

DANUBE GOVERNANCE HUB FORUM:  
“TOOLS FOR BETTER PUBLIC GOVERNANCE IN THE WESTERN BALKANS”

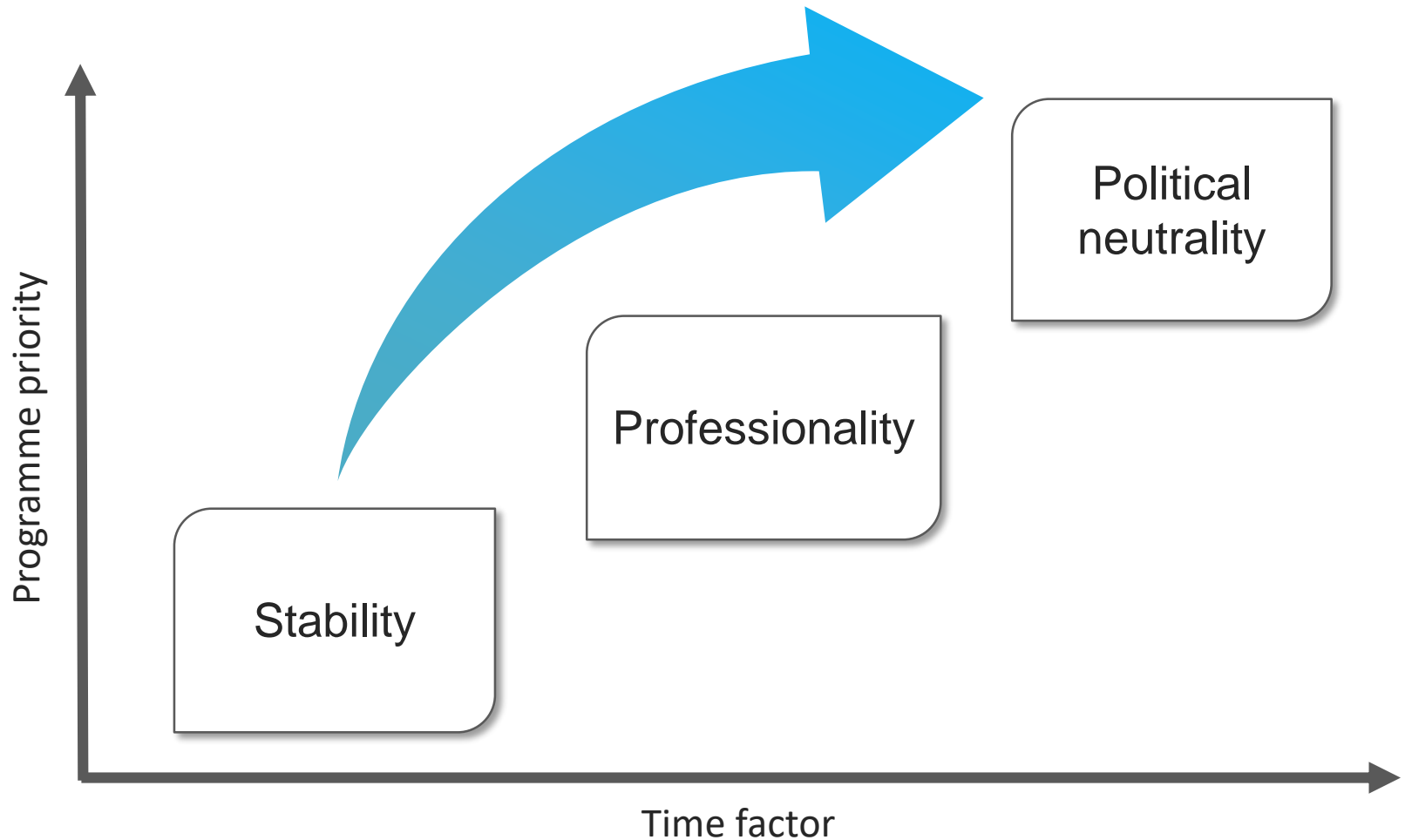
Case Study

# CAF Use in Slovakia

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# Road to Excellence



# What CAF enable?

- ① Review the organization's vision, mission, critical success factors and critical processes as part of the process of assessing organizational excellence.
- ② Address the question: Where we are going and what future route must we take?
- ② Avoiding fail to translate vision and mission into actions that deliver improved performance.
- ④ Decide about process priorities.



① Starting point.

How the implementation of CAF started in Slovakia.

The impediments, who were/are the key driving agents?

② Level of implementation.

Is there anything to consider as missed opportunities, or better, the lessons learned?

③ How important is the CAF for public administration reform, and its potential to prevent politicization of public service?

④ How it is assessed compared to other standards?

⑤ What are its main benefits and main pitfalls?

⑥ How important is CAF for candidate countries in terms of public administration reform?



# CAF Strategy

- ✓ The Slovak Office of Standards, Metrology and Testing
- ✓ Dissemination of information on CAF
- ✓ Top quality managers competition
- ✓ National quality award
- ✓ Free information seminars
- ✓ National award announcement
- ✓ CAF as a part of the National quality programme



## CAF contribution to structural reforms



- Principles of Excellence



- Merit-Based Principles



- Good Business Environment



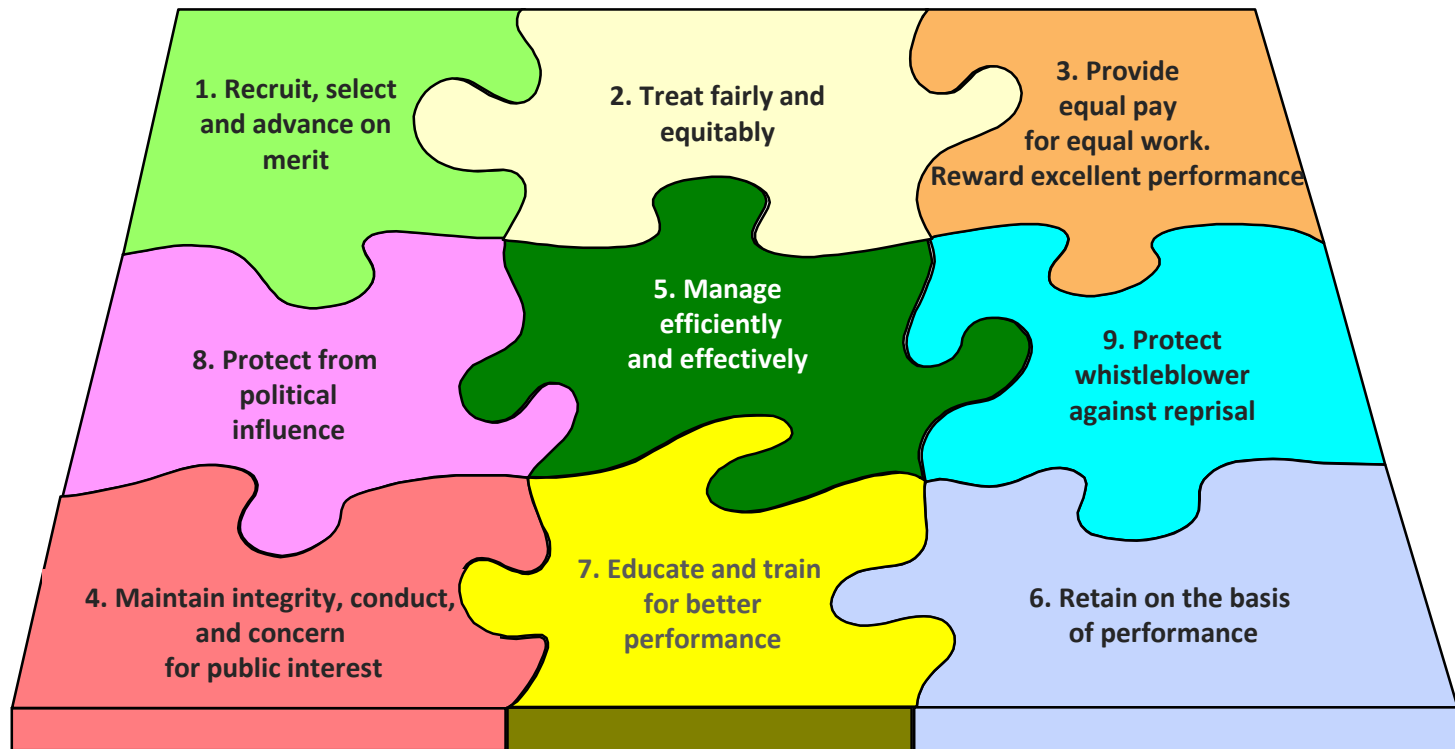
- Competitiveness







# Civil Service Merit System Principles





# Attributes of good business environment

- ✓ Functioning rule of law
- ✓ Effective and open public administration
- ✓ Tax system motivating to innovation and investments
- ✓ Smart Regulation
- ✓ Effective education system
- ✓ Polite labor market
- ✓ Operational infrastructure
- ✓ Promotion of export
- ✓ Consistency between sustainable development and environmental protection



# Competitiveness

- **Public administration as a barrier of competitiveness**
  - Corruption perception index SK-CZ-HU-PL
  - Corruption pyramid
  - Badly adjusted processes
  - Inappropriate legal framework
- **Effective public administration and civil service – merit-based principles**



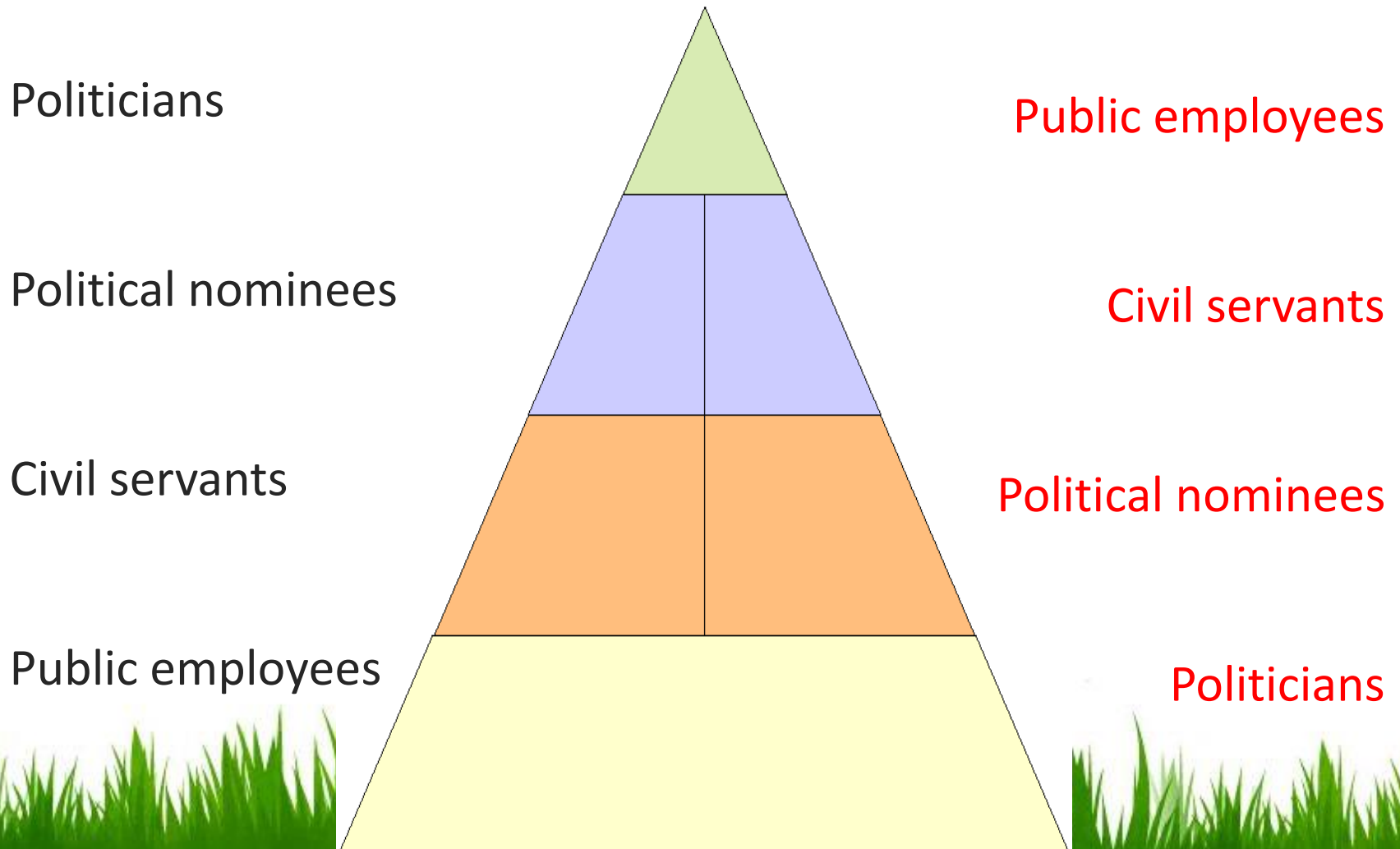
# Politicization

- Noncompliance with values and principles valid in common European administrative space
- Arbitrary removal of people in civil service after each change of government
- Staffing of permanent secretary position by political nomination
- No transparent and inequitable selection of people to fill civil service vacancies
- Possibility to politically intervene into professional exercise of civil service
- Insufficient protection of civil servants rights when carrying out their responsibilities



# Composition of the staff in public service

## Corruption pyramid



# Approach to Process Re-engineering

- ❖ Identify the processes
- ❖ Select priority processes for improvement
- ❖ Establish a process owner
- ❖ Define the process boundaries
- ❖ Build a trained team
- ❖ Confirm specific improvement targets
- ❖ Define the process steps
- ❖ Measure and assess the process
- ❖ Identify, select and test improvements
- ❖ Implement improvements
- ❖ Continuous measurement and improvement



# What we can do about it?

1

- Constitutional law on merit-based principles

2

- Creation of independent merit-based protection board

3

- Definition of prohibited personal practices in law





# Thank you for your attention.

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