

FROM QUALITY TO EXCELLENCE: HOW TO INCREASE PEOPLE INVOLVEMENT

Chamber of Commerce, Industry, Craft Trade and Agriculture of Crotona
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- **Level:** Local

- **Sector** Administration/other public services (supporting and promoting the general interests of companies)

Keywords

Corporate culture, values, quality, objective and results, empowerment, motivation, confidence in organization, desire to work

Summary

The Chamber of Commerce, Industry, Craft Trade and Agriculture of Crotona is an independent public body that supports and promotes the general interests of companies. Since 1994 (foundation date), our main objective is to switch from a culture of quality to one of excellence, through installing a culture of result thinking from policies to plans and to individual actions.

In 2005 we used for the first time the Common Assessment Framework (CAF); Caf has been used also in 2007 and 2009.

Starting conditions

On the basis of the CAF self-evaluation, among the main areas of improvement on which focus attention were a situation of general dissatisfaction with various aspects (trust in the organization, willingness to work, personal fulfilment, balancing work/life, workplace satisfaction, etc.), as well as the lack of an articulated plan for continuous improvement in all areas of the Chamber, with the involvement of all personnel, especially non-executive. Therefore the main areas of improvement came from analysis of enabling features of the organization related to criterion 3 of CAF, People.

Goals

Through self-assessments (CAF) and starting from the results of the CAF, in 2008 we developed an improvement plan focused on staff (it was reviewed annually and implemented by monitoring carried out by "Listening circles" representative of staff from different areas), in order to raise the administrative effectiveness and economic efficiency of the Chamber, involving the personnel and stimulating their motivation in the life at office (especially the level of motivation, inclusion, participation and improving the sharing of values and activities).

We have acted on the areas of improvement trying to achieve an increase of the related monitoring indicators.

Activities

The realization of these plans has involved the implementation of a series of initiatives to improve motivation, communication and involvement.

In detail, this **Plan aimed at improving the welfare organization**, identified by the title «Immaginizzando», has proposed the implementation of:

- STAFF FORUM on web: where employees can discuss completely anonymous (without the fear of compromising their identity) with the purposes to provide a board whereby mutual concerns may be identified and presented to the Administration effectively (***Sub-criterion 3.3. Involve employees by developing open dialogue and empowerment***);
- VALUES CHART: Help the employees to discover the values of the Chamber of commerce through a team building training and writing the Value chart of the Chamber (how we think and work) (***Sub-criterion 3.2 Identify, develop and use competencies of employees, aligning individual and organisational goals***);
- STAR ROOM: Creation of a place 'to think'; a room where staff members can share news that they find important, interesting or amusing also (a large bulletin board with some magnets enable employees to hang newspaper clippings or other announcements) (Sub-criterion 3.3);
- EMPLOYEES BENEFITS: actions oriented to create a "family friend Chamber of commerce" (Sub-criterion 3.1 3.1. Plan, manage and improve human resources transparently with regard to strategy and planning);

- **SPECIFIC TRAINING:** Specific plan of different regular and tailor made training events organized by questioning employees (staff technology training, English courses; etc.) (**Sub-criterion 3.2 Identify, develop and use competencies of employees, aligning individual and organisational goals**);
- **TIPS AND TRICKS:** Micro-Lessons created to help personnel on computing and technologies and sent weekly by e-mail) to ensure a systematic training on technological innovations that can be used in daily activities. (**Sub-criterion 3.2 Identify, develop and use competencies of employees, aligning individual and organisational goals**);
- **LIBRARY OF TRAINING COURSES:** To improve knowledge management it was created an Online library collecting course handouts, lecture notes, etc accessible by all staff. The centralization of the training material helps in sharing information and facilitates the learning of new skills. (**Sub-criterions 3.1. Plan, manage and improve human resources transparently with regard to strategy and planning and 3.2 Identify, develop and use competencies of employees, aligning individual and organisational goals**).

RESULTS

These initiatives have resulted in the improvement of the main indicators of performance and of organizational wellness. Among the many tools of organizational analysis and people satisfaction surveys used, the principal is the "Welfare Organization Survey", which is essential to monitor the perception and satisfaction of staff about working life and to acquire information on the improvement actions to be taken.

Produced annually since 2004, the survey is carried out with support from the Magellan platform, a Knowledge Management System sponsored by the Italian Prime Minister's Office - Department of Public Administration.

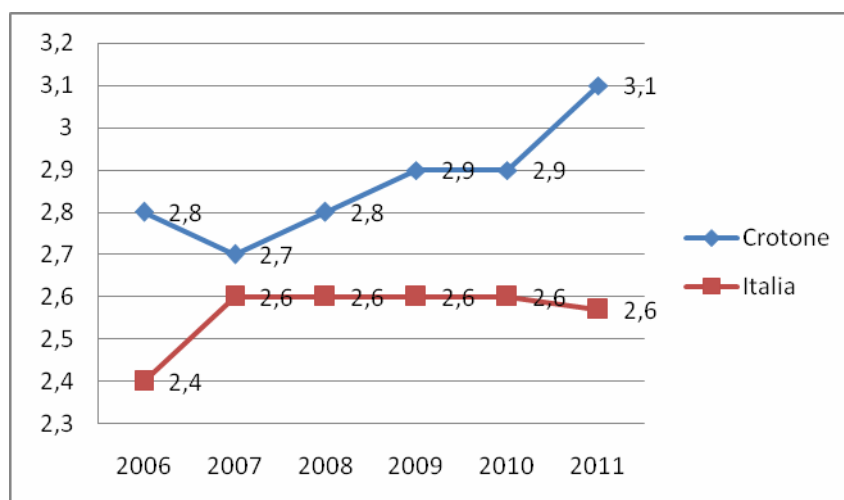
Magellan is a system of knowledge management web platform designed specifically for public administrations, aimed at optimizing the sharing and dissemination of knowledge within a community of users and provides a set of organizational instruments containing a survey questionnaire to be used for the collection and processing of data and for comparison with other important Italian administrations (benchmarking).

The results of the plan show a decreasing of absence level and an improvement of many markers on the level of Personnel satisfaction, as showed below:

Indicator (Range from 1 to 4)	Target	Results (31/12/2005)	Results (31/12/2009)	Results(31/12/2011)
Sharing of corporate culture and values	From 2,6 to 3;	2,8	2,91	3,14
Family friendly company	From 2,4 to 3;	2,6	2,78	3,07
Confidence in change	From 2,6 to 3;	2,8	2,52 - After a motivational training the indicator increased to 2,63 in 2010	3,04
Satisfaction about interpersonal relationship	From 2,9 to 3;	3,1	3,04	3,29
Desire to work	From 2,9 to 3,2	3	3,26	3,39

The comparison with other Italian public administrations attests, from 2007 onwards, a significant increase in welfare organization, as shown in the chart below.

Trend 2006-2011 and benchmarking





5th European CAF Users' Event
CAF as a Driver for Innovation
Oslo (NO), 27-28 September 2012

From Quality to Excellence: how to increase people involvement

Chamber of Commerce I.A.A of Crotone/Dr. Gaetana Rubino

The story...



from

The story...

to

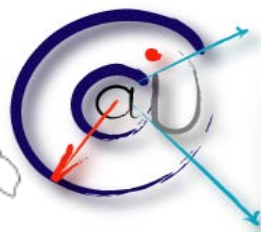


Location

Crotone and...



...the Chamber of Commerce, Industry, Craft Trade and Agriculture, an independent public body that supports and promotes the general interests of 18.000 companies



The protagonists



The Leader

The company



The story-teller

...And their goals

Promotes the development of the province and of the companies

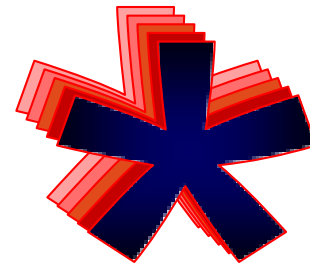


Switching from a culture of quality to one of excellence...

...Through installing a culture of results, from policies to plans and to individual actions



STAR FACTOR



*to make the staff a
“subject transpersonal that
does not sum
individualities, but produces a
new intelligence”
(P. Levy, Collective
intelligence)*

The starting point

“Know ourselves better and involve the entire staff in developing a proposal for organizational improvement that can positively affect the welfare of employees and at the same time bring benefits to the institution’s activities”



Self-evaluation
2005
2007
2009



Immagin-i-zzando



The wonderful Tree of Satisfaction

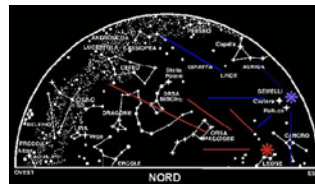
**From self
evaluation to
plan of
improvement**



Train emotional skills, coaching the winning team



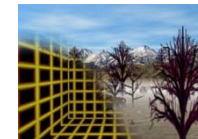
Promote the rooting of the values (Imprinting)



Build a "chart of values"



Create time and space to think



Valuing ideas and suggestions

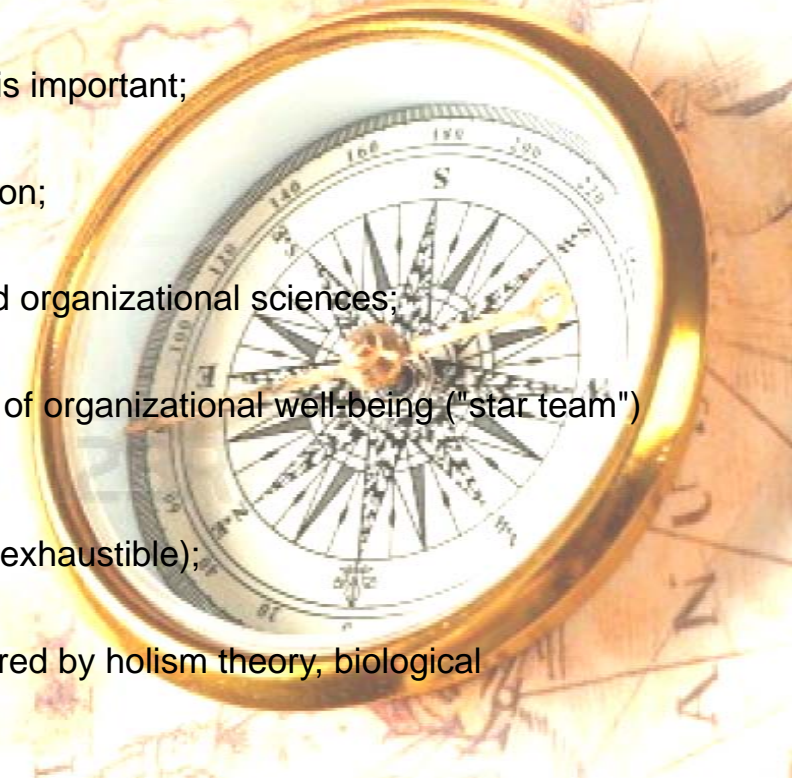


Designing benefits for workers

The discovery of the M.J.S.S.J.O.N.

The Improvement Plan, in order to enhance its peculiarities, was characterized by the acronym **MISSION**:

- **Modulare/MODULAR**: No component of the Plan is required, but each is important;
- **Innovativo/INNOVATIVE**: The Plan is innovative and promotes innovation;
- **Scientifico/SCIENTIFIC**: It is based on studies of social psychology and organizational sciences;
- **Sostenibile/SUSTAINABLE**: Includes, among the initiatives, an engine of organizational well-being ("star team") that makes the project sustainable over time;
- **Intangibile/INTANGIBLE**: based on intangible resources (prolific and inexhaustible);
- **Olistico/HOLISTIC**: Designed to involve all human resources. It is inspired by holism theory, biological theory, which stresses the importance of the organism as a whole;
- **NETWORK ORIENTED**: Oriented to create and strengthen the network of contacts (the network) within the organization.



The "secret key"

Putting people at the center!

Imagin-i-zation		Imagine-Organization				
STAFF FORUM	CHART OF VALUE	BENEFITS	STAR ROOM	SPECIFIC TRAINING COURSES	COMPUTER MICROLESSONS	LIBRARY "TRAINING"
WELFARE ORGANIZATION						



The internal side of the "mission"



The journey to the "treasures"

We decided to explore, share and elaborate on the topic of values, as a synthesis of soft size of the organization, through a training-design which involved the entire staff



Implementation of projects (experiential activities) as metaphors for Real Work



Analysis of the ways in which people have acted within the projects (review)



*A learning cycle reverse compared to the traditional one
with important effects on a cognitive, emotional and behavioral level*

From the concrete to the conceptualization of theoretical models



The discovery of the values



CULTURE OF SMILE

- People-centered
- Active listening
- Creativity



CULTURE OF "WE"

- Team spirit
- Merit and equity
- Trust



CULTURE OF DOING BEST

- Efficiency
- Accessibility
- Commitment and Responsibilities
- Enhancement of customer
- Environment as a resource

Treasure 1: Smile!



Culture of Smile

*With a drop of honey take one hundred flies;
with a barrel of vinegar you don't take anyone.*

Or: "With kindness and courtesy, great things"

People-centered

- We work placing the person at the center of our actions.
- We invest in our growth and motivation, adapting our actions to the needs of others.

Active Listening

- We believe in communication and listening, and we interact with courtesy and helpfulness.
- We listen to the silence and the words and we value the opinions and emotions.

Creativity

- We favor the birth of ideas and their implementation to improve through change.
- We color our job to see better, understand better and act better.

Treasure 2: "We"



Culture of "We"

One nut in a bag does not make noise

Or: "You can not do everything yourself, but you must team up to get a better result"

Team Spirit

We are part of a team and reach our goals all the while supporting the individual in times of difficulty: the team's victory is the victory of each component.

We believe in involving everyone in decision making and in policy of the institution. We recognize the differences between people as a resource that enriches the environment in which we live.

Merit and Equity

We value people by virtue of their merits and assess in an objective manner.
We encourage professional development by cultivating the potential of each.

Trust

We believe in mutual trust: we start any relationship without preconceptions and work daily with coherence and transparency to create a climate of reliability.

Treasure 3: Doing Best!



Culture of doing best

Do what you can do, but do it well

Or: "Everyone must do their best tirelessly"

Efficiency

We believe in the optimal use of resources and technological innovation to achieve the objectives.

Accessibility

We facilitate the use of our services using a clear and simple language.

Commitment and Responsibility

We live our role with commitment, involvement and responsibility, aiming to improve the quality of services offered.

Enhancement of customer

Consider the customer a valuable "asset" to improve.

We listen to their suggestions, creating a stable and durable connection.

Environment as a resource

We believe in protecting the environment and we respect it in all our activities.

The beauty and health of our land is important to give and receive welfare, to promote personal growth and business development.

The external side of the "mission"



*The new home
of companies*



**Accessible from
the outside ...**

with the creation
of facilities for
visitors (parking,
etc.)



**Accessible from
inside...**

with the creation
of spaces, also
connoted by
paving of different
colors



**Accessible and
suitable ...**

making available
additional services
requested by users
(eg, conference
room)



**Accessible and
available ...**

Adapting the
methods of use of
the services to the
needs of users



**Accessible from
far away ...**

enhancing the
services provided
electronically or
through the
website

Customer satisfaction - Mettiamoci la faccia - Handling of complaints

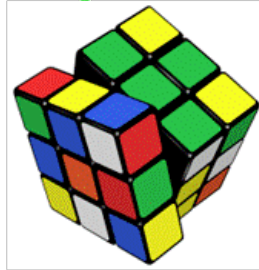
The discovery of the magic ring



VIRTUOUS CIRCLE OF SATISFACTION

Imagin-i-zation

Imagin-i-zation



Attention for
Organizational
Wellness

Continuous Improvement



Attention for
Customer
Satisfaction



*New Home of
companies*

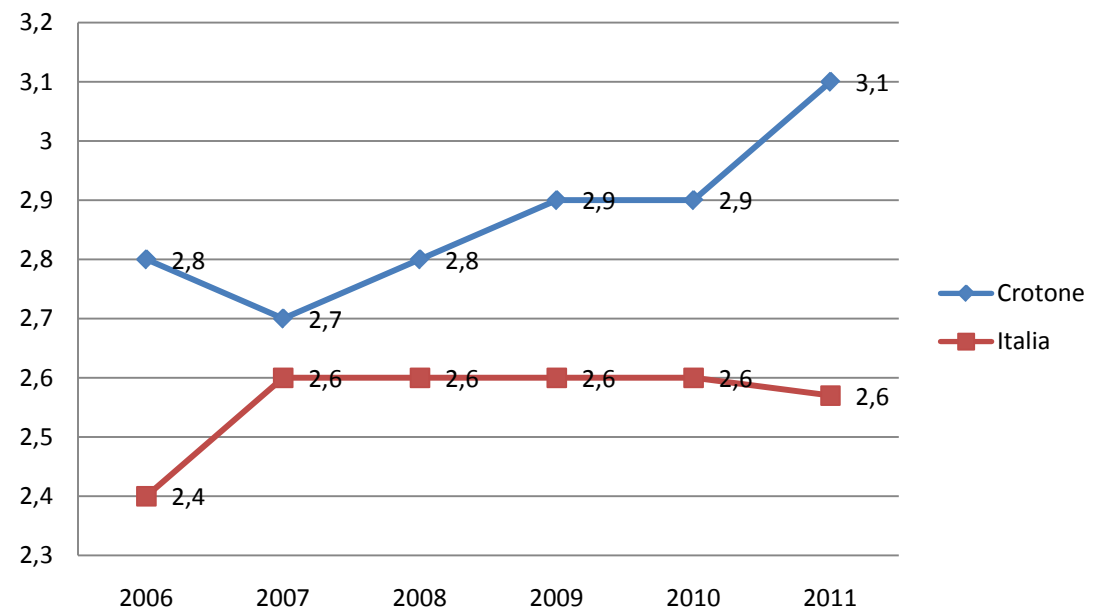
The internal goals achieved

Markers of Personnel Satisfaction

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Increasing of
Organizational
Welfare

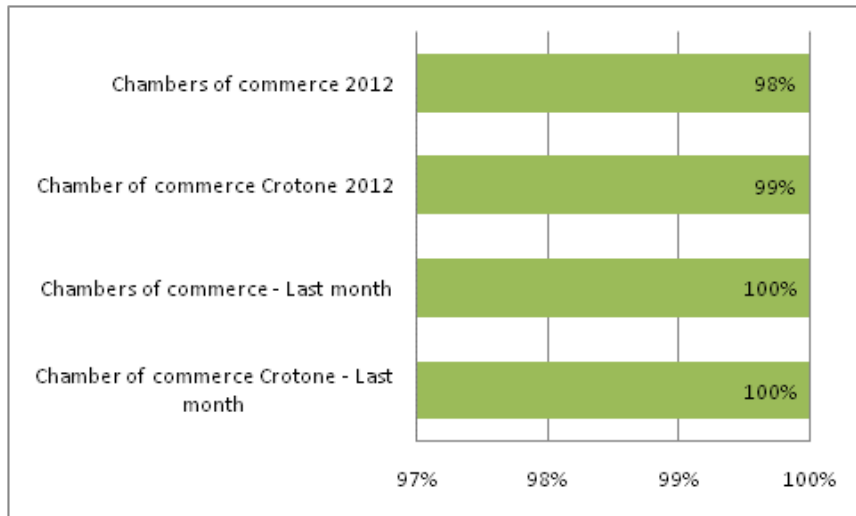
Trend years 2006-2011 and national comparison



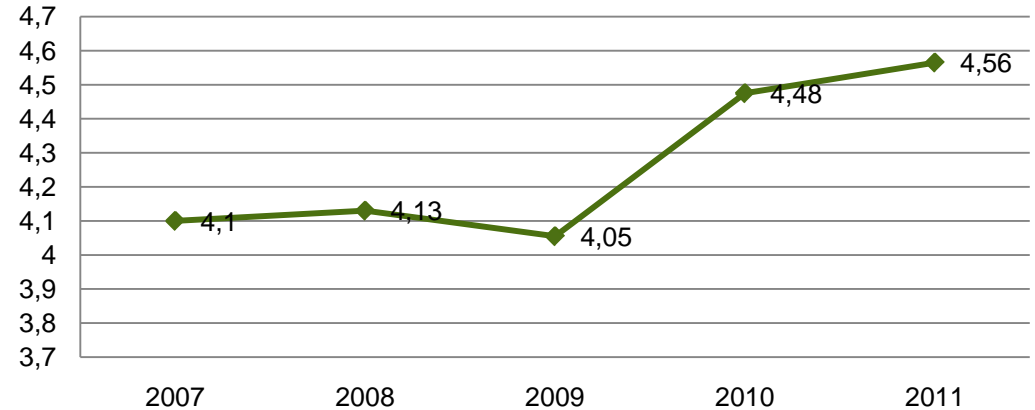
The external goals achieved



“We do not smile because something good has happened, but something good happens because we smile”



Customer satisfaction



mettiamoci la faccia



Excellence... on the road

Excellence is not the destination but the journey!



That 's why we are still on the way, and this story... will be continued!

Join us:



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