

Newsletter 2014/04

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6th European CAF Users' Event



2014 Italian
Presidency of the Council
of the European Union

I. THE CAF USERS' EVENTS: 'LEARNING BY SHARING'

European CAF Users' Events have been organised on a regular basis since 2003 (Rome 2003, Luxembourg 2005, Lisbon 2007, Bucharest 2010, Oslo 2012). These events are aimed at being an inspiring meeting point for CAF Users. They offer an opportunity to take stock of the results achieved with the CAF and its ongoing developments, as well as to discuss its future. In 2003 the first European CAF Event was organised during the previous Italian Presidency of the EU; 11 years later the Italian EU Presidency, supported by the European CAF Resource Centre at EIPA, decided to host this year's European CAF event again. With over 3700 CAF Users registered from 52 countries, the CAF is showing its dynamic nature.¹

Sector	CAF Users	Sector	CAF Users
Education and research	1030	Justice and law	83
Local administration (municipalities, provinces)	853	Economy, agriculture, fisheries and trade	80
Social services and social security	400	Culture	56
Police and security	173	Home affairs	53
Customs, taxes and finances	149	General policy and oversight, coordination	40
Health	136	Environment	31
Public sector management (P&O, budget, ICT, etc.)	117	Foreign affairs	10
Transport, infrastructure, public works, utilities	87	Others	352

As can be seen, the sector of education and research is very well represented in the total number of CAF Users.

Italy 879	Slovenia 71	EU institutions and EC 12
Germany 357	Greece 63	Bulgaria 11
Poland 351	Slovakia 58	Iceland, Turkey, FYROM 9
Belgium 335	Spain 50	Latvia 8
Hungary 316	Romania 49	NL, UK 7
Denmark 248	Switzerland 29	Ireland, Malta 6
Portugal 189	Lithuania 28	Sweden, Croatia 5
Finland 126	France 26	Russia 4
Austria 95	Cyprus 19	Ecuador, Cape Verde 3
Norway 88	Estonia 18	China, Namibia, Tunisia, Serbia, Montenegro 2
Dominican Republic 87	Bosnia-Herzegovina 18	Kosovo, Morocco, Peru, Ukraine, Egypt 1
Czech Republic 74	Luxembourg 13	Brazil, Chile, Ivory Coast, South Africa 1

¹ 3711 registered users in 52 countries and the European institutions (status end October 2014)



II. THE 6TH CAF USERS' EVENT

On 14 November 2014, Italy (Department for Public Administration and National CAF Resource Centre) organised and hosted the 6th CAF Users' Event, in cooperation with the network of CAF National Correspondents and the EIPA CAF Resource Centre. Under the title **'Impact and Results with CAF'**, various keynote speakers and practical cases demonstrated the added value, the practicalities and the lessons learnt from working with the CAF. Special attention was given to the achievements of CAF in the field of education (school, universities, training institutions). Why does a school decide to use the CAF model? What type of improvement actions are more frequently taken following the examples of good practices given by the model? What are the emerging trends of performance improvement? And, last but not least, what kind of impact does the repeated use of CAF have on the organisational culture?



We are pleased to present here the highlights of the European CAF Users' Event. More than 200 participants attended the conference in Rome, where they listened to six national cases, 25 speakers, but most importantly, they were able to meet each other and discuss the difficulties, obstacles and solutions they have faced. Various keynote speakers and practical cases demonstrated the benefits, the practicalities and the lessons learnt from working with the CAF. Topics such as social

responsibility, evaluation systems and administrative capacity building were also highlighted, looking at experiences implemented in sectors other than education and using tools other than CAF. Plenary and parallel sessions offered an opportunity to reflect on the importance of the continuous performance improvement of public sector organisations and to focus on strategic performance dimensions in the 2020 perspective.

"Thanks to the CAF model application, the organisation came to use a holistic approach. A clearer awareness of the relationship between enabling factors, actions and results has been achieved."

(Italy, IIS Bottazzi)

The 6th CAF Users' Event was regarded as a great success, with 55% of participants expressing their opinion and evaluating it with 8 out of 10 on average. This is considered a very good result and we believe this also shows that the CAF dynamic is still alive and is not likely to stop in the coming years. All the information about the conference, together with all the presentations (cases and keynotes) have also been published:

- on the CAF website of EIPA www.eipa.eu/CAF (under the menu 'EU CAF Users' Events')
- and on the website of the Italian CAF Resource Centre at: <http://qualitapa.gov.it/centro-risorse-caf/iniziativa-cr-caf/caf-event>.

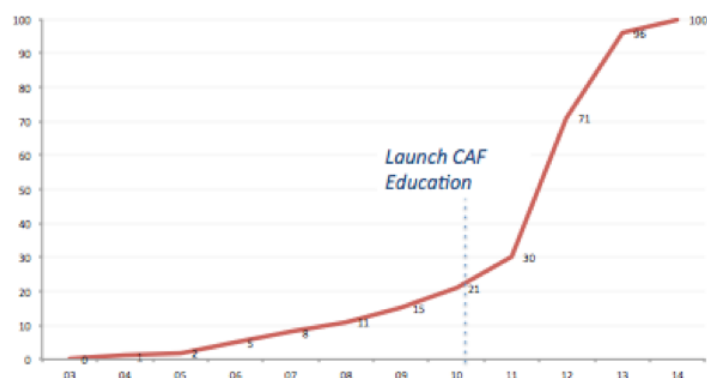
III. EUROPEAN SURVEY ON THE USE AND IMPACT OF CAF IN THE SECTOR OF EDUCATION

In the context of the 6th European CAF Users' Event a study was conducted with the aim of analysing the impact of self-assessment with CAF, the resulting improvement actions on the performance of education and training institutes, and lessons to be learnt by all public sector organisations. A double methodology was applied. On the one hand an online questionnaire was developed and distributed among 700 registered CAF and Educations Users from eight countries in the period of June to September 2014. A total of 154

organisations responded (response rate 22.6 %) from eight countries (Italy: 70%, Portugal: 9%, Norway: 7%, Slovakia: 7%, Belgium: 5%, Denmark: 1%, Finland: 1%, Spain: 1%). On the other hand, in-depth semi-structured interviews were carried out in 12 institutions from five European countries (Belgium, Italy, Norway, Portugal, Slovakia). The goal was to consider CAF in context, whilst trying to reach a deeper understanding of the changes fostered in the schools by adopting the CAF.

III. EUROPEAN SURVEY ON THE USE AND IMPACT OF CAF IN THE SECTOR OF EDUCATION

Most (62%) of the respondents were first-time CAF Users. However, 23% had used CAF two times, 4% three times, and 11% four times or more. The development of a 'CAF for Education' version seems to be a trigger for organisations in the education sector.



The main conclusions from the study on the question: 'Does CAF have an impact?' can be captured around three clusters.

'Mostly, the self-assessment exercise was very unifying: the staff felt acknowledged and this recognition by the leadership was fundamental to the 'renewal' of the service. Multiple collaborative projects resulted from this. The sharing of best practices was implemented systematically.'

(Haute Ecole Provinciale de Hainaut – Condorcet, Belgium)

1. The **process of CAF** has shown a positive impact on the 'quality management culture' in organisations in the education sector. Various organisations report a change in culture by having 'professionals' participating in the functioning and improvement of the organisation. The involvement of professionals (teachers, academic staff) turned out to be a condition *sine qua non* for a successful self-assessment and a necessary (although not often applied before CAF) condition for the implementation of the improvement actions.
2. All organisations (respondents and interviewees) demonstrated a clear willingness to improve the performance of the organisation by launching **concrete improvement actions**. The table shows the top 5 sub-criteria in which the improvement actions are situated.

TOP 5 enablers in the action plans

- 1 5.1: Identify, design, manage and innovate processes on an ongoing basis.
 - 2 1.2: Manage the education and teaching institution, its performance and its continuous improvement.
 - 3 1.1: Provide direction for the institution by developing its mission, vision and values.
 - 4 4.4: Manage information and knowledge.
 - 5 5.2: Develop and deliver learner/stakeholder-oriented services and products.
3. What is revealing in this study is the identification of concrete, measured organisational performance improvements. Respondents were asked to report on their performance measurements related to the CAF results criteria (6: citizen/user-oriented results, 7: staff satisfaction, 8: social responsibility results and 9: key performance results) before and after using CAF. The first conclusion was the high amount of measurement in the field of education (column A). For all the results criteria of CAF the average performance score increased after using CAF (column D). This is also reflected in the fact that many organisations (column E) have improved their performance in the various results criteria of the CAF.

CAF Results criteria	(A)	(B)	(C)	(D)	(E)
6.1 Perception of the citizen/user	74	64	70	+6	70
6.2 Indicators on accessibility/involvement/transparency	59	58	67	+9	75
7.1 Perception of staff	77	60	68	+8	59
7.2 Indicators on competences/involvement/attitude	59	52	60	+8	77
8.1 Perception social responsibility	70	63	70	+7	55
8.2 Indicators on environment/integration community/ethical	39	49	52	+3	69
9.1 Output indicators	57	66	68	+2	62
9.1 Outcome indicators	44	57	63	+6	65
9.2 Indicators on performance improvement/efficiency/partnerships	48	54	59	+5	71

(A) % of organisations having measurements, (B) the average performance score before using CAF, (C) the average performance score after using CAF, (D) difference in average performance score before and after using CAF, (E) the % of organisations having a better performance after than before using CAF.

IV. FUTURE AND CHALLENGES

As with previous CAF events, this event once more showed the dynamism of the CAF community. Nevertheless, the CAF and the CAF community has some challenges ahead for the near future.

Firstly, the dissemination of CAF – and demonstrating its added value – in all Member States remains a constant point of attention. The conclusions from the survey carried out in the sector of Education are very convincing in this regard. Besides the cultural shift and the initiative taken to launch improvement actions, the CAF has demonstrated a positive impact on the performance results of the organisations.

Secondly, the example of the Education sector might contribute to triggering interest in other sectors and policy domains. In this regard a policy paper is prepared including the lessons learnt from the education sector.

Thirdly, the crucial role to be played by the National CAF Resource Centres in promoting and disseminating CAF, as well as supporting CAF Users is underlined once more. In all of this, the (better) use of EC Structural Funds needs to be increased. The new programming period 2014-2020 offers many opportunities in this regard.



Learning & Development

Visit the website of CAF at EIPA (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 667 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).



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