

Application Form – Good Practice Cases

8th European CAF Users Event

Under The Bulgarian EU Presidency

Public sector Organisations on their way to maturity

- Embedding the Principles of Excellence-

12 April 2018 – Sofia, Bulgaria

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I. INTRODUCTION

Under the Bulgarian Presidency the 8th European CAF Users event will be organized in Sofia on 12th April 2018. This event is organized under the auspices of the EUPAN (European Public Administration Network) and in particular the Network of National CAF Correspondents. The Bulgarian Institute for Public Administration (IPA) is looking forward welcoming all participants to Sofia and has engaged the European Institute of Public Administration (EIPA) to support in the organization of this event. Earlier events (Rome, Luxembourg, Lisbon, Bucharest, Oslo, Rome, Bratislava) have proven to be excellent opportunities for CAF users all over Europe to meet, exchange, learn and improve.

The 8th CAF Users event in Sofia will put the focus on the structural reforms realized by public sector organisations. The main aim is to demonstrate how the use of CAF triggered fundamental reform(s) in the organisation against the background of the principles of excellence, contributing to a mature and stable entity.

For that purpose different parallel sessions will be organized (see **Annex 1** for the draft version of the **program**) including inspiring cases focusing on detailed topics. The in-depth description of the **topics** is included in **Annex 2**.

II. SHORT CASE DESCRIPTION

1. Identification of the organisation:

- Name of the organisation – **Municipality of Krakow**
- Name of the person in charge – **Maria Rusowicz, Management Representative**
Agnieszka Górecka, QMS Specialist
- Email / phone / website – szj@um.krakow.pl / + 48 12 616 19 52 / www.bip.krakow.pl
- Level – **local**
- Sector – **administration**

2. Link with the topics of the conference:

My case is linked to the following key theme(s) (please select).

- Topic: **Results orientation**
- Topic: **Citizen/Customer focus**
- Topic: **Leadership and constancy of purpose**
- Topic: **Management by processes and facts**
- Topic: **Staff development and involvement**
- Topic: **Continuous learning, innovation and improvement**
- Topic: **Partnership development**
- Topic: **Social responsibility**
- Topic: **Digitalisation**

If the case underlines a specific focus in this topic, please describe this focus:

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3. Short description:

- **Title of the Case**
Towards better quality of services - service points organized by the Krakow City Office in selected shopping malls
- **Keywords**
city office, shopping mall, hypermarket, client, customer service, citizen, document, public service
- **Case Description** (2 pages maximum; according to the following structure):

- o *Project background: topic(s) that are dealt with by the case*

Main focus of the quality policy set in 2010 for the Krakow City Office by the Mayor of Krakow is constant improvement of services to meet the expectations and requirements of clients. In order to implement this universal rule in everyday work of all employees a number of quality management tools were adapted. Two of them were used to identify location of services delivery as possible improvement area. Those were: annual customer satisfaction research and CAF self-assessment. One of the most common reasons for customers' dissatisfaction reported in the annual research were always: number of parking spaces, accessibility for the disabled people, working hours and waiting time. On the other hand an unquestionable strong point of the organization noticed during

CAF self-assessment was the fact of delivering basic services by the Krakow City Office in many different locations of the city. Combining all this knowledge about customers' needs and expectations with the organization capabilities the decision was made to start delivering services in shopping malls.

- *Level of maturity is reached, clearly demonstrated by evidences, results measured (perception measurement , indicators ,...)*

The idea to locate service points of the City Office in shopping malls meets all the above mentioned customers' needs. First of all the shopping malls are always well-equipped with parking spaces and their infrastructure is always available for people with disabilities. Secondly, service points in shopping malls are open Monday – Saturday which is an extension comparing to regular working time of the Krakow City Office (Monday – Friday). Another considerable benefit for the customers is the possibility of dealing with the official matters when shopping or going to the cinema/restaurant without any additional effort - without a need to visit a dedicated official building or search for parking spaces on the street (majority of buildings of the Krakow City Office have no dedicated parking spaces for the customers or the spaces are very limited because of the area ownership issues). Moreover, during the time of waiting for the service in the service point located in a shopping mall customer does not have to stand in a queue. In all localizations of those service points there are queue management systems which provide all the customers with an information about an approximate hour of service so the customer can go shopping or for example have a coffee.

A very positive attitude to this new form of providing City Office services is shown by the statistics concerning number of clients served.

	2013	2014	2015	2016	2017
Gallery Bronowice I i II	2 156	41 083	43 780	44 755	56 787
Bonarka City Center	-	-	5 332	32 782	40 669
Gallery Serenada	-	-	-	-	4 920
Total	2 156	41 083	49 112	77 537	102 376

Results of implementing this new approach to providing services by the City Office were also measured by annual customers satisfaction research. In 2017 research only “number of parking spaces” still remained rated under four on a 5-point scale, but growing consistently every year from 2013 starting. Three other aspects that were rated low before, mainly: accessibility for the disabled people, working hours and waiting time in 2017 reached the level of rating above four.

- *Change process: major steps/activities undertaken, starting with the initial level, indicating what was the major problem*

In 2010, the results of the annual customer satisfaction research, showed that the number of available parking spaces and accessibility of for the disabled people were rated the lowest among 30 different aspects of the Krakow City Office's activities. Working hours and waiting time were also rated low (below four on a 5-point scale, when one of the organization's main goals is to maintain customers' satisfaction rate above four).

In 2011 the CAF self-assessment was carried out at Krakow City Office. One of the strong points of the organization identified by the self-assessment group was the fact that many buildings of the City Office are located in a different parts of the city which allows clients easier access. However at the same criterion an area to improve was identified, mainly: lack of administrative center in Krowodrza (part of the city covering 4 districts).

In order to gain more detailed knowledge about customers' needs in this area, in 2011 customers were also asked (as a part of the annual customer satisfaction research) to express their opinion about the idea of City Office service points in the malls. Results showed that on average every third

customer would like to settle official matters at a service point located in a shopping center, and the number was even higher among younger residents. The proposals for locations of service points were also collected.

After analyzing data regarding the number of people visiting different shopping malls, distance to the nearest City Office building, as well as the interest of a shopping mall in collaborating with the Office, the final locations for service points were selected, and also a range of issues to be settled there was established, an appropriate follow-up negotiation, execution and promotion were performed.

To ensure proper staffing, a flexible time was offered to the employees at service points (rotation seater - according to Polish labor law provisions), and also necessary infrastructure, and procedures were ensured. The challenge posed on the City Office concerned the proper security of the access to government systems of information by computers at service points. Due to the determination of our employees all of these issues were solved successfully.

The first service point was opened on November 30, 2013 in Gallery Bronowice, located in Krowdrza, on the outskirts of Krakow, where no City Office buildings are available. This point is supported by four employees, including two from the Department of Administrative Affairs, and two of the Department of Vehicle and Driver Registration.

The scope of matters handled at this point includes: the submission of all types of applications and correspondence to the Office of the City of Cracow, check-in and check-out, census, issuing identity cards, registration of business, as well as the vehicle registration. The point is open Monday – Saturday from 10.00 a.m. to 6.00 p.m. The popularity of this form of contact with the City Office, resulted in opening of a second service point in a shopping mall - Bonarka City Center (opened on October 5, 2015), located in the southern part of Cracow, close to three large housing estates. The scope of matters handled there, as well as opening hours and staffing are the same as at the first service point.

Since this form of providing services by the City Office appeared to be widely appreciated by the customers, in May and November 2017 two more service points were opened.

- *Process of implementation: lessons learnt from the CAF self-assessment that discovered and described the area of improvement involved.*

In 2011 CAF self-assessment one of the strong points of the organization identified by the self-assessment group was the fact that many buildings of the City Office are located in a different parts of the city which allows clients easier access. However at the same criterion (4.6 How organization manages property) an area to improve was identified, mainly: lack of administrative center in Krowdrza (part of the city covering 4 districts). In order to use this strong point potential and in the same time answer identified problem the decision was made to develop a network of City Office service points based on shopping centers' infrastructure starting from the Krowdrza area.



III. TIMING

Case descriptions are welcomed until **31 January 2018**.

The organisational committee will select among the different cases received those cases most relevant for inclusion in the program by mid February. For further information, please contact your national contact person or write to CAF@eipa.eu.

IV. CONTACT INFORMATION

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