



## INTRO

In this **special edition**, we draw your attention to the initiatives taking place at European level in the coming months.

We especially wish to address the CAF Users in the area of training and education, as we will draw upon their experiences to analyse the impact of the use of the model on the functioning of the organisation.

## I. CAF SURVEY

We have now reached the quantitative target of having 3500 registered CAF Users by mid-2014, as set by the European Public Administration Network. But have we also reached our qualitative target with CAF: improving the quality of public sector organisations and strengthening its performance? The time has thus come to strengthen our insight into the impact of the model on the maturity levels of the organisations that use it, and on the results they achieve.

The European CAF Network, supported by the Italian Presidency, invites the Education sector – which represents almost 25% of the registered CAF Users – to be at the forefront of this research. The importance of the Education sector can hardly be underestimated and many lessons can be learnt from its experience with CAF. Understanding how the chosen improvement actions and implemented good practices lead to better results and a stronger organisation is crucial for the further success of CAF. The lessons learnt from the Education sector will benefit the global network of current and future CAF Users.

The European CAF Resource Centre will analyse the data and draft the report. The overall results will be presented at the 6<sup>th</sup> European CAF Users' event in Rome on Friday 14 November 2014, and published via multiple channels, including the CAF website ([www.eipa.eu/caf](http://www.eipa.eu/caf)).

Through this survey the European CAF Network aims to gain a more detailed insight into the impact that the use of CAF and Education has on the performance of Education and Training institutions in Europe, by increasing both their results as well as their maturity regarding the different principles of excellence throughout their self-assessment and improvement activities.

## Invitation

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### *Study on the Impact of CAF and Education*



We would very much appreciate it if organisations in this area could complete the **online questionnaire**, available online from **1 July until 15 September 2014**.

The target group consists of institutions in charge of education and training at all possible levels, and which have carried out one or more CAF implementations. This review will mostly be carried out in the countries with a high number of CAF Users in the field of education: Italy, Belgium, Denmark, Finland, Norway, Portugal and Slovakia, as well as some other Users. In total, ca. 700 educational and training institutions are invited to participate in this survey.

All organisations registered in the European database have received a first notification, to be followed by a personal invitation to participate in the survey.

If you are interested and did not receive our message, please do not hesitate to contact us to make your contribution at [caf@eipa.eu](mailto:caf@eipa.eu)

## II. CAF USERS' EVENT, ROME, FRIDAY 14 NOVEMBER 2014

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### *Impact and results with CAF: the exemplary case of the Education Sector*

 The Italian Presidency, which had taken the initiative to organise the first European CAF Users' Event in 2003, is also the driver behind the next edition of this two-yearly occasion.

The 2014 Event will be a forum for presentation and discussion of the findings of the 4<sup>th</sup> **European survey on the impact of the CAF model**. The survey addresses ca. 700 Education and Training institutes from 7 European Member States. In addition, **an in-depth qualitative case analysis** is being conducted in order to explore and compare the experiences in different national contexts.

A lot of information is to be gathered and will inspire many CAF Users from all over Europe and beyond to discuss the further development and promotion of the model. Many questions are being proposed.

- Why does a school decide to use the CAF model?
- What kind of improvement actions are more frequently taken following the given examples of good practices?
- Which are the consequent emerging trends of performance improvement?
- And, last but not least, what type of impact does the repeated use of the CAF have on the organisational culture?

Understanding how the improvement actions and implemented good practices lead to better results and a stronger administrative capacity is crucial for better promoting and disseminating the CAF model in the public sector. The lessons to be learnt from the Education sector will **benefit the global network** of current and future CAF Users.

Particular attention will also be paid to hot issues such as **Administrative Capacity Building and Social Responsibility**, through interactive agorae with presentations and discussions.

A draft programme will be made available soon through our website and via your CAF National Correspondent.



## III. PUBLIC CONSULTATION ON THE EUROPE 2020 STRATEGY: TOWARDS A POST-CRISIS GROWTH STRATEGY FOR EUROPE

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The Europe 2020 strategy was launched in 2010, against the background of an unprecedented crisis. It sets out a vision for smart, sustainable and inclusive growth for Europe by 2020, based on five headline targets. The Education sector is given an important role amongst them:

1. To have at least 75% of people aged 20-64 in employment by 2020;
2. To invest 3% of GDP in research and development by 2020;
3. To cut greenhouse gas emissions by at least 20%, increase the share of renewables to 20% and improve energy efficiency by 20% by 2020;
4. **To reduce school drop-out rates to below 10% and increase the share of young people with a third-level degree or diploma to at least 40% by 2020;**
5. To ensure that 20 million fewer people are at risk of poverty or social exclusion by 2020.

The strategy was conceived as a partnership between the EU and its Member States, and its success depends on the commitment and involvement of national governments, parliaments, local and regional authorities, social partners, stakeholders and civil society. That is why it is crucial to get the views of all of those involved in the implementation of the strategy, and learn from their experiences and best practices.

Please find hereunder the webpage with a link to the press release and to the consultation. Don't hesitate to share it with your colleagues at all levels in the public administrations.

[http://europa.eu/rapid/press-release\\_IP-14-504\\_en.htm](http://europa.eu/rapid/press-release_IP-14-504_en.htm)

## IV. AGENDA 2014

### Strengthening the Performance of Your Organisation with the Renewed Common Assessment Framework: the CAF 2013

Barcelona, 17-19 September 2014 (*new date*)

Click [here](#) for more information

Performance management in public administration has a long history, and in all probability, a long road ahead. Gradually, it has become an integral part of all modern governance arrangements.

What often was missing is the global, holistic approach integrating all aspects of the functioning of public sector organisations, driving them towards Excellence and the ultimate level of performance. The Common Assessment Framework 2013 provides this approach.

This three-day seminar will thus focus on the total organisational performance. In fact, Total Quality Management has evolved towards overall organisational management, including all aspects of the functioning of public administrations and the results they achieve. Performance is looked at in the two senses of the word: performance as the way we do things, and performance as the results we achieve and the outputs and outcomes we deliver.

Registrations are welcomed until **27 August 2014**, or for as long as places are available.

### Leadership in the Context of TQM

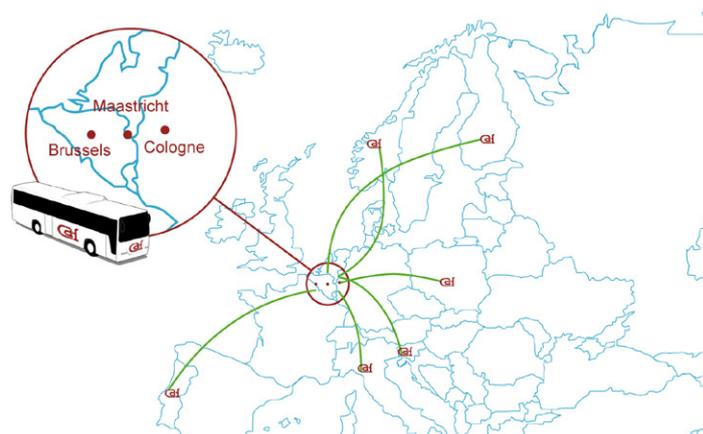
Maastricht (NL), 11-12 December 2014

The first criterion of the CAF focuses on how leaders in a European public sector organisation should provide direction for the organisation. The seminar 'Leadership in the Context of TQM – II' highlights and analyses the specific features of good leadership in the public sector and the impact of good leadership on the efficiency and effectiveness of the organisation.

The programme will be available online soon.

### Study Tour: 'Increasing Organisational Performance in the European Public Sector'

23-27 February 2015 (*new date*)



Due to time constraints, we have decided to change the dates of the study tour organised by the EIPA CAF Resource Centre with Benchmarking Partnerships and BCS Management Services.

This will now take place from 23 to 27 February 2015. It offers you the opportunity to get a better insight into the Common Assessment Framework (CAF) dynamic as a catalyst towards a culture of excellence.

This study tour will provide participants with:

- an in-depth insight into the CAF instrument and the European and national dynamics;
- a unique opportunity to receive first-hand information from the driving actors behind this successful dynamic (national actors and the European CAF Resource Centre);
- various occasions to meet, discuss and share experiences with public sector organisations working with CAF, and demonstrating the steps in the process of working with CAF and the results achieved;
- a closer look at good practices from European public sector organisations on topics such as:
  - public sector leadership, leadership schemes and programmes;
  - driving a participative cultural change starting from an organisational self-assessment approach;
  - HR aspects: recruitment and selection, appraisal, training and coaching schemes;
  - in-depth citizen-/user-oriented approaches;
  - successful result focus and performance measurement systems;
  - innovative approaches in European public sector organisations.

For more info on this study tour and to express your initial interest, visit [www.eipa.eu/caf](http://www.eipa.eu/caf) or [www.benchmarkingpartnerships.com](http://www.benchmarkingpartnerships.com)

## V. ELSEWHERE IN THE WORLD

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The World Bank is showing an increasing interest in the CAF. EIPA has supported the Bureaucratic Reform programme in Indonesia and will receive a delegation from the Indonesian Supreme Audit Board later this year. Recently, we also received a delegation from Egypt in the context of a World Bank programme.

Currently, initiatives are running in FYROM and Bosnia and Herzegovina to spread Quality Management in general, and CAF in particular.



# Learning & Development

Visit the website of CAF at EIPA ([www.eipa.eu/CAF](http://www.eipa.eu/CAF)) to see for yourself and find out what the CAF 2013 model might bring to you. For more information and updates on translations into other languages you can also contact your CAF National Correspondent.

### JOIN CAF ON LINKEDIN AND FACEBOOK

We would be happy to receive your mails or comments on LinkedIn or Facebook regarding your experience with quality in general, and the CAF 2013 in particular. Join the 610 members already registered on LinkedIn or find out and like what the network shares on our Facebook pages. (click on the icons to visit the pages directly).



### TO RECEIVE THIS NEWSLETTER

Send an email with your contact details (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)

### ONLINE INFORMATION

[www.eipa.eu/caf](http://www.eipa.eu/caf)  
[caf.eipa.eu](http://caf.eipa.eu) (information on CAF users)