

HELLENIC MINISTRY OF THE INTERIOR, PUBLIC ADMINISTRATION AND DECENTRALIZATION
GENERAL SECRETARIAT OF PUBLIC ADMINISTRATION AND E-GOVERNANCE

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Guide on how to implement the COMMON ASSESSMENT FRAMEWORK

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1. European Union and Public Administration

Despite the efforts that have been made from time to time, there is no Common Policy on Public Administration at European Union level. There is however cooperation on issues related to the Public Administrations of member-states at Intergovernmental Level, within the framework of which all member-states make efforts for the development and implementation of policies towards the administrative convergence of National Administrations.

Common Policies (e.g. CSF, Agricultural Policy etc) however, are implemented via national administrative mechanisms, meaning that successful implementation of Common Policies depends on the effectiveness of National Administrations of Member-States, which diverge significantly in terms of operation and adjustment to the **Acquis (Policies developed and agreed at Community Level via negotiations between member-states at European Union Institution)**.

Thus, an ineffective administrative operation leads to a fruitless implementation of Common Policies, which we are invited to implement after having agreed on them, but we do not possess the required administrative mechanism for their successful implementation.

Therefore, institutional interventions (e.g. Community Law application on various issues that significantly affect P.A. operations) as well as financing actions of administrative reform and modernization (e.g. "Kleisthenis" program - 2ND CSF, Measure 2.2 of "Information Society" O.P. – 3RD CSF) are developed both by the E.U. and on national initiative in order to enhance the potentials of Public Administration.

The gradual deepening and enlargement of Acquis at E.U. implemented policies (both at community level – 1st Pillar, and at intergovernmental level – 2nd and 3rd Pillars), which took place via SEA (Single European Act) as well as Maastricht, Amsterdam and Nice Treaties, has led to an increased frequency of contacts of national administrations with the E.U. administration, as well as with

administrations of other member-states. Furthermore, the achievement of "Lisbon's Goals" in financial and social sector, involves the effective and efficient operation of national administrations.

Thus, at intergovernmental level and on the responsibility of the country, which holds the six-month EU Presidency from time to time, Informal Ministerial Meetings are organized by the EU Ministers responsible for Public Administration. The said Ministerial Meetings are prepared by the member-states' Directors General of Public Administration, who meet regularly at least once every six months, in the country which holds the Presidency. Below the Directors General's level, Expert Groups have been established and operate. One of these groups is the Innovative Public Services Group. Within the framework of IPSG, the Common Assessment Framework (CAF) has been developed. The procedure began in 1998 and the first version of the CAF was presented during the 1st European Quality Conference for Public Administrations, held in Lisbon in 2000. Ever since, cooperation on CAF issues has been ongoing and the CAF has constantly being evolved and its implementation has gradually spread within member-states, aiming at becoming the key implementation tool for Total Quality Management in Public Administrations of E.U. Member-States.

2. Advantages of the Common Assessment Framework (CAF)

The CAF has the following advantages:

1. The CAF constitutes an initial effort to deal with the variability of administrative systems of E.U. member states, setting common criteria and a single assessment method, so that its results can be comparable, commonly acceptable and applicable, in order to plan common policies, if and when conditions permit it.
2. The CAF allows the development of contacts, communication and cooperation between public sector organisations of E.U. member-states, as well as the exchange of experience on issues related to administrative organisation and operation.
3. The CAF establishes the conditions to implement a plan for the introduction of the European Quality Award for Public Administration.
4. The CAF significantly contributes to the introduction of the philosophy and the concepts of Total Quality Management in public agencies.
5. The CAF enhances the participation of an organisation's personnel in its operation's assessment procedure, since it is actually a self-assessment method.
6. The CAF is a complete study of an organisation's structure and operation, at a particular point of time. Self-assessment process is based on real facts and reasoned judgments on the examined issues, and is implemented by the staff of the organisation itself, without necessarily any outsourcing.
7. The CAF implementation is a constant procedure, since assessment results lead to the conduction of an action plan to improve administrative operation, which after its implementation is reassessed according to CAF, again, so as to achieve constant administrative improvement.
8. **The CAF does not involve the assessment of public policies content implemented per organization, but rather the administrative operation**

of the assessed organisation.

9. The CAF is not in any way related to the assessment of Public Administration personnel, at any hierarchical level of responsibility.

10. The CAF can apply either to the whole organisation or to some of its units, but always integrated as a single system and not segmental via the selective application of some particular Criteria / Sub-criteria.

Concluding the above observations on the Common Assessment Framework, we have to mention that its implementation by Greek Public Administration organisations is also recommended, so that it can be used as a significant tool for administrative improvement, which they possess and therefore they **do not necessarily have to recourse to outsourcing**, to apply a similar integrated methodology. To support public organizations willing to assess their operations, using the CAF model, this implementation guide has been prepared to give them guidelines (Assessment Group establishment and operation, assessment documentation, report preparation etc) on the process and useful tools (questionnaire, assessment report model, scoring etc) which decisively contribute to the effectiveness of the relevant actions.

3. Action plan for the implementation of the CAF

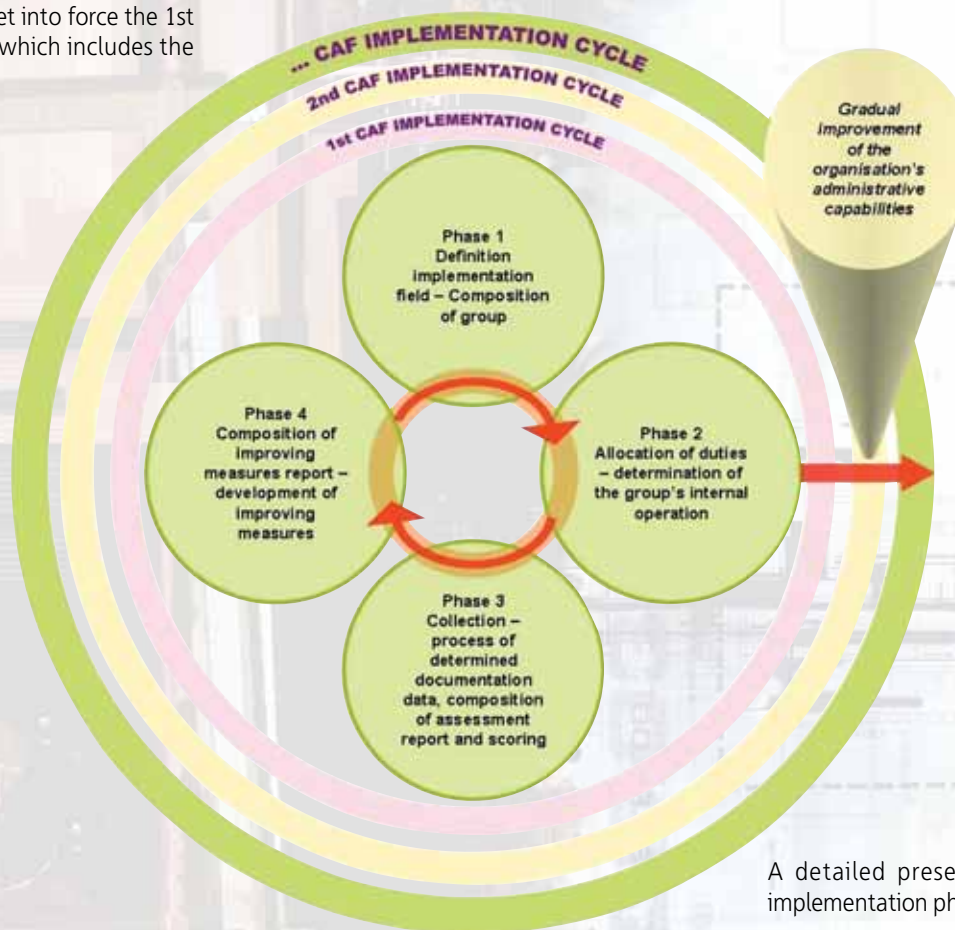
3.1 Preparation for the Action Plan– Operation of Self-Assessment Group

Each organisation which is going to implement the CAF, prepares an action plan. CAF implementation is conducted by a representative Project – Assessment Group. The Project Group shall implement the CAF, following the directions of this guide in cooperation with the Directorate of Quality and Efficiency of the Hellenic Ministry of Interior, Public Administration and Decentralization. The ministry is responsible and competent for the proper information and preparation of the Group members, for the project, its mission and the way it operates, as well as for the provision of required know-how, which shall effectively support the mission of the Project Group.

The synthesis of the Group should represent – to the best possible extent – all agencies and hierarchical levels of the organisation structure as well as categories of the personnel employed in it. In particular:

- The members of the Group should come from a wide range of the organisation agencies, from different sectors and personnel categories and should have different professional experience.
- Participation in the Group should be volunteering.
- The total number of involved employees shall depend on the range of implementation fields as well as on the total number of the organisation employees.

Project Group is required to set into force the 1st CAF implementation cycle, which includes the following phases:



A detailed presentation of the steps of each implementation phase of the CAF follows.

Phase 1: Definition of implementation field – Composition of group

A primary and necessary requirement to commence the CAF implementation process is to ensure active, constant and systematic support of the said venture by the organisation's leadership, which should be given via specific activities (by organizing of a special event to inform personnel, publication of circulars, composition and establishment of the Group and facilitations for its members etc).

After having ensured the said support, the first CAF implementation phase commences, which consists of all activities aiming to create the organisational-operational conditions for its implementation in each public agency, as follows:

1.1 Definition of the CAF implementation field (in the whole service or in some of its units). What is very important in each case is to include Administrative Auxilliary units (Directorates of Departments of Personnel and Finance) since a great part of the examined Organisation's administrative operation concerns such units.

1.2 Establishment and Appointment of Project Group members for the CAF implementation.

1.3 Determination of the way the Group shall function (pre-determined meetings within of beyond working hours, periodicity of meetings, extraordinary meetings, operation of any possible sub-groups with specific sub-projects, taking of minutes in meetings etc).

1.4 Ensuring direct communication among the Group members (exchange of telephone numbers, use of fax of e-mail etc.), to enable communication in-between the meetings for any matter that may come up.

1.5 Determination of a time frame for the CAF implementation process (in distinct phases).

Phase 2: Allocation of duties – determination of the group's internal operation

This phase involves the planning of group activities and the determination of its functioning. In particular, it includes the following activities:

2.1 Information of participants for the assessment process, according to instructions (CAF Implementation Guide and other guidelines, as appropriate) provide by the Hellenic Ministry of Interior, Public Administration and Decentralization.

2.2 Distribution of the necessary printed material supporting CAF application (CAF book, CAF Implementation Guide etc.)

2.3 Initial discussion per Criterion - Sub-criterion - Paradigm and initial definition of scoring documentation data (e.g. Legislation, regulatory and other administrative instruments, various documents of the organisation units) that should be collected.

2.4 Division of members into sub-groups, if this is considered necessary by the group (e.g. per organic unit of per group of organic units, per Criterion of per group of Criteria on the basis of Enablers Criteria and Results Criteria) and internal allocation of duties among members of each sub-group (data collection, development of a structured questionnaire, conduction of interviews, composition of assessment report etc.)

2.5 Determination of the way, in which necessary scoring documentation data are collected.

2.6 Nomination of employees that shall be invited to answer the structured questionnaires.

2.7 Final determination and certification of documentation data to be explored and presentation of such data in a table.

Phase 3: Collection – process of determined documentation data, composition of assessment report and scoring

This phase involves all activities of the group required for the collection of documentation data, the composition of assessment report and its scoring. In particular, it includes the following activities:

3.1 Conduction of interviews, completion of structured questionnaires by predetermined employees.

3.2 Structured questionnaires processing by members of the Assessment Group, who have undertaken such task.

3.3 Collection and classification of scoring documentation data by members of the Assessment Group, who have undertaken such task.

3.4 Composition of a draft assessment report per Criterion by specially appointed member's of the group (or of the competent sub-group, if any).

3.5 Discussion on individual drafts of assessment reports, where collected data are examined and questionnaire responses results are assessed. Exploring of new additional or omission of some data (which are added or omitted by the documentation data table, respectively) or conduction of further interviews may be decided, so as to achieve a better documentation of the text of each Criterion, on which scoring shall be based.

3.6 Consolidation of assessment report drafts and homogenization of their style to have a consistent form, common content and single rationale under the responsibility of the Assessment Group chairman.

3.7 Determination of a single assessment report to make up a single text in its final form.

3.8 Scoring of Paradigms - Sub-criteria - Criteria according to the ways analyzed in the attached Annex.

Phase 4: Composition of improving measures report – development of improving measures

Assessment, apart from the composition of a relevant report and the scoring, should also lead to the submission of a detailed report on improving measures. This enables utilization of assessment report results, as well as their streaming into the organisation's administration improvement program.

The report on improving measures should include, inter alia, the following steps:

4.1 Conclusion drawing and information collection through the recording of strengths - weaknesses for each Criterion and Sub-criterion, as well as of any other data from the assessment report, to form the basis for planning of mid-long-term program on administrative improvement, based on original data included in the assessment report, resulting in the planning adaptation to characteristics-needs of the organisation itself and lead to required improvements, as those are conceived by the organisation itself.

4.2 Determination of priorities regarding policy fields requiring interventions, according to their significance and importance, as assessed by the organisation's officials and leaders, within the framework of a wider effort for the organizational development and the operational upgrading of the public agency.

4.3 Definition of specific and specialized improvement actions per filed of performance in the organization, determination of a respective time frame - on the basis of the mid-long-term planning - and estimation of required resources (economic, human, technological etc.)

4.4 Classification of improvement actions into clusters of actions following the CAF Structure into Criteria and Sub-criteria, so as to facilitate the composition of a report on improving measures, since the latter is based on the drawing of conclusions from the assessment report. This results in a single approach regarding action planning, covering all main aspects of the organization. Further it facilitates the assessment of success of the actions implemented within the organization through the next implementation of the CAF model.

3.2 Activities to be carried out after the CAF implementation in cooperation with the Hellenic Ministry of Interior, Public Administration and Decentralization

After the CAF implementation, the Organisation can further develop the policy for quality in its operation, in cooperation with the Directorate of Quality and Efficiency of the Hellenic Ministry of Interior, Public Administration and Decentralization (within the framework of which a Data Base for the CAF operates) in order to develop a cooperation network and exchange information and experiences with other National and European agencies, which have implemented the CAF.

It can also participate in international events concerning implementation of Total Quality Management methods in Public Administration or even use the CAF as a benchmarking tool to compare its performance with other agencies, at national and international level.

In any case, the CAF can and should be the tool for organisation's induction in Quality systems, since this shall definitely lead them to administrative improvement in the whole range of their activity.

4. Questionnaire for the implementation of the Common Assessment Framework (CAF)

4.1 Introduction: Why use this questionnaire

The following questionnaire has been developed **to assist agencies** in the CAF implementation, providing a means to:

- explore current administrative and operational functionality and practice.
- record the way, in which the agency's operation is conceived by its personnel, by citizens and social bodies using its services.

Its supportive role does not in any case substitute the lack of measurement but on the contrary it helps to understand the need to measure and the need to conduct surveys to gather useful information.

4.2 Sampling

The decision regarding determination of number, educational level, gender, family status, professional category, position etc of employees, who shall be invited to answer the questions, stands at the discretion of the Assessment Group. **However in any case – unless all employees participate – the selected sample of employees should ensure an objective and representative reflection of all employees of the organisation**, taking into account parameters such as age, gender, family status, educational level, professional experience, employment category – sector – specialty, position held, duties exercised within the organisation etc.

In order to achieve those characteristics the following are required:

- The sample must consist of a sufficient number of employees.
- Distinction of the employees sample into categories, on the basis of the criteria mentioned above (quota method).
- Employees should be finally selected by lot.

Respective representative nature and objectivity – via the use of the same method

– should also apply in **the selection of the sample of citizens and social bodies**, in order for the latter to cover the whole range of social stratification of the public contacting the organisation (gender, age, social class, occupation, geographical origin etc).

Employees of the assessed organisation should answer all questions, apart from the questions of Sub-criterion 6.1, which refer to citizen-oriented results of the organisation. Questions of this Sub-criterion should be answered by citizens and social bodies, which should also answer the questions of Criterion 8, which involve the society results of the organisation at local and national level.

4.3 Questionnaire Form.

Questions are related to the concept and the content of Paradigms of each CAF Sub-criterion. There is no absolute correspondence between the number of Paradigms and the number of questions, since in this case the questionnaire would be huge and tiresome for respondents, which might lead to completion denials or superficial completion. For this reason, certain overlapping Paradigms have been omitted and do not correspond to any question. In order to ensure a rational structure in the questionnaire and facilitate users to easily provide the right answers, questions are ranked from general to specialized (excluding some particular issues such as citizen satisfaction, where a rational succession of citizen service is followed, e.g. access, information, service, participation in a procedure etc). Questions with a content that could be puzzling for users, have been placed at the end of each question set for each sub-criterion, so that a possible doubtful reply, shall not influence all questions or even the questionnaire's completion flow. At the beginning of some question sets, questions favoring the creation of an atmosphere of confidence between interviewers and interviewees, have

been placed, whereas questions that could in any way be connected with or influence each other, have been appropriately scattered so as not to consciously affect each other. The language of questions has been planned to be as simple as possible, so as to avoid the use of words that might cause negative or positive reactions and have an influence on response reliability.

The assessed organisation may select only a part of the questions (if it considers that some of them are irrelevant) or add some more, if it thinks that there are actions that are not covered by this particular questionnaire. Finally, it should be stressed that this questionnaire structure has taken into account the reality of Greek Public Administration to the best possible extent.

4.4 Form of questions – Structured Interview – Answer scale

The so called "close assessment questions" have been selected, to be answered on the basis of a proposed and predetermined list of words, since this facilitates answer processing and classification and assists the interviewee's attention to be focused on crucial points. The answers to each question are given on a six-grade scale (grading from the lowest to the highest level) in order to match the respective scoring scale of the CAF Criteria – Sub-criteria – Paradigms, so that the conclusions of answer processing can be homogeneously and coherently combined with the scoring of the Assessment Group. Such scale is as follows:

NOT AT ALL

(corresponds to score 0-10 of the CAF scoring scale and reflects the lack of any satisfaction regarding an activity, its absolute insufficiency and ineffectiveness).

VERY SLIGHTLY

(corresponds to score 11-30 of the CAF scoring scale and reflects minimum satisfaction regarding an activity, low level of sufficiency and effectiveness).

SLIGHTLY

(corresponds to score 31-50 of the CAF scoring scale and reflects a relative

satisfaction regarding an activity, median level of sufficiency and effectiveness).

MUCH

(corresponds to score 51-70 of the CAF scoring scale and reflects satisfaction regarding an activity, a good level of sufficiency and effectiveness).

VERY MUCH

(corresponds to score 71-90 of the CAF scoring scale and reflects a high level of satisfaction regarding an activity, a very good level of sufficiency and effectiveness).

ABSOLUTELY

(corresponds to score 91-100 of the CAF scoring scale and reflects excellent satisfaction regarding an activity, an excellent level of sufficiency and effectiveness).

In some questions, a positive or negative answer precedes (YES or NO) and in case of an affirmative, the answering process continues, according to the aforementioned scale.

4.5 Questionnaire Completion Methods

Answers to questions require **neither any justification** (unless otherwise estimated by the Assessment Group for the whole or part of the questionnaire) nor any documentation (via the submission of relevant evidence). If otherwise decided by the Assessment Group, to provide the possibility of free answers for the whole or part of the questionnaire, this requires special attention, because answer processing and classification in this case becomes extremely difficult, **since answers can be highly divergent and subjective.** In each case, answers reflect personal – subjective views of responders. However, they provide the CAF implementation process with a significant expansion and extension in the scope and subject of the survey, a fact that makes assessment more objective and representative.

Answers can be provided either via interviews with citizens and employees (questionnaires of indirect answers) conducted by members of the Assessment

Group or via the individual completion of the questionnaire (questionnaire of direct answers). In each case, if any of the responders do not wish to answer all questions for any reason (lack of knowledge, information and time, personal reasons etc) such wish should be respected, because the extent of subjectivity regarding the answers he/she shall be "obliged" to provide, shall be so great that it shall jeopardize their reliability and objectivity.

The **conduction of interviews** enjoys the advantage of direct contact between interviewers and interviewees and enables answering of any inquires and provision of clarifications, on the spot and immediately. However, there is always the risk of a positive or negative influence of interviewees by interviewers. Such risk is eliminated in the case of personal completion of the questionnaire, where however there is always the risk of misunderstandings and improper or no completion, lack of direct guidance and encouragement. It is obvious that in the case of interviews, anonymity of responders is excluded by definition.

On the contrary, in the case of **personal questionnaire completion**, the Assessment Group shall decide whether completion shall be named or anonymous.

In order to resolve the aforementioned problems, a third, **combining method**, can be applied, according to which the questionnaire is initially completed in private and before its final submission, any possible inquiry is answered, via interviewee's questions addressed to the interviewer.

What is also very important is the proper information of interviewer about issues included in the questionnaire and therefore the Assessment Group members, who shall undertake such role, should be appropriately prepared so as to acquire a satisfactory level of knowledge on the CAF model.

In each case, **answers are subject to processing and respective classification** (a fact significantly facilitated by the "close" character of the questionnaire, as analyzed above) by the Assessment Group and are taken into account in the final scoring of CAF Paradigms – Sub-criteria – Criteria. At this point it is important

to mention that Assessment Group members should proceed to a discussion, which shall determine – more or less – the grade of accuracy of the survey results conducted via this questionnaire, which depends on the size of population or responders' sample, the number of questionnaires actually answered, the objectivity of such answers etc.

During classification, Group members estimate accuracy of the survey results. For this reason they take into account the following:

- **The size of responders' sample.**
- **The number of questionnaires completed.**
- **The grade of answer' s objectivity.**
- **The grade of answer's documentation.**

4.6 List of questions

Criterion 1: Leadership

Consider evidence of what the organisation's leadership is doing to:

Sub-criterion 1.1: Provide direction for the organisation by developing its mission, vision and values

Ser.No	Question	Answer											
		Not at all	(0)	Much	(3)	Very slightly	(1)	Very much	(4)	Slightly	(2)	Absolutely	(5)
1	To what extent have the Organisation leaders defined its mission ("which are our goals"), its vision ("what do we want to achieve") via the participation of stakeholders and employees?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent have the Organisation leaders determined the framework of values and behaviours of its employees?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent do leaders regularly revise the mission, vision, values, strategic and operational goals, in line with changes in the operational environment?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent are any possible conflicts resolved via the provision of appropriate guidance or interventions and generally the improvement of communication with all employees as well as with stakeholders?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 1.2: Develop and implement a system for the management of the organisation, performance and change

Ser.No	Question	Answer					
		Not at all (0)	Very slightly (1)	Slightly (2)	Much (3)	Very much (4)	Absolutely (5)
1	To what extent have leaders developed a process management system, which takes into account the strategic planning of the organisation as well as the needs of stakeholders?	0	1	2	3	4	5
2	To what extent do the organisational structure and the administrative processes facilitate goal achievement?	0	1	2	3	4	5
3	To what extent are the organisation targets and goals determined via an agreement between levels and ranks of hierarchy?	0	1	2	3	4	5
4	To what extent does the organisation operational framework and environment favor team-work?	0	1	2	3	4	5
5	To what extent is the organisation activity oriented in such a way, so as to meet the expectations and needs of recipient persons and bodies ?	0	1	2	3	4	5
6	To what extent do Information and Communication Technologies contribute to the supervising role and/or the improvement of control and monitoring potentials by the organisation leaders?	0	1	2	3	4	5
7	To what extent is a Total Quality Management system (CAF ,E.F.Q.M., I.S.O.) or Business Balanced Scorecard or an efficiency measurement system implemented (e.g. provisions of L.3230/2004)?	0	1	2	3	4	5
8	To what extent are the needs for reorganisation and change identified?	0	1	2	3	4	5

Sub-criterion 1.3: Motivate and support people in the organisation and act as a role model

Ser.No	Question	Answer					
		Not at all (0)	Very slightly (1)	Slightly (2)	Much (3)	Very much (4)	Absolutely (5)
1	To what extent is the activity of the organisation;s leaders a role model for its personnel, in terms of values and goals?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	To what extent do the organisation leaders re-determine their position, according to employees' reactions and proposals?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	To what extent is the personnel informed about significant issues concerning the organisation?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	To what extent are individual and team action/ efforts for goal achievement supported and recognized?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	To what extent do leaders encourage and create the appropriate conditions for duty allocation and competencies/responsibilities assignment to employees?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	To what extent do employees attend training programs in order to improve the organisation's functionality?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	Are employees' personal needs treated by the organisation's leadership sufficiently?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Sub-criterion 1.4: Manage the relations with politicians and other stakeholders in order to ensure shared responsibility

Ser.No	Question	Answer											
		Not at all	(0)	Much	(3)	Very slightly	(1)	Very much	(4)	Slightly	(2)	Absolutely	(5)
1	To what extent the process of planning and goal setting involves political leaders?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent is regular cooperation with citizens, Non Governmental Organisations, interest groups, enterprises, other public authorities etc, developed and maintained?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent do stakeholders participate in the the operational activity of the organisation?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent is there public awareness and recognition of the organisation, via the development of campaigns to promote its activity?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent do public officials participate in professional associations, representative organisations and interest groups?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Criterion 2: Strategy and planning

Consider evidence of what the organisation is doing to:

Sub-criterion 2.1: Gather information relating to present and future needs of stakeholders

Ser.No	Question	Answer					
		Not at all (0)			Much (3)		
		Very slightly (1)			Very much (4)		
		Slightly (2)			Absolutely (5)		
1	To what extent are data about the needs and expectations of stakeholders and developments on general issues (e.g. social, economic, demographic, legal and other data) systematically gathered and analyzed?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent does the organisation regularly evaluate (including threat – opportunity criteria) information about stakeholders?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 2.2: Develop, review and update strategy and planning, taking into account the needs of stakeholders and available resources

Ser.No	Question	Answer					
		Not at all (0)	Much (3)	Very slightly (1)	Very much (4)	Slightly (2)	Absolutely (5)
1	To what extent is strategic planning implemented upon the approval of public officials regarding determination of priorities and time frames?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent is the participation of stakeholders pursued regarding the development of strategic planning?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent are the organisation's strategic and operational goals achieved via systematic planning and assignment of duties to the competent units and employees?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 2.3: Implement strategy and planning in the whole organisation

Ser.No	Question	Answer					
		Not at all (0)	Slightly (2)	Much (3)	Very slightly (1)	Very much (4)	Absolutely (5)
1	To what extent are performance measurement or assessment methods implemented to ensure monitoring of strategic planning?	0	1	2	3	4	5
2	To what extent is a systematic risk analysis implemented and to what extent are key variables regularly assessed regarding their impact on the organisation's functionality?	0	1	2	3	4	5
3	To what extent are duties assigned to employees evaluated in relation to their impacts and results?	0	1	2	3	4	5
4	To what extent is there balancing between available resources, implementation of short- and long-term priorities and pressures on behalf of stakeholders?	0	1	2	3	4	5
5	To what extent is the need to revise strategy, operational planning and organising of the agency assessed?	0	1	2	3	4	5

Sub-criterion 2.4: Plan, implement and review modernisation and innovation

Ser.No	Question	Answer					
		Not at all (0)	Much (3)			Very much (4)	
		Slightly (2)	Absolutely (5)				
1	To what extent is an innovative culture developed with focus on strategic planning?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent are the needs for change and adjustment to the operational environment requirements systematically monitored and respective actions planned in cooperation with stakeholders?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent are Total Quality Management standards applied?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent is a change management system implemented?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Criterion 3: People

Consider evidence on what the organisation is doing to:

Sub-criterion 3.1: Plan, manage and improve human resources transparently, with regard to strategy and planning

Ser.No	Question	Answer					
		Not at all (0)	Much (3)			Very much (4)	
		Slightly (2)	Absolutely (5)				
1	To what extent are current and future human resource needs analyzed?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent does the policy for human resources development take into account the general strategy of the organisation?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent are there objective and meritocracy-based criteria regarding human resource management (recruitment, promotions, remuneration and tasks)?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent are satisfactory working conditions ensured in the organisation?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent do the criteria for human resource recruitments and promotions ensure equal and fair treatment?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	To what extent is special care provided for the fulfillment of particular requirements of disabled employees?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 3.2: Identify, develop and use competences of employees aligning individual and organisational goals

Ser.No	Question	Answer Not at all (0) Much (3) Very slightly (1) Very much (4) Slightly (2) Absolutely (5)
1	Are expenses for training activities monitored and if yes, to what extent are they satisfactory?	YES <input type="checkbox"/> NO <input type="checkbox"/> (if yes determine to what extent) (if no move to the following question) 0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2	To what extent is the development of modern vocational training programs pursued, according to current and future professional and personal needs of the personnel?	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3	To what extent do senior employees or/and senior officers support and assist new employees towards a more effective exercise of their duties?	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4	To what extent is internal (within the organisation) or external (to other bodies) mobility of employees promoted?	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5	To what extent are modern training methods (e.g. multimedia, on-the-job training, e-learning etc) used in the organisation?	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6	To what extent is training activity monitored in relation to cost - benefit for the organisation?	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Sub-criterion 3.3: Involve employees by developing open dialogue and empowerment

Ser.No	Question	Answer
		Not at all (0) Much (3) Very slightly (1) Very much (4) Slightly (2) Absolutely (5)
1	To what extent is there a culture of open communication, dialogue and encouragement of team-work in the organisation?	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2	Are there any consultations held between the organisation management and representatives of trade unions; if yes, to what extent such results are determinant to organizational improvement?	YES <input type="checkbox"/> NO <input type="checkbox"/> (if yes determine to what extent) (if no move to the following question) 0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3	To what extent are the appropriate conditions created for the submission and promotion of employees' suggestions, initiatives and proposals?	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4	To what extent are the organisation's goals and their assessment indicators determined upon an agreement between different levels of hierarchy?	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5	If any staff surveys on the satisfaction of the organisation's personnel are being conducted, to what extent are the latter satisfied with their working conditions?	YES <input type="checkbox"/> NO <input type="checkbox"/> (if yes determine to what extent) (if no move to the following question) 0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Criterion 4: Partnerships and resources

Consider evidence on what the organisation is doing to:

Sub-criterion 4.1: Develop and implement key partnership relations

Ser.No	Question	Answer
		Not at all (0) Much (3) Very slightly (1) Very much (4) Slightly (2) Absolutely (5)
1	To what extent is the significance of the organisation's strategic partnerships specified (suppliers, other agencies, supervising authorities etc)	0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2	Are results of the said cooperation assessed? if yes, to what extent are they considered to be satisfactory?	YES <input type="checkbox"/> NO <input type="checkbox"/> (if yes determine to what extent) (if no move to the following question) 0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3	Are proper conditions in place for the exchange of employees between the organisation and other public or private bodies that are the organisation's key partners? if yes, to what extent is this procedure considered to be satisfactory?	YES <input type="checkbox"/> NO <input type="checkbox"/> (if yes determine to what extent) (if no move to the following question) 0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4	Are any special partnerships and joint projects with other public sector organisations developed?	YES <input type="checkbox"/> NO <input type="checkbox"/> (if yes determine to what extent) (if no move to the following question) 0 1 2 3 4 5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Sub-criterion 4.2: Develop and implement partnerships with citizens/ customers

Ser.No	Question	Answer					
		Not at all (0)				Much (3)	
		Very slightly (1)				Very much (4)	
		Slightly (2)				Absolutely (5)	
1	To what extent does the organisation encourage active and organized participation (consultative bodies, polls on various issues etc) of citizens/customers in the decision making process?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent is the Organisation open to suggestions or complaints of citizens/customers and develops appropriate mechanisms (questionnaires, opinion polls, consultation groups with citizen participation etc) in order to manage them?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent is there a proactive citizen information policy?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent is transparency in the organisation ensured (e.g. by publishing annual reports on its operations, posting information on the internet etc)?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 4.3: Manage finances

Ser.No	Question	Answer											
		Not at all	(0)	Much	(3)	Very slightly	(1)	Very much	(4)	Slightly	(2)	Absolutely	(5)
1	To what extent are financial resources aligned to strategic goals?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent is financial transparency ensured within the framework of the organisation's operation?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent is cost-efficient management of the organisation's financial resources ensured?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent are innovative systems of the organisation's budgetary planning (e.g. multi-annual budgets, program of project budgets etc) introduced?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent is the cost for the provision of the organisation's services-products delivered to citizens/customers controlled?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	To what extent are financial responsibilities decentralized to units of the organisation subject to central controlling as well?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	To what extent are decisions involving costs, based on cost – benefit analysis?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	To what extent are modern financial controlling methods and accounting support of the organisation's operation developed and introduced?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	To what extent is allocation of resources within the organisation related to the importance, size or other determinants of its units?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	To what extent is there a benchmarking approach regarding financial management issues?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 4.4: Manage information and knowledge

Ser.No	Question	Answer					
		Not at all (0)	Much (3)			Very much (4)	
		Slightly (2)	Absolutely (5)				
1	To what extent are developments (e.g. legislation, case-law, science), required for the support of efforts for efficient operation, systematically monitored?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent is the use of external information effective?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent is available information and knowledge regularly monitored, assessed and related to strategic planning?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent do internal channels for the update and dissemination of administrative information throughout the whole organisation, efficiently operate, in order to ensure employees' access to the knowledge required to exercise their duties?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent is administrative information accurate and user-friendly?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	To what extent is it ensured that knowledge of employees leaving the organisation is retained?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 4.5: Manage technology

Ser.No	Question	Answer					
		Not at all (0)	Much (3)	Very slightly (1)	Very much (4)	Slightly (2)	Absolutely (5)
1	To what extent is an integrated policy for the introduction of new and innovative Information and Communication Technologies implemented to all operational levels of the organization?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent are modern technologies used? (e.g. access to Data Bases, e-learning)	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent does the organisation interact with partners and bodies related to its operation via the use of modern technologies? (e.g. internet, wireless systems, intranet etc)	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 4.6: Manage facilities

Ser.No	Question	Answer											
		Not at all	(0)	Much	(3)	Very slightly	(1)	Very much	(4)	Slightly	(2)	Absolutely	(5)
1	To what extent does the location of the organisation, facilitate access of employees and all visitors?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent is an environment ensured, which is secure, efficient and contributing to the organisation's better operation, utilizing available spaces and existing equipment respectively?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent is the use and maintenance of the organisation's facilities, technical equipment, transport and energy resources efficient, effective and contributing to goal achievement, as well as to employee satisfaction?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent is building infrastructure satisfactory, in terms of meeting the access needs of employees and citizens/customers? (provisions for the disabled, parking, areas for special activities such as smoking area, sports area etc).	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent has the organisation developed an integrated policy for managing its facilities?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Criterion 5: Processes

Consider evidence on what the organisation is doing to:

Sub-criterion 5.1: Identify, design, manage and improve processes on an ongoing basis							
Ser.No	Question	Answer					
		Not at all	(0)	Much	(3)		
		Very slightly	(1)	Very much	(4)		
		Slightly	(2)	Absolutely	(5)		
1	To what extent is the description, analysis and assessment of the organisation's key administrative processes sufficient?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent is the administration of processes assigned to specific employees and to what extent are such employees involved in the planning of their assigned processes?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent is allocation of resources (human resources, equipment, finances etc) to processes – functions, conducted according to their contribution to the achievement of strategic goals?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent is the regulatory framework coded (laws, regulations, bylaws, etc) to specify processes – functions?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent are there any indicators for monitoring, assessment and improvement of processes?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	To what extent is the impact of internet and e-governance applications on the organisation processes assessed?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	To what extent are changes in the organisation's external environment and goals taken into account for the assessment – revision of the key processes?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	To what extent "one-stop services" are adopted to improve processes and functions?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sub-criterion 5.2: Develop and deliver citizen/customer-oriented services and products

Ser.No	Question	Answer					
		Not at all (0)	Very slightly (1)	Slightly (2)	Much (3)	Very much (4)	Absolutely (5)
1	To what extent do citizens/customers participate in the planning and improvement of services provided by the organisation?	0	1	2	3	4	5
2	To what extent is the legislation governing the organisation operation comprehensive and lucid for citizens?	0	1	2	3	4	5
3	To what extent do citizens/ customers participate in the development and planning of the organisation communication channels and methods?	0	1	2	3	4	5
4	To what extent is appropriate and reliable information provided, aiming at citizen/customer support?	0	1	2	3	4	5
5	To what extent are provided services easily accessible by citizens/customers? (e.g. provision via internet, flexible opening hours etc)	0	1	2	3	4	5
6	To what extent electronic means of communication are used in transactions with citizens/customers?	0	1	2	3	4	5
7	To what extent is there any efficient citizen complaint management system, for any possible disfunction in the organisation?	0	1	2	3	4	5

Sub-criterion 5.3: Innovate processes involving citizens/ customers

Ser.No	Question	Answer											
		Not at all	(0)	Much	(3)	Very slightly	(1)	Very much	(4)	Slightly	(2)	Absolutely	(5)
1	To what extent are innovations in other national or international organisations or the improvement of functions – processes utilized?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent do stakeholders participate in the development of innovative processes e.g. in pilot implementations of new services in e-governance methods etc?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent are available resources for the planning and implementation of innovative processes sufficient?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent are obstacles in innovation development analyzed and managed?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Criterion 6: Citizen/customer - oriented results

The following questions regarding this criterion are addressed to citizens or social bodies, who/which transact with the organisation for the fulfillment of their cases.

Consider what results the organisation has achieved to meet the needs and expectations of citizens/ customers through:

Sub-criterion 6.1: Results of citizen/customer satisfaction measurements

Ser.No	Question	Answer					
		Not at all Very slightly Slightly	(0) (1) (2)	Much Very much Absolutely	(3) (4) (5)		
1	To what extent do you believe that citizen cases are treated by the organisation in a friendly and fair way?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	To what extent do you believe that the organisation's activity is flexible while dealing with citizens' specific needs?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	To what extent are you satisfied with preventive actions taken by the organisation in order to meet citizens needs?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	To what extent do you believe that citizens' participation contributes to the quality improvement of services provided by the organisation? (e.g. are their needs taken into account?)	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	To what extent do you believe that the organisation's facilities are easily accessible? (close to public transport, parking facilities, waiting rooms, special provision for the disabled)?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	To what extent are services provided in a way that facilitates their accessibility by citizens? (E.g. are one-stop services or electronic services provided?)	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	To what extent is information provided (via any possible means) by the organisation to citizens (regarding their cases) considered to be of high quality, updated and accurate?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8	To what extent do you believe that consultation provided by the organisation to citizens/customers within the framework of fulfilling their cases, is reliable?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Sub-criterion 6.2: Indicators of citizen/customer-oriented measurements

Ser.No	Question	Answer					
		Not at all (0)	Very slightly (1)	Slightly (2)	Much (3)	Very much (4)	Absolutely (5)
1	To what extent are there any measurements based on indicators regarding issues related to the overall public image of the organisation? (e.g. number of citizen complaints, level of satisfaction – confidence of citizens in the overall image of the organisation, in its provided products and services, waiting time for the provision of services, time required for the processing of their cases, staff training level, rates and indicators for special groups according to gender, age, disability etc)	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	How would you rate the level of the organisation on issues concerning participation of stakeholders (citizens, other agencies, enterprises etc) in the development and provision of products and services as well as in the respective decision making processes?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	To what extent are there any measurements based on indicators to evaluate the utility of citizen recommendations on organizational improvement?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	To what extent are there any measurements based on indicators to facilitate the effective use of new and innovative methods in the processing of citizens cases?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	To what extent has there been any provision of policies such as the development of citizen charters, call centers etc?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	To what extent is reexamination of citizen cases due to errors of the organisation, based on measurements?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	To what extent are efforts to improve availability, accuracy and transparency of information considered to be satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Criterion 7: People Results

The following questions regarding this Criterion are addressed to employees. Consider what results the organisation has achieved to meet the needs and expectations of its people.:

Sub-criterion 7.1: Results of people satisfaction and motivation measurements							
Ser.No	Question	Answer					
		Not at all Very slightly Slightly	(0) (1) (2)	Much Very much Absolutely	(3) (4) (5)		
1	To what extent is the organisation's activity considered to be positive for the wider social environment, within which it operates?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	To what extent do you believe that the organisation's relations with citizens and social bodies are satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	To what extent is the personnel of the organisation aware of its operational goals?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	To what extent is allocation of duties among the organisation's employees satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	To what extent do you believe that the organisation's management is satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	To what extent do you believe that employees' individual and team efforts are rewarded by the organisation?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	To what extent do you believe that dialogue and communication mechanisms within the framework of the organisation are satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8	To what extent do you believe that processes followed in the organisation's daily operation are effective?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
9	To what extent do you believe that the organisation's modernization efforts are satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Sub-criterion 7.1: Results of people satisfaction and motivation measurements

10	To what extent do you believe that the organisation's overall image and performance are satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
11	To what extent are the organisation's facilities and working conditions satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
12	To what extent does the organisation facilitate its employees in their efforts to deal with their personal problems?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
13	To what extent do working hours facilitate employees' personal and family life needs?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
14	To what extent is overtime obligatory or optional on a volunteer basis?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
15	To what extent does the organisation efficiently deal with issues such as comfort, sanitation and safety in working facilities?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
16	To what extent does the organisation treat its employees according to the principle of equality?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
17	To what extent do you believe that employees' participation in decision making process on issues of the organisation's effective operation are an actual means of motivation?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
18	To what extent is the current personnel assessment system a means of motivation and contributory to the organisation's efforts for effective operation?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
19	To what extent does the organisation systematically develop employees' abilities, knowledge and skills in relation to the goals set? (e.g. IT skills development in relation to the goals set for the increase of electronically provided services)	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
20	To what extent are changes in the organisation's functionality effective?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Sub-criterion 7.2: Indicators of people results

Ser.No	Question	Answer					
		Not at all (0)	Very slightly (1)	Slightly (2)	Much (3)	Very much (4)	Absolutely (5)
1	To what extent is absenteeism recorded as delinquency?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	To what extent do you believe that mistakes are made by employees during their duty performance?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	To what extent does the personnel complain about issues of the organisation?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	To what extent is personnel's efficiency assessed via the use of indicators?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	To what extent do you believe that the use of Information and Communication Technologies by personnel is sufficient?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	To what extent are fields such as skills development systematically assessed?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	To what extent does personnel sufficiently fulfill the needs of citizens/customers while transacting with the organisation?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Criterion 8: Society results

The following questions regarding this Criterion are not only addressed to employees of the organization but also to citizens or social bodies, contacting the organization for the fulfillment of their cases.

Consider what the organisation has achieved in respect of impact on society, with reference to:

Sub-criterion 8.1: Results of societal measurements, perceived by the stakeholders

Ser.No	Question	Answer					
		Not at all Very slightly Slightly	(0) (1) (2)	Much Very much Absolutely	(3) (4) (5)		
1	To what extent do you believe that the organisation's operations contribute to the quality of life of citizens/customers?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	To what extent do you believe that public image of the organisation is positive?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	To what extent do you believe that frequency and quality of contacts and cooperation between the organisation and local social bodies are satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	To what extent do you believe that changes in the organisation's operation are satisfactory, as a result of an effort to adapt to social environment changes?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	To what extent do you believe that the organisation's operation has a positive impact on the society as a whole and to local economy as well?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	To what extent do you believe that the disabled are satisfactorily supported by the organisation?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	To what extent do you believe that the organisation's operation is satisfactory regarding environmental protection? (energy saving, use of alternative energy resources, waste management, compliance with environmental standards etc).	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8	To what extent do you believe that the organisation's operation is open to third parties and transparent as well?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
9	To what extent do you believe that the coverage of the organisation's activities by the mass media is satisfactory?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Sub-criterion 8.2: Indicators of societal performance, established by the organisation

Ser.No	Question	Answer											
		Not at all	(0)	Much	(3)	Very slightly	(1)	Very much	(4)	Slightly	(2)	Absolutely	(5)
1	To what extent do you believe that the organisation's efforts to deal with problems of disadvantaged groups are satisfactory?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent do you believe that the organisation's contribution to planning, financing and implementing international development initiatives is satisfactory?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent do you believe that the organisation encourages its employees and customers to become involved in social issues and activated in civil society?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent do you believe that knowledge and experience exchange between the organisation and social bodies is fruitful?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent do you believe that the organisation takes initiatives to prevent health risks and accidents for employees and customers?	0	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Criterion 9: Key performance results

The following questions regarding this Criterion are mainly addressed to the agency's personnel concerning the organisation's results evaluation: Consider the evidence of defined goals achieved by the organisation in relation to:

Sub-criterion 9.1: External results: Outputs and outcomes to goals							
Ser.No	Question	Answer					
		Not at all	(0)	Much	(3)		
		Very slightly	(1)	Very much	(4)		
		Slightly	(2)	Absolutely	(5)		
1	To what extent do you believe that the organisation's operation is effective, in other words to what extent the organisation is achieving its goals?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent do you believe that the quality of services provided by the organisation s improved on the basis iof available measurement data?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent do you believe that the organisation's operation is effective? (achievement of targets at the lowest possible cost).	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent do you believe that financial audits (internal or external) conducted in the organisation are effective?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent do you believe that the participation in tendering procedures as well as the development and certification of Policies and Quality Standards in the organisation are of a positive nature?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	To what extent do you believe that benchmarking results are positive?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	To what extent do you believe that the way in which the organisation operates contributes to the rational management of its financial resources?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.2: Internal results

Ser.No	Question	Answer					
		Not at all (0)	Very slightly (1)	Slightly (2)	Much (3)	Very much (4)	Absolutely (5)
1	To what extent do you believe that participation of all stakeholders in the decision making process is satisfactory?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent do you believe that stakeholders are satisfied with the organisation's overall activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent do you believe that the development of cooperation between the organisation and third parties is effective?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent do you believe that the policy on administrative improvement and introduction of innovation in the organisation is successful?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent do you believe that introduction of new information and communication technology applications has contributed to the improvement of effectiveness and efficiency of the organisation's operation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	To what extent do you believe that effectiveness of current processes of the organisation is satisfactory?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	To what extent do you believe that the budget of the organisation is successfully met?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	To what extent is the organisation based on its own revenues and finances deriving from services delivered?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	To what extent does the organisation fulfill the economic requirements (personnel remuneration, costing of products for citizens etc) of stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.2: Internal results

10	To what extent do you believe that the resources management policy on the resources of the organisation?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	To what extent do you believe that economic audit procedures are effective?	0	1	2	3	4	5
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Indicative list of documentation material

Documentation material, following the description of the organisation's operation in the Assessment Report, is necessary in order to objectively certify – to third parties, external observers – the extent to which such description is close to reality. Documentation material consists of laws, presidential decrees, regulatory decisions of the management, administration documents, decisions of administrative collective bodies, official statistics or research/survey results, other printed or electronic material, electronic information data bases in the internet or intranet, commonly characterized by the relation they have to the agency's organizing and functioning, as well as its activity results. Documentation material is distinguished into:

- ü Material diagnosing the organisation's current situation, referred in the first five (5) Enablers Criteria
- ü Material determining the organisation's activity results, referred in the last four (4) Results Criteria.

Hereunder follows an indicative presentation of elements comprising documentation material:

5.1 Regarding the enablers criteria (Criteria 1-5)

1. Bylaws (regulatory framework of the agency).
2. Laws governing the agency's structure, organisation, operation and staffing and determining its competences.
3. Official documents (e.g. decisions of administrative collective bodies, official – information notes, hierarchy and political leadership etc) concerning goal setting.
4. Law 2683/ 1999 (Code of Civil Servants).
5. Law 2690/ 1999 (Code of Administrative Procedure).
6. Informative documents distributed upon signing to all employees.
7. Leadership decisions on the transfer of competences to existing agencies and signature authorization.
8. Books of in-service protocol and electronic protocol.
9. Decision on the establishment of Working Groups, Collective bodies etc for issues concerning planning and application of administrative reform programs.
10. Official documents concerning infrastructure enhancement or renewal (offices, furniture, communication material, electronic equipment etc).
11. Employee participation certificates in educational seminars organized by the National Center for Public Administration and Local Government or other educational institutions.
12. Decisions on granting educational leaves to employees to attend postgraduate studies.
13. Official documents concerning proposals for leaves and paid overtimes.
14. Informative books – leaflets – posters regarding the organisation's activities.
15. Documents concerning or evidencing the participation of the organisation or its employees in seminars, conferences etc, via which its activity is publicized.
16. Documents evidencing efforts for advertising and promoting the organization's activity.
17. Decisions on establishing collective bodies to deal with specific issues of the agency and keeping minutes of such collective bodies' meetings.
18. Copies of the website of the Hellenic National Printing House and "NOMOS" website in case the organisation is a subscriber and uses their content in its daily operations.
19. Presidential Decrees (50/ 2001, 347/ 2003, 44/ 2005) concerning civil servants' qualification list.
20. Joint Ministerial Decisions or Ministerial Council Acts (MCA) or regulatory

acts, which present the obligation for cooperation or collaboration of two or more agencies for issues under their joint competence.

21. Documents of citizens or social bodies addressed to the organisation, via which observations on issues under its competence are submitted and which are seriously examined.
22. Copy of the organisation's site on the internet.
23. Incoming documents, mentioning names of the responsible employees, and written replies.
24. Law 1943/1991 (Article 6 on publicity of administrative action).
25. Documents submitting proposals for the annual budget and documents determining the level and category of its expenses.
26. Copies of electronic information data bases used in the organisation's daily operations.
27. L. 2672/1998 (Article 14 on the use of fax and e-mail in interservice communication).
28. E-mail messages received from citizens or social bodies and the respective responses, via internet.
29. Official documents recording competences and actions of the organisation.
30. Regulation of Administrative Communication.

5.2 Regarding the results criteria (Criteria 6-9)

Criterion 6: Citizen/ Customer Oriented Results

1. Results of citizen satisfaction surveys, regarding the organization's overall image, quality of its delivered services, grade of citizen participation in decision making process etc.
2. Results of meetings, joint sessions and events with citizens and social bodies regarding the organization's overall image, quality of its delivered services, grade of citizens participation in decision making process etc.
3. Number of complaints for maladministration phenomena, filed to the

organisation, its supervising bodies and the Independent Authority 'the Greek Ombudsman' and the rate of which is considered to be defensible and thus the organisation is required to act in remedy.

4. Official documents evidencing efforts made by the organisation, in order to enhance public confidence.
5. Official documents evidencing the operation of a reliable and expeditious mechanism for citizen complaint management regarding maladministration and citizen recommendation for administrative improvement of the organisation.
6. Results of surveys on the time required for the completion of administrative procedures under the organisation's competence.
7. Number of applications filed to the Legislation Monitoring Committee regarding the up to schedule processing of citizen cases by public agencies (second article L.2690/ 1999) on issues of the organisation and the approval or rejection rate of such applications.
8. Documents presenting the number of the organisation's employees, who have been trained on issues of effective citizen information and services delivery.
9. Documents evidencing participation of citizens and social bodies in decision making processes regarding subjects under the organisation's competence.
10. Documents evidencing the undertaking of initiatives by the organisation on planning and implementing new and innovative high quality citizen information and service methods.
11. Citizen Charters, via which the organisation is self-committed to serve the public, on the basis of particular qualitative characteristics, set by the organisation itself. In case of non compliance with the specifications defined by the Citizen Charter, citizens are compensated in a way determined in the Charter itself.
12. Number of decisions rendered according to the rectification procedure (for issues concerning citizens) due to errors of the organisation.

Criterion 7: People Results

1. Results of surveys on the grade of overall satisfaction and motivation of the organisation's personnel, its overall image and performance, its respective contribution to efforts for economic – social development, its relations with citizens and society, the grade of its actual participation in decision making procedure etc.
2. Results of surveys on the grade of personnel satisfaction regarding management capabilities of the organization's staff, competence allocation, assessment systems for personnel performance and the reward of individual or team efforts of employees etc.
3. Results of surveys on the grade of personnel satisfaction regarding working conditions, suitability of working places, working atmosphere, infrastructure, provision of equal promotion opportunities, working hours etc.
4. Results of surveys on the grade of personnel satisfaction regarding its career potentials, motivation methods etc.
5. Results of surveys on the grade of personnel satisfaction regarding the effectiveness of dialogue mechanisms in the organisation, its participation in decision making procedure and the undertaking of administrative reform initiatives etc.
6. Statistics on absenteeism rates and sickness leaves.
7. Statistics on personnel mobility (detachments, transfers, shifts, secondments).
8. Statistics regarding reports submitted by employees related to the operational environment of the organisation.
9. Statistics regarding the organisation's personnel participation in strikes.
10. Measurement results of the organisation's productivity and efficiency.
11. Statistics of annual assessment of the organisation's personnel.
12. Statistics regarding employees' participation in training programs on issues related to the organisation's competences.
13. Economic data regarding the financing of training programs on issues related

to the organisation's competences.

14. Statistics regarding rates of civil servants using in their daily duties new information and communication technology applications (computers, programming, internet access, e-mails etc).
15. Statistics regarding personnel participation in social events held by the organisation.
16. Official documents concerning employees' voluntary work beyond working hours, in case of special and unpredictable circumstances.

Criterion 8: Society results

1. Official documents (invitations, minutes) which reflect the frequency and the content of the organisation's contacts with social bodies involved in its operations.
2. Official documents regarding financial support of social bodies, exercising activities for the promotion of citizens' quality of life, in the area where the organisation is seated or dealing with issues under its competence.
3. Official documents reflecting the organisation's activities to support the disabled.
4. Official documents evidencing the organisation's active participation in efforts to upgrade residents' quality of life in the area it is seated.
5. Articles in printed press publications and generally mass media references, which promote the positive contribution of the organisation's activity for the benefit of its social environment.
6. Special programs and measures developed and implemented by the organisation to deal with health risks and accident prevention.
7. Special programs and measures developed and implemented by the organisation, aiming at incorporating sustainable development principles in its daily operations (energy-saving, use of renewable energy resources, biological waste management, waste recycling, use of environment-friendly

transportation means, encouragement of employees to use public transportation, reduction of noise etc).

Criterion 9: Key performance results

1. Results of audits and inspections evidencing that the organization achieves its goals for a specific period of time, saving as many resources as possible.
2. Application of Total Quality Management methods (ISO, EFQM, CAF etc.).
3. Results from the organisation's participation in quality competitions.
4. Official documents evidencing the actual participation of all stakeholders in the decision making process.
5. Results of surveys evidencing the satisfaction of all stakeholders regarding its overall activity.
6. Planning and implementation of innovative programs for the administrative improvement of the organisation's operations via the use of new information and communication technology applications.
7. Data regarding faithful implementation of the budgetary planning (excess of expenses, shortcomings in revenues etc).
8. Results of audits and inspections evidencing the rational management of the organisation's resources.

6. Scoring method

6.1. Necessity and methods of scoring

The scoring of each CAF Sub-criterion and Criterion has four (4) main targets:

1. Determination of the organisation's operational level per Sub-criterion and Criterion, on the basis of a measurement scale of the well known "Quality Cycle" of Demming, a fact required in order to achieve a reliable planning of administration improvement activities. The "Quality Cycle" consists of the following phases of administrative operations: Plan, Do, Check, Act (PDCA).
2. Estimation – measurement of the grade of the organisation's management improvement from time to time, when the CAF is periodically applied (each year or every second year), enabling comparisons based on the scoring of the CAF Sub-criteria and Criteria.
3. Definition of good administration practices, which are those collecting the highest score.
4. Searching and finding similar – respective agencies with common characteristics and administration maturity level, to exchange experiences, views and ideas, regarding administrative improvement and innovative issues. It should be stressed, however, that CAF scoring should be used very carefully in benchmarking, since in the majority of cases, there is no administration homogeneity that may allow objective comparison.

The CAF provides two scoring methods based on the quality cycle "Plan, Do, Check, Act (PDCA)":

- **C.A.F. scoring** and
- **C.A.F. fine tuned scoring**, which is appropriate for organisations requiring a more detailed analysis of the assessment procedure.

Scoring must necessarily be documented by the respective official material.

Hereunder follows an analysis of the two scoring systems.

A. C.A.F. scoring

Scores in the five (5) Enablers Criteria for the organisation's operations, are scaled from zero (0) to one hundred (100) in the way analyzed in the following table:

Enablers Panel						
PHASE		Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5
	We are not active in this field We have no information or very anecdotal.	0-10	0-10	0-10	0-10	0-10
PLAN	We have a plan to do this	11-30	11-30	11-30	11-30	11-30
DO	We are implementing/ doing this	31-50	31-50	31-50	31-50	31-50
CHECK	We check/review if we do the right things in the right way	51-70	51-70	51-70	51-70	51-70
ACT	On the basis of checking/reviews we adjust if necessary	71-90	71-90	71-90	71-90	71-90
PDCA	Everything we do, we plan, implement and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue	91-100	91-100	91-100	91-100	91-100

Scores in the four (4) Results Criteria of the organisation's operations, are scaled from zero (0) to one hundred (100) in the way analyzed in the following table:

Results Panel				
	Criterion 6	Criterion 7	Criterion 8	Criterion 9
No results are measured and /or no information is available	0-10	0-10	0-10	0-10
Results are measured and show negative trends and /or results do not meet relevant targets	11-30	11-30	11-30	11-30
Results show flat trends and/ or some relevant targets are met	31-50	31-50	31-50	31-50
Results show improving trends and/or most of the relevant targets are met	51-70	51-70	51-70	51-70
Results show substantial progress and/or all the relevant targets are met.	71-90	71-90	71-90	71-90
Excellent and sustained results are achieved. All the relevant targets are met. Positive comparisons with relevant organisations for all the key results are made.	91-100	91-100	91-100	91-100

B. C.A.F. fine tuned scoring

Scores in the five (5) Enablers Criteria of the organisation's operations, are scaled from zero (0) to one hundred (100) in the way analyzed in the following table:

Enablers Panel							
PHASE	SCALE	0-10	11-30	31-50	51-70	71-90	91-100
	Evidence	No evidence or very low rating	Some with low rating related to some areas	Evidences related to relevant areas with average rating	Evidences related to most areas with good rating	Evidences related to all areas, with very good rating	Evidences related to all areas with excellent rating compared with others
PLAN	Planning is based on stakeholders needs and expectations. Planning is deployed throughout the relevant parts of the organisation on a regular basis.						
	Score						
DO	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation on a regular basis.						
	Score						
CHECK	Defined processes are monitored with relevant indicators and reviewed throughout the relevant parts of the organisation on a regular basis.						
	Score						
ACT	Correction and improvement actions are taken following the check results throughout the relevant parts of the organisation on a regular basis.						
	Score						
							Total /400 Score /100

Scores in the four (4) Results Criteria of the organisation's operations, are scaled from zero (0) to one hundred (100) in the way analyzed in the following table:

Results Panel						
SCALE	0-10	11-30	31-50	51-70	71-90	91-100
TRENDS	No Measurement	Negative trend ↘	Flat trend or modest progress ↔	Sustained progress ↗	Substantial progress ↗↗	Positive comparison with relevant organisations for all results
Score						
TARGETS	No or anecdotal information	Results do not meet targets	Few targets are met	Some relevant targets are met	Most of the relevant targets are met	All targets are met
Score						
			Total/200			
					Score/100	

6.2 Implementation of scoring process.

6.2.1 C.A.F. scoring.

1. Regarding Enablers criteria (1 to 5), the phase of "Quality Cycle" (Plan, Do, Check, Act) is selected at first, to which the Paradigm under scoring corresponds and the score on the 0 – 100 scale is given. The selection of the appropriate phase is of additional – accumulative character. So, the selection of a certain phase requires fulfillment of all conditions of the previous phases. PDCA phase (constantly improving "Quality Cycle") takes place only if there is benchmarking within the efforts for the administrative improvement of the agency.

2. Regarding the scoring of Results Criteria (6 to 9), the score of each Paradigm or Measurement Result or Measurement Indicator is estimated on a zero (0) to one hundred (100) scale, divided into six (6) levels, as analytically presented in the respective table. The score is determined on the basis of the organisation performance trends defined by various measurements of effectiveness, efficiency, citizen and employee satisfaction etc, as well as the extent to which the organisation's targets are achieved. In each level either trends or the extent of target achievement or both are taken into consideration.

3. Each group member undertakes to assess each Sub-criterion.

4. Each group member should act in consensus –via negotiations and agreements – during the assessment procedure. This can be achieved as follows:

- Each member presents its personal scoring for each Sub-criterion.
- After such presentation, the main agreement and disagreement points are identified, and analytically explored.
- Such exploring procedure can lead to a consensus solution for the scoring of each Sub-criterion.
- The Average score of each Sub-criterion is the score of the Criterion.
- The Average score of each Criterion is the final score of self-assessment.

5. In case consensus assessment procedure fails, scoring can be estimated using

the average method, as follows:

Each member scores documentation actions (paradigms, measurement results, indicators etc) of each Sub-criterion.

- The average of these scores is the score of each Sub-criterion action.
- The average of the scores of each action, is the score of each Sub-criterion.
- The average of the scores of each Sub-criterion is the score of the Criterion.
- The average of the scores of each Criterion is the final score of self-assessment.

6.2.2 C.A.F. fine tuned scoring.

Fine tuned scoring is a more complex way of scoring. As far as Enablers criteria (1 – 5) are concerned, more emphasis is given rather on the "Quality Cycle" (Plan, Do, Check, Act) as an overall organisational improvement procedure, characterized by intense interaction between its individual phases. Bench learning is taken into consideration only at the highest level of each phase.

This way of scoring provides more information on the applied actions of administrative improvement, meaning that fields requiring improvement as well as fields presenting organisational and operational weaknesses can be easily identified. This is because more detailed analysis and justification on the way of scoring is given and the necessity for accelerating target achievement is more adequately presented.

Directions for the scoring of the Enablers criteria:

- Study of definition of each quality cycle phase (Plan, Do, Check, Act) in order to completely comprehend their content.
- Determination of evidence proving the organisation's action per sub-criterion paradigm and scoring of each paradigm. Score is completed in the appropriate field – space of the respective table of double entry, which consists of the evidence scale (poor, moderate, good, very good, excellent) and of the phases of "Quality Cycle". In this way, estimation of evidence sufficiency is enabled in combination with each quality cycle phase, in which the paradigm under

assessment is placed. This assessment can occur either for some of each Sub-criterion paradigms (in order to avoid complexity) or for all paradigms. In each case the average of paradigm scores is estimated, which is also the Sub-criterion score in each "Quality Cycle" phase.

- Estimation of the sum of scores of the four (4) "Quality Cycle" phases and its division by four (4) so as to transfer the Sub-criterion scoring into an 100 scale. This is the scoring of each Sub-criterion that depends on how individual paradigms are allocated in terms of both sufficiency of evidence and the "Quality Cycle" phase in which the paradigms are placed. Such scoring can be related to the overall image of the table. E.g. the total scoring of a Sub-criterion cannot exceed 40 if any of the 4 phases of the "Quality Cycle" (Plan, Do, Check, Act) has been given a score less than 20. Or for example, cannot exceed 60 if any of the 4 phases of the "Quality Cycle" (Plan, Do, Check, Act) has been given a score less than 30.
 - Each group member should act in consensus –via negotiations and agreements – during the assessment process. This can be achieved as follows:
 - A) Each member gives its personal scoring for each paradigm.
 - B) Then, the main agreement and disagreement points are identified, and analytically looked into.
 - C) Through that procedure, a solution for the scoring of each paradigm must be found, in consensus among group members.
- Hereunder follow directions for the scoring of the Results Sub-criteria:

- Firstly, an overall estimation regarding the trends in the organisation's operational results, during the last 3 years, as well as the extent to which targets are achieved during the last year is conducted for each CAF Sub-criterion.
- Results trend is scored from 0 to 100, in a scale divided into 6 levels, as analyzed in the respective table.
- The level of target achievement during the last year is scored from 0 to 100,

in a scale divided into 6 levels, as analyzed in the respective table.

- The sum of trends and achieved targets is estimated and divided by 2, so that scoring is expressed on an 100 scale basis for each Sub-criterion. Each group member should act in consensus –via negotiations and agreements – during the assessment process. This can be achieved as follows:
 - Each member gives its personal scoring for the trends or target achievement
 - Then, the main agreement and disagreement points are identified, which are analytically looked into.
 - Through that process, a solution for the scoring of each Sub-criterion may be found, in consensus among group members..
- In case consensus fails, scoring can be estimated using the average method, as follows:
- Each member scores trends or target achievement.
 - The average of these scores is the score of trends and target achievement.
 - The sum of trends and achieved targets is estimated and divided by 2, so that scoring is expressed on an 100 scale basis for each Sub-criterion.

7. Model of the CAF assessment report

7.1 Introductory remarks.

This model has been created in order to assist Assessment Groups to compose their final report in a lucid, organized and homogenous way. Such Model facilitates assessment reading and analysis by third parties as well, who have not participated in the relevant procedure and are not familiar with the CAF.

An homogenous presentation of assessment reports based on the CAF structure, is also required for the conduction of reliable and methodologically accurate comparisons between CAF successive implementations, a fact that shall lead to useful conclusions for the overall course of the organisation through time.

In addition, this Model creates the conditions to improve initiatives based on the conclusions of the assessment process, following the CAF philosophy and structure.

7.2 Directions for completion.

As far as the completion of the assessment report is concerned, the following should be taken into account:

1. Organisation's actions proving the grade of effectiveness of each Sub-criterion are briefly described and scored according to the CAF scoring scale. Paradigms referring to the CAF are indicative. Thus, the organisation under assessment may add further actions, if it reasonably believes that this shall enhance its effectiveness in each Sub-criterion. It may also omit some Paradigms if it justifiably proves that they are not relevant to the organization's character, competences and operation. Of course, such adjustments may be effected only if the CAF content remains unchanged.

2. Supporting documents or other material, are indicated in each Sub-criterion. Processing of questionnaire responses is also considered to be a supporting

element. A special annex of the assessment report includes the entire supporting material, questionnaires, conclusions etc.

3. Fields are defined in which samples of good operation and positive action results are presented as well as fields in which problems are identified or negative results emerge and require improvement.

4. Each Sub-criterion and Criterion is scored on the basis of the above analysis, according to detailed directions provided in the respective part of this guide.

Hereunder follows a presentation - on the basis of the CAF structure - of indicative lists of elements that can be included in an assessment report as well as a table with the structure of the assessment report per sub-criterion:

Criterion 1: Leadership.

Consider the evidence of what the organisation’s leadership is doing to:
Sub-criterion 1.1: Provide direction for the organisation by developing its mission, vision and values.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- The organisation’s mission and competences, as provided by current by-laws.
- Efforts to set targets and implement official or unofficial competences, as provided by official or informative notes, respective regulatory provisions, application of L.3230/ 2004, decisions of the organisation’s management collective bodies (Municipal, Prefectural Regional, Management Board etc) etc.
- Efforts to apply provisions of the Code of Civil Servants or the Code of Municipal Employees or the Code of Administrative Procedure or other regulatory texts, regarding values and principles that should govern public administration operations.
- Efforts regarding participation of social bodies and citizens in the organisation’s decision making process.
- Efforts to identify changes in the organisation’s external environment (social requests, economic changes, change of legal framework etc) and attempts to change the organisation’s mission, in order to effectively correspond to such changes (e.g. change of bylaws).
- Way in which the organisation’s mission is communicated to its personnel, via distribution of printed material, carrying out of informative meetings, sessions etc.

The Assessment report is structured hereunder in a table form, to be used for the composition of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

2.

C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

1.

2.

D. FIELDS REQUIRING IMPROVEMENT:

1.

2.

E. SCORE - JUSTIFICATION:

Sub-criterion 1.2: Develop and implement a system for the management of the organisation, performance and change

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- The form of the organisation’s operational structure, as recorded in its by-laws.
- Allocation of responsibilities, competences and signature authorization for official documents, according to respective regulatory provisions.
- The participatory implementation process of goal setting systems either unofficially or officially (e.g. via the application of provisions of L.3230/ 2004).
- The extroversive activity of the organisation, which contributes to the fulfillment of needs and expectations of all those transacting with its agencies.
- The operation of systems for electronic document filing and monitoring case fulfillment with the use of ICT methods.
- Constitution, establishment and operation of working groups, committees or other collective bodies.
- The use of methods of Total Quality Management or operational goal setting or the organisation’s performance measurement (CAF, E.F.Q.M., I.S.O., Balanced Scorecard etc).

The Assessment report is structured hereunder in a table form, to be used for the composition of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

2.

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

Sub-criterion 1.3: Motivate and support people in the organisation and act as a role model.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Unpaid overtimes for members of the senior hierarchy of the organisation as well as their involvement in various administrative procedures for the fulfillment of cases.
- Encouragement to submit administrative improvement proposals from people of the organisation (either individually or collectively) and their acceptance on certain occasions.
- Efforts for goal achievement.
- Information of the organisation’s personnel about significant issues via the distribution of relevant written material, carrying out of informative meetings, sessions etc.
- Efforts to ensure the necessary infrastructure, to motivate personnel to work more effectively.
- Participation of employees in training activities run by respective bodies of the public or private sector (Universities, Technological Educational Institutions, postgraduate studies, PhD thesis, National Center for Public Administration and Local Government, School for Employees for the Ministry of Finance etc)
- Granting of leaves to employees distinguished for their effectiveness, recording of employees’ exceptional performance in annual assessment reports, payment of overtimes, provisions of facilities for employees (exit permissions – late arrivals – early departures, maternity - pregnancy – fatherhood leaves, name days, parent leaves etc).

The Assessment report is structured hereunder in a table form, to be used for the composition of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

2.

C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

1.

2.

D. FIELDS REQUIRING IMPROVEMENT:

1.

2.

E. SCORE - JUSTIFICATION:

Sub-criterion 1.4: Manage the relations with politicians and other stakeholders in order to ensure shared responsibility.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Meetings with the political leadership of the organisation.
- Ways of reporting views of the administrative hierarchy to the political leadership of the organisation (in writing, using official or informative notes, verbally etc).
- Ways of communicating guidance of the political leadership to administrative hierarchy.
- Ways in which the organisation contacts social groups or citizens, dealing with its agencies (requests acceptance, meetings, satisfaction of needs, answers to inquiries or applications etc).
- Issue and publication of informative leaflets, books, posters or other printed material, organising seminars, conferences, meetings and events, advertising initiatives regarding the organisation's activities.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

CRITERION SCORE:

Criterion 2: Strategy and planning:

Consider evidence of what the organisation is doing to:

Sub-criterion 2.1: Gather information relating to present and future needs of stakeholders.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- The ways in which the organisation contacts other bodies (public organisations, enterprises, etc) that participate in its operation and methods of information gathering regarding their views (collective bodies, meetings, conferences, surveys etc).
- The ways of information gathering and evaluating, regarding changes in the organisation's external environment (gathering of statistical, economic and social data in cooperation with the Hellenic National Statistics Service or via other surveys, monitoring of changes in legislation via access to informative legal data bases, monitoring of mass media etc).

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

1.

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E. SCORE - JUSTIFICATION:

Sub-criterion 2.2: Develop, review and update strategy and planning, taking into account the needs of stakeholders and available resources.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Participation of social bodies in the organisation's decision making process via the operation of collective bodies (Regional Councils, Economic and Social Committee etc) or unofficially via sessions, meetings, conferences etc.
 - Application of risk and opportunity analysis methods in the process of the organisation's strategy development (e.g. SWOT Analysis).
 - Implementation of the organisation's strategy, planning, mission and goal setting procedure via official or unofficial ways (L.3230/ 2004, decisions of administration collective bodies establishing the framework of goal setting, other relevant regulatory provisions etc).
 - Efforts to reorganize the agency and improve its operational methods (e.g. new by-laws, implementation of administrative reform projects via relevant operational programs such as "Politeia" and "Information Society").
 - Application of Total Quality Management methods (E.F.Q.M., I.S.O., CAF etc).
- Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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2.

C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

Sub-criterion 2.3: Implement strategy and planning in the whole organisation.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- The procedure of target materialization into specific projects, with time frames, budgets etc, which is implemented officially (according to the provisions of l. 3230/ 2004 or other regulatory acts) or unofficially.
- The course of implementation of such projects.
- Results assessment of the implementation course in relation to the goal achievement and economic, human and technological resources required.
- Establishment and operation of collective (consultative or decision making) bodies, responsible for the monitoring of the organisation's target achievement course.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

Sub-criterion 2.4: Plan, implement and review modernisation and innovation.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Training seminars and collaboration with universities or other institutions to participate in benchmarking efforts, in establishment of learning labs focusing on the role of strategic thinking and planning etc.
- Personnel, citizen and social bodies proposals on modernisation and innovation issues.
- Participation of stakeholders in collective bodies or other constant cooperation concerning modernisation and innovation issues.
- Provisions taken to establish and implement an efficient change management system to monitor progress in innovation and use of a proper methodology (e.g. input+output+outcome-measurement; use of TQM)
- Actions taken to ensure the necessary resources to the planned changes such as the inclusion of innovative actions in the annual budgetary planning.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

CRITERION SCORE:

Criterion 3: People:

Consider evidence on what the organisation is doing to:
Sub-criterion 3.1: Plan, manage and improve human resources transparently, with regard to strategy and planning.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Actions (documents, decisions etc) conducted for personnel recruitment in relation to the organisation's operational needs.
- Provisions of the organisation's by-laws regarding staffing.
- Remuneration policy (regular pays, extras etc) followed by the organisation.
- Career system, promotion criteria, according to the Code of Civil Servants, the Code of Municipal Employees or other regulatory instruments.
- Existence of job descriptions and qualification lists.
- Efforts to improve working conditions.
- Activities to satisfy disabled employees needs (construction of ramps, special toilets, installation of low water coolers etc).
- Sensitive treatment of personal needs and personal life of the organisation's employees (provision of maternity - pregnancy – fatherhood leaves, name days and parent leaves as well as exit permissions – late arrivals – early departures etc).

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

Sub-criterion 3.2: Identify, develop and use competences of the employees aligning individual and organisational goals.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Knowledge, skills and qualifications required for employees, as provided in the by-laws and the qualification lists of the public sector.
- Fragmentation of the agency in units and signature powers assigned to the heads of units, as determined in the organisation’s bylaws and other regulations.
- Training or other methods used for the development of qualifications and other skills of personnel.
- Percentage of budget resources provided for training activities.
- The way in which senior staff guides new employees.
- Horizontal and vertical mobility (internal and external) of employees (shifts, detachments, transfers, secondments, promotions etc) and staff rotation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

2.

C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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2.

D. FIELDS REQUIRING IMPROVEMENT:

1.

2.

E. SCORE - JUSTIFICATION:

Sub-criterion 3.3: Involve employees by developing open dialogue and empowerment.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Ways of written and verbal information of personnel regarding current planning of the organisation (publication of documents, meetings etc).
- Encouragement of team work via the operation of committees, groups and other collective bodies either unofficially or officially.
- Encouragement of personnel to submit proposals regarding more effective achievement of the organisation's targets and improvement of its structure and operation.
- Application of the provisions of L. 3230/ 2004 on goal setting or implementation of unofficial relative goal setting systems and methods, in which the organisation's personnel also participate, as evidenced by the relevant printed material (official – informative notes or regulatory provisions).
- Systematic or unofficial conduction of surveys regarding personnel satisfaction from working conditions and working atmosphere.
- Conduction of meetings with trade unions of the organisation's employees.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

1.

2.

E. SCORE - JUSTIFICATION:

CRITERION SCORE:

Criterion 4: Partnerships and resources:

Consider evidence on what the organisation is doing to:

Sub-criterion 4.1: Develop and implement key partnership relations.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Key cooperation relationships of the organisation with other bodies, within the framework of common policies planning and implementation, as provided in regulatory provisions.
- Unofficial or official relationships of the organisation with social bodies directly or indirectly involved in daily operations of the organisation.
- Relationships of the organisation with its various suppliers (natural or legal persons) according to the respective contracts and their execution.
- The way of information and training of the organisation's personnel, in order for the latter to effectively fulfill needs, resulting from the organisation's cooperation with other public or private bodies.
- Personnel transfers to other agencies that the organization cooperates with, to improve their cooperation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

2.

C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

1.

2.

D. FIELDS REQUIRING IMPROVEMENT:

1.

2.

E. SCORE - JUSTIFICATION:

Sub-criterion 4.2: Develop and implement partnerships with the citizens/ customers.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Official or unofficial relationships with citizens - users of its services.
- Forms of citizen participation in the organisation’s decision making process.
- Surveys measuring citizen satisfaction from the services provided by the organisation.
- Management system for proposals, reports and complaints submitted by citizens regarding issues of the organisation’s functionality.
- Ways of delivering administrative information to citizens (help desks, call centers, written responses, issuing of informative leaflets, organisation of events, use of new information technologies and telecommunication, such as faxes, e-mails, web sites etc).
- The way in which legislation on citizen access to administrative information is applied (Article 5 of the Code of Administrative Procedure, ratified by L. 2690/ 1999).
- The way in which legislation on public activity publicizing is applied (Article 6 of L. 1943/ 1991).

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

1.

2.

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E. SCORE - JUSTIFICATION:

Sub-criterion 4.3: Manage finances

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- The way in which the budget of the organisation is established (supportive for the organisation's targets, participatory, additive budget, zero base budget etc), as provided by the relevant official documents.
- Methods of budget application, overruns observed and transfers among codes, in order to cover unpredicted needs or gaps of the ineffective initial planning.
- The way of monitoring budget implementation process and corrective actions that are made in case of divergence of initial goals.
- Efforts for operational cost reduction made by the agencies of the organisation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

2.

C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

1.

2.

D. FIELDS REQUIRING IMPROVEMENT:

1.

2.

E. SCORE - JUSTIFICATION:

Sub-criterion 4.4: Manage information and knowledge.
Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Participation of the organisation’s employees in training seminars organized by the Hellenic National Center for Public Administration and Local Government, the School for Employees of the Ministry of Finance or other educational institutions of the public sector, on issues related to the competences of the organisation.
- Training of the organisation’s employees in postgraduate courses and facilitations provided for such purpose.
- Ways of administrative information dissemination both inside the organisation and to citizens (written responses, organisation of meetings, use of new information and communication technologies such as fax, e-mail and web sites, intranet etc).
- Ways to ensure that knowledge of employees leaving the organisation, is retained by the organisation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

2.

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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2.

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D. FIELDS REQUIRING IMPROVEMENT:

1.

2.

.....

E. SCORE - JUSTIFICATION:

Sub-criterion 4.5: Manage technology
Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Effort to ensure the necessary hardware (computers, telephones, faxes, e-mails, internet connections, application software, consumables etc).
- Existence and operation of electronic data bases assisting the organisation's employees in their every day duties.
- Use of internet or intranet for immediate dissemination of administrative information within the organisation.
- Monitoring of developments in new information and communication technologies and efforts to incorporate them in daily operations of the organisation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

Sub-criterion 4.6: Manage facilities.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- The organisation's effort to ensure good working conditions (spaces, offices, furniture, computers, telephones, faxes, e-mails, internet access).
- Provisions for the satisfaction of individual needs of the disabled, who work in the organisation or deal with its agencies (construction of ramps, special toilets, installation of low water coolers etc).
- Compliance with international standards and safety rules in work places.
- Activities for rational utilization and management of the premises, property, technical equipment, furniture and transportation means of the organisation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

CRITERION SCORE:

Criterion 5: Processes:

Consider evidence on what the organisation is doing to:
Sub-criterion 5.1: Identify, design, manage and improve processes on an ongoing basis.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- The way in which by-laws of the organisation determine competences of its units.
- The way in which regulatory acts assign signature powers to heads of units in the various hierarchical levels of the organisation.
- Methods followed (unofficial or official) for competence and responsibility allocation to the organisation's personnel, within the framework of its duties.
- Various programs of administrative reform that have been applied in the organisation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

Sub-criterion 5.2: Develop and deliver citizen/customer oriented services and products.

Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Participation (substantial or procedural, official or unofficial) of citizens, who deal with agencies of the organisation or social bodies directly or indirectly involved in its decision making process.
- The level of cooperation between the organisation’s agencies and the aforementioned bodies.
- Operation of collective bodies, in which representatives of the organisation and representatives of other social bodies participate, in order to discuss mutual interest issues.
- Conduction of special events, in which citizens and social bodies can express their proposals regarding the organisation’s functionality.
- Various citizen satisfaction surveys on the services delivered by the organisation.
- Methods to inform the public on administrative issues (help desks, call centers, publication of printed material, web site, use of new technologies such as e-mails etc).
- Efforts to simplify regulatory texts so that they become more comprehensible for the citizens.
- Efforts to codify communication methods (e.g. Regulation of Administrative Communication).
- Operation of a management system for citizen complaints and report reception.
- Cooperation with collective bodies (e.g. Special Committees monitoring legislation on the fulfillment of citizen cases) or Independent Authorities (e.g. the Greek Ombudsman) for issues concerning relationships with citizens.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

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E. SCORE - JUSTIFICATION:

Sub-criterion 5.3: Innovate processes involving citizens/ customers.
Description of actions – Paradigms and their scoring:

This sub-criterion consists inter alia of the following:

- Efforts to adapt structure, operation and actions of the organisation to changes in its external environment (e.g. changes in the bylaws, legislative initiatives as efforts to fulfill extraordinary needs, adaptation of administrative actions to current case-law and court judgments, adaptation to the results of citizen satisfaction surveys, adaptation to the requirements and needs of social bodies, adaptation to reports of various control bodies or Independent Authorities).
- Operation of collective bodies (Hellenic National Administrative Reform Council, Economic – Social Committee, Regional Council etc) which provide the opportunity to social bodies and citizens, to express their needs regarding operations of the organisation.
- Efforts for the planning and implementation of measures and initiatives for the agency's administrative, organisational and functional improvement via the use of new methods of administrative science and total quality management (such as quality systems, operational reorganisation, balanced goal setting, benchmarking etc).
- Procedure regarding participation of employees' trade unions representatives in the above mentioned process.
- The number of financial resources provided for the implementation of administrative reform programs.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH EFFECTIVE OPERATION HAS BEEN OBSERVED:

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D. FIELDS REQUIRING IMPROVEMENT:

1.

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E. SCORE - JUSTIFICATION:

CRITERION SCORE:

Criterion 6: Citizen/customer oriented results:

Consider what results the organisation has achieved to meet the needs and expectations of citizens and customers, through:

Sub-criterion 6.1: Results of citizen/ customer satisfaction measurements.
Description of results of measurements and surveys on citizen/ customer satisfaction from the overall image of the public organisation, their participation in its operations, access to it and its provided products – services and their scoring.

Measurements of citizens/customers satisfaction can be conducted and described inter alia through:

- Creation of a representative sample of the public, transacting with the organisation's units, who express their opinion regarding the quality level of the delivered services.
- Unofficial contacts between the organisation's agencies and the public, within the framework of its daily operations.
- Establishment of collective bodies, in which representatives of the organisation and the respective customers, participate in citizen satisfaction discussions on the quality of delivered services.
- Organisation of events, in which participate citizens/customers and social group representatives, who are served by the organisation agencies and can express their opinion on the relevant procedures followed.
- Conduction of special surveys on users of the delivered services of the organisation.
- Operation of a management system for citizen/customer reports, regarding the level of services provided by the organisation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH POSITIVE RESULTS HAVE BEEN OBSERVED:

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D. FIELDS IN WHICH NEGATIVE RESULTS HAVE BEEN OBSERVED:

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E. SCORE - JUSTIFICATION:

Sub-criterion 6.2: Indicators of citizen/ customer oriented measurements.
Description of results of measurements and surveys on citizen/ customer satisfaction from the overall image of the public sector organisation, their participation in its operations, access to it and its provided products – services and their scoring.

Public agencies have or can develop internal indicators that may be used for the result measurement of their operations for customers/citizens. According to the nature of the public organisation, such indicators can be, inter alia, as follows: number of complaints and time required for their processing, range of efforts made to enhance the confidence of the public, number of interventions of the Ombudsman, time required for case processing, grade of participation of involved bodies in the organisation's operations and decision making process, number of proposals submitted by citizens to improve the organisation's functionality, implementation of new citizen service methods, existence of citizen's charters, number of administrative acts requiring rectification due to errors, range of efforts made to promote availability, accuracy and validity of administrative information etc.

According to Section II "Indicators measuring public agencies' efficiency and effectiveness" of L. 3230/ 2004 (OGG 44 A/11-2-2004) "Establishment of a Management-By-Objectives system, efficiency measurement and miscellaneous provisions" and in particular provisions of Article 5 paragraphs 1 and 2, general indicators are determined, such as time required for the processing of citizen requests, the rate of corrective action taken to remedy complaints filed etc. Additionally – as provided by paragraph 3 of Article 5 – each organisational unit can implement special indicators corresponding to the specific kind of services they provide. Further, paragraph 4 of the same Article provides that, by a joint decision rendered by the Minister of Interior, Public Administration and Decentralization and the competent Minister in each case, general indicators are further specialized, special indicators are determined, measurement methods

are established, and any other relevance is regulated. However, there are also some unofficial indications, the reference of which may lead to some general conclusions. Within this framework the following should be mentioned:

1. Time required for the processing of citizen cases and provision of information to citizens from public agencies is determined in L.3242/ 2004 (OGG A' 102/24-5-2004). As a general rule, response time frame is fifty (50) days, whereas there are also other case-specific time frames (shorter for simple administrative cases and longer for more complicated ones). In case such time frames are violated, the citizens can have recourse to the Special Committees of the Second Article of L. 2690/ 1999 (OGG 45 A'/9-3-1999) -as applicable and amended by L. 3242/ 2004- and ask for compensation. The number of citizen applications filed to such Committees, for the provision of compensation, in case of time frame violations by the agencies of the organisation, as well as the number of applications granted, are useful indicators for the determination of citizen satisfaction level from the delivered services provided by the organisation.
2. The number of complaints filed by citizens to the organisation, regarding deficient services is another indicator.
3. The number of reports filed to the Independent Authority "the Greek Ombudsman" on maladministration cases, the number of interventions of such Authority to revoke, cancel or amend administration acts, in order to justify citizens are also useful indicators regarding the level of services provided by the organisation.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH POSITIVE RESULTS HAVE BEEN OBSERVED:

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D. FIELDS IN WHICH NEGATIVE RESULTS HAVE BEEN OBSERVED:

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E. SCORE - JUSTIFICATION:

CRITERION SCORE:

Criterion 7: People results:

Consider what results the organisation has achieved to meet the needs and expectations of its people, through:

Sub-criterion 7.1: Results of people satisfaction and motivation measurements.

Description of results of measurements and surveys on employees satisfaction regarding the overall image of public organisation, its performance, its relationship with the society and citizens, their participation in its operations, their working conditions, motivation methods, career perspectives and their scoring.

Measurements of human resource satisfaction can be conducted and described, inter alia, via the following:

- Objective recording of the image shaped by the organisation’s personnel regarding structure, competences, working conditions, functionality, career perspectives, support of employees for the development of personal skills.
- Conduction of surveys, to record the overall grade of human resource satisfaction, regarding the image and performance of the organisation, its relationships with citizens and the society, the grade of personnel participation in decision making process and the organisation operations in general, working conditions, motivation of employees for creative action, career perspectives etc.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH POSITIVE RESULTS HAVE BEEN OBSERVED:

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D. FIELDS IN WHICH NEGATIVE RESULTS HAVE BEEN OBSERVED:

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E. SCORE - JUSTIFICATION:

Sub-criterion 7.2: Indicators of people results.

Description of results of measurements and surveys on employees satisfaction regarding the overall image of public organisation, its performance, its motivation methods, their participation in its operations, development of their skills, according to particular indicators and their scoring.

Public agencies have or can develop internal indicators that may be used for the measurement of human resource satisfaction level. According to the nature of the organisation, such indicators can be, inter alia, as follows: absenteeism, level of personnel mobility, rates of participation in strikes, the number of complaints filed by employees for agency issues, rate of employees' participation in training programs, percentage of total budget expenses intended for training activities, percentage of employees trained in computer use and software applications, percentage of employees participation in events organized by the agency or their trade unions, participation in working groups, willingness to work overtime etc.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH POSITIVE RESULTS HAVE BEEN OBSERVED:

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D. FIELDS IN WHICH NEGATIVE RESULTS HAVE BEEN OBSERVED:

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E. SCORE - JUSTIFICATION:

CRITERION SCORE:

Criterion 8: Society results:

Consider what the organisation has achieved in respect of impact on society, with reference to:

Sub-criterion 8.1: Results of societal measurements perceived by the stakeholders.

Description of actions – Paradigms and their scoring:

A public organisation has an impact on the social environment within which it operates.

To assess such impact, certain indicators can be used including: impact of the organisation's operations on economy, quality and frequency of contacts and cooperation with collective bodies, support of disadvantaged people etc.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH POSITIVE RESULTS HAVE BEEN OBSERVED:

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D. FIELDS IN WHICH NEGATIVE RESULTS HAVE BEEN OBSERVED:

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E. SCORE - JUSTIFICATION:

Sub-criterion 8.2: Indicators of societal performance, established by the organisation.

Description of actions – Paradigms and their scoring:

A public organisation has an impact on the natural environment of the area it activates in. To assess the way and grade of such impact, indicators on the following issues can be used: energy saving measures, use of renewable energy resources, environment-friendly waste management, application of a recycling program, promotion of use of environment-friendly means of transport, effort to reduce noise etc.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

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C. FIELDS IN WHICH POSITIVE RESULTS HAVE BEEN OBSERVED:

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D. FIELDS IN WHICH NEGATIVE RESULTS HAVE BEEN OBSERVED:

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E. SCORE - JUSTIFICATION:

CRITERION SCORE:

Criterion 9: Key performance results:

Consider the evidence of defined goals achieved by the organisation in relation to:
Sub-criterion 9.1: External results: Outputs and outcomes to goals.

Description of results of the organisation's activity and their scoring according to the achievement of predetermined targets:

Each public organisation should have preset, measurable goals, which direct its every day activity towards their implementation, and also a mechanism to monitor the whole process and goal achievement grade. The relation between the targets set and the results achieved is called effectiveness.

The goal setting process is conducted within the respective legal framework established by L. 3230/ 2004 (OGG 44 A/ 11-2-2004). According to Chapter II' "Indicators measuring public agencies' efficiency and effectiveness" of the same Law and in particular the provisions of Article 5, paragraphs 1 and 2, general indicators are determined for the measurement of public agencies' efficiency and effectiveness. Additionally – as provided by paragraph 3 of Article 5 – each organisational unit can implement special indicators corresponding to the specific kind of services it provides. Further, paragraph 4 of the same Article provides that, by a joint decision of the Minister of Interior, Public Administration and Decentralization and the competent Minister in each case, general indicators are further specialized, special indicators are determined and measurement methods and periodicity and any other relevance is regulated.

However, some unofficial goal setting process may be in place, something that can also be reflected in relevant official and informative notes or other administrative documents, composed by the competent units of the organisation in each case and addressed to administrative hierarchy and the political leadership. In some cases, the goal setting process may result from special regulatory provisions, reference of which should be made in the report.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

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C. FIELDS IN WHICH POSITIVE RESULTS HAVE BEEN OBSERVED:

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D. FIELDS IN WHICH NEGATIVE RESULTS HAVE BEEN OBSERVED:

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E. SCORE - JUSTIFICATION:

Sub-criterion 9.2: Internal results

Description of results of the organisation's activity and their scoring according to the achievement of predetermined targets at the lowest possible cost:

A public organisation is not only assessed on whether it achieves its predetermined goals (effectiveness) but also on whether its operations are efficient as well, meaning that goal achievement is attained at the lowest possible cost (efficiency). In order to confirm this, a special mechanism is required to monitor goal achievement process (outputs-results) and the cost of means used in the organisation's operations (inputs – resources).

The goal setting process is conducted on the basis of the respective legal framework established by L. 3230/ 2004 (OGG 44 A/ 11-2-2004). According to Section B' "Measurement indicators of public agencies effectiveness and efficiency" of the same Law and in particular provisions of Article 5, paragraph 1 and 2, general indicators for the measurement of public agencies effectiveness and efficiency are determined. Additionally – as provided by paragraph 3 of Article 5 – each unit can implement special indicators corresponding to the kind of services they provide. Further, paragraph 4 of the same Article provides that upon a joint decision of the Minister of Interior, Public Administration and Decentralization and the competent Minister, general indicators are further specialized and special indicators are defined and ways of measurement as well as any other necessary issue is also determined.

However, some unofficial goal setting process may be in place, something that can also be reflected in relevant official and informative notes or other administrative documents, composed by the competent units of the organisation in each case and addressed to administration hierarchy and the political leadership. In some cases, the goal setting process may result from special regulatory provisions, reference of which should be made in the report.

Hereunder follows the structure of assessment report in the form of a table, which can be used for the creation of the sub-criterion report:

A. TEXT OF SUB-CRITERION ASSESSMENT REPORT:

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B. DOCUMENTATION MATERIAL REFERENCE:

1.

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C. FIELDS IN WHICH POSITIVE RESULTS HAVE BEEN OBSERVED:

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D. FIELDS IN WHICH NEGATIVE RESULTS HAVE BEEN OBSERVED:

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E. SCORE - JUSTIFICATION:

CRITERION SCORE:

CAF FINAL SCORING:

8. Improving measures report compilation and development/ planning of improving measures

An assessment procedure, apart from the compilation of the relevant report and the scoring, can result also in the submission of a detailed report on the development/planning of improving measures. In this way, the assessment process is related to the development of the administrative improvement policy in each organization.

Such Report **is one of the primary objectives of the CAF implementation in each organisation** and should take into consideration the key data concluded by the assessment report. **The Report should encompass an integrated intervention, to include a coherent series of administrative improving measures for the organisation, which shall upgrade its overall functionality.**

Advantages of the Report are briefly as follows:

- It is an overall and integrated series of measures concerning the whole organisation's operations, which are connected with each other so that piecemeal and isolated improving actions usually implemented are avoided.
- It comes as a result of monitoring and is based on collecting original data of the Organisation's functionality. Therefore it can be adapted to the organisation's own features and lead to the required improvements, as conceived by the organisation itself.
- Identifies individual weaknesses in the whole spectrum of administrative operations, so that it can become a tool for making the right decisions on improving measures to be taken by the management of each public organisation.
- It leads to gradual and constant administrative improvement via the repeated CAF assessment process and the implementation of respective administrative improvement programs of the organisation, as a tool for constant improvement.

The Report should include measures concerning all the dimensions of the

organisation structure and functionality, in particular:

- Organising.
- Functions and processes.
- Human resource management.
- Financial management.
- Infrastructures development .

The report on improving measures should follow the steps described hereunder:

- **Collection and recording of strengths - weaknesses per Criterion and Sub-criterion**, as well as of any other useful data from the assessment report. Such data should constitute a separate chapter of the improving measures report and make use of the situation recorded **in chapter 7 of this guide (entitled "Model of assessment report on CAF implementation")**, where all assessment information is gathered. The following parameters of the tables in the assessment report model should be particularly used:
 1. **"C. Fields in which effective operations have been observed" and "D. Fields requiring improvement"** for Criteria 1-5 and
 2. **"C. Fields in which positive results have been observed" and "D. Fields in which negative results have been observed"** for Criteria 6-9
- Determination of priorities regarding policy fields requiring improving interventions, according to their significance and importance as assessed by the Organisation's staff and leaders, within the framework of a broader effort for the structural development and operational upgrading of the organisation.
- Definition of specific improvement actions - per policy field - of the organisation's performance, setting of a respective time frame – on the basis of mid-long-term planning – and estimation of the required resources (economic, human, logistical etc).

■ Classification of the above mentioned improvement actions into clusters, following the CAF structure in Criteria and Sub-criteria, to facilitate preparation of the improving measures report, since it is based on the conclusions drawn from the assessment report, which also has the same structure. In that way, there is a single action planning approach, to cover all key parameters of the organization. In addition, the improving measures report can contribute to the assessment of actions implemented in the organisation via the next implementation of the CAF model. In particular, classification of actions into clusters could be adapted to the main CAF chapters – criteria, as analyzed hereunder:

1. Leadership.

Proposal of actions to improve the relationship between political leadership and administrative hierarchy of the organisation, the contacts of the organisation's leaders with its external environment (in the public or private sector), the way managers orient their activities to increase effectiveness as well as further development of leadership skills.

2. Strategic Planning.

Proposal of actions to improve fields such as the ability to elaborate strategic programs and action plans of the organisation etc.

3. Human Resource Development.

Proposal of actions to develop human resources of the organisation (knowledge, skills, training, staffing).

4. Ensuring auxiliary services.

Proposal of actions to improve financial management, infrastructure development and efficient asset management of the organisation.

5. Process and Change Management.

Proposal of actions to improve processes regarding the functionality of the organization, decision making, administrative services delivered etc.

6. Improvement of Results for Citizens and Partners

Proposal of actions to improve the organisation's cooperation and

communication with its external environment, the ability to 'feel' its operational environment (e.g. via surveys on citizen, customer or partner – supplier satisfaction) and generally of the extrovert activity of the organisation.

7. Improvement of Results for the People.

Proposals of actions to improve the working atmosphere and working conditions of the personnel as well as of perspectives regarding their objective and impartial perspective .

8. Improvement of Results for the Society and the Environment.

Proposals of actions to highlight social awareness of the organisation and contribute to the protection of the natural environment, in which it operates.

9. Improvement of Key Performance Results.

Proposals of actions to improve key performance results of the organisation, to measure and assess them, as well as to measure satisfaction of the organization's staff and recipients of the services delivered (citizens, enterprises, society – social bodies etc).

In this way, the basis for the development of a strategic plan, aiming to upgrade the administrative competence of the organization, is created and follows an holistic approach, including all key parameters of the organisation. That is in fact not only the philosophy of the CAF model, but also of all Total Quality Management systems, which aim to upgrade management competence of each organisation within the whole range of its activity.

In any case, the present publication provides an integrated and single Total Quality Management implementation policy for public sector organisations and establishes the conditions for human resource orientation towards administrative improvement either based on their own forces or via outsourcing.

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