



8th European CAF Users' Event **“Leading Quality into the Future: Consensus, Competitiveness, Cohesion and Culture”**

12 April 2018, Sofia, Bulgaria

Introduction

At the end of the Italian presidency, the CAF Policy note 2015 was approved by the Directors General of EUPAN. The Common Assessment Framework (CAF), the self- assessment model for performance improvement of public sector organisations in Europe, was reconfirmed as one of the major outputs of the European Public Administration Network (EUPAN). At the end of 2017, 3970 public sector organisations have used the model in 55 countries in- and outside Europe and 187 CAF Effective Users Labels have been assigned. The CAF 2013 model is translated in more than 28 languages.

At the meeting of the Network of the National CAF correspondents on November 29 2016 and during the 7th European CAF Users Event in Bratislava on November 30, attended by 200 participants, the impact of CAF on the performance of public sector organisations was reconfirmed. Even more, the use of the model was seen as an effective approach to realise public administration reforms in the many aspects it may contain and as a systemic support administrative capacity building.

The 8 principles of Excellence that are at the basis of the TQM approach with CAF in the public sector that changes the DNA of the traditional Weberian bureaucratic administration

into a modern citizens and service oriented public administration where efficiency and effectiveness are crucial. All structural reforms of the public administration contain these principles.

Four of them are outwards oriented. The results orientation, based on output and outcome goals, makes public administrations powerful actors in policy implementation and strategic acting. The citizen/customer focus assures service delivery of high quality responding to the citizen's needs. Qualitative partnerships with the citizens and public and private organisations mobilise additional forces for public organisations to achieve their goals. Taking up their social and societal responsibility, raises the image of public sector organisation and their benefit for society.

Four Principles of Excellence are oriented to strengthen the internal capacity of the public organisation. Visionary leadership in combination with managerial expertise are a "condition sine qua non" for organisations to be efficient and effective. The design and maintenance of high standard processes guarantee the desired performance of the organisation. The development and involvement of the people of the organisation form the most valuable asset of the organisation. The culture of continuous improvement and innovation stimulates to leave the comfort of the unchanged for a permanent attention to perform as well as possible for the sake of the citizens.

The CAF model 2013 enables the implementation of these principles of excellence - who are part of all the structural reforms - at organisational level. By analysing the 5 criteria of the enablers but also by measuring the results achieved in the 4 criteria of the results, allows the full implementation of the PDCA cycle in the public sector organisations, stimulating the continuous improvement. The structural reforms are implemented bottom up this way and given a permanent basis. By involving staff and management in the self-assessment that leads to a prioritised improvement plan, CAF assures ownership of the members of the organisation and of the change process.

Several countries foresee CAF training and implementation in responding to the ex-ante conditionality regarding Thematic Objective 11 and in their Operation Plans in the context of the support by the European Commission on Administrative Capacity building. 9 countries are included in the ex- ante conditionality for TO11 related to QMS and 12 countries have planned activities under TO11 in their ESIF Operational Programmes.



In order to avoid CAF using organisations becoming isolated islands of excellence, to spread more intensively the model in the European public sector and to integrate CAF in public administrative reforms, we need to foster CAF as a holistic approach to organisational complexity and improvement.

In this perspective, **the 8 European CAF Users'** event under the Bulgarian Presidency of the Council of the EU, has the strategic ambition to advocacy a stronger managerial support and investment for promoting and implementing this common European holistic management tool for the public sector. Many public sector organisations can benefit from the model but they need a minimum of sustainable support at national level. Without this support, many expertise that has been built up in the past might get lost despite the great interest in the European public sector for Total Quality or Total Performance management.

The number of inspiring practices that will be presented will facilitate bench learning and cooperation. The event, being the last CAF Users' event before the 2020 will also have the strategic objective to start (with the last session of the event - CAF 2020 Café) with the preparation of a new revision of the model leading to the CAF 2020 by the end of 2019.

Programme

11.04.2018

Welcome Dinner for the Participants

From 19:30 h to 21:30 h

Venue: Authentic Bulgarian restaurant “Chevermeto”

Address: Sofia, NDK- Pronoto, 1 Bulgaria Blvd

<http://chevermeto-bg.com/en/contact/>

12.04.2018

8:30 – 09:00	Registration and Coffee
09:00 – 09:15	Welcome and Opening by the Bulgarian authorities
09:15 - 09.45	Plenary session 1: <i>Involvement of Top Management in the Quality Management Process – Ensuring the Commitment and Buy-in of Decision Makers.</i> Mr Veiko TALI, Secretary-General, Estonian Ministry of Finance
09:50 – 11:00	Parallel sessions 1 (Please, select one)
Session 1: Results Orientation <ol style="list-style-type: none"> 1. Consortium of the Associated Centre of the UNED (National University of Distance Education) in Tudela. Spain (ES). 2. Regional administration Pazardzhik. Bulgaria (BG). 	
Session 2: Citizen/Customer Focus <ol style="list-style-type: none"> 1. Agency for Statistics of Bosnia and Herzegovina. Bosnia and Herzegovina (BA). 2. The Finnish Heritage Agency. Finland (FI). 	
Session 3: Leadership and constancy of purpose <ol style="list-style-type: none"> 1. Region of Crete. Greece (EL). 2. Ministry of Education, Science and Sport. Slovenia (SI) 	

Session 4: CAF 2020. <i>Learning lab on the content of the model</i>	
11:00 – 11:30	Coffee break
11:30 – 13:00	Parallel sessions 2 (Please, select one)
Session 5: Management of Processes and facts <ol style="list-style-type: none"> 1. Madrid City Council. Spain (ES). 2. The Italian Space Agency. Italy (IT) 	
Session 6: Staff development and involvement <ol style="list-style-type: none"> 1. Customs Administration of the Former Yugoslav Republic of Macedonia (MK). 2. Agrupamento de Escolas de Alcanena. Portugal (PT). 	
Session 7: Continuous innovation and improvement <ol style="list-style-type: none"> 1. Municipality of Krakow. Poland (PL). 2. Criminal Sanctions Agency in Finland. (FI). 	
Session 8: CAF 2020. Learning lab on the content of the guidelines/process CAF implementation. <ol style="list-style-type: none"> 1. Introduction: National Social Security Institute. Bulgaria (BG). 	
13:00 – 13:45	Lunch
13:45 – 14:00	CAF Family Photo
14:00 – 14:45	Plenary session 2: <i>The importance of Quality Management in Structural Reforms</i> Mr. Daniele Dotto, Head of Unit - Governance and public administration Structural Reform Support Service (European Commission)
14:45 – 16:15	Parallel sessions 3 (Please, select one)

<p>Session 9: Partnerships development</p> <ol style="list-style-type: none"> 1. Lebenshilfen Bruck-Kapfenberg, Ennstal, Mürztal, Leoben (LH4 Styria). Austria (AT). 2. Direzione Didattica DON MILANI of Giffoni Valle Piana (Salerno- Campania) and IC GIOVANNI XXIII of Acireale (Catania - Sicily). ITALY (IT). 	
<p>Session 10: Social responsibility</p> <ol style="list-style-type: none"> 1. Gmina Sekowa. Poland (PL). 2. Universidade Católica Portuguesa. Portugal (PT). 	
<p>Session 11: Digitalization</p> <ol style="list-style-type: none"> 1. Federal pension service. Belgium (BE). 2. Papageorgiou General Hospital of Thessaloniki. Greece (EL). 	
<p>Session 12: CAF 2020. Learning lab on PEF</p> <ol style="list-style-type: none"> 1. Introduction: State Treasury and City of Hyvinkää . Finland (FI). 	
16:20 –16:50	<p>Plenary sessions 3: CAF 2020 in perspective. Conclusions of the learning labs on CAF 2020 by EIPA Mr. Nick THIJS, Mr. Patrick STAES and Mrs. Christiana TURCHETTI.</p>
16:50 – 17:00	<p>Closure of the Event Mr. Pavel IVANOV, Executive Director of IPA</p>

SHORT PRESENTATION OF THE CASES

Session 1: Results Orientation

Consortium of the Associated Centre of the UNED (National University of Distance Education) in Tudela. Spain (ES). *Balanced Scorecards of Results 360°.*

This practice is related to how to manage the main objectives and results of the University Centre of the UNED in Tudela (Spain), share them and make decisions with their main interest groups, which are the students, the sponsoring Trustees (Headquarters of the UNED, Government of Navarre and City Council of Tudela), the people who work in the Centre (leaders, teachers and technicians) and the social environment where the University Centre operates.

Regional administration Pazardzhik. Bulgaria (BG). *Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.* In the context of

the systemic and holistic approach to improvement, the conducted CAF 2013 self-assessment exercise demonstrated the importance of strategic and operational planning and management of execution. With respect to the cause-effect links, it has proven to be important for the improvement of the levels of motivation, participation and satisfaction of the employees of the organization, as well as for raising the level of interest of the citizens, the beneficiaries of its services and their communities in increasing the quality of service.

Session 2: Citizen/Customer Focus

Agency for Statistics of Bosnia and Herzegovina. Bosnia and Herzegovina (BA). *Experiences in CAF implementation in the Agency for Statistics of Bosnia and Herzegovina, with the example of user's satisfaction survey.*

In this case, the Client Satisfaction Survey will be presented as one of the most important elements for achieving the results defined as activity for improvement within sub-criteria 6.1, as well as meeting the principles of European Statistical Code Practice (EU CoP) implemented in the European Statistical System (ESS)¹. Results of this survey will provide improvement of data quality and quality of services offered by BHAS, in segments for which the users were least satisfied. The questionnaire contained 17 questions and covered the following topics: usage and quality of statistical data, usage and satisfaction with BHAS website, satisfaction with the employees and the quality of services, quality assessment of statistical data and demographic characteristics of users.

The Finnish Heritage Agency. Finland (FI). *A new customer-friendly image library. New approaches for service development.*

The Finnish Heritage Agency (previously the National Board of Antiquities) has had a digital image library, www.kuvakokoelmat.fi, since 2010. Anyone can search images without any charge online at any time and, if needed, buy digital images. Last year the image library had up to 200 000 users. However, the old service will be replaced by a new one in 2018 with the aim to be a customer-friendly, bidirectional digital image library. The work is still in progress. Partnership, digitalization and customer orientation are important aspects of the development work.

Session 3: Leadership and constancy of purpose

Region of Crete. Greece (EL). *CAF in Action: Managing Organisational Transformation.*

The Region of Crete, in a challenging endeavour to reform the services provided by the Directorate of Transport and Communications (DTC), developed a Strategic Plan that outlines the main steps towards the utilization of an Organisational Change Management Process. The key enablers of this project were the leadership of the Region of Crete, the civil servants involved and the strategic technology partner/provider [the Institute of Computer Science (ICS) of the Foundation for Research

¹ Please refer to: <http://ec.europa.eu/eurostat/quality>

and Technology – Hellas (FORTH)], all having actively contributed through an effective and empowering cooperation programme.

Ministry of Education, Science and Sport. Slovenia (SI). *How can efficient CAF project organisation and informatisation trigger rapid organisational improvements?*

The Ministry of Education, Science and Sport (MESS) received at the beginning of the year 2018 a CAF beginner recognition. MESS joined CAF - Common Assessment Framework in mid-2017. Therefore the CAF self-assessment illustrates a starting point of the quality management system implementation, which has not been systematically managed so far. Having the quality of their own organizational unites in mind, both heads of bodies under the responsibility of the ministry, the Inspectorate of the Republic of Slovenia for Education and Sport and the Office of the Republic of Slovenia for Youth, at their own request participated in the project group.

Session 4: CAF 2020. Learning lab on the content of the model

In order to prepare the future of CAF a learning lab on the content of the CAF will be organised. Participants of the CAF Users Conference will be asked before the conference to indicate potential changes to the content of the CAF, current shortcomings, suggestions on parts to be updated,... With the input of the ex-ante consultation this learning lab will have an in-depth learning lab discussion to come to some target suggestions on how and where to update the CAF model by 2020..

Discussion points:

- Domains of organizational development that are actually not sufficiently covered by CAF 2013.
- Is there a need for a new criterion to deal with it?
- If not, were could this domain be integrated, e.g. with an extra sub-criterion.

Session 5: Management of Processes and facts

Madrid City Council. Spain (ES). *Alignment the Management by Objectives (MBO) system in Madrid City Council's Corps of Mobility Agents, with the commitments and indicators of the Citizens Charter. An strategic choice.*

This project started in 2006, two years after the creation of the Corps of Mobility Agents, specialized unit in urban traffic management, by Madrid City Council. The challenge was to implement a quality management system integrated in a complex organization of the traffic management in Madrid, were there was a competent Police Force, a new Corps of Mobility Agents and a senior staff of Police Members leading the Mobility Agents in coordination with the Police Force.

The Italian Space Agency (ASI). Italy (IT). A long term strategy for improvement -The use of CAF in ASI (Italian Space Agency).

This case shows as a complex organization with relevant role at national and European level can be an Effective CAF User. Two areas for improvement were identified after the self-assessment (SA) carried out in 2014: leadership, strategy and planning and processes management. A new approach was introduced to improve process management and the use of advanced support technologies has allowed ASI to achieve important objectives, both in the economic area and in terms of processing times. ASI has developed a computer platform on which to develop internal processes: this platform, called "Office Automation", brings together document management, notifications, ease of use, approval cycle and a web dashboard for process control.

Session 6: Staff development and involvement.

Customs Administration of the Former Yugoslav Republic of Macedonia. (MK). *Staff development and involvement.*

The CAF model at the Customs Administration is implemented a year ago at the full level, including the entire organizational structure. From the current implementation of the CAF, it can be concluded that it enabled to correctly design the goals of the institution, the needs of human, technical and financial resources, both for the realization of the competencies and for the development of the institution in accordance with the modern trends, in which process the correct development, inclusion and utilization of the overall potential of the available staff is crucial.

Agrupamento de Escolas de Alcanena. Portugal (PT). *CAF: we assess, we feel, we innovate.*

The organization regards self-evaluation as a collaborative, inclusive and reflexive process that enables schools to create and implement improvement plans, measure their progress, and identify their achievements. Therefore, Agrupamento de Escolas de Alcanena (Alcanena school cluster) in its search for excellence has been making use of self-evaluation procedures, focused on the CAF model since 2010. This has enabled the co-construction of a holistic knowledge of the school organization, leading to the design of action plans with great impact on the implementation of the school educational project, enhancing continuous learning, innovation and improvement, as well as staff involvement and development.

Session 7: Continuous innovation and improvement

Municipality of Krakow. Poland (PL). *Towards better quality of services - service points organized by the Krakow City Office in selected shopping malls.*

The main focus of the quality policy set in 2010 for the Krakow City Office by the Mayor of Krakow is constant improvement of services to meet the expectations and requirements of clients. In order to implement this universal rule in everyday work of all employees a number of quality management tools were adapted. Combining all the created knowledge about customers' needs and expectations with the organization capabilities the decision was made to start delivering services in shopping malls.

Criminal Sanctions Agency in Finland. (FI). *“Designing Prisons as Learning Environments for a Life without Crime”.*

The Criminal Sanctions Agency has an important task: the enforcement of sentences. The goal is to ensure that as few community sanction clients and inmates commit new offences as possible. The way to do this is to stop social exclusion and build paths to a life without crime. Work partners are needed: other state authorities, municipalities, parishes, and third sector actors. When successful, the Criminal Sanctions Agency together with its partners can make a great positive impact on the Finnish society overall not to mention on an individual level on the lives of inmates and their families. The case that will be presented has generated positive interest and curiosity in other administrations not only due to the context itself, prisons, but especially due to the new overall holistic approach. New development projects are being generated.

Session 8: CAF 2020. Learning lab on the content of the guidelines/process CAF implementation.

In order to prepare the future of CAF a learning lab on the process of CAF implementation (guidelines) will be organised. Participants of the CAF Users Conference will be asked before the conference to indicate potential changes / extra guidance (guidelines) to the process of the CAF implementation, current shortcomings, suggestions on to be updated,... With the input of the ex-ante consultation this learning lab will have an in-depth learning lab discussion to come to some target suggestions on what and how to improve the guidelines for CAF implementation.

Introduction: National Social Security Institute. Bulgaria (BG). *Self-assessment through applying the quality management model CAF in the National Social Security Institute of the Republic of Bulgaria in the period from 2014 to 2016.*

Discussion points:

- Major adaptations to the guidelines regarding the preparation phase, including leaderships engagement
- Major adaptations to the guidelines regarding the self-assessment
- Major adaptations to the guidelines regarding the improvement planning and implementation

Session 9: Partnerships development

Lebenshilfen Bruck-Kapfenberg, Ennstal, Mürztal, Leoben (LH4 Styria). Austria (AT). *How CAF boosts organizational changes and continuous improvements in a social sector organisation.*

Within this case practical experiences are presented on how CAF has triggered a fundamental change process in the organisation, supported the implementation of a shared service centre among 4 organisations, facilitated process-standardisation and improvement, had an influence on performance management and culture through impact orientation and measurement and how CAF can be a useful and powerful instrument for public organisations in the field of social services.

**Direzione Didattica DON MILANI of Giffoni Valle Piana (Salerno- Campania) and IC GIOVANNI XXIII of Acireale (Catania - Sicily). ITALY (IT). CAF & Senza Zaino
*Model: a fruitful marriage.***

Both schools are CAF users since 2014 and since then the active use of the CAF has supported them in self-assessing and implementing improvement actions. Before becoming CAF users both schools lived isolated, often in a self-referential dimension. CAF taught them the importance of comparing with others. That is why both schools became members of Senza Zaino (meaning: without a backpack!), a national Network of almost 200 schools inspired by Universal Design for Learning and the best European pedagogical practices. With the CAF model, the schools belonging to the Network can check the level of implementation of SZ practices, and principles.

Session 10: Social responsibility

Gmina Sekowa. Poland (PL). *Improvement is not possible without constant collaboration with local residents.*

The openness and sensitivity to residents needs have built a foundation for the Goof Practice that's worth recommending to any local government. From local residents can be learned what they need, what problems they face. All the consultations and meetings have resulted in accomplishing the investments meeting the resident's most urgent needs. The results are also visible in the social sphere, especially in the field of intergenerational integration and mobilization of people 50+. The improvement included implementing a social economy.

Universidade Católica Portuguesa. Portugal (PT). *Sustainable territories ("Territórios Sustentáveis").*

Sustainable territories ("Territórios Sustentáveis") is a research-implementation project created in cooperation with the Portuguese municipalities, which has two main purposes: the creation of a sustainable development index that follows the structure presented by the 2030 SDGs (2030 Agenda for the sustainable development); and the creation of a municipal performance index, based on the CAF's methodology (Common Assessment Framework). In this context, the project aims at creating a CAF-municipalities manual that takes into account the local specificities and the characteristics of its public administration structure, (re)defining the criteria, sub-criteria and indicators. These are selected with unanimity by the municipalities and other stakeholders.

Session 11: Digitalisation

Federal pension service. Belgium (BE). *mypension.be – a catalyst for innovation in the field of pensions*

Mypension.be offers the citizens all information on his insurance periods in the three main statutory pension schemes (salaried worker – self-employed worker – civil servant), gives a globalised estimate of his pension date and amount in the statutory pension scheme and a complete overview of current

and past contracts regarding his occupational pension. It wants to raise awareness on the pension topic and gives the citizen a tool that offers a clear view on his current and future pension built up:

Papageorgiou General Hospital of Thessaloniki. Greece (EL). *Golive – Normal distribution of patients to hospital’s emergency departments: A web platform publishing online Papageorgiou’s General Hospital ED wait times.*

Emergency Department (ED) overcrowding has been an increasingly significant problem worldwide for over a decade. ED overcrowding results in patients laying in hallways, full occupancy of ED beds and long waiting times for patients, occurring several times a week. In this frame, Papageorgiou General Hospital of Thessaloniki, on 2017, started publishing online, the emergency department waiting times, in an effort to provide patients adequate information on how long they will have to wait until seen by a doctor. Moreover, ED waiting times publication is used as a “tool”, resulting that non-acutely ill patients will drive to a less crowded hospital, “normalizing” in a short of speak, the distribution of patients among coterminous hospitals.

Session 12: CAF 2020. Learning lab on PEF

In order to prepare the future of the CAF External Feedback Procedure (PEF) a learning lab on the PEF will be organised. Participants of the CAF Users Conference (having experience with the PEF) will be asked before the conference to indicate potential changes to the content, process of the PEF. Together with the input from the analysis carried out by the network of CAF National Correspondents, this input of the ex-ante consultation will serve this learning lab to have an in-depth discussion to come to some target suggestions on improving the PEF (content and process) .

Introduction: State Treasury and City of Hyvinkää . Finland (FI). *Learning together during the quality journey.*

Discussion points for those who went through the PEF:

- Major adaptations concerning the structure : the 3 pillars and their content
- Major adaptations regarding the process of implementation: preparation, site visit, workload for candidates and actors, quality of the feedback report.