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Self-assessment through applying the quality management model CAF in the National Social Security Institute (NSSI) of the Republic of Bulgaria in the period in 2017

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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



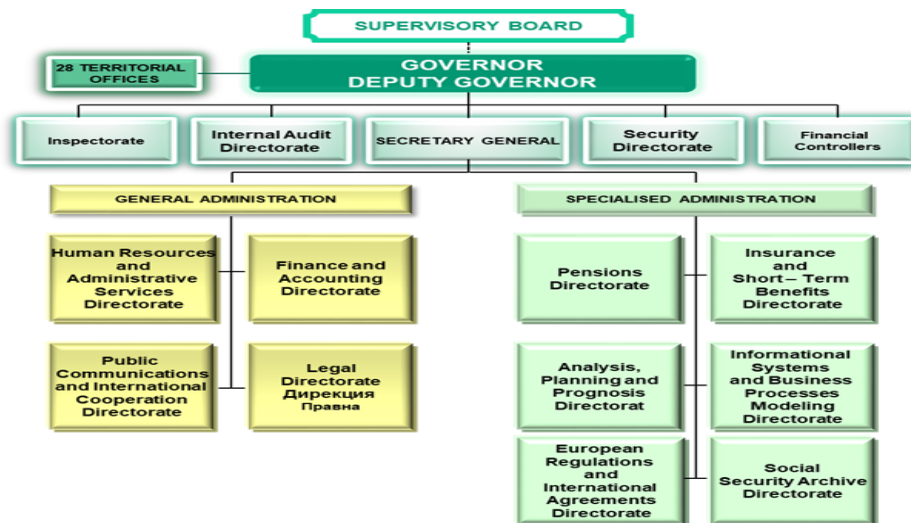
National Social Security Institute – short presentation

- Public sector organization at national level
- Manages the state public social insurance in Bulgaria
- Pays all types of pensions
- Pays all types of sickness, maternity, employment injury and occupational disease benefits
- Pays all types of unemployment benefits
- Competent institution regarding the implementation of the EU regulations in the field of social security schemes coordination

1. Background & Context of the organisation

National Social Security Institute in numbers

- Manages more than BGN 11 bln. (more than EUR 5 bln.)
- Pays the pensions of about 2.2 mln. pensioners
- Pays the benefits of more than 1.7 mln. beneficiaries
- Staff of 3 500 people
- Headquarters (12 directorates) plus 28 territorial branches



2. Background of the case

Specific conditions at the beginning of the project

- Institution with many functions and complex structure
- Various and sophisticated internal and external interactions
- No experience in applying quality management systems
- Insufficient experience regarding CAF in Bulgaria in general

CAF project in the NSSI – main objectives and characteristics

- Higher effectiveness and efficiency
- “Inside look” covering all aspects of management
- Introducing a mechanisms aiming at continuous improvement
- Higher satisfaction with the quality of provided services
- Establishing a sense of ownership of the personnel over the organizational aims and values
- Part of the ‘first wave’ for introducing the CAF in Bulgaria following the Government Strategy for Development of the State Administration 2014-2020

2. Background of the case

Focus: Strategic, fundamental changes which will result in significant improvements both of internal process and external perspective:

- Development of the NSSI's organizational structure
- Partnership development
- Personnel development
- Embedding corporate social responsibility in the organizational strategy
- Better link between the strategy and results achieved

Main, strategic actions

- Functional analysis of the whole organization
- Developing a comprehensive partnership management policy
- Introducing an innovation impact assessment
- Introducing a Balanced Scorecard as a tool for evidence-based strategic planning and management
- Defining the change management roles within the organization
- Developing a comprehensive personnel development policy

3. Process/dynamics

Main challenges

- Applying the CAF within all organizational units
- Insufficient experience in quality management system application
- What will the staff's attitudes towards the project be
- Are the employees willing to provide the senior management an objective feedback
- Is the senior management willing to address the staff's assessments and recommendations
- Is the senior management willing to undertake strategic changes
- Is it possible to achieve consensus (two self-assessment groups with 15 members each)

Time framework

2015 (November, December)		2016			
Proposal	Support from the senior management	Managerial decision	Agreement with IPA	Introduction of the model to the senior management	
2017 (January – October)					
Establishment of two working groups	Training	Self-assessment	Two reports	Consolidated report	Action Plan

3. Process/dynamics

Results achieved by the two working groups



- Over 85 % coincidence of the areas of improvement (different definitions, similar meaning)
- Consensus achieved at a joint meeting

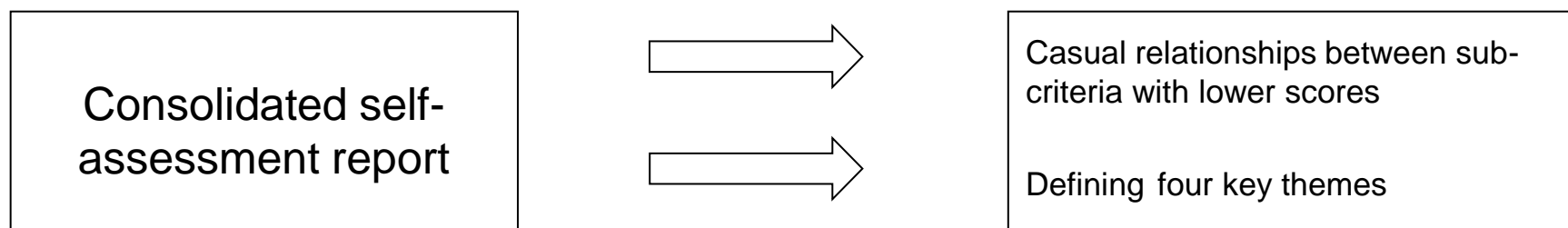
Prioritization of measures

- EIPA methodology on prioritization applied within the CAF model introduction in Bulgaria project
- Some weaknesses have been identified

MAIN PROBLEM: fundamental, strategic measures remain out of the scope of the Action Plan. Without these measures, all other actions will have limited influence and will not lead to significant improvements

3. Process/dynamics

Our practice of prioritization



- Prioritization of measures according to the EIPA methodology
- Ensuring compliance between measures and defined key themes and preparing an action plan
- Fixing deadlines, responsible staff members and performance indicators
- Plenary session in order to achieve consensus on the measures
- Action plan containing 15 measures, including 10 with strategic importance

- **MAIN ADVANTAGE:** we put the emphasis on a few measures with strategic importance which will establish the base of the successful implementation of all other measures for improvement

3. Process/dynamics

Main actors	Roles and responsibilities
Project manager	Provides overall guidance and support at all stages
Senior management	Makes the decisions to introduce the CAF. Demonstrates support for the project. Approves the consolidated version of the report and plan for improvement. Exercises monitoring
Line managers	Assist in gathering evidence Directly participate in the self-assessment process
Territorial branch directors	Propose members of the self-assessment working groups Participate in self-assessment
Self-assessment working groups	Perform the self-assessment Reach consensus within and between the working groups
Self-assessment working group leader	Coordinate work within the groups. Summarize results. They guide and promote consensus. Coordinate efforts in drafting reports
Task force for preparation of an Action Plan – 9 staff members (8 representing SAG)	Prioritizes measures for improvement. Achieves consensus on performance indicators, responsible units and deadlines
External consultant	Carries out training for self-assessment working groups Supports the whole process of self-assessment
Bulgarian Institute for Public Administration (IPA)	Supports the administration during the implementation of the CAF Provides tailored training. Provides feedback on the CAF implementation process

4. Results/outcome

Main characteristics

- Early stage of implementation of the measures for improvement
- Strategic character of the measures. Verifiable results require sufficient time



Achieved results

- Approved report
- Approved Action Plan
- Influence on the strategic concept on the NSSI management
- Key measures from the Action Plan are part of the NSSI Strategy and 2018 Operational Plan

Expected results

- Higher satisfaction with the services provided
- Achieving higher efficiency by better planning and measuring the impact of innovations
- Better performance by higher staff motivation
- Better effectiveness and efficiency of the main processes (process-oriented approach and Balanced Scorecards)

4. Results/outcome

Next steps

- Monitoring – every four months
- Periodic reporting to the senior management
- Next self-assessment (two years after the initial introduction)

Project sustainability

- Monitoring provides the senior management with information on the process of implementation of the measures for improvement and is a prerequisite for meeting the deadlines determined in the Action Plan
- The planned forthcoming self-assessment ensures the implementation of the Plan-Do-Check-Act (PDCA)



5. Lessons learned & key recommendations

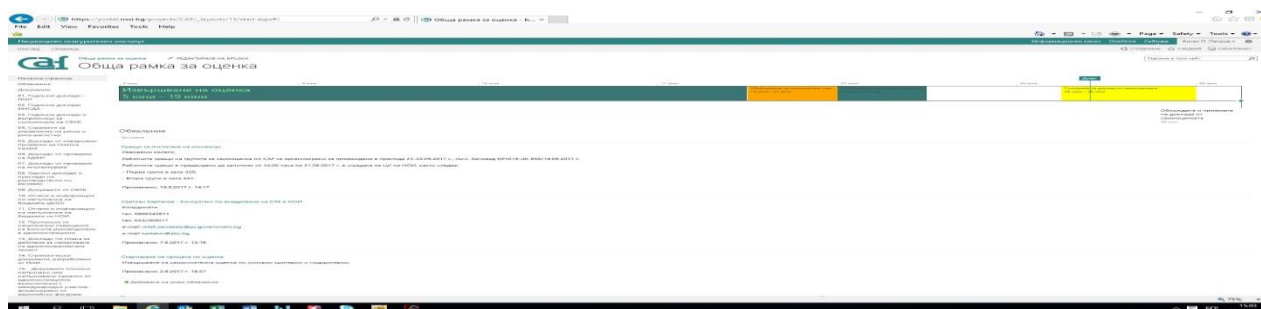
- **The model is not a dogma.** It is sufficiently flexible and can be adapted. We applied a different approach in the process of prioritization of measures
- **The scope is not an obstacle.** Our first self-assessment covered the whole organization
- **Consensus can be reached.** We established two self-assessment working groups, each with 15 members. It was not difficult to reach consensus within and between the groups
- **The model is reliable.** Its application leads to similar results in similar conditions. The two self-assessment groups worked independently but produced similar results
- **The staff members can be critical towards the senior management.** The consolidated report consist of 138 areas of improvement and 117 measures

WORRIES ARE GREATER THAN THE REAL DIFFICULTIES!

5. Lessons learned & key recommendations

Critical success factors

- Support by the senior management
- Good communication between the actors involved in the self-assessment. We created an internal communication tool as a part of the NSSI intranet platform



- Well-designed selection process and easy access to evidence
- Well-chosen composition of working groups
- Participation in the self-assessment groups – on a voluntary basis
- Well-selected working group leaders
- Good theoretical knowledge of the participants in the working groups
- Sufficient time and supporting working environment
- Continuous monitoring and feedback on the implementation of the measures

5. Lessons learned & key recommendations

Key recommendations

- To be cautious about the results of models which are based on numerical assessments. In certain conditions (depending on the organizational maturity level) they could be misleading
- It needs to be clearly stated that organizations could be creative throughout the prioritization process

Questions



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