

***Progressing Towards Excellence  
The Challenge for European Public Administrations in Difficult Times***

**CAF at the UniBo**

**Person and Organisation: a balance between opportunities and bonds**

**1. Identification**

Reference/ Session: S4.3.

**Organisation:** *Alma Mater Studiorum – Università di Bologna*

**Country:** Italy

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**Focus:**

**People Involvement**

**Case presentation**

Alma Mater Studiorum's Human Resources System is based on job equity, job safety and security and job development. The Human Resources development relies on important and strong relations between organisational and professional development. This system promotes the realisation of:

- actions oriented versus personnel needs,
- actions to improve services and to redefine organisational patterns and frames
- actions oriented to professional development and professional profiles design for key competencies and core activities (job professional system);
- actions oriented to value individual talents (through diversity management) and organisation citizenship behaviours.

The Highlights of Alma Mater Studiorum's HR System are the interaction and linkage between these actions in order to build a coherent action model by using a responsive approach according to stakeholder needs and sense making.

The evidences of this model are: free cultural training (i.e.: free enrolment in University courses), staff training (i.e.: Lifelong learning Programme – Erasmus Mundus), economic and psycho-social background surveys in order to improve Management decisional ability with regard to motivation and work satisfaction; planning and creation of professional development systems and of careers with particular reference to the organisational evaluation of the different professionalities, of the organisational positions and of the capabilities; planning and creation of technical training system of the staff; organisational guidelines, coaching.

Alma Mater Studiorum's HR System is evaluated through reporting system, benchmarking with Public Administrations, self evaluation system (i.e.: CAF), economic and psycho-social background surveys.

The improvement of this model is focused on using stakeholder's feedback, Plan – do – check – act methodology (PDCA) supported by scientific experts and promoting internal professional network.

**Quality Improvement issues – the broader scope of excellence** (i.c. the chosen principle of excellence) Alma Mater Studiorum's HR System uses the TQM approach; our maturity level shifted from "I: Initiation" to "R: Realization".

2. **Case background** (optional): It was not possible to apply CAF to the didactic and research processes because it is a very complex organisation and it was difficult to obtain the necessary commitment. For these reasons CAF was applied to the administrative service related to the management and development of HR which seemed a sector where self assessment could be effectively undertaken.

3. **The Actors:** The project was coordinated by the **administrative leaders** of the organisation and the main results were shared with the **competent politic leaders**. The **whole staff** took part at its realisation.

4. **The Work process / the Approach** (optional):

5. **The Measure of Success:**

We can consider measure of success:

Best system transparency and equity, Best functioning of the organisational processes in terms of effectiveness and efficiency; Best knowledge of the work processes; Strongest people involvement; Shared management; Creation of an HR model in accordance with the principle of subsidiarity; Creation of protocols and guidelines providing an organic, clear and shared vision on the processes and activities; the protocols were realised together with the main SH.; Use of qualitative and quantitative indicators that are now shared and monitored at national level.

**The main obstacles** (optional): The main obstacles were: Frequent changing of the political and administrative leaders; Lack of an integrated informative system; Strong impact of the ongoing reform processes; Presence of different actors reluctant to share a unique rule system; The internal and external normative system.

6. **Lessons learned:** We learnt that: The best performances are a starting point and not an arrival point, it is necessary to hold the gain and develop the awareness of how we get it. It is important to document the work processes and base the organisational choices on empiric results and not on intuition; It is crucial to involve all the actors: without their involvement everything can become a mere academic exercise.

**Project Innovation Content and Adaptability:** Unibo is one of the more complex organisations at national level; the pilot in such a complex organisation offers interesting findings to extend in other universities and Pas;

The pilot showed an excellent benefit-cost ratio; this is the reason for which this experience was widely disseminated at national and international level.

