

Better results for the Prime Minister's Office by using the CAF

1. Identification

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	<p>Focus: Results orientation</p>

5th European CAF Users' Event CAF as a Driver for Innovation

Oslo (NO), 27-28 September 2012

Better performance results for the Office of the Prime Minister through the use of the CAF

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Better performance results for the Office of the Prime Minister through the use of the CAF

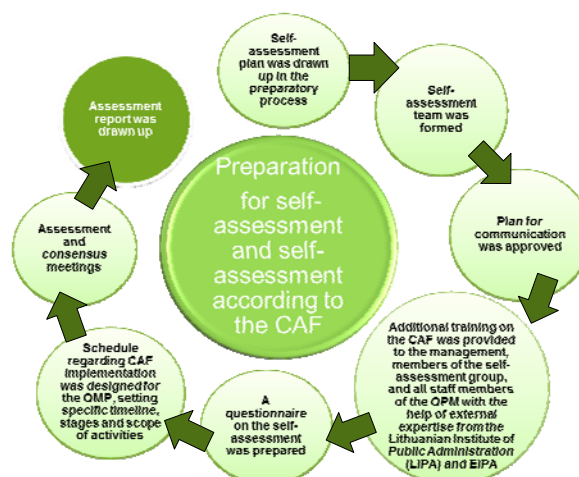
- 1 Objectives and targets of the use the CAF in the Office of the Prime Minister
- 2 Drawing up of the performance improvement plan of the OPM for 2011-2012
- 3 Conclusions – use of the CAF – more effective performance and results – 2012 -2013



Better performance results for the Office of the Prime Minister through the use of the CAF

- The common assessment framework provides an organisation with the possibility of getting to know itself better, as well as initiating and continuously improving its activities.
- At the beginning of 2010, the OPM launched a project of the assessment of its activities following the CAF, designed to assess its own activities, point out its strengths and indicate areas for improvement.
- To this end the following objectives were formulated:
 1. To prepare for the self-assessment of the OPM activities pursuant to the CAF
 2. To perform the self-assessment of the OPM activities
 3. To prioritise OPM activities for improvement taking account of the results of the self-assessment

Implementation (April 2010 – December 2010)



Summary of assessment in scores of OPM performance and its results according to CAF sub-criteria

The concluding stage of the project was the prioritisation of performance improvement for the OPM with regards to the self-assessment results.

In total **256 proposed OPM performance improvement tools** were submitted in the material comprising evidence and proposals.

14 improvement projects to be put forward were drafted after they had been grouped together, systemised and combined.

At this stage prioritised improvement proposals were selected, and an action plan for the implementation of prioritised proposals for improvement was drawn up.

Improvement priorities for the Office of the Prime Minister 2011

- 1. Performance directions, vision, mission and values**
- 2. Stakeholders**
- 3. Management system**
- 4. Management of human resources**

- Out of **14 large scale** improvement projects (submitted in the Assessment Report of June – December 2010, drawn up according to the CAF), the Management selected **5 priority** large scale improvement projects and **4 priority** improvement tools, namely Quick Wins for 2011.

Performance Improvement Plan of the OPM for 2011, approved by the Chancellor of the Prime Minister was successfully implemented:

- Mission, vision and values of the OPM were defined.
- Stakeholders of the OPM were determined and their survey was carried out regarding the OPM performance.
- E-signing of resolutions and decrees of the Government was implemented.
- A model of 360^o feedback was applied.
- *Employee Handbook* of the OPM was drawn up.
- Weekly meetings between the Chancellor of the Prime Minister and heads of structural units were held, detailed agendas of the Chancellor of the Prime Minister were published on the intranet web
- Information regarding expenditures for monthly salaries of the structural units of the OPM was prepared and published on the intranet web.



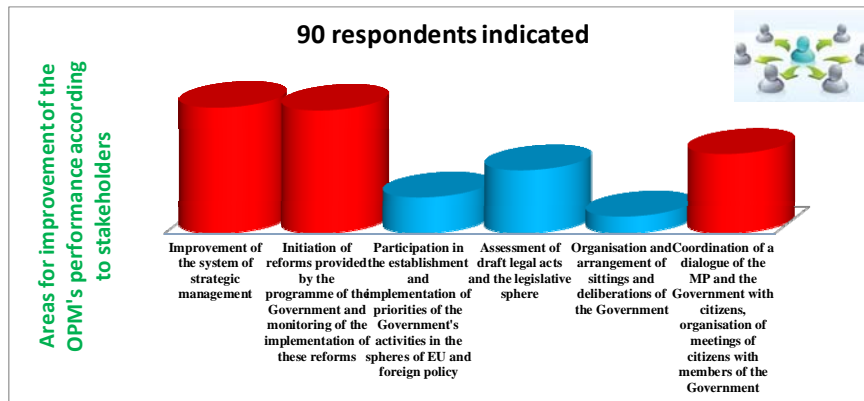
Performance Improvement Plan of the OPM for 2011, approved by the Chancellor of the Prime Minister was successfully implemented:

- Energy performance certification of the building was carried out, measures to save public funds were approved, measures aimed at motivating staff members to save environmental resources (namely electricity, paper, etc.) were employed.
- **Six surveys of the staff members of the Office of the Prime Minister were carried out and the following proposals were implemented:** staff training in the fields of human resources (team work) and finance were organised; training as to the carrying out of the annual assessment interview was organised for heads of structural units; joint events were held for the entire staff, namely, the celebration of the Day of a Civil Servant, an Award Ceremony of the Best Employees; work calendars were drawn up for the units; electronic reservation of halls was introduced; a separate area for journalists was arranged; a self-service kitchen and a shower room were arranged (for those employees who commute to work by bicycle); meetings were held with the catering company on the improvement of the quality of food.

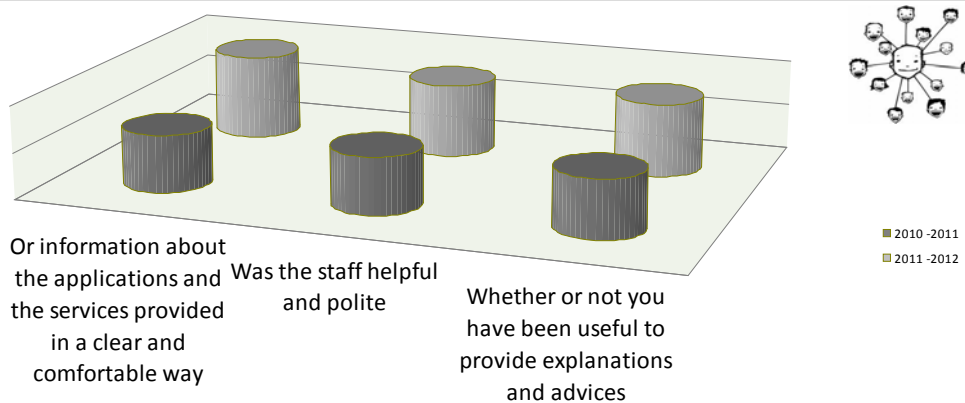
More on assessments and results :)



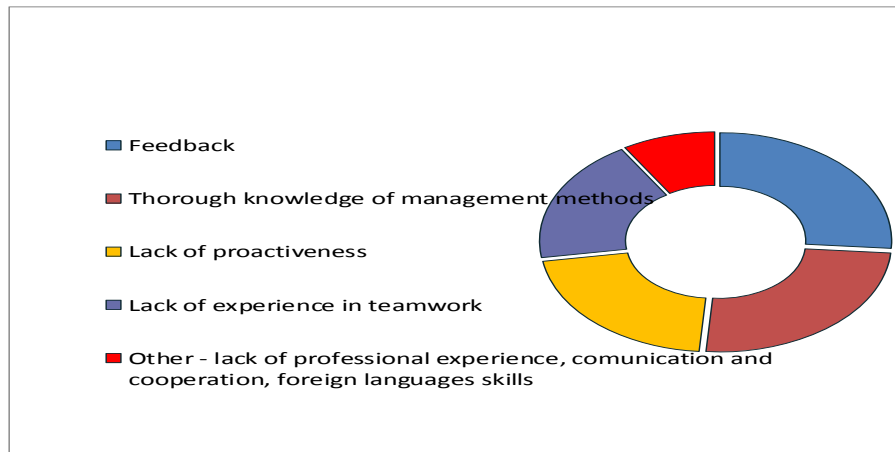
Which spheres of the OPM's work should be improved to the largest extent?



Evaluation of citizens' satisfaction in respect of services provided by the OPM

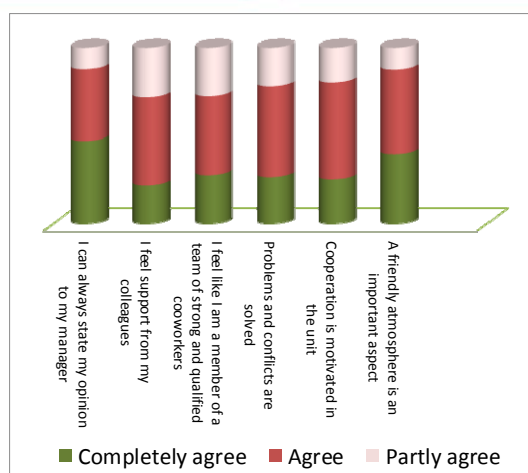


Internal surveys of the staff members of the OPM: Competency



Internal survey on management, opportunities for improvement

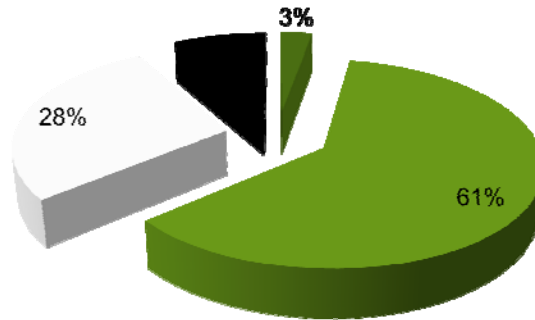
■ ATMOSPHERE



What is your assessment of the influence of recent changes in the improvement of activities and management of the OPM on the performance results?

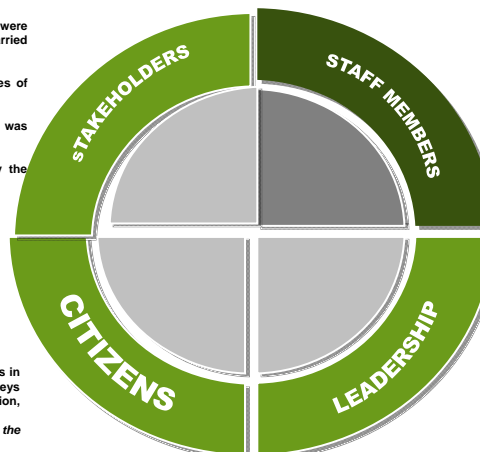
Survey carried out in March 2012

Very good Good Satisfactory Bad



INNOVATIVE RESULTS - 2012

- Stakeholders of the OPM were determined and their survey was carried out regarding the OPM performance.
- E-signing of resolutions and decrees of the Government was implemented.
- A separate area for journalists was arranged
- Student practice rules adopted by the OPM



- A model of 360° feedback was applied.
- Employee Handbook of the OPM was drawn up.
- Training as to the carrying out of the annual assessment interview was organised for heads of structural units
- Joint events were held for the entire staff, namely, the celebration of the Day of a Civil Servant, an Award Ceremony of the Best Employees;
- Work calendars were drawn up for the units;
- Electronic reservation of halls was introduced;
- A self-service kitchen and a shower room were arranged (for those employees who commute to work by bicycle);
- meetings were held with the catering company on the improvement of the quality of food.

- Evaluation of the satisfaction of citizens in services provided by the OPM (surveys carried out on the phone, at the reception, on the website)
- Project *A week with a member of the Government*
- Open Government - public consultations, tour of OPM

- Mission, vision and values of the OPM were defined.
- Weekly meetings between the Chancellor of the Prime Minister and heads of structural units were held
- Detailed agendas of the Chancellor of the Prime Minister were published on the intranet web



What is next?



Office of the Prime Minister were presented with the results of the implementation of performance plan for 2011

The self-assessment group and the management reviewed proposals submitted in the Assessment Report and selected areas for improvement for 2012, also taking into consideration opinions stated in the survey

Performance improvement plan for 2012 was drawn up

Performance improvement plan 2012 was included in the strategic performance plan of the OPM and presented to the staff of the OPM – its implementation is underway

OPM performance priorities for 2012

The objective is to assist the Prime Minister and the Government

❖ Implementation of set priorities

❖ Achievement of objectives of the of state administration reforms

❖ Implementation of the Programme of the Government

Performance improvement plan 2012

Stakeholders



- To draw up *Guide to the Government*
- To evaluate the satisfaction of citizens in services provided by the OPM (surveys carried out on the phone, at the reception, on the website)
- To create a virtual tour around the building of the Government
- To draw up a concept regarding a possibility of including the Presidential Palace, the Parliament and the Government's building into the list of tourist attractions.

Performance improvement plan 2012

Implementation of improved single strategy and planning



- To provide means to present the strategy regarding the activities for the coming year to the staff members of the OPM
- To organise discussions on the achieved results and to publish prepared information on the intranet after the reporting period
- In the preparation and implementation process of the strategic plan of activities to provide for the timeline and persons in charge of informing the stakeholders as to the fulfillment of objectives by the OPM.

Performance improvement plan 2012

Improved information and knowledge management



- To start the implementation of the information system of the OPM, in order to completely move towards the use and archiving of electronic documents, signed electronically using the qualified signature.
- To draw up rules for receiving, checking, registering, and storing of electronic documents, sent to the OPM, that are available in the ADOC format and to sign them using the qualified electronic signature.

Performance improvement plan 2012

Improved management of human resources



- To introduce a model for special competences for the advisor's position
- To draft a mentoring programme
- To carry out a survey on changes in the sphere of the human resources management

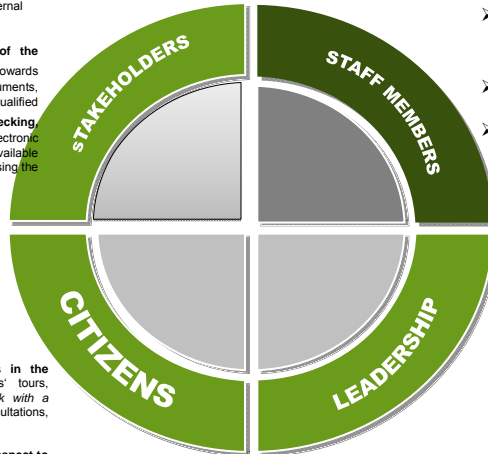
INNOVATIVE RESULTS EXPECTED IN 2013

➤ Draw up *Guide to the Government* – more clear and simplified procedures for external users

➤ Reform the information system of the OPM – in order to completely move towards the use and archive of electronic documents, signed electronically using the qualified signature- Rules for receiving, checking, registering, and storing of electronic documents, sent to the OPM, that are available in the ADOC format and to sign them using the qualified electronic signature.

➤ Implementation of open instruments in the OPM (the Government), e.g., pupils' tours, student traineeships, a project A week with a member of the Government, public consultations, etc.

➤ Evaluation of citizens' satisfaction in respect to services provided by the OPM, by way of various means of survey.



➤ A model for special competences for the advisor's position – key for employment, training, evaluation HR management procedure

➤ A mentoring programme – key for adaptation of new staff members

➤ Improvement of IT systems/tools- more user friendly intranet

➤ To strengthen preparation and implementation process of the strategic planning activities – to involve all staff members in all procedure stages



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21

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Thank you for your attention

Questions?



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22

2. Short description

In 2009, an independent international company conducted a performance and functional audit of the former Office of the Government (now – the Office of the Prime Minister, PMO), aimed at better institutional efficiency through elimination of redundant activities and functions, and stronger focus on policy-making, monitoring of public sector management and improved strategic planning. Here are the key findings of the independent audit:

- ✓ Review the organizational structure of the Office of the Government (PMO), defining the activities and functions of structural units, with a view to improve performance by separating the policy-making and organisational functions.
- ✓ PMO-assigned appropriations planning and use should be driven towards performance excellence, not a mere discharge of functions.

Following the findings and recommendations of the independent audit, the Office of the Government was transformed into the Office of the Prime Minister in 2009.

The Office of the Prime Minister ensures a proper execution of the assigned task of assisting the Prime Minister and the Government in carrying out their functions.

Given the fact that the Office of the Prime Minister since 2009 had been committed to enhance quality and efficiency, it became necessary to introduce advanced quality management techniques at the Office of the Prime Minister, to appraise departmental performance, as well as to draw up and carry out an action plan for better quality and efficiency in performance.

In 2009-2010, it was decided to introduce the CAF at the Office of the Prime Minister with the EU support.

The CAF introduction results as well as evaluation outcomes were planned to be used for increased excellence at the Office of the Prime Minister and its departmental units, as well as to report to the public and the Government of the Republic of Lithuania on the activities of the Office of the Prime Minister.

The CAF evaluation of the activities and the performance outcomes at the PMO, conducted in June-December 2010, with 28-item checklist, has produced relevant evidence, provided for an evaluation, made recommendations for further improvement, and also produced an Evaluation Report of the Office of the Prime Minister, containing 14 major development projects.

Early 2011, the top management of the Office of the Prime Minister approved PMO Development Plan, containing 4 simple priority measures “Quickwins” and four large priority development projects.

All the priority measures are directly related to the strategic goal of the PMO 3-year operational plan: to **assist the Prime Minister and the Government in implementation of the set priorities, achievement of the goals of public governance reform, implementation of the government programme and its action plan.**

“Quickwins” 2011	Large development projects 2011-2013
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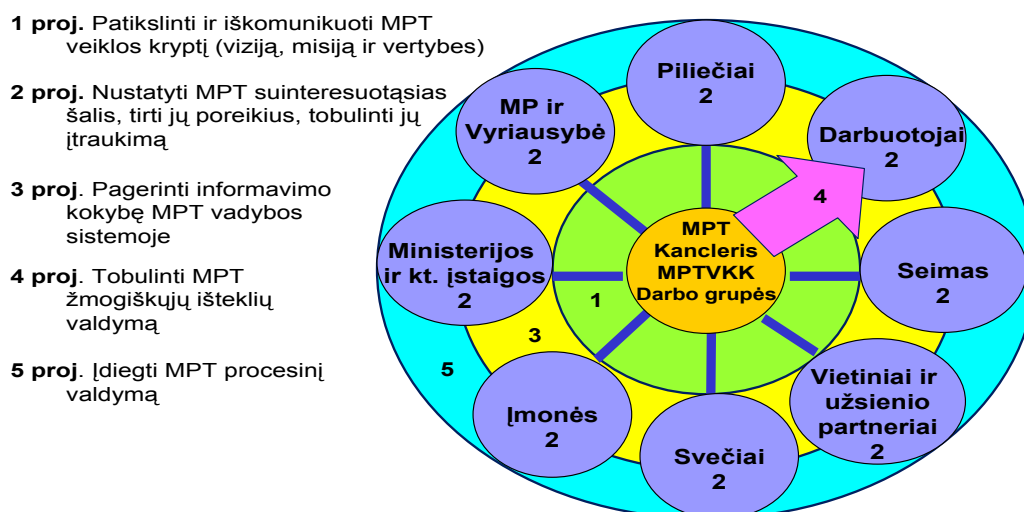
<ol style="list-style-type: none"> 1. Specify and communicate the PMO operating direction (vision, mission and values). 2. Prepare the PMO departmental costs (against the example of the UK Prime Minister's Office). 3. Gather and organize information/experience in relevant areas of other countries. 4. Analyze the current situation and provide for ways to contribute to environmental sustainability. 	<ol style="list-style-type: none"> 1. Make a list of PMO stakeholders, analyse their needs and improve their participation. 2. Improve the quality of the information in PMO management system. 3. Improve PMO human resource management. 4. Introduce PMO process/ project management.
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4 Quickwins in 2011.

4 large development projects in medium term: 2011-2013.

Figure 1 shows interaction between large development projects and their relation to the function of the Chancellor of the Prime Minister and specific project working groups.

Figure 1. Large development projects



The numbering sequence of these projects is not accidental. Projects **1 and 2** are carried out in parallel, as they address the current situation and predictable future in the framework of the overall operational direction of the PMO, containing the vision, mission and values. This direction must satisfy all the PMO stakeholders. The draft PMO operational direction should be agreed with all the concerned parties.

Having drawn a list of stakeholders, the next stage is Projects **3, 4 and 5**. One project is directly related to only one stakeholder, i.e. the staff (**Project 4**), but the success of this project should be measured by increased contribution of each employee leading to better PMO response to stakeholders' needs.

Achievements 2012:

- Establishment of the mission, vision and values of the Office of the Prime Minister.

- Identification of the stakeholders of the Office of the Prime Minister.
- Weekly meetings of Prime Minister, Chancellor and heads of structural units with a detailed agenda.
- Employee Handbook of the Office of the Prime Minister.
- The intranet site detailing monthly wages of the structural units of the Office of the Prime Minister.
- An external stakeholder survey on the performance of the Office of the Prime Minister: summary of the results and analysis of recommendations.
- 6 PMO staff interviewed (on the quality of the service delivered, leadership and development opportunities, performance evaluation, and career development, motivation, communication and improvement of working conditions). The results summarised, recommendation implemented, and further development measures worked out.
- Employees trained in human resources (teamwork) and finances.
- 360 degree feedback model applied.
- A number of joint team events held.
- A wider application of IT tools: the roll-out of the electronic signature in Government resolutions, ordinances; shared work calendars developed for structural units.
- Building energy performance certified; budget saving measures approved by the Chancellor of the Prime Minister; measures encouraging workers to save environmental resources (energy, paper) applied.
- Improved working conditions for the media.
- To further improve performance excellence of the Office of the Prime Minister under the proposed improvement measures in the CAF PMO Evaluation Report 2010, following the 2011 evaluation of measures in terms of performance against PMO development plan, the PMO Performance Development Plan 2012 was approved by the Chancellor of the Prime Minister.