

**8th European CAF Users' Event "Leading Quality into the Future"**  
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# **CAF in Action: Managing Organisational Transformation**

**Region of Crete**  
**Dr. Nikos Raptakis**



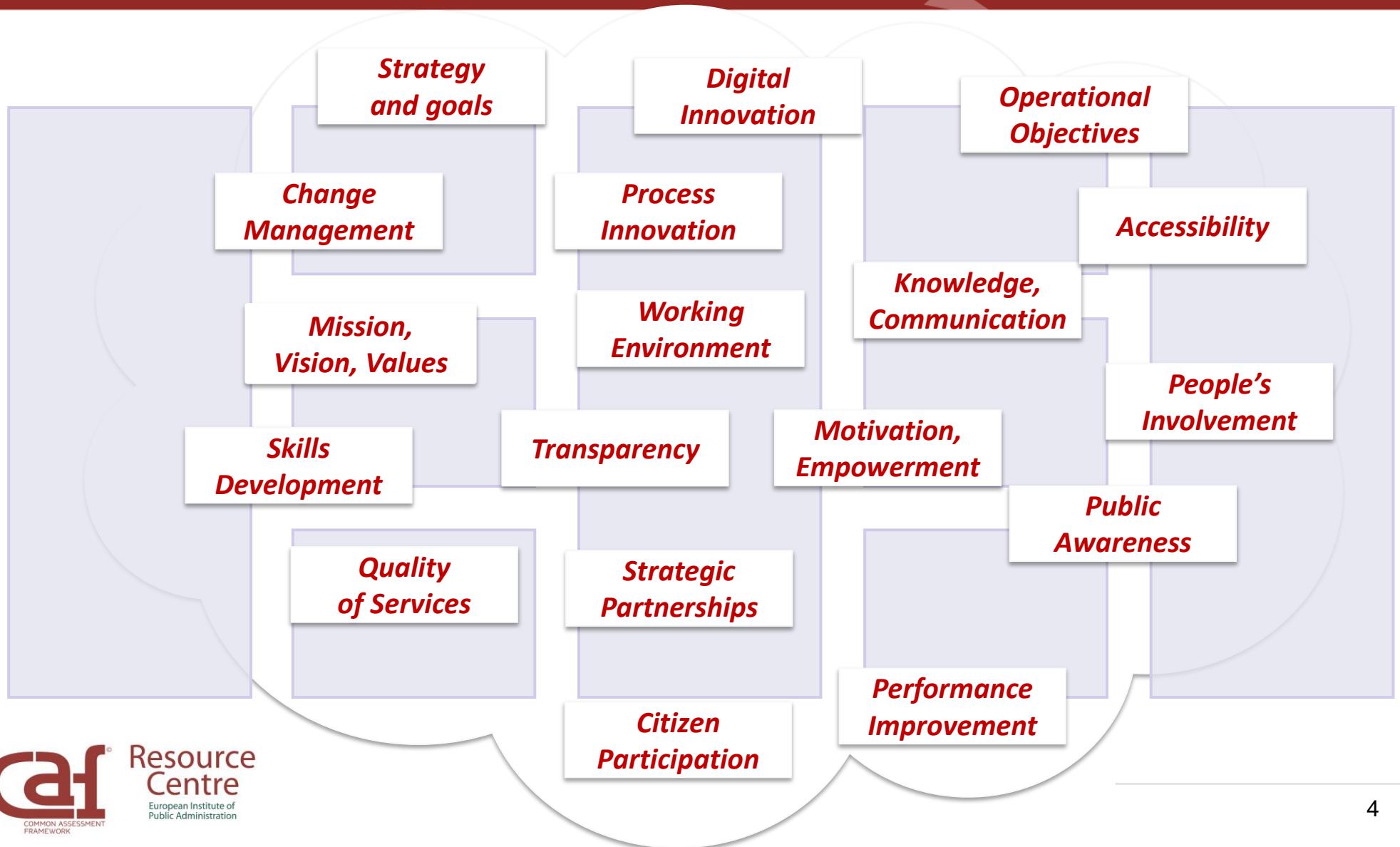
# Outline

- 1. Background and context of the organisation**
- 2. Background of the case**
- 3. Process/dynamics**
- 4. Results/outcome**
- 5. Lessons learned & key recommendations**

# Managing Organisational Transformation



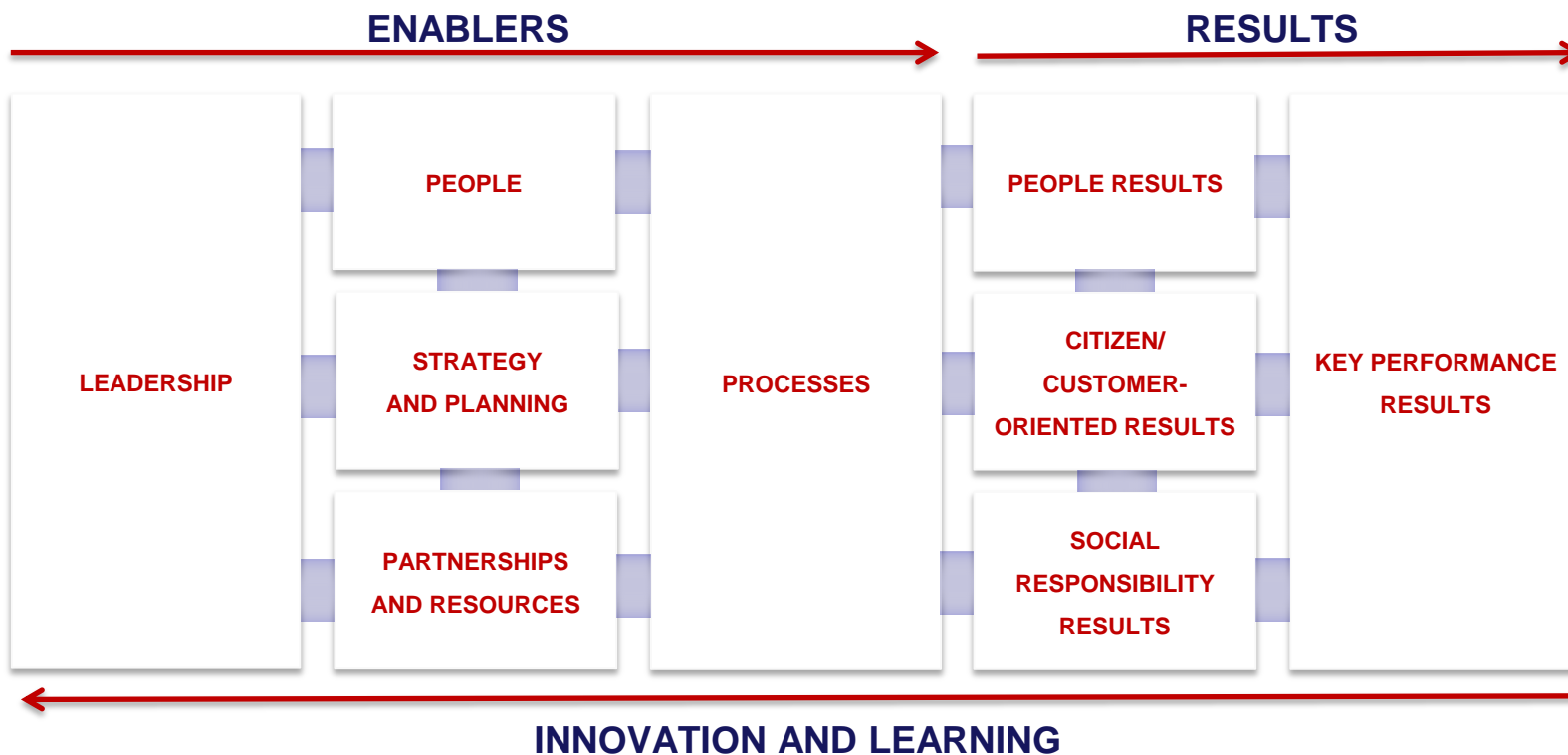
# Managing Organisational Transformation



# CAF in Action: Managing Organisational Transformation

28 SUB-CRITERIA

9 CRITERIA



# 1. Background & Context of the organisation

## Region of Crete

## Directorate of Transport (DTC)

Regional Government

8 Directorates on Crete

Matrix-Organisation

120.000 administrative acts per year

4 Regional Units

Department of driving license

6 Directorates-General

Department of vehicle registration

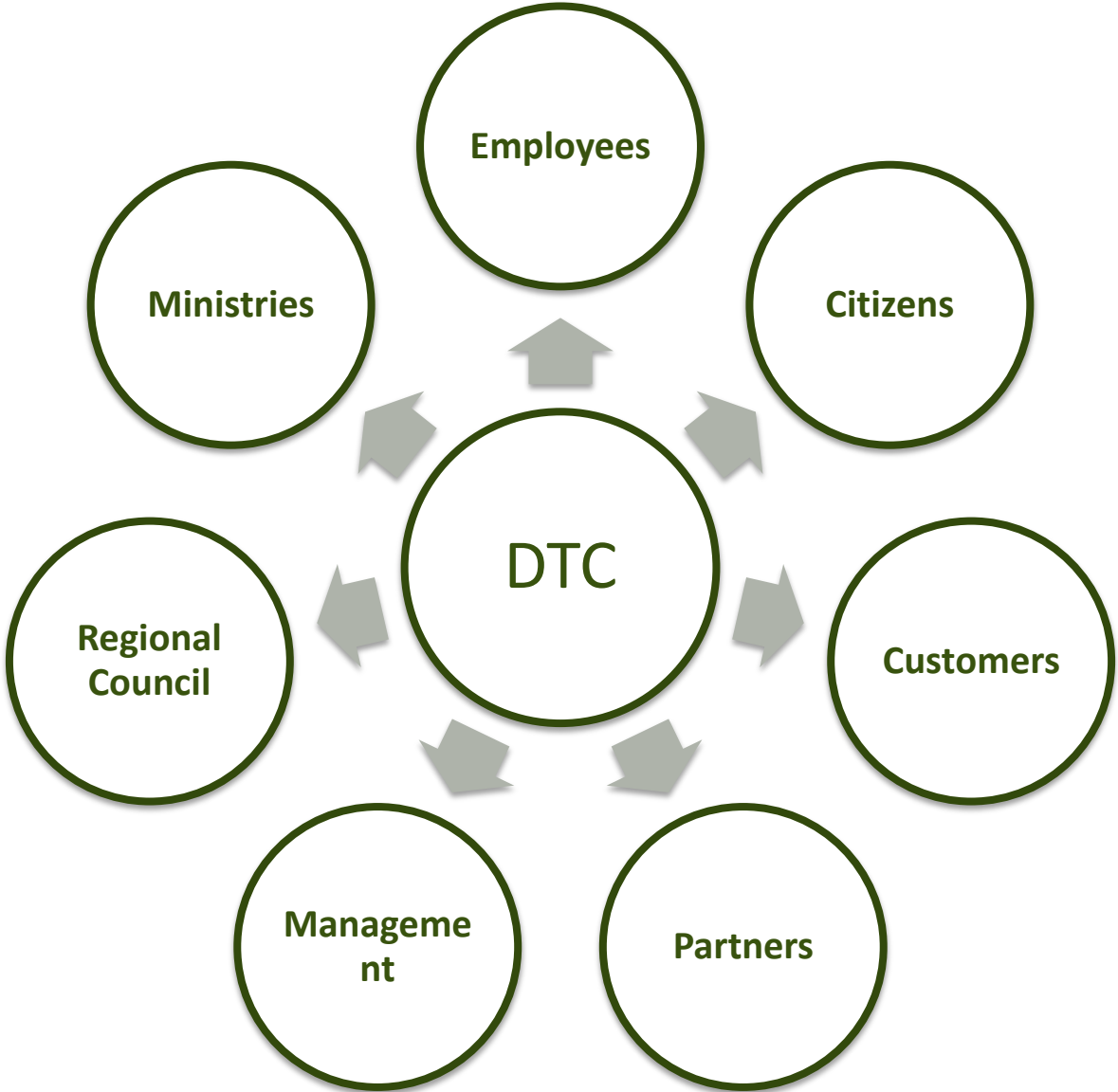
38 Directorates

Technical Department

900 Public Servants

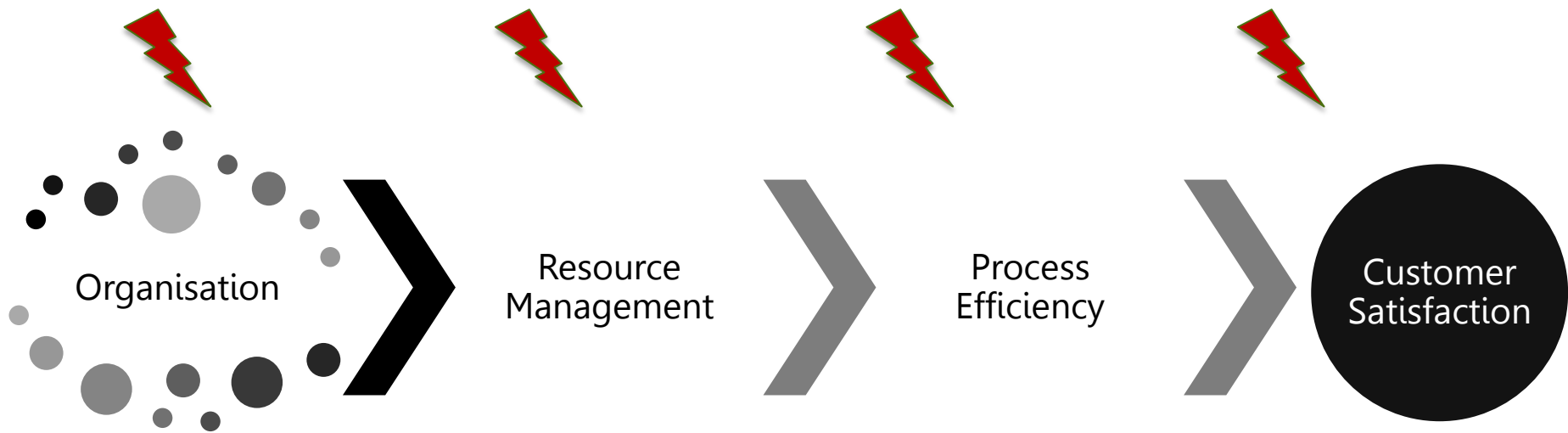
Secretary Department

# Mission: We balance the interests of our Stakeholders



## 2. Background of the case – Critical AFIs

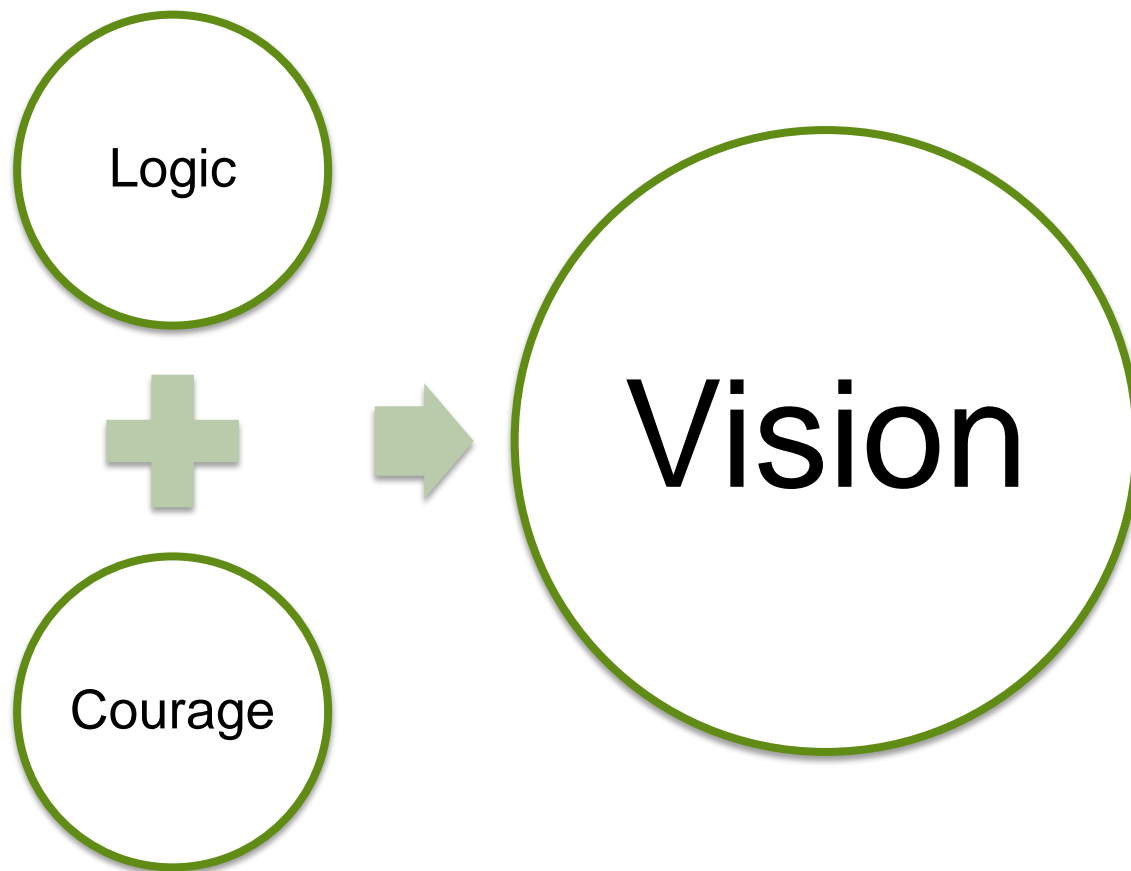
### Identifying Critical Areas for Improvement



*"Nothing happens in vain, but out of reason and necessity."  
(Leucippus 370 BC)*



# How do we understand Vision?



"Go as far as you can.  
Go further than you can."

*(Níkos Kazantzakís)*

# Our Compass - Commitment to clear values



Quality of Service

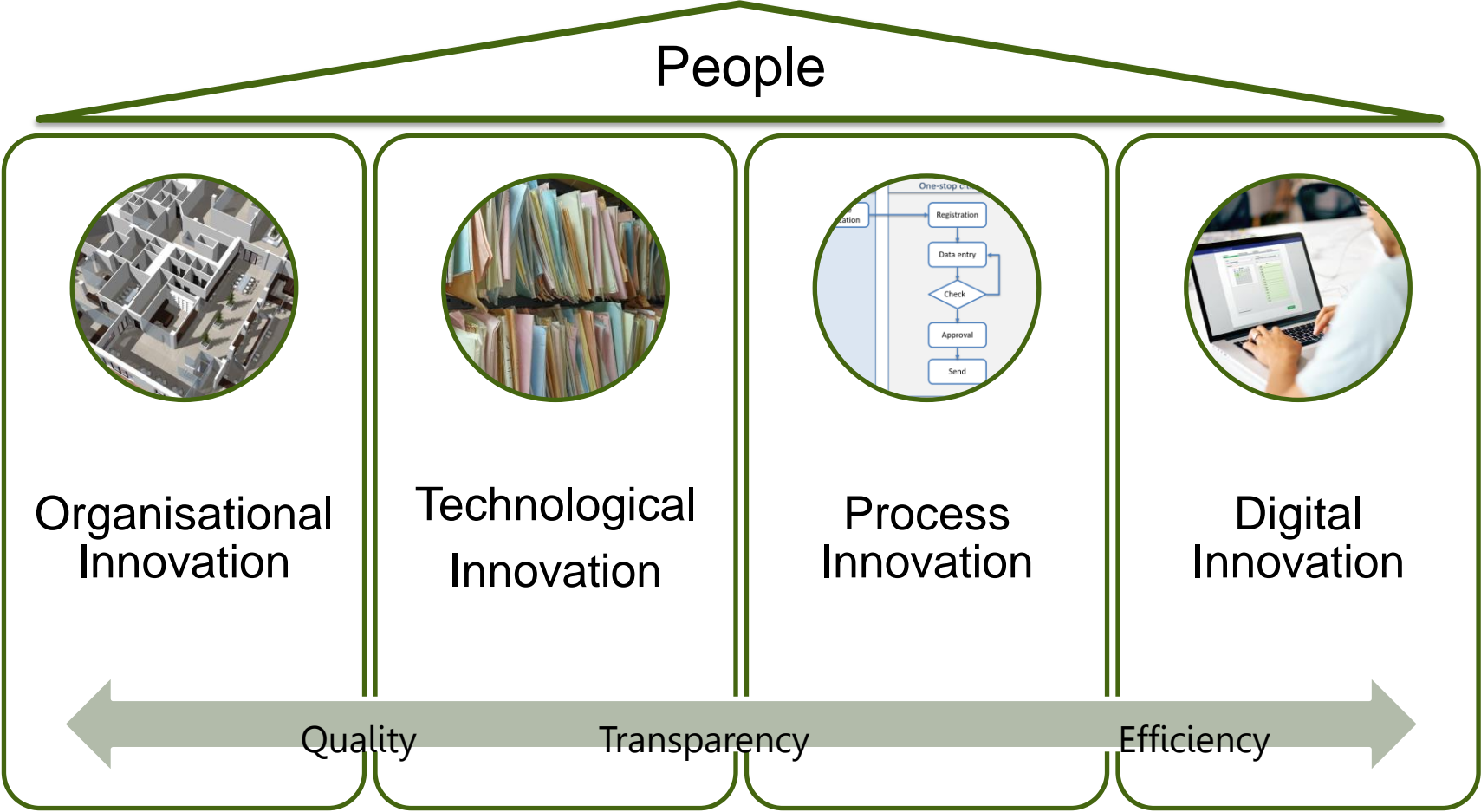


Transparency

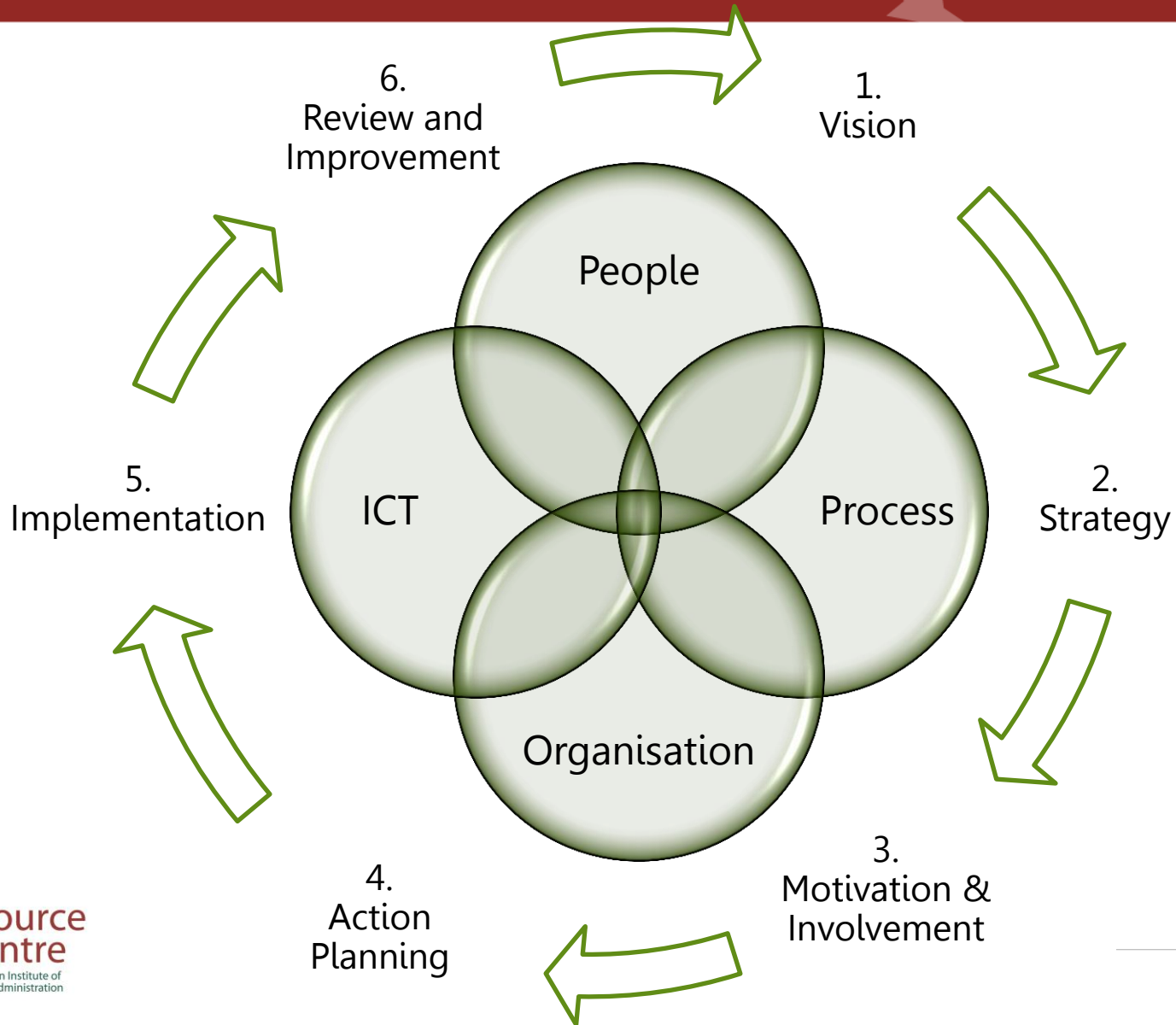


Efficiency

# Strategic Planning on four main pillars



# 3. CAF in Action: Steps to Organisational Transformation



# 1. Challenge: Prioritizing Areas for Improvement

## Infrastructure

- Obsolete building
- Inadequate working conditions
- Problematic accessibility

## Organisation

- Long waiting corridors
- Chaotic counters
- Closed doors (not for all)

## People

- Demotivated Employees
- Low self-esteem
- Conflicts between (and with) customers

# Envisioning Organisational Innovation



# Designing a People-focused workplace



## 2. Challenge: Prioritizing Areas for Improvement

### Security

- Lack of Information Security
- No data retrieval possible
- Damage of paper records

### Transparency

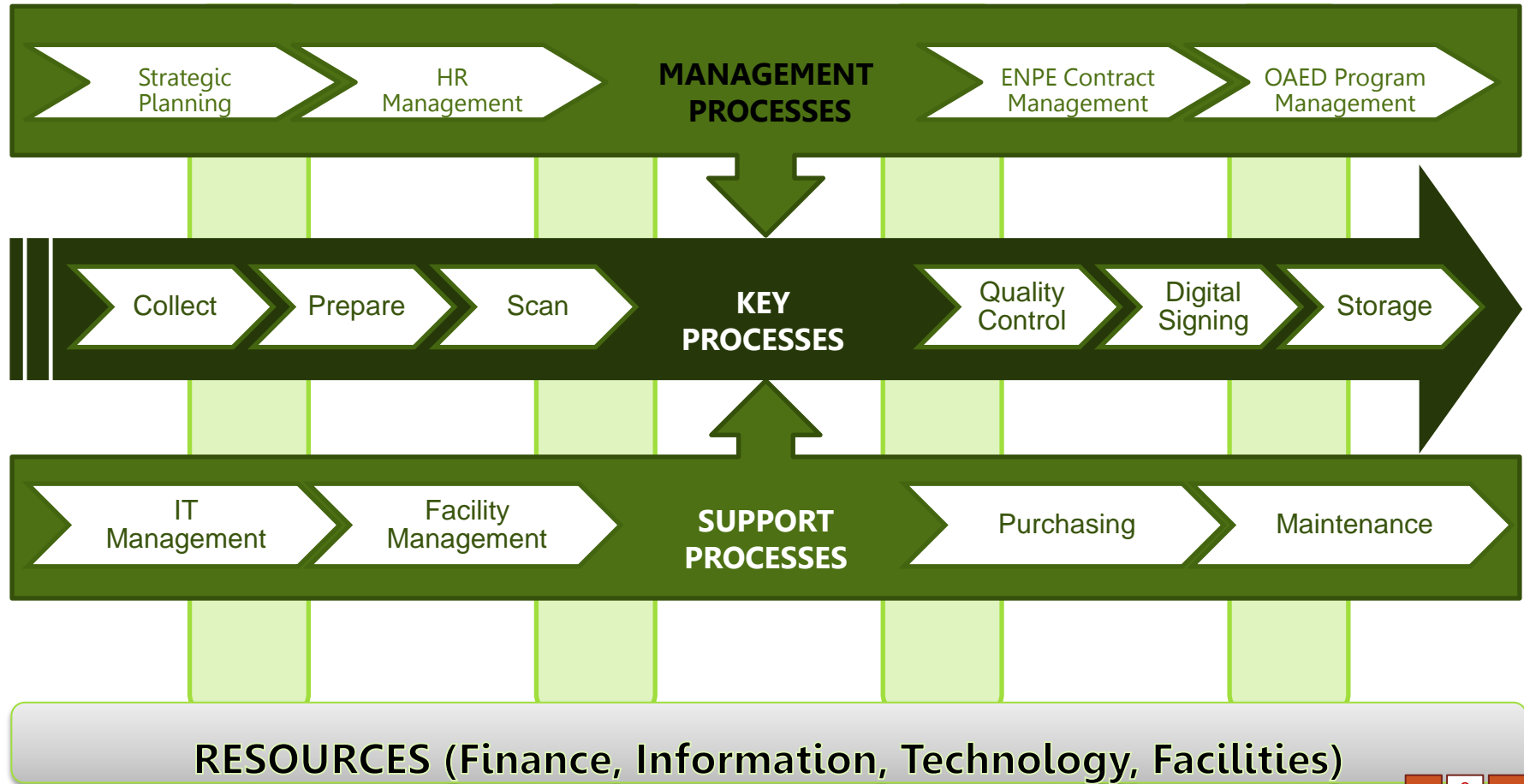
- Lack of Transparency
- Lack of Traceability
- Source of corruption

### Costs

- The largest archive
- Increasing records
- Cost of storing paper
- Limited Capacity
- Low Process Efficiency



# Manage continuous improvement: The DTC digitization process model



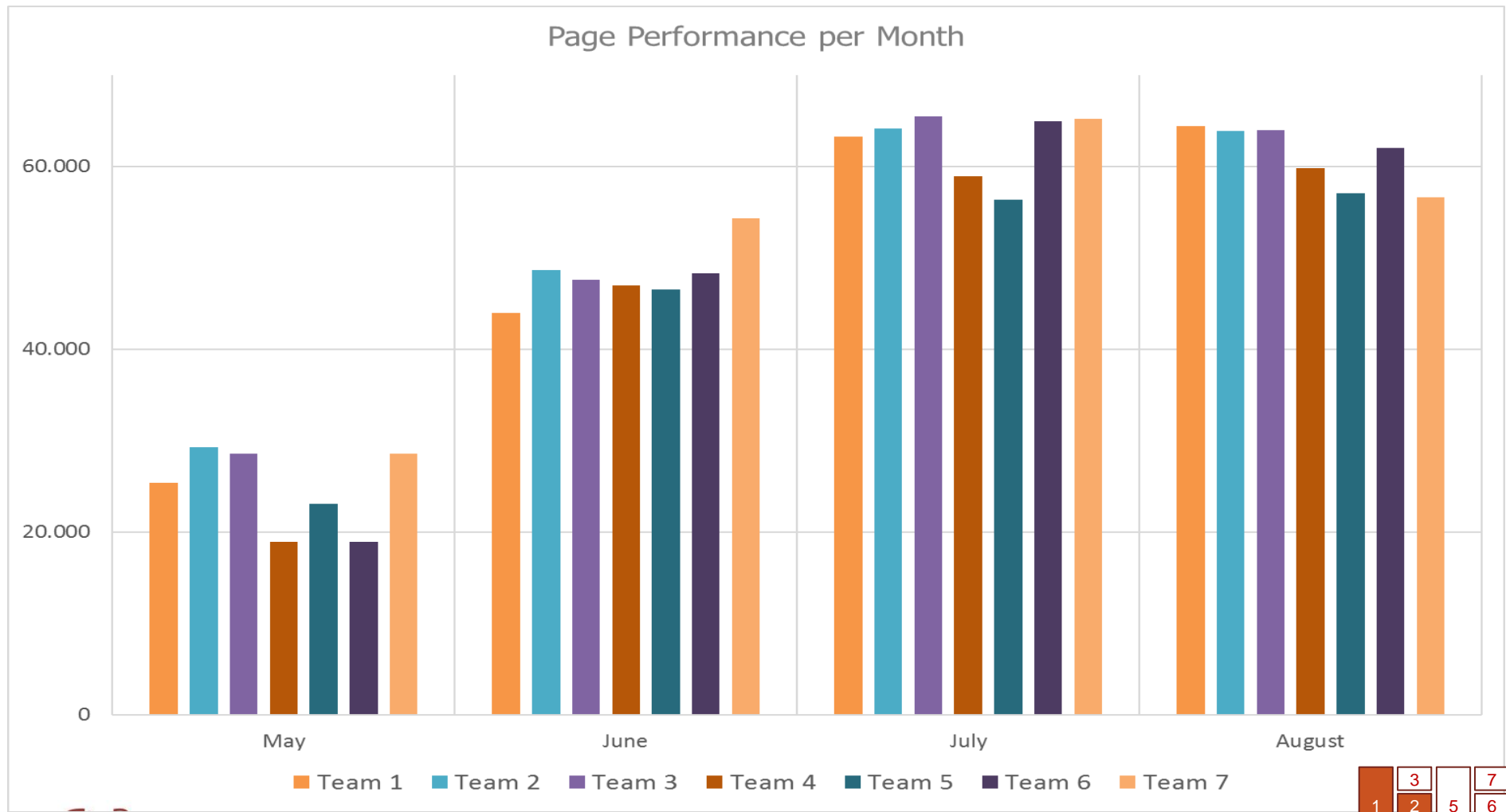
# A Leadership task: Inspire your people!

*"If you want to build a ship,  
don't drum up people  
together to collect wood and  
don't assign them tasks and  
work..., but rather teach them  
to long for the endless  
immensity of the sea."*

*(Antoine de Saint-Exupéry)*



# Measurable Key Performance Results



# People Results: The joy at work

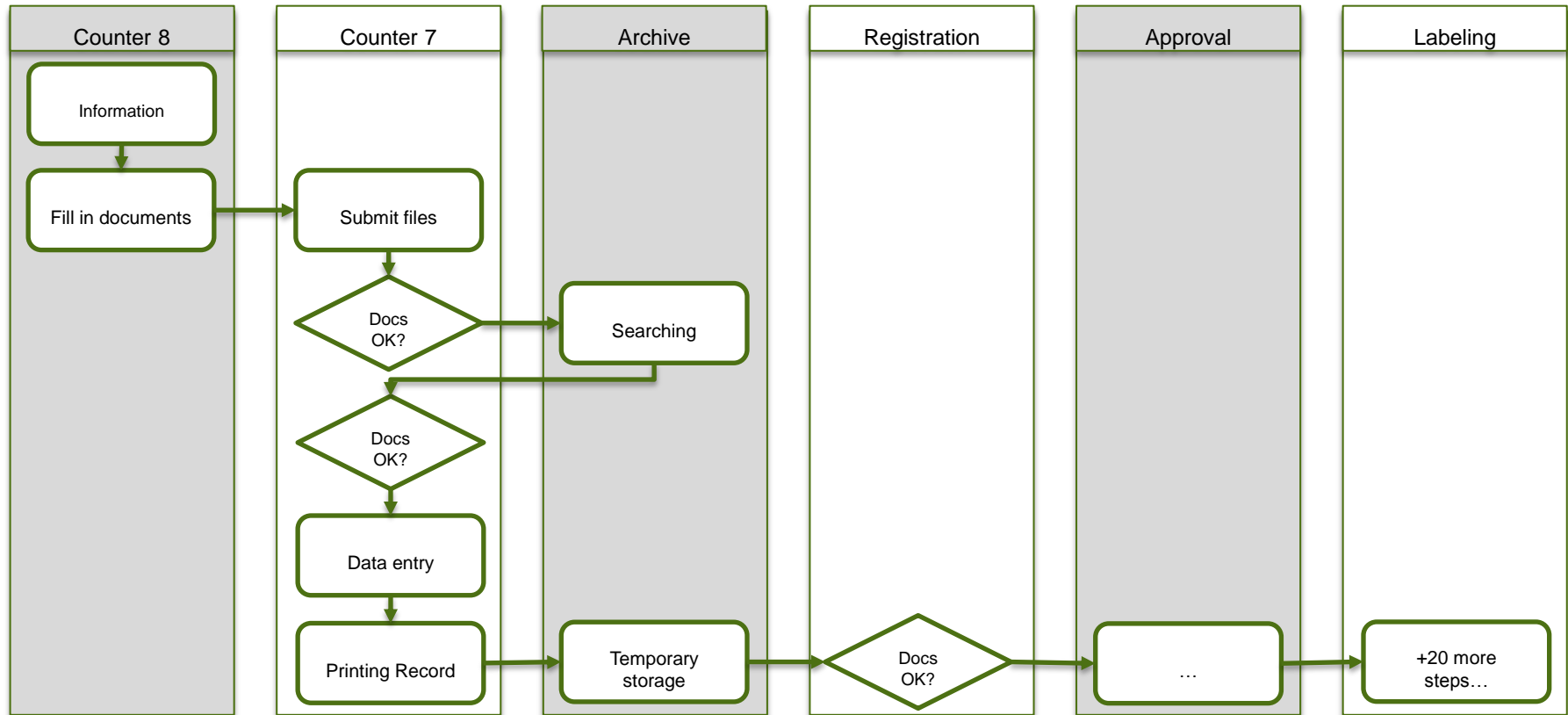


*Not everything that can be counted counts,  
and not everything that counts can be counted.*

*(Albert Einstein)*

	3		7	
1	2	5	6	9
	4		8	

# 3. Challenge: From Chaos to e-Chaos?



Sample Process: Driving Licence Renewal

6 Working stations, 32 process steps, high error rate, 4 months processing time

# Manage Efficiency: Business Process Reengineering

## Process redesign

Process engineering  
Process improvement  
KPIs

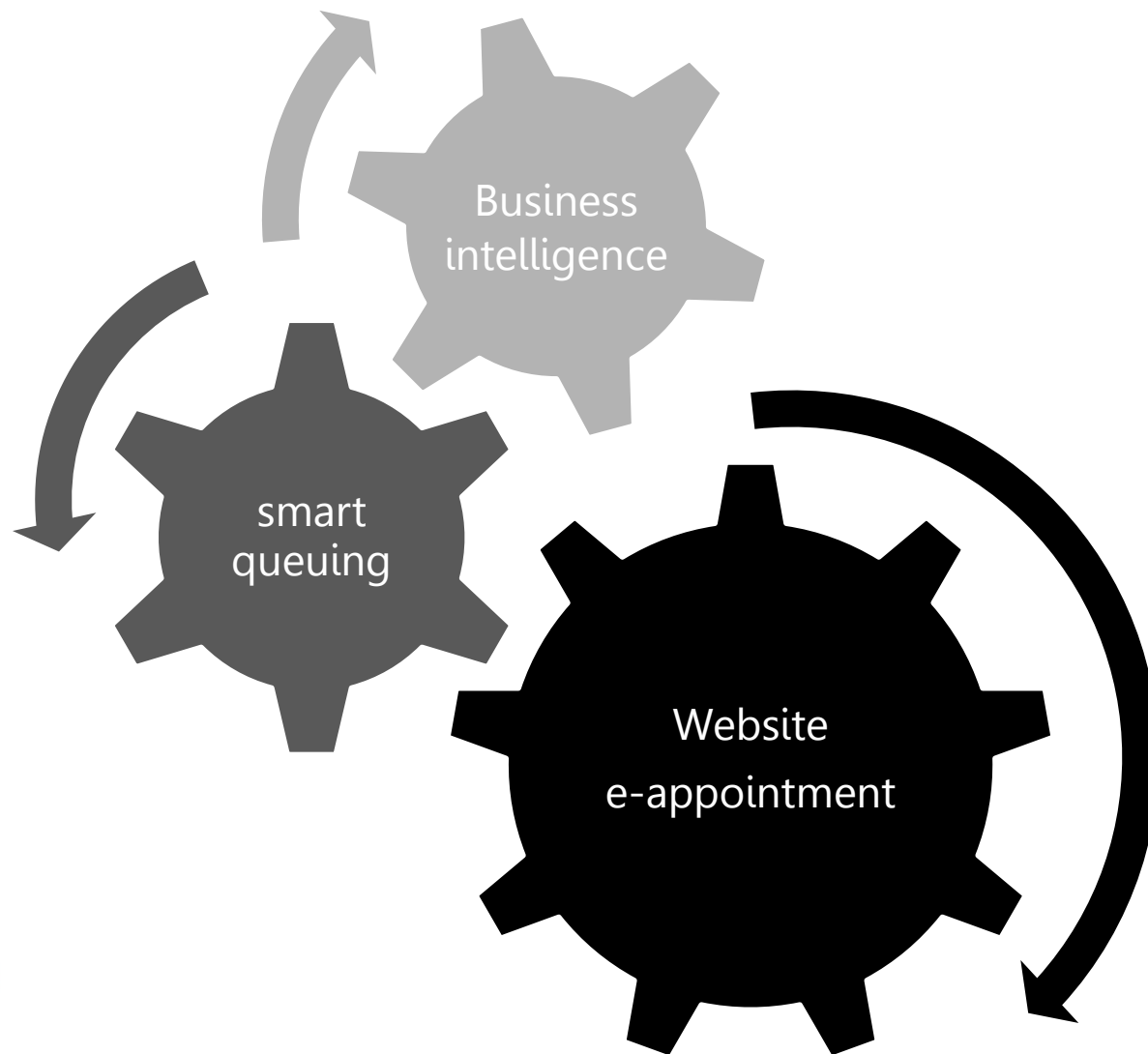
## One-stop services

Organization  
Training  
IT Integration

## Standardization

Master files  
Automation  
Dynamic QR

# 4. Challenge: e-Government



# 4. Key Results in alignment with our core Values

- 96% customer satisfaction index
- 92% use of appointment service
- Citizens' service desks
- Ergonomic conditions
- People serving people

Quality



- 100 % electronic customer assignment
- No dividing walls
- Clarity, glass offices
- Data integrity
- Digital signing and tracking
- Authentication

Transparency



- 70% cost saving
- 65% process efficiency
- Information security
- Error reduction
- Clear roles and responsibilities
- High degree of capacity utilisation

Efficiency



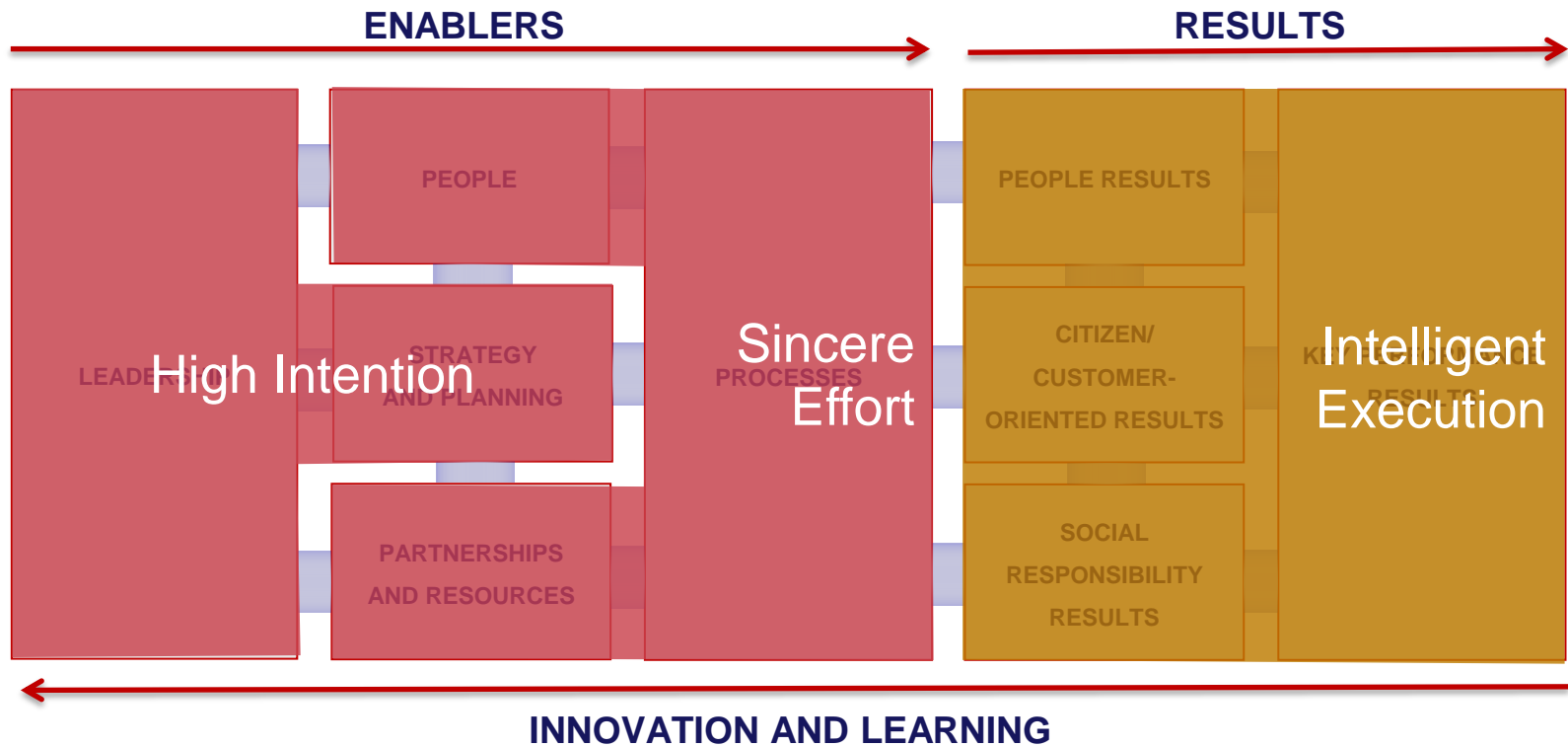


# 5. Lessons learned & key recommendations

- Sustainable change is always driven by people
- Consider all relevant stakeholders, their needs and expectations
- Develop and share core values and a common vision in your team
- Communicate the need for change, overcome the resistance
- Plan the right actions and find the right pace of change
- Inspire, motivate, involve your people and recognize their efforts
- Move from separate solutions to integrated initiatives

28 SUB-CRITERIA

# 9 CRITERIA



# Principles of Excellence

“Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives; choice, not chance, determines your destiny.”



*Aristotle (384 - 322 BC)*

# Questions



*“By believing  
passionately in  
something that  
still does not exist,  
we create it.”  
(Nikos Kazantzakis)*

## Thank You

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