

CAF centre at the 4QC

The **CAF 2006** has been launched at the 4QC and on this occasion a special programme with different CAF-related sessions was organised in a specific CAF Centre. Visitors were also made familiar with the eTool for the on-line management of the self-assessment groups, facilitating the consensus finding.

This newsletter reports on the activities which took place at the CAF centre in Tampere on 27, 28 and 29 September 2006.

All presentations are available on the 4QC website: <http://www.4qconference.org/en/>



I. Workshops and presentations

I.A. CAF works



The brochure “CAF works – Better results for the citizens by using CAF” is an initiative of the Austrian Presidency in cooperation with KDZ and the EIPA CAF Resource Centre. It presents 29 excellent CAF applications from 15 countries, where the use of the CAF has led to improved results. The brochure – available in English, French and German - was distributed at the 4QC and this session gave the participants more insight into its content.

Dr. Bauer, managing director of KDZ, presented the purpose and the main conclusions of the study and introduced the two organisations - from a different country and sector - who accepted the invitation to present their case.

* **Lukasz Gwordz** from the Plonsk Tax Office (PL) : the presentation focused on the CAF criteria with low scores where most improvement was needed, and entered into detail about the 3 improvement actions which were put into place and lead to better results on criteria 2, 4, 6 and 7 – as shown at their second self-assessment with CAF. They presented the method used to move from areas for improvement to an action plan i.e. how to set priorities.

The main benefits of CAF, in their view are:

- it is geared to meet the requirements of public administration organisations
- it identifies the areas to improve
- it is a holistic model which refers to the fundamental aspects of management

* **Ursula Fehlinger** from the Austrian Study Grant Authority (AT)

This organisation applies the CAF on a regular basis, and their improvement actions are centred around 3 objectives: customer focus, people orientation and the efficient use of public funds. Clear progress in different areas was measured, but Ms Fehlinger mentioned that even when improving the organisation, the scoring sometimes goes down. Not only has the awareness of the people risen, but important improvement projects – such as the 2 presented here – require a lot of time, with problems to solve on the way, and can lead to a (temporary) decrease of the results. She was confident that once the improvement actions are finalised the results of the scores will raise.

The main benefits of CAF, in their view are:

- the opportunity to involve people from different departments and different levels
- an increased sensitivity to quality; a new impetus on quality issues
- the input it provides in the field of improvement activities

By way of conclusion the question for this organisation – with a quality management system in place - is not “Why should we use the CAF?” but “Why should we not use the CAF in addition to other tools?”

In his conclusion, Dr Bauer came back on the importance of bench learning to improve the organisation: looking for good practices to learn from others.

>> These 29 good practices on the use of CAF have been included in the European CAF database at EIPA where interested CAF users can search for bench learning partners.

Twice over a 100 persons participated in the presentation of CAF 2006 where the main purposes and achievements of the revised model were explained in detail:

1. General introduction: in comparison with CAF 2002, the revised version focuses on
 - the role of public administrations in the context of the Lisbon strategy
 - modernisation, innovation and change
 - good governance and European public values
2. Structure: increased coherence and simplicity
 - Sub-criteria of leadership and strategy strengthen their role in strategic change management
 - Focus on the continuous improvement of the processes
 - Attention for output and outcome in the key performance results
3. Two types of scoring: classical scoring which is the updated version of the CAF 2002 assessment panels & a more fine-tuned scoring suitable for organisations that wish to reflect in more detail the analysis of the sub criteria
4. Increased user friendliness by improving the examples and developing the glossary
5. Broaden the approach by including detailed guidelines for planning improvement actions
6. Guidelines for bench learning

>> The CAF 2002 was available in 19 languages. In Tampere, the English version of CAF 2006 was presented and it is currently being translated into different European languages. These language versions are published on the EIPA CAF website: http://www.eipa.eu/CAF/brochures_2006.htm

I.B. CAF 2006



I.C. CAF CLINIC: questions and answers session

This session allowed the participants to meet the CAF experts and put forward their questions and reflections on the revision.

1. A first point of discussion was the change of name on criterion 3: “People” rather than “HRM”. Was it opportune to change the generally accepted concept of HRM into People? Yes replied the experts, it was necessary to broaden the approach:

- “People are the organisation”. They are human beings and not just resources; in addition to managing the people, the organisation should also take care of their overall well-being.
- HRM is a process, an activity often linked to the HR department. In the CAF model, the proper execution of people policies is not just of concern to the HR department and it contains broader aspects than just the management of staff. It depends upon all leaders, managers and department heads throughout the organisation, demonstrating that they care about people issues and they actively promote a culture of open communication and transparency.

2. In this same context, a Greek participant asked about the link with people motivation. Two perspectives were explored:

- subcriterion 3.3 talks about empowerment, a question of both delegation and responsibilities and addresses therefore the issue of motivation
- when starting a self-assessment in the organisation, one of the first things to do is motivating the people to actively participate. It has been clearly proved that those who participate in a self-assessment group (SAG) change attitude towards the organisation, and as a side-effect their motivation increases.

3. Next question: Isn't there an overlap between some subcriteria e.g. subcr 1.4 and 4.1, or 1.3 and 3.3?

Reply: it is not exactly the same: under criterion 1 you assess the role of the leadership, under criterion 3 the activity is considered at another level, the involvement of employees by the organisation overall.

Sometimes, the matter is the same but the angles are different. In general, one can say the principles of excellence come back everywhere, but from different points of view.

4. A Finnish organisation with 60 local customer offices, familiar with EFQM, wondered whether it could combine the use of CAF with EFQM in order to diminish the yearly workload linked to the EFQM application. The close relation (bridge-function) between the two models was confirmed, and CAF is indeed experienced as less demanding. Whilst in the past most often organisations started with CAF and moved to EFQM afterwards, it also occurs that organisations using EFQM decide to use the CAF. This was noted by EIPA when carrying out the last survey in 2005 and also the CAF works-publication contains examples of this way of working e.g. using CAF every year and EFQM every four years.



5. Other questions were linked to leadership:

- There are different levels of management in an organisation so during self-assessment the different members of the group have different leaders in mind and give therefore different scores.

Reply: before starting the self-assessment, some basic questions need to be addressed: who are our clients and our stakeholders? which are our core processes? who are the leaders of our organisation that we will assess?

- Are top leaders to be part of the SAG?

Affirmative reply, confirmed by organisations present in the room: leaders are an important asset as they have crucial information about the organisation and can provide a worthwhile contribution but all depends on the personnel qualities of the leader and the culture of the organisation and its maturity regarding quality issues. Their participation should stimulate the other persons of the group to give their personal views in an open and communicative atmosphere and certainly not prevent this.

Suggestions:

- 1) include leaders in the SAG but give another staff member the role of project leader and chair of the SAG. Sometimes leaders leave the group when criterion 1 – leadership is evaluated.
- 2) Make sure that all managers, also those not involved in the self-assessment process, are made familiar with the features of CAF.

6. A Latvian organisation having experience with ISO 9004 asked whether the experts present could motivate them to use CAF.

This question was hard to answer in general as every organisation has different needs. The best solution therefore is to try; only the real experience can give you the answer. The CAF works brochure (cf. supra) contains examples of organisations combining different tools such as ISO and CAF and one could ask these organisations directly what CAF added to their experience with ISO.

Ursula Fehlinger from the Austrian Study Grant Authority (cf. supra), who was asked the same question, underlined the complementarity of both tools, the CAF being an internal analysis and ISO externally certified.

7. Last but not least a “cultural” issue brought up by our Chinese colleagues: is it justified to consider sickness and absenteeism as an indicator for People Results? For the European participants this was clearly the case: not only can one look for the reasons behind an important rise in illness/absenteeism, it also clearly affects the functioning of the organisation: the more people are sick, the more the organisation is in trouble.

We thank all those present for their involvement and we thank Jean-Marc Dochot, Frantisek Kajanek and Patrick Staes for providing the relevant answers.



I.D. 2010 CAF users by 2010

This brainstorming session on the challenge of achieving “2010 registered CAF users at EIPA in 2010” was centred around the following questions: why? sponsors? actors? instruments?, and the following elements emerged from the discussion:

1. Why 2010 users by 2010?

Quantity versus quality? It is not so much about reaching the number of 2010 users but to create a community as large as possible of CAF users thereby creating a sound basis for the exchange of experiences and bench learning

Legitimacy of CAF as a European tool: use in several European countries, good spread

Insight in who is/ is not using CAF (measurement) cf. where improved quality service delivery is to be found

Multiplication effect: as CAF is not compulsory, it is important to have many testimonies about the experience with CAF

Suggestion: Look for more stimulating wording/ planning of this objective e.g. **2010 improvement actions with CAF by 2010**

2. Who are the sponsors? (i.e. the individuals and institutions that will support the application of self-assessment and the deployment of TQM with CAF)

- Social partners
- Decentralised/ federal levels
- Financial department
- Associations of local administrations/ municipalities
- The government/ parliament
- Ombudsman
- Ministry of Economic Affairs (competitiveness// quality)
- Need for government/ Ministers to be promoters of quality management
- e.g. in hierarchical organised country: message Prime Minister
- Leading civil servants who receive more and more mandates and can show via CAF/TQM what they are achieving
- European structural funds

Remark: CAF is a possibility between others (not impose one tool in particular)

3. Who are the actors?

- National CAF correspondents and contacts/ national resource centres
- CAF users themselves
- Private organisations (actor and sponsor?)
- Scientific institutions (cf. partners operating in AT/LUX / IT ..)
- Citizens or representative organisations of users



4. Actions to be undertaken? Instruments to be used?

- Spreading of the brochures (physical distribution)
- Users events, website ...
- Recognition: awards/ selection for good practice at conferences
- Cost/benefit analysis (workload e.g.). It was noted that some benefits are difficult to measure (e.g. involvement of your staff, increased motivation)

>> The EIPA CAF Resource centre will keep this input in mind when establishing its work plan 2007-2008.

II. CAF eTools and CAF users registration

The CAF Centre also hosted the following stands:

1. CAF eTools: with demonstration of the eTool developed by EIPA and access to the KVIK eTool from Denmark which showed us the way. Many persons visited us there to receive the explanations of our colleague Lena Heidler. The first feedback was very positive and participants were interested in the availability of this tool in other languages.

A demonstration is available on <http://www.eipa.eu/CAF.htm>
Guidelines will be published soon

2. AF EIPA room: visitors were shown the EIPA website and the database of CAF users and their good practices. CAF users were given the opportunity to register.
 - Organisations using CAF, please register at:
<http://caf.eipa.eu/3/107/>
 - Other interested persons, please register for the CAF eCommunity: <http://dokeos.essenceserver.com/index.php>
3. CAF publications and initiatives in the Member States and other countries
4. EFQM.

We thank the Finnish presidency, and in particular the organisers of the 4QC for giving us this excellent opportunity to promote the CAF 2006; to make the public acquainted with various aspects of the CAF model and its implementation; and to show and investigate with the visitors different ways of disseminating the model. We also thank all those who have actively contributed to animate the different sessions.



Annex : Full Programme

Wednesday 27 September 2006

Time	Topic	Presenters	Facilitators	Participants
11.30-12.30	1.1 CAF Works	Introduction and main conclusions of the study: Helfried Bauer (AT) Two case examples: * Lukasz Gwordz , the Plonsk Tax Office (PL) * Ursula Fehlinger , the Austrian Study Grant Authority (AT)	Ann Stoffels (EIPA)	103
14.00-15.00	2.1 CAF 2006 presentation	Patrick Staes (EIPA)	Sabina Bellotti (IT)	132
	2.2 CAF regional project	Introduction: Michael Kallinger (AT), Monica Jurkovicova (SK), Akos Kovacs (HU) and Pavel Kajml (CZ)	Frantisek Kajaneck (SK)	28
15.45-16.45	3.1 CAF China project	Mr. Manchuan Wang (China) and Patrick Staes (EIPA)	Jean-Marc Dochot (BE)	30
	3.2 CAF 2006 presentation	Ann Stoffels (EIPA)	Monica Jurkovicova and Frantisek Kajaneck (SK)	100

Thursday 28 September 2006

Time	Topic	Presenters	Facilitators	Participants
10.45-11.45	4.1 How to organise a self-assessment exercise?	Hanne Dorthe Sørensen (DK)	Akos Kovacs (HU)	114
	4.2 CAF Clinic - Meet the experts – questions and answers session	Frantisek Kajaneck (SK), Jean-Marc Dochot (BE)	Patrick Staes (EIPA)	40
13.30-14.30	5.1 2010 CAF users by 2010	Ann Stoffels and Patrick Staes (EIPA)	Guy Wagener (LUX)	40
	5.2 How to organize an improvement project based on CAF assessment? - CAF and BSC.	Jean-Marc Dochot (BE) and Ingeborg Maes , City of Ghent (BE)	Monica Jurkovicova and Frantisek Kajaneck (SK)	134