

Ministry of Economy of the Slovak Republic

Process Mapping at the Ministry of Economy of the Slovak Republic – Experiences and Results

Subheading:

Residence of efficiency and quality work of ministry through model CAF

Preface

The Ministry of Economy of the Slovak Republic is the central government organization. Its authorities and competences are as follows: industry, power engineering, support for small and medium-size enterprises, strategies for entrepreneurial environment creating and supporting, domestic trade, foreign trade, tourism, consumer protection, transformation, privatization and state property administration. Via our outputs – strategic, conception materials, decisions, creations legal framework, and like that, it has direct and also indirect influence on economic, entrepreneurial environment and at the end also inference on citizens.

We joined the CAF pilot project in 2003. The purpose of this contribution is to present our experience with the implementation of the quality system based on the CAF model in our Ministry as well as the results of the process of improvement of quality and increasing the effectiveness of work at our Ministry. We wish to present the benefits and assets brought by the application of quality systems and usage of quality tools in everyday life to the management of an organisation, its employees and the whole society.

The results of CAF model implementation

In 2003 we prepared the first CAF self-assessment report, which provided us with the real image of the degree of efficiency of operations of our organisation and the impact of its activities on the society.

A number of projects focused on the selected CAF model criteria were conducted in the period of 2004-2006. They were aimed at the utilisation and improvement of criteria both in the field of expectations and the results to the maximum extent.

In the course of 2004 and 2005, we implemented several other partial projects focused on criterion 5 of the CAF model – process and change management aimed at process mapping, process analysis with the goal being the gradual transition to process management of the organization. Our implementation was based on the definition of criterion 5 – process and change management, aimed at assessing how the organization manages, improves and develops its own processes in order to innovate and support its policy and strategy and to fully satisfy and generate an increase in value for its customers/citizens and other stakeholders."

Another reason for the thorough analysis of company processes was the fact that the CAF model may prove a useful tool for an internal audit of the entire organization and may also be used as a permanent tool for the assessment of the improvement measures adopted. It can also be used as a permanent tool for the monitoring of internal change indicators and a benchmarking tool for the purpose of improvement. The experience gained during three years of CAF application has led us to the conclusion that focus on criterion 5 combined with an analysis of processes is a prerequisite for the improvement of both baseline and result criteria.

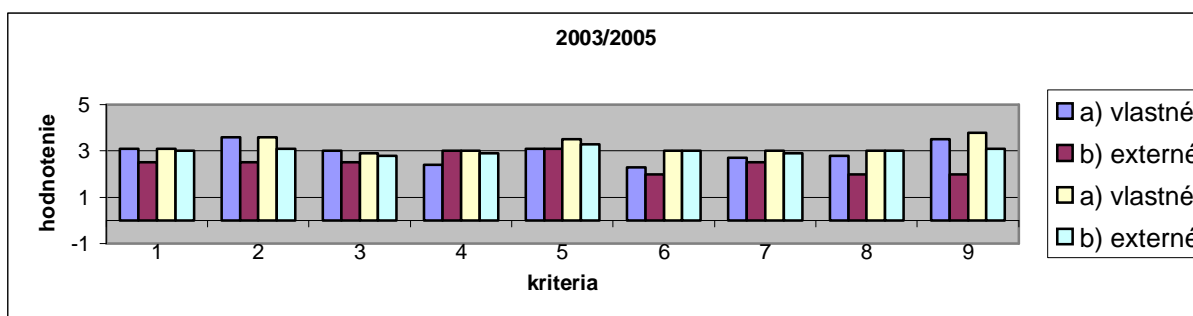
It is necessary to stress, that we have also started the two-year process of self-assessment and processing of the self-assessment CAF report. We prepared the first self-assessment report in September of 2003; the second self-assessment report was prepared in October 2005 and included

our assessment of the contributions and effects of the partial project implementation in the course of 2004-2005 and the implementation of the Action Plan for improvement.

Results of self-assessment and external assessment (by external evaluators) for 2003 and 2005 and their comparison

The following table and diagrams indicate the reflection of the adopted improvement measure implementation at the level of self-assessment and external assessment:

Year	assessment	K1	K2	K3	K4	K5	K6	K7	K8	K9	Total average
2003											
	a) own	3,1	3,6	3	2,4	3,1	2,3	2,7	2,8	3,5	2,94
	b) external	2,5	2,5	2,5	3	3,1	2	2,5	2	2	2,5
2005											
	a) own	3,1	3,6	2,9	3	3,5	3	3	3	3,8	3,2
	b) external	3	3,1	2,8	2,9	3,3	3	2,9	3	3,1	3,1



The above graphical representations of self-assessment and assessment by external evaluators imply the conclusion that the results of our 2003 self-assessment do not differ substantially from those of 2005, regardless of all the projects implemented in the course of 2004-2005 and the implementation of the adopted improvement measures. We can conclude that we slightly overestimated ourselves in the first 2003 self-assessment; the self-assessment in 2005 was more realistic and objectively reflects the assessment according to the assessment panels of baseline and result criteria according to the CAF model.

The almost identical self-assessment and the external assessment show that the CAF model has been mastered well by both parties, i.e. both the organization and the external evaluators.

During the 1st half of 2005 we have implemented the project of processes optimization and process re-engineering with the support for the professional organization in this field and with close cooperation with our CAF team. The project was focused on:

- mapping of processes
- process time analysis,
- processes optimization and management system.

We identified and subsequently analyzed total of 17 processes, including managing, main and supporting processes as follows: 4 managing processes, 7 main processes, and 6 supporting

processes. Further, we have identified 626 activities and developed 270 process models. In this analysis we were focused on processes and activities.

Based on these results, we started the implementation of the project results in November 2005, which reflected in a change in the Ministry's organizational structure as of 30 December 2005 and a reduction in the number of employees by a total of 65.

The new organizational structure bears the features of process management. Simultaneously, an independent unit for organization and quality was established, which is responsible for the maintenance of the quality system in the organization.

Since the beginning of this year we have focused on Criterion 3 – HR Management in conjunction with Criterion 7 – People Results.

As the first step, the HR Management Strategy for the Ministry of Economy of the Slovak Republic in the years 2006-2010 was drawn up and approved. The document is based on the aforementioned results of the projects on the introduction of quality into state administration according to the CAF model carried out in 2004-2005. The emphasis was laid on the following challenges posed by the Ministry staff:

- high qualification and knowledge of employees
- knowledge capital – often accumulated during long years of practice
- rigorous and conscientious attitude to work and orientation on the quality of outputs
- discipline and sense of order and system
- ability to work in a team.

Eight basic strategic objectives in the field of HRM were set for the period until 2010:

- recruitment of employees
- employee performance management
- definition and application of motivation tools
- Public Relations directed within the organisation with the emphasis on internal communication
- definition and application of remuneration policy in connection with employee appraisal
- HR development and knowledge management
- employee care system
- personal management development.

At the same time we drew up a detailed schedule of tasks for the year 2006 including the following key projects:

- Analysis of jobs using the Integrated System of Typical Positions and their subsequent inclusion in the job catalogue at the Ministry with the aim of updating job descriptions of employees and defining the level of difficulty and the qualifications and skills requirements for the individual positions.
- Analysis of performance of employees ("Job Snapshot") and the identification of the requirements for the job (organisational) position; comparison of the performance and the requirements for the same or similar professions;

These projects are currently in their final stage; we shall provide information on their results and benefits at the 4th international conference in Tampere.

Lessons learnt

Based on the experience from the implementation of the CAF model gained so far and the performance of partial projects, we believe that the introduction of quality systems, process management principles and the utilisation of quality tools in the everyday life of an organisation such as the Ministry is not a one-time affair but a long-term process which needs to be constantly reviewed,

enforced and observed. An organisation will work effectively and perfectly provided that it succeeds in suitably interconnecting and effectively using material, information and HR resources.

To put it simply: three basic requirements must be met:

- things must be put in order; i.e. organisational relations must be clear and information flows clearly defined
- everybody must know what to do; i.e. powers and responsibilities need to be clearly defined
- everybody must perform his/her duties in a responsible and qualified manner, in line with the entrusted responsibilities and powers.

All of this is possible in the CAF model. Through cyclical assessment of an organisation based on the nine criteria of the CAF model, an organisation will receive a real feedback on its efficiency, the weak and strong points and the impact on society. The organisation will be able, in a very objective manner, to gauge the progress and impact of the introduced and performed improvement measures, also based on partial projects, in such manner that higher efficiency, qualification and responsibility towards the performance of the tasks of the organisation and a positive attitude towards attending the requirements and needs of customers/citizens be attained.

We will be very glad if our approach to the implementation of the CAF model, the implemented projects and their results additionally become the inspiration and stimulus for other organisations introducing systems of quality.

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