

# Newsletter 2013/03

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## INTRO

As is customary, we would like to present to you one country's experiences with the CAF. On this occasion, you can read about the initiatives in Greece, which will hold the Presidency from 1 January 2014.

In this edition we also proudly present the paper on CAF and Staff Engagement, as well as informing you about our activities for the coming year.



## I. GREECE



My name is Pantelis Tagalakis and I have been working in the public administration since 2000. In 2007 I became Head of Unit on Best Practices & Quality, in the Directorate of Quality and Efficiency (DIPA) within the Ministry of Administrative Reform and e-Government. My tasks involve promoting performance and quality management in public administration, identifying best practices,

organising the national quality award, and acting as CAF correspondent in Greece. E-mail: [p.tagalakis@ydmed.gov.gr](mailto:p.tagalakis@ydmed.gov.gr)

### 1. What are your country's CAF strategies and initiatives for 2014?

Due to fiscal constraints, we foresee only low-cost actions in 2014. In line with our CAF Action Plan for 2013-14, we are planning to translate the CAF 2013 into Greek, as well as preparing and publishing the "CAF 2013 User's Manual". The User's Manual will provide information and tailor-made guidelines for Greek public organisations intending to use CAF. It will also include a questionnaire that self-assessment teams can use to gather information from employees, stakeholders and citizens/customers of the organisation. Moreover, we are going to take specific actions towards raising awareness of CAF among public organisations (i.e. announcements in the central portal of the Ministry, sensitisation meetings, publications, etc), as well as increasing the number of registered Greek CAF users in the CAF Resource Centre database.

### 2. What is the role of CAF in your country, e.g. political support?

The Directorate of Quality and Efficiency in the Ministry of Administrative Reform and e-Government is responsible for promoting efficiency, effectiveness and quality policies in public administration. Special emphasis is put on promoting total quality management, in particular the CAF model. CAF has been linked to the "National Quality Award for Public Organisations"; this award (launched in 2007) aims at identifying and awarding top performers among public organisations, based on an evaluation using the CAF model.

As a consequence of the economic crisis, Greek public organisations are facing a dual challenge: they are required to operate with limited resources, while at the same time increasing their efficiency and effectiveness and offering better services. The CAF model is an easy-to-use and low cost total quality tool that public organisations can use to improve their performance and meet these challenges. In this respect, promoting the use of CAF acquires an increased importance. During the period 2007-2013, a total of 102 public organisations conducted a self-assessment using CAF. Most of the assessments (about 60%) concerned local and regional authorities, especially municipalities. The remaining 40% concerned central government organisations from the sectors of defence, healthcare and culture. During the first years of the economic crisis, interest in CAF declined, as public organisations were struggling to cope with the new reality of downsizing, personnel reductions and limited financial resources. However, lately, as Greece is exiting from the economic crisis, there is a renewed interest in using CAF, especially, among public organisations from the healthcare and local administration sectors. In fact, in the last quarter of 2013, two municipalities and three hospitals have used CAF, while a considerable number of others have expressed their intention to do so.

One initiative worth mentioning regarding CAF is that of the Hellenic Ministry of National Defence (MoD), which planned and executed the project "Introduction of Total Quality Management in Hellenic Armed Forces". The aim of the project was to introduce the principles and methods of TQM in a variety of MoD supporting units in the areas of health, technical support, education and administration (such as military hospitals, military factories, branches of general staff, etc.); to enhance the strategic/operational planning procedures of the organisations involved; to familiarise the armed forces personnel with TQM methods and tools; and to create a database of improvement actions based on the specific needs of every organisation/unit. The CAF model was selected as the implementation tool and applied by 16 MoD units performing specialised functions. All CAF applications were executed by the selected organisations' personnel, under the guidance and support of the MoD's Department of Quality and Efficiency.

## II. CAF IMPLEMENTATION IN EUROPE AND ABROAD

You can find out who is registered and see whether **you** are registered as a CAF user at [caf.eipa.eu](http://caf.eipa.eu)

If your organisation is using the CAF but is not yet registered, we invite you to **join the continuously increasing number of CAF users** by registering at <http://caf.eipa.eu/3/107/&for=new>

in order to join the 2872 CAF users currently registered from over 48 different countries. You will thus contribute to achieving our target of 3500 registered CAF users by the end of June 2014.

Situation December 2013:

2872 registered users in 48 countries and the European institutions

Italy 475	Czech Republic 73	<i>EU Institutions and EC 12</i>
Poland 324	Slovakia 55	Bulgaria 11
Belgium 316	Greece 51	Latvia, FYROM, Turkey 8
Germany 270	Romania 49	<i>Iceland 9</i>
Denmark 248	Spain 47	NL, UK 7 - Ireland 6
Portugal 146	<i>Switzerland 27</i>	Sweden, Croatia 5
Finland 120	France 25	<i>Russia 4</i>
Hungary 106	Lithuania 24	Malta 3
Austria 94	Cyprus 19	Montenegro 2 - Kosovo, Serbia 1
<i>Dominican Republic 87</i>	Estonia 18	<i>China, Namibia, Ecuador, Tunisia 2</i>
<i>Norway 85</i>	<i>Bosnia-Herzegovina 18</i>	<i>Egypt, Morocco, Peru 1</i>
Slovenia 70	Luxembourg 13	<i>Brazil, Chile, Ivory Coast, South Africa 1</i>

## III. PAPER

### How the CAF Model Strengthens Staff Participation

In the context of the Lithuanian Presidency of the EU, the network of national CAF Correspondents, supported by EIPA, drafted a paper on how the CAF model strengthens staff participation.



Developing and involving staff in management activities is a key part of the rhetoric of all Total Quality Management tools (TQM), which acknowledges that quality improvement can only be successful when employees have the necessary skills and authority to participate. Whilst these ideals form a central part of all TQM tools, not all are successful in creating a long-term culture of participation; the paper explains how the Common Assessment Framework (CAF) succeeds in this.

Overall, CAF can be perceived as a means of encouraging staff participation through co-decision on general policy, using direct (in formal participation). CAF encourages organisations to assess themselves from different angles at the same time – a holistic approach to analysis. This means that by its very nature, involvement of the employees is vital. If people are not involved in diagnosing their organisation and in the formulation and prioritisation of the improvement action plan as the result of the self-assessment, it will be very difficult to gain their ownership of the reform afterwards. CAF strengthens participation through three broad stages of the improvement cycle:

- the self-assessment;
- the formulation and prioritisation of concrete improvement actions;
- the implementation of the improvement actions and achieving involvement in the long run.

Furthermore, communication as a part of TQM tools is hugely important. Constant communication with employees and stakeholders throughout the journey towards total quality is considered to be a fundamental part of CAF.

By creating an atmosphere of openness and involvement, the CAF model is able to achieve excellence in a unique way. Empowerment and ownership are the key concepts here, as employees, whatever their role, must feel empowered to participate as well as feeling that their contributions are considered worthwhile, thus creating a feeling of ownership. This is essential throughout the process of implementing CAF in any organisation, but it has its roots in the self-assessment process, which allows for cross-hierarchical and cross-departmental participation.

- \* The full paper can be downloaded at [www.eipa.eu/CAF](http://www.eipa.eu/CAF) or by sending a message to [caf@eipa.eu](mailto:caf@eipa.eu)

## IV. NEW SEMINARS



### ■ The Key Role of HRM in the Context of Total Quality Management Maastricht (NL), 13-14 March 2014

The Common Assessment Framework (CAF) is a total quality management (TQM) tool specifically designed for the development of TQM in public sector organisations, starting with a self-assessment of their organisational performance, leading to an effective improvement plan that step by step brings the organisation to the maturity level of Excellence.

The third criterion of the CAF focuses on how human resources in a public sector organisation are managed with the aim of increasing organisational performance and effectiveness: by identifying, developing and using staff's competencies, while aligning individual and organisational goals; by involving employees and by developing open dialogue and empowerment; and last but not least, by planning, managing and improving HR transparently with regard to strategy and planning.

The aim of the seminar is to illustrate and highlight major characteristics of an HRM approach, which proactively aims to contribute to organisational success and to achieving organisational goals and objectives. It will thus strengthen participants' know-how related to good HRM practices in the fields of recruitment, career and competency management, as well as strategic and performance management, which are essential for enhancing the impact of people management on the results of a public organisation.

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

*\*\* Registrations are welcomed until 17 February 2014 or for as long as places are available \*\**

Click [here](#) to find more detailed information online.

## The Holistic Management Approach to Risk Management



EIPA and PRIMO have combined their efforts in order to align the risk management and the quality management dynamic. Our seminar in Maastricht on 14-16 May 2014 will place the topic more firmly on the agenda.



**PUBLIC RISK MANAGEMENT ORGANISATION**  
European Platform for knowledge sharing & dialogue in the public domain

The Common Assessment Framework (CAF) is based on the premise that excellent results in organisational performance, citizens/customers, people and society are achieved through leadership to drive strategy and planning, people, partnerships, resources and processes.

Nowadays much attention is focused on the functioning of good governance. Due to the worldwide financial and economic situation, every government organisation must deal with reduced budgets. It is a challenge to reach goals and to improve performance, whilst budgets are simultaneously being cut drastically; all kind of risks can occur.

Key items in good governance are risk management and internal control. What are the risks and how can we reduce them? Internal control is an important control measure that can reduce risks. Are the working processes at a level at which they can be trusted from a good governance perspective?

In this seminar participants will discuss these issues with each other and with the speakers, as well as working on concrete examples of quality management and good governance.



## V. AGENDA 2014

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

- **HRM in the Context of CAF and TQM**  
*Maastricht (NL), 13-14 March 2014*
- **CAF and Risk Management**  
*Maastricht (NL), 14-16 May 2014*
- **Strengthening the Performance of Your Organisation with the CAF 2013**  
*Barcelona (ES), 15-17 October 2014*
- **CAF and the Balanced Scorecard**  
*Maastricht (NL), 18-20 June 2014*
- **Leadership in the Context of TQM**  
*Maastricht (NL), 11-12 December 2014*



Visit the website of CAF at EIPA ([www.eipa.eu/CAF](http://www.eipa.eu/CAF)) to see for yourself and find out what the CAF 2013 model might bring to you. For more information and updates on translations into other languages you can also contact your CAF National Correspondent.

### JOIN CAF ON LINKEDIN AND FACEBOOK

We would be happy to receive your mails or comments on LinkedIn or Facebook regarding your experience with quality in general, and the CAF 2013 in particular. Join the 540 members already registered on LinkedIn or find out and like what the network shares on our Facebook pages. (click on the icons to visit the pages directly).



### TO RECEIVE THIS NEWSLETTER

Send an email (include the text 'Subscribe to CAF newsletter' in the subject line or in the body of your message) to the following address: [a.stoffels@eipa.eu](mailto:a.stoffels@eipa.eu)

### ONLINE INFORMATION

[www.eipa.eu/caf](http://www.eipa.eu/caf)  
[caf.eipa.eu](http://caf.eipa.eu) (for CAF users)