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# **The alignment of MBO's with the Charter of Services**



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# Context: This is Madrid

**Madrid is the capital and largest city of Spain**

3.166 million inhabitants

8th city of the world hosting more worldwide enterprises

6,5 million metropolitan area

8.4 million people work every day in Madrid

Area 604.3 Km<sup>2</sup>

there are 3.5 million trips on a working day in Madrid

Third largest metropolitan area in the EU

City Bus Company (EMT) 10.024 buses 3.725 Km network

# 1. Madrid Mobility Agents Body



According to Law, local police is competent of traffic in Spanish cities

- From 1986 on local governments can create civil servants' bodies dedicated exclusively to traffic management
- in 2004 Madrid City Council created an independent Body to this end: The Cuerpo de Agentes de Movilidad - Body of Mobility Agents

In 2004, that today with:

- 652 Agents
- 5 Senior Staff Policemen
- 1 Deputy Director

- - This Body had no experienced in command and traffic management staff
- ● - It was necessary to find senior staff to lead the new Body.

On this basis, Madrid City Council decided to initiate a quality management system starting with this MBO aimed to police officers.

## 2. Local policeman and Mobility Agents

Local Policemen joined the Body of Mobility Agents in 2004, because:

- The Body was made up of new civil servants
- There was no experience staff in traffic management
- The Council established a MBO system, encouraging and incentivizing to join the Corps

This MBO was a first step and it had to be set in a general context:

A Charter of Services

A system of Excellency management

A double MBO documents for junior and senior staffs

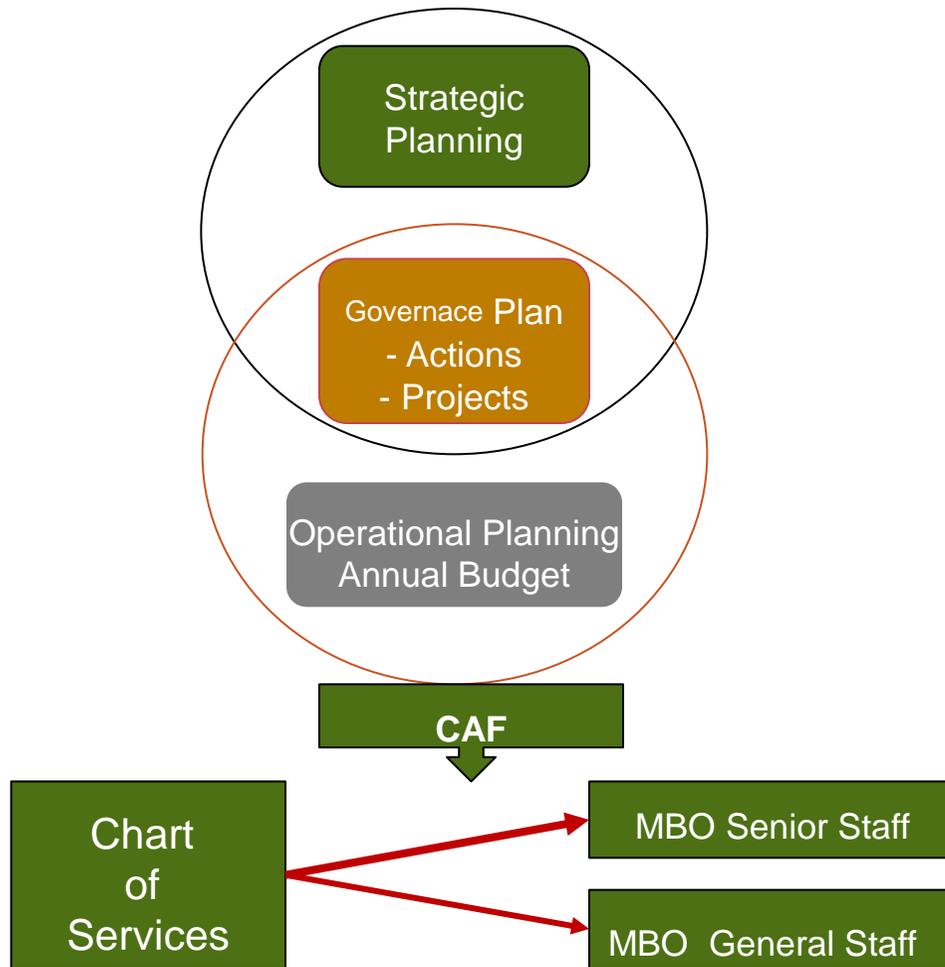
The Charter is integrated in the CAF Criterion n. 6 “Citizen-Customer Results” and we consider it as the most important document aimed to citizens.

The first Charter was passed in 2007 and it had 10 objectives and 32 indicators. Today it has 10 objectives and 24 indicators

By the end of 2007, the Corps was first awarded the **EFQM** 300+ European Seal of Excellence. In 2016 we shifted to the **CAF** Certificate which is currently the total quality management system we are in and the general framework for the MBO we are discussing today.



# 3. Process/dynamics



Body of  
Mobility  
Agents

Quality system  
architecture

# 4. Citizens and Agents of Mobility

Why do we consider the Charter of Services so important?

it embodies the main lines of the work and remit of the Body of Mobility Agents

it embodies the Body of Mobility Agents' commitments



Which is its most remarkable feature?

direct relationship between citizens, Charter of Services and Body of Mobility Agents

Therefore:

It must be the basis for the rest of our quality management documents, as well the basis for the objectives and commitments of any MBO implemented or to be implemented.

- 1.- Official body's action should be citizen oriented.
- 2.- Every member of the Corps, be it senior officer or agent, is to serve the citizen's interest .
- 3.- The Charter of Services sets commitments and incentives within a frame of a permanent assessment and analysis of results.

# Charter of Services and Mobility Agents



Pending challenge to be addressed, the implementation of an MBO for agents' general staff, in 2016, after it had been negotiated and approved by the workers' unions representatives, the MBO agreement for agents was approved, and successfully implemented up till now.

So, once the Charter of Services was in force, there were two tasks to fulfil:

- 1.- Modify the Senior Staff MBO in the sense of the Charter of Services objectives and commitments.
- 2.- Implement an MBO for agents

# Unified Criteria

Therefore, as events happened to unfold, we found ourselves facing in 2016 a complex quality system situation.

What we faced was:

- 1) Two different MBO's with two separated lists of commitments and indicators,
- 2) A Charter of Services with different indicators to those of the high staff MBO and
- 3) A list of strategic and annual objectives somewhat related to the Charter's ones.

The challenge was to homogenize and improve commitments, requirements and procedures in order to get a system centered around the Charter of Services. That is, where the Charter of Services was the basis and the reference to fulfil commitments for every member of the Corps, with a MBO for high officials and another one for agents all of them aligned with the Charter of Services.



# Results

What do we get with all this process of rapprochement of all these quality tools?

- 1.- We give consistency to the quality system of the Corps of Mobility Agents and consistency to the Corps' general performance.
- 2 - We get a basic list of commitments where all the architecture of Excellence Management stems from. The center of it is the most direct document between the citizen and the local government: The Charter of Services.
- 3.- We simplify the analysis and setting of goals and objectives, for all the Body.
- 4.- We simplify as well, the evaluation task.
- 5.- We unified general and senior staffs objectives almost 100%. (with some extra dedication indicators for senior staff)
- 6.- We make more flexible our objectives through their annual revision

In this direction, the Charter of Services contains 10 objectives measured by 24 indicators that are monthly loaded and analyzed.

This year, the indicators of the Charter of Services have reached 23 out of the 24 of the year objectives (that is a 96,67%). In 2016 the number of achieved objectives was 20 out of 24.

In absolute figures, the numbers of 2016 have been exceeded by the 2017 results in 12 items and evened in 6. All these, out of 23 indicators and only 3 lower (2 were new for 2017 and 3 where extra improvement areas different every year).



**Thank you for your interest.  
Please ask your...**

**Questions...**



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