

I. MEETING THE CAF CORRESPONDENTS

Norway in the picture

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. On the occasion of the next European CAF Users' Event in Oslo later this year, we hereby present **Norway**:



Interview with the National Correspondent, Gudrun Vik

1. We are very much looking forward to organising and hosting the 5th CAF Users' Event in Oslo this autumn, in cooperation with the network of CAF national correspondents and the EIPA CAF Resource Centre. Due to the financial challenges in Europe, we are a bit anxious about reaching the target number of 200 participants. The response from countries who want to present national cases has, however, been surprisingly good, so we are crossing our fingers and hope we will succeed in the end.
2. I execute the role of CAF National Correspondent as an employee of the Agency for Public Management and eGovernment (Difi). My agency reports to the Ministry of Government Administration, Reform and Church Affairs, which has a coordinating role in the work to improve and develop the public sector in Norway. The decision of whether or not to implement the CAF is thus totally up to the different organisations in question, and if they want support from me, they will get it on request. Mostly they ask for help to inform the staff about the tool or to train the assessors. I hope they find the support to be useful, it is at least that for me. Meeting all the different organisations and learning about their challenges, gives me insight into the public sector.
3. One challenge we encounter is that some organisations are reluctant to tools and think that they are all commercials. This of course, is not the case, so unfortunately they miss this great opportunity to get the employees committed to the improvement work in the organisation. Luckily, many others have seen the benefits of using CAF, which for example, upper secondary schools, different Courts and the Financial Supervisory Authority of Norway are showing us.

Study – important finding

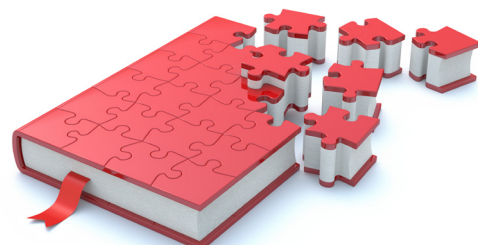
In Norway, a study was recently carried out with seven governmental organisations, whose direct users are citizens (Tax Administration, Labour and Welfare Service, State Educational Loan Fund, Public Roads Administration, Food Safety Authority, Norwegian Mapping Authority and the Police).

From this study it appears that those who are suitably meeting the needs of the customers do not differ much from one another in the area of customer satisfaction measurement, but more in terms of observing and logging systematically what their users are actually doing by using new technology. Which preferences do the different groups of users (young, elderly) have when it comes to choosing channels? Do they prefer to contact the organisation through the telephone service, the counter service, mail or homepages? How many approach the different channels? What are the enquiries about? How quickly are they answered? What amount of resources is being used to answer the enquiries in the different channels? The logging of this kind of information is being used to create statistics which again are being used to analyse and make new strategies to meet the different users' needs in effective ways. New technology also makes it much easier and faster than before to share knowledge across the different channels, and thus they can, for example, cooperate across the country in dealing with a sudden and unexpected big influx of enquiries.

Some important advice is therefore to increase our understanding of the behaviour of the citizen/customer: **listen to what customers say, but pay even more attention to how they act.**

The group of CAF National Correspondents has taken note of the suggestion and will integrate it into the examples of the CAF 2012 model.

This leads us to the next item, namely the next European CAF Users' Event which will precisely focus on innovation in the public sector.



II. AGENDA 2012 - 5TH EUROPEAN CAF USERS' EVENT – CAF AS A DRIVER FOR INNOVATION

We are pleased to present to you the programme of the next European CAF Users' Event taking place in Oslo on 27-28 September 2012.

THURSDAY 27 SEPTEMBER 2012

- 8.00 Welcome and registration of participants
- 9.00 Welcome and opening
- Presentation of the event
N.N.
- 9.20 Plenary session 1: About innovation and bringing the outside in.
The systems of innovation perspective and the dynamics of innovation in the public sector/ organisations – opportunities and path dependency
Rannveig Røste, Researcher at the Norwegian Institute for Studies in Innovation, Research and Education

10.00 Coffee break

10.30 Parallel session 1: Innovations with impact on the citizens/customers

Session 1:

- **CAF as an inspiration to strengthen local networks.** *District Administration Rohrbach, Austria*
- **Web-entrance application procedures for Higher Education in Greece.** *Ministry of Education, Lifelong Learning and Religious Affairs. Greece.*

Session 2:

- **Improvement of customer service in the European Social Fund Agency.** *ESFA, Lithuania.*
- **Help centre creation in labour inspection .** *Labour Inspection Luxembourg.*

Session 3:

- **How CAF supports innovation in the healthcare sector in Estonia.** *Estonian Health Insurance Fund, Estonia.*
- **A window to the world: increasing the visibility and transparency of prison activities.** *Slobozia penitentiary. Romania*

12.30 Lunch

14.00 Plenary session 2: Building knowledge.
Guri Færder, Headmaster of secondary school

14.30 Plenary session 3: the bottom-up approach
Organisational development and staff involvement: about grass roots, blue sky and leadership
Nick Thijs, Lecturer, EIPA

15.00 Coffee break

15.30 Parallel session 2: Innovations with impact on the people working in public organisations.

Session 1:

- **The adaptation programme for new employees and employees returning from maternity/parental leave or long-term sick leave.** *The Statutory City of Decin. The Czech Republic*

- **From Quality to Excellence: how to increase people involvement.** *Chamber of Commerce, Industry, Craft Trade and Agriculture of Crotona. Italy.*

Session 2:

- **Towards higher prioritisation of educational matters involving teachers.** *Ski secondary school, Norway*
- **Our school's journey from 'must' to 'want' because 'we can'.** *Bilingual School of Milan Hodza in Sucany, Slovakia.*

Session 3:

- **COMPROMISS: Commitment to Excellence.** *Institute for Social Security (ISS), Portugal.*
- **The use of CAF in the Finnish Police Force.** *The Ministry of Interior and the Police Force. Finland*

17.30 Social activity

19.00 Dinner

FRIDAY 28 SEPTEMBER 2012

8.30 Welcome

9.00 Plenary session 4: The holistic approach.
Slovak Ministry of Finance

9.30 Parallel session 3: Innovations related to key performance and output and outcome.

Session 1:

- **Improving coherent policy development by common dashboards.** *The Department of Welfare, Public Health and Family and the Department of Public Governance of the Flemish Government. Belgium.*
- **How CAF results influenced the making of a new strategy.** *KRIPOS. The National Criminal Investigation Service. Norway.*

Session 2:

- **Quality management for libraries. The development of the quality award 'Excellent Library' based on the Common Assessment Framework.** *Media University Stuttgart. Germany.*
- **CAF as a guiding model for public administration management in the Dominican Republic.** *Ministry of Public Administration. Dominican Republic.*

Session 3:

- **Involving stakeholders in process innovation. Home-monitoring patients discharged after liver transplantation.** *Instituto Mediterraneo per I Trapianti e Terapie ad Alta Specializzazione, Italy.*
- **Better results for the Prime Minister's Office by using the CAF.** *Prime Minister's Office. Lithuania*

11.30 Coffee break

12.00 Plenary session 5: CAF 2012, the quality tool for the public sector in the future.
Patrick Staes, Head of the EIPA CAF Resource Centre

12.45 Closure of the event



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Further updates will be published online: www.eipa.eu and registrations will take place in June 2012.

Those interested in participating are invited to contact their CAF national correspondent without further delay. If your country is not listed here, please contact the European CAF Resource Centre through caf@eipa.eu

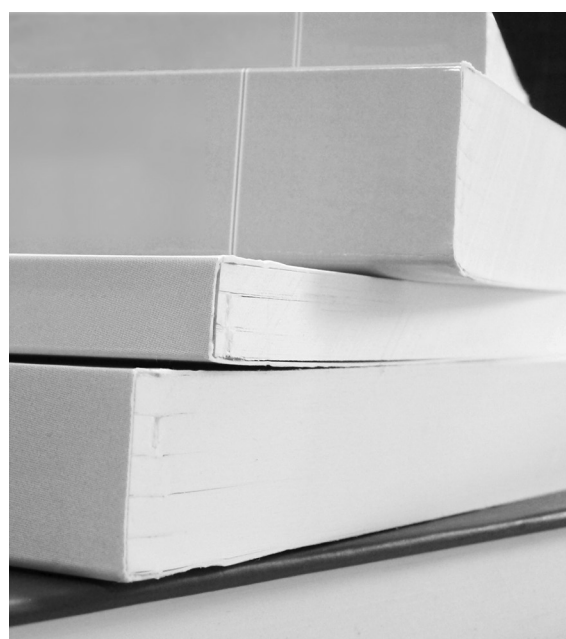
III. PUBLICATIONS

On our website the main language is English. Thanks to the contribution of our network, we are also able to publish the CAF brochure in most of the European languages. Other publications (external feedback procedure, CAF and education) are published when translations become available.

We are pleased to announce that the Study 2011, which will lead to the CAF 2012, has now been published in *French*: www.eipa.eu

Our *Spanish* colleagues have recently provided us with a translation of the other publications

- *CAF Procedimiento de Retroalimentación Externa*
- *CAF Educación*



IV. AGENDA 2012 – OPEN SEMINARS AT EIPA

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

■ 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

(will soon be published online)

■ CAF and Justice

Luxembourg, 20-21 September 2012

■ Leadership Seminar

Maastricht (NL), 6-7 December 2012

■ The CAF and the Balanced Scorecard (BSC) Maastricht, 20-22 June 2012

After an inspiring seminar on Innovation & Improvement Planning, where also measuring appeared to be essential, we are now preparing a seminar on CAF and the BSC.

This training will discuss both tools, compare their specific characteristics and consider the most appropriate way to use them.

Should the CAF and BSC be used in an integrated way or should they be used separately, each model delivering the benefits it was designed for? In doing so, how can both models complement each other?

Cases from different countries will illustrate how both tools strengthen the performance of public sector organisations.

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 25 May 2012 or as long as places are available*

■ CAF and Justice: Quality Development in the Field of Justice

Luxembourg, 20-21 September 2012

The entire public sector is in need of reform and modernisation, which can also be seen from the use of new jargon such as 'citizen and user orientation', 'efficiency and effectiveness', 'transparency', 'quality care', 'benchmarking', 'result orientation' and 'accountability'.

The judiciary as well as judicial authorities also need to update their management and policies.

The key question in this respect is: how can the basic requirements of a legal system, such as equal justice and the independence and autonomy of the courts in administering justice, be combined with effectiveness, efficiency and quality? Can quality models such as the EFQM and CAF be used in this context or does the specific nature of justice demand a special approach?

During the seminar, management reforms in the field of justice in Europe will be presented by practitioners and academics and addressed in more depth during the workshops.

■ Quality Management in the Public Sector: 'The Common Assessment Framework in Action' – CAF 2012

Barcelona (ES), 4-5 October 2012

This CAF seminar is especially aimed at an audience that wants to learn how to implement the CAF in their own organisation. On the basis of the CAF 2012 version, the participants will be made familiar with the model itself and introduced to the self-assessment process, by means of presentations of experts in this field, exercises, discussions and case presentations by public sector organisations.

By the end of the seminar, participants should be better prepared to implement the CAF in their own countries and organisations as well as to assist other organisations in the implementation of the CAF.



Situation May 2012: 2680 registered CAF users in 44 countries and the European institutions

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