

**8th European CAF Users' Event "Leading Quality into the Future"**  
**12 April 2018, Sofia, Bulgaria**

# **A long term strategy for improvement - The use of CAF in ASI (Italian Space Agency)**

**Italian Space Agency**  
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# Outline

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

# 1. Background & Context of the organisation




# 1.1 Background & Context of the organisation

- Budget: more than 800 M€ in 2018, growing in the following years up to 1.000 M€
- Staff: 250 people, with a plan to reach 350 people within year 2020
- Stakeholders: universities, research centers, scientific communities, industry (both large and SME), public administrations, citizens

## 1.2 Background & Context of the organisation

- Before using CAF, the approach was similar to the attitude of emergency room
- In 2009 an Italian law imposed to the public administrations the use of a structured process for the organizational performance management

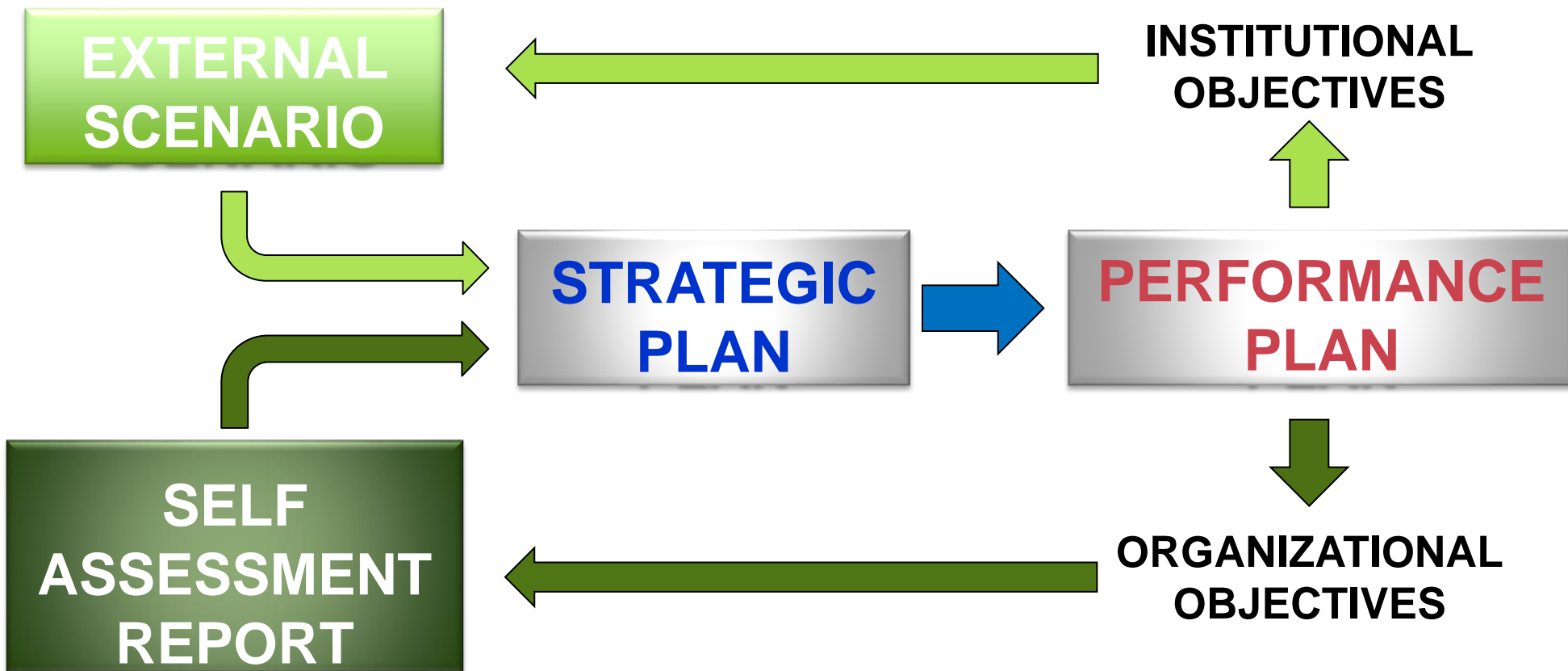
## 2. Background of the case



In 2014 ASI decided to use CAF because it's quite simple but comprehensive

In 2017 we have repeated the experience due to the good results obtained with the first improvement plan

# 3. Process/Dynamics



## 3.1 Process/dynamics

- Long term strategy: started in 2014, it currently includes an activity plan till 2022 (conclusion of the 3<sup>rd</sup> cycle)
- Organization: the Self Assessment Group, with a project coordinator, reports to the Director General; for each improvement initiative, a PM is nominated
- Dedicated budget: up to 40 K€ per year (within the training frame)
- Time limit is the main obstacle



# 3.2 Process/Dynamics



# 4. Results/outcome



## ■ Weakness point from 2014:

- Leaders

## ■ Main res

- training leaders
- commo Values
- People “How is

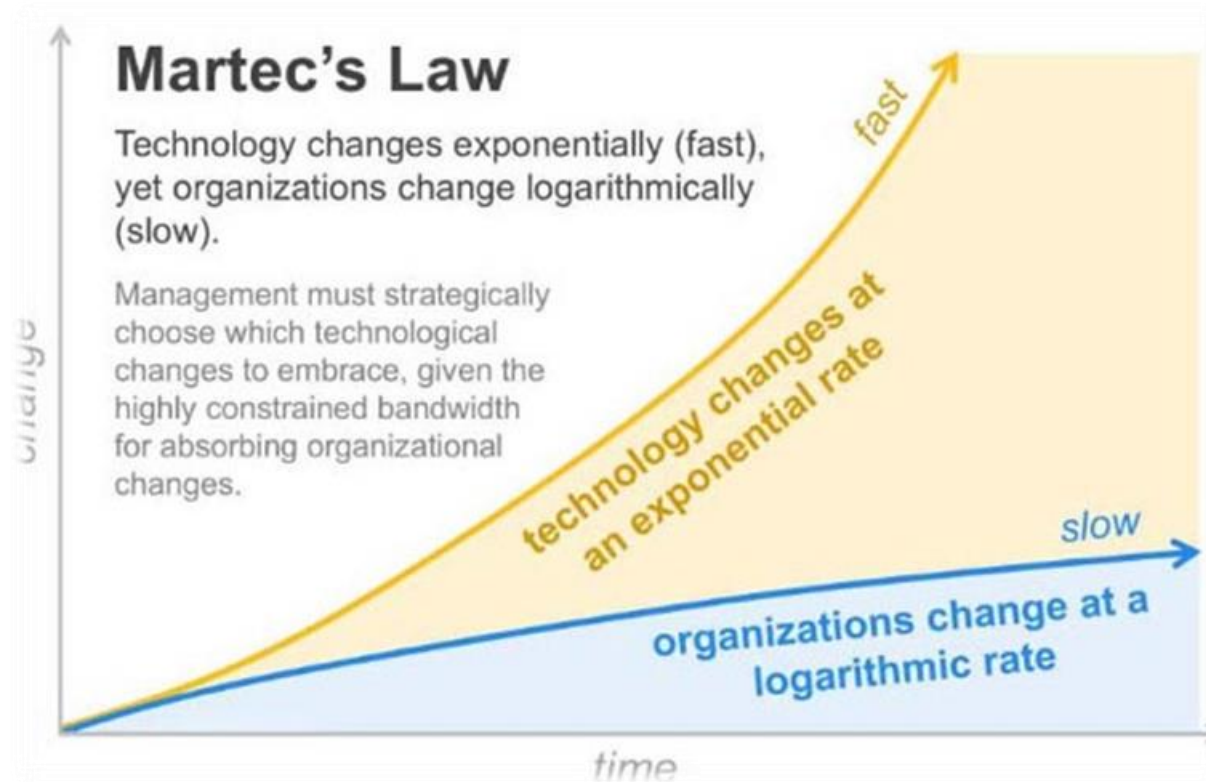
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# 4.1 Results/outcome

- Weakness point from 2014:
  - Processes
- Main results within 2017:
  - The “Office Automation” initiative has allowed ASI to achieve important objectives, both in the economic area and in terms of processing times:
    - Reduction by 30% of the average working time for each process, thus shortening the Time To Customer/User
    - Saving of 12,000 man hours saved and consequently reduction of costs

## 4.2 Results/outcome



The organization generates added value through its processes and not through its functions



# 4.3 Results/outcome



**Doc Standard**

Standard documentation and error reduction



**Cloud**

Accessibility device and



**on**

on



**Report**

real-time control and process transparency

## 4.4 Results/outcome

- Weakness point from 2017:
  - Strategy & Planning



Improvement plan  
2018-2019



## 5. Lessons learned & key recommendations

- Self Assessment Process:
  - decision must come from the top management level
  - put your stakeholders always at the center of your analysis
  - a wide communication plan, dedicated to any level in the organization, should sustain the project
  - to make use and compare with the SA experience of other CAF user – directly or through the Resource Center CAF know how and support

## 5.1 Lessons learned & key recommendations

To repeat the SA is much more easier than the first time !



## 5.2 Lessons learned & key recommendations

- We think ASI can play a good job as a role model in the use of the CAF for other agencies and public organizations in the research area
- A wide organizational performance comparison could bring important improvements for the entire research sector in terms of outcomes for our stakeholders.

# Questions



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