

I. EUROPEAN STUDY ON THE USE OF CAF



In the first half of 2011, five years since the launch of the CAF 2006, the European CAF Resource Centre (CAF RC) conducted a large study on the use, the support and the future of the European TQM model for the public sector. The previous studies on the CAF dated from 2003 and 2005, and were at the basis of the development of the CAF 2006. Considering the evolution of the CAF since then, the CAF Expert Group decided it was again time to reflect on the use of the model in order to prepare its future.

The purpose of the study was threefold: (a) to collect information on the use of CAF and the dissemination and support in the Member States; (b) to analyse whether there is a need to improve the CAF model itself; and (c) to look for new opportunities to further spread its use. Two questionnaires were developed: one for CAF national correspondents and one for CAF users.

21 CAF NC and 407 CAF users from 27 different countries participated in the study. We – the European CAF Resource Centre – would like to warmly thank the CAF NC and the CAF users who completed the demanding surveys and shared their experience and views on the CAF 2006 with us. We also would like to thank the CAF NC and CAF users who helped us to develop the CAF users study. Last but not least we would like to thank the Polish Presidency of the EU for the financial support that made this study possible. The invaluable information from this study will help the CAF Expert Group to improve the CAF and increase its impact on the public sector in common and on the individual public sector organisations in particular.

The overall conclusion of the study is that the use of CAF is increasing in at least 17 Member States and that the users are satisfied with the CAF 2006. 86% of the participants want to use the CAF again in the future. None the less, some challenges and possibilities to make the model even stronger and more sustainable for the future were identified. It will be up to the CAF Expert Group to find a balance between tackling these challenges and guaranteeing the familiarity of the CAF users with the CAF by not changing too much features. The revision of the CAF 2006 is planned for the second half of 2011 and the first half of 2012.

The results of this study were presented for the first time to the great public at the 6th European Quality Conference in Warsaw at the end of September (see infra). The extensive research report is available on the EUPAN website (new.eupan.eu) and on the website of the European CAF Resource Centre (www.eipa.eu/caf, section CAF Study 2011).

II. 6TH EUROPEAN QUALITY CONFERENCE

The 6th European Quality Conference was organised by the Chancellery of the Prime Minister of Poland. A sunny Warsaw on the 29th and 30th of September 2011 during the Polish Presidency of the EU served as setting. The main theme of the conference was outcome thinking: *“Doing the Right Things Right” Towards a more Result-Oriented Public Sector in Europe*. 60 speakers shared their experience, views and the best practices from 26 countries on four main topics:

1. From micro-management to meta-management (thinking in chain and network constructions);
2. Citizen/Customer Effectiveness (and Involvement);
3. Towards result-oriented leadership in the public sector organisations;
4. Installing a culture of result-oriented thinking in public sector organisations.

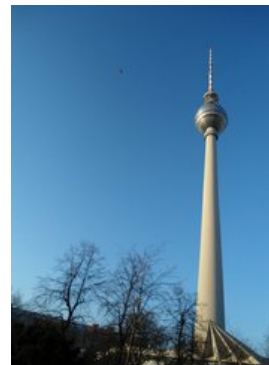
The conference was a big success. More than 300 people travelled to Warsaw to participate. Furthermore, some selected sessions of the European Quality Conference were live broadcasted on the EUPAN website. More than 300 people gratefully made use of this new facility and followed the conference online.

All presentations from the plenary sessions and the parallel sessions are available at the EUPAN website (new.eupan.eu).

III. CAF & EDUCATION - EVENTS

The CAF study 2011 (see supra) clearly showed that the education sector is a sector in which the CAF 2006 is most spread. Furthermore, at least ten countries have a tailor made version of the CAF for this sector. This clearly indicates that there is a lot of attention for quality in education. We want to draw attention on two events concerning this topic.

The first event is the expert seminar on “**Quality Assurance (QA) and Accreditation in Life Long Learning**” that took place in Berlin (Germany) on the 24th and 25th of February 2011. The seminar was organised by CEDEFOP (European Centre for the Development of Vocational Training) and Berlin’s School of Economics and Law (Hochschule für Wirtschaft und Recht Berlin). The Seminar organizers’ aim was to discuss the possibility of using similar quality assurance procedures applicable both to vocational education and training (VET) and higher education (HE) setting two goals: narrowing the gap between internal and external quality assurance exploiting various tools and methods, and to examine advantageous compatible elements to enhance quality of education and training throughout Europe.



Sofia Reis (Portugal), member of the working group for CAF & Education, was invited to participate in the seminar and to present here experience with the CAF.

The guiding questions to organize her presentation were not particularly easy to deal with:

- *How mature is internal QA? What are the main challenges for further developing internal QA?*
- *The requirements for internal QA requested by accreditation frameworks: are they useful, targeted, sufficiently clear and detailed? Are they on the contrary over-designed and over-ambitious? If yes, is there a need for better orientation and guidelines?*
- *Existence of adequate tools (methods, criteria, indicators) to verify the internal quality of education provision? Usage of existing tools to this effect.*
- *Whereas nowadays assessment and evaluation are most often implemented, change management seems to be still weak: what should / can be done to close the quality cycle?*
- *Are impacts of internal QA sufficiently exploited for the improvement of quality in education provision?*
- *What is the added value for an education institution of having a service/group dedicated to QA etc and which lessons can be drawn in relation to its position within the organisation (roles, capacities, responsibilities)?*
- *How far can international cooperation / internationalisation contribute to the improvement of quality within an education /training institution and under which condition?*

She made use of the opportunity to give account of the various experiences with CAF in educational and training organisations and to make clear how this framework constitutes an adequate mechanism to foster continuous quality improvement. The recent Effective CAF User label and CAF external feedback procedure were among the issues tackled. For those who are interested in the seminar, the presentations are available on: <http://www.cedefop.europa.eu/EN/events/17805.aspx>.

The second event is yet to come. It is an international conference on the theme “**Regards croisés sur l’évaluation – Qualité et enseignement**” (Perspectives on evaluation – Quality and education) organised in Mons (Belgium) on 29 November 2011 on the occasion of the 5th anniversary of the association IMPEQes (Initiative de Mise en Partage des Expériences Qualité dans l’enseignement supérieur). More information on www.impeqes.be.

IV. AGENDA 2012 - 5TH EUROPEAN CAF USERS’ EVENT

Since 2003, CAF users from all over Europe regularly meet at European CAF Users’ Events. The first three events were organised in Rome (2003), Luxembourg (2005) and Lisbon (2007). The Romanian Presidency hosted the 4th European CAF Users’ Event in Bucharest in 2010. The 4th event had a special focus on the 8 principles of excellence and the newly developed CAF External Feedback as well as the tailor-made CAF version for the education sector.

At the end of September 2011 Norway announced that CAF users are welcome at the 5th European CAF Users' Event in Oslo in autumn 2012. In the next editions of our newsletter we will provide you with further details.

V. AGENDA 2011 AND 2012 – OPEN SEMINARS AT EIPA

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



- ⇒ **Performance Management**
Maastricht, 7-9 December 2011
- ⇒ **The CAF label: Training on the delivery of external feedback**
Maastricht (NL), 9-10 February 2012
- ⇒ **Strategy and Planning**
Maastricht (NL), 7-9 March 2012
- ⇒ **CAF master class: Innovation & improvement planning**
Maastricht (NL), 25-27 April 2012
- ⇒ **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



Seminar Performance Management in the context of Total Quality Management
7-9 December 2011

This 3 days seminar will focus on organisational performance. Experts and practitioners will present their views and experiences on this field. The participants will be invited to discuss their outputs – services and products delivered - and their outcomes - impacts on society - and the way their organisation is managed in order to achieve these results.

At the end of the seminar participants should have a clear understanding of

- the essence of public sector performance measurement and management,
- for what reasons performance measurement can be used,
- how to set up a sound performance measurement system in a public sector organisation.

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

CONTACT THE CAF RESOURCE CENTRE AT EIPA

Patrick Staes, Nick Thijs, Sven Geldof, Ann Stoffels
Tel.: +31-43 3296 328/317, Fax: +31-43 3296 296, E-mail: caf@eipa.eu

ONLINE INFORMATION:

www.eipa.eu/caf