

# Innovation for excellence in organizational management

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## Abstract

Municipality of Águeda, “patterned” its organization by implementing a BPM (Business Process Management), a management by process-oriented goals.

The initial objectives was to clarify the organizational structure and responsibilities; redefinition, formalization and dissemination of the strategy; orientation to processes; continuous improvement in the performance of their processes level; the formalization of objectives, indicators and targets, aligned with the strategy for all CO's.

The stages of implementation were:

- Clarification of strategy
- Design of organizational architecture
- Breakdown of organizational objectives/indicators
- Construction of a system of management control
- Model of integrated operation management by objectives
- Impact of management by objectives in Human Resources

The implementation of this process allowed Águeda obtains the following results:

- New/reinforcing behaviors of employees gearing up for citizen and efficiency
- Assurance of implementation of the strategy
- Improving conditions for achieving high levels of excellence
- Involvement and accountability of internal stakeholders
- Clarification of the strategy
- Development of mission statements
- Setting objectives of the evaluation system
- Process-oriented organizational architecture with responsibilities clearly identified
- Improved performance
- Integration between the organization and strategy of the activities
- Contracts between the mission and goals
- Alignment to provide a more effective service
- Perception, by all, their role within the organization
- “Radical” change rooted in organizational culture

With these achievements this project is considered as a great innovator bent for the organization in local government.

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