

INTRO

After the launch of the CAF Procedure on External Feedback in 2010 – which is now up and running in many European countries – and celebrating reaching the goal of having 2000 registered CAF Users by the end of 2012, the past year was a year of reflection and hard work. After the in-depth study on the Use of CAF in Europe during the Polish Presidency of the EU at the end of 2011, the decision was taken to revise the CAF 2006 model. The Network of CAF Correspondents is proud to present to you the CAF 2013 version.

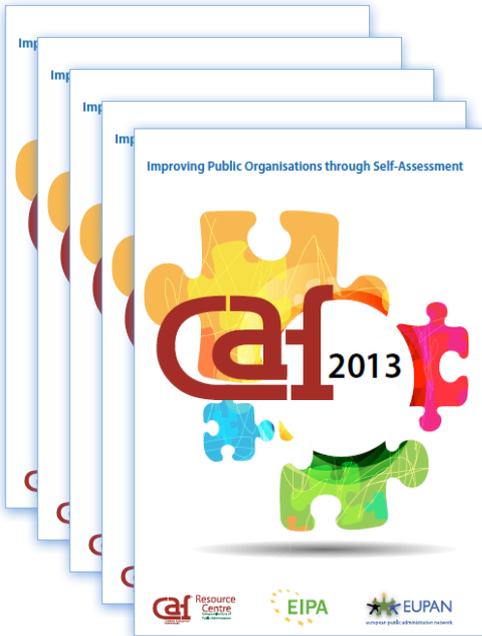


The CAF 2013 version was officially launched at the 5th European CAF Users' Event in Oslo, which was held on 27 & 28 September. This newsletter will report on the CAF 2013 and provide a glimpse into the 5th CAF Users' Event.

1. PROUDLY PRESENTING TO YOU ... THE CAF 2013...!

The journey of the CAF 2013

Numerous efforts have been undertaken to implement new techniques and methods to improve public organisations' efficiency, effectiveness, economic and social responsibility. Different approaches were launched across all types of public organisations and in all sectors of public responsibility, at the European, national, federal, regional and local levels. Many of these initiatives were successful; others failed, sometimes due to the lack of a coherent and sustainable approach.



The European Public Administration Network – the meeting place for civil servants from the Member States of the European Union – was aware of this missing link and invited its experts to develop a holistic tool to assist public administrations in their quest for continuous improvement. In May 2000, the Common Assessment Framework (CAF) was launched as the first European quality management instrument specifically tailored for and developed by the public sector itself. It is a general, simple, accessible and easy-to-use model for all public sector organisations across Europe, and deals with all aspects of organisational excellence.

More than 3000 public organisations have registered to use the CAF Model since its launch and thousands more across and outside Europe are using it for their own specific development purposes. In order to respond to their expectations and to align the Model to cater for the development and evolutions in society and public management, the CAF was revised twice, namely in 2002 and 2006. After six years of working experience with the 2006

version, we have fine tuned the Model again, based on the feedback received from 400 CAF users and the National CAF Correspondents.

This revision has made the CAF 2013 Model even stronger than before – it is now better equipped to support the public sector to the benefit of all its stakeholders in general, and the citizens in particular. Concepts such as users' orientation, public performance, innovation, ethics, effective partnerships with other organisation(s) and social responsibility have been deepened, and should result in the creation of new opportunities for further development of public sector organisations.

This new version is the result of the intensive collaboration between the National CAF Correspondents from the Member States of the European Union, supported by the European CAF Resource Centre at the European Institute of Public Administration in Maastricht (EIPA).

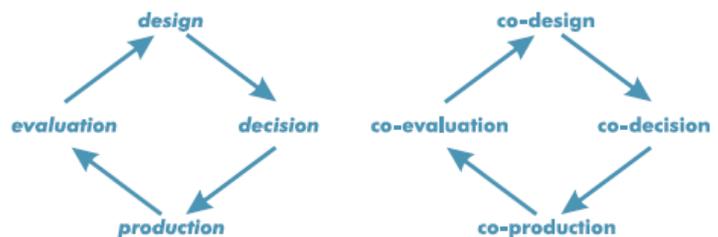


What's new in the CAF 2013?

Users of previous CAF versions will not find it too difficult to navigate their way around the 2013 version. The model is still composed of 9 criteria and 28 sub-criteria, but some have been reformulated.

The major changes are to be found:

- in the stronger role for leaders in supporting innovation(s). Leaders are responsible for improving performance. They prepare for the future by organising the changes necessary to deliver its mission. The initiation of a continuous improvement process is a core target of quality management. Leaders set the ground for continuous improvement by ensuring an open culture for innovation and learning. Demonstrating leaders' commitment to continuous organisational improvement and innovation through the promotion of a culture of innovation, as well as continuous improvement, thereby encouraging feedback from employees.
- in criterion 5 (processes), where two sub-criteria have been merged and a new one has been created. The new sub-criterion 5.3 deals with the fine-tuning of processes inside and outside the organisation. Public sector organisations operate increasingly in policy fields, together with other organisations. Service delivery does not therefore stop at the boundaries of the organisation, but it runs throughout the whole organisation.
- Processes considered in criterion 5 are defined as the core-processes. Management processes are proposed to be dealt with in criteria 1 (Leadership) and 2 (Strategy and planning). Supporting processes are treated in criteria 3 (people) and 4 (resources and partnerships).
- in criterion 6 (citizen/customer results): a stronger emphasis is placed on the citizens'/customers' involvement in their different role, i.e. as co-designers, co-decision makers, co-producers and co-evaluators.
- in the results criteria (6, 7 and 8): a clear distinction is made between perception measurements and performance measurements. In the previous version the distinction was not always clear for users.
- in criterion 8, where the title "social responsibility results" will more easily lead users to the core. What are the results of the organisation achieved outside or on top of its core business, but in the field of social responsibility? The two sub-criteria are now clearly illustrated with concrete examples.



Besides the renewal of content, all the examples have been reviewed and adapted to the changes in the structure. The glossary has been updated accordingly. The 8 Principles of Excellence for the public sector are now clearly defined and the maturity levels worked out in the context of the Procedure on External Feedback.

Visit the website of CAF at EIPA (www.eipa.eu/CAF) to see for yourself and find out what the CAF 2013 model might bring to you. We have been informed by various Member States that translations into different languages are planned. As soon as they are ready, they will be uploaded onto EIPA's CAF website. For more information you can also contact your CAF National Correspondent.

2. THE 5TH EUROPEAN CAF USERS' EVENT – ENT AS A DRIVER FOR INNOVATION



Agency for Public Management
and e-Government

European CAF users' events have been organised on a regular basis since 2003

(Rome-2003, Luxembourg-2005, Lisbon-2007, Bucharest-2010). These events have the aim of being an inspiring meeting point for CAF users. They offer an opportunity to take stock of the results achieved with the CAF and its ongoing developments, as well as to discuss its future. This year, Norway (Difi – the Agency for Public Management and e-Government) organised and hosted the 5th CAF users' event, in cooperation with the network of CAF National Correspondents and the EIPA CAF Resource Centre.



A total of 200 participants from more than 20 countries attended the conference in the centre of Oslo, where they listened to 18 national cases, five keynotes, but most importantly, they were able to meet each other and discuss the difficulties, obstacles and solutions they have faced.

We are pleased to present here the highlights of the European CAF Users' Event which took place in Oslo on 27-28 September 2012. The 5th event had a special focus on the *CAF as a driver for innovation*. How can and did the use of CAF stimulate the organisation to come up with innovative, creative solutions?

During different *parallel sessions*, 18 public sector organisations from all over Europe took the floor. They presented remarkable methods and practices that were inspired by the conclusions of the CAF self-assessment. These practices have led to tangible results, especially in the field of (1) citizen/customers, (2) people and (3) key performance.

The *plenary keynote sessions* dealt with setting a culture of making innovation happen, through CAF characteristics such as:

- * *the bottom-up approach*: create the ownership of staff and their involvement in improving the organisation;
- * *building knowledge*: self-assessment provides knowledge on the organisation which provokes new insights and new ideas;
- * *the holistic approach*: covering all aspects of the functioning of an organisation, giving an overall perspective and link between Enablers and Results, illustrating the cause-effect relations;
- * *bringing the outside in*: involvement of all types of stakeholders to stimulate new ideas; being part of service delivery in a chain of activities with others; bench learning to discover what others do.

Last but not least, the CAF 2013 model was presented to the audience.

The 5th CAF Users' event was regarded as a big success, bringing together interested CAF users from all over Europe to discuss, to share, to learn and to be proud of their achievements. Each time, these events are illustrations of the improvement dynamic in the public sector. Triggered by the CAF 2013 version and the growth and spread of the Procedure on External Feedback, this dynamic is not likely to stop in the coming years.

You can find all information about the conference, together with all the presentations (cases and keynotes) on the CAF website of EIPA www.eipa.eu/CAF (under the menu "EU CAF Users' Events") or on the website of the Norwegian Agency for Public Management and e-Government – Difi at www.difi.no/cafevent2012. In our next newsletter we will share with you further feedback from facilitators and participants.



4. IN THE FOCUS

“CAF & Leadership seminar”

EIPA Maastricht, 11-13 December 2012

Leadership is the first criterion of the CAF model. Imagine turning the model upside down and taking away the leadership box: the whole model would collapse. The model clearly uses the terminology of leadership, i.e. one is looking for more than only technical managers, by putting the focus on managerial/leadership elements. The first criterion of the CAF focuses on how leaders in a public sector organisation should provide direction for the organisation by the way in which leaders develop and facilitate the achievement of the mission and vision of the organisation. It reflects how they develop values required for long-term success and implements them via appropriate actions and behaviour. The criterion also indicates how leaders are personally involved in ensuring that the management system is developed. Leaders motivate and support people in the organisation by acting as role models and through appropriate behaviour which is consistent with the expressed and implied values. Finally, public sector leaders are the main interface between the organisation and politicians and manage their shared responsibilities. They are also responsible for managing relationships with other stakeholders and ensuring that their needs are met.

Criterion 1: Leadership



This seminar will highlight and analyse the specific features of good leadership in the public sector and the impact of good leadership on the efficiency and effectiveness of the organisation, cross-connecting leadership with the other CAF criteria.

=> More information at www.EIPA.eu or contact CAF@eipa.eu

** Registrations are welcomed until 19 November 2012 or as long as places are available**

57th European Organisation for Quality Congress

We would like to inform you about the 57th European Organisation for Quality Congress, which will be held in Tallinn, Estonia, on



17-20 June 2013, on the main topic “Quality Renaissance – Co-creating a Viable Future”.

The topics will cover, but are not limited to, the following areas:

- Quality and innovation
- Diversity as source for innovation
- Lean management and productivity improvement
- Business process management and performance measurement
- New trends in quality and management – need for a paradigm shift?

=> All information on the conference can be found at <http://www.quality2013.eu/en>

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ONLINE INFORMATION

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