

Maastricht, December 2008

Dear Sir, Dear Madam,

The CAF Resource Centre at EIPA contributes to spreading quality management approaches in the public sectors of the EU Member States, focusing in particular on the Common Assessment Framework (CAF). The CAF is an easy-to-use, free tool to assist public-sector organisations across Europe in improving their performance.

We hereby would like to invite you to the yearly CAF training event, entitled "*The Common Assessment Framework in Action*". It will take place in Maastricht (NL) on 26-27 March 2009. This seminar is meant to **prepare participants to implement the CAF in their countries and their organisations** or to enable them to assist other organisations in the implementation of the CAF.

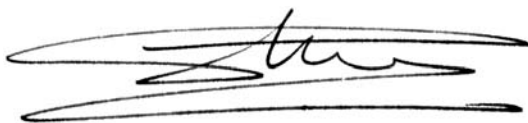
The seminar will be held in English. Simultaneous interpretation into French will be provided subject to a minimum number of participants requiring translation.

General information on the Common Assessment Framework is available at our website www.eipa.eu/caf and through regular newsletters. Should you wish to receive more details on any of our activities, please do not hesitate to contact Ms Ann Stoffels, tel.: +31.43.3296317, fax: +31.43.3296296, e-mail: a.stoffels@eipa.eu.

We look forward to welcoming you or your colleagues to this activity.

Yours faithfully,

EUROPEAN INSTITUTE
OF PUBLIC ADMINISTRATION



Patrick Staes
Head of the EIPA CAF Resource centre

CAF Training Event

“The Common Assessment Framework in Action”

Maastricht (NL), 26-27 March 2009

INTRODUCTION

The Common Assessment Framework (CAF) is a total quality management (TQM) tool specifically designed for the development of TQM in public-sector organisations starting with a self-assessment of their organisational performance. Since the launch of the first version in 2000 and the revised version in 2002, more than 1000 organisations in many European countries have implemented the CAF. Many lessons have been learned and have led to the third revised version, the CAF 2006. This CAF training will be based on the CAF 2006 version.

The training will provide a more in-depth analysis of different aspects such as:

- how to adapt the self-assessment process to your own organisation(s);
- the development of action and improvement plans;
- outlines of CAF training schemes;
- efficient use of e-tools for the CAF;
- the role of the CAF Resource Centre (RC) at EIPA.

Objective of the seminar

At the end of the seminar, the participants should have a clear understanding of:

- the CAF 2006 quality model itself and the self-assessment process;
- how to set up training at national, regional or organisational level;
- launching improvement actions on a short, medium and long-term basis;
- the benefits of e-tools, databases and bench learning; and
- the support they can get from EIPA’s CAF Resource Centre.

They should be better prepared to implement the CAF in their countries and their organisations or be able to assist other organisations in the implementation of the CAF.

Profile of the participants

The seminar is intended for trainers as well as quality and change managers involved in introducing quality management techniques in the public sector (ministries, agencies, regional and local administrations, education, police, health care, etc.).

The participants of the seminar should be roughly familiar with the Common Assessment Framework and its main objectives; it is not the purpose of the seminar to introduce them to the basics of the CAF model. Participants should be persons involved in facilitating and promoting the use of the CAF in public-sector associations/organisations in their country, or be involved in training activities and change management activities for the public sector in their country, e.g. in agencies or ministries.

The methodology used will be a mixture of presentations, specific case studies, experiences and interactive discussions in a combination of workshops and plenary sessions.

Organisation

EIPA’s CAF Resource Centre (CAF RC) Seminar Team:

Patrick STAES, Seminar Leader / Seconded National Expert, tel + 31 43 3296 328

Nick THIJS, Seminar Leader / Researcher, tel + 31 43 3296 253

Ann STOFFELS, Programme Organiser, tel + 31 43 3296 317

CAF Training Event

“The Common Assessment Framework in Action”

Maastricht (NL), 26-27 March 2009

PROGRAMME

Thursday 26 March 2009

09.00 **Welcome and introduction**

Patrick Staes, EIPA Head of the CAF Resource Centre, Maastricht (NL) & Nick Thijs, Researcher at the CAF Resource Centre, Maastricht (NL)

Total Quality Management and the CAF 2006 Model

09.15 **The CAF 2006: The assessment tool**

- Introduction to the principles of quality management in the public sector, and the basics and broad outlines of the Common Assessment Framework;
- An overview of criteria and sub-criteria and the dynamics of continuous improvement.

Patrick Staes

10.15 **Exercise 1: “Identify the sub-criteria” – Discussion in small groups**

Through an exercise in working groups, the participants will learn to find their way in the structure of the CAF model.

11.00 Coffee break

11.30 **Exercise 1: “Identify the sub-criteria” – Review of the results in plenary session and discussion**

12.00 **Classical scoring and fine-tuned scoring: A choice to make when using the CAF 2006**

The redesigned CAF 2006 model introduces two different ways of scoring, which will be briefly presented in this session.

Patrick Staes

12.30 Lunch

The Process of Self-Assessment

13.30 **The CAF - more than a model. How to secure the involvement of management and staff in the self-assessment project**

This session will discuss the different actors and their roles, timing, reporting, guidelines and the use of e-tools in the self-assessment process using the CAF model.

Hanne Dorthe Sørensen, Centre for Development of Human Resources and Quality Management (SCKK)(DK)

- 14.30 **The CAF e-tool**
A web-based e-tool has been developed to assist organisations in carrying out a self-assessment. A hands-on presentation will be given on the functionalities and benefits of the CAF e-tool.
Ann Stoffels, EIPA CAF Resource Centre, Maastricht (NL)

The CAF as a Driving Force Behind Organisational Change

- 15.00 **The CAF movie: Experiences with the CAF**
Illustration by seven public sector organisations in six European countries, on how they experienced the different steps of the process whilst working with the CAF model.
- 15.30 Coffee break
- 16.00 **How to prioritise improvement actions**
The aim of the CAF is to install a sound improvement culture in the organisation. After self-assessment, the first action should be to develop an improvement plan setting out the actions to be taken as a matter of priority.
Jean-Marc Dochot, Public Sector Quality Expert (BE)
- 16.30 **Exercise 2: Prioritise actions – Discussion in small groups**
The participants will learn how to prioritise actions when drawing up an improvement plan, taking into account strategic aims, feasibility, cost effectiveness, etc.
- 17.30 **Exercise 2: Prioritise actions**
Review of the results in plenary session and discussion
- 18.00 End of the day
- 19.30 Social Dinner at a restaurant in Maastricht

Friday 27 March 2009

How to Develop a Quality Strategy Around the CAF

- 09.30 **Organisational learning: Develop quality in the field of the CAF criterion “Strategy and planning”**
Examples of the CAF as guidance for the development of the organisation.
Patrick Staes
- 10.00 **Developing the organisation with the CAF: The case of Europol**
Danny Janssen, CAF Project Manager, EUROPOL, The Hague (NL)
- 11.00 Coffee break
- 11.15 **Exercise in working groups: How to draft an effective improvement plan. Criteria and conditions for effective improvement**
- 11.45 **Exercise plenary session: Criteria and conditions for effective improvement**

12.15 **How to develop an internal quality strategy within an organisation**
This session will discuss how to develop a strategy, starting from the political level towards all other levels of the organisation. An example will be given of how a large organisation develops an internal strategy relating to quality: creating support, providing education/training and establishing an internal network of those responsible for quality.
Marianne Tempels, Programme Coordinator Quality Management, Quality Management Service, City of Ghent (BE)

13.00 Lunch

14.30 **External feedback on the use of the CAF: Methodology and pilot projects**
The European CAF community has developed a methodology to provide external feedback on CAF self-assessments and how to reward organisations for subsequently installing a culture of improvement.
Nick Thijs, EIPA CAF Resource Centre, Maastricht (NL)

Communication Strategy for the CAF

15.00 **Communication as a key success factor for change**
Communication is an important element in all the steps of CAF self-assessment. What are the most important lessons, tips and tricks in communication on change management processes?
Tony Bass, EIPA, Maastricht (NL)

15.45 Coffee break

Networking and the CAF Resource Centre at EIPA

16.15 **What can the CAF RC at EIPA do for you?**
Presentation and discussion
Patrick Staes and Ann Stoffels

16.45 **2010 registered CAF users in 2010: A European strategy**
Presentation and discussion
Patrick Staes

17.00 **Evaluation and end of the seminar**

CAF Training Event - "The Common Assessment Framework in Action"

MAASTRICHT (NL), 26-27 MARCH 2009

GENERAL INFORMATION

Programme

The programme will commence on Thursday 26 March at 09.00 hrs and will finish with an evaluation of the seminar on Friday 27 March at 17.00 hrs.

Seminar venue

European Institute of Public Administration - Green Conference Room (1.45)
O.L. Vrouweplein 22, NL-6211 HE Maastricht, Tel.: +31.43.3296222, fax: +31.43.3296296

Working language

The seminar will be conducted in **English**. Simultaneous interpretation into French will be provided - subject to a minimum number of participants requiring translation. Please indicate your language of preference on the registration form.

Fee

The participation fee is **€ 800** and includes documentation, two lunches, one dinner and refreshments. Accommodation and travel costs are at the expense of the participants or their administration.

EIPA offers its members a reduction of 10% of the registration fee. This reduction is available to all civil servants working for one of EIPA's member countries (i.e. AT, BE, BG, CY, CZ, DK, EE, FI, FR, DE, GR, HU, IE, IT, LT, LU, MT, NL, PL, PT, ES, SE, UK). Officials of EU Institutions, bodies and Agencies which have signed a framework contract under LOT 8 are entitled to a 20% discount. If you are eligible for a discount, please tick the box in the registration form. Please note that reductions cannot be accumulated. For more information, please visit EIPA's website: www.eipa.eu (*FAQ-special discounts*).

Hotel reservations

EIPA will be pleased to make reservations for you at a hotel in Maastricht. We have made a block booking at **Amrâth Grand Hôtel de l'Empereur****** (www.hotel-empereur.nl), rate: € 108,27 p.p.p.n., incl. breakfast and tourist tax. Should you wish to make use of this possibility, please indicate the dates of arrival and departure on the registration form.

Payment is to be made directly and personally to the hotel on checking out. Please note that if you register after the closing date referred to below, hotel reservations cannot be guaranteed.

Meals

The lunches will be served at the Institute's restaurant and dinner will be at a restaurant in town. Should you require a special menu (e.g. vegetarian, diabetic), please inform us so that this can be arranged.

Registration

Kindly complete the registration form and return it **before 18 February 2009** to Ms Ann Stoffels, Programme Organiser, EIPA, P.O. Box 1229, NL-6201 BE Maastricht, tel.: +31.43.3296317, fax: +31.43.3296296, e-mail: a.stoffels@eipa.eu. You can also submit the online registration form which can be found on EIPA's web site: <http://www.eipa.eu>.

Your name and address will be part of EIPA's database for our mailing purpose only. If you do not want to be included in our mailing database, please tick the box in the registration form.

Confirmation

Confirmation of registration will be forwarded, together with other relevant details, to participants on receipt of the completed registration form, provided we have sufficient participants.

Payment

Prior payment is a condition for participation. Please indicate the method of payment on the registration form. In any case, the participant or his/her administration will receive an invoice for the payment of the registration fee. For cancellations received in the two weeks prior to the seminar we will have to charge an administration fee of € 150 unless a replacement participant is found.

EIPA reserves the right to cancel the seminar up to 2 weeks before the starting date. EIPA accepts no responsibility for any costs incurred (travel, hotel, etc.). For EIPA's cancellation policy, please visit our website www.eipa.eu (*legal notice*).

REGISTRATION FORM
CAF TRAINING EVENT: "The Common Assessment Framework in Action"
Maastricht, 26-27 March 2009

Surname: _____ Title: _____
 First name: _____ M / F
 Current position: _____
 Organisation: _____
 Department: _____
 Work address: _____
 Postal code & town: _____ Country: _____
 Tel. no. (work) : _____ Fax no.: _____
 E-mail address: _____
 Language skills: **English:** active passive none
French: active passive none
 Language preference: **English** **French**

PAYMENT - p:\0920603

The participation fee includes participation in the seminar, documentation, 2 lunches, 1 dinner and beverages **€ 800**

Discount of 10% (Please check first the conditions at www.eipa.eu (FAQ – special discounts)) discount

Method of payment

Bank transfer

The participants or their administration will receive an invoice for the payment of the registration fee.
 Invoice address (if different from the abovementioned address):

.....
 E-mail:

Credit card

Visa Card Eurocard/Mastercard American Express Card

Card no.: Expiry date:/.....

Name Card holder: (in case this differs from above)

Address Card holder: (in case this differs from above)

Postal code: Country: (in case this differs from above)

Card Validation Code: (this refers to the last three digits of the number on the BACK of your card)

(Exempt from VAT by virtue of Article 11, para. 1 (o), subpara. 2 of the Dutch Law on VAT of 1968)

Note: Pre-payment is a condition for participation. For administrative reasons, a fee of € 150 will be charged for cancellations received after 12 March 2009 unless another participant is designated.

HOTEL RESERVATION

Please reserve hotel accommodation for me at Amrâth Grand Hôtel de l'Empereur

Date of arrival: ... **Date of departure: ...** **No. of nights: ...**

No hotel reservation required

MEALS

Lunch day 1 will attend will not attend Dinner Day 1 will attend will not attend
 Lunch day 2 will attend will not attend

As the number of places is limited, please return the completed registration form **before 18 February 2009** to:

Ms Ann Stoffels, EIPA Tel.: +31.43.3296 317; Fax: +31.43.3296 296
 P.O. Box 1229, NL-6201 BE MAASTRICHT E-mail: a.stoffels@eipa.eu

Your name and address will be part of EIPA's database for our mailing purpose only.

Please tick if you do not want to be included in our mailing database