

# Facilitating the Exchange of Best Practices Among Employees Across Various Branches

Public Service Hall  
Georgia

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# Outline

- Information on Public Service Hall
- Background of the case
- Process/dynamics of CAF process
- Results/outcome
- Lessons learned & key recommendations
- Contact details

- ✓ Public Service Hall (PSH) is a leading public service provider in Georgia, operating under the Ministry of Justice. It serves as the largest institution in delivering services not only in Georgia but also in the South Caucasus region. PSH operates throughout the country **with 124 branches and provide up to 500 services** for customers (such as: ID card, Passport, Business registration and etc.).

With a **mission** to make public services more accessible, PSH offers services through various channels (physical branches, mobile units, and digital platforms). As the frontline agency, PSH has embraced modern technology and innovation to improve service delivery.



# Background of the Case

- ✓ Common Assessment Framework (CAF) implementation began in 2018 and, by 2019, had been fully operational.
- ✓ By the end of 2023, the Public Service Hall initiated a new and extensive cycle of self-assessment to address key areas in need of improvement.
- ✓ One of the primary **objectives** was to create a more consistent and equitable experience for both employees and citizens, especially given the huge contrast in workloads and practical experiences across branches.
- ✓ PSH introduced a **systematic rotation program, mentoring system, and partner agency visits to standardize service delivery and skill development.**

The objective was to enhance the quality of services provided by the Public Service Hall and improve internal processes through the implementation of the Common Assessment Framework (CAF).



**Employee Rotation Program:** To address skill disparities, employees from smaller branches were rotated through busier urban branches. This provided practical experience, helping them understand and implement best practices from higher-performing locations. **One of the reason** for the rotation was determined after the results in the qualification test showed between the employees of the small and large branches. The maximum rotation period between branches is one week.



**Mentoring:** During the rotation program, employees were paired with mentors who offered guidance and helped track progress. Mentors also ensured employees had a positive learning experience and supported their professional growth.



**Partner Agency Visits:** Employees participated in one-week visits to other government institutions. This exposure enabled them to learn from best practices and introduced cross-agency collaboration.

# Challenges and How They Were Resolved:



**Challenge:** Coordinating Employee Rotation  
Without Disrupting Regular Operations




**Solution:** Detailed Scheduling and Resource  
Planning

## Main Wins (Success Factors):

- ✓ The adoption of the CAF framework allowed the agency to evaluate and improve its performance systematically.
- ✓ High participation from both management and staff ensured a well-rounded approach to identifying and solving problems.
- ✓ The rotation program helped equalize knowledge and experience across branches, particularly for staff at smaller or more remote locations.
- ✓ The two-week visits to partner agencies helped broaden employees' understanding of service delivery processes, fostering collaboration and better communication between agencies.


# Results/outcome

## Improved Skill Levels and Knowledge Sharing:




Surveys and interviews with employees revealed that staff felt more confident in their ability to perform a broader range of tasks after participating in the rotation program. 220 employees were trained within the framework of the program. An interview was conducted with all of them.

## Increased Collaboration and Efficiency:



The rotation program fostered a culture of collaboration across branches. Employees felt more connected, and communication between urban and rural branches became more fluid. As a result, employees were able to share solutions and resources, improving the overall efficiency of the organization.

## Reduced Interactions Between Coordinators and Managers:



Another significant result of the CAF program was the reduced need for frequent interactions between coordinators and managers, which led to more streamlined communication. The process is ongoing and includes the observation and assessment of trainees by managers and mentors.

# Long-Term Effects of the Improvement and Measurement

## Ongoing Employee Development



As 220 employees gain broader knowledge and experience, the institution expects to see improved internal promotion rates and reduced turnover, which are both indicators of successful long-term development.

## Improved Customer Satisfaction:



The long-term effects on service quality will be measured through regular customer satisfaction surveys and performance evaluations. The continuation of CAF processes, particularly in standardizing methodologies and sharing best practices, will help maintain the high standards set by the program. Continuous customer feedback through surveys will track service quality over time, ensuring that improvements made during the CAF initiative are sustained. **The goal is to maintain or even improve the 95% customer satisfaction rate that was achieved.**

95 %

## Increased Organizational Efficiency



In the long run, data on service delivery times, error rates, and employee productivity will continue to be tracked. As the rotation process continues to evolve and branch managers also participate, it is expected that efficiency will continue to improve, as decision-making and problem-solving become more decentralized and quicker. For example: reduction of transaction time after retraining by 1 minute on average.



# Lessons Learned & Key Recommendations



**Engage Employees at all level:** One of the most important lessons from this project is the value of involving employees at all levels in the process of change. By actively participating in the CAF framework evaluation, employees were able to directly contribute to identifying strengths, weaknesses, and areas for improvement in the organization.



**Rotation Programs are effective in Knowledge Sharing:** The rotation program proved to be an excellent way to equalize knowledge and experience among employees from different branches. It fostered better teamwork and allowed employees to understand and solve challenges from different perspectives.



**Regular Feedback Loops are essential:** Another critical lesson learned is the importance of continuously collecting feedback and adapting strategies based on real-world results. The CAF process, while structured, is not a one-time evaluation but an ongoing process of improvement. The Public Service Hall recognized that it needed to regularly assess the impact of its initiatives through employee surveys, customer satisfaction evaluations, and performance reviews.

# Key Recommendations:



**Invest in Continuous Employee Development:** Organizations should focus on regular training and skill enhancement to ensure their employees remain equipped to handle evolving challenges.



**Maintain a Balanced Approach to Centralization and Decentralization:** While standardizing processes across all branches, it's important to adapt to local needs and challenges. Flexibility in implementing solutions will lead to better outcomes.



**Encourage Cross-Agency Collaboration:** The partner agency visits highlighted the value of collaboration. More public institutions could benefit from sharing best practices and learning from each other's experiences.

# Contact Details

For further information about the PSH project and its impact, you can reach out to:

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**Thank you for your attention!**

