

CAF USERS EVENT “CAF INSPIRING CHANGE”

The 3rd European CAF users event took place in Lisbon on 11-12 October 2007. It was organised by the Portuguese Presidency in cooperation with the EIPA CAF Resource Centre (RC) and provided a great opportunity for CAF users to learn, share, and network with their peers around achievements that CAF has brought to organisations and users of the public sector.



After the two previous successful CAF users events (Rome, 2003 and Luxembourg, 2005), both the expectations and ambitions were high. Central theme of this third edition was “CAF inspiring change”. Together with the correspondents of the different member states different key themes were chosen: change in the area of *people management*, the changing vision on *processes* and process management and the increasing importance of *leadership*. Thanks to the keynote speakers and the case presentations, selected by the different member states,

these different key themes were elaborated and discussed thoroughly. Different public sector organisations presented the sound, measurable results they achieved with CAF in these areas. Over 300 participants from all over Europe came together to gain inspiration from one another. To listen to good practice presentations, discuss on different features of the CAF, exchange and solve problems different CAF users are faced with.



Moments like this have been found extremely valuable by participants. Working on quality in public sector organisations can be very hard and not always easy. People working on quality can feel sometimes alone. On these conferences people see and feel that others are facing the same problems, resistance, and are having the same questions. But they also see that a lot of similar organisations have reached worthwhile results. At these conferences the growing CAF community really works. For those present and also all those who were not able to attend, we have made the presentations available on-line at www.eipa.eu/caf

A SPECIAL FOCUS ON LEADERSHIP

Leadership is the first criterion of the CAF-model. Imagine putting the model upside down and take away the box of the leadership and the whole model would tumble down. 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 implement them via appropriate actions and behaviours. 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 behaviours which are 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.



⇒ **TRAINING ON THIS TOPIC: “CAF and Leadership: from managers to leaders” - Maastricht, 12-14 December 2007 (be fast, some places are still available).** All info on WWW.EIPA.EU/CAF

CAF MOVIE

The Common Assessment Framework: a European effort towards continuous improvement in the public sector



After many different studies carried out in the previous years on the use of the CAF model in public sector organisations all over Europe, the idea grew in the European CAF network to make a CAF movie.

The movie is meant to be an attractive tool to promote CAF i.e. to sensitize non CAF users to start the quality approach with CAF by showing them the effectiveness of CAF in improving public sector organisations. In addition, it clearly shows the

European dimension of CAF: the collaboration between the different member states, the advantages of a strong European network and community. It is the appropriate tool to use for communication actions in your organisation, at quality conferences ...to demonstrate the process and results of working with the CAF model.

The 30 minutes movie shows the different important steps of the CAF process, from leadership commitment, involving and communicating with the personnel, the setting up of the self-evaluation groups, drawing up and implementing the improvement plan to realise improvements and achieve results on the different domains. Cases from different European countries are shown to illustrate this process.

The movie was an initiative of the EIPA CAF Resource Centre and the network of national CAF correspondents and was realised thanks to the Portuguese Presidency. It has been presented at the 3rd European CAF event. We hereby wish to thank all the public administrations that have actively contributed to this movie. In the near future the movie will be made available via the EIPA catalogue and website.

NEW (ON THE) WEBSITE

The CAF-website recently has been renovated. The old site has been redesigned and made more user friendly. You are still able to find all the info you used to find previously, but now in a much more easier way. Besides this there are some new functions and new information. We recommend you to take a look at "CAF in your country". This item gives you an overview about the CAF info that is available in your country, CAF correspondents, CAF users in your country, ... Special attention goes to the CAF national action plans: 21 countries provided their CAF action plan, describing training activities, publications, supporting tools, conferences, ... We hope to welcome you on our new website in the future: www.eipa.eu/CAF.



AGENDA 2008 – OPEN SEMINARS AT EIPA

Take your agenda and note already the following dates of the CAF related activities and training at EIPA



- ⇒ **The changing role of the citizen: building up the relation with the citizen/customer as an essential part of the CAF**
Maastricht, 27-28 March 2008
- ⇒ **CAF and Justice, Quality Development in the field of Justice**
Luxembourg, 14-15 April 2008
- ⇒ **The Common Assessment Framework and the Balanced Scorecard**
Maastricht, 18-20 June 2008
- ⇒ **Measuring Customer Satisfaction – The Customer in the Context of TQM and the CAF**
Maastricht, 18-19 September 2008
- ⇒ **CAF Training Event - The Common Assessment Framework in Action**
Maastricht (NL), 13-14 November 2008
- ⇒ **CAF and Leadership: from managers to leaders**
Maastricht, 10-12 December 2008

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