

FROM QUALITY TO EXCELLENCE: HOW TO INCREASE PEOPLE INVOLVEMENT

Chamber of Commerce, Industry, Craft Trade and Agriculture of Crotona
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- **Level:** Local

- **Sector** Administration/other public services (supporting and promoting the general interests of companies)

Keywords

Corporate culture, values, quality, objective and results, empowerment, motivation, confidence in organization, desire to work

Summary

The Chamber of Commerce, Industry, Craft Trade and Agriculture of Crotona is an independent public body that supports and promotes the general interests of companies. Since 1994 (foundation date), our main objective is to switch from a culture of quality to one of excellence, through installing a culture of result thinking from policies to plans and to individual actions.

In 2005 we used for the first time the Common Assessment Framework (CAF); Caf has been used also in 2007 and 2009.

Starting conditions

On the basis of the CAF self-evaluation, among the main areas of improvement on which focus attention were a situation of general dissatisfaction with various aspects (trust in the organization, willingness to work, personal fulfilment, balancing work/life, workplace satisfaction, etc.), as well as the lack of an articulated plan for continuous improvement in all areas of the Chamber, with the involvement of all personnel, especially non-executive. Therefore the main areas of improvement came from analysis of enabling features of the organization related to criterion 3 of CAF, People.

Goals

Trough self-assessments (CAF) and starting from the results of the CAF, in 2008 we developed an improvement plan focused on staff (it was reviewed annually and implemented by monitoring carried out by "Listening circles" representative of staff from different areas), in order to raise the administrative effectiveness and economic efficiency of the Chamber, involving the personnel and stimulating their motivation in the life at office (especially the level of motivation, inclusion, participation and improving the sharing of values and activities).

We have acted on the areas of improvement trying to achieve an increase of the related monitoring indicators.

Activities

The realization of these plans has involved the implementation of a series of initiatives to improve motivation, communication and involvement.

In detail, this **Plan aimed at improving the welfare organization**, identified by the title «Immaginizzando», has proposed the implementation of:

- STAFF FORUM on web: where employees can discuss completely anonymous (without the fear of compromising their identity) with the purposes to provide a board whereby mutual concerns may be identified and presented to the Administration effectively (***Sub-criterion 3.3. Involve employees by developing open dialogue and empowerment***);
- VALUES CHART: Help the employees to discover the values of the Chamber of commerce through a team building training and writing the Value chart of the Chamber (how we think and work) (***Sub-criterion 3.2 Identify, develop and use competencies of employees, aligning individual and organisational goals***);
- STAR ROOM: Creation of a place 'to think'; a room where staff members can share news that they find important, interesting or amusing also (a large bulletin board with some magnets enable employees to hang newspaper clippings or other announcements) (Sub-criterion 3.3);
- EMPLOYEES BENEFITS: actions oriented to create a "family friend Chamber of commerce" (Sub-criterion 3.1 3.1. Plan, manage and improve human resources transparently with regard to strategy and planning);

- **SPECIFIC TRAINING:** Specific plan of different regular and tailor made training events organized by questioning employees (staff technology training, English courses; etc.) (**Sub-criterion 3.2 Identify, develop and use competencies of employees, aligning individual and organisational goals**);
- **TIPS AND TRICKS:** Micro-Lessons created to help personnel on computing and technologies and sent weekly by e-mail) to ensure a systematic training on technological innovations that can be used in daily activities. (**Sub-criterion 3.2 Identify, develop and use competencies of employees, aligning individual and organisational goals**);
- **LIBRARY OF TRAINING COURSES:** To improve knowledge management it was created an Online library collecting course handouts, lecture notes, etc accessible by all staff. The centralization of the training material helps in sharing information and facilitates the learning of new skills. (**Sub-criterions 3.1. Plan, manage and improve human resources transparently with regard to strategy and planning and 3.2 Identify, develop and use competencies of employees, aligning individual and organisational goals**).

RESULTS

These initiatives have resulted in the improvement of the main indicators of performance and of organizational wellness. Among the many tools of organizational analysis and people satisfaction surveys used, the principal is the "Welfare Organization Survey", which is essential to monitor the perception and satisfaction of staff about working life and to acquire information on the improvement actions to be taken.

Produced annually since 2004, the survey is carried out with support from the Magellan platform, a Knowledge Management System sponsored by the Italian Prime Minister's Office - Department of Public Administration.

Magellan is a system of knowledge management web platform designed specifically for public administrations, aimed at optimizing the sharing and dissemination of knowledge within a community of users and provides a set of organizational instruments containing a survey questionnaire to be used for the collection and processing of data and for comparison with other important Italian administrations (benchmarking).

The results of the plan show a decreasing of absence level and an improvement of many markers on the level of Personnel satisfaction, as showed below:

Indicator (Range from 1 to 4)	Target	Results (31/12/2005)	Results (31/12/2009)	Results(31/12/2011)
Sharing of corporate culture and values	From 2,6 to 3;	2,8	2,91	3,14
Family friendly company	From 2,4 to 3;	2,6	2,78	3,07
Confidence in change	From 2,6 to 3;	2,8	2,52 - After a motivational training the indicator increased to 2,63 in 2010	3,04
Satisfaction about interpersonal relationship	From 2,9 to 3;	3,1	3,04	3,29
Desire to work	From 2,9 to 3,2	3	3,26	3,39

The comparison with other Italian public administrations attests, from 2007 onwards, a significant increase in welfare organization, as shown in the chart below.

Trend 2006-2011 and benchmarking

