



**DR. GEORGE ASPRIDIS**

**“The Common Assessment Framework in Greece”**

The Common Assessment Framework (C.A.F.) (Staes/Thijs 2005/1, 2005/3, C.A.F. Works) during the first period (2000-2005) was implemented as a pilot in representative public organizations, like hospitals, administrative regions and first and second degree local administration organizations. The first fully implemented procedure began in February 2007. Forty-one applications were submitted in total by interested parties, of which 20 were fulfilling the criteria. Those applications were evaluated from a committee consisting of special scientists, scientific and social organisation representatives as well as experts under the presidency of an Administrative Science Professor. This procedure was completed in December 2007 and the first prize of quality was awarded to the Greek Medicine Organisation.

The first group of criteria refers to «Enablers». Through an examination of Greek examples, it was observed that the first criterion («Leadership») included target-setting and aims of the organization, the implementation of a quality system and the enforcement of educational actions and establishment of a conversation procedure between employees and leadership. The second criterion, «Strategy and planning», included a self-evaluation system acknowledging problems and put forward best practice for their resolution. The next criterion, «Human Resources Management», included the amelioration of human resource attraction policy, employee education, formation of a new organizational culture, systematic organization and conduction of human resource research and finally invitation–challenge to employees to evaluate their managers. That allows staff to feel more satisfied from their active participation in such a procedure.

The fourth criterion, «Partnerships and Resources», included the development and utilization of appropriate mechanisms for customer complaint management and the introduction of innovative budget formation systems. The fifth criterion, «Process and Change Management», included the development of a system for continuous improvement and adaptation of procedures according to performance measurement and their effectiveness.

The next group of criteria consists of the «Results». Specifically, in the «People Satisfaction» criterion, it was shown that the employees of the service under evaluation were more strict in their evaluation than citizens. The seventh criterion, i.e. «Customer/Citizen-Oriented Results», focuses in total performance of services offered towards customers/citizens, who ought to be served quickly and efficiently. The eighth criterion, «Society Results», focused on the development of cooperation with the society, which the public service is based in, so as to realize the whole of its local and social activities; other factors included supporting people in minority positions and the development of actions for energy economy, waste reduction etc. In the last criterion, «Key Performance Results», the necessity of internal controls and the establishment of inspections were highlighted, as well as the participation in competitive contests.

C.A.F provides the Greek administration with the capacity to exercise self-evaluation that will be based on real data. It is the means through which an improvement procedure can take place, where it is necessary, as well as the means through which employees can be encouraged to participate themselves. Completing the process provides opportunities for progress as well as for high levels of achievement. Proper technical knowledge has been formatted, either externally or internally, for the C.A.F tool development. A tool that is harmless, because it is descriptive

enough and records the necessary actions for organizational improvement in detail. On the other hand it is considered bureaucratic, because it ultimately constitutes the entire material collection concerning the organization. Yet, it is also useful, because in this way the institutional and organizational frameworks of its operations are recorded. Full C.A.F implementation contributes to the continuous administrative improvement through real based evaluation data, progress recognition that has been made and the identification of exceptional performance fields. Also, it contributes to promoting and incorporating good administrative practices, either within the same organization, or amongst different organizations, and that progress is measured in fixed time terms. (Vaksevanidou, Staes/Thijs 2005/1).

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