

## 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 to you one or two correspondents and their work. In this issue we focus on the experiences with CAF in the Dominican Republic and the Czech national Quality Conference.



### DOMINICAN REPUBLIC

One of the countries outside the European Union that is most actively involved in promoting and using the Common Assessment Framework is the Dominican Republic, inspired by the Minister of Public Administration, Ramón Ventura Camejo.

#### A short history

Thanks to the financial support of the European Union and the training provided by the Spanish CAF correspondent at that time, the CAF was introduced in order to improve the quality of the Dominican public administration. In 2007, on the occasion of the Latin American Dominican Convention of Competitiveness and Excellence in Management “*Learn from the Best*”, the CAF Resource Centre was invited to Santo Domingo to present the CAF 2006 and to give advice to an existing team of CAF assessors. In 2011, upon a personal invitation from the Minister, Patrick Staes joined the 3<sup>rd</sup> Quality Week as a keynote speaker of the Quality Conference and gave an opening speech at the National Quality Award ceremony.

#### Interview with the Minister on the occasion of the 3<sup>rd</sup> Quality Week & the National Quality Award

“*The Quality Award is not an aim in itself*” says the Minister of Public Administration, Ramón Ventura Camejo.

**Minister, how well has the Dominican Republic progressed in its development of quality management models?**

“We have certainly made progress and in comparison with Central America we are at the vanguard of fostering a culture of quality. This gives an idea of our development and in particular this “Third Quality Week” is a place where this progress can be measured. You will observe that the Dominican speakers talk about continuous improvement, focus on the citizen to define policies and processes; they use a common vocabulary in a significant part of our public institutions. This clearly shows that there is a concession, a mentality that is being created; but one also notices how quality committees are being structured (developed) within the organisations; the surveys that are being carried out to measure the satisfaction of the citizens, the certification of processes.”

**Which model of quality management is your country currently implementing?**

“The Common Assessment Framework (CAF), because this model has been designed in Europe, adapting the criteria that apply to the private sector in order to correspond to the characteristics of the public sector.”

**The Third Quality Week is taking place at the same time as the 6th edition of the Award.**



“Yes, this Award is situated in the context of a week of reflections, exchanges of experiences with other public and private entities as well as international institutions. When we started to apply the model, we met a lot of resistance in our specific context and we had to look for a way to incentivise the ministers and directors to adhere to a model, taking into account that we would be successful if we managed to awaken their interest. For this reason we created the National Quality Award, presented by the President of the Republic.

The Quality Award is not an aim in itself; it is a means, a stimulus to develop something more fundamental and strategic: a management culture that does not limit itself to planning and diagnosis, but englobes everything, thereby leading to a change of mentality and results orientation in order to meet big challenges such as unemployment and lack of opportunities ...”

### ***Where does the DR position itself with regard to results?***

“The Inter-American Development Bank (IDB) developed a barometer to measure the work of the administrations of Latin America. Furthermore, the Spanish Cooperation Agency wanted to see what impact its investments were having, so it assessed the Dominican Republic together with Central America and Panama. The results show that we are growing with respect to all our civil service indicators. We were located behind Costa Rica, who started these processes in the 1940s. With regard to quality, the country is part of a forum with Central America and Panama and during these meetings, when we were discussing what we are doing in the field of quality, the others started to take an interest and little by little they started adopting the model. Costa Rica awarded its Quality Prize for the first year and next year El Salvador will follow. The Dominican experience is expanding.”

### ***Which steps should an organisation follow in order to achieve the National Quality Award?***

“First of all, the organisation needs to use an excellence model, not necessarily ours, in order to carry out a self-assessment – a kind of radiography – and be aware of its weak and strong points as well as areas for improvement. If the diagnosis reflects good practices, the model shows they are on the right track and that they have things to offer to other institutions. This is also the reason behind the Presidential Decree which stipulates that every public institution is obliged to carry out an annual diagnosis. There is however no obligation to participate in the Award.”

### ***Which results do you foresee thanks to the celebration of this Third Quality Week?***

“We believe that these themes/issues will increasingly dominate the national agenda. When an activity is being perceived as incorrect – for example, corruption in an institution – this becomes front page news. But when we award the Great Quality Prize, this is exactly what we want to achieve; we want to draw citizens’ attention to the importance of having a good administration – this being linked to their well-being, the country, development, the possibility to reduce health problems and to create more and better opportunities. We cannot have a well-developed country if we do not have strong and capable institutions (transcending the individuals).”

### ***Is it possible to talk about a culture of quality, both from the side of those delivering the service as well as from the side receiving it?***

“There is a critical mass of officials that have this culture; we need to advance more. What we appreciate as human beings is the fact that the civil society representatives recognise our work, as well as national and international organisations. And last but not least, sometimes the citizens give us this recognition.”

Source/ Full interview: <http://dominicanoshoy.com> (17 January 2011)

## **CZECH REPUBLIC – 7<sup>TH</sup> NATIONAL QUALITY CONFERENCE ON QUALITY IN PUBLIC ADMINISTRATION**



**Organisation:** Ministry of Interior & Council for Quality of the Czech Republic

**Host:** Chrudim, a picturesque east-bohemian town, in coordination with the Pardubice region.

The patronage of the conference was assumed by the minister of the Interior, Mr Radek John.

Among the main topics of the conference were **quality and performance in public administration, 10 years of the CAF model in the Czech Republic**, and the presentation of the **CAF guide for the territorial public administration**. These were presented by the team of authors lead by Lubomir Balas, secretary of the City

council in Prostějov. The conference programme also included traditional themes such as innovation in the public administration, quality from the human resources point of view, and the local Agenda 21 – having already proved itself well in the past – which also found an audience this year. The 2<sup>nd</sup> and 3<sup>rd</sup> day of the conference were fully dedicated to the **expert programme** with thematic sections illustrating good practices and the newest findings in the field of the management of quality in public administration. Special attention was given to the Czech translation of the new CAF instrument – the **procedure for external feedback (PEF)**, and one of the principal expert guests of the conference, the Director of the Office for Normalisation, Metrology and Testing of the Slovak Republic, Ms Monika Jurkovicova, presented the Slovakian experience of the PEF. The last expert contribution to



the Chrudim conference was the presentation by Mr Zdenko Kovac representing the Supreme Control Office of the Slovak Republic – CAF/PEF good practice.

At the gala evening the prizes were awarded from the Ministry of Interior for quality and innovation in the public administration, in the presence of Mr JUDr. Frantisek Vavera, PhD, the Vice Minister of the Ministry of Interior for public administration, legislation, and archives.

The conference in Chrudim hosted almost 300 participants from 8-10 February 2011; they could choose from several lectures and presentations by experts in the field of quality improvement in public administration. All the contributions can be found on the conference webpage - [www.konference7q.cz](http://www.konference7q.cz).

## II. EXTERNAL FEEDBACK - LABEL FOR EFFECTIVE CAF USERS

**Effective CAF User** We are pleased to announce that organisations in Italy and Denmark have been awarded the label of Effective CAF User.

To find out who they are, visit the CAF website [caf.eipa.eu](http://caf.eipa.eu)

- Search CAF users
- Effective CAF User: Yes

## III. EUROPEAN QUALITY CONFERENCE, WARSAW, 29-30 SEPTEMBER 2011

During the upcoming **Polish Presidency of the EU**, the EUPAN network will organise its European Quality Conference, aiming to bring together experiences from all over Europe and discuss ways forward.

The focus of this event entitled "**Doing the right things right**" is on results and **outcome thinking in the public sector**.

*Target group:* top managers, policy advisors and other key actors who have an influence on the strategy building and management of public sector institutions. Up to 300 participants, representatives of European countries administrations are expected.

As soon as a detailed programme is available, it will be published on the EUPAN website [www.eupan.eu](http://www.eupan.eu)

## IV. READINGS

For our French-speaking readers we have the following recommendation

Gilles CHEVALIER

**Éléments de management public. Le management public par la qualité.**

Afnor éditions, 2009, 480 p. - ISBN 978-2-12-465203-7

*Ce livre (..) s'adresse à tous les cadres des fonctions publiques et territoriales.*

*Le « mouvement de la qualité » a atteint, après presque un siècle de développement, une très grande maturité. Il propose aujourd'hui des modèles systémiques tout à fait aptes à affronter la complexité croissante de nos systèmes administratifs et sociaux. C'est en particulier le cas du CAF, modèle européen de management public, qui connaît une utilisation croissante et heureuse dans le plus grand nombre des pays de l'UE. Bien loin des usages parfois désolants faits de la « qualité » dans le secteur concurrentiel, cette nouvelle approche spécialement destinée au service public, s'appuie sur des valeurs du service public telles que les 27 membres de l'UE les ont définies.*

## V. AGENDA 2011 – OPEN SEMINARS AT EIPA

Make a choice between one of the following CAF-related activities and trainings at EIPA.



⇒ **The Common Assessment Framework and the Balanced Scorecard**  
Maastricht, 15-17 June 2011

⇒ **CAF Training Event: The Common Assessment Framework in Action**  
Maastricht (NL), 22-23 September 2011

⇒ **Performance Management**  
Maastricht, 7-9 December 2011

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