

I. MEETING THE CAF CORRESPONDENTS

The European network of CAF correspondents consists of national experts and contact persons on CAF that were appointed by their governments. These experts meet twice a year, together with the CAF Resource Centre and a representative from EFQM (European Foundation for Quality Management), to discuss new developments, strategies for disseminating the CAF, and European and national activities. Currently, the main challenges are the implementation of the procedure for external feedback on CAF and a survey on the use of CAF. Each newsletter will take the opportunity to introduce one or two correspondents and their work to you. In this issue Spain will be presented.



SPAIN



Eloy Cuellar is the National Correspondent of CAF in Spain. Born in Madrid in 1972, he is a specialist in Public Management. He has performed his work at the three levels of the Spanish government: local, regional and national. Eloy is currently Senior Evaluator at the Agency for the Evaluation of Public Policies and Quality of Public Services (AEVAL) of the Government of Spain. He is also Professor of Public Management at the Carlos III University of Madrid.

WHAT IS YOUR OPINION ABOUT THE PUBLIC ADMINISTRATION IN EUROPE?

The current historical phase of crisis is an opportunity for the reassessment of the role of Public Administration. It must take on new challenges to become the main instrument for societies under uncertainty. The capacity of public administration to adopt a smart approach in this new phase, will allow the restoration of legitimacy by the citizens.

This objective will require defining the features that characterize a smarter management of interventions in areas such as sustainability, technological innovation and productivity, by using the right tools for the effective "management of change." It is then necessary to remove the dichotomy between "public management" versus "business management" to identify the best ways of cooperation between public and private sectors within the framework of governance and transparency.

We need a "Smart Public Administration" for the XXI century, capable of responding to the challenges that are emerging in European societies.

WHAT ARE THE INITIATIVES AND STRATEGIES OF SPAIN TO THE CAF IN 2011?

The CAF model is a useful management tool to improve the government as a whole. Its integral nature and its orientation to the public sector make the CAF a very suitable tool to initiate the Public Administration into the quality management.

In 2005, the Spanish Central Government Administration provided a General Framework for Quality Improvement, promoted by AEVAL. This framework is still in force. It systematizes the development of the Quality Management in Spanish Public Administration through six programs:

1. Expectation analysis and customer satisfaction measurement.
2. Citizen Charters
3. Complaints and Suggestions
4. Organisation Quality Assessment.
5. Recognition (certification of organizations and Awards)
6. Observatory for the Quality of Public Services

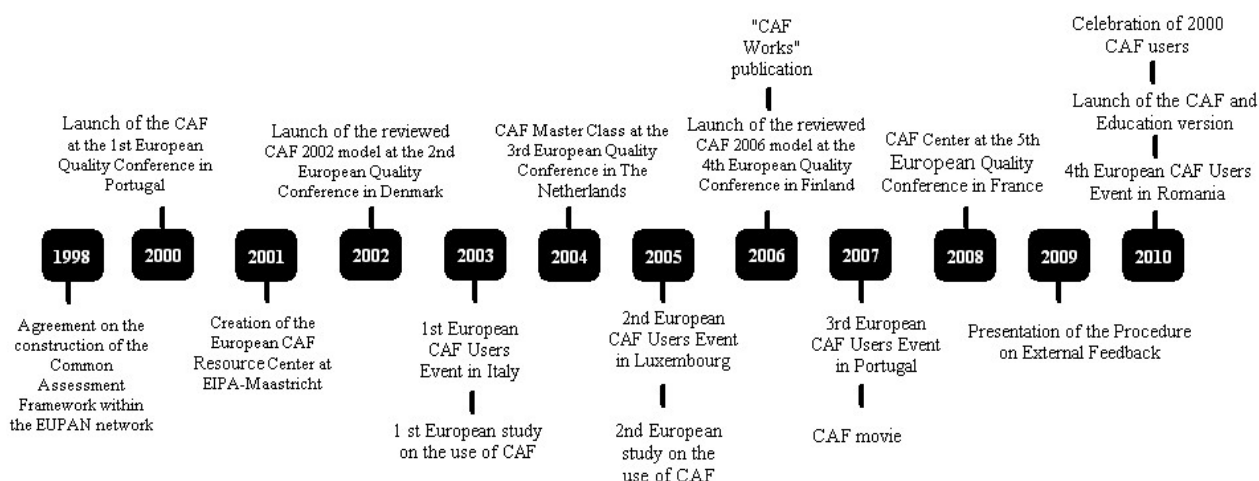
The Organisation Quality Assessment program considers CAF as one of the models available to assess and certificate the quality of organisations. This strategy has become the most relevant step to consolidate CAF in Spain. It implies advising CAF as an excellence model to assess and certificate quality. In fact, Spanish public organizations can apply for a certification of AEVAL regarding the “Level of Excellence” using CAF. Many Spanish public organizations (central, regional and local) have been assessed and granted a CAF certificate in Spain.

The strategy of the Spanish Government regarding the CAF has two complementary directions: on one hand, to continue to support, as so far, its spread among the various Spanish government levels and, on the other hand, to strengthen sustainability for the future review of CAF in 2012.

A DECADE OF CAF: CELEBRATING AND PREPARING THE FUTURE

Since the first launch in 2000 at the 1st European Quality Conference in Lisbon, many things have been realised and many initiatives have been taken at the European level during the past 10 years.

10 years CAF timeline



In the past 10 years the CAF itself (and its use) also became more mature. In this maturity process three different phases can be distinguished. A first phase focusing on the self-assessment, a second phase having more attention for the improvements after the self-assessment and a third phase drawing attention to the mature culture of excellence in an organisation.

Currently, the CAF has been translated into 20 languages and is used in more than 2150 organisations. The model has proven its success in the past decade. The coming years will be important to build upon this dynamics and to prepare the future. We will inform you in the coming newsletter on the latest developments.

The publication *Growing towards Excellence in the European Public Sector: A decade of European collaboration with CAF*, Patrick STAES & Nick THIJS (ed.) (2010), p.148. can soon be found and downloaded at www.eipa.eu/caf

4TH EUROPEAN CAF USERS EVENT IN BUCHAREST

The 4th European CAF users event took place in Bucharest on 23-24 September 2010. It was organised by the Romanian Ministry of the Interior in cooperation with the CAF Resource centre at EIPA and funded by the ESF.

Since the launch of CAF in 2000, it was clear that mutual understanding and bench learning among CAF users would be a strong impetus for the success of the model in Europe. Since 2003, European CAF Users' Events are thus organised every two years with the aim of being an inspiring meeting point for CAF users and to further disseminate TQM among the public sector in Europe.

This year's event had a special focus on the 8 principles of excellence and the newly developed procedure for external feedback. More than 300 participants from 16 different countries attended the 7 plenary sessions and could choose between several of the 8 parallel sessions where 22 organisations presented their good practices. The 4th CAF event was also an excellent occasion to celebrate two milestones of CAF history with the quality community: The 10th anniversary of CAF and the 2000th registered CAF user!

At these conferences the, growing, CAF community really works. For those present and also all those who were not able to attend, we have made the presentations available on-line at www.eipa.eu/caf. The full texts of the good practices presented are available through our database of CAF good practices.

Training: A SPECIAL FOCUS ON PROCESSES

Criterion 5 of the CAF model is dedicated to “processes”. In the past few years, different tools for managing the organisation’s key processes were discovered by public sector organisations. Techniques such as ISO, Business Process Re-engineering (BPR), Business Process Management (BPM) and Lean management are being increasingly used. This training will discuss different process management approaches, compare their specific characteristics and consider the most appropriate way to use them. Should the CAF and process management be used in an integrated way or should they be used separately, each approach delivering the benefits it was designed for? In doing so, how can both approaches complement each other? Cases from different countries will illustrate how the different tools (CAF, ISO, BPR/BPM and Lean) strengthen the performance of public sector organisations.



TRAINING ON THIS TOPIC: “CAF and Process management” - Maastricht, 1-3 December 2010 (be fast – there are still some places available). All info on www.eipa.eu/CAF

CAF External Feedback Training

Since the launch of the CAF in 2000, its implementation and use has shifted from a self-evaluation (making a good diagnosis of the organisation), to making improvements based on this diagnosis. But organisations applying the CAF also wanted to see the results of all their efforts and were looking for feedback. In order to provide organisations with this feedback, the CAF External Feedback Procedure has been created by the EU Member States. This CAF External Feedback Procedure, which is made available to CAF users, aims – by means of external assessment – to verify the quality and effectiveness of CAF implementation. This feedback is given by peers and/or external experts: the so-called CAF Feedback Actors. For more information on the External Feedback Procedure see the special pages on www.eipa.eu/CAF



In order to be selected by a national organiser as a CAF External Feedback Actor, candidates have to follow an approved training course. This training is targeted towards future CAF Feedback Actors who will judge the CAF self-assessment and its impact on an organisation, thereby providing useful feedback. Feedback Actors need to have a broad knowledge and experience of management and change processes in public sector organisations. The actor can gain the necessary competencies from a variety of sources including work experience, previous assessment experience (with CAF or EFQM), education and training.

Objectives: At the end of the seminar the participants should be able to:

1. analyse the implementation of CAF through the process of self-assessment and improvement actions and assess whether the organisation is installing TQM values;
2. give feedback and suggestions regarding the implementation of CAF, its strengths, weaknesses and how it could be improved;
3. support and renew the organisation’s enthusiasm to work with holistic quality development and self assessment using the CAF model;
4. be a candidate for selection as a CAF Feedback Actor in his/her country.

For more info on this training, please consult our website: www.eipa.eu/CAF

Interested persons can register – in consultation with their national correspondent – for the seminar taking place on 13-14 January 2011

AGENDA 2011 – OPEN SEMINARS AT EIPA

Take your agenda and note already following dates of the CAF related activities and trainings at EIPA



- ⇒ **CAF External Feedback and Label: Training on the Delivery of External Feedback**
Maastricht, 13-14 January 2011
- ⇒ **The Common Assessment Framework and the Balanced Scorecard**
Maastricht, 15-17 June 2011
- ⇒ **Master Class CAF and Justice**
Luxembourg, 8-9 September 2011
- ⇒ **CAF Training Event - The Common Assessment Framework in Action**
Barcelona, 22-23 September 2011
- ⇒ **Performance Management**
Maastricht, 7-9 December 2011

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

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SEE/BOOKMARK:

- CAF activities/ main page : <http://www.eipa.eu/caf>
- Agenda 2011: <http://www.eipa.eu/en/pages/show/&tid=85>
- CAF external feedback info: <http://www.eipa.eu/en/pages/show/&tid=136>
- CAF external feedback training: <http://seminars.eipa.eu/en/activities09/show/&tid=4298>
- Process Management training: <http://seminars.eipa.eu/en/activities09/show/&tid=3629>
- CAF Event: <http://www.eipa.eu/en/pages/show/&tid=83>
- CAF good practices: <http://caf.eipa.eu/3/98/>