

Newsletter 2012/01

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I. MEETING THE CAF CORRESPONDENTS

The European network of CAF correspondents consists of national experts and contact persons on CAF, who were appointed by their governments. These experts meet twice a year, together with the CAF Resource Centre and a representative from EFQM, to discuss new developments, strategies for disseminating the CAF, as well as European and national activities. Each newsletter will take the opportunity to introduce one or two correspondents and their work to you. In this issue Hungary will be presented.



Hungary



My name is Leticia Fekete. I work in the Department of Public Administration Development and Strategy Planning within the Ministry of Public Administration and Justice (MPAJ), which is responsible for quality management coordination in public administration. I have been working for many years in the Ministry. Performance management has been in the focus of my activity for a long time: first I was active in coordinating the personal performance evaluation system within the Ministry; and since September 2010 I have been involved in organisational development/performance management as CAF National Correspondent of Hungary.

1. What is the role of CAF in your country?

CAF has been used across a wide spectrum of the public sector: in the last five years alone, 293 Hungarian public institutions conducted a CAF self-assessment and joined the national CAF database. There is a high level of interest in CAF in the municipal sector (local governments), in the police, in the social sector (labour offices) and in the health sector (sub regional public health institutes). The public institutions in Hungary have the freedom to choose which quality management tool to apply.

The central CAF database functions under the aegis of the MPAJ, which offers free access for all public institutions. The system enables the organisation to manage self-assessment online.

In recent years there has not been a remarkable increase in CAF usage, so we decided to implement several actions in order to motivate public institutions to focus more on quality management.

2. What are your country's CAF initiatives for 2012?

Because of the budgetary constraints we foresee mainly low cost actions in this year:

- *We are modernising our CAF database; we will extend it to include new content (e.g. PEF brochure) and new functions (e.g. allocate indicators into the questionnaire and make the benchmarking of the experiences possible).*
- *We are preparing a Quality Handbook compiling general information and methodological guidance about the CAF application, the new CSM Report and the CAF PEF Brochure in order to orient the interested organisations towards the way of quality improvement. CAF best practices will also be introduced in the Handbook.*

- *Whilst one can observe recurring CAF practices in the lower tiers of government/public administration throughout Hungary, the central level of public administration (i.e. the ministries) remained untouched until now. In 2011 however, within the Ministry of Public Administration and Justice, the Deputy State Secretariat, (KSF-HÁT) headed by DG Ms. Krisztina Farkas, carried out a self-assessment based upon the CAF model. As KSF-HÁT is the pioneer CAF user among ministries in Hungary, we can share our fresh experiences first hand.*
- *We plan to organise a Quality Day in summer 2012, which will focus on learning and sharing quality-related best practices of public organisations. The Quality Day is planned to be the first event of our quality management project, which is part of the comprehensive organisational development programme of the public administration.*

The Network of CAF NC

The CAF National Correspondents met in Copenhagen on 24 January 2012 upon invitation of the Danish Presidency. The two main points on the agenda were the revision of the CAF model and the organisation of the 5th European CAF Users' Event in Oslo (see next point).

Towards CAF 2012

In 2011, the EIPA CAF Resource Centre (CAF RC) conducted a European study on the use of CAF. This study identified some challenges and possibilities to make the model even stronger and more sustainable for the future.

The CAF Expert Group has now started its cooperation in order to implement the necessary improvements. The point of departure is to guarantee the familiarity of the CAF users with the CAF by not changing too many of the features. The work will be carried out in two stages:

1. the core of the model, the basic text, is to be presented in September 2012 (at the CAF event),
2. later on, more flexible annexes can be updated separately and linked to the main text through an electronic format/e-version.

The core of the model = the criteria, the sub-criteria and a commonly agreed list of examples. These examples can be used freely (are not prescriptive) but they are part of the fundamentals.

Thus, the main issues dealt with for the moment are:

- analysis of the structure of criteria and sub-criteria;
- providing more accessible introductions to the model and the different criteria, with a special focus on the different sub-criteria;
- paying attention to new themes suggested, such as ethics, sustainability, transparency;
- providing the most relevant examples to the different sub-criteria, thereby also paying attention to these new themes.

II. AGENDA 2012 - 5th EUROPEAN CAF USERS' EVENT

European CAF users' events are organised on a regular basis since 2003, with the aim to be an inspiring meeting point for CAF users. The previous events were organised in Rome (2003), Luxembourg (2005), Lisbon (2007) and Bucharest (2010). The 5th European CAF users' event will have a special focus on the **CAF as a driver for innovation**, through both plenary and parallel sessions.

The **plenary sessions** will deal with setting the culture to make innovation happen, through CAF characteristics such as:

- the bottom-up approach: create the ownership of staff and their involvement in improving the organisation
- building knowledge: self-assessment provides you with knowledge on the organisation which provokes new insights and new ideas
- the holistic approach: covering all aspects of the functioning of an organisation, giving the overall perspective and the link between Enablers and Results, illustrating the cause-effect relations;
- bringing the outside in:
 - a culture of looking at the outside world;
 - have the courage to think outside the box;
 - involvement of the stakeholders who bring in new ideas;
 - being part of service delivery in a chain of activities with others; strengthening contacts with others;
 - benchlearning to discover what others do.

During different **parallel sessions**, we will give the floor to 18 European public sector organisations. They will present remarkable and innovative methods and practices that were inspired by the conclusions of the CAF self-assessment. These practices have led to tangible results, especially in the field of citizen/customers and key performance.

If your organisation has such an innovative practice and is ready to share it at European level, **we hereby invite you to apply to present your case at the 5th CAF users' event** by contacting your CAF national correspondent. The deadline for doing so is 26 March 2012.

The use of CAF in Europe and abroad

We started 2012 with **2627 registered users in 43 countries and the European institutions**

The detailed information is published at www.eipa.eu/caf

Registration is of course free and can be done easily via www.eipa.eu

III. AGENDA 2012 – OPEN SEMINARS AT EIPA

Choose from one of the following CAF-related activities and trainings at EIPA.

- **The CAF Label: Training on the Delivery of External Feedback for Dutch- and French-speaking feedback actors**
Belgium, 12-13 March 2012 (French),
Belgium, 7-8 May 2012 (Dutch)
- **Strategy and Planning**
Maastricht (NL), 7-9 March 2012
- **CAF Master Class: Innovation & Improvement Planning**
Maastricht (NL), 25-27 April 2012 (*will soon be published online*)
- **The CAF and the Balanced Scorecard**
Maastricht (NL), 20-22 June 2012
- **CAF Training Event: The CAF in Action**
Barcelona (ES), 4-5 October 2012
- **CAF and Justice**
Luxembourg, 20-21 September 2012
- **Leadership Seminar**
Maastricht (NL), 6-7 December 2012

■ Strategy and Planning

Maastricht, 7-9 March 2012

Strategic thinking changes the traditional Weberian bureaucratic administration into a result-oriented (output and outcome) organisation.

However, many public administrations struggle with this transition. They have little or no experience in strategic thinking and do not know how to handle it.

This seminar brings strategy-making back down to earth, showing a practical way of how to develop a strategy that is linked to the day-to-day work of public administrations. It will provide a methodology and a process for creating a strategy.

We invite top and middle managers, quality and change managers and experts in charge of strategy development in the public sector to register for this hands-on seminar in Maastricht.

** Registrations are welcomed until 22 February 2012*

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Online information

www.eipa.eu/caf
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6th QC Doing the Right Things Right: Towards a More Result-Oriented Public Sector in Europe. The video recordings of broadcasted sessions during 6th QC are now available via www.eupan.eu