



European Strategic Plan for Public Quality Management with CAF 2009 - 2011

General Introduction & Vision:

Introduction & Context

In order to improve the functioning of public sector organisations and the service delivery to the citizens in Europe, the CAF Resource centre of EIPA and the CAF network – composed of the CAF Correspondents of the member states, candidate member states and observers – coordinate for the next 2 years their efforts in order to stimulate total quality management and self assessment in the public administrations of Europe using the Common Assessment Framework.

They are subscribing the policy expressed by the Ministers responsible for Public Administration in the European Union at the end of the German presidency in 2007. The ministers commended the comprehensive and frequent exchange of expertise and experience within the network through e.a. good practice sharing and applying and developing the Common Assessment Framework. They asked to further develop the CAF and to implement it throughout Europe

In order to spread CAF further, so as to reach the goal of 2010 users in 2010, the DG's welcomed the initiative for developing the Procedure on External Feedback and asked to progress further in its development in order to launch it at the CAF user event in 2009 in Bucharest. They welcomed also the success of CAF sessions at the 5QC and asked to use the lessons learnt for the organisation of the mentioned CAF event.

A major challenge for bringing forward the network (EUPAN in general, CAF in particular) and for making a more effective use of the results produced is to better benefit of this comprehensive knowledge by strengthening the visibility of EUPAN as a network and by improving the dissemination of results.

Mission & Vision

The CAF network's mission is *to move public organisations towards excellence and to improve the performance of public administrations by promoting and facilitating the use of CAF.*

The overall vision of the CAF Resource centre and the CAF network can be described as

“Keep Total Quality Management in the focus of public sector policies of the Member States and the European Institutions through our common framework , in order to raise the quality of services for the citizens.”

Our common approach

“Together for better, better together”

Principles of the common approach

[R] CELSIUS – Results &

Cooperation

Excellence

Learn

Support/Stimulate

Improvement

Use

Spread

Strategic objectives

The 4 main objectives of this action plan are:

- 1.** to promote the use of CAF at European level
- 2.** to promote and spread the use of CAF at national level
- 3.** to support all organisations interested in the use of CAF
- 4.** to prepare the future of CAF after 2010

Operational objectives

Each strategic objective has been developed into operational objectives or actions

Objective 1:

Promote the use of CAF at European level

➤ **Action 1.1. Maintain the sustainable support of the Ministers and the Directors General for the CAF**

Disseminate the CAF without the support of the Ministers and the DG's is impossible. Therefore they have to be informed on the use and evolution of CAF in Europe in order to maintain their engagement for quality development in the public sector in the EU.

Report at the Meeting of European Ministers responsible for Public Administration

Report at each meeting of the Directors General Responsible for Public Administration until 2011 on the evolution of the use of CAF.

➤ **Action 1.2. Promote the CAF at the 6th Quality Conference, 2010**

Give the Common Assessment Framework a prominent place during the 6th Quality Conference. During this large-scale event public sector organisations can learn about CAF as an appropriate quality management tool for the public sector.

➤ **Action 1.3. Organize the 4th European CAF Event, 15-16 October 2009: Bucharest (Romania)**

Presenting and sharing the experience of CAF users in an event is indispensable for old and new CAF users and sets good examples for new users. Other themes: launch PEF, present CAF and education, discuss the future of CAF

➤ **Action 1.4. CAF movie**

- Develop additional language versions of the existing CAF movie
- Explore with the future presidencies different ways of promoting the CAF via a new CAF movie in 2011, taking into account the new developments (PEF cf 1.8; conclusions of the study cf 4.2.) as a stimulus for new CAF users showing the possibilities of the model. Such movies operate as a powerful promotional instrument in disseminating the CAF.

➤ **Action 1.5. Newsletter**

Circulate a Newsletter on CAF related matters at least 3x/year and look into new ways to spread it

➤ **Action 1.6. Recognition Scheme**

Provide a recognition scheme for CAF users through the label of Effective CAF User (ECU) and spread it among CAF users.

➤ **Action 1.7. Sector-oriented CAF versions**

Examine to what extent additional sector-oriented CAF versions need to be developed, based on examples developed in different national contexts.

➤ **Action 1.8. Networking**

Link with quality related networks/associations: establish contacts, participate in networks and quality events in order to increase the awareness of CAF in the overall Community of quality development (public and private sector, NGO's).

Objective 2:

Promote and spread the use of CAF at national level

➤ Action 2.1. Stimulating European networking on CAF

Stimulate multilateral collaboration between the national CAF correspondents and the CAF Resource Centre by regular meetings of the network of CAF correspondents, at least once during each presidency, in order to follow up the European action plan and learn from each others approaches.

➤ Action 2.2. Promote CAF activities all over Europe : National CAF action plans

Each CAF correspondent or national CAF Resource Centre drafts a national CAF action plan (annually or for the same period) as a part of this global action plan. These plans can support drawing a general overview of the CAF activities in the MS, which is important for the visibility of the CAF. National action plans can be a source of inspiration for other MS setting up a national strategy. They will be published on the CAF homepage.

➤ Action 2.3. Support from the CAF RC to the MS on demand in developing a national CAF strategy

Intensify the bilateral collaboration between the CAF RC and the National CAF correspondents or RC in developing a national CAF strategy on the use of CAF as TQM tool on demand of the NC or the MS.

➤ Action 2.4. Support from the CAF RC to the MS on demand in implementing the national CAF strategy

The CAF RC will assist the NC or RC in implementing their national strategy e.g. by organizing training sessions on location, supporting national CAF user events, presenting the CAF and caf experiences at national quality conferences, etc.

➤ Action 2.5. Support from the CAF RC to the MS on demand in implementing a regional CAF strategy

The CAF RC will assist/support the NC or RC and or regional/local actors in organising supranational networks and events (e.g .euregional initiatives) as well as regional events and networks, in order to increase the use of CAF at regional and local level.

➤ Action 2.6. CAF training at EIPA

1. The CAF Resource Centre organises on an annual basis in Maastricht , in the Antennas or in specific regions covering different MS, a number of train the trainer sessions: CAF Training Event: The Common Assessment Framework in action, etc
2. The CAF Resource Centre , in cooperation with the CAF network and the IPSG, organises regular training sessions relating CAF to the main issues and trends in public management or public sectors e.g. The CAF and the Balanced Scorecard (BSC), CAF and Citizens satisfaction surveys, CAF in Justice etc. and
3. develops new training sessions e.g. Process management in the Context of Total Quality Management; PEF training for CAF NC and external feedback actors (EFAC's)

4. In the study to be carried out in 2011, Member States will be asked to formulate their needs regarding training at European level.

➤ **Action 2.7. CAF activities in the MS:**

- Each MS engages itself in its national action plan to organise at least one CAF event a year and/or to integrate CAF training in the annual training programme for public sector employees.
- Each MS will support the marketing of the CAF training sessions at EIPA.

➤ **Action 2.8. Finalise the development of a procedure of external feedback (PEF) and implement it in the Member States. By the end of 2010 the network will evaluate the first implementation phase and fix a target for the end of 2011.**

- Finalise the PEF by October 2009
- Present the PEF at the 4th European CAF Event
- Organise training for EFAC's and CAF NC at EIPA and in the Member States
- Launch the PEF among CAF users
- Make the PEF operational in as many MS as possible

➤ **Action 2.9. Exchange of experience on the use of European Funds**

- Organise a workshop on the use of European Funds in order to spread quality initiatives in general and the use of CAF in particular.

Objective 3:

Support organisations in the use of CAF

➤ Action 3.1. FAQ CAF 2006

Document Frequently Asked Questions on the use of CAF will be constantly up dated on the website – taking into account questions received by CAF users.

➤ Action 3.2. The CAF website

Collect and present announcements and/or articles on CAF activities in the different countries in English

Collect and present articles on CAF in the different languages as proposed by the NC

➤ Action 3.3. CAF e tool

Promote the use of the eTool and collect additional language versions

Organise an evaluation of the eTool and adapt the tool accordingly

➤ Action 3.4. CAF e community

Further development of an internet-based forum for the CAF network (facebook, LinkedIn).

➤ Action 3.5. CAF database

Stimulate users to introduce their good practices.

Collect and share more info on improvement actions as the results of CAF

➤ Action 3.6. Registration of CAF users

Registering of CAF Users helps to exchange good practices and increases the visibility of CAF in the MS and in the EU in general.

→ Raise the reliability of the database by regular coordination between the CAF RC and the CAF NC and by actively stimulating CAF users (both existing and new ones) to register themselves.

➤ Action 3.7. Coaching/ Consultancy

The EIPA CAF RC will coach CAF applications in organisations on demand. Information will be provided to national CAF correspondents.

Objective 4:

Prepare the future of CAF after 2010 Prepare a new strategic plan 2011-2012

With a view to look back to better look forward, the following 2 actions are programmed:

➤ **Action 4.1. Evaluation of 10 years of CAF**

1. Make a study on the use of CAF in European public administrations

* find funding for such a study in 2011

2. Organise together with EGPA a discussion at the 6QC CAF centre on the past and the future of CAF (as input for 4.3.)

➤ **Action 4.2. External evaluation of the functioning of the CAF Resource Centre (& network)**

Make an evaluation on the functioning of the CAF resource centre

➤ **Action 4.3. Finalise the Strategic Action Plan for the next period**