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| MATTERS | QUALITY MANAGEMENT IN PUBLIC ADMINISTRATION IN THE CZECH REPUBLIC |
| COUNTRY | THE CZECH REPUBLIC |
| TITLE | IMPLEMENTATION OF THE CAF MODEL IN ORGANIZATIONS OF TERRITORIAL ADMINISTRATION IN THE CZECH REPUBLIC |

ABSTRACT

The reform of public administration in the Czech Republic, which has been in progress since 1990 is in essence related to the three main spheres: The reform of central state administration, reform of territorial administration and the improvement of quality in public administration. Increasing quality of public administration is one of the basic priorities of the Modernisation of Public Administration Department of the Ministry of Interior in the Czech Republic in the field of reform processes of public administration since 1990.

There has been realized number of workshops and projects within the Czech Republic in this sphere – in 2004 the project of National Policy of Quality Support: “Implementation of the CAF model in organizations of territorial administration in the Czech Republic”. On the whole, 26 authorities have been engaged in this project. The big contribution of that is that the achieved results of the self-evaluation of different administrations were subsequently compared with the average results of organizations, whose data are available in the European Institute of Public Administration (EIPA).

Consequently, in the late 2004 the 1st Quality Conference in the Public Administration in Ostrava took place. During the conference were presented achieved results in the field of the implementation of CAF model and the using of Benchmarking and experiences with these both methods, not only from other European countries, but also from Canada as well. More than 220 representatives from municipalities, cities and regions took part in this conference. In this conference the awards were handed over to those municipalities¹ that implemented CAF model in 2004.

Problem of improvement of quality² in the public administration was the topic of the special workshop at the end of February and in the beginning of March 2005, which has been organized by Ministry of Interior of the Czech Republic in conjunction with EIPA and OECD/SIGMA in the Czech Republic on the CAF model. Various representatives from regional, municipal and local administrations have participated in this workshop, mostly those who had implemented in previous period the CAF model in their organizations. There was also the representative from the SIGMA/OECD Mr Francois Hénin. The main lecturer was Mr Patric Staes from EIPA who is the expert on CAF. The conclusions from the workshop produced concrete tasks for the Ministry of Interior of the Czech Republic for the year 2005.

FULL TEXT DOCUMENT

Project “Implementation of the CAF model in organizations of territorial administration in the Czech Republic”

Within the framework of the European Union the European Institute of Public Administration developed the CAF model for the public administration. This method concerns 9 basic fields – the criteria of activities in public administration. The contribution of this model is to achieve the improvement in quality in public services and also of the quality of living of people through the self-evaluation and self-improvement. The other contribution is the engagement of the staff into the process of self-evaluation of the administration and into the process of development of a strategy – vision of the administration and their satisfaction.

¹ Within the framework of the Czech Republic has been based on the Czech government decree concerning the National price for quality (No. 806/2001) the system of appraisals for those organisations, which are undergoing the process of quality improvement of their services. The Council of the Czech Republic for Quality annually organises the National Price for Quality in the Czech Republic in different categories.

² The quality in public administration means the rate of filled of competent require.

By the end of 2003 the CAF model was implemented only in three offices in the Czech Republic. Thanks to the co-operation of the Ministry of Interior and The Quality Council of the Czech Republic it was decided to invigorate the ongoing development and to start the expansion of quality methods by the project for implementing the CAF model in several administrations in the Czech Republic.

The purposes of this project was to implement the CAF model into selected organizations in public administration in the Czech Republic by the use of educated qualified employees from particular offices and through consultant support. More than 30 administrations from the whole Czech Republic have applied to take part in this project and finally 26 of them have participated in it. They have represented both local and regional levels.

After the training of selected officials each administration has organized a working group so that it would make a self-assessment according the CAF procedure. This group consisted of employees from all levels of the office that means: executives, heads of units and officials from the different areas, e. g. personnel, social, financial etc. The average size of the working group had approximately 9 people. On the basis of self-assessment and self-evaluation each office has proposed "Action Plan of Improvement" which should discover opportunities for an improvement. These opportunities for an improvement were given high attention because thanks to the improvement in the detected areas the improvement of the whole organization could be reached. For example, a regional "Action Plan" focused on 4 areas:

- 1) Pride in the office and steady improvement of the relationships towards citizens;
- 2) Building the best social, technological and general working environment for employees of the authority;
- 3) Detailed analysis of activities, processes and also identification of liabilities and their effective treatment;
- 4) General readiness of the office for new conditions after the Czech Republic would enter the European Union.

In the framework of the project there was proposed methodology of evaluation, which came out of the experiences obtained by the implementation of the CAF model. This methodology was put together in such a way that the proposed plan was concerned not only with the evaluation of successes achieved by the implementation of the CAF model, but it also motivated to even bigger efforts and to systematical improvement of certain offices. The results of self-evaluation of offices were sent through National Coordinator of the CAF model to the European Institute for Public Administration where is benchmarking database for Europe. The offices received as a feedback the graphical comparison of their results with 72 organizations registered in the EIPA database. It has appeared from that that the offices in the Czech Republic are not lacking behind in comparison with the other member states of the European Union. The opportunities for improvement can be found in criterions 6 and 7, i.e. with targets results, which are concerned with clients (citizens) and employees. This situation can have a number of reasons. One of them can be the fact that until recently the public administration did not feel necessity to measure satisfaction of their citizens with the activity of the office as whole, satisfaction of employees of the office with their workloads and working environment etc. Although many administrations implemented various interview searches and guided dialogues or exert other activities leading towards satisfaction of both sides, it has to be said that there is often missing a continuous time rate that would describe certain trend. Specific fluctuation of results happens also thanks to the fact that the database of organizations which use the CAF model and which runs EIPA includes not only organizations of regional authorities, but that there can be also found results from the other organizations of the wide spectrum of public administration (e. g. jurisdiction, public services, police etc. – it is connected with the various understanding of the term "the public administration").

The process of implementation of the CAF model in the activities of the authorities continues and the authorities are obliged to continue in the activity for approximately 3 more years. They act upon their Action Plans of Improvement. After finishing of all improvements activities there should follow the second self-evaluation, which would verify and set the rate of improvements in the selected areas.

CONTACT INFORMATION

Unit for International Relations in Public Administration, Department for Modernisation of Public Administration, Ministry of Interior of the Czech Republic

Marketa Pankova, Head of the Unit

Irena Recinova, Unit for International Relations in Public Administration

E-mail

panka@mvcz.cz, recinova@mvcz.cz