

5th European CAF user Event Oslo, 27-28 September 2012

CAF as a driver for innovation

Statutory City of Děčín – The Adaptation Programme

Identification of the organisation

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Short description

Keywords: adaptation programme, new employee, long-term absence, Vademecum, schedule of employee orientation, evaluation of new employee, e-learning course, training

Summary: Děčín has developed its adaptation programme for new employees and employees returning from maternity/parental leave or long-term sick leave. This programme leads to orientation of the employee after taking up his position and set the rules for the training. Organization wants to get integrated employee into a work team, who is satisfied, informed and who provides good services to citizens/customers.

Děčín has been undertaking the CAF self-assessment since 2004. On the basis of an annual self-assessment, the city receives a detailed analysis of its activities and an overview of strengths and opportunities to improvement. We are able to define the goals and then specific activities that help us to improve services provided to citizens/customers and improve processes within the office. In self-assessment there is important to have a team of people who can not only describe particular activities and assess them, but also define good ideas and the way to the further development.

For the human resource management there has been found areas to improvement in the adaptation of new employees or employees who returned after long-term absence from work. The adaptation programme has been developed by the team of staff consisting partly of members of the CAF team.

In the first phase the output was "Vademecum" (manual/handbook) - a short document that provides new employee with the most elemental information about the employer: city management, structure of organization, organizations established by the city, information about working hours, basic duties, provided benefits, training, rules of communication, practical information about office supplies, intranet and about the functioning of basic software applications (attendance system, electronic documentary registry).

A schedule of new employee orientation was set at the same time as the Vademecum, the content and time of orientation was set to two and a half months from taking up a position. There is a coach assigned to the new employee, the coach proceeds according to schedule - a document containing information about the new employee, his assigned coach, passing initial training, passing safety health and training, and training scheduled by the head of department in about 10 weeks. The evaluation of a new employee follows after orientation, it is formed by a coach and also by the head

of department (an evaluation interview). The feedback is important too, the new employee evaluates the work of his coach, if leading was sufficient, high quality and understandable. The overall output of these documents is – the evaluation of a new employee orientation - his skills, competency, knowledge, work attitude, weaknesses and strengths, possibility of rewarding, and any recommendations or suggestions to work of an employee or his personality.

The second phase of the adaptation programme was to develop an adaptation e-learning course. This course widens the information specified in Vademecum. The e-learning course enables an employee to display required information by using interactive links e.g. on the city website, the intranet and others. The aim of this training course is to summarize all the essential information using more attractive style than just browsing through the internal regulations of the organization. Employees are able to remember more details of all information, which are loaded on them just after taking up a position.

By using the adaptation programme, Děčín is managed to fulfil the goal that has been defined - **an employee who does not grope, fast integrates into the work team, is satisfied and provides good services to citizens/customers.**

Due the self-assessment, we also identified the need to solve not only the adaptation of new employees, but also those who are returning to work after a maternity/parental leave, or after a long-term sick leave. HR staff found a solution - to offer employees on maternity/parental leave, or long-term sick leave a study by e-learning courses that are used for training of the current staff, in order not to lose contacts, the competency and that adaptation of these employees was not lengthy after long-term absence. This study should help employees maintain competencies and facilitate return to work. Employees can study from any PC with the internet connection. It is possible to study these courses for a freely long time. If an employee wants to be certificated after ending this study, he must pass the final test. This Děčín innovative solution was awarded the Prize of the Ministry of Interior of the Czech Republic in 2009.



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Statutory City of Děčín – The Adaptation programme

Municipal Authority of Děčín/Helena Tomášková



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Statutory City of Děčín

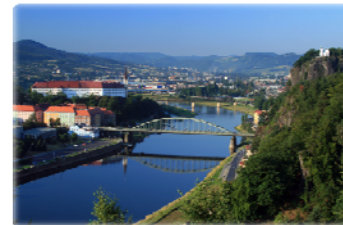


Statutory City of Děčín

- Situated in the north of the Czech Republic, on both sides of the river Elbe by the border with Germany.
- The first recorded reference from 1283; the Slavic settlement is possible to document from the 7th century.
- The royal city - coat of arms – two-tailed lion with a crown holding a fish.
- An important trading place, more significant development came in the 19th century – after building the railway from Prague to Dresden. Děčín became the important transport and industry centre of the region.

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Statutory City of Děčín



Statutory City of Děčín

- After 1989 - liquidation of some industrial companies; unemployment increase
- Structurally affected region with the unemployment rate over 14%
- More than 52,000 inhabitants
- Engineering industry and services are still the important economic sectors
- Attractive place for tourism - cultural sites, beautiful nature and countryside and nearby **National Park Czech Switzerland**

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Statutory City of Děčín



Statutory City of Děčín

- Founder of 25 funded organizations (kindergartens, primary schools, zoo, theatre, the Děčín castle, swimming pool, administration of urban forests, centre of social services)
- Founder of organizational bodies - Municipal services centre and 4 voluntary fire brigade units
- Establisher of the Děčín Public Transport Company and of the Municipal police force

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Statutory City of Děčín



Statutory City of Děčín

- The most important bodies of the city as the Territorial Self-governing unit are:
 - the municipal Council (27 members),
 - municipal Board (9 members),
 - council committees, board committees,
 - the mayor with 2 deputy mayors
 - the Municipal Authority

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Municipal Authority of Děčín; using tools of quality



Municipal Authority of Děčín

- Organization administrating municipal matters independently for its own territory and performing state administration delegated by the state in the municipality on the basis of law.
- The administrative centre for the other 33 surrounding municipalities; in total with about 90,000 inhabitants.
- Municipal Authority has 243 employees, it is divided into departments and sections. The organization has 9 departments.

Municipal Authority of Děčín; using tools of quality

Tools of quality in Municipal Authority of Děčín

- 2003 – project of benchmarking
- 2004 – CAF model, first self-assessment
- 2011 – ISO 9001:2008



Received awards:

- Ministry of Interior Prize for quality (CAF - 2005, community planning - 2007)
- Ministry of Interior Prize for innovation (GIS - 2005, training of employees - 2008)
- Golden Crest Prize (city website – 2006, 2007 and electronic services – 2009, 2011)
- National Quality Prize of the Czech Republic (CAF) – „Awarded finalist“ in 2008 and 2009, winner of the Prize „Excellent organization“ in 2011

Improvement activities – Adaptation of new employees



- Self-assessment in 2008 – activities identified for improvement according to employees and the Human resource management:

the systematic procedure in recruitment and progressive adaptation of new employees

- Until then - no specific rules, different methods of adaptation in particular departments of organization.
- The adaptation programme was created by the team of staff and consisted partly of the members of the CAF team, led by a professional consultant.

Adaptation programme

Adaptation of new employees

- First step - “**Vademecum**” – a handbook/manual which provides new employees with the basic information about the organization
- **Simple rules for recruitment** - described in the regulation - Human Resource Management
- A major role in adaptation process – Personnel (HR official)
- Personnel official (“fairy godmother”) acquaints a new employee with the Vademecum and other essential information
- A new employee is assigned by an internal coach

The aim: easier adaptation, faster orientation in the organization

Adaptation programme

Vademecum:

- Document with basic information about city and the Municipal Authority. Vademecum is handed as a brochure, it contains:
 - Name of the assigned coach
 - Basic data about the employer
 - The city government
 - Structure of organization
 - Organizations established or founded by the city
 - Starting information – pay day, working hours and their organization, holiday
 - Essential duties of the employees and provided benefits
 - Training
 - Practical information about office supplies and intranet – Official's Portal
 - Rules for the promoting of open communication and for communication with clients



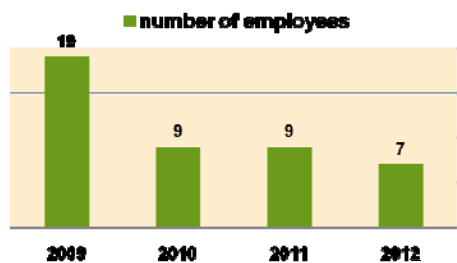
Adaptation programme

- A head of department sets the **schedule of orientation of a new employee**
 - planned to approximately 2.5 months (10 weeks) - connected with the probation period (usually 3 months)
 - area of training, time limit, confirming the completion of each part of the training, appraisal interview after finishing orientation process
- At the end of the adaptation process the coach evaluates the adapted employee into the prescribed form. The adapted employee is allowed to evaluate the coach and the whole coaching process.
- The head of department evaluates the adaption process, decides whether the employee has succeeded and employment will continue or it will be terminated in the probation period.
- The head of department has possibility to propose a personal allowance for the new employee and a bonus for the coach.



Adaptation programme

Number of employees that went through the adaptation programme in 2009 - 2012 (January - July)



Enlargement of Adaptation programme

E-learning course

- The self-assessment in 2009 – also current employees need to refresh their knowledge of the organization
- Employees' satisfaction survey – weakness in personnel work, competence of particular departments, cooperation between particular departments and sections, work allocation, communication rules.
- **The adaptation programme in form of e-learning course**
 - texts, schemes, interactive links on the city websites or the intranet
 - the attractive form
 - ability to remember more information



Enlargement of adaptation programme

Adaptation of employees returning from the long-term absence - maternity, parental leave or sick leave

- **The length of maternity and parental leave in the Czech Republic**
 - Maternity leave - 28 weeks, in case of two or more children 37 weeks, not shorter than 14 weeks
 - Parental leave - provided by the employer at the employee's request - for mother after maternity leave, for father after child's birth. The length depends on parents' request; the longest period is up to 3 years of child's age.
 - The choice of the length of parental leave is determined and influenced by limited offer of part-time job or lack of care facilities for children under age of 3 (municipal, corporate or private nursery) as well as by higher charges for using this kind of facilities.

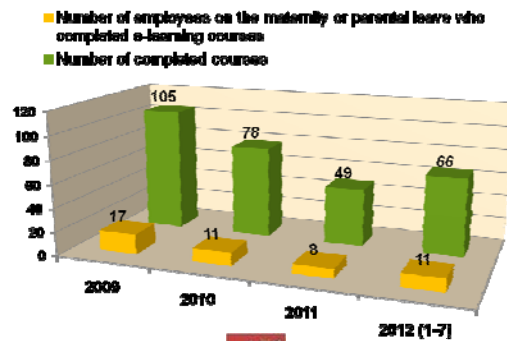
Enlargement of adaptation programme



- The adaptation of employees returning back to work after long-term absences is necessary too. Adaptation to new conditions – legislative or organizational changes etc.
- The training e-learning courses are available on the Educational portal. These courses can be studied at home from any PC with internet connection – with no time limit.
- If the employee requires a certificate of course completion, it is conditional on passing the final test.
- This innovative solution of Děčín was awarded by the Ministry of Interior Prize in 2009.

Enlargement of Adaptation programme

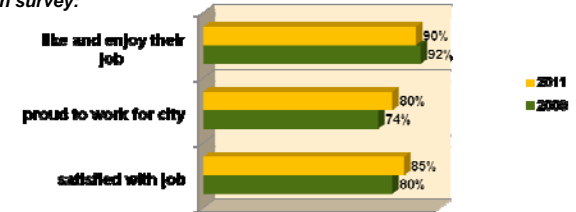
Number of employees on maternity or parental leave who completed e-learning courses in 2009 - 2012 (January - July)



Conclusion

- Thanks to the successful Adaptation programme the organization has managed to fulfil the aim that had been defined:
 - An employee who is not confused, integrates quickly into the work team, is satisfied and provides good services to citizens/customers.
- Organization has feedback from the evaluation of particular employee adaptations. The programme makes sense, helps employees as well as the organization itself.

The employees' satisfaction survey:



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