

CAF as a Change Engine: Driving Towards Continuous Improvements

The Republic of Slovenia Ministry of Higher Education, Science and Innovation

mag. Ksenja Hauptman
dr. Mateja Berčan

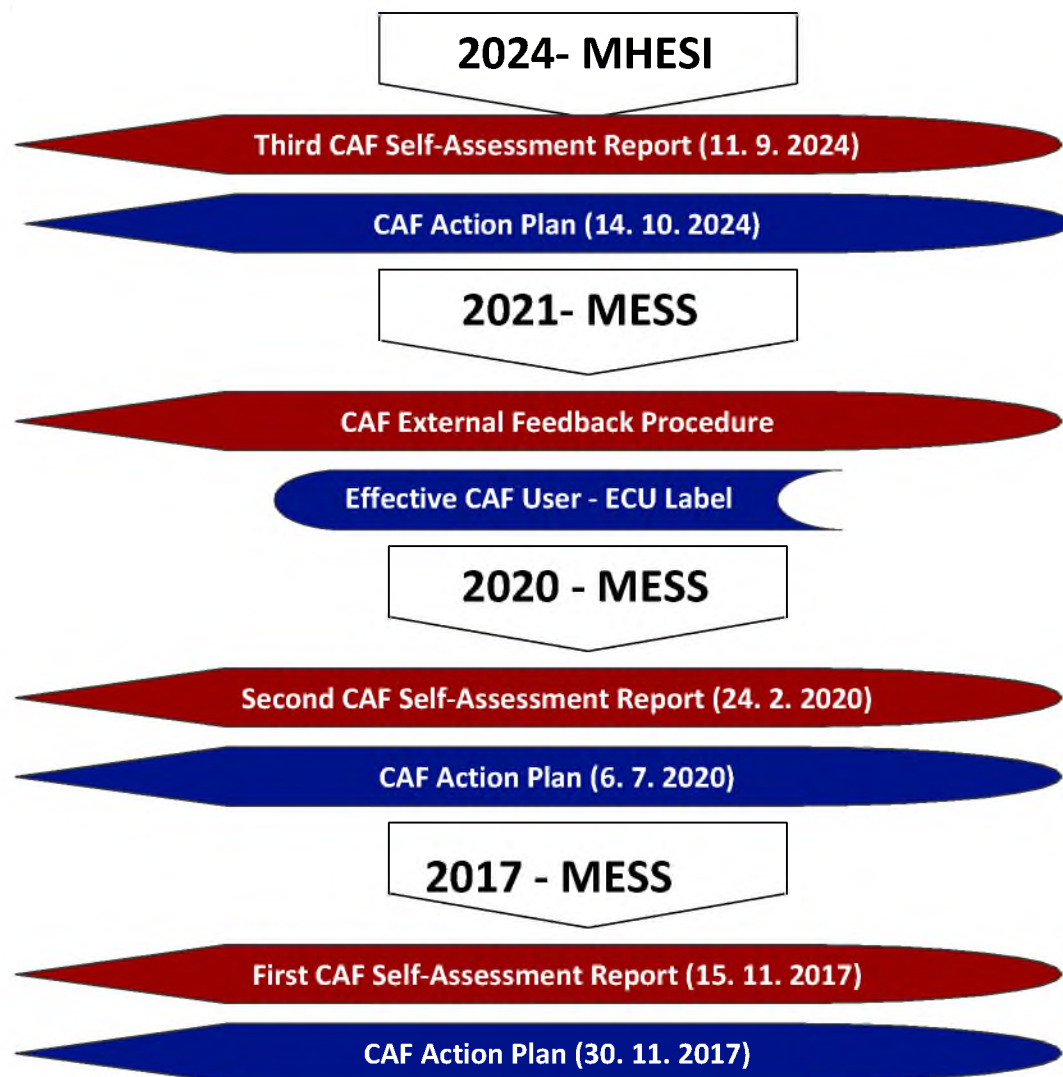
10th CAF Users' Event under the Polish Presidency of the Council of the EU

10th April 2025, Warsaw

Outline

1. The Journey of the CAF Self-assessment
2. What worked well?
3. CAF Communication Plan
4. The Improvements' Journey: Some Achievements/Outcomes by Now

The Journey of the CAF Self-assessment



What worked well?

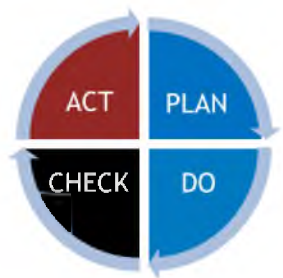
- Using a hybrid criterion to identify CAF project group members – exchanging members' experiences and incorporating them into a self-evaluation report

We spoke to every potential member of the project group beforehand, explained CAF and their role in the project

Covering all major areas of ministry's fields of responsibility

Knowledge and experiences of employees according to all CAF criteria

- Performing short workshops before entering a new phase of self-evaluating process
- Exchanging of best practice with other ministries
- Conducting a satisfaction survey on CAF project group members after finalizing the project
- The self-assessment was supported by the ministry's leadership, guided by three strategic themes as foundational priorities for the action plan:
 1. Operational Excellence and Employee Goal Orientation.
 2. Continuous Improvement of Ministry Performance Quality.
 3. Intersectoral Cooperation.



The Improvements' Journey Some Achievements/Outcomes by Now

- poVeZovalnk „Connector“/VeZl „Linkages“
- Preparing the Mission, Vision, and Values
- Working Environment Questionnaire „EMPLOYEES EYE“
- Recognitions to deserving employees



Internal Communication



poVeZovalnlk
„Connector“

VeZl
„Linkages“

The names of both newsletters are derived from the acronym of the ministry (VZI), which corresponds the ministry's areas of work.

FOURTEEN-DAY NEWSLETTER

- The provided information is short & concise.
- Additional information may be available through added links.

Appointed Editorial Board:

- One representative from each internal organizational unit.
- Members provide information from their areas of work to the Public Relations Department.

HEADINGS

- **MVZI News** - Brief description of the essential events, achievements, and activities of MVZI in the past 14 days.
- **From the perspective of the Media** – Brief summary of the essential media content related to MVZI over the past 14 days.
- **Looking ahead** – Announcement of essential activities of MVZI in the next 14 days.
- **Personnel Corner** – Information about new hires, retirements, and departures at MVZI.
- **Citizen-Friendly Initiatives** - Highlight on the activities in the past 14 days to benefit citizens.



QUARTERLY MAGAZINE

broader, more in-depth articles

HEADINGS

- **Editorial**
- **Highlights of the Trimester**
- **Walk Among Internal Units of the Ministry**
(Introductions of internal units through the interviews with head of units)
- **Let's Get Acquainted**
(Portrait of an interesting colleague)
- **Savor the Flavor**
(Seasonal cooking recipes)
- **Hidden Corners of Slovenia**
(Tips for Excursions)



Dragi sodelavke in sodelavci,

kakovost ima pomembno vlogo pri uspešnosti in učinkovitosti organizacije, saj vpliva na vse vidike poslovanja in delovanja organizacije. Ko naše organizacija živi po konceptih kakovosti, po načini razmišljanja, ki temelji na nenehnem izboljševanju, se začnejo po celotni organizaciji vspejevati ukrepi, ki spreminjajo organizacijsko kulturo. Organizacijska kultura je pri nas še vedno hierarhična, vendar pa je močno izraženo tudi kolektivno delovanje in sodelovalno delo med zaposlenimi ter v odnosih z našimi relevantnimi deležniki.

Mi smo se odločili upravljal s kakovostjo prek skupnega ocenjevalnega orodja CAF, ki je orodje za oslovljeno obvladovanje kakovosti, razvito za javni sektor, in se zglejda po modelu poslovne odličnosti Evropskega sklada za upravljanje kakovosti (EFQM). Za ta model smo se odločili predvsem zato, ker vključuje zaposlene. In ravno vi, zaposleni, ste tisti, ki pripravljate novo samoevalvacijsko poročilo in nabor ukrepov, osnovanih na podlagi znanega stanja v organizaciji. Tak način nam omogoča izvedbo izboljšav, ki temeljijo na dokazih. V vodstvu se namreč zavedamo, da imajo zaposleni ključno vlogo pri zagotavljanju in izboljšanju kakovosti v organizaciji. Vaše znanje, motivacija, sodelovanje in kultura kakovosti so ključni dejavniki, ki prispevajo k doseganju in vzdrževanju visokih standardov kakovosti delovanja Ministrstva za visoko šolstvo, znanost in inovacije.

Veliko ukrepov, ki jih je v akcijski načrt vnesta delovna skupina CAF, je bilo že izvedenih, pretekli akcijski načrt je bil realiziran v celoti in veselni se novega načrta, ki ga bomo dobili jeseni. Včasih niti ne čakamo na podpisani akcijski načrt, temveč vsaj iste ukrepe, ki imajo naravno hitrih dosežkov, oziroma kot jih po domače imenujemo "quick wins", vspejemo kar takoj, če je to le možno. Prepričana sem, da bo novi akcijski načrt, skupaj z novo vizijo in našimi vrednotami zagotovo pomembno prispeval k večji uspešnosti in učinkovitosti Ministrstva za visoko šolstvo, znanost in inovacije.

Rebeka Končija Žgalin,
generalka sekretarica

Acceptance of the document „Mission, vision, and values“

- All employees were invited to participate in 2 workshops.
- Based on the input from the first workshop, suggestions, and contributions from the employees, the final document was prepared in during the second workshop.
- Both workshops were led by the minister.
- Edward de Bono – Six Thinking Hats
- The document was adopted by consensus.

CAF Improvement Action No. 1



„Mission, vision, and values“

Participants expressed a strong sense of satisfaction with the workshop, especially regarding:

- the event's organization,
- the professional execution,
- the fulfillment of the workshop's objectives, and
- **the final outcome.**



Mission

To provide an enabling environment for excellence in higher education, scientific research and the transfer of knowledge to society.

Vision

To position Slovenia among the leading research and development countries in Europe by 2035.

Values

Connectivity and reliability for a common future.

Mutual information and trust allow us to stay connected and up-to-date with developments in our fields of activity.

We responsibly nurture our relationships with our stakeholders and remain their reliable partner.

Transparency and efficiency to achieve excellence.

The increasing value of knowledge and science and the accelerating development of a high-tech society have enabled us to develop the flexibility to face even the most demanding challenges.

We have commitment and self-initiative, we act quickly but deliberately. We strive for efficiency in our day-to-day decisions.

The courage and the perseverance to pursue unstoppable development.

Knowledge gives us the courage to venture further in our thinking and to step confidently onto new, untrodden paths.

Excellence, innovation and progress inspire us. We believe we are the leading ministry for development.

Partnership Cooperation in Designing the Working Environment Questionnaire

At our initiative, the Ministry of Public Administration sent a call to representatives of the quality management to co-create the methodology for measuring organizational climate, employee satisfaction and motivation.

Seven (7) authorities responded to the call.

Objectives:

1. obtain the information for strategic decisions;
2. develop a uniform methodology that allows comparison between organizations;
3. identify opportunities for improvement.



ACTION PLAN

Voluntary Cooperation

Knowledge & Experience

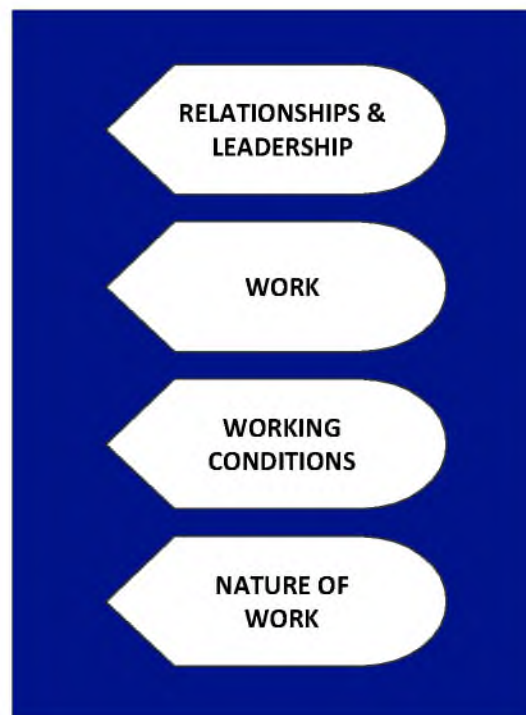
„EMPLOYEES’ EYE“ modules

Modules can operate as stand-alone units.

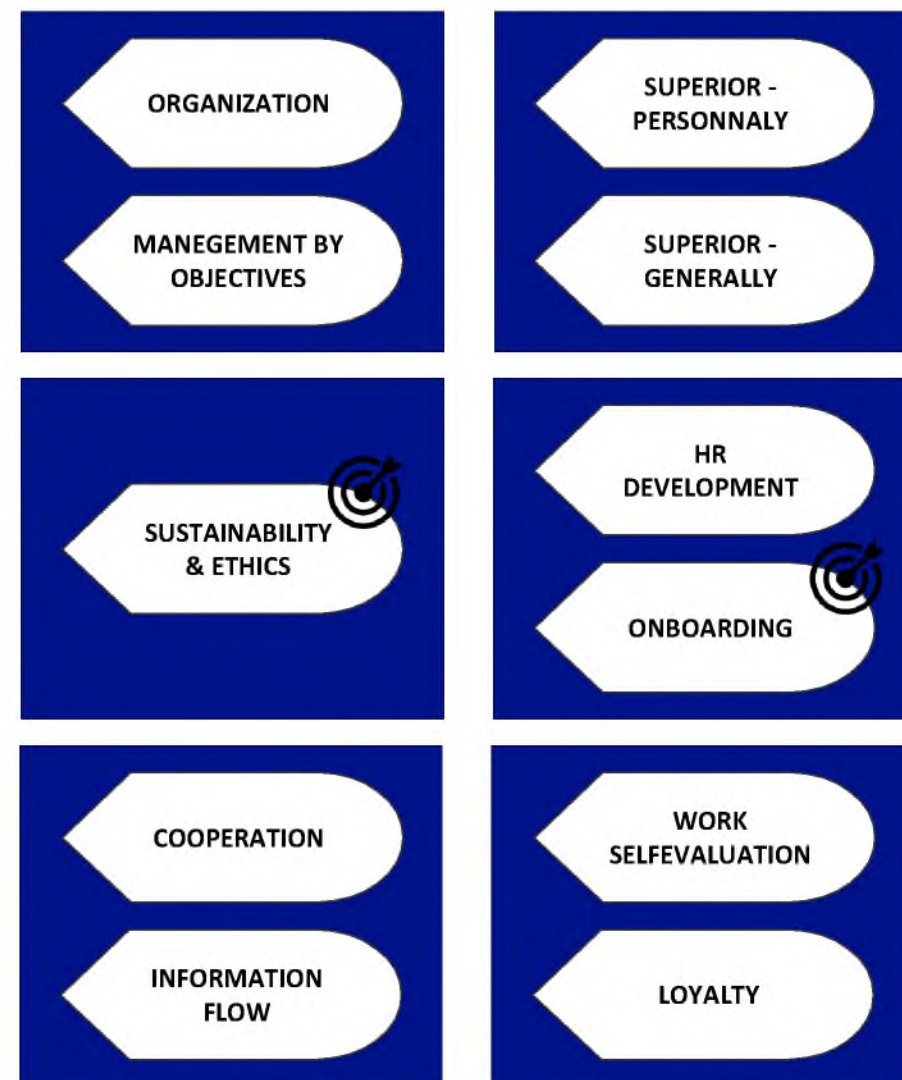
Organizations can use one or more modules and adapt them to their needs.

In 2022 and 2024, additional issues/questions were added to the original questionnaire.

M1 Employee Satisfaction



M2 Organizational Climate



M3 Stress at Work

M4 Perception of Change

M5 Training

"Where do CAF and „EYE“ meet?"

MANAGEMENT WITH OBJECTIVES

- Preparing and communicating of the vision, mission and values of the organization
- Setting clear goals and criteria for their achievement and monitoring
- Enabling employees at all levels to co-create the ministry's goals

LEADERSHIP

- Implementing effective workload planning and fair distribution of work among colleagues, while rewarding exceptional performance within the realm of possibilities
- Implementing organization of work that would alleviate time pressure and taking appropriate measures for poorly performed tasks

ORGANISATION OF WORK

- Optimising support processes and introducing e-procedures if the process allows
- Improving business processes with the help of appropriate IT support
- Implementing a system solution for submitting proposals and ideas
- Sharing parking spaces

INTERNAL COMMUNICATION

- Providing timely information for successful work performance
- Improving of internal communication - vertical and horizontal transfer of information
- Providing efficient transmission of information between and within departments, as well as from department heads to subordinates

ORGANIZATIONAL RELATIONS

- Promoting collaboration among various departments
- Resolving conflicts efficiently
- Identifying and mitigating stressors

EMPLOYEE

- Achieving a balance between personal and professional life
- Implementing employee well-being initiatives
- Providing education, professional development, and training opportunities
- Facilitating professional growth and fostering development of employee's competences



Recognitions to deserving employees

- outstanding successes for working within the ministry;
- successfully completed the most demanding project(s);
- the best employee;
- lifetime work;
- successfully completed team's most demanding project.



First Call

Invitation to MHESI employees to **submit proposals for the recognitions to deserving employees.** Proposals for recognitions must be **substantiated, and the circumstances justifying the reconditioning** to the proposed civil servant **must be stated.**



Second Call

Anonymous survey

"Vote for the person whom you value the most for professionalism and quality of work, responsibility, good cooperation, willingness to help, creativity and improvement of procedures for the citizens as well as the ministry or other values that are most important to you.



2024

✓ "The recognition was a great
✓ surprise, **confirmation of my
past work and motivation for
my further work.**

This showed that **the work of
employees in the state
administration can be**
✓ **recognized as an important
contribution to the operations
and the development of bodies
where they work.**

✓ It can also represent a **source of
motivation to other employees
for their active participation in
enhancing the functioning of
the state administration."**





The path of continuous improvements

1 insight

2 empowerment

3 organizational culture change

... is a never-ending story.



Questions? Comments?

ksenja.hauptman@gov.si



mateja.bercan@gov.si





- Agenda 2030, cilji trajnostnega razvoja, Združeni narodi.
- Analiza potreb gospodarstva po znanjih in kompetencah, ključnih za prehod v nizkoogljično družbo in gospodarstvo. December 2020. Ljubljana: Focus, društvo za sonaraven razvoj (Tkalec, T., Kvac, B)
- CAF Snow Ball Effect on Organizational Improvements. Predstavitev za Albanijo. Tirana. 2022. Ministrstvo za izobraževanje, znanost in šport. (Hauptman, K.)
- Decentralizacija Slovenije: delo na daljavo javne uprave kot delna rešitev?, magistrska naloga. Nova Gorica, Fakulteta za uporabne družbene študije, 2022 (Volčanj, H)
- Delo v državni upravi v času izrednih razmer COVID-19, rezultati raziskave. Junij 2022. Ministrstvo za javno upravo RS.
- Employees Engagement and Performance: Latest Insights From the World's Largest Study. 2022. Gallup, Inc.
- [http://app.e.gallup.com_Explore Two Critical Workplace Performance Indicators/](http://app.e.gallup.com_Explore%20Two%20Critical%20Workplace%20Performance%20Indicators/). Povzeto 26.9.2022
- <http://cmepius.si/objave/zeleni-erasmus-prirocnik-za-implementacijo-okolju-prijaznih-praks/>. Povzeto 9.9.2022
- <https://www.globalsurveyofpublicservants.org/themes/custom/globalsurveyofpublicservants/pdf/Global%20Survey%20-%20Onboarding%20Module.pdf>
- <http://www.24ur.com/sport/hokej/odmevi-po-veliki-zmagi-slovenije-nad-zda-zdravljica-v-slacilnici-po-prvi-dami-kosir-se-melania-trump.html>. Extraction data: 14. 2. 2018.
- <http://www.moskismet.com/clanek/novice/zoi-2018-americi-ne-morejo-preboleti-poraza-proti-risom-taksni-so-njihovi-odzivi.html>. Extraction data: 14. 2. 2018.
- http://www.ukom.gov.si/si/promocija_slovenije/multimedijske_vsebine/powerpoint/. Extraction data: 14. 2. 2018.
- <https://opencourseworkplace.com/news/2022> (Todd, S.)
- <https://www.cipd.co.uk/knowledge/strategy/corporate-responsibility/factsheet#ref>. Povzeto 4.10.2022
- <https://www.gallup.com/workplace/390776/percent-feel-employer-cares-wellbeing-plummet.aspx>. Povzeto 4.10.2022
- https://www.gallup.com/workplace/397751/returning-office-current-preferred-future-state-remote-work.aspx?utm_source=workplace&utm_medium=email&utm_campaign=workplace_indicators_email_5_october_10102022&utm_term=subscription&utm_content=read_article_cta_4. Povzeto 4.10.2022
- Korporativna družbena odgovornost, IBS mednarodna poslovna šola, poročevalec letnik 8, št. 4. 2018; (Vengušt, A.)
- Leadership for Culture and Change Management. OECD. Gradivo za dogodek EIPA, junij 2022 (Nolan Flecha, N.)
- Leadership in times of permanent change. Gradivo za dogodek EIPA, junij 2022 (Landi, E.)
- Managing change - the new role of Green HRM - Gradivo za dogodek EIPA, junij 2022 (Behrens, B.)
- Načrt za enakost spolov kot predpogoj za prijavo na razpise Obzorje Evropa. Ministrstvo za izobraževanje, znanost in šport. Ljubljana 2021.
- Priročnik za trajnostno vodenje organizacij in trajnostne dogodke. MOP, Care4Climate.
- Raziskava: Delo na domu in platformsko delo. Januar 2022. MDDSZ
- Resilient leaders: How to lead through times of Change, University of Twente. 2022, gradivo z delavnice. (Fischer, C.)
- State of the Global Workplace. 2022 Report. Gallup.
- Štraus, M., Magdič, S, Dobrobit učencev in učenk v Sloveniji - mednarodnoprimerjalna analiza. Ministrstvo za izobraževanje, znanost in šport, januar 2023

Literature (Questionnaire Design)

- 1KA (Verzija 17.05.02) [programska oprema]. (2017). Ljubljana: Fakulteta za družbene vede. Dostopno prek <https://www.1ka.si>
- Brečko, D. Sofos. (2016). Analiza energijske vitalnosti in motivacije javnih uslužbencev
- Brečko, D., SOFOS, Hauptman, K., MESS. (2017). The Total Motivation Survey in Public Sector in Slovenia.
- Fuenzalida, J., Mikkelsen K., Schuster C., Meyer-Sahling, J. (2022). "The Global Survey of Public Servants: Onboarding Module".
- <http://www.vegafactor.com/contact/>. Povzeto 17.5.2017.
- <http://www.vegafactor.com/survey/>. Povzeto 17.5.2017.
- <https://hbr.org/2015/11/how-company-culture-shapes-employee-motivation/> Povzeto 17.5.2017.
- <https://sofos.si/ocena-osebne-energije/>. Povzeto dne: 15.11.2018.
- Internal documents Ministry of Higher Education, Science and Innovation
- Merjenje organizacijske klime in kulture na MVZT 09/10, interno gradivo. 2010. Ljubljana: RS Ministrstvo za visoko šolstvo, znanost in tehnologijo (Stopar, M., Hirci B., Tomšič B., Hauptman, K.)
- Merjenje organizacijske klime v MNZ, interno gradivo. 2018. Ljubljana: RS Ministrstvo za notranje zadeve (Marolt Vajda, P.)
- Meyer-Sahling, J. (2023). University of Nottingham European University Institute. Staff Satisfaction and well-Being Survey of Public Servants in Serbia
- Organizacijska kultura, klima, pripadnost in zadovoljstvo na MORS v letu 2017, interno gradivo. 2017. Ljubljana: Ministrstvo za obrambo RS (Križman, V.)
- Usklajevanje zasebnega in poklicnega življenja, interno gradivo. 2018. Ljubljana: RS Ministrstvo za delo, družino, socialne zadeve in enake možnosti (Robnik, S.)
- Vprašalnik za merjenje organizacijske klime na CMEPIUS-u, interno gradivo. 2017, 2018. Ljubljana: CMEPIUS (Flander, A., Šega Urbanek, A.).
- Zdravje, odnosi, vodenje ter usklajevanje zasebnega in poklicnega življenja, interno gradivo. 2016. Ljubljana: RS Ministrstvo za delo, družino, socialne zadeve in enake možnosti (Robnik, S.)