

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 development and implementation of the procedure for external feedback on CAF and a tailor-made CAF for the educational sector. Each newsletter will take the opportunity to introduce one or two correspondents and their work to you. In this issue Lithuania will be presented.



LITHUANIA:

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QUALITY MANAGEMENT IN THE PUBLIC ADMINISTRATION SECTOR IN LITHUANIA:

NATIONAL QUALITY POLICY: INITIATIVES OF THE MINISTRY OF THE INTERIOR

The Strategy for Public Administration Development until 2010 and its Action Plan are the main strategic national documents for the modernisation and development of public administration. Major attention is given to the following fields: Better Regulation, Human Resource Management, Innovative Public Services and E-Government. The Ministry of the Interior of the Republic of Lithuania is coordinating the implementation of these strategic documents and is promoting the implementation of different quality management instruments in the public sector through such initiatives as the selection of good practice cases, national quality conferences, trainings and seminars about CAF, customer satisfaction measurement and management, "one-stop-shops" etc. The Ministry of the Interior has been monitoring the implementation of quality management methods in public administration institutions since 2007. The main goal of this monitoring is to clarify the situation of existing quality management methods in the public sector: under implementation, implemented and planned to be implemented, difficulties of implementation and reasons which limit the application of these models. Last year the Methodology of Public Services' Customer Satisfaction Measurement Index was prepared. According to this methodology, state and municipal institutions and other public organisations can set the level of customer satisfaction with their services and calculate the index of customer satisfaction.

The Ministry of the Interior has just started to implement the project "Quality initiatives in the public administration sector" financed by the European Social Fund. The aim of the project is to promote implementation of quality management methods and innovations improving public customer services in the public administration sector in Lithuania by adapting the best practices of EU Member States and Lithuania. In order to achieve the aim of this project, the CSM Event, National CAF conference and the training on CAF External Feedback procedure will be organised this year in cooperation with EUPAN and EIPA in Lithuania.

IMPLEMENTATION OF QUALITY MANAGEMENT METHODS IN THE PUBLIC ADMINISTRATION SECTOR

Lithuanian laws do not validate the compulsory implementation of quality management models in the public sector. Public administration institutions have the freedom to choose one or another model to apply, except for the strategic planning which is obligatory for public administration entities. The quality management methods in the public administration sector in Lithuania, compared with West European countries, have recently started to be applied; however the demand for the implementation of different quality initiatives based on total quality management is growing.

The biggest support for the promotion of quality management in public administration institutions will be the European Union structural assistance. In general, it might be concluded that the majority of quality management tools would be implemented in all types of state and municipal institutions in the period of

2010–2013. Although the variety of quality management tools to be implemented is very wide (more than 12) the majority of tools to be implemented are: “one-stop-shop” principle, ISO 9001 and Common Assessment Framework.

II. THE CAF EXTERNAL FEEDBACK SEMINAR – TRAINING THE EXTERNAL FEEDBACK ACTORS

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 issue newsletter 2009/nr.3 or www.eipa.eu/CAF

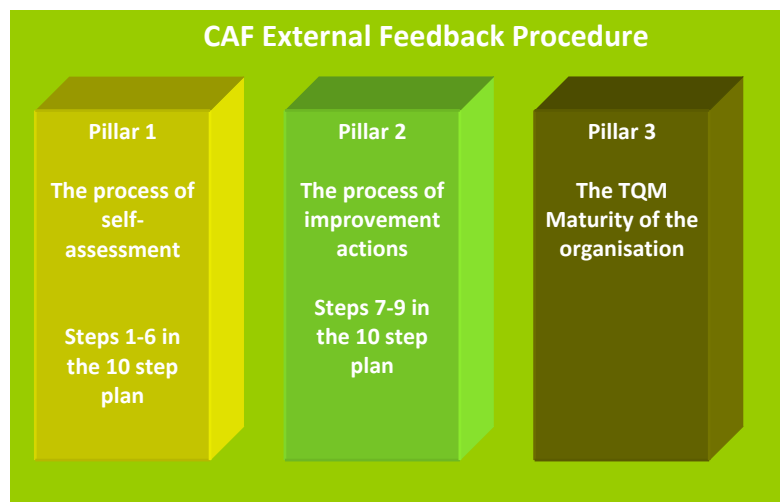
In order to be selected by a national organiser as a CAF External Feedback Actor, candidates have to follow an approved training course.

Target Group:

The newly created CAF External Feedback Procedure needs people (CAF Feedback Actors) to 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:

<http://seminars.eipa.eu/en/activities09/show/&tid=3633>

Interested persons can register – in consultation with their national correspondent – for the seminar taking place on 12-13 April 2010

III. QUALITY EVENTS

III.I CITIZEN - CUSTOMER SATISFACTION MANAGEMENT"

EUROPEAN EXPERIENCES AND INSIGHTS VILNIUS 18 MARCH 2010

Public sector organisations are challenged daily to be more responsive to society's needs and demands, especially in the current times of economic, financial and social crisis. In order to provide better, faster and more services, public administrations are being reformed all over Europe. Interacting with citizens/customers at all stages of the policy and service



delivery process (in the designing, decision-making, producing/implementing and evaluating of policies and services) creates a dynamic way of getting them involved in this reform. It enhances their perceptions, expectations and commitment through active participation.

This changing role of citizens/customers of public services is becoming a common strategy in the public sector in Europe in order to reach a legitimate level of quality of and satisfaction with public services. It has 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. Nowadays, citizens/customers are increasingly involved in this policy and management cycle at different stages: they therefore become co-designers, co-decision makers, co-producers, and co-evaluators.



This high-level event will focus on the why and how of involving citizens/customers in the different stages of the policy and management cycle, in order to gain a better insight and give public sector organisations the possibility to better manage satisfaction.

The target group therefore includes (top and line) managers from both horizontal and operational public sector organisations (Ministries, Agencies, regional and local authorities), as well as experts dealing with the topic in their organisations.

This event is an initiative of the Ministry of the Interior of the Republic of Lithuania in cooperation with EUPAN (the European Public Administration Network) and EIPA (the European Institute of Public Administration – Maastricht) and is supported by the European Social Fund (ESF).

**For more information and registration please look at: www.bc.lt/registration
The Primer on Customer Satisfaction is available at www.eupan.eu => events**

III.II GERMAN QUALITY DAY: “GOOD ADMINISTRATION INSPIRES – WITH QUALITY TO SUCCESS”

The German Ministry of Interior is organising a German Day of Quality, together with the German Association for Quality (Deutsche Gesellschaft für Qualität, DGQ). This quality day will take place on 27 April 2010 in Cologne, and will be titled “Good Administration inspires – With Quality to success”. The main focus will be on what quality can add to the leadership of public administrations. The audience of this event will include managers of the federal, county and communal administration. EIPA and the CAF RC will be present with a workshop on CAF and a plenary session on CAF developments in Europe.

For more information please contact the German CAF Expert: Ms Astrid Stein
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IV. QUALITY MANAGEMENT ACTIVITIES IN EUROPE IN 2010

- ⇒ **International Quality Congress for Local Authorities**
Ghent (BE), 23-24 February 2010
<http://www.ghentqualitycongress.be/>
- ⇒ **Citizen-Customer Satisfaction Management: European Experiences and Insights**
Vilnius (LT), 18 March 2010
www.bc.lt/registration
- ⇒ **4th European CAF Event**
Bucharest (RO), 23-24 September 2010
More details will follow in the next edition of our newsletter

IV. EIPA AGENDA FOR 2010

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

- ⇒ **CAF External Feedback and Label: Training on the Delivery of External Feedback**
Maastricht (NL), 1-2 March 2010 & 12-13 April 2010
- ⇒ **The CAF and the Balanced Scorecard**
Maastricht (NL), 16-18 June 2010
- ⇒ **CAF Training Event: The CAF in Action**
Barcelona (ES), 7-8 October 2010
- ⇒ **Process Management in the Context of Total Quality Management: CAF and the Relationship with ISO, Business Process Re-Engineering and Lean**
Maastricht (NL), 1-3 December 2010
- ⇒ **More information on the seminars can be found at:** <http://www.eipa.eu/en/topics/show/&tid=191>

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