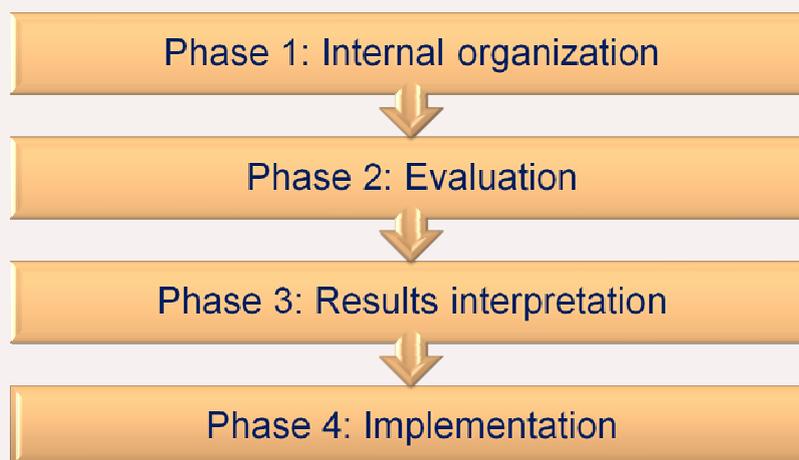
Ministry of Interior and Administration Reform



The background



The Process (1)



The Process (2)

Phase 1: Internal organization

- Commitment of the management
- The members of the team were appointed by the Prefect
- Setting up the evaluation group
- Task setting

The Process (3)

Phase 2: Evaluation

- Individual evaluation
- Follow-up meetings within the evaluation process
- Undertaking consensus
- Debating significant points of consensus and difference
- Reaching consensus on selected criteria

The Process (4)

Phase 3: Results interpretation

- Identification of priority actions for improvement
- Development of an action plan in order to improve the activity and processes within the institution
- Starting implementation of the action – plan

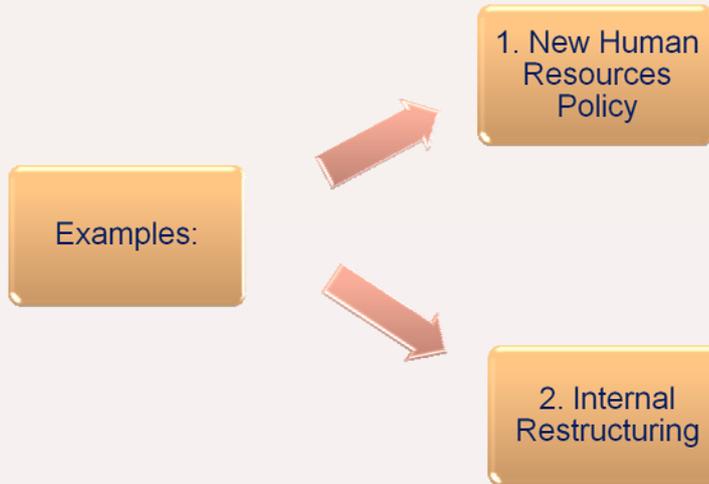
The Process (4)

Phase 3: Priority actions

- New Human Resources Policy - NHRP
- Internal capacity building through networking solutions at county level
- Development of performance benchmarks for the departments of the institution
- Development of IT&C services
- Implementation of document management IT system

The Process (5)

Phase 4: Implementation



The Process (6)

Example 1: New Human Resources Policy



The Process (7)

Example 1: New Human Resources Policy



- Process of developing the human resources policy was coordinated by a senior civil servant
- There have been appointed responsible persons for each of the activities as well as the results they have to achieve
- In order to fulfill these objectives there have been also, established working groups, with the people from different departments involved in that process.

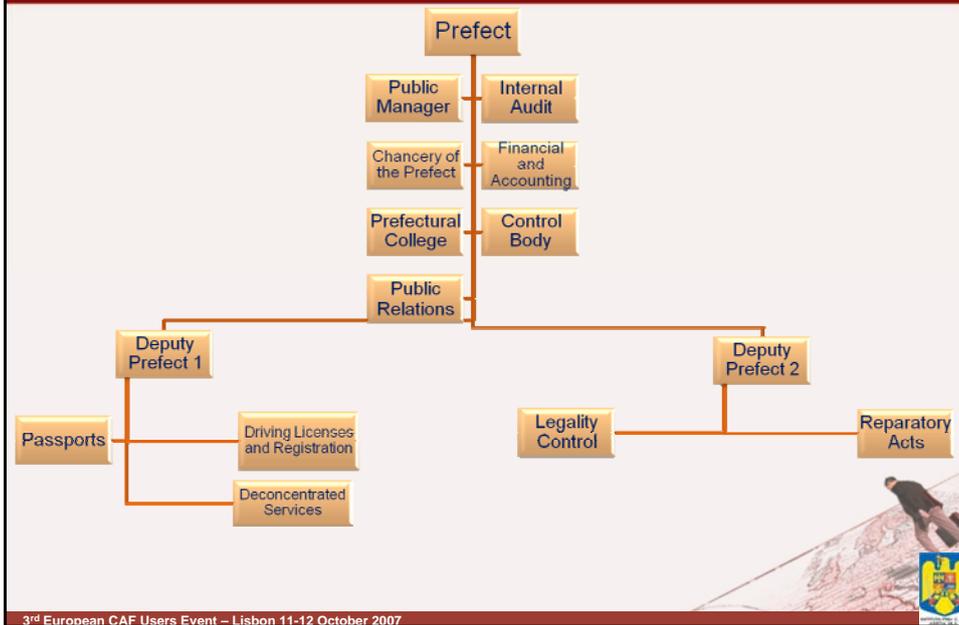
The Process (8)

Example 1: New Human Resources Policy

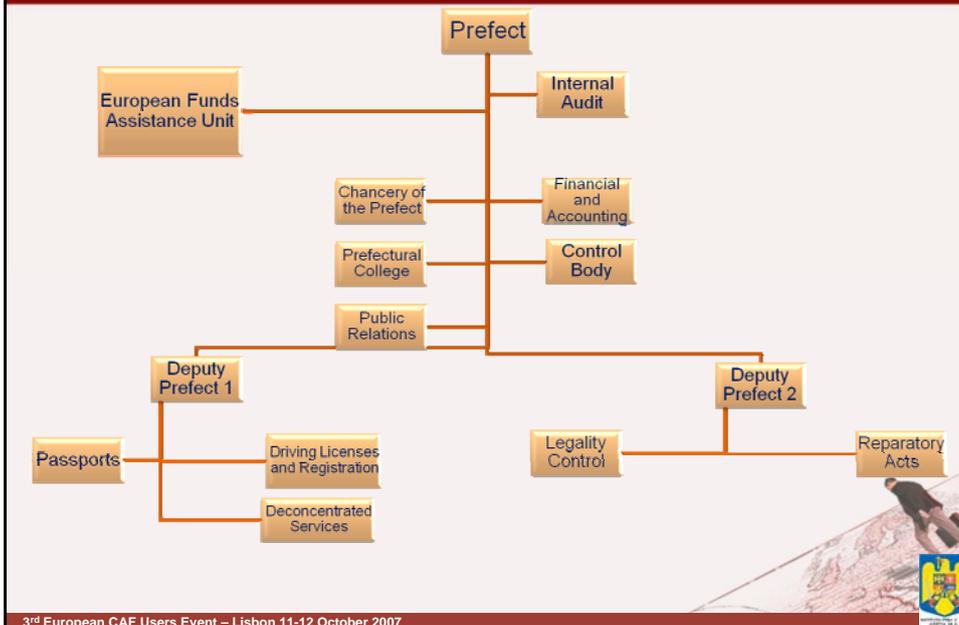


- Performance standards for all departments
- Feed-back given to employees on tasks accomplishment
- Creation of a new job: administrator within the institution
- Development of an Intranet page
- Intranet questionnaire pooling for employees
- Development of an internal newsletter

The Process (9) Example 2: Internal Restructuring



The Process (10) Example 2: Internal Restructuring



The Process (11)

Measuring the success

- monitoring the balance between professional and private life of the employees,
- the individualization of HRM policies,
- increasing the delegation levels,
- measuring the responsiveness to changing needs and focus on departmental demands, while maintaining a sense of collectivity and providing management coherence.

The Process (12)

Measuring the success

- In order to monitor the results obtained by implementing the activities foreseen within the action plan, a set of indicators (both qualitative and quantitative ones) were used.
- Also, improvement of working conditions and communication processes were targeted as well.
- All the activities carried out in respect to human resources have a positive impact on the people within Prefecture of Sibiu County.
- These effects have been underlined by questionnaires distributed to the employees within the institution.

The Challenges

The main obstacle:
path dependency and resistance to
structural change



Followed by the reticence of the self-
evaluation group, sometimes, to push
things too far in reform proposals

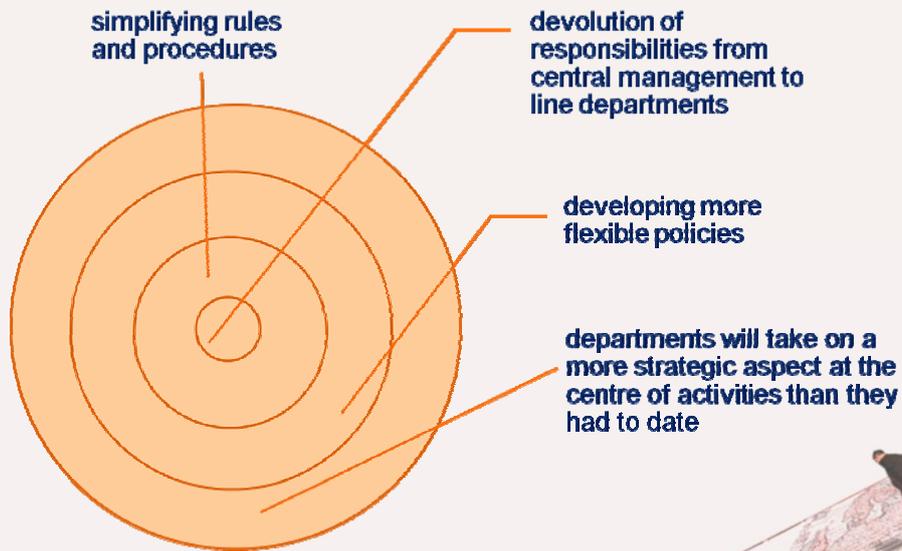
The Lessons

1. Real
participatory
management
within team
work

3. Strong commitment
from the leadership of
the institution

2. Real and working
bottom - up approach

The Innovation



The Adaptability

- The solution is suitable for path dependent institutional and regulatory environments
- Extremely suitable for Romania (already in a test-period by other prefectures)
- Good for benchmarking and sharing results between prefectures that implement the same solution



Thank you for your attention!

Prefecture of Sibiu County

www.prefecturasibiu.ro