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**Strategy without tactics is
the slowest route to victory
Tactics without strategy is
the noise before defeat**

**Regional administration Pazardzhik
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Outline

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

1. Background & Context of the organisation

Regional Administration Pazardzhik supports the Governor of the Pazardzhik Region in the execution of his duties in terms of the co-ordination and control of the executive power organs and local authorities:

- 12 municipalities belonging to the NUTS3 region
- over 20 territorial units of the central administration of the executive power
- 263 630 people across 117 towns and villages and a territory of 4457 km²
- 30 employees

Context of the organisation – the rising complexity

Regional Administration Pazardzhik supports the Governor of the Pazardzhik Region in his responsibilities in relation to the control and coordination of local authorities and the management of regional development, the protection of the general public in cases of natural disasters or emergencies and in the area of the public order and security in the region

Context:

- environmental and organisational complexity
- an increasing responsibilities, lack of financial and human resources

2. Background of the case

- In 2006, Regional Administration Pazardzhik implemented the integrated system for management CAF 2006 – BSc.
- Since 2017, Regional administration Pazardzhik has participated in Project BG05SFOP001-2.002-0001 “Implementation of the Common Assessment Framework (CAF) in the Administrations”, realised by IPA with the financial support of Operative programme “Good management”, jointly funded by the EU through the ESF.
- The project is part of the Strategy for the Development of the Public Administration 2014 – 2020, which puts a particular emphasis on the implementation of CAF .
- Regional Administration Pazardzhik implements the integrated system for management CAF 2013 – BSc.

3. Process

The analysis of the connections between the areas of improvement highlighted the presence of:

- a strong causal link between the area of strategic and operational planning and the management of execution
- a clear causal link between the lack of adequate and up-to-date organisational strategy and the low level of engagement and participation of the interested parties
- without the adequate determination of goals, it would be impossible to realise the management of key processes
- extreme obstacles in the way of the economical and fair distribution of resources in support of key processes

3. Process

The Self-Assessment Group reached agreement regarding 56 improvement measures, part of which connected different areas of improvement:

- the quality of the strategic and operational planning, the risk assessment and the management of the execution;
- the quality of the services offered to citizens and their participation;
- motivation, engagement and satisfaction of the personnel.

Improvement plan (2017-2018) – 12 measures, 4 *quick wins*.

4. Results

In the context of the systemic and holistic approach to improvement, the conducted CAF 2013 self-assessment exercise demonstrated the importance of strategic and operational planning and management of execution.

In addition, it became the cause for the following improvements:

- raising the level of motivation and satisfaction of the employees
- raising the level of participation of the citizens in increasing the quality of service.

5. Lessons learned & key recommendations

- Complexity must be addressed by system thinking – complex adaptive system/organisation (CAS/O)
- Emergent properties: *“Life is an emergent property. Intelligence is an emergent property. Love is an emergent property. Organisational excellence, too, is an emergent property.”*(Tito Conti)
- Holistic approach based on the cause-and-effect links – *“organisational acupuncture”* (Mark N. Clemente)
- The absence of an up-to-date organisational strategy has a global adverse effect on the total quality management of the organisation.

The moral of the story is that ...

Segmented administrative execution:

- offers a high level of adaptability
- proves to be effective on a local level
- is effective in turbulent and high-risk environmental conditions
- is extremely reactive in nature

“This might be a good way for the organisation to follow when the times are tough, but it is by no means a good way for the organisation to lead.”

(SAG-SAR)

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(apocryphal quote)

Questions



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