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Study on the use of the Common Assessment Framework in European Public Administrations

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Survey carried out by the CAF Resource Centre at the European Institute of Public Administration on behalf of the Luxembourg Presidency

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Introduction

During the Italian Presidency, the European Institute of Public Administration conducted a study on the use of the Common Assessment Framework within the European Public Administrations. The questionnaire-based study sought to identify the way in which CAF was promoted in the different Member States and how the tool helped public administrations to analyse themselves in an efficient way and to implement improvement actions in the context of a total quality approach. The results and major conclusions of the study were presented at the first European CAF Event which took place in Rome on 17 and 18 November 2003. They were discussed by nearly 120 CAF users in 4 workshops on national strategies, lessons learned, CAF and TQM strategy and CAF and other TQM tools.

Nearly a year and a half later, the Luxembourg Presidency asked EIPA, in accordance with the Mid-Term Programme of the European Public Administration Network, to conduct a follow up study.

Purpose of this study

In order to be able to trace effectively the evolution of the use of CAF in the MS and a number of other countries since the autumn of 2003, the new study follows the major objectives and the overall structure of the first one. Where useful, the data collected in the new study were compared with the previous data. In any case, changes will be put forward clearly. As already foreseen in 2003, changes have taken place in many fields. Some of the conclusions formulated in 2003 had to be reviewed or refined.

Since the start of this study, an important development has taken place. During its meeting in Speyer on the 2nd and 3rd of March 2005, the CAF expert group, composed of the national CAF correspondents, decided to launch a review of the CAF 2002 and to prepare a revised version for the 4th European Quality Conference in September 2006 in Finland, the CAF 2006. This study also focuses on useful inputs in this respect.

Scope of the study

As was the case in 2003, a questionnaire, prepared in collaboration with the CAF correspondents, was sent to the CAF correspondents and members of the IPSG to acquire information on the status of CAF in their country. The slight adaptations were designed to collect information related to the evolution since 2003. 26 correspondents answered the questionnaire, some in more detail than others, and not all the questions were answered by all the countries¹. We have tried to take due consideration of the spread of answers and hope that the study gives a good overview of the evolution of the use of CAF in the MS since the end of 2003.

For the organisations that have used the CAF since then, a questionnaire was put on line on the EIPA CAF website. Thanks to the efforts of the CAF correspondents, this time 67% of the answers came from CAF users that were not registered in the CAF database. The European solidarity shown by our Finnish colleagues seems to have been effective. They offered free

¹ It is not very reader-friendly but, to give compact tables, we will use the official abbreviations for the countries names, listed in table 11.

entries to the 4th Quality Conference to two persons participating in the CAF survey. The 2 lucky winners will be selected by a draw.

The author would like to thank the Luxembourg Presidency for creating this opportunity to follow up the dissemination of CAF in Europe. He also wants to thank all the National CAF correspondents, members of the IPSG and CAF users who made the effort to fill in these demanding surveys. A special thanks to my colleagues Cosimo Monda, Eugène Deschaux and Franziska Kandolf who helped us with the creation and exploitation of the on line questionnaire. And last but not least I would like to thank my colleague Ann Stoffels. Without her help and continuous encouragement this study would not have come to fruition.

Patrick Staes, EIPA

Chapter I: CAF, the state of affairs mid 2005 in the Member States of the European Union, the candidate countries and Norway

During the Swedish Presidency in the second half of 2001, a network of national correspondents was set up to promote and support, within their own administrations, the use of the CAF as a tool to improve the quality of the public service. The European Institute of Public Administration was assigned the role of international CAF Resource Centre. Since then, on several occasions the Ministers in charge of the Public Administrations in the MS have stressed the need for cooperation in the field of the modernisation of public administrations². At the end of November 2004 the DGs acknowledged the continuing work to promote the use of CAF at European level in this sense³. Following an audit of the CAF RC during the Irish Presidency in 2004, more resources were provided by the institution. The Director-Generals approved a CAF action plan for the years 2005-2006.

It is therefore clear that promotion and coordination of the CAF at central European level has been on the increase since the beginning of 2004. Chapter I gives an overview of what has happened in the MS since then and the lessons that can be learned for the future. In Chapter II we will examine the ways in which the use of CAF and the conditions under which it has been used have or have not changed.

I.1. CAF – the context

First of all, we were interested in how the different correspondents view political support for CAF and other TQM tools in their country, to give us an idea as to the overall position adopted by governments on TQM in general.

Table 1: TQM tools and CAF and the political support

No formal policy (1)	Decreasing (2)	Constant (9)	Increasing (12)
IE	EE, LV	DE, DK, FI, FR, NL, PT, SE, SK, NO	AT, BE, CY, CZ, EL, ES, HU, IT, LT, LU, PL, SI, RO, UK

TQM tools

Table 1 indicates that TQM tools and CAF have found their place in most of the European Countries. As in 2003, EFQM, ISO, BSC and CAF are the most extensively used TQM tools in Europe in general, not counting specific national tools like VIC (Italy), INK (the Netherlands) and the Swedish Quality model. Most of the conferences on “Quality Management or Quality in the Public Sector”, both national (e.g. Germany, Belgium) and

² E.g. Motion approved by the European Ministers responsible for public administration, at their 11th meeting in Rome on 1 December 2003

³ 43rd meeting of the Directors-General responsible for public administration of the European Union. Maastricht 22nd and 23rd November 2004. Resolutions.

European, support the relationships between these different models. In **Austria**, EFQM is mostly used by schools and labour market services and ISO 9000 by specific organisations. CAF is implemented at all levels of government. **Belgium** has built up significant experience with Business Process Reengineering (BPR), trying to integrate self assessment as a preliminary diagnosis before starting a BPR. The introduction of Balance Score Cards aims at developing indicators together with satisfaction surveys for people and citizen/customers. To support vision and missions, codes of values have been introduced in some public organisations. The **Czech Republic** is also encouraging the use of CAF to initiate BSC and satisfaction surveys as well as for project management, internal audits, process management and reengineering. It also has some ISO and EFQM applications. **Denmark** is currently encouraging users of the Excellence Model to use CAF as an additional tool to increase the dissemination of TQM in their organisation. The tools that have been developed in relation to CAF make it easier to ensure a high degree of dissemination with a low use of resources. At local level, the KVIK/CAF is currently a better established brand than the EFQM Excellence Model. **Finland** is suggesting to users that EFQM and CAF can be used alternately: detailed analysis by EFQM every second year and a midway check by CAF in the year in between the EFQM analysis. The **Slovenian** yearly national EFQM reward is linked to CAF. In **Luxembourg**, a few public administrations are implementing ISO 9000.

The political support

The stability of the political support for TQM tools and CAF is evident in countries with some history in this field – such as the Scandinavian and Anglo-Saxon countries –, and in the **UK** the political support is even increasing. In these countries, choices of management tools are basically made at management level. In **Portugal** a law for the assessment of public sector performance was passed in 2004 with a tiny reference to organisations' assessment. The Directorate General for Public Administration recommended CAF as a tool in this field.

In several other countries the political awareness of CAF and TQM is growing and expressed in central government initiatives. In **Cyprus** the Council of Ministers decided, in September 2004, to encourage the dissemination of CAF to the broader spectrum of Public Service Organisations/Departments as a tool to improve their performance. In March 2004 the Government of the **Czech Republic** approved the process and the main targets of the reform and modernisation of the central state administration, where CAF is one of the recommended tools. In **Greece**, the implementation of CAF has been integrated into the programme of administrative reform “Politeia 2005-2006”. The **Hungarian** government promotes in its resolution 1113/2003 the dissemination of the CAF model in the public sector. **Italy** is promoting at national level a culture of quality in public services through a national survey on the adoption of quality management policies in Italian public bodies. The correct use of the CAF as a self-assessment tool is promoted and the planning of related improvement initiatives in public administrations supported. In May 2005 a prize for quality in public administration will be launched, aligned with the CAF model using external evaluation based on the EFQM. CAF will be part of the governmental programme on quality that will be finalised for the public sector in **Luxembourg** in the near future. A number of actions in the **Lithuanian** Action Plan for the year 2005-2006 for the Implementation of the Strategy for the Development of Public Administration by 2010, are related to CAF and other TQM tools in

the public sector. The **Polish** Civil Service Office held for the first time on 29 April 2004 in Warsaw the Conference on the Common Assessment Framework (CAF) entitled “CAF as a tool to deepen quality of performance in the government administration”. New tools for modernizing public administration at the central and local level such as CAF are listed in the Updated Strategy of the **Romanian** government concerning the acceleration of the public administration reform. In **Spain** political support for CAF and other TQM tools is increasing on the whole in the local administrations.

The decreasing support for TQM tools in **Latvia** is due to the demands of the European Commission since 2001 to improve the administrative systems in line with Copenhagen’s political criteria and national requirements. Quality management has not been a substantial issue in the public administration reform lasting recent years although the government did adopt in December 2001 the *Regulations and Recommendations for Introduction of quality management systems in public administration* (based on ISO 9000 standard requirements). Changes at the political level are the source of decreasing interest in **Estonia** since the autumn of 2003.

Current political support seems in any case to be more than sufficient to advance in the field of quality management.

Table 2: The renewal of the political support

Urgent	Permanently needed	Welcome	Not needed or not urgently needed
2	1	2	16

The implementation of CAF: voluntary, recommended or obligatory

In most of the countries, the political support mentioned translates into the recommended use of these tools.

Table 3: The implementation of CAF: voluntary, recommended or obligatory

Voluntary (9)	Recommended (15)	Obligatory (3)
AT, EE, FI, IE, IT, LV, NL, PT, UK,	BE, CY (highly), CZ (local level), DE, DK, EL, ES (for starters), FR, HU, LT, LU, PT, SE (TQM), SI, SK, NO	CZ (central level), SK (central level), RO

CAF is only obligatory in 2 new and 1 candidate Member State: they want all 3 to make a special effort to encourage quality management in their central administrations. On the basis of the information we received, it is impossible to describe the intensity or impact of the recommendations in the other countries. Looking in Table 6 at the activities and actions put into place, even where CAF is applied on a voluntary basis, it is obvious that these activities and actions organised at the central state level provide a very strong impetus.

I.2. CAF – Organisational Patterns and Resources

Organisational facets and networks

Appendix B shows that most of the national organisations/agencies in charge of CAF remain the same. Only in France, due to administrative reforms, has no organisation been officially appointed for CAF for the moment. In Estonia the responsibility for CAF has been transferred to the new Public Governance Policy Department of the Ministry of Finance.

The organisations responsible for the dissemination and promotion of CAF remain located centrally, meaning close to the central government and its Ministry in charge of public administration. Belgium, Germany and Spain maintain their specific way of involving regional and local levels of government. Appendix B also shows that the territorial and organisational partnerships have been kept in place.

Resources

Whilst the organisational facets and networks remain constant, a certain increase in the allocation of financial and human resources cannot be denied.

Table 4: Financial resources for the dissemination of CAF

No resources (5)	Decreasing (3)	Constant (6)	Increasing (10)
EE, ES, IE, LV, LU, SI, UK	FI, NO	DE, DK, FR, NL, PT, SE	AT, BE, CY, CZ, EL, HU, IT, LT, RO, SK

As CAF is not a priority in **Estonia, Ireland and Latvia**, no financial resources are foreseen. In **Spain**, expenditure on CAF is incorporated into the training budgets of the various public administrations.

The normal financial resources remain constant in **Finland** but the co-financing of a regional pilot project on the use of CAF has not been renewed. Since the **Norwegian** Statskonsult became an independent company, expenditures are strictly contractual.

Financial resources have remained constant in **Denmark** as the necessary products are available and the funding is adequate for securing reprint etc. of materials. The **Netherlands** published their Dutch version of the CAF in 2004.

Austria is planning a brochure providing in-depth information for the first half of 2006. Financial resources are seeing a 200% rise in **Belgium**. The Government of the **Czech Republic** is supplying additional financial resources to central state administrations and is expecting resources from the European Regional Development Fund for the implementation of CAF in municipalities and other public bodies. In **Hungary**, a new CAF online system has been financed by the government. The resources available in **Italy** for CAF-related activities

are significantly greater than during the preceding initial phase of experimentation and dissemination. **Romania** is still in the planning phase of devoting financial resources to CAF.

Table 5: Human resources available for the dissemination of CAF

No resources (4)	Decreasing -	Constant (7)	Increasing (10)
EE, IE, LV, LU, NL, UK		AT, DE, FI , FR, HU, SK, NO	BE, CY, CZ, DK, EL, ES, IT, LT, PT, RO, SI

In **Latvia**, no specific resources have been dedicated as the dissemination of CAF falls within the remit of the staff responsible for quality development.

In seven countries, the investment in human resources remains at the same level as before. In **Finland**, 2 people at the ministry of Finance are investing about 5% of their time directly in the dissemination of CAF in the context of the selection process for Best Practices for Quality Conferences, giving presentations at various seminars and taking part in some steering groups of different projects involving CAF. Apparently this must be a very effective policy as Finland estimates to have 50 CAF applications and hopes to double the number by the end of 2006.

Cyprus is making a serious jump forward by employing approximately 5 persons on CAF. Given the rising demand for CAF in **Denmark**, more than 2 full-time persons have been working with CAF/KVIK, the adapted Danish version of CAF. In **Spain** more people are involved due to the cooperation between administrations on CAF. In **Italy** a project staff of 3 persons responsible for project activities at an administrative level and a group of 3 experts responsible for the co-ordination of activities at a technical level have been put into place. A technical-scientific committee has also been appointed, with a supervisory role. The learning lab activities are tutored by 5 senior experts and 5 junior experts, and the prize for quality will also involve several teams of evaluators. Four **Portuguese** senior officers are working with CAF but not exclusively. The **Romanian** government plans to assign people to the directorate general in charge of CAF but they will have to be trained first.

In general, apart from a number of countries that are not investing specific resources in CAF, the resources remained at the same level as in the starting phase of CAF up to the end of 2003. They have increased in 9 to 10 countries, in some in a modest way, in others very obviously. In what way political support for TQM tools and CAF is influencing this evolution is difficult to determine on the basis of the information we received but the comparison between Table 1 and Tables 4 and 5 at least suggests a strong link.

On the other hand, the example of **Finland** has taught us not to jump too fast to conclusions concerning the link between the amount of financial and personal investments and the number of CAF applications in a country. Maybe the level of experience with quality management already acquired and the strategy and activities put into place have a greater impact (see for example the result of specific programmes in the Czech Republic, Italy or Denmark). Or maybe we should refer here to what the scientific rapporteurs of the 3QC noticed in their

report⁴: “Benchmarking, CAF charters and every other tool will fail to produce their potential benefits unless they are led and supported by individuals who believe that they can and should make a positive difference to the quality of government and to the experience of citizens”.

I.3. The promotion and support of CAF

Since the launch of the CAF in 2000, a lot of activities have been undertaken in many European countries to promote and support the use of this common European tool for the improvement of public administrations. A first comprehensive overview was provided in the Italian survey. Apparently, this study and the first European CAF Users Event that followed, inspired a lot of European organisations. Many new countries have become active since then in more fields. In Table 6 we compare the activities and initiatives recorded in 2003 with those recorded at the end of April 2005. At the request of a number of countries we updated some data from 2003.

The table is divided into 6 sections.

1. Information on the CAF Model
2. Additional tools to help implementation of CAF
3. Training
4. Interactive support
5. Exchange of experiences
6. Information on application

In addition, we have made some final remarks on the different type of eTools developed in the context of the above activities.

For each section we have listed the tools or activities involved, the countries that were active in this field in 2003 and those active between 2003 and 2005. To highlight the evolution in each area, countries that have undertaken new activities since 2003 are shown in bold italic in the last column.

Table 6: CAF-related activities and initiatives

Tool or activity	2003	2005
1. Information on the CAF Model		
Publications of CAF (e.g. brochures) and on CAF (e.g. articles)	BE, DE, PL	BE, DE, AT, CZ, DK, EL, FI, FR, LT, NL, NO, PT, SK
Introductory conference or meeting		CY, SI
DVD on self-assessment		DK,
Provision of information on the website		AT, DE, EE, NO, LV, NO
Leaflets	FI	FI CY

⁴ Christopher Pollitt, Geert Bouckaert and Elke Löffler, Quality Journeys in the European Public Sector: from there, to here, to where?, p. 29.

Tool or activity	2003	2005
2. Additional tools to help implement CAF		
Special guidelines	HU, PT	HU, PT, CY, DE, DK, EE, EL, IT, SK, NO
Worksheets	AT, DE, IE, PT	AT, DE, PT CY
Case studies	ES	ES, BE, EE, HU, PT, SK
Pilot projects	CZ, EE, HU, IT, NO, PL, PT, SK, SI	CZ, HU, PT AT, CY, DK, FI, LT, RO
CAF-based projects	DK	DK, AT, FI, HU, IT, PL
CAF versions for specific sectors		BE, DE, DK, FR, HU, NO
Electronic application and evaluation tools	AT, DE,	AT, BE, DE (easy CAF), DK, ES, HU, PL, PT, SK
3. Training		
Special training on CAF	AT, BE, DK, EE, ES, PL, SI	AT, BE, DK, EE, ES CY, DE, EL, FI, FR, HU, IT, LT, LU, PL, PT, SE, SK
Seminars, workshops		AT, CY, DE, IT, PL, PT, SK
Learning labs		IT
E-learning	AT, DE, PT	DE, PT PL
4. Individual advice and coaching		
	AT, BE, DE, EE, IT, NO	AT, BE, DE, EE, IT, NO, CY, DK, LT, PL
5. Exchange of experiences		
User conferences	DE, HU, IT	DE, HU PT
Networks and partnerships	AT, BE, DE, DK, ES, IT, PT, SK	AT, BE, DE, DK, IT FI, HU
International Partnerships		AT, CZ, SK, HU
National Quality programmes		CZ
Quality conferences	EE, HU, IT, NO, SK	EE, HU, CZ, DE, FI, LT, PL
Quality awards / contests	AT, BE, EE, DE, IT, PT	AT (Speyer), BE, DE, IT, PT HU, PL
6. Information on application		
Methodological validation		AT, HU,
Database / good practice	AT, BE, DE, ES, HU,	AT, BE, DE, ES, HU CZ, DK, EL, PL
Questionnaires	PT	AT, DE, DK, NO, PL
Evaluation of the effort to disseminate CAF		DK

Information on the CAF model

Many countries have undertaken new initiatives to spread the CAF, mostly through publications of all kinds and information on the website. In others like **Luxembourg**, some work remains to be done in raising awareness of CAF.

The **Czech Republic** has published new brochures: the 2nd edition of the CAF model, Benchmarking in Public administration and Managing processes in the state administration – a case study of the town of Vsetín.

In Denmark, the dissemination of CAF has taken place through the so-called KVIK project, KVIK being the Danish version of CAF. One of the tools developed was a DVD on the self-assessment process documenting the experiences of two organisations as they undergo the phases of self-assessment. This DVD is intended as a way to give a realistic idea of what it actually entails to carry out self-assessment.

2000 copies of CAF have been distributed around the administration in **Finland**. As the distribution is demand driven, interest within the administration is quite high. In **Belgium**, a second batch of 5000 CAF brochures (Dutch and French together) has been printed.

Additional tools to help implement CAF

Special guidelines have been developed by at least 10 new countries. Five countries have drawn up new case studies. Pilot projects, started up before 2003, have been finalised and 6 new ones launched. In some countries, CAF versions for specific sectors have been developed in accordance with the common structure. Seven new countries have made electronic application and evaluation tools available. An overview of the electronic tools put into place can be found in Table 9.

In 2004 the **Czech Republic** conducted a pilot project in 26 regions and local administration bodies in a partnership between the Ministry of Interior, the Czech Republic Quality Council and the Czech Society for Quality. The 2nd round of this project is currently under way for another 25 organisations from regions and local administration bodies and public schools.

At the same time another project of the Government programme of the Czech Republic National Quality Policy is under way: the implementation of CAF by supervision authorities. The implementation of CAF for central state administration authorities is currently being tested in the Ministry of Finance.

Denmark has developed Guidelines for self-assessment. More emphasis has been put on the explanation of the self-assessment process, the assessment panels and the concrete examples to support the explanation of the sub-criteria in CAF. Included is also a self-assessment booklet to be used for the individual self-assessment, asking the individual to document strengths and areas of improvement for each of the sub-criteria and award a score based on the assessment panels. The guidelines have been developed in close co-operation with the 11 pilot organisations of the KVIK project. **Poland** has launched 5 projects covering self-assessment, planning and implementation of improvements. **Portugal** has produced a 235-page manual to support CAF application: 125 pages of content and 110 pages of support tools. Furthermore, it has set up a pilot project with the EFQM national partner evolving CAF application to the 1st level of excellence of the EFQM scheme, the commitment to excellence. An electronic worksheet will be developed later this year.

In 2004, **Slovenia** held an introductory conference and training session for CAF assessors. Due to extensive reorganisation of public administration taking place after the elections in November 2004, almost all actions are however temporarily suspended.

For certain sectors, specific CAF versions have been developed in some countries to help them to apply the tool.

Table 7: Specific CAF versions

The education sector	BE
Local government	BE, HU
County level	HU
Judiciary Sector	DE
Police	DE, DK, HU
Border guard	HU
Pension Insurance offices	HU
Adult training centres	DK
Voluntary relief organisations	DK
Music and Art Schools	NO
Ministry of Infrastructure	FR
Church administration	DE

It will be very interesting to examine in the future to what extent these versions can be exchanged among the European countries.

Training

CAF is an introductory tool but good training is a precondition for its successful application, as was already stated in the survey of 2003 and will be confirmed in part II by more than half of the organisations taking part in the survey. Ten countries have developed special training for the CAF since the end of 2003. Eighteen European countries are now providing CAF training. New initiatives have also been undertaken in the field of seminars, workshops and learning labs. Information from 14 countries indicates that approximately 1318 organisations have followed a CAF training programme to date.

Different actors are involved in different roles. In most of the countries, training is organised at ministry level (Belgium, Czech Republic, Estonia, Greece, France, Italy, Poland, Portugal, Slovenia), by the organisations in charge of CAF (SCKK in Denmark) or by the Institutes of Public administration (Hungary, Lithuania, Portugal, Spain). The execution is often in the hands of partners such as KDZ in Austria, the University of Speyer for the German-speaking countries, the Czech Society for Quality, Formez in Italy, The Slovak Society for Quality, the Regional Administrative School of the Murcia province and the Spanish Association of Municipalities and Provinces and the Swedish Institute for Quality. Private sector companies are providing services on CAF in Belgium, Denmark, Luxembourg and Portugal. EIPA has been providing training in Ireland, the Czech Republic and Belgium.

Different levels of training have been worked and presented at different target groups depending on their needs.

Table 8: Types of CAF training

Introductory lectures	CY, DE, DK, EE, EL, FR, IE, RO
Workshops and 1 to 2 days' training with practical exercises for organisations applying CAF	AT, BE, CY, CZ, DE, DK, EE, EL, ES, IT, PL
Trainer or assessor courses:	CZ, HU, SI
5-day training for leaders of CAF teams	CZ, SK
Learning labs	IT
E learning	DE, PT, PL

The **Danish** SCKK, the Centre for Development of Human Resources and Quality Management in charge of CAF/KVIK has supported the formation of 6 learning circles, where organisations share knowledge on how to carry out improvement projects within 4 themes: Strategy, HRM, Working Processes (x2) and Measuring (x2). These learning circles are supported by methods, tools and consultancy and have been an important element in securing on-going focus and commitment from the organisations in continuing their work on improving themselves. A process of development and conceptualisation of the tools and methods used in the learning circles is taking place in order to make these available on a more general basis to organisations not participating in learning circles.

In 2004, **Italy** launched a new project called “Creating Quality” (“Percorsi di Qualità”). The project took the form of a series of gradual steps towards the achievement of better quality: workshops, learning labs and the Award for Quality in Public Administration. Learning labs provide a guided approach to CAF implementation in five major PA sectors: central and regional government bodies, local health authorities, municipal and provincial administrations, schools and universities. They are also intended to help to identify and focus on improvement initiatives. They are run by CAF and TQM experts who will work with the administrations over a period of 8 months. Currently 120 Italian administrations have joined the Learning Labs.

Poland is implementing 2 e-learning training courses. The basic course covers self-assessment with the use of a questionnaire on-line. The advanced course is on improvement planning based on the self-assessment results. The self-assessment workshops that have been held in about 8 organisations can also be considered a form of individual advice.

Portugal completed its 1st edition of CAF e-learning in May 2005, in which 29 participants took part. It was part of a combined learning programme including e-learning and personal attendance sessions. In +/- 200 hours participants train to become versed in CAF and receive a diploma afterwards. This is also the case for **Czech** trainees who follow the training provided in their country.

Individual advice and coaching

The number of countries organising advice or coaching of individual organisations has also increased since 2003. This responds to a clear need as notified in part II of this study. 85 out of 131 organisations received external assistance in the preparation, implementation the exploitation of the CAF.

Exchange of experiences

Most correspondents agree that Quality conferences and Quality awards continue to play an important role in promoting the exchange of experience but also, very evidently, in the dissemination of CAF. Nevertheless, they confirm the conclusion of the previous study that the impact of the European Quality Conference on CAF should not be overestimated and there is certainly room for improvement here. National and regional conferences on the other hand seem to be more effective. Users' networks, partnerships and CAF user conferences have the same objectives as the Quality conferences but are more focused. Another intensive way of exchanging experiences is the first international partnership set up between 4 central European countries, namely Austria, Czech Republic, Hungary and Slovakia.

In **Belgium** all levels of government are involved in the National Quality Conferences that take place every 2 years: central, regional and local, including such sectors as defence, police, justice and education. For the 3rd Conference in November 2005, CAF is still recommended and will be used as a framework to assess the good practices proposed to the international jury, but is no longer compulsory. Participants at the last **Speyer Quality Award** were not obliged to conduct a full self-assessment either. It will be interesting to see if and how this evolution will affect the spreading of CAF in the countries that are concerned. Of course, the 3rd CAF-User Conference scheduled to take place in 2005 in **Germany** guarantees the focus on CAF.

The 1st **Czech** National Conference of Quality in Public Administration was held in December 2004 in Ostrava. The 2nd International Quality Conference in Bratislava, **Slovakia**, had as a theme: the CAF model in the Public Administration. CAF is also on the agenda of the **Slovenian** Quality Conference from 23 to 25 May 2005.

During the first Quality Conference for local administration in the **Flemish** region in April 2005, the CAF model and CAF applications were discussed. This Conference was the result of a new network launched in 2004 among local administrations interested in quality management in general and CAF in particular. CAF was also presented at quality conferences in the Spanish regions of **Galicia** and **Navarra**.

The first **Italian** Award for Quality in Public Administration will be launched in May 2005 and finalised in May 2006. The reference model is the CAF as every applicant administration should apply the CAF. The assessment for the award also involves an external evaluation on site similar to the one used for the EFQM award. The award is not seen as a competition but rather as a further means for CAF implementation and the promotion of a culture focused on quality throughout the major Italian PA sectors.

At the annual conferences of the International School of Quality in **Poland**, the CAF shall be promoted. 4 Polish organisations took part in the EFQM scheme "Levels of Excellence" at level one, "Committed to Excellence". They used CAF for their self-assessment.

Portugal held a Good Practices Contest among Local Authorities in 2004. A workshop to share good practices on CAF is planned for the 2nd semester of 2005.

Information on application

As the application of CAF is expanding and exchanging experiences and good practices is one of the key objectives of this tool, gathering information on the use of CAF in a systematic way is on various countries' agendas. Eight countries currently have a CAF database (see table 9) and 4 others are planning to create one: **Italy, Latvia, Portugal and Slovakia**. On the other hand, organisations are reluctant to input their experiences into a database, especially their scores. The same applies to the EIPA databank; organisations often don't see a benefit to registering and inputting their scores. Therefore, it is important to foresee the input of qualitative information in the database(s) as a starting point for bench learning.

In **Poland**, a good practice database is run by the Umbrella Association of Consultants.

In **Portugal** a project has been approved, financed by Social European Funds, to create a Digital Database of Public Administration Best Practices which will include successful examples concerning quality and innovation in public services. This database will also include CAF application experiences if considered good practices. This Database will be developed in 2005/2006.

The structures of all CAF databanks have not been mutually compared or analysed in relation to the database of EIPA. Nine countries are linked to this databank. The following suggestions for improvement were made in that respect:

Belgium proposes to develop common databank software linked to the EIPA databank, and to connect the different databanks in a network giving direct access to the national databanks and EIPA. **Germany** suggests providing the national CAF agencies with a direct link to a "register button" at EIPA to complete the database. In **Italy's** view EIPA should first of all improve the visibility of the CAF on its website. Both the section of the Cantieri website (www.cantieripa.it) devoted to the CAF, and the new page with reserved access dedicated to the "creating quality" project on the Formez website, contain links to the EIPA site. Participating administrations should be offered the opportunity to compare their own performance with the overall average achieved by all other organisations and with their own results over time, e.g. through periodic on-line analysis of information in the database.

Several countries such as the **Czech Republic, Denmark, Germany, Greece, Estonia, Italy and Portugal** feel it necessary to expand the nature of the databank from an address database to a knowledge database. This would facilitate in a more effective way the search for bench-learning partners and the mutual learning from each other's good practices. Information could be gathered, for example, by a permanent questionnaire on the CAF website and then installed in the database. In this sense, **Portugal** would like to expand the EIPA databases content to the entire cycle of CAF application, meaning the self-assessment and improvement activities. Information should be added about public achievements (awards, contests, etc.) and a summary of the application process. To develop this good practice database, EIPA could, according to **Italy**, invite organisations to submit a description of their "good practice examples" in a standard format, to be published on the EIPA website. It would be useful to consider appropriate incentives for administrations to participate in this initiative, such as free

attendance at EIPA seminars or EPAN (QCs and CAF) events. The **UK** proposes that more or less the same type of information should be put forward: information on initiatives or indicators of good practices identified to describe the examples of the CAF sub-criterion, on good examples of improvements plans based on CAF applications and on experiences with CAF and other TQM models.

The **Czech Republic** wants to go further in the comparison of good practices and seeks more accurate rules for comparable assessment.

Electronic tools

In the promotion and support of CAF, a number of electronic tools have been developed over the last few years by certain countries: AT, BE, CZ, DE, DK, ES, EL, FI, HU, as described already in the previous sections.

Denmark has developed an online tool to be used for compiling the individual scores and providing the KVIK co-ordinator (or moderator) with a coherent document including all individual scores and evidence as input for the consensus dialogue. At the third quality conference in Rotterdam (September 2003), **Hungary** presented the on-line tool it had developed for the same purpose. In order to collect, systemise and analyse the good practices and solutions in the **Hungarian** civil service, an administrative innovation centre (KINCS) was established by the Civil Service Office. The task of this database is to present the good practice results achieved by the public administration.

Table 9: Electronic CAF tools

Website with general information on CAF and/or registration of CAF users	AT, BE, ES, FI, NO
Registration of CAF users in a database	AT, BE, CZ, DE, DK, EL, ES, HU
Training tools “learning about CAF”	AT, DE, HU, PT, SI
Facilitation of CAF application/implementation	AT, DE, DK, HU, SI

The CAF Expert group, composed of the national CAF correspondents, will maximise the mutual learning effect of this tool in the future.

I.4. CAF – its implementation to date

The use of CAF in the different countries

It remains difficult to centralise information on the number of CAF applications at national and European level. This is due to the nature of the tool itself - a stimulus for individual organisational development via self-assessment – as well as the European context in which it was created – an open coordination or voluntary cooperation between countries. Nevertheless, as measuring is one of the key aspects of quality management, we tried to get an idea as to how the use of CAF is developing. As in the 2003 study, the national correspondents were asked to estimate the use of CAF in their country. Some had access to no information at all, some didn't want to guess and others warned that care was needed when generating the figures. In the autumn of 2003, 22 countries estimated roughly having generated 500 applications. In 2005, 20 countries estimated having generated around 885 applications in their countries, a 75 % increase. 17 countries made an estimation as to potential additional applications by the end of 2006: 990. Italy claims a significant portion of these: 270. By the end of 2006, this could lead to +/- 1875 CAF applications in the European countries.

Things have changed rapidly since the end of 2003. It no longer seems worthwhile ranking the countries, categorising them into 6 groups in relation to the number of their CAF applications. To provide an idea of the spread of CAF, 2 groups are sufficient. Countries with more than 30 applications can be considered to have already established a sound basis for the further use of the CAF. Countries with fewer than 30 applications can be credited with having gained initial experience with the model. Maybe they are on their way to joining the first group.

Table 8: The use of CAF in different countries

More than 30 applications	AT, BE, CZ, DE, DK, FI, HU, IT, NO, PT, SE, SI
Fewer than 30 applications	CY, EE, EL, ES, FR, IE, LV, LU, PL, SL, UK, RO, BG

Plans and problems in disseminating CAF and corrective measures

Looking for an explanation for this growth in the use of CAF is not easy. The questions relating to the plans drawn up in the different countries since 2003, the difficulties they encountered in implementing these plans and the corrective measures they undertook, gave little or no information. 8 of them just answered that they had fully implemented all their plans, 2 only partially and 6 others had developed no specific plans at all. In comparison with 2003, more countries are planning their CAF support in a structured way, such as, for example, Austria, the Czech Republic, Denmark and Italy, but there is certainly room for improvement. Even more than in 2003, the whole range of different activities offered by the different Member States to their CAF users as demonstrated in Tables 6 to 9 has invited organisations to appeal for CAF to improve their functioning. The impact of national quality conferences or awards involving CAF is diminishing and CAF is being more and more “spontaneously” used. It seems to have become a tool that has proven its added value.

Methodological confirmation of the CAF application

The question arose whether the application of CAF requires methodological confirmation. The opinion of the correspondents is really divided into 2 equal camps.

Eleven countries do not see the need for methodological confirmation as CAF is an introductory tool and mostly implemented on a voluntary basis. **Sweden** is even trying to get away from the focus on the different models and instead is focusing on content and context. In this sense a methodological validation for CAF is contradictory.

Ten countries consider that such a validation could be useful for 3 different reasons. First of all, the context of awards demands rigorous external evaluation alongside the process of self-assessment. This could also help organisations that want to start up benchmarking on the basis of the results of a CAF application. And last but not least, external validation can help organisations to improve their CAF implementation procedures.

The latter could be done by public or private experts with a formal qualification following CAF assessor training organised at European level, e.g. by EIPA as **Belgium** and **Italy** suggest. **Portugal** suggests a double role for these auditors or assessors. They could ex-post validate the results of the self-assessment process or even take part in a self-assessment team to validate the process. In any case, these experts should have a good background in public administration.

I.5. Plans for the future

In the European countries

24 countries transmitted information on the actions they plan for the future.

In some countries actions are not planned (**Estonia**) or not finalised (**France**) due to political or administrative changes. In France, the government will probably recommend the use of CAF in the future. **Luxembourg** hopes that the inclusion of CAF in the national Quality programme will give new impetus to the model. **Ireland** foresees the use of CAF only as part of a tool set in organisation development projects. The same applies to **Latvia** where CAF is one of the suggested quality management tools besides the Latvian Quality Award, ISO, citizens' charters and recommendations by the Government. The **UK** will continue to support the use of CAF in Europe and to act as the conduit for information/communications about CAF to the UK Public Sector. It will not actively promote CAF in the UK as it will continue to promote the wider adoption and use of the EFQM Excellence Model, but when approached it will provide information and support to those organisations that request it.

Other countries like **Austria**, **Finland**, **Italy**, **Lithuania** and **Spain** will continue to execute their current strategy. **Italy** will decide whether to extend the learning labs and the prize for quality in public services after an evaluation of the results achieved by the current project. It will certainly continue to work on the promotion of the network involving the administrations that have applied the CAF, raise the profile of the administrations that receive prizes for quality and to disseminate their experiences across the wider public sector.

In many countries training is top of the CAF agendas. **Belgium** plans to organise regular CAF training twice a year in the official training office. **Cyprus** intends to prepare an action plan on behalf of the Council of Ministers by examining the possibilities for further training on CAF-related matters and the preparation of a quality conference. **Greece** also seeks to promote the further dissemination of CAF by means of training programs. **Poland** plans to hold training sessions for the Directors-General. **Portugal** will continue with its CAF training courses, focused on the implementation of the tool. **Romania** envisages training by EIPA for 4 or 6 members of the Central Unit for Public Administration Reform to become trainers of the members of the national modernisation network. **Slovenia** will also further invest in training.

The **Czech Republic** plans to continue the pilot project of implementing the CAF model at regional and local administration level, to train civil servants as “regional experts and assessors” for neighbouring PA organisations and to develop a CAF manual for organisations at local and regional level. At central state administration level, the activities of the central state administration reform project “Introduction and development of quality management in central state administration” will continue and a CAF manual for central state administration will be updated.

Germany wants to expand the “easy CAF” to a knowledge database and to continue organising CAF user conferences and producing CAF publications. **Denmark** aims to increase the number of users of CAF and CAF tools, stressing that CAF is a tool of dialogue that is relevant in a period of transformation and can be used in combination with the Excellence Model.

Like Germany, **Hungary** will promote its new online CAF system and disseminate CAF further. It wants to increase the efficiency of CAF and is participating in the pilot project of regional bench-learning.

The **Norwegian** Agency in charge of CAF, “Statskonsult”, will continue to disseminate the CAF in its daily work and to offer assistance with CAF applications. It will improve its website and conduct a survey to gather more information.

In **Poland**, the Office of Civil Service plans to continue implementing the information actions in the form of CAF conferences and seminars, and by taking part in similar events in other countries, particularly in EU countries.

To support the CAF users’ community, **Portugal** decided to create the «CAF post» on the site of the Directorate-General for Public Administration and to create an electronic worksheet for the self-assessment process to be used by CAF users. The development of a survey of CAF users, of pilot projects or case studies on CAF implementation and on CAF versus other TQM models is also planned.

Slovenia wants to set up a national database on best practices in 2005-2006 and to develop indicators for measuring performance of ministries based on CAF criteria.

Demands placed on the CAF Resource Centre at EIPA

During the Irish Presidency, an external evaluation of the functioning of the CAF Resource Centre at EIPA was made. The users, i.e. the European Member States, were also asked for their opinion. The CAF network was also involved in the drawing up of the CAF action plan 2005-2006 that was approved by the Directors-General in November 2004. In the context of

this study, some countries advanced more suggestions as to ways to strengthen the relationship between the CAF Resource Centre, the national correspondents and the public administrations in Europe.

First of all, national CAF correspondents should be themselves more proactive in informing the CAF RC about the CAF actions at national level, according to **Sweden** and **Finland**. They could be invited to do so by a regular letter such as “Tell us about your organisation” from the CAF RC and forward this to the national administrations. Once this kind of information is transmitted on a regular basis to the RC, it could be put on the CAF website or sent in the form of a regular newsletter.

Regular sharing of information in an appropriate way is considered part of the core business of the CAF RC by many countries. This can be done by publishing relatively short but convincing articles or analyses, showing the benefits for organisations, as the **Netherlands** propose. **France** wants to see such articles appear in the ministries’ journals, contacting the modernisation networks that exist in each ministry. Interventions by the CAF RC during special events in the respective countries, such as the presenting of Quality Awards, are also recommended.

Germany would like CAF Events to be held at regular intervals and suggests installation of a discussion forum or a mailing list on the CAF website. **Estonia** sees an even more active role for the CAF RC in enhancing the cooperation between organisations that want to share best practices and learn from others through the launch of international projects. More generally, **Italy** is seeking the support of the CAF RC for the development of communities of practice to facilitate the launch of benchmarking activities. Communities of practice of this kind would benefit from the regular dissemination of information on CAF-related initiatives undertaken by EIPA at European level, on relevant projects carried out within Member States, and on recent additions to the CAF database. A regular newsletter would also provide useful support for administrative bodies (whose performance has been validated through external evaluation) interested in participating in benchmarking activities.

I.6. Evaluation

In the first part of this study we tried to get an idea of the further development of the CAF model in Europe since the situation was first reviewed in November 2003.

On the basis of the rough estimates of the national CAF correspondents it can be concluded that the use of the CAF has undeniably further increased: from 500 applications in late 2003 to nearly 900 in mid-2005. Furthermore, expectations are that by the end of 2006 the milestone figure of 1900 applications may well be exceeded, i.e. another doubling. All tables indicate that the difference between “old” and “new” Member States is fading, which is also apparent in Part II of this study.

This means that the CAF has clearly gained a foothold among the TQM tools used in Europe. The political support in European countries for the dissemination and use of these models is considerable and is even generally increasing. This support is nearly always of an encouraging nature and not imperative. This fits in very well with the character of these quality models. They are there first and foremost for the development of the organisations themselves. The extent to which these organisations “make them their own” makes or breaks their effectiveness.

The resources available to the CAF remain constant or are increasing. Every country decides for itself what investments are most appropriate and best suited to its own situation. This means that there is not much point in comparing the levels of these investments, all the more since the primary aim is to learn from each other and not for everyone to reinvent the “expensive” wheel. Whether there is a direct cause and effect relationship with the increased number of initiatives is moreover difficult to say. The approach and engagement of the people involved seem to be just as important. The support from the European network may also have an impact here.

The fact that the activities regarding the CAF have increased considerably, also in diversity, is shown by Table 6. Guidelines, training, databases and electronic tools are more widespread than ever. Over 1300 European government organisations have already followed CAF training. In some cases first steps can be seen towards training in improvement actions resulting from CAF self-assessment. The background to this development is that the instrument is increasingly used for organisations’ own development, whereas in the initial phase the aim was often a place on a conference podium. Such conferences continue to be important for information purposes but are becoming less significant for providing incentives. Other, smaller-scale initiatives such as user networks are emerging.

The increase in databases and the expectations from the CAF Resource Centre at EIPA also demonstrate the large need for exchange of data. Indeed, considerable progress can still be made in this field. Besides establishing more intensive personal cooperation within the group of CAF correspondents, these initiatives may help in removing the divide between countries that have more than 30 CAF applications and those that have fewer.

The wish of a remarkable number of countries to gain more methodological certainty about the quality of the application of the model also arises from the desire for a reliable exchange of information. This moreover indicates that the need for a “common” assessment framework continues to exist, despite the fact that adapted models for specific sectors are emerging. In the context of the development of the CAF 2002 to the CAF 2006 due attention will have to be paid to this.

Chapter II: Using the CAF in practice

Chapter I of this study showed that the use of CAF is further spreading in the European countries since the end of 2003. Therefore, it is for example not surprising that we received answers on the questionnaire for the CAF users from 4 more countries than in 2003. In chapter II we'll examine if and how the use of CAF itself has changed. In 2003, the authors of the study disposed of a period of 4 years of CAF use to reflect on. During that time, the original and the first adapted version of the model were both implemented. For the current study, the reference period was only one year and a half and the CAF 2002 version was the far most used version.

Chapter II is based on the information gathered from the 131 questionnaires returned to EIPA by individual organisations from 22 different countries.

The questionnaire has been addressed by EIPA to 101 organisations in Europe that used the CAF 2002 since November 2003 and had communicated this to EIPA (i.e. those registered in the CAF database kept at EIPA). Simultaneously, the national CAF correspondents have approached known and potential CAF users in their country. Organisations were offered a special incentive to fill in the questionnaire by the Finnish organisers of the 4 QC in the form of 2 free entrances.

On the 5th of April, 131 organisations had completed the on-line questionnaire through the CAF pages on the EIPA website www.eipa.nl. These organisations have thus provided the information upon which the following analysis is based. We would like to thank them all for their readiness to take the time to participate in this survey.

The table on the next page summarises information on the 22 countries which have participated in the survey (on an individual basis), compared to the 18 countries which participated in the previous survey in 2003. Whilst there is a clear link between the numbers of organisations contacted in each country by EIPA (column 3) and the received answers, with for example less new CAF users registered from Austria, Belgium and Italy, it also appears clearly that many CAF users not yet known to EIPA have participated in this survey thanks to the effort of the national CAF correspondents.

In this chapter we will analyse first the basic characteristics of the administrations that have replied to the questionnaire (section II.1.), then the context within which the CAF was used (section II.2.), the self-assessment process (section II.3.) and the experiences made (section II.4.). A final section will be devoted to good practices and benchmarking (section II.5.).

Table 11: The number of administrations that participated in the survey

	Replies Italy 2003	Replies Lux 2005	Sent EIPA Lux 2005 (1)	EIPA dbase Feb 05
EUROPEAN UNION				
AT - Austria	20	6	7	33
BE - Belgium	45	17	18	93
CY - Cyprus	-	5	0	0
CZ - Czech Republic	2	21	27	29
DK - Denmark	-	10	0	0
DE - Germany	21	6	0	38
EE - Estonia	8	3	1	12
EL - Greece	4	3	0	0
ES - Spain	3	2	0	0
FR - France	1	4	3	4
IE - Ireland	1	1	0	0
IT - Italy	19	6	3	44
LV - Latvia	-	1	0	0
LT - Lithuania	-	-	0	0
LU - Luxembourg	-	-	1	1
HU - Hungary	3	8	14	14
MT - Malta	1	-	0	0
NL - Netherlands	-	-	0	0
PL - Poland	-	3	0	0
PT - Portugal	6	14	2	4
SI - Slovenia	10	3	18	29
SK - Slovakia	9	8	0	8
FI - Finland	1	3	0	2
SE - Sweden	-	3	0	0
UK - United Kingdom	-	-	0	2
CANDIDATE COUNTRIES				
Romania	1	1	0	0
NORWAY	1	3	7	8
TOTAL	156	131	101	321

II.1. Basic characteristics of the administrations

Country of origin

Most of the countries present in the previous survey, are again represented now

- some to a lesser extent (Austria, Belgium, Estonia, Germany, Italy and Slovenia)
- some to a bigger extent (Czech Republic, France, Hungary and Portugal)

Furthermore, we have been able to gather information from several countries that were not yet represented namely Denmark, Cyprus, Latvia, Poland and Sweden.

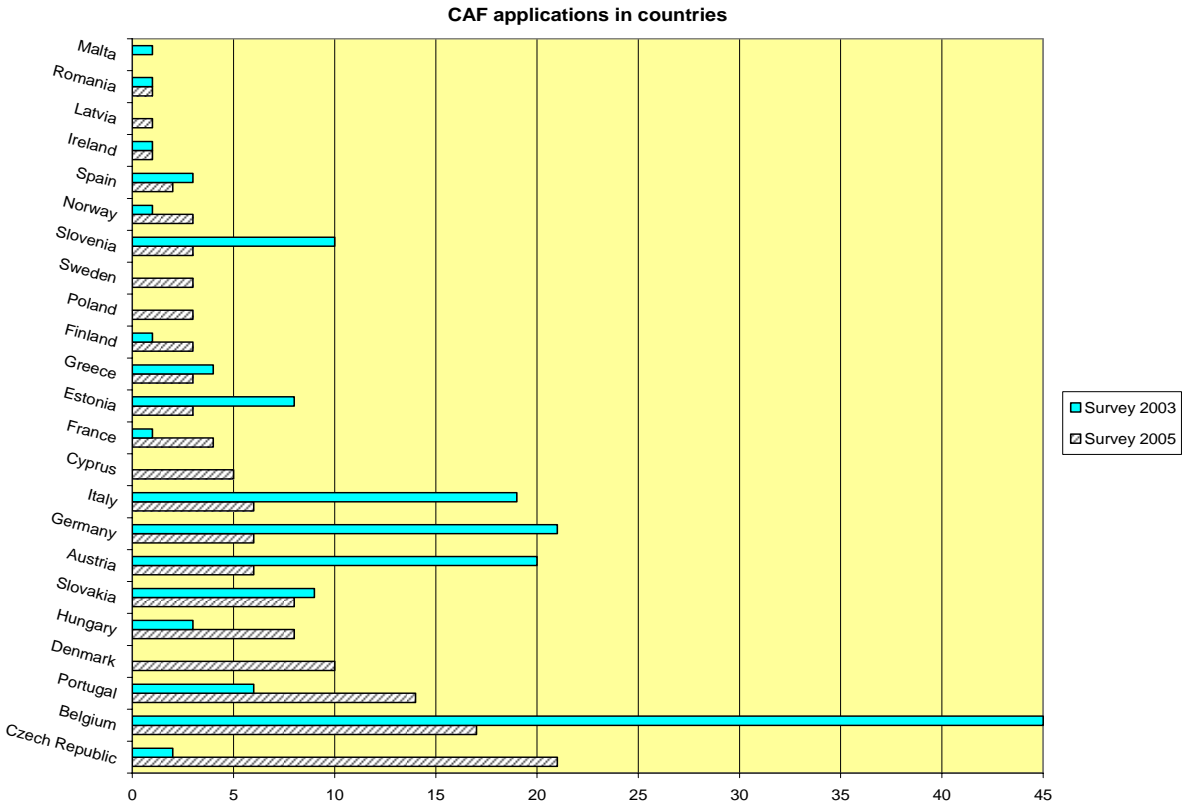
In Cyprus, the process has just started and the 5 organisations concerned could therefore only provide limited input, in particular with regard to the follow-up still to take place.

Italy also just launched a new project in 2004 “Creating Quality” and its effect will only be tangible after the ending of this survey.

As the on-line survey was only available in two languages (English/French), this might explain a more limited participation in Austria and Germany than the previous time, when a German version of the questionnaire was available.

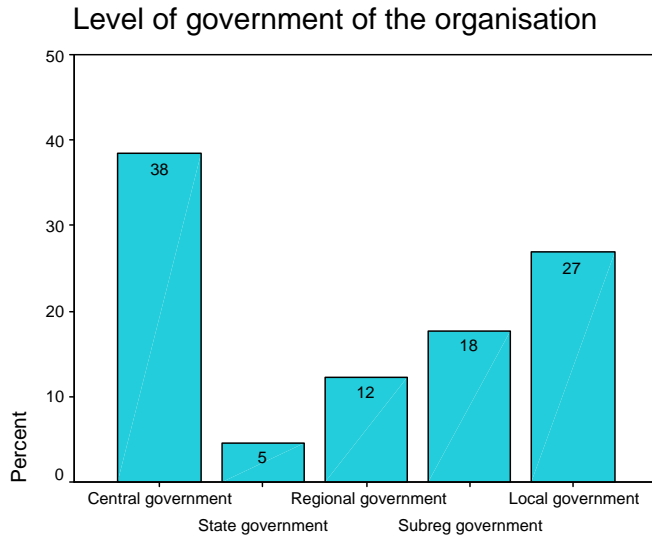
In any case, this feedback from more and new countries, creates a very reliable basis for reflections and conclusions on the use of the CAF model from a broad European perspective.

GRAPH 1



Level of government

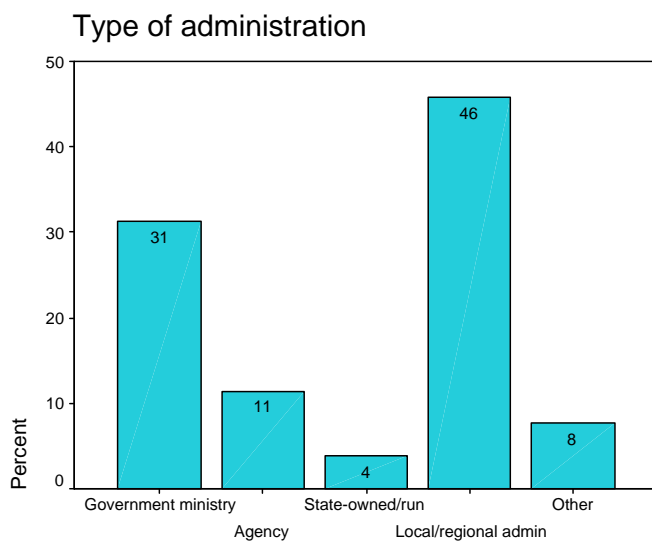
GRAPH 2



The organisations from the central and state governments (43%) are the best represented in this survey at the expense of the local governments. This gives at least an indication that CAF is finding its way also in the central levels of government.

Type of administration

GRAPH 3



Here we also notice a slightly better representation of government ministries. Compared to 2003, 2 more state-owned or state-run enterprises answered the questionnaire.

Sector of activity

Table 12

	N°
Local administration (municipality, province)	44
Education and research	18
Social services & social security	16
Economy, agriculture, fisheries and trade	9
General policy and oversight / coordination	7
Transport, infrastructure, public works, utilities	7
Environment	4
Justice and law	4
Public sector management departments (P&O, budget, ICT etc.)	4
Customs, taxes and finances	3
Health	3
Police and security	3
Culture	2
Home affairs	2
Post and communication	1
Foreign affairs	-
Other	3

130 replies

Three organisations could not be inserted in one of the sectors. Two are from Austria: the “*Heerespersonalamt*” and the Upper Austrian Court of Audit. The third one is the Slovakian Office of public procurement.

Although local administrations certainly run activities that can be situated in one of the other sectors of activity defined above, as a public administration they clearly want to be considered as belonging to one specific sector.

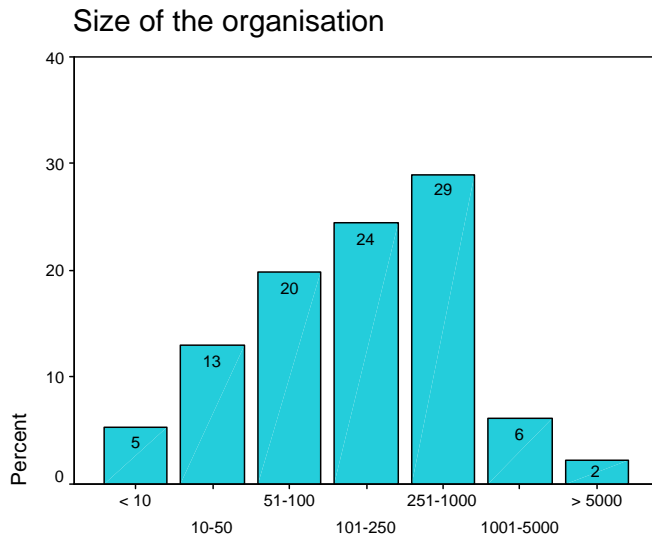
With regard to Portugal, it is important to note that several departments within the Ministry of Social Security participated independently in a CAF project, and provided individual answers to the questionnaire, which explains why the sector of Social services & social security is so well represented here.

In Norway, a specific programme was set up to implement CAF in the Norwegian music and arts schools, organised at municipality level. We find them here in the education sector.

In any case, from the perspective of bench learning activities in the future, it is interesting to see that CAF has been implemented in a wide range of sectors.

Size of the organisation

GRAPH 4



The size of the organisations is comparable with those who took part in the survey of 2003. The model is applied in all size of public organisations but more than 50% have between 101 and 1000 employees. The very small (<10) and the very big organisations (>1000) remain the exception. As 95% is ready to use the CAF again (see table 44), this indicates that the model suits all sizes.

Application in the whole or a part of the organisation

Table 13

2005

2003

N*	%		%
95	73 %	In the whole organisation	72 %
36	27 %	In part of the organisation	28 %

As so many big administrations indicated to have applied the CAF, it should not surprise that 36 did so in only a part of the organisation.

Existence of a special quality unit / team or group in the organisation before the use of the CAF

Table 14

2005		2003	
N°	%		%
40	31 %	Yes	41 %
90	69 %	No	59 %

Experiences with other tools of quality management or improvement before the use of the CAF

Table 15

2005		2003	
N°	%		%
37	29 %	Yes	49 %
91	71 %	No	51 %

The 2 comparisons above show clearly that this time more answers came from organisations with less experience on quality management and with less support from a special quality unit or team. They reflect more or less the target group for which CAF was as a starting up tool was made for.

The use of TQM tools and quality or management instruments at the moment CAF was applied is also more reduced than in 2003. The EFQM excellence model has this time a higher score than quality circles and ISO 9000/2000 but the differences between these 3 are limited. They are the best known tools as they were in 2003.

TQM models and Quality or management instrument(s) in use when the CAF was applied

Table 16

TQM models in use when the CAF was applied	N°
EFQM Model	15
Quality circles	10
Speyer Qualitätswettbewerb	3
QFD (Quality Function Deployment)	1
FMEA (Fehlermöglichkeits- und -Einfluss-Analyse)	2
Other TQM model (national or sector)	9 (*)

(*) The following models were mentioned (under "other"): USK (Sweden); Polish Quality Award; Valutazione Integrata del Cambiamento (VIC); Iso 9001:2000 (2x); Management reports, Plans of Activities.

Table 17

Quality or management instrument(s) in use when the CAF was applied	Current use	Future use
Customer satisfaction surveys	11	44
External and internal audits	11	21
ISO 9000 /2000 standard(s) with certification	10	12
Employee satisfaction surveys	9	54
Project management	8	25
Balanced Scorecard (BSC)	6	30
Leadership development tools (assessment centres,...)	5	20
Complaint Management	5	12
Contract management/ management by objectives	4	15
Suggestion system	4	13
Cost accounting and result accounts	3	15
Deming Approach (PDCA)	3	13
Appraisal by subordinates	3	11
Service Level Agreement (SLA)	3	6
ISO 9000 /2000 standard(s) without certification	3	5
Planning and policy development tools	2	31
Business process re-engineering	2	12
Strategic management of competencies	1	13
Eco-Management and Audit Scheme (EMAS)	1	3
Performance management development systems		17
Investment In People (IIP)		11
Supply chain		2
Kaizen		1
Other	3	6
	97	392

Actually, the use of quality or management instruments was limited before they applied CAF. Most used are customer and employees satisfaction surveys, external and internal audits, ISO 9000 /2000 standard(s) with and without certification, project management and BSC. But the ambition to use more of these tools in the future is very high. It is not clear in which way the use of CAF has influenced this evolution but one could consider the possibility.

II.2. The use of the CAF: the context

A second, updated and improved, version of the CAF was launched in October 2002 under the Danish EU Presidency. This version was used by the majority of organisations participating in this survey (89 %). As only 14 organisations from 10 different countries indicate they have used the original CAF version, we consider that this study applies to the CAF 2002.

Number of use and time span in between

Table 18

How many times have you used the CAF	N°	%
Once	101	80
Twice	17	13
Three times	8	6

Table 19

Time span between the last two uses of CAF	N°
One year	17
Two years	9
Three years (Norway)	1
Four years	-
More than four years (Norway)	1

In 2003, 85% of the organisations had only used the CAF once, in 2005 there is a slight reduction (80%). As the CAF is used for five years now (including the pilot phase), it makes sense that more organisations have been able to apply the CAF a second time. We would however not like to draw conclusions on the numbers. It should indeed be noted here that we have addressed the CAF users/ applications since the end of 2003 to participate in this survey. Most of them are starters who used the model for the first time and their remarks should be considered from this perspective.

Reasons for using the CAF

Much more relevant of course is the question why organisations went for the CAF. On the basis of the closed questions in the previous questionnaire and the answers on the open questions, a number of possible reasons that could be decisive for using the CAF were presented to the organisations. They were both internal and external.

Table 20

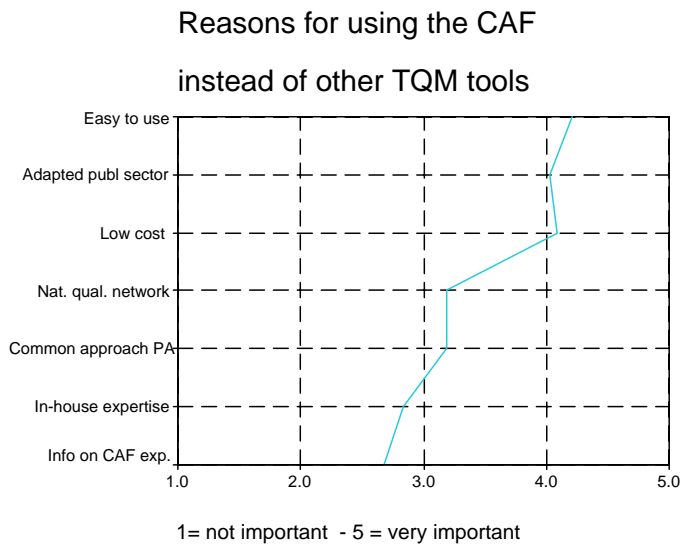
Reasons	Average	Type
The organisation wanted to identify strengths and areas for improvement	4,20	Int
To develop sensitivity to quality issues	3,63	Int
Intention to involve staff in managing the organisation and to motivate them	3,57	Int
As an input into ongoing improvement activities, restructuring etc.	3,54	Int
The organisation used the CAF as a first diagnosis in the start of a strategic planning process	3,53	Int
To promote the exchange of views in the organisation	3,51	Int
Because the top management wanted it	3,43	Int
To prove that the organisation is willing to change	3,17	Int
To promote cultural change in the organisation	3,14	Int
To embed a new system of performance management/measurement	3,09	Int

Need for a quick “health check” of the administration	3,07	Int
Increased sensitivity of staff to quality	3,07	Int
Because the CAF was communicated in a convincing way	3,05	Ext
We were looking for a tool to launch benchmarking	3,03	Int
To face a growing need for accountability and strengthen the legitimacy towards all the stakeholders	2,90	Ext
As a reaction to a general review of the organisation (external or internal)	2,87	
Because the CAF is promoted across Europe	2,86	Int
Explicit demand from those politically responsible for the organisation to start an improvement action	2,85	Ext
The CAF as part of the normal operating context of the organisation (no particular organisational or other changes)	2,81	Int
Marketing and public relations reasons (to show modernisation efforts)	2,76	Ext
Participation in a national quality contest or conference for which the CAF application was a condition	2,50	Ext
A national or regional action plan for improvement of the public sector organisations was launched on the basis of CAF	2,48	Ext
Explicit citizen or customer demands for improvement	2,14	Ext
Sudden events showed the necessity to do something	1,90	Ext
Because other administrations close to us also used it	1,89	Ext
Budgetary reasons	1,80	Ext
Cuts in the number of staff	1,50	Ext

The 12 reasons considered to be the most important are all internal reasons. They have the upper hand with a clear accent on the wish to identify strengths and areas for improvement, which is exactly the purpose of a self-assessment tool. Organisations want to use CAF in the first place for themselves, the ownership is very high. This explains, together with the intrinsic quality of the tool, why they all want to use it again (table 44). On the other hand, external reasons can also be valuable in case the application of CAF responds to a demand from the stakeholders. The benefits from involving stakeholders apparently still have to be discovered.

Reasons for choosing the CAF instead of other TOM tools

GRAPH 5



As could be expected, the great advantage of the CAF as an easy-to use model at low cost, is also referred to as the main reason to opt for CAF in the first place. Organisations have also appreciated the adaptation of the model to the public sector as can be read in the scheme above.

Decision to use the CAF

Table 21

The final decision to use the CAF was taken by:	N°
The administrative top management	51
The political level at the suggestion of the administrative top management	30
The political level	23
The top management at the suggestion of a quality or improvement team	19
The top management at the suggestion of staff members or their representatives	15
The idea came up and was decided in a staff meeting	14
The quality or improvement team	5

As was stated in part I of this study, the political support for TQM models and CAF is growing but most of the time expressed by recommendations on the national level. The administrative top management seems to have understood these signals and plays it role. With a high degree of probability, the direct impact of the politicians can be located at the local level were political and administrative leadership is much more related.

II.3. The self-assessment process (the implementation of the CAF)

The responsibility for the SA process

Table 22

Who was responsible for the SA process	N°
A specific project team	85
The quality coordinator/service	25
An internal consultant	11
An external consultant	11
Others	9

The responsibility for the self assessment process lays in 70% of the answers in a specific project team. This responds to one of the underlying principles of excellence models: the empowerment of people. In 36 applications, the responsibility was given to civil servants or a unit of civil servants belonging to the organisation and specialised in quality management. Here the ownership is already less strong and she is the weakest when external consultants received the responsibility over the self assessment process. This doesn't mean that consultants can't play an important role in the self assessment process but it is preferable that the ownership remains in the hand of people of the organisation itself.

Communication before the exercise

Table 23

To whom did you communicate that the exercise would take place	N°
The whole staff	60
An existing improvement team (group, department, unit)	30
All the stakeholders (management, staff, political authority, customers/citizens)	27
Management only	19
The political authority	16
Customers / citizens / users	2
Others	2

Communication is one of the critical success factors of a self assessment and the improvements actions that should follow. Communication actions have to provide the appropriate information with the appropriate media to the appropriate target group at the appropriate moment: before, during and after the self assessment. Even if we consider that several options in table 23 include information to staff, still remains the fact that not all the organisations informed the whole staff. The possibility to create a platform for improvement actions runs the risk to be lost this way.

External stakeholders and especially the citizens/customers are nearly never involved. Without jumping to conclusions, we could say that without stronger external communication, the opportunity to strengthen the legitimacy of public services by showing that they are working on better performance will be missed.

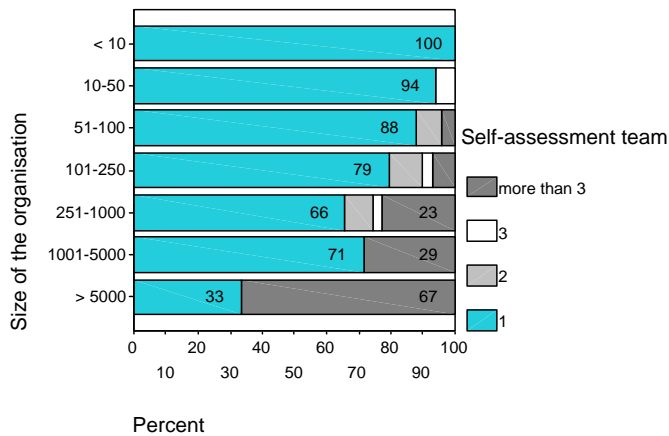
Number of self-assessment teams

Table 24

How many self-assessment teams were created	N°
1	96
2	8
3	3
> 3	15

GRAPH 6

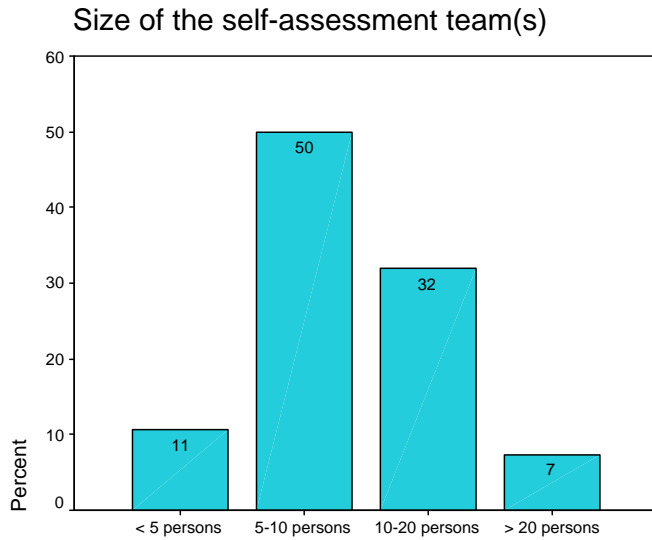
Size of organisation and self-assessment teams created



Far most of the organisations created 1 self-assessment group (SAG). In big or decentralised organisations, different self assessment teams can be necessary to capture a representative opinion of all parts of the organisation. Of course, the correct integration of the results of the different SAG in one overview is an additional challenge and should reflect the differences of opinion.

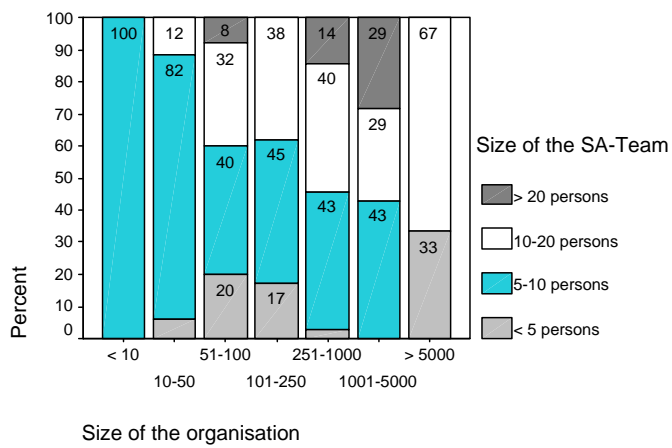
The size of the self-assessment team(s)

GRAPH 7



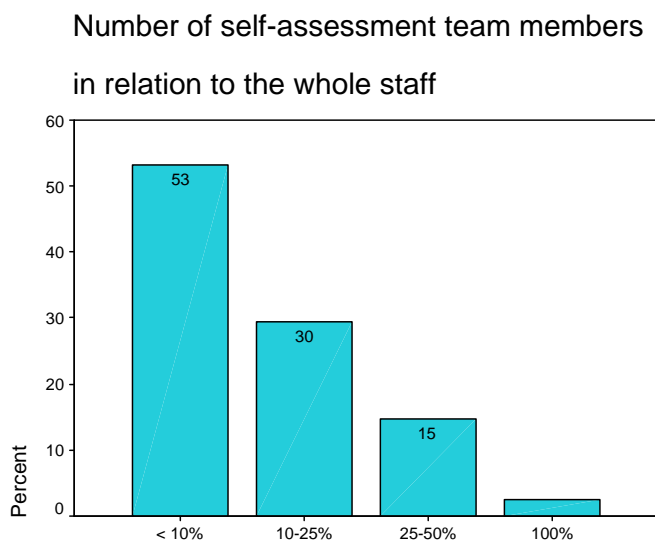
GRAPH 8

Size of the organisation and
size of the self-assessment teams



The number of self-assessment team members in relation to the whole staff of the organisation (in %).

GRAPH 9



As was the case in 2003, nearly half of the SAG was composed of 5 to 10 persons and nearly a third by 10 to 20 persons. In 5 years of CAF, the SA groups seem to have found their most effective form: 5 to 20 persons. In the majority of the organisations, the SAG represented less than 10% of the staff. It is not the number nor the proportion of staff members participating but rather the skills of the team and their knowledge of the organisation that affects the impact of the self assessment on the whole of the organisation. Of course, members of the SAG learn a lot about their organisation and the mutual exchange of experiences and opinions between people coming from different parts of the organisation is a powerful stimulant for a more intensive internal communication policy. It will be even more the quality of this internal as well as external communication policy on the self assessment report and the total quality management context in which it is set up, that will determinate the final outcome.

Composition of the self-assessment group: type of staff that took part in the self-assessment (SA) group

Table 25

Which type of staff took part in the SA group	N°
Middle management	104
Experts (A-level staff members)	90
Top management	82
Technical assistants (B-level staff members)	74
Supporting staff (secretaries, office clerks....)	70

The selection of the members of the SA team

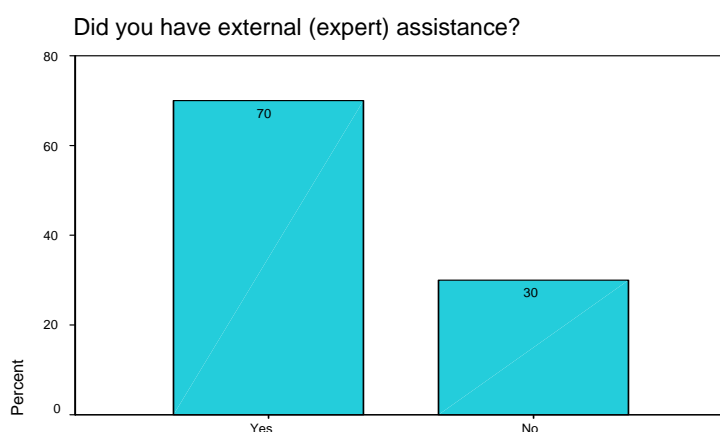
Table 26

Selection of the members of the SA team	N°
The management composed the SA group	83
Volunteers were asked	29
The Quality Unit designated the members	16
Others	8

In the guidelines, a number of criteria were suggested for selecting the members of the SAG. The SAG should be as representative of the organisation as possible, include members from different sectors/levels and provide the most accurate information. The members should dispose of the appropriate personal skills (e.g. analytical and communicative). In the reality of these 131 organisations, the middle management and the A-level experts are the best represented in the SAG. The top management is also well involved in contrast with the B-level staff members and the supporting staff. The latter who do not usually speak up should have a chance to have a say in the evaluation. Very often they have a more realistic view on the daily live of an organisation. As we also notice that the management took its responsibility in the composition of the SAG, this rather high level nature of the SAG indicates that for these organisations with only a limited experience in TQM (see table 15), the first self assessment is quite challenging, even if they are supported by good training and external support. The concern for success should nevertheless not lead to exclusion of B-level staff members and supporting staff from the SAG.

External (expert) assistance

GRAPH 10



External assistance by different actors and at different moments

Table 27

External assistance	In preparing the self-assessment (explanation of the CAF and its purpose, methodological support etc.)	During the self-assessment	In identifying strengths and areas for improvement
Actors			
National agency responsible for disseminating CAF	26	19	17
External private consultant	22	21	20
National CAF correspondent	16	11	9
Other organisation with CAF experience	13	7	6
State consultancy office	7	5	2
Internal consultant	6	6	7
Quality office	6	6	8
Training centre	7	4	2
National efficiency units	2	3	1
EIPA	1	1	1

Almost two third of the organisations received external assistance, in particular during the preparation of the self assessment. More than in the start up period for CAF, the assistance was given by public services but private consultants stay on the scene. Part I of the study demonstrates a whole rang of activities that were undertaken at the central level to guide and coach CAF applications. The role of the national agencies and the CAF correspondents decrease during and after the self assessment. The internal and external consultants and the quality offices however are contacted for the entire operation. Nevertheless, graph 13 indicates that the presence of external assistance does not prevent organisations from meeting the same amount of obstacles as those who didn't receive this kind of assistance.

The nature of the preparation

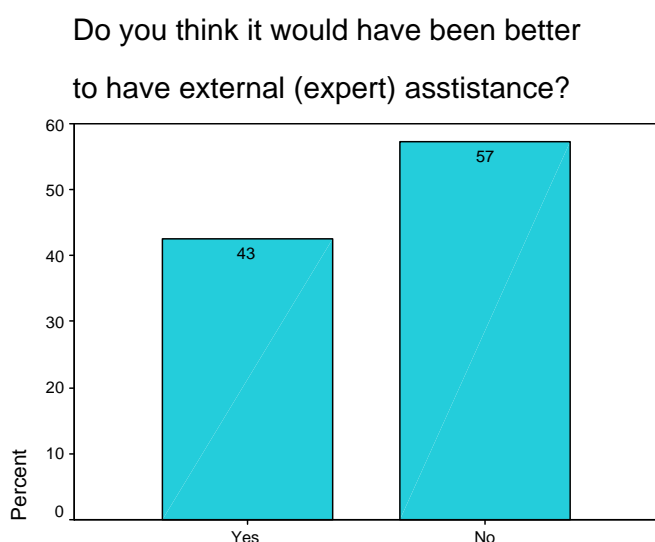
Table 28

Preparation received	What you actually received	What you consider useful or what kind of preparation you would wish to have
A simple explanation of the CAF	59	17
Training	61	58
Documentation	59	35
E-learning (e.g. Speyer)	3	13
Cases	17	39
International exchange of experience	5	38

As in the first survey, organisations prefer to dispose of more cases and methods that allow them to learn and make progress on their own. A simple explanation and pure documentation is clearly not enough and thus without much effect. An interactive preparation seems to be most wanted.

Need for external (expert) assistance

GRAPH 11



Preferred external assistance and preferred assistants

Table 29

External assistance	In preparing the self-assessment (explanation of the CAF and its purpose, methodological support etc.)	During the self-assessment	In identifying strengths and areas for improvement
Actors			
National CAF correspondent	12	12	12
National agency responsible for disseminating the CAF	11	11	9
State consultancy office	5	5	3
National efficiency units	3	2	3
Internal consultant	1	2	3
Quality office	7	6	8
Training centre	7	2	3
EIPA	9	4	6
External private consultant	3	2	2
Other organisation with CAF experience	8	11	11

Among those who didn't receive any external assistance, 43 % thought this would have been useful. They are not so keen on external private consultants and prefer help from public organisations before, during and at the end of the self assessment.

Only a minor part of all participating organisations reject external assistance overall.

The nature of the desired preparation

Table 30

What kind of preparation would you have liked to receive	N°
Simple explanation of the CAF	8
Training	21
Documentation	18
E-learning (e.g. Speyer)	7
Cases	22
International exchange of experience	20

The preferences of this group match with the preferences of those who effectively received assistance. Cases, training and international exchange of experiences are appreciated as the best preparation for a self-assessment with CAF.

Duration of the self-assessment exercise

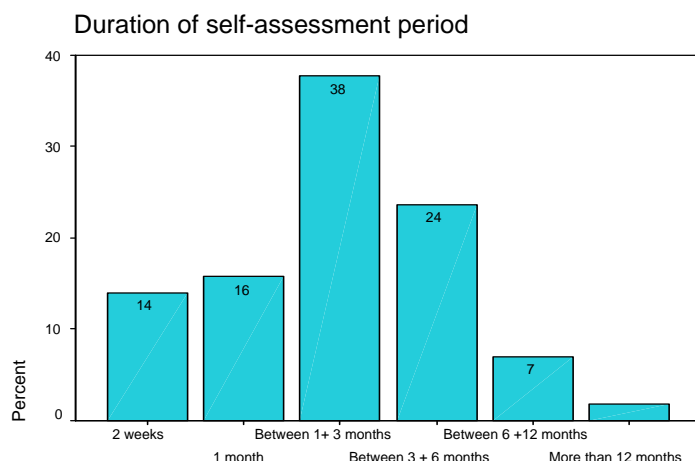
Table 31

Time needed for the self-assessment exercise	In reality	Preference
2-3 days	58	40
4-5 days (a full working week)	25	41
Between 6 and 10 working days (2 working weeks)	19	17
More than two weeks (10 days)	17	15

Comparing the reality and the preference, 2 to 3 days seems to be rather short to do a decent self assessment whilst 2 working weeks or more is too long. The ideal time schedule for a CAF self assessment does not exist because too many variables are at stake such as the objectives of the management, the time and resources invested, the availability of data etc. But to the majority of organisations a duration of 2 to 5 days looks appropriate.

Duration of the self-assessment period

GRAPH 12



The very far majority ended the CAF application in 3 months, including the preparation, the self assessment itself, the drawing of conclusions and the formulation of an action plan. Three months seems to be an ideal lapse of time to stay focused. Taking more time raises the risk of a weakening engagement of all parties involved. Furthermore, the situation might have changed in between the start en the end of the self assessment. In that case, the diagnosis isn't accurate anymore.

Reaching consensus in the group

Table 32

Reaching consensus in the group	N°
Intense group discussions until we reached agreement	90
We took the statistical means of the scores	49
Arbitration by the chairperson of the SA group	13
Other	4

Table 33

In reaching consensus within the group, we focused	N°
On the evidences/indicators used by different group members to support their assessment	72
On the background to different views/assessments	47
On the scores attributed by different group members	32
Other	1

One SAG reached consensus without any problem at all. Another eliminated the lowest and highest score. And a third organisation nearly did not use the scoring tables and did not reach a consensus. But overall, the practice of coming to conclusions was the same as observed in 2003: the majority reached consensus after discussions. The discussion itself is very often seen as the real added value of a self assessment. Evidences and the background to different views became more important this time than the scores.

Taking the statistical means of the scores doesn't necessary mean that there was no discussion or an exchange of ideas. But the risk is higher that the overall result is nothing but the sum of the individual scores and opinions. When a consensus is reached, the end result is more then the pure sum of the individual opinions. It reflects the common vision of a representative group and in this way it corrects and goes beyond the subjective individual opinions.

Obstacles in the course of the self-assessment with the CAF

Table 34

Yes	86
No	29

The main obstacles

A list of typical obstacles encountered was provided, relating to the following kind of difficulties:

- A. Difficulties linked to the CAF itself
- B. Difficulties linked to the maturity level of the organisation
- C. Difficulties linked to lack of support and time
- D. Difficulties linked to the lack of information

The organisations were invited to indicate/appreciate their importance in their organisation on a scale from 1, not important, to 5, very important.

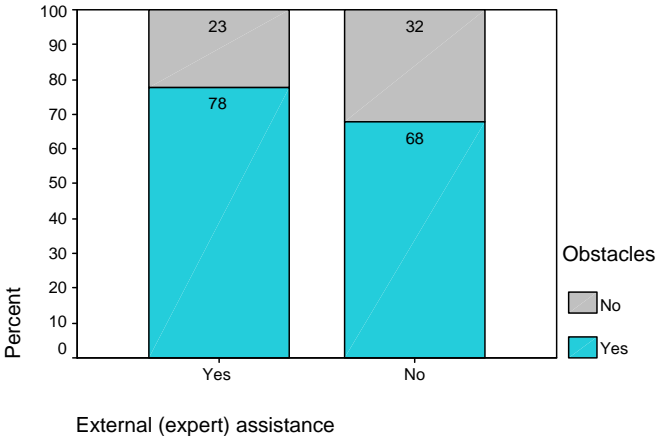
Table 35

Obstacles	type	average
Not enough measurement in the organisation	D	3,36
Additional work due to CAF implementation alongside business as usual	C	3,08
Participants did not have overall view of the organisation	D	3,06
Understanding the concept of the criteria	A	2,95
Insufficient experience in sharing views and information in the organisation	B	2,87
Understanding the scoring system	A	2,81
Lacking training	C	2,70
Difficulty in getting sufficient data/information from other colleagues outside the SA group	D	2,43
Our organisation was, on the whole, not prepared for self-assessment	B	2,37
Problems with identifying strengths and areas for improvement	D	2,36
Understanding the language	A	2,34
Uncertainty about the purpose and outcome of the self-assessment	D	2,30
Lack of faith in the relevance of the whole exercise	B	2,21
Lacking expert support	C	2,21
Lacking management support	C	2,06
Problems with being honest and outspoken	B	1,97
Self-assessment was imposed and not "owned" by the group members	B	1,93
Lacking involvement of the members of the SA group	C	1,73
A lack of trust in the self-assessment group	B	1,65
Lacking leading support in the SA group (CAF project leader)	C	1,52

Many organizations encountered obstacles during their CAF application. The opposite would have surprised us. The lack of measurement is obvious the major problem in many public organisations, very often resulting in the installation of measurement systems as the first improvement action. The 3 most important obstacles are linked at the organisational context rather than at the model itself. But difficulties with the good understanding of the criteria and the scoring system confirm the lack of training or a possible need to adapt the model and guidelines. The self assessment process created often only minor obstacles. In any case, as can be noted from graph 13, external assistance could not prevent the obstacles. They had to be assumed by the self assessment groups themselves and have an impact on the changes planned for future assessments (see table 48).

GRAPH 13

External (expert) assistance and obstacles during self-assessment



The main benefits obtained from self-assessment

Self-assessment may have a number of possible benefits. Again a list of typical benefits was provided and in order of importance the following ones were identified:

Table 36

Main benefits	Average
Identification of the need to share information and improve communication	4,12
A clear identification of strengths and areas for improvement	3,97
We were able to identify a number of important actions to be undertaken	3,92
People developed a better understanding of the organisational issues/problems	3,89
Self-assessment gave rise to new ideas and a new way of thinking	3,67
The ability to contribute and to share views was felt positively	3,65
We realised how previous improvement activities could be taken forward	3,28
People started to become aware and interested in quality issues	3,22
We developed an understanding of how different initiatives in place fit together	3,21
People started to develop a stronger interest in the organisation	3,15
We did not see any benefits at all	1,25

The most appreciated benefits fit perfectly with the most important reasons for using the CAF as registered in table 20. Other than in the survey of 2003, the relationship between the reasons given for undertaking the CAF and the results achieved is obvious. One could say that the organisations have found what they were looking for. Probably they were better informed this time and knew better what they could expect.

A methodological validation of the CAF application

Table 37

Methodological validation of the CAF application	N°
No validation	33
By an external evaluator/assessor	38
By the national ministry/ agency responsible for disseminating the CAF	32
By the national CAF correspondent	16
Other	9

Organisations want to know if they did it well. As for most of them it was the first time that they did a self assessment, somebody or some organisation had to give comments on their performance. This should be seen more as an aspect of the continuous improvement circle than an inspection or an external control in the light of an award. In part I, the opinion of the national correspondents on this issue is ambiguous and needs to be discussed more in depth in the future.

II.4. The follow-up

Using the CAF should lead to a structured improvement process addressing the areas for improvement identified through self-assessment. However, ensuring an adequate and structured follow-up is not always easy. This chapter deals with the follow-up process in the organisation.

Communication of the results and/or conclusions of the self-assessment

Table 38

The results and/or conclusions of the self-assessment were communicated to	N°	Table 23
The whole staff	57	60
The CAF Self Assessment Group	44	
All the stakeholders (management, staff, political authority, customers/citizens)	27	27
Management only	33	19
The political authority	24	16
The CAF Resource Centre at EIPA, Maastricht	16	
An existing improvement team (group, department, unit)	7	30
Customers / citizens / users	2	2
Others	4	2

The remarks we made on the communication before the CAF exercise (see table 23) can be repeated concerning the communication on the results.

It is understandable that the management and the political authority are better informed about the results than about the launching of the exercise. They are most interested by the results. But it is surprising that only 44 of the organisations informed the SAG of these results. Even when we take into account some misunderstanding of the question and the possible combination of answers, the lack of feedback to the most involved actors is striking. It demonstrates that there is still much room for the improvement concerning open communication and transparency in our public administrations. The members of the self assessment teams have invested a lot of their energy in the exercise, very often besides their usual daily work. Very often they start their work in the SAG with some suspicion about the usefulness of the task, the engagement of the management, the dangers of being open and honest etc. After a while, when they see that things are taken seriously, motivation and even some enthusiasm raise and at the end they take the full ownership of the results. They have the potentiality to become the most motivated candidates for improvement teams and should be treated in accordance with this role. If not, the frustration will be high and the opportunity to improve the organisation will be lost for many years.

Sustainable improvement activities in the organisation as the result of the CAF

Table 39

2005

2003

<i>N</i> *	%		%
105	87 %	Yes	62 %
16	13 %	No	26 %

Table 40

Did the use of the CAF result in sustainable improvement activities in the organisation?

Count		Did the use of the CAF result in sustainable improvement activities in the organisation?		Total
		Yes	No	
Please indicate your country	Austria	4	2	6
	Belgium	14	2	16
	Cyprus	1		1
	Czech Republic	18	2	20
	Germany	5		5
	Denmark	8	1	9
	Spain	2		2
	Estonia	2	1	3
	France	4		4
	Finland	3		3
	Greece	2	1	3
	Hungary	7		7
	Italy	4	2	6
	Ireland	1		1
	Latvia		1	1
	Norway	2		2
	Portugal	13	1	14
	Poland	3		3
	Romania		1	1
Sweden	2	1	3	
Slovenia	3		3	
Slovakia	6	1	7	
Total		104	16	120

This is a remarkable increase compared to 2003. Noticing that nearly 9 organisations on 10 that applied CAF started up improvement actions does not prove that CAF guarantees the improvement of the organisation but it clearly indicates that it is at least a powerful incentive to start up improvement actions. Probably, a combination of reasons is at the basis of this evolution: improved tool, more training, etc.

The nature of the improvement activity

Table 41

Improvement activity	N°
Input into the strategic planning process of the organisation	51
A full action plan (directly linked to the results of the CAF SA)	38
Implementation of surveys for the staff	32
Improvement of the process	30
Improvement of the quality of the leadership	26
Improvement of knowledge management	25
Implementation of surveys for the customers/citizens (needs and satisfaction)	22
Some individual improvement activities (but no full action plan)	19
Implementation of result measurement (targets)	18
Input into running improvement programme(s)	18
A consolidated report handed to the management (leaving the implementation to the latter)	16
Implementation of HRM tools (please specify)	14
Improvement of technology	14
Better management of buildings and assets	6
Implementation of new financial management tools	6
Other	1

The fact that the results of a self assessment are integrated into the strategic planning process of the organisation and/or that full action plans are developed shows that self assessment is better integrated in the overall management of the organisation than before. Comparing these improvement activities with the quality or management instruments the organisations plan to use in the future as shown in table 17, gives us an idea by which tools these planned improvement actions could be executed in the future.

Table 42

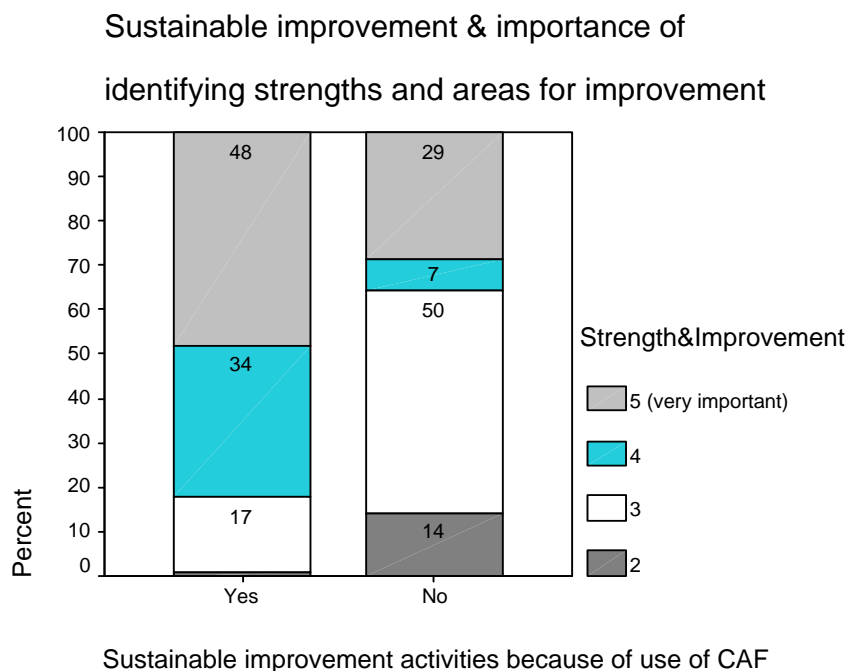
Improvement activity	N°	Quality or management instruments planned	N°		
Input into the strategic planning process of the organisation	51	Planning and policy development tools	31		
		Balanced Scorecard	30		
		External and internal audits	21		
		Contract management/management by objectives	15		
		Deming approach	13		
Implementation of surveys for the staff	32	Employee satisfaction surveys	54		
		Improvement of the process	30	Business process re-engineering	12
				ISO 9000/2000 standards with certification	12
				ISO 9000/2000 standards without certification	5
		Project management	25		

Improvement of the quality of the leadership	26	Leadership development tools	20
Implementation of surveys for the customers/citizens (needs and satisfaction)	22	Customer satisfaction surveys	44
		Complaint Management	12
		Suggestion system	13
Implementation of result measurement (targets)	18	Performance Management development systems	17
		Cost accounting and results account	15
Implementation of HRM tools (please specify)	14	Strategic management of competences	13
		Investment in People	11
		Appraisal by subordinates	11

The link between sustainable improvement activities and the wish to identify strengths and areas for improvement.

There appears to be a very clear link between the importance for an organisation to identify strengths and areas for improvement and the subsequent action of organising improvement activities. In the left column 82 % of those who have undertaken improvement activities had indicated that the identification of strengths and areas for improvement was of great importance (options 4-5). For those who did not undertake improvement actions, only 36 % had indicated they applied the CAF with the purpose of finding out about their strong and weak points.

GRAPH 14



Reasons for not undertaking improvement activities

The 13 % of the organisations that did not undertake any improvement activity as the result of a self assessment with CAF were offered a list of typical reasons. They are listed below in order of importance. Lack of time and other priorities are still high on the list as was the case in 2003. This proves once more how important the involvement of the top management is in setting up a self assessment with CAF as the start of a TQM approach in an organisation. Without their support it maybe is even better not to launch a CAF in order to avoid wasting people’s energy and expectations.

The reasons for not undertaking any improvement activities liked to the model itself are considered as less important as well as the fact that a self-assessment with CAF was only conducted in view of participating in an award contest (one of the main reasons in 2003).

Table 43

Reasons	average
Lack of time	3,00
Other priorities	2,71
No real willingness to change	2,41
Lack of financial resources	2,38
Lack of support for giving follow-up	2,32
The results of the self-assessment were not seen as concrete enough	2,24
The results of self-assessment were not accepted as an adequate picture of the organisation	2,00
Key players had not been involved in the self-assessment	1,94
Self-assessment was never meant to lead to improvements (it was just a “health check” of the administration)	1,94
We did not succeed in identifying relevant areas for improvement	1,81
The results of self-assessment were not accepted by key persons	1,81
Other	1,70
The reason for conducting self-assessment was only to take part in an award contest	1,44

The intention to use the CAF again

Table 44

2005		2003	
N•	%		%
118	95 %	Yes	82 %
6	5 %	No	12 %

Table 45**Do you intend to use the CAF again?**

Count		Do you intend to use the CAF again?		Total
		Yes	No	
Please indicate your country	Austria	5	1	6
	Belgium	14	2	16
	Cyprus	1	1	2
	Czech Republic	21		21
	Germany	5		5
	Denmark	9		9
	Spain	2		2
	Estonia	3		3
	France	4		4
	Finland	3		3
	Greece	3		3
	Hungary	6	1	7
	Italy	5	1	6
	Ireland	1		1
	Latvia	1		1
	Norway	2		2
	Portugal	14		14
	Poland	3		3
	Romania	1		1
	Sweden	3		3
	Slovenia	3		3
	Slovakia	8		8
Total	117	6	123	

The fact that 95 % intends to use the CAF again is the best confirmation of the value of this tool. As the test of the pudding is by the eating, 117 of 123 organisations must have had very satisfying experience with the CAF. We notice also a remarkable increase of this satisfaction compared to 2003 where “only” 82 % were ready to use it again. It is also interesting to see that this readiness is well spread over all the 22 European countries that were represented, even those with only 1 application.

The intention not to use CAF any more**Table 46**

We used CAF as a first-level tool and want to move towards EFQM	4
We consider CAF to be too difficult	-
Other	4

Four organisations will immediately pass over to EFQM. The others seem to need more experiences with CAF before doing so.

Time table to use the CAF again

Table 47

	N°	%	% in 2003
Every two years	52	44	38
Annually	39	33	37
Every three years	12	10	11
No preference	8	7	8
At a later date	5	4	5
Every four years	1	1	

In a certain way, the 117 organisations above consent that in order to be effective, the CAF has to be applied several times as shown in table 45. There is a slight change in preference towards the use of CAF every 2 years. The investments in the exercise and the time needed to generate results in the improvement actions motivate this rhythm.

Planned changes in the conduct of the self-assessment

Table 48

Answer	average
More data collection (facts on results etc.) to support the assessment	3,37
Stronger involvement of the employees	3,23
More time for discussions within the self-assessment team	3,13
More (or better) preparation and explanation	3,08
Stronger management involvement	3,07
A stronger involvement of key persons	3,07
Make sure that other priorities and activities will not be in the way	3,03
Better clarification of why self-assessment is undertaken	2,82
More time for convincing people/colleagues of the purpose	2,70
More careful selection of the right moment for self-assessment	2,55
Different composition of the self-assessment team	2,53
More (or better) external assistance	2,27
Change of method in reaching consensus in the group	2,01
Involvement of trade union / employees' representatives	1,83
Other	1,58

There is a clear link with the obstacles encountered. The fact that a lack of measurement was causing problems for several organisations clearly relates to the intention to improve data collection to support the next self-assessment.

Nearly all the other changes in conduct are related to the internal communication towards the whole of the employees, the management, the people involved in the exercise, key persons in

the organisation. The organisations want to prepare the self assessment better by explaining more the objectives, by selecting more carefully the self assessment team, by looking more carefully for the right time and by foreseeing enough time for discussion. They discovered by themselves the remarks we made in this study on several occasions concerning the power of communication related to self assessment and change. In the revision of the model, more attention should be paid in the guidelines concerning this aspect.

II.5. Good practices and benchmarking/ benchlearning

The CAF is also intended to encourage and to serve as a starting point for benchmarking/ bench learning projects, at the domestic or European level. The purpose of the survey was therefore also to gather information on good practices in the organisations and to determine their interest in bench learning/benchmarking.

Good practices present in or of interest for the organisations

During the self-assessment 67 % of the organisations had discovered strengths that they could describe as good practices. As we didn't reach an agreement at the European level on the definition of a good practice, we left the appreciation over to the organisations themselves. Of course what is a good practice for one organisation isn't necessary a good practise for another but presenting oneself as an example on a certain aspect of good management could be a first step in a bench learning approach. Therefore we asked whether they were prepared to include their good practice(s) in the CAF database of the CAF Resource Centre at EIPA to facilitate bench learning and 68% answered positively.

The good practices discovered related to all sub criteria of CAF. Also when looking for good practices of other organisations, all sub criteria were of interest. Table 49 gives a good overview of the offers and the demands on good practices among the 131 participants at this survey. If we compare the good practices they are looking for and the quality or management instruments they plan to install as described in table 42, there is a great similarity. So it would be interesting for them, before starting up the process of introducing new tools, to first have a look at the tools others indicated to have been beneficial to them. It probably could save a lot of efforts and money.

Table 49

Subcriteria	GP present in the organisation	GP of interest for the organisation
1.1. Give a direction to the organisation: develop and communicate vision, mission and values	16	30
1.2. Develop and implement a system for managing the organisation	21	28
1.3. Motivate and support the people in the organisation and act as a role model	20	35
1.4. Manage the relations with politicians and other stakeholders	15	13
2.1. Gather information relating to present and future needs of stakeholders	9	14
2.2. Develop, review and update strategy and planning	18	22
2.3. Implement strategy and planning in the whole organisation	17	30
3.1. Plan, manage and improve human resources with regard to strategy and planning	18	30
3.2. Identify, develop and use competencies of the employees aligning individual, team and organisational targets and goals	11	27
3.3. Involve employees by developing dialogue and empowerment	21	20
4.1. Develop and implement key partnership relations	12	17
4.2. Develop and implement partnerships with the citizens/customers	12	18
4.3. Manage knowledge	6	22
4.4. Manage finances	14	13
4.5. Manage technology	17	13
4.6. Manage buildings and assets	11	8
5.1. Identify, design, manage and improve processes	18	28
5.2. Develop and deliver services and products by involving the citizens/customers	10	13
5.3. Plan and manage modernisation and innovation	20	21
6.1. Results of customer/citizen satisfaction measurements	13	21
6.2. Indicators of customer/citizen-oriented measurements	10	21
7.1. Results of people satisfaction and motivation measurements	8	23
7.2. Indicators of people results	11	19
8.1. Results of societal performance	6	14
8.2. Results of environmental performance	4	11
9.1. Goal achievement	10	23
9.2. Financial performance	7	12

Participation in benchmarking/ learning

Table 50

2005 **2003**

N°	%		%
36	31 %	Yes	35 %
80	69 %	No	65 %

Compared to 2003, there was a bit less experience with benchmarking/ bench learning this time.

Benchmarking projects were registered in the following countries:

- Czech Republic (6x),
- Austria (5x),
- Germany and Slovakia (4x),
- Belgium, Finland, Poland and Portugal (3x)
- Denmark (2x)
- France, Norway and Sweden (1x)

Some of this experience must be found in the bench learning project on the basis of CAF that recently was launched between Austria, the Czech Republic, Slovakia and Hungary.

Interest in taking part in a benchmarking project with other organisations that have used the CAF and would like to learn from others

Table 51

Interested in taking part in a benchmarking project	2005	2003
At the national level	36	27
At the European level	9	23
Both	66	91
Not interested	8	14

We note the same preference as in 2003 for both the national and the European level, but there are clearly more organisations interested in projects at the national level, whilst in 2003 both the national and European level were well represented.

Readiness to respond

Table 52

2005 **2003**

N°	%		%
109	94 %	Yes	95%
7	6 %	No	5 %

It is encouraging to notice that 94 % would be willing to consider the idea (although there may be obstacles) if they were contacted by another organisation interested in carrying out a benchmarking project on the basis of a concrete proposal.

II.6. Evaluation

Basic characteristics of the organisations

According to this reliable sample of organisations from 22 countries having used the CAF, the CAF is finding its way in the central levels of government in different sectors of activity besides its important use in local administration. Of course, the model has to be adjusted to the proper context of each organisation. The model suits all sizes and helps organisations with little experience on quality management to find their way into Total Quality and Public management.

The use of the CAF: the context

Most of these respondents were starters and used the CAF mainly for internal reasons. Of course the existence of more elaborated national programmes to support the use of CAF as described in chapter I must have stimulated them but this survey shows an important shift from external towards internal reasons. They appreciated the major adaptations to the first version namely the simplification and adaptation to the public sector. The top management discovers more and more the benefits of self assessment for the development of their organisation.

The self assessment process

Ownership by the employees themselves of the self assessment is crucial for the success of the subsequent improvement actions. The survey indicates that more emphasis on the importance of communication should be put into the guidelines of CAF, including communication towards external stakeholders.

The number and the size of the self assessment groups reflect the ambition to assess the entire organisation properly. The ideal size of the SAG itself lies between 5 and 20 persons. Attention should be paid to the representation of the lower levels of the hierarchy in the SAG.

Even though the CAF is considered to be an easy to use tool, external assistance is needed in the different stages of the exercise, especially in the preparation. Because of their knowledge of the public sector, public organisations have the preference but private consultants are also active in this field. Cases, training and international exchange of experiences are seen as the best preparation. More elaborated guidelines which make the process of self evaluation clear and concrete certainly would help too.

The ideal timetable for a CAF exercise is 2 to 5 days within 3 months at the most. Two to 5 days seem to be necessary to reach consensus after discussions, what the majority of the organisations did. Clarifying evidences and expressing the background to different views on strengths and weaknesses became more important than the scores.

Obstacles were important but not insurmountable. The most important obstacles are linked at the organisational context rather than at the model itself. The good understanding of the criteria and the scoring system should be assured in the adapted version of the model.

The most appreciated benefits match perfectly with the most important reasons for using the CAF: the identification of the need to share information and improve communication, of the strengths and areas for improvement and of a number of important actions to be undertaken. To be sure that the work is well done, the users appreciate a confirmation of the validity of their self assessment in one way or another.

The follow up

Communication on the results of the self assessment is a weak point as is communication on the whole. Nevertheless, nearly 9 organisations on 10 that applied CAF started up improvement actions. This is conspicuously more than in 2003 and proves that CAF is attaining one of its major objectives, which is undeniably the most important conclusion of this study. Moreover, there appears to be a very clear link between the importance for an organisation to identify strengths and areas for improvement, the subsequent action of organising improvement activities and the management tools they plan to install. To strengthen this circle, the guidelines of the model should be extended.

The fact that 95% of the organisations want to apply the model again confirms the quality of the model but is most of all a very hopeful sign that a permanent culture of TQM has been launched. The organisations seem to have learned a lot from their first experience as there is a clear link between the changes they want to introduce in the self assessment process and the obstacles encountered. Communication is the key issue.

Good practices/benchmarking

Two thirds of the organisations claim to have discovered good practices during their self assessment and are prepared to share them with others. They are looking themselves for good practices in the field of the improvement actions they want to undertake and the management tools they want to implement. Benchmarking/learning at the national level is more attractive than benchmarking/learning on the European level.

Conclusions

The objective of this questionnaire-based study was double. It wanted to identify the further development of the CAF model in Europe since the end of 2003 and to analyse how the use of CAF and the conditions under which it has been used have or have not changed since then. From February to April 2005, 26 countries completed the questionnaire for the national correspondents and 131 CAF Users from 22 countries filled in the questionnaire on line. This is a very good response, taking into account that the previous survey took place only 1 year and a half ago.

The use of CAF keeps growing from +/- 500 at the end of 2003 to +/- 900 in the middle of 2005 and could reach 1900 applications by the end of 2006. The increasing supporting activities have certainly an impact on this growth but it rather seems to be the awareness of the added value of the model for the organisational development that stimulates its use. The demand for more tools to exchange experiences and to learn from each other illustrates this as well as the need for some methodological validation.

The CAF also finds its way in central levels of governments and in different sectors of activities, sustained by the top managers. The communication towards all the stakeholders and especially towards the people in the organisation remains an area for improvement. The revision of the model could strengthen this aspect through adapted guidelines or through the provision of case descriptions. Maybe the external assistance providers who seem to be needed by the overall majority during all stages of the exercise could also pay more attention to the communication. But CAF should stay an easy to use tool and the self assessment ideally should not take more than 5 days in a period of 3 months. This should be kept in mind when working on the revision. As nearly 9 users on 10 started up improvement actions as a result of the CAF and 95% want to use the CAF again, the value of the CAF is clear. Using it in benchmarking/ learning projects is the great challenge for the future.

Appendices

Appendix A: List of national organisations/ agencies in charge of CAF & feedback received

Country (MS)	Public Administration in charge of CAF	Supporting agency	Feedback
AT-Austria	Federal Chancellery Department for Administrative Reform, Personnel Development and Controlling - Dr. Elisabeth Dearing & - Michael Kallinger (*)	KDZ-Center for Administrative Research (private organisation) - Thomas Prorok	Questionnaire
BE-Belgium	Federal Public Service “ Personnel and Organisation” Organisational development service - Jean-Marc Dochot (*)		Questionnaire
CY-Cyprus	Ministry of Finance Department of Public Administration and Personnel - Mr Andreas Mylonas & Ms Kleopatra Charalambous (*) Cyprus Academy of Public Administration - Eleni Gereoudakis		Questionnaire
CZ-Czech Republic	→ Regional and local level of public administration: Ministry of the Interior of the Czech Republic Modernisation of Public Administration Department - Mr Pavel Kajml (*) → Public administration on central level: Office of the Government of the Czech Republic Department of Regulatory Reform and Central State Administration Reform - Ms Stepanka Steinbachova	Czech Republic Quality Council (governmental advisory body) Czech Society for Quality (training and advise – private organisation)	Questionnaire
DE-Germany	Federal Ministry of the Interior - Friedrich Wilhelm Moog	German University of Administrative Sciences Speyer - Armin Liebig & - Vera Silke Saatweber (*)	Questionnaire
DK-Denmark	Ministry of Finance - Office for Modernising Government - Tine Vedel KRUSE SCKK, Centre for Development of Human Resources and Quality Management (independent state body) - Hanne Dorthe Sørensen (*)		Questionnaire

(*) person who returned the questionnaire to EIPA

Country (MS)	Public Administration in charge of CAF	Supporting agency	Feedback
EE-Estonia	<i>Ministry of Finance</i> <i>Public Governance Policy Department</i> - Karin NÄREP (*)		Questionnaire
EL-Greece	<i>Ministry of Interior, Public Administration and Decentralization</i> <i>Directorate of Quality and Efficiency</i> - Dr. Nikos MICHALOPOULOS & Olga GRAVANI (*)		Questionnaire
ES-Spain	<i>Ministry of Public Administration</i> <i>Directorate General of Inspection, Evaluation and Quality of Services - Deputy Directorate for Quality Management</i> - María Jesús JIMÉNEZ (*)		Questionnaire
FI-Finland	<i>Ministry of Finance</i> <i>Public Management Department</i> - Katju Holkeri - Johanna Nurmi (*)		Questionnaire
FR-France	No organisation officially appointed for the CAF yet - Yves Gallazzini (*), DUSA		Questionnaire
HU-Hungary	<i>Ministry of the Interior</i> <i>Civil Service Office</i> - Dr. Ákos Kovács (*)		Questionnaire
IE-Ireland	No organisation officially appointed for the CAF - Dave Ring (*), Department of Finance - CMOD		Questionnaire
IT-Italy	<i>Department for Public Administration</i> - Sabina Bellotti (*)	<i>FORMEZ</i> (Technical Agency)	Questionnaire
LT-Lithuania	<i>Ministry of the Interior</i> <i>Public Administration Department</i> - Jurgita Domeikienė (*) <i>Lithuanian Institute of Public Administration</i>		Questionnaire
LU-Luxembourg	<i>Ministère de la Fonction Publique et de la Réforme Administrative (MFPRA)</i> - Guy Wagener - Gaston Wolmering (*)		Questionnaire

Country (MS)	Public Administration in charge of CAF	Supporting agency	Feedback
LV-Latvia	<i>State Chancellery</i> - Solvita Gulbe (*)		Questionnaire
MT-Malta	<i>Office of the Prime Minister - Strategy and Planning Directorate</i> - Charles Polidano (*)		-
NL-Netherlands	<i>Ministry of the Interior</i> - Frank Faber (*)		Questionnaire
PL-Poland	<i>Office of Civil Service</i> - Edyta Szostak & Katarzyna Koszykowska (*)		Questionnaire
PT-Portugal	<i>Ministry of Finance, Secretary of State for Public Administration Directorate General for Public Administration (DGPA)</i> - Cristina Evaristo (*) & Maria Inês Nolasco		Questionnaire
SE-Sweden	<i>Ministry of Finance</i>	<i>National Council for Quality and Development (NCQD)</i> - Thomas Johansson (*)	Questionnaire
SI-Slovenia	<i>Ministry of Public Administration Department of Strategy, Analytics and Quality</i> - Boris Butina (*)		Questionnaire
SK-Slovakia	<i>Civil Service Office</i> - Frantisek Kajánek	<i>Slovak Office of Standards, Metrology and Testing Slovak Society for Quality</i> -Monika Jurkovicova (*)	Questionnaire
UK-United Kingdom	<i>Cabinet Office - OPSR</i> - Airey James (*) <i>Cabinet Office - CMPS, Centre of Management Policy Studies</i> - Ben Richardson		Questionnaire

Country	Public Administration in charge of CAF	Supporting agency	Feedback
NO-Norway	<i>Ministry of Modernisation, MOD</i>	<i>Statskonsult</i> (state-owned limited company) - Gudrun Vik (*)	Questionnaire
RO-Romania	<i>Ministry of Administration and Interior Central Unit for Public Administration Reform (CUPAR)</i> Maria Ursuletu (*)		Questionnaire

Appendix B: List of organisations that participated in the survey (131)

Organisation name	Sector	Country
Bezirkshauptmannschaft Eisenstadt-Umgebung	Local administration	AT
Heerespersonalamt	Other	AT
Stadtverwaltung Feldkirch	Local administration	AT
Studienbeihilfenbehörde	Education and research	AT
Therapiezentrum Ybbs an der Donau	Health	AT
Upper Austrian Court of Audit (Oberösterreichischer Landesrechnungshof)	Other	AT
Arbeidsauditoraat Antwerpen	Justice and law	BE
Centre wallon de Recherches agronomiques	Education and research	BE
City Mortsel	Local administration	BE
Communauté française / Service général des Finances	Customs, taxes and finances	BE
Direction Infrastructure de Transport	Transport, infrastructure, public works, utilities	BE
gemeentebestuur Maasmechelen	Local administration	BE
Ministerie van de Vlaamse Gemeenschap - AAD LIN	Public sector management departments	BE
Ministerie van de Vlaamse Gemeenschap - administratie Gezondheidszorg	Health	BE
Ministerie van de Vlaamse Gemeenschap, Dept EWBL, Administratie Land- en Tuinbouw, Afd. Monitoring en Studie	Economy, agriculture, fisheries and trade	BE
OCMW Grobbendonk	Social services & social security	BE
OCMW Meeuwen-Gruitrode	Social services & social security	BE
ONE, Office de la Naissance et de l'Enfance	Social services & social security	BE
Provincie Limburg	Local administration	BE
Stad Gent	Post and communication	BE
Stad Gent - Pedagogische Begeleidingsdienst	Education and research	BE
Tribunal du Travail de Bruxelles	Justice and law	BE
Ville de Durbuy	Local administration	BE
Co-operative Societies' Supervision and Development Authority	Economy, agriculture, fisheries and trade	CY
Dental Services, Ministry of Health, Cyprus	Health	CY
Land Consolidation Department	Economy, agriculture, fisheries and trade	CY
Meteorological Service	Environment	CY
State General Laboratory	Economy, agriculture, fisheries and trade	CY
City BILOVEC	Local administration	CZ
City Council of Pilsen	Local administration	CZ
Krajský úřad Jihočeského kraje	Local administration	CZ
Krajský úřad Karlovarského kraje	Local administration	CZ
Krajský úřad Libereckého kraje	Local administration	CZ
Město Chomutov	Local administration	CZ
Město Děčín	Local administration	CZ

Organisation name	Sector	Country
Mesto Valasske Mezirici	Local administration	CZ
Městský Úřad Kopřivnice	Local administration	CZ
Moravskoslezsky kraj - Krajsky urad	Local administration	CZ
Municipal Authority Kyjov	Local administration	CZ
Municipal authority Pelhřimov	Local administration	CZ
Municipal Authority Vsetín	Local administration	CZ
Municipality of Prostejov	Local administration	CZ
Municipality office Chotěboř	Local administration	CZ
Pardubice Region - Regional Authority	Local administration	CZ
Regional Authority Královehradecký kraj	Local administration	CZ
Regional Authority of the Karlovy Vary Region	Local administration	CZ
Regional Authority of the Zlin Region	Local administration	CZ
The Regional Authority of the Olomouc region	Local administration	CZ
Vysocina Region	Local administration	CZ
German Aerospace Center	Transport, infrastructure, public works, utilities	DE
Hessisches Landesamt für Bodenmanagement und Geoinformation - Presse und Öffentlichkeitsarbeit	Transport, infrastructure, public works, utilities	DE
Landesamt für Soziales, Jugend und Versorgung Rheiland-Pfalz	Social services & social security	DE
Landgericht Bremen	Justice and law	DE
Polizei Bremen	Police and security	DE
Polizeipräsidium Trier	Police and security	DE
Aalborg Business College	Education and research	DK
Aarhus Ttechnical College	Education and research	DK
Business Centre Bornholm	Economy, agriculture, fisheries and trade	DK
Bygholm Landbrugsskole	Education and research	DK
Danish Directorate of Fisheries	Economy, agriculture, fisheries and trade	DK
Danish Institute og Agricultural Sciences	Education and research	DK
Hilleroed Business College/Hillerød Handelsskole	Education and research	DK
Høje-Taastrup Kommune	Local administration	DK
Municipality of Birkerøed	Local administration	DK
SCKK	Public sector management departments	DK
Estonian Environmental Inspectorate	Environment	EE
Estonian Labour Board Market	Social services & social security	EE
Estonian National Examination and Qualification Center	Education and research	EE
Ayuntamiento de Madrid	Local administration	ES
Ecole Infantil Hello	Education and research	ES
Ministry of Agriculture and Forestry, Intervention Unit	Economy, agriculture, fisheries and trade	FIN
Salpaus Further Education	Education and research	FIN
The Quality Project of Turku Region	Local administration	FIN
CHEAr DGA/ Ministère de la défense	Education and research	FR

Organisation name	Sector	Country
CNFPT / Mairie de Gravelines	Local administration	FR
Délégation Paris B du CNRS	Education and research	FR
Direction Départementale de l'équipement de l'Isère	Transport, infrastructure, public works, utilities	FR
MUNICIPALITY of AMAROUSSION	Local administration	GR
Nomarxia Eyboias	Local administration	GR
Prefecture of Kozani	Local administration	GR
Fejér Megyei Közigazgatási Hivatal	General policy and oversight / coordination	HU
Heves Megyei Közigazgatási Hivatal	General policy and oversight / coordination	HU
Office of Public Administration in Bács-Kiskun County	Local administration	HU
Ruzsa Község Polgármesteri Hivatal	Local administration	HU
Public Administration Office Of Győr-Moson-Sopron County	Public sector management departments	HU
Public Administration Office of Hajdu-Bihar County	General policy and oversight / coordination	HU
Public Administration Office of Komárom-Esztergom County	General policy and oversight / coordination	HU
Tatabánya Megyei Jogú Város Polgármesteri Hivatal	Local administration	HU
Autorita' di bacino del fiume Arno	Environment	IT
Azienda Servizi Sociali di Bolzano	Social services & social security	IT
Municipality of Lecce - sector: City planning	Local administration	IT
Comune di Pozzuolo Martesana	Local administration	IT
Provincia Autonoma di Trento - Sovrintendenza Scolastica	Education and research	IT
Provincia di Crotone	Local administration	IT
Department of Finance	Economy, agriculture, fisheries and trade	IE
State Chancellery of Republic of Latvia	General policy and oversight / coordination	LV
Kulturskolen i Melhus	Education and research	NO
Namsos kommunale kulturskole	Culture	NO
Stokke trygdekontor	Social services & social security	NO
Câmara Municipal de Sintra	Local administration	PT
CNPRP, Centro Nacional de Protecção contra os Riscos Profissionais	Transport, infrastructure, public works, utilities	PT
DAISS, Departamento De Acordos Internacionais De Segurança Social, I.P.	Social services & social security	PT
Gabinete de Gestão Financeira/Ministério da Educação	Education and research	PT
IGFCSS, Instituto de Gestão de Fundos de Capitalização da Segurança Social	Social services & social security	PT
IGFSS, Instituto de Gestão Financeira da Segurança Social	Social services & social security	PT
IIESS , Instituto de Informática e Estatística da Segurança Social , I.P.	Social services & social security	PT
Instituto Segurança Social, I.P.	Social services & social security	PT
ISS, Instituto Segurança Social, I.P.	Social services & social security	PT

Organisation name	Sector	Country
Museu do trabalho Michel Giacometti	Culture	PT
Secretaria- Geral do Ministério do Trabalho e da Solidariedade Social	Social services & social security	PT
Secretaria-Geral do Ministério da Educação	Education and research	PT
Secretaria-Geral do Ministério das Finanças e da Administração Pública	Customs, taxes and finances	PT
Secretaria-Geral do Ministério das Obras Públicas	Transport, infrastructure, public works, utilities	PT
Municipal Office of Gliwice	Local administration	PL
Swietokrzyskie Voivodship Office	Public sector management departments	PL
Tax Office PRUSZKÓW	Customs, taxes and finances	PL
Ministry of Administration and Interior	Home affairs	RO
Premiepensionsmyndigheten (PPM)	Social services & social security	SE
Social Insurance office	Social services & social security	SE
Swedish Prosecution Authority	Justice and law	SE
Civil Service Office	General policy and oversight / coordination	SK
EXOS consulting	-	SK
Industrial Property Office of the Slovak Republic	Economy, agriculture, fisheries and trade	SK
Ministry of Construction and Regional Development of Slovak Republic	Transport, infrastructure, public works, utilities	SK
Ministry of Education, Slovak Republic	Education and research	SK
Ministry of Environment of the Slovak republic	Environment	SK
Office for public procurement	Other	SK
Slovak Office of Standards, Metrology and Testing	General policy and oversight / coordination	SK
Administrative Unit Ravne Na Koroškem	Home affairs	SI
Police unite Maribor	Police and security	SI
Upravna Enota Radovljica	Local administration	SI

Appendix C: CAF Questionnaire for national correspondents

Study for the Luxembourg Presidency on the Use of the CAF in European Public Administrations

CAF Questionnaire for National Correspondents

With this questionnaire, we aim to capture the evolution of the CAF in the Member States since end-2003. So, for each question please refer to the period from end-2003 to March 2005.

A. Action taken

1. Is political support for CAF and other TQM tools in the public sector growing or decreasing?
2. Is the implementation of the CAF obligatory or recommended by the Government?
3. Is there currently an urgent need to rekindle this political support?
4. Describe in 3 lines the organisation in charge of disseminating the CAF in your country, such as its name, location, whether it is the same as before??? (cf. Annex 2), whether it is a public or a private organisation etc.
5. What actions have been taken to disseminate the CAF model in your country since November 2003? (cf. Annex 1)
6. Have CAF versions been developed in your country for specific sectors (e.g. police, schools, health care, music schools etc.) or administrative levels (e.g. a local CAF)? Please describe them in a few lines.
7. What TQM tools are mostly used in your country and how is the relationship stimulated between them and the CAF? Please describe this in a few lines.
8. If you have CAF e-tools, please attach the e-tool scheme (Annex 3)
(NB it includes the feedback received)
9. Training
 - a) Has specific training been developed and by whom?
 - b) What type of training?
 - c) How many organisations do you estimate have followed CAF training?
10. Quality conferences and the link with the CAF:
 - a) Has the CAF been used for the selection and description of good practices?
 - b) Have the quality conferences helped to raise awareness of the CAF in your country?
11.
 - a) Do you think it is necessary to have a methodological validation of the CAF application
 - b) If yes, by whom? ...
12.
 - a) How many organisations (sectors and levels) in your country have used the CAF? ...
 - b) Please estimate the number of unknown (not registered at EIPA) cases of CAF implementation in your country: ...
 - c) Please give an estimate of the number of potential users of the CAF in your country in 2005-2006: ...

B. Resources available

13. Are the financial resources available at your national level for the dissemination of the CAF increasing or decreasing? Please explain this development in a few lines.
14. Are the human resources devoted to the dissemination of the CAF in your country increasing or decreasing? Please explain this development in a few lines.

C. Problems in the dissemination of the CAF

15. If in the previous survey you mentioned plans for disseminating the CAF in your country, have you realised them and to what extent?
16. If not, what difficulties were encountered during implementation?
17. What corrective measures were applied?

D. Good practices and benchlearning with the CAF

18. What can the European CAF Resource Centre at EIPA do to get organisations that have applied the CAF to supply better information, on a permanent basis, about
 - the self-assessment process and the results;
 - the good practices they would like to share etc.
19. Do you have a databank with CAF applications in your country?
20. Are you linked to the EIPA databank? What are your remarks and suggestions on this point?

E. Future plans

21. What plans do you have for the dissemination of the CAF in the future?

Appendix D: CAF Questionnaire for administrations

Study for the Luxembourg Presidency on the Use of the CAF in European Public Administrations

CAF Questionnaire for Administrations⁵

A. General background to the organisation and the CAF application

0. Identification

Name organisation/administration:

Contact person:

E-mail:

Tel.:

1. Please indicate your country

	Austria		France		the Netherlands
	Belgium		Finland		Norway
	Bulgaria		Greece		Portugal
	Cyprus		Hungary		Poland
	Croatia		Italy		Romania
	Czech Republic		Ireland		Sweden
	Germany		Luxembourg		Slovenia
	Denmark		Lithuania		Slovakia
	Spain		Latvia		Turkey
	Estonia		Malta		United Kingdom
					European Commission

2. Please indicate the level of government of your organisation⁶

	Central government (national, federal)
	(For countries with a federal structure) state government
	Regional government
	Subregional level of government (province, community group, ...)
	Local government

3. Please indicate the type of administration

	Government ministry (central or regional government)
	Agency ⁷
	State-owned or state-run enterprise
	Local or regional administration
	Other

⁵ This questionnaire is based on the 2003 survey that was carried out by EIPA under the Italian Presidency.

⁶ **Please note:** All administrations run by the central government belong to the category “central government”, even if they are working at the regional or local level (e.g. decentralised state tax offices or state police offices).

⁷ **Please note:** The term “agency” is used here for all governmental agencies with a specific mission, under some control by government or “sponsored” by it, with a certain degree of independence or distance from the government, **with more autonomy than a traditional ministry**, e.g. statistical offices, scientific institutions, social agencies etc.

4. **Sector of activity**

	Criminal justice and law
	Customs, taxes and finances
	Education and research
	Culture
	Environment
	Health
	Police and security
	Social services & social security
	Transport, infrastructure, public works, utilities
	Economy, agriculture and trade
	Foreign affairs
	Home affairs
	Post and communication
	Public sector management departments (P&O, budget, ICT etc.)
	General policy and oversight / coordination
	Local administration (municipality, province)
	Other

5. **Size of the (part of the) organisation where the CAF was applied (number of staff):**

	< 10
	10-50
	51-100
	101-250
	251-1000
	1001-5000
	> 5000

6. **Was the CAF applied in the whole or a part of the organisation?**

	In the whole organisation
	In part of the organisation

7. **Before using the CAF, did your organisation have a special quality unit/team or group?**

	Yes
	No

8. **Before using the CAF, did your organisation have any experience with other tools of quality management or improvement?**

	Yes
	No

If no, go to question 11

9. If yes, which TQM models were in use when the CAF was applied?

	EFQM Model
	Speyer Qualitätswettbewerb
	QFD (Quality Function Deployment)
	FMEA (Fehlermöglichkeits- und -Einfluss-Analyse)
	Quality circles
	Other TQM model (national or sector)

9.b) Please specify the national or sector TQM model

...

10. If yes, which quality or management instrument(s) were in use when the CAF was applied?

	Leadership development tools (assessment centres etc.)
	Planning and policy development tools
	Performance Management development systems
	Contract management/ management by objectives
	Balanced Scorecard (BSC)
	Deming approach (PDCA)
	Project management
	Kaizen
	Six Sigma
	Strategic management of competencies
	Investment In People (IIP)
	Service Level Agreement (SLA)
	Cost accounting and result accounts
	Business process re-engineering
	ISO 9000 /2000 standard(s) with certification
	ISO 9000 /2000 standard(s) without certification
	Supply chain
	Complaint management
	Customer satisfaction surveys
	Employee satisfaction surveys
	Appraisal by subordinates
	Suggestion system
	Eco-Management and Audit Scheme (EMAS)
	External and internal audits
	Other

B. The context in which the CAF was used

11. Which version of the CAF have you used⁸

	CAF 2000 (original version)
	CAF 2002 (second, updated version)

12. How many times have you used the CAF?

	Once
	Twice
	Three times

13. If more than once, what was the time span between the last two times you used it?

	One year
	Two years
	Three years
	Four years
	More than four years

For your replies to the next questions, please refer to the last time you used the CAF!

14. Reasons for using the CAF

The CAF may be used for a large number of different reasons that may affect how it is used and how the use is experienced. Below you will find a number of possible reasons that were decisive for using the CAF in your organisation. Please indicate the reasons and their importance on a scale from 1 to 5.

14. I.) External reasons

		<i>Not important</i>		><	<i>Very important</i>		
		<i>1</i>	<i>2</i>		<i>3</i>	<i>4</i>	<i>5</i>
	a) A national or regional action plan for improvement of the public sector organisations was launched on the basis of CAF						
	b) Explicit demand from those politically responsible for the organisation to start an improvement action						
	c) Explicit citizen or customer demands for improvement						

⁸ **Please note:** A second, updated and improved, version of the CAF was launched in October 2002 under the Danish EU Presidency. All organisations that used the CAF until the end of 2002, used the “old” or first version.

d) Sudden events showed the necessity to do something					
e) As a reaction to a general review of the organisation (external or internal)					
f) To face a growing need for accountability and strengthen the legitimacy towards all the stakeholders					
g) Budgetary reasons					
h) Cuts in the number of staff					
i) Because other administrations close to us also used it					
j) Because the CAF was communicated in a convincing way					
k) Participation in a national quality contest or conference for which the CAF application was a condition					
l) Marketing and public relations reasons (to show modernisation efforts)					

14. II.) **Internal reasons**

Same scale 1-5

a) The CAF as part of the normal operating context of the organisation (no particular organisational or other changes)					
b) The organisation used the CAF as a first diagnosis in the start of a strategic planning process					
c) The organisation wanted to identify strengths and areas for improvement					
d) Need for a quick "health check" of the administration					
e) Because the top management wanted it					
f) Increased sensitivity of staff to quality					
g) To develop sensitivity to quality issues					
h) To promote the exchange of views in the organisation					
i) As an input into ongoing improvement activities, restructuring etc.					
j) To promote cultural change in the organisation					
k) To embed a new system of performance management/measurement					
l) To prove that the organisation is willing to change					
m) Because the CAF is promoted across Europe					
n) Intention to involve staff in managing the organisation and to motivate them					
o) We were looking for a tool to launch benchmarking					

15. Reasons for choosing the CAF instead of other TQM tools

	Not important		><	Very important	
	1	2	3	4	5
a) <i>First-level model; easy to use</i>					
b) <i>Better adapted to the public sector</i>					
c) <i>Low cost</i>					
d) <i>Promoted in national quality network</i>					
e) <i>Promoted/ supported by common approach in national public administration</i>					
f) <i>In-house expertise</i>					
g) <i>Information on CAF experience elsewhere</i>					

16. Decision to use the CAF

Who took the final decision to use the CAF? (several answers are possible)

a) <i>The political level</i>
b) <i>The political level at the suggestion of the administrative top management</i>
c) <i>The administrative top management</i>
e) <i>The top management at the suggestion of a quality or improvement team</i>
d) <i>The top management at the suggestion of staff members or their representatives</i>
e) <i>The quality or improvement team</i>
f) <i>The idea came up and was decided in a staff meeting</i>

C. The self-assessment (SA) process

17. Who was responsible for the SA process?

	A specific project team
	The quality coordinator/service
	An internal consultant
	An external consultant
	Others

18. To whom did you communicate that the exercise would take place?

	All the stakeholders (management, staff, political authority, customers/citizens)
	Management only
	The whole staff
	An existing improvement team (group, department, unit)
	The political authority
	Customers / citizens / users
	Others

19. How many self-assessment teams were created?

	1
	2
	3
	> 3

20. Please indicate the size of the self-assessment team(s) (number of people that took part)

	< 5 persons
	5-10 persons
	10-20 persons
	> 20 persons

21. Please indicate the number of self-assessment team members in relation to the whole staff of the organisation (in %).

	< 10%
	10-25%
	25-50%
	50-100%
	100%

22. Composition of the self-assessment group: please indicate which type of staff took part in the self-assessment (SA) group and the percentage of the self-assessment group they represented

	Top management	... %
	Middle management	... %
	Experts (A-level staff members)	... %
	Technical assistants (B-level staff members)	... %
	Supporting staff (secretaries, office clerks....)	... %
		= 100 %

23. How were the members of the SA team selected?

	Volunteers were asked
	The management composed the SA group
	The Quality Unit designated the members
	Others

24. Did you have external (expert) assistance?

	<i>Yes</i>
	<i>No</i>

25. If yes, from whom and when?

	<i>In preparing the self-assessment (explanation of the CAF and its purpose, methodological support etc.)?</i>	<i>During the self-assessment?</i>	<i>In identifying strengths and areas for improvement (for methodological support and clarification)?</i>
<i>Actors</i>			
National CAF correspondent			
National agency responsible for disseminating the CAF			
State consultancy office			
National efficiency units			
Internal consultant			
Quality office			
Training centre			
EIPA			
External private consultant			
Other organisation with CAF experience			

26. What kind of preparation did you receive?

	What you actually received	What you consider useful or what kind of preparation you would wish to have
A simple explanation of the CAF		
Training		
Documentation		
E-learning (e.g. Speyer)		
Cases		
International exchange of experience		

27. If not, do you think it would have been better to have external (expert) assistance?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

28. If yes, what kind of external assistance would you have preferred and from whom?

Actors	<i>In preparing the self-assessment (explanation of the CAF and its purpose, methodological support etc.?)</i>	<i>During the self-assessment?</i>	<i>In identifying strengths and areas for improvement (for methodological support and clarification)?</i>
National CAF correspondent			
National agency responsible for disseminating CAF			
State consultancy office			
National efficiency units			
Internal consultant			
Quality office			
Training centre			
EIPA			
External private consultant			
Other organisation with CAF experience			

29. If yes, what kind of preparation would you have liked to receive?

<input type="checkbox"/>	Simple explanation of the CAF
<input type="checkbox"/>	Training
<input type="checkbox"/>	Documentation
<input type="checkbox"/>	E-learning (e.g. Speyer)
<input type="checkbox"/>	Cases
<input type="checkbox"/>	International exchange of experience

30. How many days did the self-assessment exercise take and what would you have preferred?

		In reality	Preference
	2-3 days		
	4-5 days (a full working week)		
	Between 6 and 10 working days (2 working weeks)		
	More than two weeks (10 days)		

31. How long did the period last in which the self-assessment took place (from the explanation to/training of the group until the conclusion of the self-assessment)?

	2 weeks
	1 month
	Between 1 month and 3 months
	Between 3 months and 6 months
	Between 6 and 12 months
	More than 12 months

32. How did you manage to reach consensus in the group?

	Intense group discussions until we reached agreement
	Arbitration by the chairperson of the SA group
	We took the statistical means of the scores
	Other (please specify):

33. In reaching consensus within the group, what did you focus on?

	On the background to different views/assessments
	On the evidences/indicators used by different group members to support their assessment
	On the scores attributed by different group members
	Other

34. Did you encounter obstacles in the course of the self-assessment with the CAF?

	<i>Yes</i>
	<i>No</i>

35. If yes, what were the main obstacles encountered in the course of the self-assessment with the CAF?

Self-assessment is not a simple exercise, and there may be a number of obstacles or problems when conducting a self-assessment. Below you will find a list of typical obstacles encountered. Please indicate their importance in your organisation.

You only need to reply if these obstacles apply to your organisation.

		<i>Not important >< very important</i>				
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

35.A	Difficulties linked to the CAF itself, in understanding:
	<i>A.1. the concept of the criteria</i>
	<i>A.2. the language</i>
	<i>A.3. the scoring system</i>
35. B	Difficulties linked to the maturity level of the organisation
	<i>B.1. Insufficient experience in sharing views and information in the organisation</i>
	<i>B.2. Problems with being honest and outspoken</i>
	<i>B.3. Our organisation was, on the whole, not prepared for self-assessment</i>
	<i>B.4. A lack of trust in the self-assessment group</i>
	<i>B.5. Self-assessment was imposed and not “owned” by the group members</i>
	<i>B.6. Lack of faith in the relevance of the whole exercise</i>
35.C	Difficulties linked to lack of support and time
	<i>C.1. Lacking training</i>
	<i>C.2. Lacking expert support</i>
	<i>C.3. Lacking management support</i>
	<i>C.4. Lacking leading support in the SA group (CAF project leader)</i>
	<i>C.5. Lacking involvement of the members of the SA group</i>
	<i>C.6. Additional work due to CAF implementation alongside business as usual</i>
35.D	Difficulties linked to the lack of information
	<i>D.1. Uncertainty about the purpose and outcome of the self-assessment</i>
	<i>D.2. Problems with identifying strengths and areas for improvement</i>
	<i>D.4. Participants did not have overall view of the organisation</i>
	<i>D.5. Difficulty in getting sufficient data/information from other colleagues outside the SA group</i>
	<i>D.6. Not enough measurement in the organisation</i>

36. What were the main benefits obtained from self-assessment?

Self-assessment may have a number of possible benefits that can be obtained. Below you will find a list of typical benefits. Please indicate their importance in your organisation

	<i>Not important >< Very important</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>a) People developed a better understanding of the organisational issues/problems</i>					
<i>b) Identification of the need to share information and improve communication</i>					
<i>c) Self-assessment gave rise to new ideas and a new way of thinking</i>					
<i>d) People started to develop a stronger interest in the organisation</i>					
<i>e) A clear identification of strengths and areas for improvement</i>					
<i>f) People started to become aware and interested in quality issues</i>					
<i>g) The ability to contribute and to share views was felt positively</i>					
<i>h) We were able to identify a number of important actions to be undertaken</i>					
<i>i) We realised how previous improvement activities could be taken forward</i>					
<i>j) We developed an understanding of how different initiatives in place fit together</i>					
<i>k) We did not see any benefits at all</i>					

37. Was there a methodological validation of the CAF application and by whom?

	No validation
	By the national CAF correspondent
	By the national ministry/ agency responsible for disseminating the CAF
	By an external evaluator/assessor
	Other

D. The follow-up

Using the CAF should lead to a structured improvement process addressing the areas for improvement identified through self-assessment; however, ensuring an adequate and structured follow-up is not always easy. The following questions deal with the follow-up process in the organisation.

38. To whom were the results and/or conclusions of the self-assessment communicated (several answers possible)?

	All the stakeholders (management, staff, political authority, customers/citizens)
	Management only
	The whole staff
	The CAF Self Assessment Group
	An existing improvement team (group, department, unit)
	The political authority
	Customers / citizens / users
	The CAF Resource Centre at EIPA, Maastricht
	Others

39. Did the use of the CAF result in sustainable improvement activities in the organisation?

	<i>Yes</i>
	<i>No</i>

40. If yes, what was the nature of the improvement activity (several answers possible)?

	A full action plan - directly linked to the results of the CAF SA, outlining the way forward, describing the actions to be taken - that is actually being implemented
	Implementation of surveys for the customers/citizens (needs and satisfaction)
	Implementation of surveys for the staff
	Input into the strategic planning process of the organisation
	Implementation of result measurement (targets)
	Implementation of HRM tools (please specify)
	Implementation of new financial management tools
	Improvement of technology
	Better management of buildings and assets
	Improvement of knowledge management
	Improvement of the quality of the leadership
	Improvement of the process
	A consolidated report handed to the management (leaving the implementation to the latter)
	Input into running improvement programme(s)
	Some individual improvement activities (but no full action plan)
	Other

41. If self-assessment was not followed up by improvement activities, what were the reasons for this? Typical reasons are given by the list below.

	Not important << Very important				
	1	2	3	4	5
Lack of time					
Other priorities					
No real willingness to change					
Lack of support for giving follow-up					
Lack of financial resources					
The results of the self-assessment were not seen as concrete enough					
The results of self-assessment were not accepted as an adequate picture of the organisation					
We did not succeed in identifying relevant areas for improvement					
The results of self-assessment were not accepted by key persons					
Self-assessment was never meant to lead to improvements (it was just a “health check” of the administration)					
The reason for conducting self-assessment was only to take part in an award contest					
Key players had not been involved in the self-assessment					
Other					

42. Do you intend to use the CAF again?

	Yes	
	No	

43. If not, why not?

	We used CAF as a first-level tool and want to move towards EFQM
	We consider CAF to be too difficult
	Other (please specify):

44. If yes, when do you intend to use the CAF?

	Annually
	Every two years
	Every three years
	Every four years
	At a later date
	No preference

45. If yes, which instruments do you intend to connect/combine with the CAF to further develop TQM in your organisation?

	Leadership development tools (assessment centres,...)
	Planning and policy development tools
	Performance management development systems
	Contract management/ management by objectives
	Balanced Scorecard (BSC)
	Deming Approach (PDCA)
	Project management
	Kaizen
	Six Sigma
	Strategic management of competencies
	Investment In People (IIP)
	Service Level Agreement (SLA)
	Cost accounting and result accounts
	Business process re-engineering
	ISO 9000 /2000 standard(s) with certification
	ISO 9000 /2000 standard(s) without certification
	Supply chain
	Complaint Management
	Customer satisfaction surveys
	Employee satisfaction surveys
	Appraisal by subordinates
	Suggestion system
	Eco-Management and Audit Scheme (EMAS)
	External and internal audits
	Other

46. If you intend to use the CAF again, what, if anything, would you change about how you conducted the self-assessment?

	Not important << Very important				
	1	2	3	4	5
Stronger management involvement					
Different composition of the self-assessment team					
More (or better) external assistance					
More (or better) preparation and explanation					
Better clarification of why self-assessment is undertaken					
A stronger involvement of key persons					
Involvement of trade union / employees' representatives					
Stronger involvement of the employees					
More data collection (facts on results etc.) to support the assessment					
More time for discussions within the self-assessment team					
Change of method in reaching consensus in the group					
More careful selection of the right moment for self-assessment					
More time for convincing people/colleagues of the purpose					
Make sure that other priorities and activities will not be in the way					
Other					

E. Good practices and benchmarking/benchlearning

The CAF is also intended to encourage and to serve as a starting point for benchmarking/benchlearning projects, at the domestic or European level. The purpose of the following questions is to gather information on good practices in your organisation and determine your interest in benchlearning/benchmarking.

47. Did you discover strengths during the self-assessment that you could describe as good practices?

	<i>Yes</i>
	<i>No</i>

48. If yes, to which sub-criteria of the CAF were they linked?

	1.1. Give a direction to the organisation: develop and communicate vision, mission and values
	1.2. Develop and implement a system for managing the organisation
	1.3. Motivate and support the people in the organisation and act as a role model
	1.4. Manage the relations with politicians and other stakeholders
	2.1. Gather information relating to present and future needs of stakeholders
	2.2. Develop, review and update strategy and planning
	2.3. Implement strategy and planning in the whole organisation
	3.1. Plan, manage and improve human resources with regard to strategy and planning
	3.2. Identify, develop and use competencies of the employees aligning individual, team and organisational targets and goals
	3.3. Involve employees by developing dialogue and empowerment
	4.1. Develop and implement key partnership relations
	4.2. Develop and implement partnerships with the citizens/customers*
	4.3. Manage knowledge
	4.4. Manage finances
	4.5. Manage technology
	4.6. Manage buildings and assets
	5.1. Identify, design, manage and improve processes
	5.2. Develop and deliver services and products by involving the citizens/customers
	5.3. Plan and manage modernisation and innovation
	6.1. Results of customer/citizen satisfaction measurements
	6.2. Indicators* of customer/citizen-oriented measurements
	7.1. Results of people satisfaction and motivation measurements
	7.2. Indicators of people results
	8.1. Results of societal performance
	8.2. Results of environmental performance
	9.1. Goal achievement
	9.2. Financial performance

49. Would you be prepared to include your good practice(s) in the CAF database of the CAF Resource Centre at EIPA to facilitate benchlearning?

	Yes
	No

50. If you are looking for good practices so as to introduce them in your organisation, to what sub-criteria of the CAF do they have to be linked?

	1.1. Give a direction to the organisation: develop and communicate vision, mission and values
	1.2. Develop and implement a system for managing the organisation
	1.3. Motivate and support the people in the organisation and act as a role model
	1.4. Manage the relations with politicians and other stakeholders
	2.1. Gather information relating to present and future needs of stakeholders
	2.2. Develop, review and update strategy and planning
	2.3. Implement strategy and planning in the whole organisation
	3.1. Plan, manage and improve human resources with regard to strategy and planning
	3.2. Identify, develop and use competencies of the employees aligning individual, team and organisational targets and goals
	3.3. Involve employees by developing dialogue and empowerment
	4.1. Develop and implement key partnership relations
	4.2. Develop and implement partnerships with the citizens/customers*
	4.3. Manage knowledge
	4.4. Manage finances
	4.5. Manage technology
	4.6. Manage buildings and assets
	5.1. Identify, design, manage and improve processes
	5.2. Develop and deliver services and products by involving the citizens/customers
	5.3. Plan and manage modernisation and innovation
	6.1. Results of customer/citizen satisfaction measurements
	6.2. Indicators* of customer/citizen-oriented measurements
	7.1. Results of people satisfaction and motivation measurements
	7.2. Indicators of people results
	8.1. Results of societal performance
	8.2. Results of environmental performance
	9.1. Goal achievement
	9.2. Financial performance

51. Has your organisation, to your knowledge, ever taken part in a benchmarking project?

	Yes
	No

52. *Would you be interested in taking part in a benchmarking project with other organisations that have used the CAF and would like to learn from others?*

	At the national level
	At the European level
	Both
	Not interested

53. *If you were contacted by another organisation interested in carrying out a benchmarking project and with a concrete proposal, would you be willing to consider the idea (although there may be obstacles)?*

	Yes
	No

54. *Are there other comments you would like to make about the CAF, the process of self-assessment or other items in this questionnaire?*

