



UNIUNEA EUROPEANĂ



GUVERNUL ROMÂNIEI



Inovație în administrație  
Programul Operațional "Dezvoltarea  
Capacității Administrative"

## The 4th European CAF Users' Event

# Progressing Towards Excellence The Challenge for European Public Administrations in Difficult Times

Bucharest (RO), 23-24 September 2010



## Introduction

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 3rd European CAF Users' Event in Lisbon in 2007. This 3rd 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 4th CAF Users' Event in cooperation with the network of CAF national correspondents and the EIPA CAF Resource Centre. The 4th 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.

The 4th CAF event is 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!**

# Draft Programme

## THURSDAY 23 SEPTEMBER 2010

- 8.30 **Welcome and registration of participants**
- 9.30 **Welcome and opening**
- Opening speech**  
*Minister Secretary of State, Romania*
- Presentation of the event**  
*General Director of the Central Unit for Public Administration Reform, Romania*  
*National CAF correspondent, Ministry of Administration and Interior, Romania*
- 9.45 **Plenary session 1**
- 1a. The effective drivers for change. How to come to a culture of change in public sector organisations.  
*Michael Schindl, Schindl Rughase Partners*
- 1b. The 8 principles of excellence. The way forward to an excellent organisation.  
*Patrick Staes, Head of the EIPA CAF Resource Centre, Maastricht*
- 10.30 Coffee break
- 11.00 **Parallel sessions (part 1)**
- 4 principles of excellence (efficiency oriented)**  
(4 sessions each with a scientific introduction, 2 or 3 cases and a discussion on the opportunities for further development)
- 1. Management by processes and facts**
- 1.1 From CAF to ISO : the experience of Hunedoara County Prefect's Office**  
*Organisation: Hunedoara County Prefect's Office (Romania)*
- 1.2 The introduction of "process chain" logic in Corte d'Appello di Milano: bridging the gap between public functions and service provision in the management of justice**  
*Organisation: Corte d'Appello di Milano (Italy)*
- 1.3 Strengthening the management at the Aust-Agder District Court**  
*Organisation: Aust-Agder District Court (Norway)*
- 2. Mutually beneficial partnerships**
- 2.1 How to enhance the notoriety of the Regional State Administration Office of North Plain**  
*Organisation: Regional State Administration Office of North Plain (Hungary)*
- 2.2 The strategic decision-making of the cultural centers depending of the Council of Education and Culture to improve the deficit areas identified by the CAF evaluation.**  
*Organisation: Consejería de Educación y Cultura. Gobierno de las Islas Baleares (Spain)*
- 2.3 The introduction of CAF in Styrian District Authorities**  
*Organisation: Government of the province of Styria and Styrian District Authorities (Austria)*
- 3. Involvement of people**
- 3.1 Involvement of people in the Institution of the Prefect - Constanta**  
*Organisation: Institution of the Prefect - Constanta (Romania)*
- 3.2 Evaluation of the teachers by the learners and its impact on the training process in the Superior Provincial School of Charleroi**  
*Organisation: Haute Ecole provinciale de Charleroi Université du travail (Belgium)*
- 3.3 Person and organisation: a balance between opportunities and bonds**  
*Organisation: Alma Mater Studiorum – Università di Bologna (Italy)*
- 4. Continuous improvement and innovation**
- 4.1 The use of new technologies as a trigger for innovation in the relationship with the citizen in the Municipality of Heraklion Crete Hellas**  
*Organisation: Municipality of Heraklion Crete Hellas (Greece)*
- 4.2 Streamlining of the organisation**  
*Organisation: The Danish Agency for Governmental Management (Denmark)*
- 4.3 CAF at the National Institute for Social Security**  
*Organisation: National Social Security Institute for workers (Italy)*
- 13.00 Lunch break
- 14.30 **Plenary session 2**
- 4 principles of excellence – conclusions of the working groups**  
Panel discussion with the 4 chairpersons of the parallel sessions
- 15.00 **Plenary session 3**
- Strategic planning in public administration**  
*Luc Lathouwers, Secretary general & Inge Lynen, Advisor Flemish Government, Department of Government Affairs*  
*Romanian Professor (to be confirmed)*
- 15.30 Coffee break
- 16.00 **Plenary session 4**
- The procedure for external feedback**  
*Gordana Žurga, Secretary, Ministry of Public Administration (Slovenia)*  
*Nick Thijs, Lecturer, EIPA CAF Resource Centre, Maastricht*
- 16.30 **Plenary session 5**
- CAF and education**  
*Lena Heidler, Research Assistant, EIPA CAF Resource Centre, Maastricht*
- 17.00 **Debates – Conclusions of the first day**
- 17.30 **CAF Users' networking**

# Draft Programme

## FRIDAY 24 SEPTEMBER 2010

- 8.30 **Welcome**
- 9.00 **Plenary session 6**  
**Performance measurement/monitoring**  
*Åge Johnsen*, Professor of Public Policy, Faculty of Social Sciences, Oslo University College  
*Alina Profiroiu* – Phd. in Economy, Academy of Economic Studies, Faculty of Management in Public Administration
- 9.45 **Plenary session 7**  
**10 years of CAF**  
Highlights of the European report
- 10.30 Coffee break
- 11.00 **Parallel sessions (part 2)**  
**4 principles of excellence (effectiveness oriented)**  
(4 sessions each with a scientific introduction, 2 or 3 cases and a discussion on the opportunities for further development)
- 5. Leadership and constancy of purpose**
- 5.1 Horizontal Management: maximum involvement of Leadership. It is all in the mind**  
*Organisation:* OCMW Grobbendonk (Belgium)
- 5.2 Leadership in the Support Foundation European Social Fund Agency in Lithuania**  
*Organisation:* Support Foundation European Social Fund Agency (Lithuania)
- 5.3 CAF as a tool for reporting on educational quality and a backdrop for drawing up political objectives**  
*Organisation:* Nord-Trøndelag County Council (Norway)
- 6. Corporate social responsibility**
- 6.1 Specialty practice performed by students of the West University of Timișoara**  
*Organisation:* The Institution of the Prefect - Timiș County (Romania)
- 6.2 Reflections about the museum and social integration in the Museum of Mariemont  
*Organisation:* Musée de Mariemont (Belgium)
- 7. Results orientation**
- 7.1 Self-assessment in the context of the management by objectives**  
*Organisation:* The Autonomous Regional Administration of the Azores (Portugal)
- 7.2 Better results for the Austrian Finance Administration by using the CAF**  
*Organisation:* Ministry of Finance (Austria)
- 7.3 Improved Quality of Service Delivery**  
*Organisation:* Tax Office Zamosc (Poland)
- 8. Customer focus**
- 8.1 The involvement of the farmers in the evolution and operation of the Agricultural Insurance Scheme in Cyprus**  
*Organisation:* Agricultural Insurance Organisation (Cyprus)
- 8.2 The CAF implementation in the City of Vantaa**  
*Organisation:* City of Vantaa (Finland)
- 8.3 Customer satisfaction at the Job Centre in Pays de la Loire**  
*Organisation:* Pôle emploi Pays de la Loire (France)
- 13.00 Lunch break
- 14.00 **Plenary session 8**  
**4 principles of excellence – conclusions of the working groups**  
Panel discussion with the 4 chairpersons of the parallel sessions
- 14.30 **Plenary session 9**  
**The future of CAF**  
*Patrick Staes*, EIPA CAF Resource centre
- 15.00 **Closure of the event** (Celebration of CAF users: n° 2000)

## CONTACT

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### Location

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