

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, as well as European and national activities. Currently, the main challenges are the development of a procedure for external feedback on CAF and a tailor-made CAF for the education sector. Each newsletter will take the opportunity to introduce one or two correspondents and their work to you. In this issue Finland and the Poland will be presented.



FINLAND

CAF National Correspondent: JOHANNA NURMI

OFFICIAL FUNCTION: COUNSELLOR, MINISTRY OF FINANCE, PUBLIC MANAGEMENT DEPARTMENT, GOVERNANCE POLICY UNIT

LOCATION: HELSINKI, FINLAND

Finland's CAF strategies and initiatives for 2009?

During 2009 we will be organising our **biennial public sector best practice selection** where the assessment is based on CAF. **Training on CAF assessment** will be attached to this process. We will also organise regional quality conferences where among other things these best practices will be presented. This year we will also try to concentrate on supporting our regional quality networks based on their needs. Last year we published a CAF leaflet on sustainable development in order to motivate organisations to pay attention to these issues during their self-assessment. This year we will be highlighting the particular aspect of ecological dimensions.



The role of CAF in your country and future developments

We promote CAF as one of the quality management tools especially suitable for public sector organisations. We try to stress that it is up to the organisation to choose the best possible tools to suit their needs. Part of that includes explaining how CAF can be best utilised.

As we have been working with CAF since the beginning when the first version was published in 2000, we can clearly see how the tool has developed and how the management culture of public organisations has evolved during those years. In Finland it seems there is clearly a second (or third) wave of quality management going on. For example, CAF is spreading faster than ever before and it seems quality management is becoming a greater part of standard steering and planning mechanisms of the organisation.

POLAND

CAF NATIONAL CORRESPONDENT: MARTA KUZAWIŃSKA

OFFICIAL FUNCTION: CHIEF SPECIALIST AT THE CHANCELLERY OF THE PRIME MINISTER OF POLAND DEPARTMENT OF CIVIL SERVICE AND STATE STAFFING POOL

In the last few years Poland's administration has been showing a growing interest for the implementation of the TQM approach; CAF included.

Background

This is surely the result of the work of the Ministry of Interior and Administration, who carried out a pilot project of the **CAF implementation in 20 central agencies** (2006-2007). The Ministry of Finance also contributed by preparing a dedicated QM system for tax administration, where CAF is recommended as an organisation development tool. So far, we have more than 50 CAF implementations in tax offices in Poland. CAF and TQM development initiatives at the level of local authorities will also be mentioned here.



Current activities

In reference to the National Cohesion Strategy for 2007-2013, the priority of "Good Governance" was set out in the framework of the Operational Program Human Capital. The first goal of the strategy is the improvement of the functioning of administration and reinforcement of partnership mechanisms. We have found CAF to be an appropriate and suitable tool for this case. This means that there is the possibility to co-found quality initiatives with the European Social Fund.

In February 2009 we are in the middle of the extensive two-year project that is intended to be an initiating activity for future quality development. The main task is to disseminate the TQM philosophy throughout the Polish administration institutions, under the common "quality in administration" trademark. **For 2009 we have planned training sessions for over 800 persons and six regional seminars for 300 people (CAF will be one of the main topics).** The most visible effect of the project however, will be the implementation of CAF in over 70 organisations from different regions of the country. Administration offices participating in this project will benefit from dedicated training sessions and external consultancy, supporting the 10 steps of CAF implementation. We will close the year with a CAF conference, where the benefits and main results of current CAF implementations as well as a final survey report will be presented and discussed.



II. TRAININGS

CAF – TRAIN THE TRAINERS SEMINAR, 26-27 MARCH 2009 IN MAASTRICHT & 1-2 OCTOBER 2009 IN BARCELONA

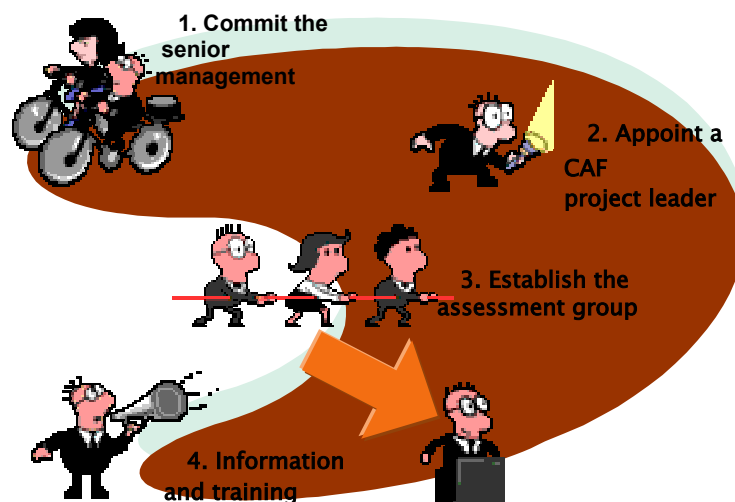
The 'CAF in Action' seminar is the ideal opportunity to learn how to implement CAF in your own organisation.

This seminar will be based upon the CAF 2006 version and provide an in-depth analysis of the following issues:

- how to adapt the self-assessment process to your own organisation(s);
- the development of action and improvement plans;
- outlines of CAF training schemes;
- efficient use of e-tools for the CAF;

At the end of the seminar, participants should have a clear understanding of the CAF 2006 and be able to implement it at national, regional or organisational level.

Furthermore they will have learned how to launch improvement actions on a short-, medium- and long-term basis and how to use e-tools in the most efficient manner. Last but not least, participants will have the chance to network and exchange ideas and experiences with others and will learn more about the European CAF network and its opportunities.



CAF & PROCESS MANAGEMENT, 22-24 APRIL 2009 IN WARSAW

- The Common Assessment Framework and the Relationship with ISO, Business Process Re-Engineering Management and Lean

Different tools for managing an organisation's key processes have been discovered by public sector organisations. Techniques like ISO, Business Process Re-engineering (BPR) and Lean management are now being increasingly used. This training will discuss both 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.

Objectives of the seminar: At the end of the seminar, participants should have a clear understanding of

- the CAF 2006 quality model itself, the self-assessment process and the impact on the organisation;
- the techniques of process management (ISO, BPR/BPM, Lean) as used in the public sector;
- the key points of difference in approach, process and benefits;

- their common features;
- how to implement them together.

As a result, participants will be better prepared to implement the CAF and process management (by ISO, BPR/BPM or Lean) in public sector organisations.

QUALITY DEVELOPMENTS IN THE FIELD OF JUSTICE, 7-8 MAY 2009 IN LUXEMBOURG



For the third year now, the CAF RC is offering this seminar linking CAF with the judicial sector. The main question that will be dealt with in the seminar is how to combine the basic requirements of a legal system, such as equal justice and independence of the courts, with effectiveness, efficiency, and quality. Hence it also raises a more general question concerning quality assessment: can tools such as CAF and EFQM be used in the judicial field and if so, how can they be used to the greatest possible extent? Questions like these will be answered and discussed among the participants. Furthermore, you will have the chance to explore current and latest reforms in the management of justice and the consequent possibilities to introduce quality as a result of this. Generally, the seminar will be an excellent opportunity to gain a good insight into the work possibilities of CAF in the field of justice;

it will also be a source of inspiration with concrete initiatives that can be implemented in the courts and judiciary.

One of the results has been a publication collecting a series of testimonies on QM in the field of justice. This publication is available via <http://www.eipa.eu/en/publications/latest/>

⇒ ALL INFO AND REGISTRATION FOR THE SEMINARS IS AVAILABLE ON www.eipa.eu/caf

III. PROJECTS

CAF & EDUCATION – A TAILOR-MADE VERSION!

In March 2008 the idea to produce a tailor-made CAF version for the education sector has been taken up by the national experts on CAF. It was agreed upon that interested Member States – together with the CAF RC – will realise this project and develop one European CAF version for the whole of the education sector; this will be one of the supporting instruments that will further stimulate the use of CAF in the public sector in Europe. This version is especially intended to support those organisations in the field that so far have no or little experience with using Quality Management.

Currently the CAF & Education working group consists of Belgium, Italy, Norway, Portugal, France, Luxembourg, Finland and Greece. The next meeting of this working group will take place on 26 February 2009 and aims to identify and agree upon a common set of examples for this specific CAF version. The vision and aim of the working group and the CAF experts is to possess a fully elaborated CAF in Education version for the CAF users' Event in Bucharest/Romania on 15-16 October 2009.

IV. EUROPEAN EVENT ON CITIZEN / CUSTOMER SATISFACTION MANAGEMENT 26-27 APRIL 2009 IN PRAGUE



Public sector organisations have to be more responsive to society's needs and demands. Governments need to provide more choice, democracy and transparency by interacting with citizens/customers at all stages of the policy and service delivery process (in designing, decision making, producing/implementing and evaluating).

The dynamic way of getting citizens/customers of public services involved so as to enhance their perceptions, expectations and commitment through active participation, has to be a common strategy to obtain a legitimate level of quality and satisfaction with public services. This changing role of citizens/customers of public services is having an impact on the policy and management cycle as a whole. Traditionally, the policy and management cycle is dominated and controlled by politicians and administrators. Now, citizens/customers are increasingly involved in this policy and management cycle at different stages, so they become co-designers, co-decision makers, co-producers, and co-evaluators.



This high-level event is tailor-made for top- and middle management of operational and supporting public sector organisations. It will focus on the why and the how of involving citizens/customers in the different

stages of the policy and management cycle in order to have a better insight and to give public sector organisations the possibilities to better manage citizen and customer satisfaction.

This event is an initiative of EUPAN (European Public Administration Network) on behalf of the Czech Presidency of the EU and is supported by EIPA (the European Institute of Public Administration – Maastricht).

FOR MORE INFO ON THIS EVENT PLEASE CONTACT: n.thijs@eipa.eu

V. EIPA AGENDA FOR 2009

Make a note in your diary of the following dates of CAF-related activities and training at EIPA:

- ⇒ **CAF Training Event: The Common Assessment Framework in Action (€800)**
Maastricht (NL), 26-27 March 2009 or Barcelona (ES), 1-2 October 2009
- ⇒ **CAF & Process Management: The Common Assessment Framework and the Relationship with ISO, Business process Re-Engineering and Lean (€750)**
Warsaw (PL), 22-24 April 2009
- ⇒ **Quality Developments in the Field of Justice (€800)**
Luxembourg (LU), 7-8 May 2009
- ⇒ **CAF & The Balanced Scorecard (BSC) (€990)**
Maastricht (NL), 17-19 June 2009
- ⇒ **MORE INFORMATION ON THE SEMINARS CAN BE FOUND AT:**
<http://www.eipa.eu/en/topics/show/&tid=191>



***** 20% PRICE REDUCTION – PACKAGE DEAL *****

For 2009, the CAF RC is offering public organisations all over Europe the possibility to register for the entire programme of the four CAF-related trainings above, at the European Institute of Public Administration headquarters in Maastricht and its Antennae in Barcelona, Luxembourg and Warsaw.

Organisations that subscribe at the beginning of the year to the entire programme can send one participant to each of the trainings during the year. The organisation will benefit from a 20% reduction of the total price of €3340, i.e. a reduction of €668.

FOR MORE INFORMATION ON THE PACKAGE DEAL PLEASE CONTACT: a.stoffels@eipa.eu

VI. QUALITY MANAGEMENT ACTIVITIES IN EUROPE IN 2009

- ⇒ **European Primer Event on Citizen/Customer Satisfaction**
Prague (CZ), 27 April 2009
- ⇒ **CAF Users' Event in Romania**
Bucharest (RO), 15-16 October 2009
- ⇒ **5th Belgian Quality Conference**
Brussels (BE), 26 November 2009

TO RECEIVE THIS NEWSLETTER

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

CONTACT THE CAF RESOURCE CENTRE AT EIPA

Patrick Staes, Nick Thijs, Ann Stoffels and Lena Heidler

Tel.: + 31-43 3296 328/317, Fax: + 31-43 3296 296, E-mail: caf@eipa.eu