

## **I. MEETING THE CAF CORRESPONDENTS**

The European network of CAF correspondents consists of national experts and contact persons for 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. Each newsletter will take the opportunity to introduce one or two correspondents and their work to you. In this issue Germany will be presented.



### **GERMANY:**

**CAF NATIONAL CORRESPONDENT: DR ASTRID STEIN**  
**HEAD OF THE FEDERAL OFFICE OF PUBLIC ADMINISTRATION**  
**AT THE MINISTRY OF PUBLIC ADMINISTRATION, KÖLN**  
**E-mail: [astrid.stein@bva.bund.de](mailto:astrid.stein@bva.bund.de)**  
**URL: [www.caf-netzwerk.de](http://www.caf-netzwerk.de)**

The German CAF Centre is part of the Federal Office of Public Administration – the central service agency at federal level. The main task of the CAF Centre is to offer information, advisory and coaching services to increase usage of the CAF quality management instrument within federal agencies.

The CAF Centre is supported by experts for quality management and CAF users at the level of alliance, country and commune. Tasks are to produce uniform training materials or organise events where CAF users can exchange experiences on their use of quality management tools. On 3 and 4 November 2009 approximately 30 CAF users met to exchange their experiences under the motto “quality management in the public sector”. They introduced their experiences of the different kinds of quality management models (ISO, EFQM, CAF) and discussed how they have worked with them.

The user advisory council will meet on 25 November 2010 to give feedback on the previous year and to look back at what they have achieved and what they want to focus on in the coming year. This user advisory council consists of the CAF users who are in a continuous improvement process with the use of CAF.

Each year the CAF Centre supports one federal authority in the whole process of CAF - from the preparation of the decision to the creation of the action plan. The Bundesakademie for public administration offers training in quality management for federal authorities. The Länder and municipalities also have a wide range of special offers. An inter-sectoral circle named “Qualitätsmanagement” at the federal ministry of interior has developed parameters for training concepts of different target groups and is working on an introductory guide to quality management. This guide will contain a case study for the introduction to a CAF process. It is also a goal of this circle to promote a common understanding of central QM concepts.

The German CAF Centre network consists of 400 members from about 250 authorities. Some of them only have a general interest in CAF, whilst others are in the decision phase and again others have already conducted several successful applications with CAF. For the last group the procedure of external feedback plays a major role, which is also the reason why a main focus of the German CAF Centre in the year 2010 is the translation of the feedback documents and the national implementation of the external feedback procedure.

In the framework of a master thesis the possibilities are currently being reviewed, including a financial concept and how the different roles of the national process will be distributed. An expert workshop will take place in the summer to come up with a conceptual plan.

In 2011 two pilot projects are planned for allocating the label of an “effective CAF User”.

## II. QUALITY EVENTS

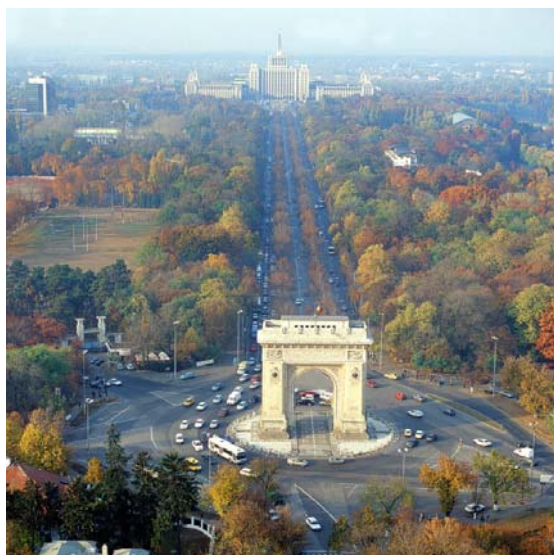
### II.1 THE 4<sup>TH</sup> EUROPEAN CAF USERS' EVENT– BUCHAREST, ROMANIA: *PROGRESSING TOWARDS EXCELLENCE: THE CHALLENGE FOR EUROPEAN PUBLIC ADMINISTRATIONS IN DIFFICULT TIMES* *SEPTEMBER 23-24, 2010*

Since the launch of CAF in 2000, it was clear that mutual understanding and benchlearning among CAF users would be a strong impetus for the success of the model in Europe. 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.

In 2003 and 2005 CAF users from all over Europe met in Rome and Luxembourg at the first two European CAF Users' Events. Each time, nearly 150 CAF users discussed the implementation of the model, its features and its difficulties. The Portuguese Presidency organised the 3<sup>rd</sup> European CAF Users' Event in Lisbon in 2007. This 3<sup>rd</sup> Event focused on the effects of the CAF self-assessment on the total quality of the organisation: CAF inspiring change. On that occasion the CAF movie was presented to an audience of 300 participants.

This year, Romania is organising and hosting the 4<sup>th</sup> CAF Users' Event in cooperation with the network of CAF national correspondents and the EIPA CAF Resource Centre. The 4<sup>th</sup> Event will have a special focus on the 8 principles of excellence and the newly developed procedure for external feedback.

Since the launch of the CAF in 2000, its implementation and use has undergone a remarkable evolution. At the start, CAF was mostly seen as a tool to help the managers and people in public organisations to conduct a **self-assessment** in the light of the blueprint of an excellent organisation. After a few years, the focus shifted from the self-assessment to the **improvement cycle** and the implementation of modern management instruments in the different areas covered by the 9 criteria and 28 sub-criteria of the CAF model. By doing so, public sector organisations wanted to respond to the **8 principles of excellence** and grow towards an efficient and effective organisation. However, they also wanted to see the results of all their efforts and were looking for **external feedback**. This is how the idea arose to create a system of external feedback on the introduction of total quality management with the help of CAF. A consensus was found among the EU Member States to create a new instrument and a new tool: respectively, the Procedure on External Feedback and the CAF Label of an Effective CAF User.



*Arch of Triumph and People's Palace, Bucharest*

On this occasion, up to 300 people can attend the Event. The national CAF correspondents are responsible for the composition of their national delegation. Therefore, if you are interested in participating, please contact **your national CAF correspondent**.

You will find the list of national correspondents on the CAF website: [www.eipa.eu/caf](http://www.eipa.eu/caf)

The 4<sup>th</sup> CAF event is an excellent occasion to celebrate two milestones of CAF history with the quality community: **The 10<sup>th</sup> anniversary of CAF and the 2000<sup>th</sup> registered CAF user!**

More information about the event will follow soon on our website: [www.eipa.eu/caf](http://www.eipa.eu/caf)

## **II.2 EIPA CAF SEMINAR: PROCESS MANAGEMENT IN THE CONTEXT OF TOTAL QUALITY MANAGEMENT: CAF AND THE RELATIONSHIP WITH ISO, BUSINESS PROCESS RE-ENGINEERING AND LEAN 1-3 DECEMBER 2010**

Since the launch of the first version in 2000, more than 2000 organisations in many European countries have implemented the CAF.

In the same period, 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 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.

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, 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 or Lean) in public sector organisations.

***For more info on this training, visit our website:***

***<http://seminars.eipa.eu/en/activities09/show/&tid=3629>***

## **II.3 6TH ANNUAL PUBLIC MANAGEMENT SUMMER INSTITUTE “POLICY PLANNING: NECESSITY, INSTITUTIONAL FRAMEWORK AND TOOLS” IN LATVIA, 23-27 AUGUST 2010**

The Summer Institute will address issues at the heart of the debate on tools and approaches to policy planning:

- Policy planning and justification for planning;
- Institutional framework and policy makers;
- Long-term and crisis planning;
- Planning and budgeting;
- Future challenges.

Sessions will involve lectures and case presentations, but will also include small group discussions and problem solving exercises. All sessions will be conducted in English and Russian. Simultaneous translation will be offered.

**Interested participants should [apply online](#) as soon as possible.** Regular participants should only fill in sections 1 - 4, whereas potential supporting partners should also fill in section 5.

***For more information please look at [www.rcpar.org](http://www.rcpar.org)***

## **II.4 INTERNATIONAL QUALITY CONFERENCE AND WORKSHOP, THESSALONIKI, GREECE, 10-11 JUNE 2010 – REPORT**

The Region of Central Macedonia organised a two-day international conference of EU Regions in Thessaloniki, from 10 to 11 June 2010, on the subject:

“The Application of Common Assessment Framework (CAF) in EU Regions:  
Exchange of Good Practices - Creation of EU Regions' Quality Network”

The participants were:

- The Region of Azores (Portugal)
- The National Centre of Information for the Common Assessment Framework (CAF) (Italy)
- The Ministry of Agriculture, Natural Resources and Environment (Cyprus)
- The Region of Central Macedonia (Greece)
- The Region of Eastern Macedonia and Thrace (Greece)
- The Region of Epirus (Greece)
- A representative of the Ministry of Interior, Decentralization & E-Government (administrative responsible for CAF application in Greece).

The aim of the meeting was the exchange and discussion of experiences and best practices within the CAF context and **the creation of an EU Regions' Quality Network**.

All participants presented their arguments on the abovementioned subject and after a thorough debate the following were pinpointed:

- European regions play a seminal role in development and prosperity within the limits of their territorial jurisdictions. They can act as catalysts for social, economic and environmental development, social justice, egalitarianism, welfare, social inclusion and progress.
- Regions will have to develop sound and coherent administrative capabilities through effective use of appropriate systems and managerial tools since, as administrative mechanisms, they have the potential to plan and realise developmental programmes in order to achieve societal and citizen-related goals.
- The experience gained from CAF appliance confirms the direct interrelation of CAF achievements with the quality of developmental planning and the materialisation of development projects.
- It has thus been proposed to establish an "EU Regions Quality Network" aiming at the improvement of administrative capability of the Regions to successfully fulfil their mission through the exchange of experiences, good practices in CAF appliance and other public management tools by seeking excellence and optimisation.

The attending Regions' representatives committed to inform their administrative organisations with regard to the scopes and the function of the Network in order to arrive at an official Agreement, or in other cases (i.e. Cyprus and Italy), to define participating regions and public organisations.

At this initial stage the Network will be informal. The Networks' objectives of specialisation, action plan, organisational structure and funding potential for its function and activities will be discussed thoroughly in a second meeting which is planned to take place in the Region of Epirus (Greece) during autumn 2010. Participation will be open to EU Regions that have applied or will apply CAF.

**For more information please contact Ms Chrysa Karipidou, Region of Central Macedonia:**  
[xkarip@rcm.gr](mailto:xkarip@rcm.gr)

## **IV. EIPA AGENDA FOR 2010**

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

⇒ **CAF Training Event: The CAF in Action**

*Barcelona (ES), 7-8 October 2010*

*Programme available at <http://seminars.eipa.eu/en/activities09/show/&tid=3534>*

⇒ **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*

*Programme available at <http://seminars.eipa.eu/en/activities09/show/&tid=3629>*

### **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](mailto: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](mailto:caf@eipa.eu)