

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

**How can Efficient CAF Project  
Organisation and Informatisation  
Trigger Rapid Organisational Improvements?**

**Republic of Slovenia  
Ministry of Education, Science and Sport  
Ksenja Hauptman and Janja Možina Brecejl**



# Presentation points

- 1. CAF First Steps**
- 2. Digitalization of CAF Project**
- 3. Achievements/Outcomes by Now**
- 4. Key Recommendations**

# Slovenia

- has about two million inhabitants
- has been a member of the European Union since 2004
- held the presidency of the European Union in 2008
- is the land of top athletes



 **Paul Pilatowski**  
@pillar32

Registered hockey players per country:

Slovenia	—	980
USA	—	435,737

And you mean to tell me that the USA can not find 20 players that can beat Slovenia?????

3:40 PM - Feb 14, 2018

280 likes 101 people are talking about this

 **Sport**  
@SlovenianSports

What a #IceHockey sensation in #PyeongChang2018 !!!! Slovenia with the population of 2 million people won against USA. Iskrene čestitke #risi!!! @lovehokej @usahockey

3:25 PM - Feb 14, 2018

14 likes See Sport's other Tweets

# About the Ministry

- The Ministry of Education, Science and Sport (**MESS**) performs tasks in the areas of pre-school, primary, secondary, higher vocational education, higher education, adult education, science, research, sport and youth.

NUMBER OF EMPLOYEES	2014	2015	2016	2017
Ministry of Education, Science and Sport (MESS)	405	370	377	345
Office of the Republic of Slovenia for youth (ORSY)	7	9	10	10
Inspectorate of the Republic of Slovenia for education and sport (IRSES)	15	17	16	16

The table shows the permitted number of jobs according to the joint personnel plan and for the MESS, ORSY and IRSES.

- In 2016, the level of citizens' satisfaction and confidence in the Slovenian education system is 80 %, while the average level of OECD countries is 67 %.
- Global Competitiveness Index 2017/18 – highest scores for SI:
  - ✓ Health and primary education (fourth pillar , rank 14, score 6,5)
  - ✓ Higher Education and Training (fifth pillar, rank 24, score 5,4)

Bodies under the responsibility

# CAF First Steps

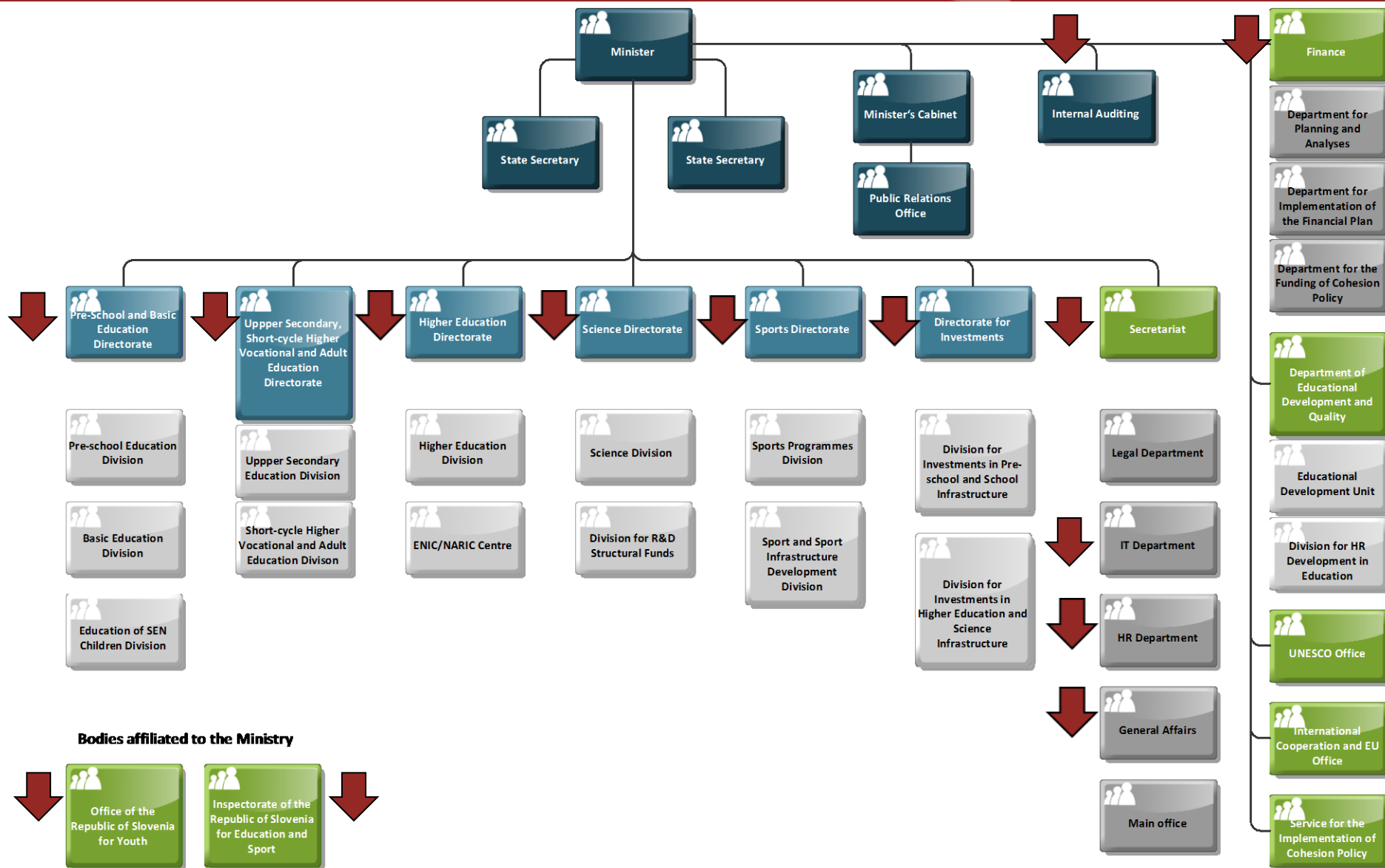
- MESS joined CAF in mid-2017
- Members of CAF Self-assessment Project Group were appointed
- Hybrid criterion to identify CAF project group members was used

Knowledge and experiences of employees according to all CAF criteria

Covering all major areas of MESS-fields of responsibility

We spoke to every potential member of the project group beforehand, explained CAF and their role in the project

# Organizational Chart



# CAF First Steps

- MESS joined CAF in mid-2017
- Members of CAF Self-assessment Project Group were appointed
- Hybrid criterion to identify CAF project group members was used

Knowledge and experiences of employees according to all CAF criteria

Covering all major areas of MESS-fields of responsibility

We spoke to every potential member of the project group beforehand, explained CAF and their role in the project



- Additionally both heads of bodies under the responsibility of the ministry requested to participate in the project group

# Informatisation of CAF Project – CAF Project Site

Prva stran

- Basic Project Data
- Tasks
- Project Documents
- My CAF Criteria
- Employees by Criteria
- Entry by Criteria
- Documents Folders
- Scoring Entry
- Action Plan

## TIMELINE

Month	Event	Date
April 2017	Imenovanje predstavnikov in namestnic vodstva CAF	31.3.2017
May 2017	Usposabljanje PS CAF o razdelu CAF	4.5.2017
June 2017	Kick off sestanek za PS CAF skupino + primeri dobrih praks	7.6.2017
July 2017	Izvedba samoocene po skupinah	7.6.2017 – 3.10.2017
August 2017		
September 2017		
October 2017	Zaključen vsebinski del po merilih	3.10.2017
October 2017	Usposabljanje projektne skupine za ocenjevanje in kalibriranje	6.10.2017
October 2017	Kalibracije samoocene	17.10.2017
October 2017	Priprava končnih... (16.10.2017 – 30.10.2017)	16.10.2017 – 30.10.2017

## DOCUMENTATION

Novo Prenesi Sinhroniziraj Skupna raba Več

Trenutni pogled

Ime	Spremenjeno	Spremenil
1 sestanek	15. junij 2017	Ksenja Hauptman
2 sestanek, Predstavitev	6. oktober 2017	Janja Možina Breclj

## INSTRUCTIONS

### Model CAF

DEJAVNIKI      REZULTATI

**Project management  
Documentation  
Collaboration  
Transparency**

- Microsoft SharePoint 2016 (document management and collaboration tool)
- Building intranet sites **without coding** using **just out of the box** features



# CAF Self Assessment Group (SAG)

- **15 members**
- ✓ **Head of project**
- ✓ **Deputy of project**
- ✓ **10 Members of MESS**
- ✓ **2 Bodies under the Responsibility of the Ministry**

Chief Inspector - Inspectorate of the RS for Education and Sport

Director - Office of the RS for Youth

- **9 smaller SAG for individual criterion**

1 head + 4



The screenshot displays a web interface for managing a CAF Self Assessment Group (SAG). On the left, a blue sidebar contains a navigation menu with the following items: Basic Project Data, Tasks, Project Documents, My CAF Criteria, Employees by Criteria, Entry by Criteria, Documents Folders, Scoring Entry, and Action Plan. The main content area shows a list of 9 criteria, each with a 'Head of Criteria' and four 'Project Member' roles. The criteria are:

Naslov	Nosilec merila	Sodelujoči
1. Leadership head	Head of Criteria 1	Project Member
2. Strategy & Planning	Head of Criteria 2	Project Member
3. People	Head of Criteria 3	Project Member
4. Partnership & Resources	Head of Criteria 4	Project Member
5. Processes	Head of Criteria 5	Project Member
6. Citizen/ Customer-oriented Results	Head of Criteria 6	Project Member
7. People Results	Head of Criteria 7	Project Member
8. Social Responsibility Results	Head of Criteria 8	Project Member
9. Key Performance Results	Head of Criteria 9	Project Member

# List of Strengths and Areas of Improvement

Prva stran

- Basic Project Data
- Tasks
- Project Documents
- My CAF Criteria
- Employees by Criteria
- Entry by Criteria
- Documents Folders
- Scoring Entry
- Action Plan

Vsi elementi    Nosilci meril in sodelujoči    Pregled dejavnikov   

✓ Merilo	Podmerilo	Opis merila	Prednosti	Področja za izboljšanje	Dokazi
▶ Merilo : 1. Voditeljstvo (4)					
▶ Merilo : 2. Strategija in načrtovanje (4)					
▶ Merilo : 3. Zaposleni (3)					
▶ Merilo : 4. Partnerstva in viri (6)					
▲ Merilo : 5. Procesi (3)					
5. Procesi	5.1. Stalno prepoznavanje, snovanje, upravljanje in inoviranje procesov, ki vključuje zainteresirane strani	... V vsaki organizaciji potekajo številni procesi (temeljni procesi), ki omogočajo organizaciji uspešno delovanje za uresničevanje poslanstva in strategije organizacije in so zato ključni za zagotavljanje proizvodov in storitev.	MIZŠ ima enotni, sistemski pristop k popisu procesov, saj so p... opis... prip... mod... aktu... akti... prip... nivo... do 3... lder... razd... kom... pod... viri i... v tre... je to... Za p... orod... ARIS... dem... brez... V ob... proc... Fina... 201... nad...	Kljub temu, da so bili izvedeni posamezni izrisi... proc... nivo... zasi... notr... ede na... posl... izve... pod... posl... poo... zaga... obv... proc... vzpe... pro... tes). Kjer... Za p... zaga... dos... porablja... posl... razli... posl... mot... Prec... upo... razu... kon... Soo... dih v RS.	Poslovni procesi – usklajevanje procesov v letu... 20... Ol... Sk... be... Re... In... In... in... er... e... e... p... tj... n...

**STRENGTH**  
TEXT  
TEXT  
TEXT

**IMPROVEMENTS**  
TEXT  
TEXT  
TEXT

**EVIDENCE**  
TEXT  
TEXT  
TEXT

- Gathering information from all members at one point
- Input through the intranet web page
- User friendly access granted only to project members

# List of Individual Scores

Prva stran

Basic Project Data

Tasks

Project Documents

My CAF Criteria

Employees by Criteria

Entry by Criteria

Documents Folders

Scoring Entry

Action Plan

## ENTRY - SCORING FOR ENABLERS

Ustavite urejanje tega seznama

<input checked="" type="checkbox"/>	Podmerilo	Ocena dejavnikov: NAČRTUJ	Ocena dejavnikov: IZVEDI	Ocena dejavnikov: PREVERI	Izbira dejavnikov: UKREPAJ	Skupna ocena

## ENTRY - SCORING FOR RESULTS

Ustavite urejanje tega seznama

<input checked="" type="checkbox"/>	Podmerilo	Ocena rezultatov : trendi	Ocena rezultatov : ciljne vrednosti	Skupna ocena

CRITERIA	DESCRIPTION OF SUBCRITERIA																																						
<p><a href="#">+</a> novi element ali uredite ta seznam</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"><input checked="" type="checkbox"/></th> <th style="width: 10%;">Izberi</th> <th style="width: 45%;">Naslov</th> <th style="width: 40%;">...</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>1. Voditeljstvo</td> <td>...</td> </tr> <tr> <td></td> <td></td> <td>2. Strategija in načrtovanje</td> <td>...</td> </tr> <tr> <td></td> <td></td> <td>3. Zaposleni</td> <td>...</td> </tr> <tr> <td></td> <td></td> <td>4. Partnerstva in viri</td> <td>...</td> </tr> <tr> <td></td> <td></td> <td>5. Procesi</td> <td>...</td> </tr> <tr> <td></td> <td></td> <td>6. Rezultati – državljani/odjemalci</td> <td>...</td> </tr> <tr> <td></td> <td></td> <td>7. Rezultati – zaposleni</td> <td>...</td> </tr> </tbody> </table>	<input checked="" type="checkbox"/>	Izberi	Naslov	...			1. Voditeljstvo	...			2. Strategija in načrtovanje	...			3. Zaposleni	...			4. Partnerstva in viri	...			5. Procesi	...			6. Rezultati – državljani/odjemalci	...			7. Rezultati – zaposleni	...	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"><input checked="" type="checkbox"/></th> <th style="width: 25%;">Podmerilo</th> <th style="width: 70%;">1.1. Usmerjanje organizacije z razvijanjem njenega poslanstva, vizije in vrednot</th> </tr> </thead> <tbody> <tr> <td></td> <td>Prednosti</td> <td>Vodstvo MIZČ evropske strategije usmeritve sporeča zaposlenim preko (npr: ...)</td> </tr> </tbody> </table> <div style="background-color: #800000; color: white; padding: 10px; text-align: center; margin-top: 10px;"> <h3>PERFORMANCE MEASUREMENT STRENGTHS</h3> <p>TEXT TEXT TEXT</p> </div>	<input checked="" type="checkbox"/>	Podmerilo	1.1. Usmerjanje organizacije z razvijanjem njenega poslanstva, vizije in vrednot		Prednosti	Vodstvo MIZČ evropske strategije usmeritve sporeča zaposlenim preko (npr: ...)
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- Gathering individual scores for all measures from all members at one point
- Input through the web page in sharepoint

# Generation of SE Report

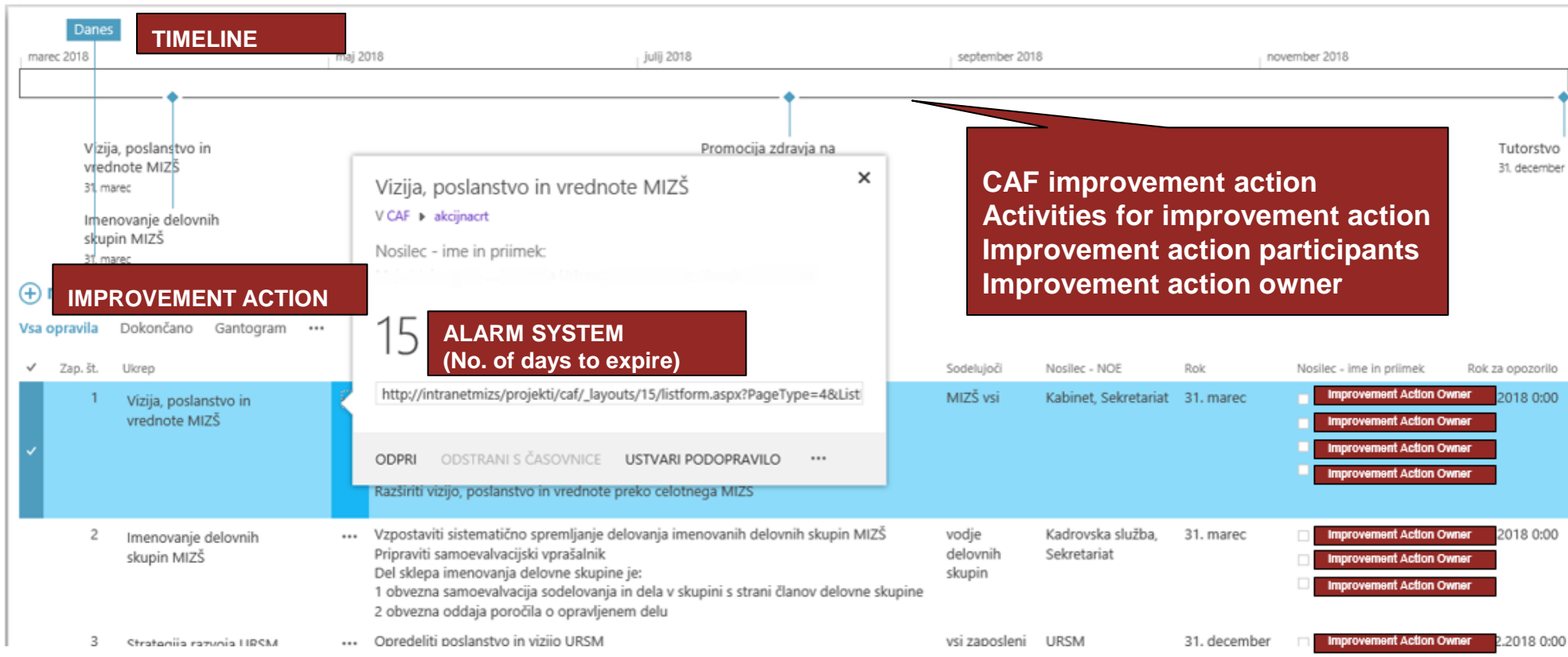
- Add group scores of measures to list of strengths and areas of improvement
- Generate docx report from SharePoint list using mailmerge function
- Working on the same document at the same time using MS version history for documents

The screenshot displays a SharePoint interface for a project. The breadcrumb path is 'Domov / projekti / CAF / CAF'. The left sidebar shows a navigation menu with items like 'Prva stran', 'Osnovni podatki o projektu', 'Naloge', 'Dokumenti projekta', 'Moja merila CAF', 'Zaposleni po merilih', 'Vnos po merilih', 'Mape za dokazila', 'Vnos ocene', and 'Akojski načrt'. The main content area is divided into three sections:

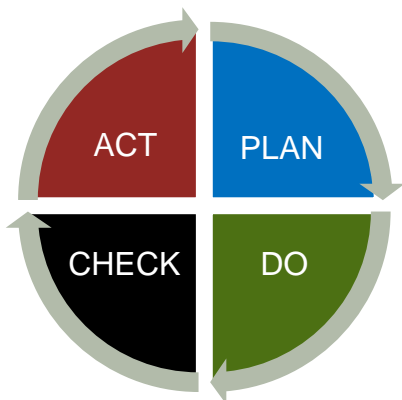
- ČASOVNICA (Timeline):** Shows a timeline from April to May 2017. Key events include 'Imenovanje predstavnice in namestnice vodstva za kakovost' (31.3.2017) and 'Imenovanje članov v Projektno skupino za izvedbo samooценitve po Skupnem ocenjevalnem okvirju za organizacije' (31.3.2017). Another event is 'Usposabljanje PS CAF o modelu CAF' (4.5.2017).
- DOKUMENTI (Documents):** Includes buttons for 'Novo', 'Prenesi', and 'Sinchroniziraj'. A search box is labeled 'Poišči datoteko'. A list of documents is shown, with the selected item being 'CAF osnutek poročila stanje 10.10.2017'.
- Zgodovina različic (Version History):** A table showing the history of document versions. The table has columns for 'Št.' (Number), 'Spremenjeno' (Modified), 'Spremenil' (Modified by), 'Velikost' (Size), and 'Pripombe' (Comments).

Št.	Spremenjeno	Spremenil	Velikost	Pripombe
17.0	19.10.2017 12:46	Project Member	96,7 KB	
16.0	18.10.2017 11:50	Project Member	79,9 KB	
15.0	18.10.2017 11:06	Project Member	79,7 KB	
14.0	18.10.2017 10:55	Project Member	79,8 KB	
13.0	17.10.2017 15:17	Project Member	79,9 KB	
12.0	17.10.2017 11:03	Project Member	95,3 KB	
11.0	17.10.2017 10:16	Project Member	95,5 KB	
10.0	13.10.2017 14:59	Project Member	94,5 KB	
9.0	13.10.2017 14:18	Project Member	94,3 KB	
8.0	13.10.2017 13:55	Project Member	93,5 KB	
7.0	13.10.2017 13:22	Project Member	93,4 KB	
6.0	13.10.2017 13:18	Project Member	93 KB	
5.0	13.10.2017 10:44	Project Member	77,1 KB	
4.0	12.10.2017 10:57	Project Member	77,3 KB	
3.0	12.10.2017 10:36	Project Member	77 KB	
2.0	11.10.2017 13:07	Project Member	74,6 KB	
1.0	11.10.2017 13:05	Project Member	74,6 KB	

# From Areas of Improvement to Improvement Plan



# PDCA



The screenshot shows a software interface with a 'Merila' window open. The window title is 'Merila - 1.1. Usmerjanje organizacije z razvijanjem...'. The interface includes a navigation menu on the left with options like 'POGLED', 'Urejanje elementa', 'Skupna raba z', and 'Izbrisi element'. The main content area displays details for a specific criterion.

Merilo	1. Voditeljstvo
Št. podmerila	1.1.
Podmerilo	1.1. Usmerjanje organizacije z razvijanjem njenega poslanstva, vizije in vrednot
Opis merila	Dobri vodje morajo ustvarjati jasnost in enotnost namena organizacije. Kot menedžerji vzpostavljajo okolje, v katerem so lahko organizacija in njeni zaposleni uspešni, ter zagotavljajo delovanje ustreznih mehanizmov nadzora.
Primeri	<ol style="list-style-type: none"><li>1. Oblikovanje in razvijanje poslanstva in vizije organizacije z vključevanjem ustreznih udeležencev strani in zaposlenih.</li><li>2. Vzpostavljane okvira vrednot, ki je skladen s poslanstvom in vizijo organizacije, in spoštuje splošni okvir vrednot javnega sektorja.</li><li>3. Zagotavljanje širšega sporočanja poslanstva, vizije, vrednot, strateških in izvedbenih ciljev vsem zaposlenim v organizaciji in drugim udeležencem stranem.</li><li>4. Periodično pregledovanje poslanstva, vizije in vrednot, ki odraža spremembe v zunanjem okolju (npr. politične, gospodarske, družbeno-kulturne, tehnološke in demografske).</li><li>5. Razvijanje upravljalvskega sistema, ki preprečuje neetično vedenje, sočasno pa podpira zaposlene pri obravnavanju etičnih dilem, ki nastopajo ob različnih vrednot organizacije.</li><li>6. Upravljanje preprečevanja korupcije prek ugotavljanja možnih področij nasprotij interesov in zagotavljanja smernic zaposlenim, kako ravnati.</li><li>7. Utrjevanje medsebojnega zaupanja, lojalnosti in spoštovanja med voditelji, menedžerji in zaposlenimi (npr. s spremljanjem kontinuiranosti poslanstva, vizije in vrednot ter z (s ponovnim) ovrednotenjem in predlaganjem standardov dobrega voditeljstva).</li></ol>
Prednosti	Vodstvo MIZŠ svoje strateške usmeritve sporoča zaposlenim preko vzpostavljenega komunikacijskega modela, ki vključuje posredne (npr.: oglasna deska - intranet) in neposredne oblike komunikacije (npr.: letna srečanja, sestanki na različnih nivojih).

# Vision, Challenges, Mission and Values

## VIZIJA, IZZIVI, POSLANSTVO IN VREDNOTE

## VISION, CHALLENGES, MISSION AND VALUES



### VISION

*To develop a responsible,  
knowledge-based society.  
To create conditions  
for the development  
of happy and socially responsible  
generations.*

### CHALLENGES

- *Co-creating and directing development in education, science, youth issues, and sports in line with social changes.*
- *Continuous improvement of the quality of the MIZŠ's functioning.*
- *Understanding and asserting the role of the MIZŠ among the professional public, society and Government of the Republic of Slovenia.*

### VALUES

#### EXPERTISE

In line with the educational concepts we take a flexible and cost-effective approach to an inclusive education system and to forming the proper conditions for the development of science, research and sports.

#### COOPERATION

Mutual cooperation and respect among employees aim at achieving excellent results. Great emphasis is laid on our stakeholders and inter-ministerial cooperation.

#### RESPONSIBILITY AND LIABILITY

We perform our work excellently and in a reliable manner. The results of our work are transparent, so our colleagues, partners and the citizens of Slovenia can rely on us.

#### SATISFACTION OF CITIZENS AND EMPLOYEES

As satisfied employees we are constantly seeking improvements for both our work and our citizens.

#### CREATIVITY

We foster our own creativity as well as that of all our stakeholders.

dr. Maja Makovec Brenčič  
Minister



# Mission

The process of creating the brochure took several months

- Conducting a survey among MESS employees
- First draft was prepared in cooperation of Cabinet and Secretariat
- All employees were invited to participate in 2 workshops led by the minister
- Final proposal was circulated to all organizational units for final corrections
- Brochure is published online and in paper

## MISSION

Together with our stakeholders we create an inclusive, equitable, sustainable and creative society of lifelong learning, strengthen the participation of young people and encourage sporting activities.

We are committed to the equal participation of all stakeholders in an accessible, flexible and future-oriented education system. We seek new teaching and learning strategies, enabling individuals to mature into responsible and independent members of the community.

Pre-school and elementary education constitutes the foundation of a learning society.

In secondary education we implement approaches that integrate the education system with the economy.

Higher-education study programmes derive from the human resource needs of the private sector and enable students to acquire vocational competences.

Aiming at innovation and excellence in higher education, we create the conditions for a competitive and internationally-recognised higher education system.

Adult education programmes follow the needs of the economy and the trends of changes in society, providing better living and working conditions for adults. There is always a good time for learning and gaining new knowledge.

The Slovenian education system ensures the equal inclusion of people with special needs.

By developing science and research at home and abroad we are strengthening the global research area.

The programmes for sports in the public interest are in line with the principle of "a sound mind in a sound body".

We promote and take care of the development of the youth sector and youth work, strengthening the participation of young people in the management of public affairs and the creation of youth policies.



# Appointing a Co-worker of the Year 2017

- The minister sent out a call-up to all employees to identify an employee for diligent volunteer work.
- Owner of the CAF improvement action No. 16 regarding humanitarian actions was awarded the title.

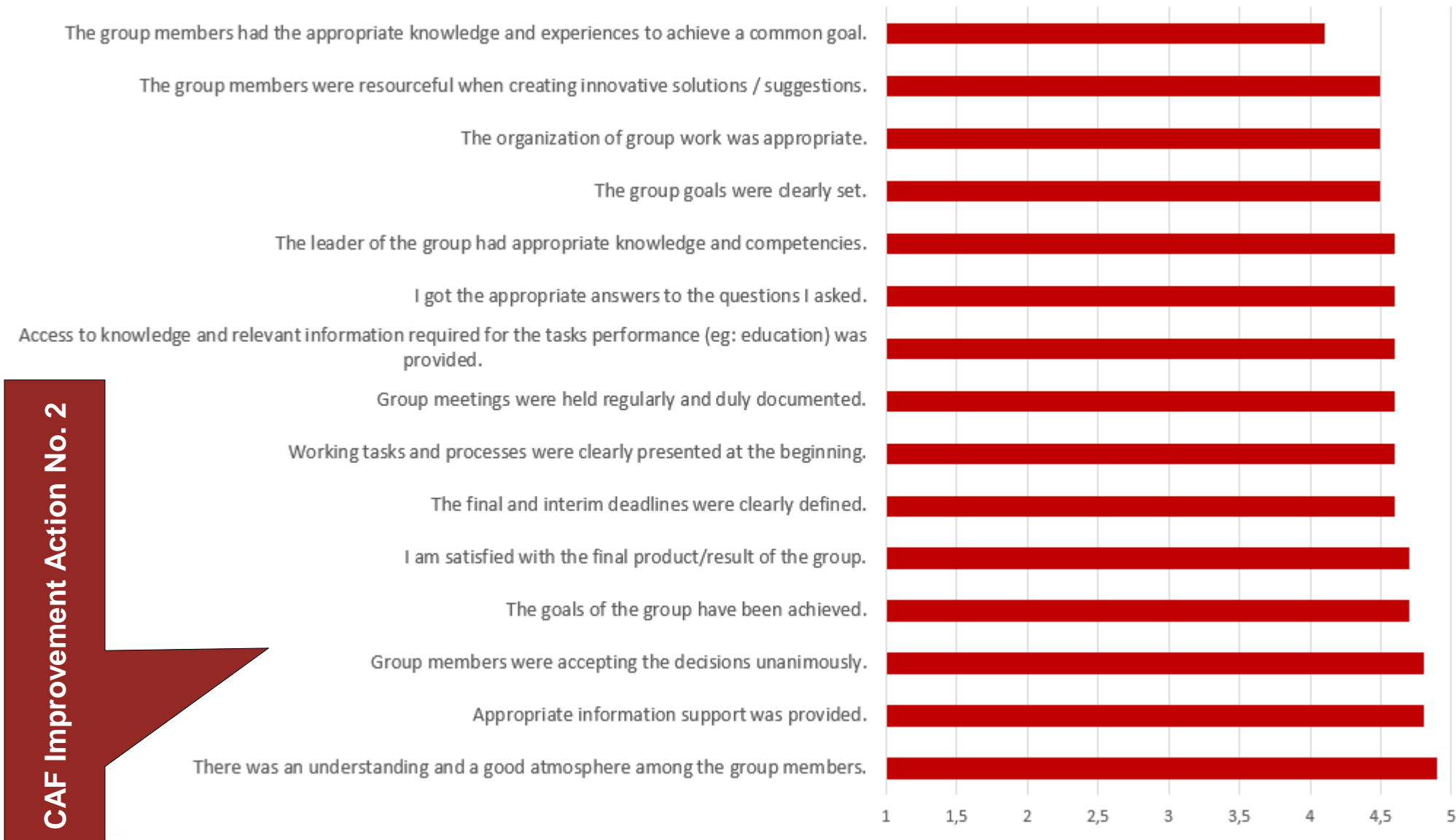


CAF Improvement Action No. 16

# Some Achievements/Outcomes by Now

- Preparing of the scheme of MESS' relevant stakeholders ✓
- Preparing MESS' Personal Identification Card ✓
- Improving employees' knowledge, skills and abilities ✓
- Implementing humanitarian activities among MESS' employees ✓
- Preparing the vision, challenges, mission and values of MESS ✓
- Appointing a co-worker of the year 2017 ✓
- Other ✓

# CAF Working Group Members Assesemet of the Work in the Working Group



CAF Improvement Action No. 2

# Lessons Learned & Key Recommendations

## What worked well?

- Using a hybrid criterion to identify CAF project group members – exchanging members' experiences and incorporating them into a self-evaluation report
- Setting up CAF full informatisation support - Creating CAF Project Site (SharePoint 2016)
- Substituting the lack of experiences and knowledge of project group members with regular short educational events
- Conducting a satisfaction survey on CAF project group members after finalizing the project

## What could be improved?

- Timing – First workshop for CAF project group members took place before summer holidays, which prolonged the work of the project group, because the majority of the work started out in September
- Communication plan – should include more activities for informing all employees about CAF benefits
- Possible exchange of best practice with other ministries, during the CAF project execution, was not carried out

# Thank you!



# Sources

- MESS Share Point portal
- <http://www.mizs.gov.si/en/>
- MESS internal data and publications
- [http://www.ukom.gov.si/si/promocija\\_slovenije/multimedijske\\_vsebine/powerpoint/](http://www.ukom.gov.si/si/promocija_slovenije/multimedijske_vsebine/powerpoint/). Extraction date: 14. 2. 2018.
- <http://www.moskismet.com/clanek/novice/zoi-2018-americiani-ne-morejo-preboleti-poraza-proti-risom-taksni-so-njihovi-odzivi.html>. Extraction date: 14. 2. 2018.
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- <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO3225>. Extraction date: 30. 3. 2018
- <http://www.oecd.org/>. Extraction date: 30. 3. 2018.
- <https://www.weforum.org/reports/the-global-competitiveness-report-2017-2018>. Extraction date: 30. 3. 2018.