

TERZO EVENTO NAZIONALE CAF

The CAF model in the European context



Patrick STAES

*Head of the European
CAF Ressource Centre*

1. The CAF study 2011 : major findings
 - part 1 : view of the CAF National correspondents
 - part 2 : view of the CAF users
2. Some general remarks the European CAF RC at EIPA
3. The future of the model

1. The CAF study 2011 : major findings
 - part 1 : view of the CAF National correspondents
 - part 2 : view of the CAF users
2. Some general remarks the European CAF RC at EIPA
3. The future of the model

Previous studies in 2003 & 2005

2 parts:

1. Survey CAF National Correspondents
2. Survey towards the CAF Users

Preparation of survey together with CAF NC

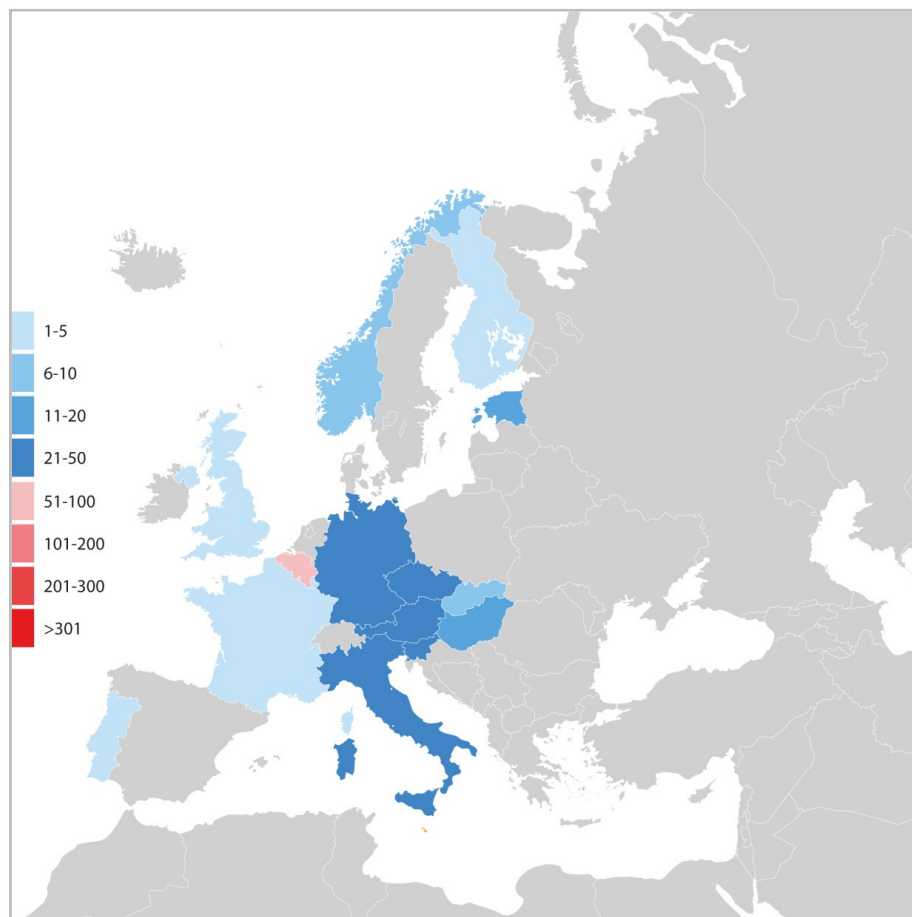
Aims:

- insight in the state of affaires of CAF (in Europe)
- insight in the use (and modalities) of CAF
- Insight in the content of the model (and look for possible improvement)
- Get input from CAF NC's and users for the future of CAF (its use and its content)

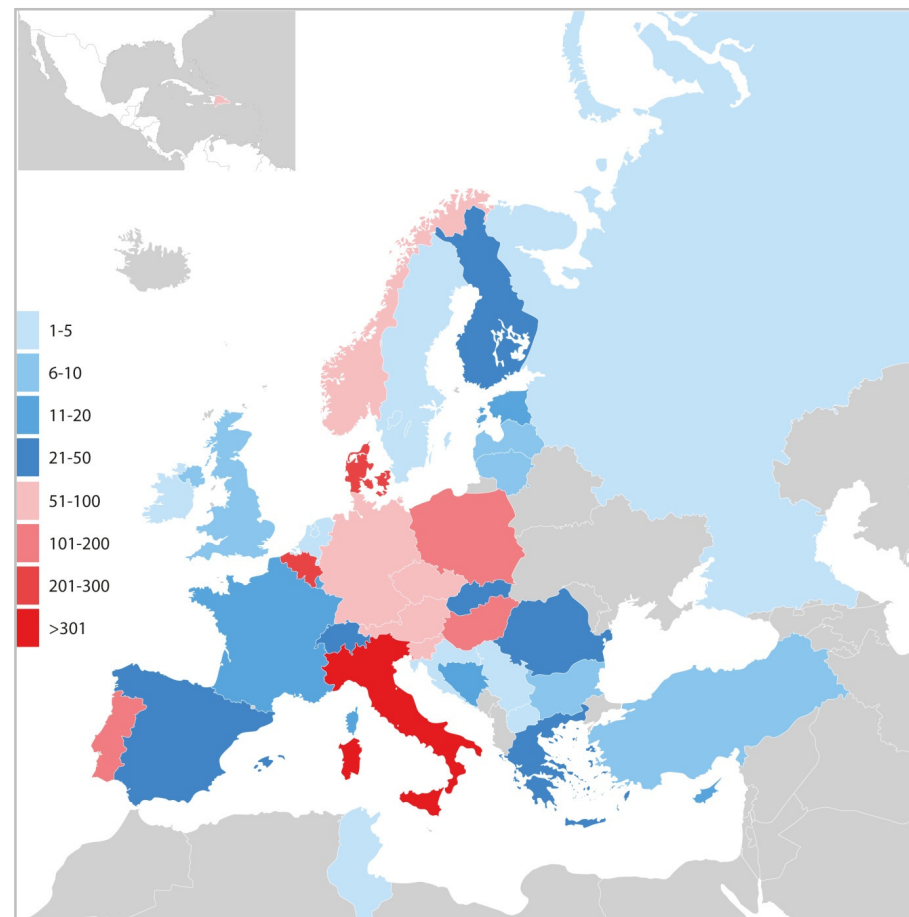
PART 1:

CAF National Correspondents

(21 countries)

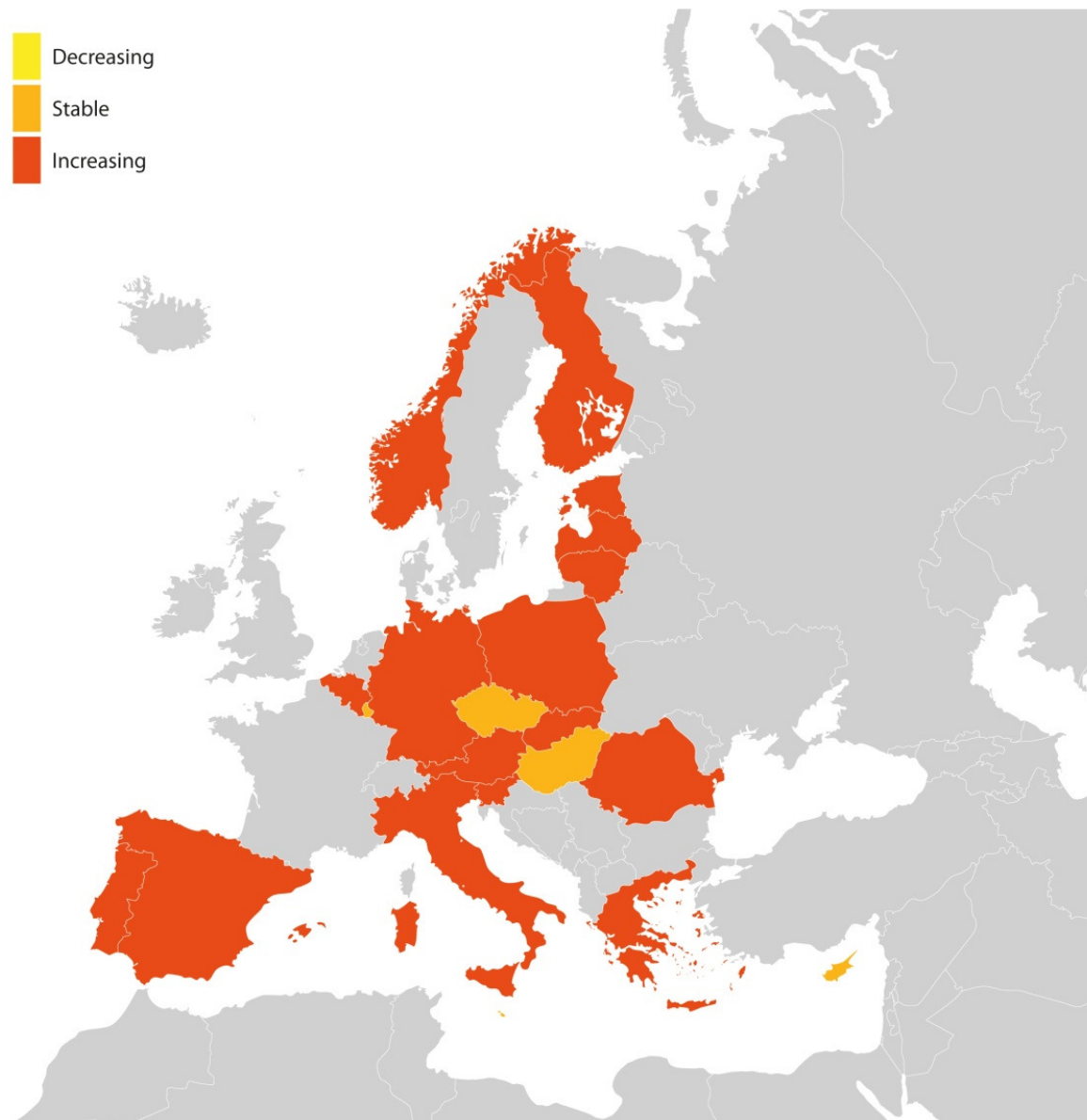


228 registered CAF Users in 2005

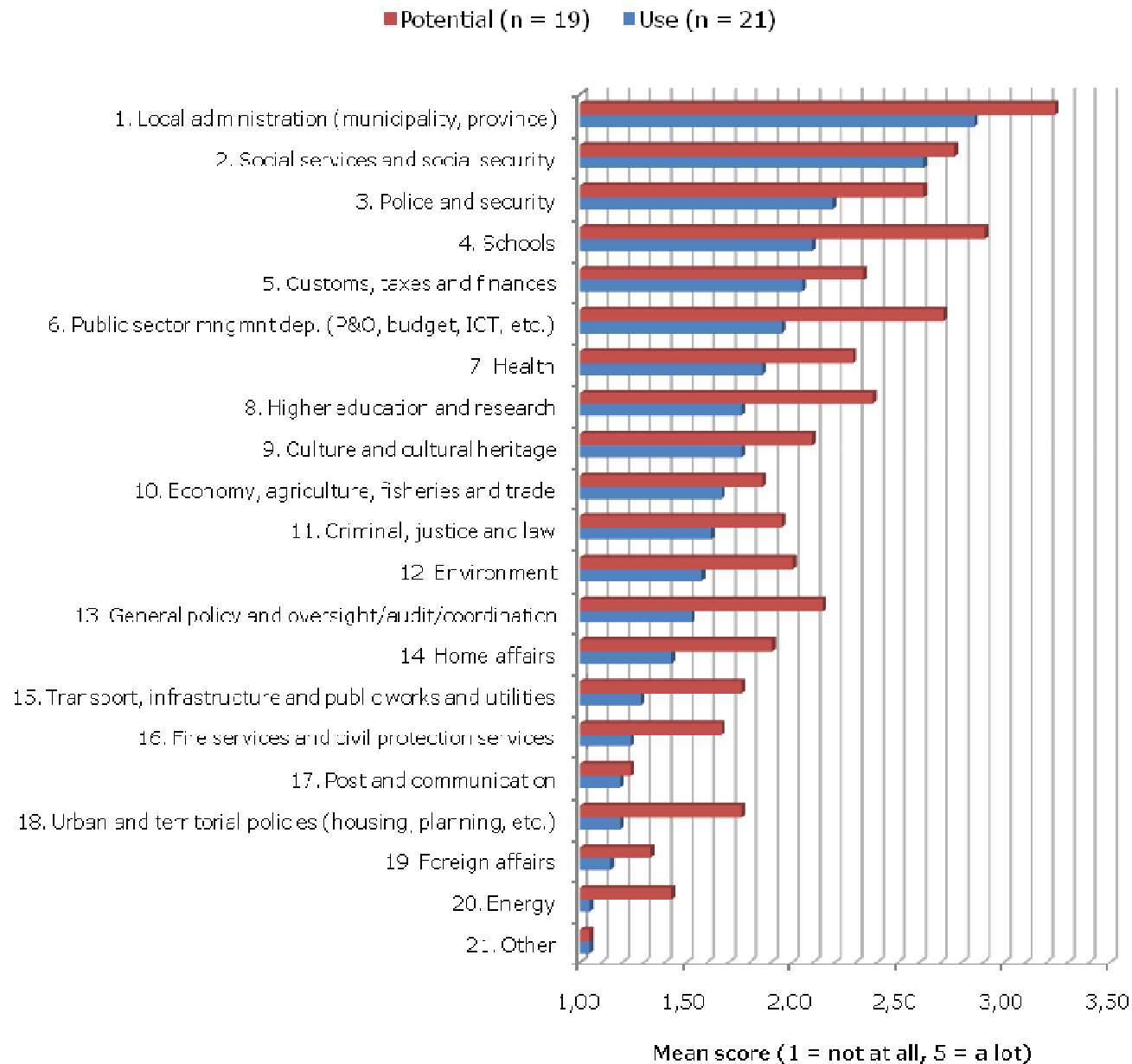


2500 registered CAF Users in 2011

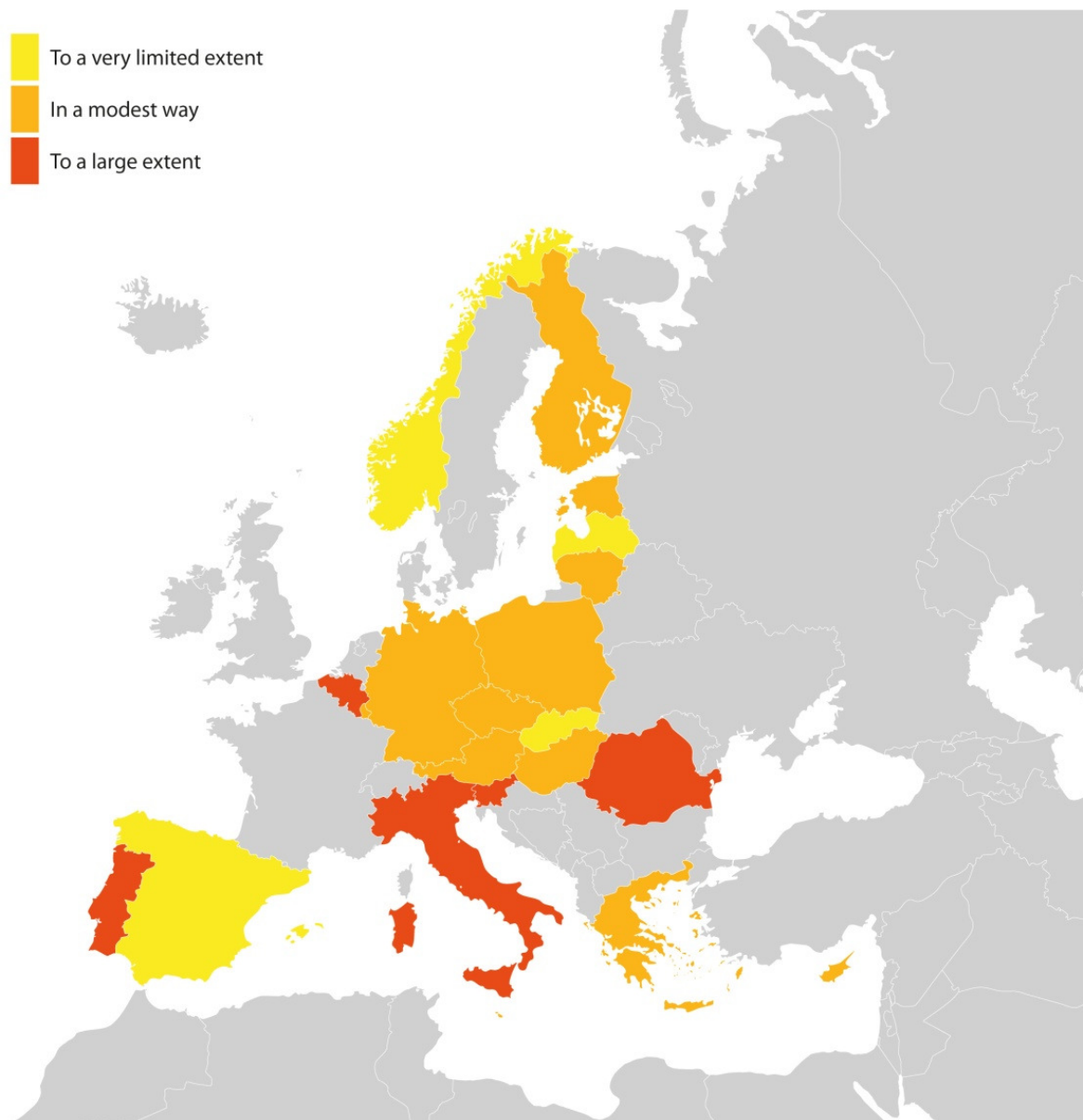
Evolution of the CAF in the member states



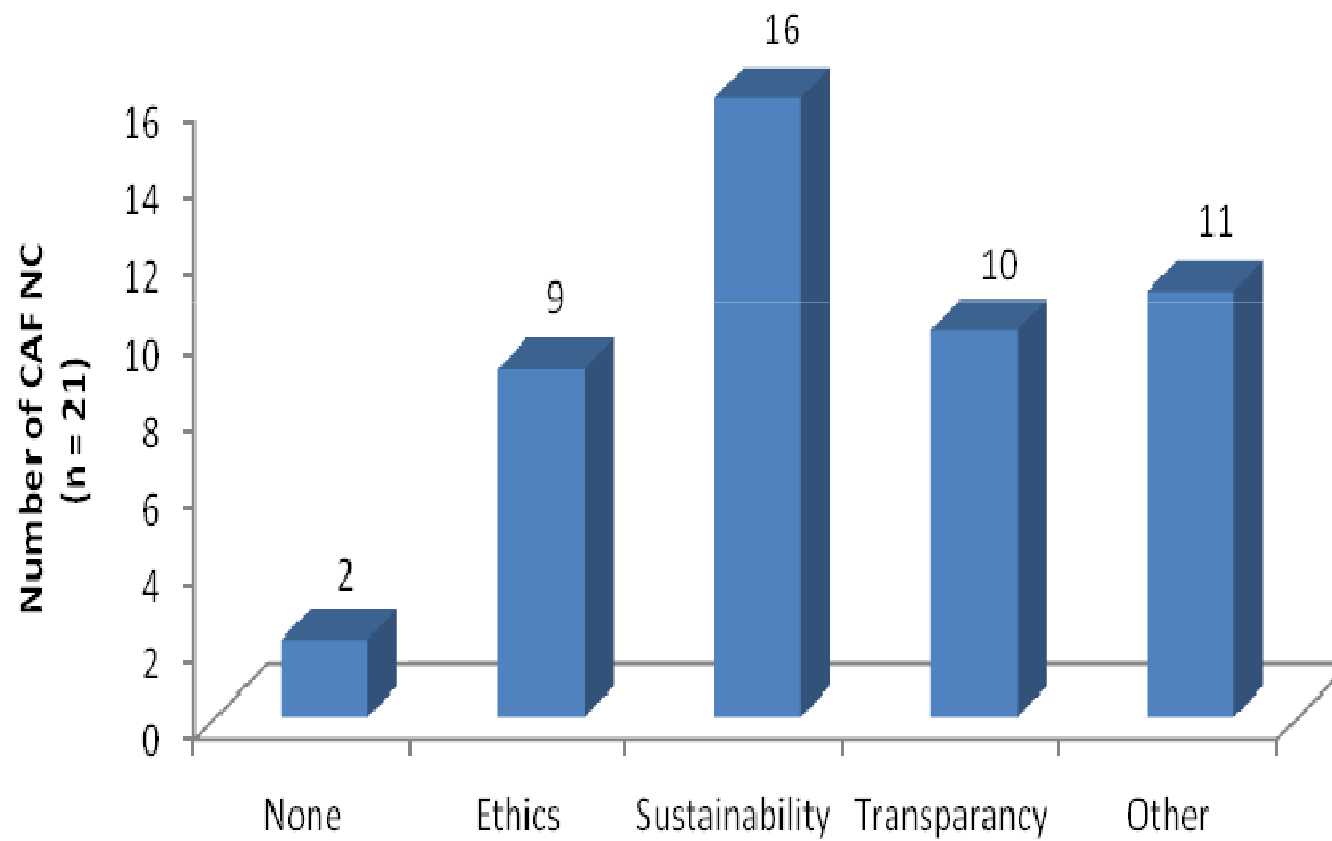
Use and potential of the CAF per sector



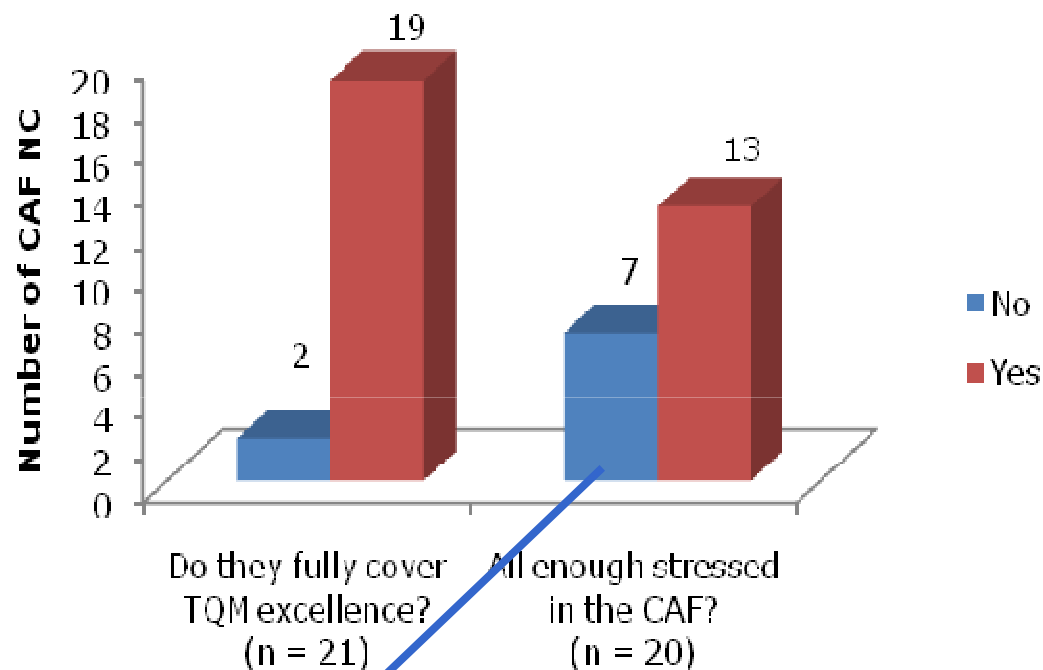
Impact of the CAF in the member states



New themes to be integrated ?



Principles of excellence



- Corporate Social Responsibility (including sustainability, environment,...)
- Partnerships
- Innovation and creativity

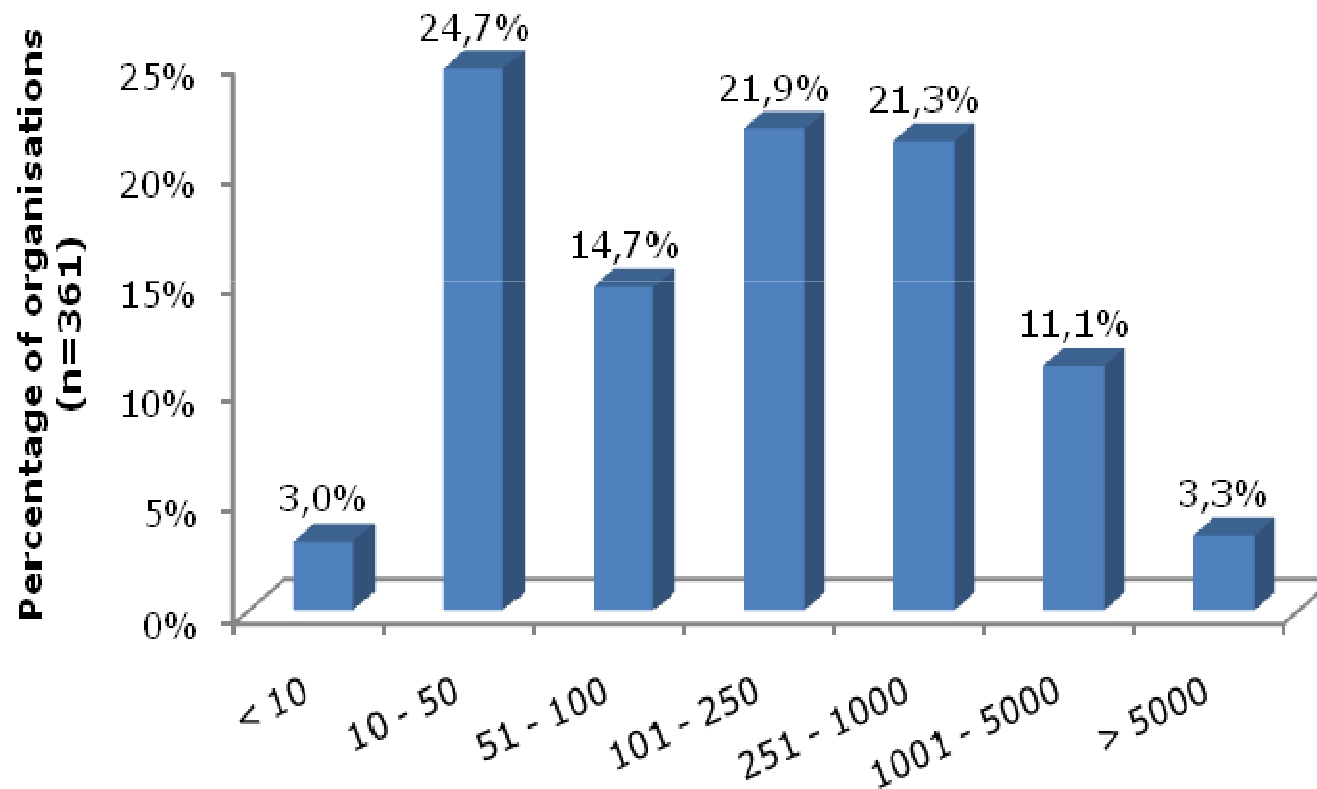
PART 2

CAF USERS

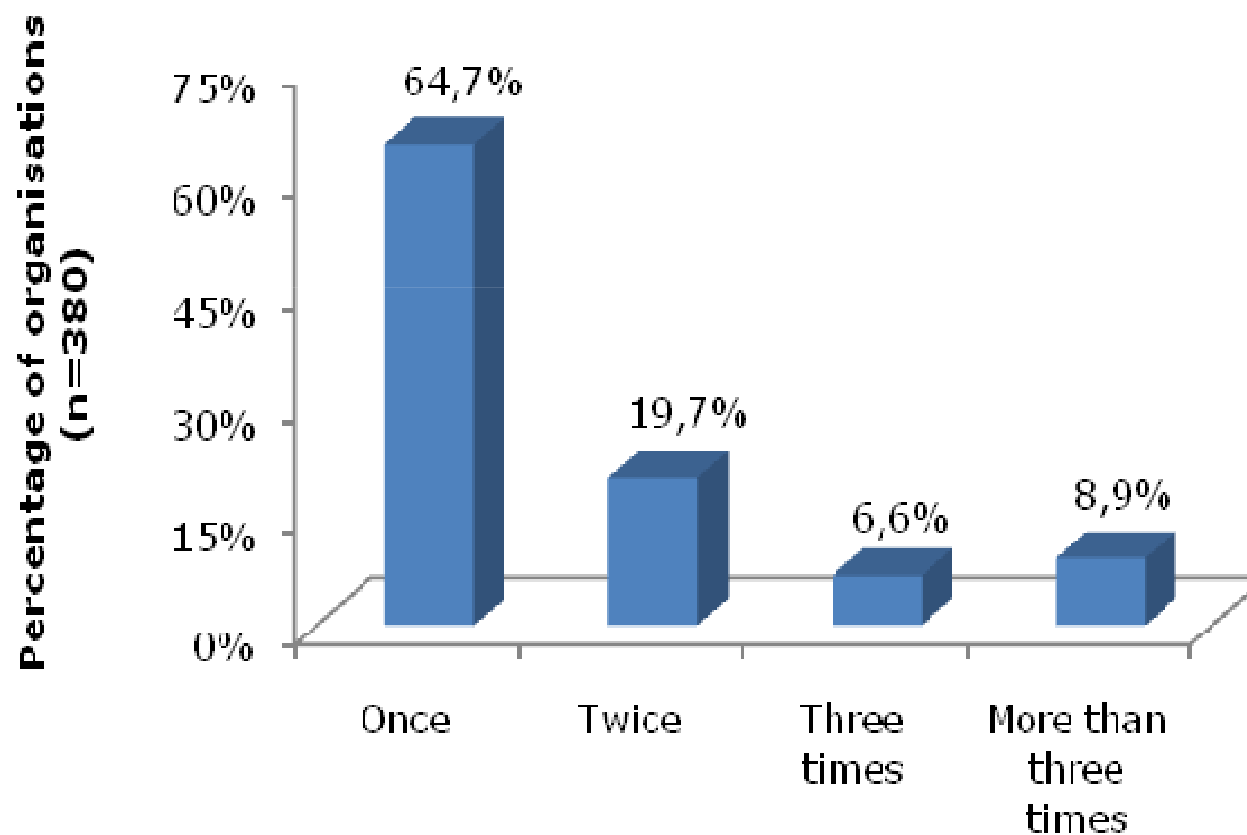
407 replies *

*** 133 in 2005 & 156 in 2003**

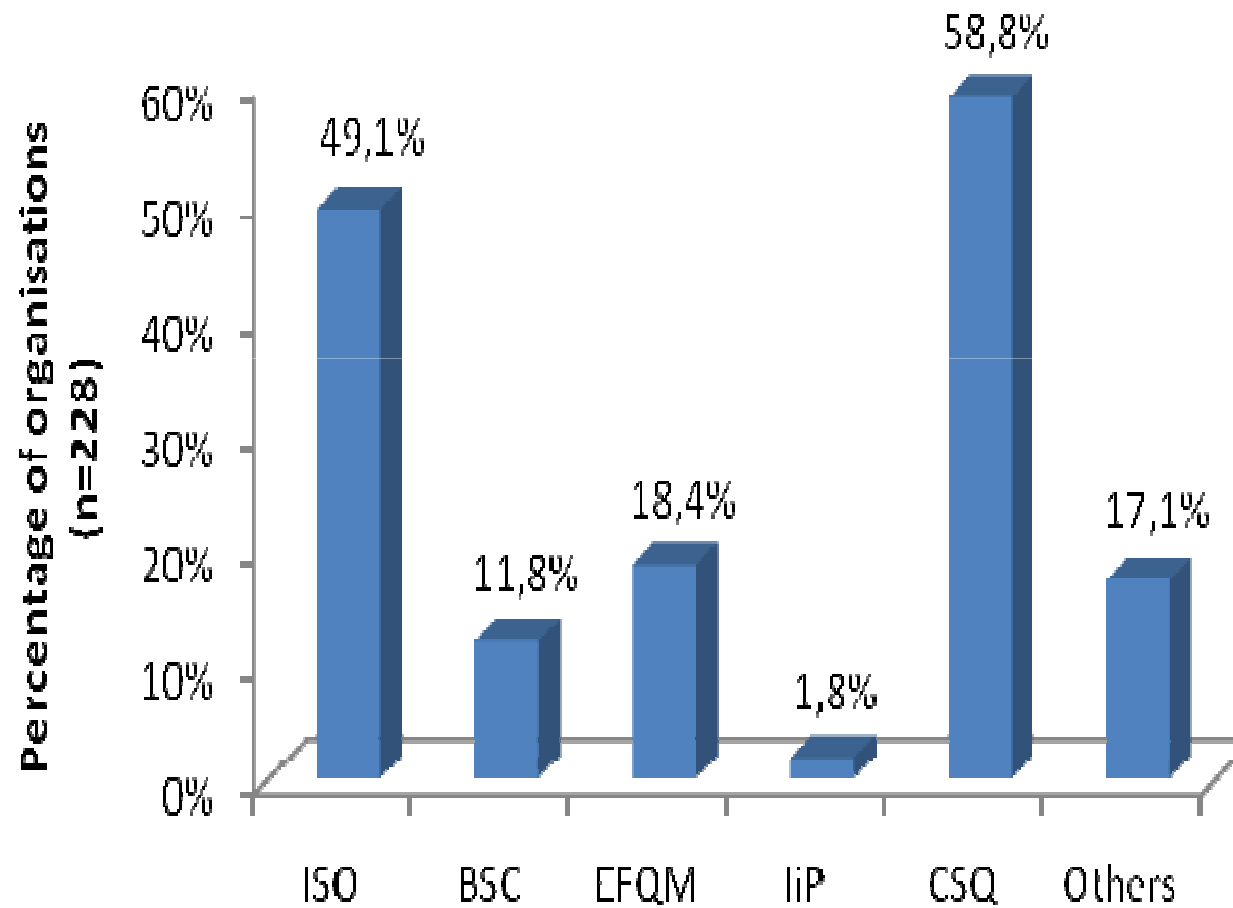
Size of the organisation



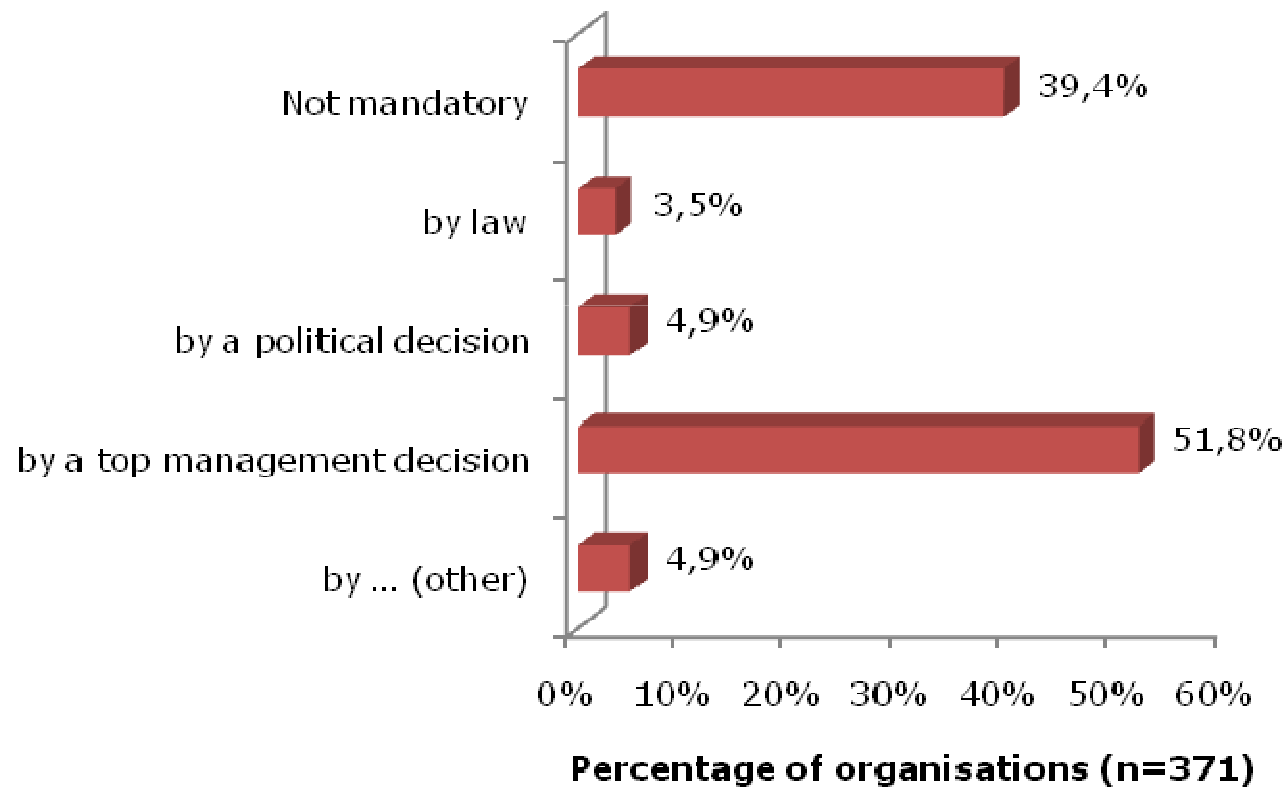
Number of times that the CAF has been applied



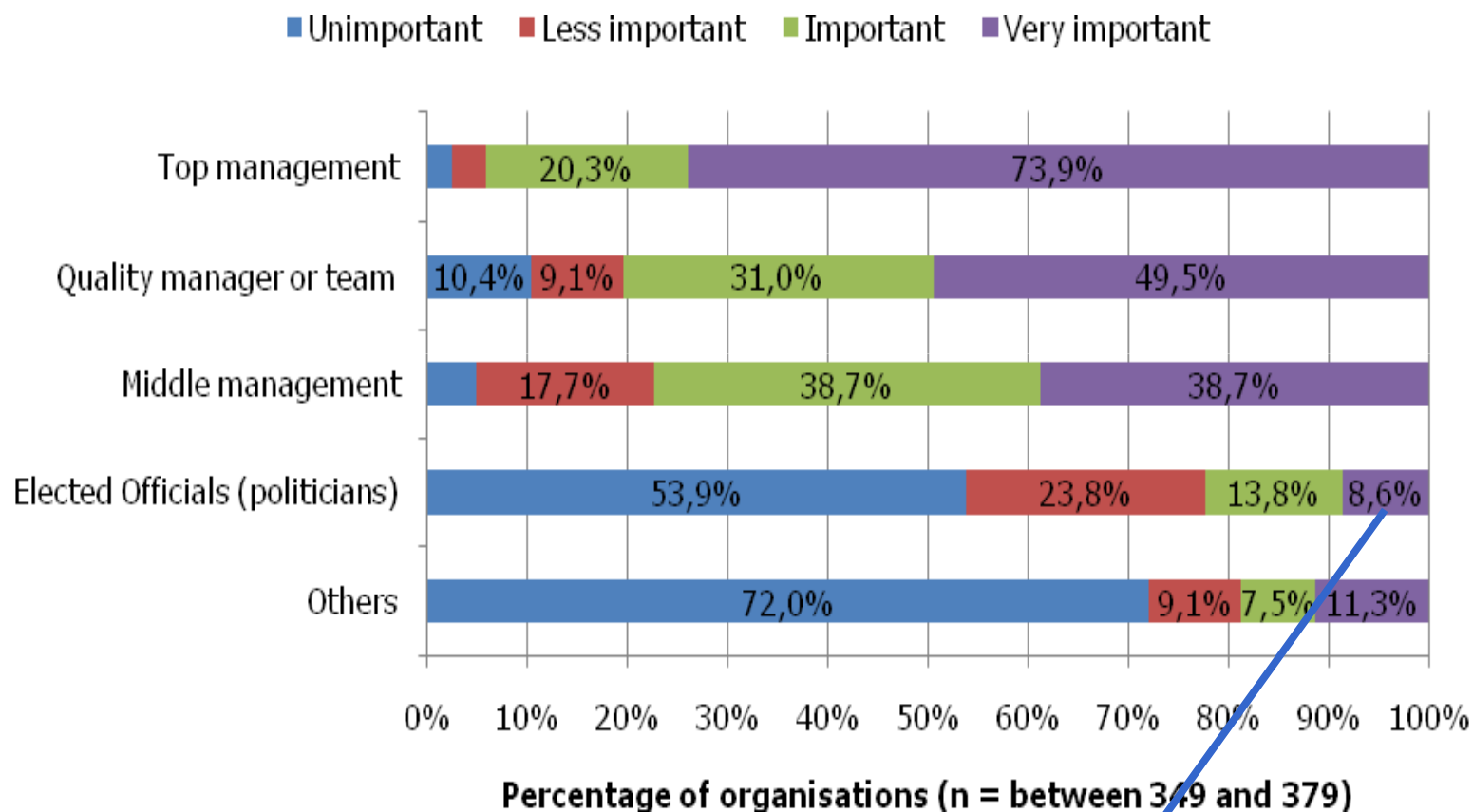
Experience with other (T)QM instruments



CAF is mandatory by...



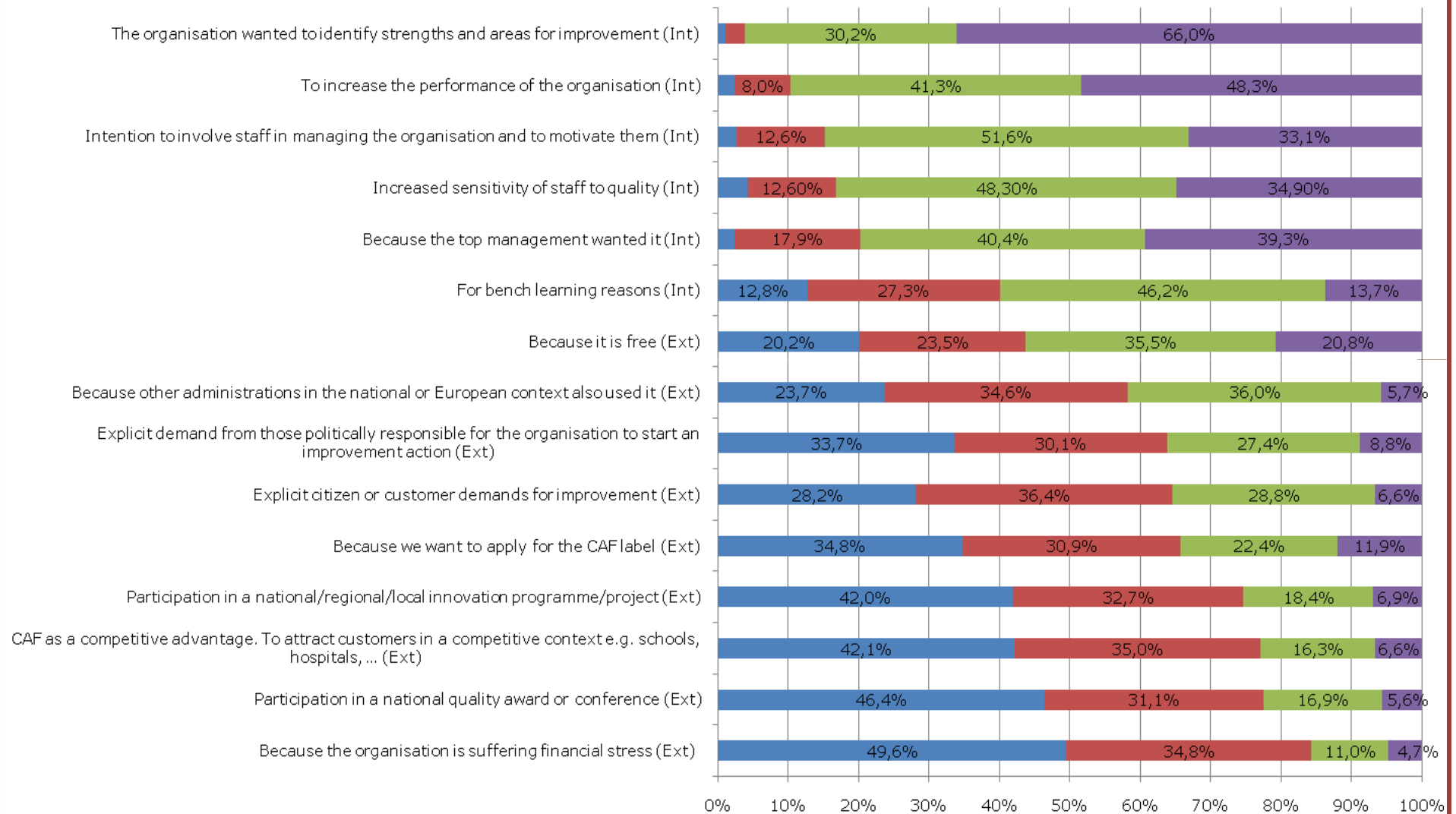
Who took the initiative to use the CAF or TQM



Local governments

Reasons for using

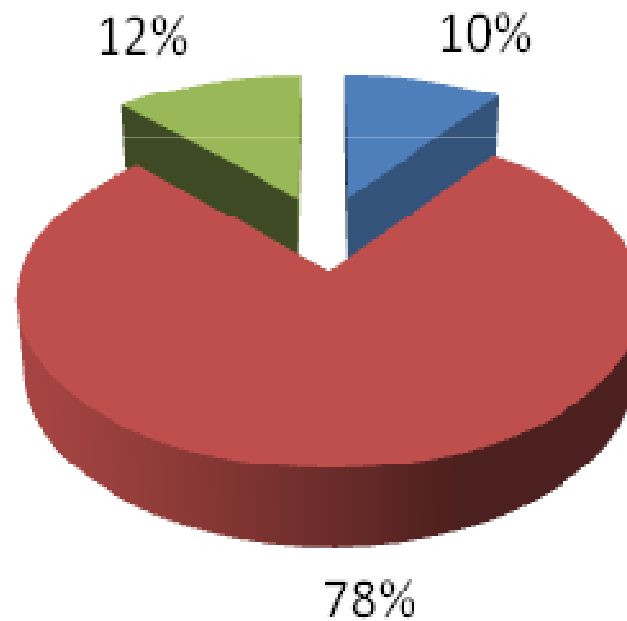
■ Unimportant
 ■ Less important
 ■ Important
 ■ Very important



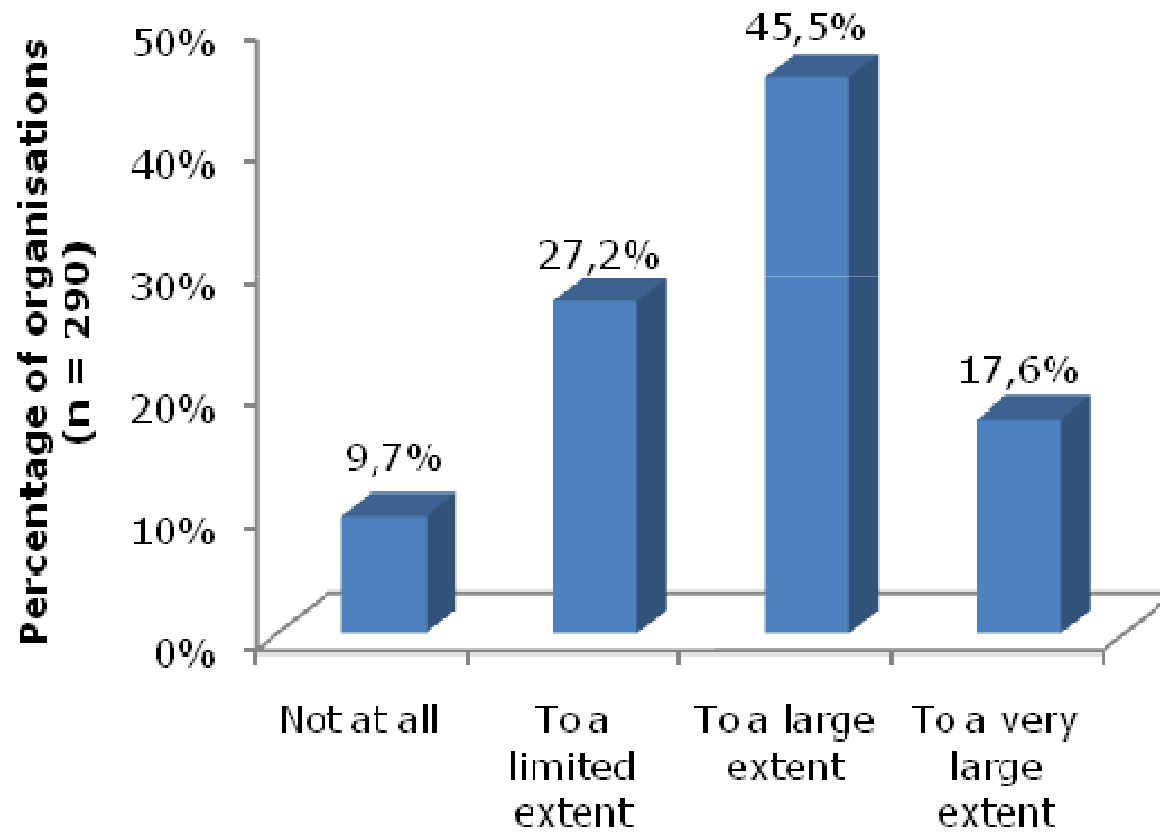
Percentage of organisations (n between 360 and 374)

Improvement plan developed or not

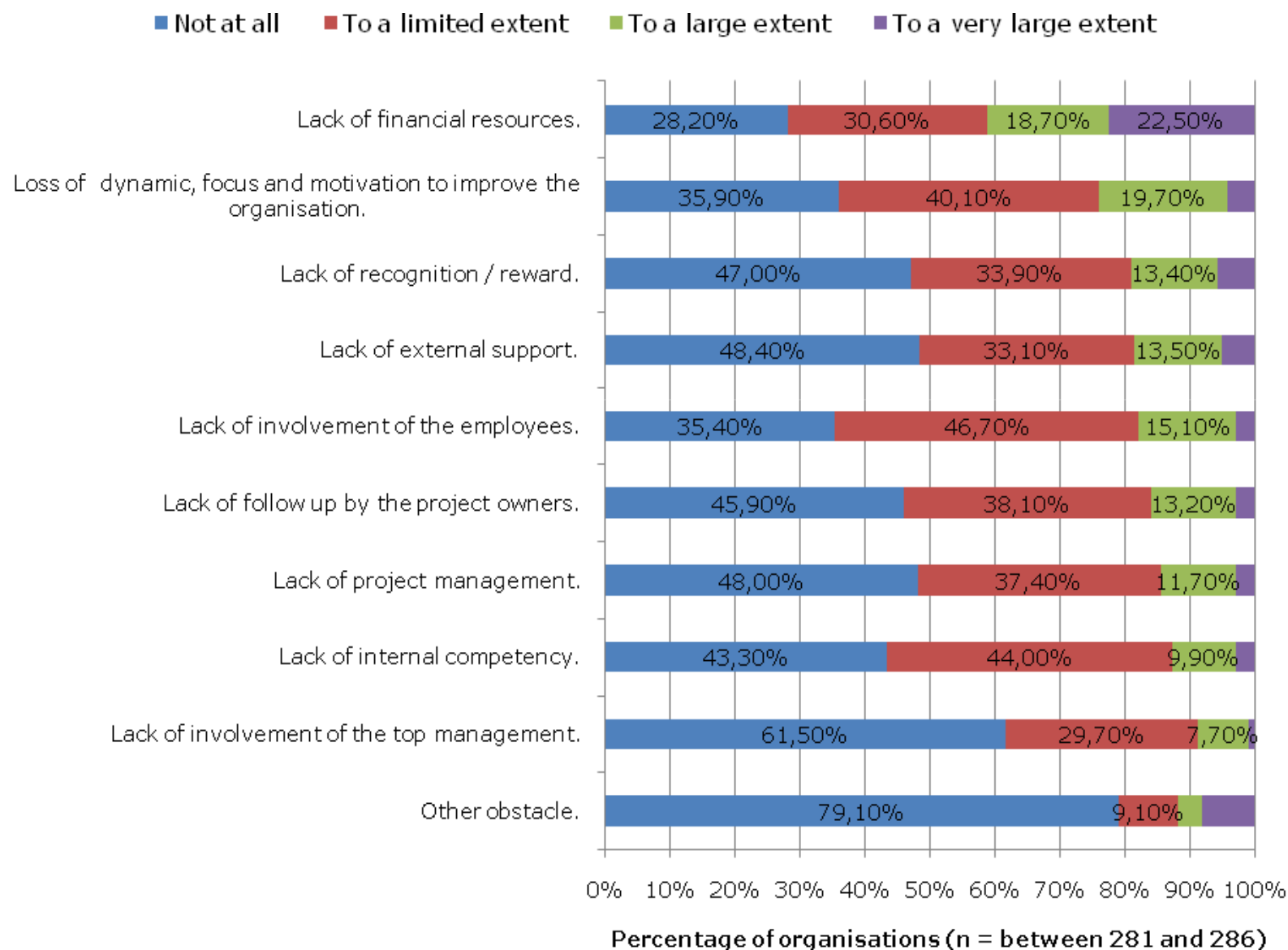
■ No ■ Yes ■ Still working on it



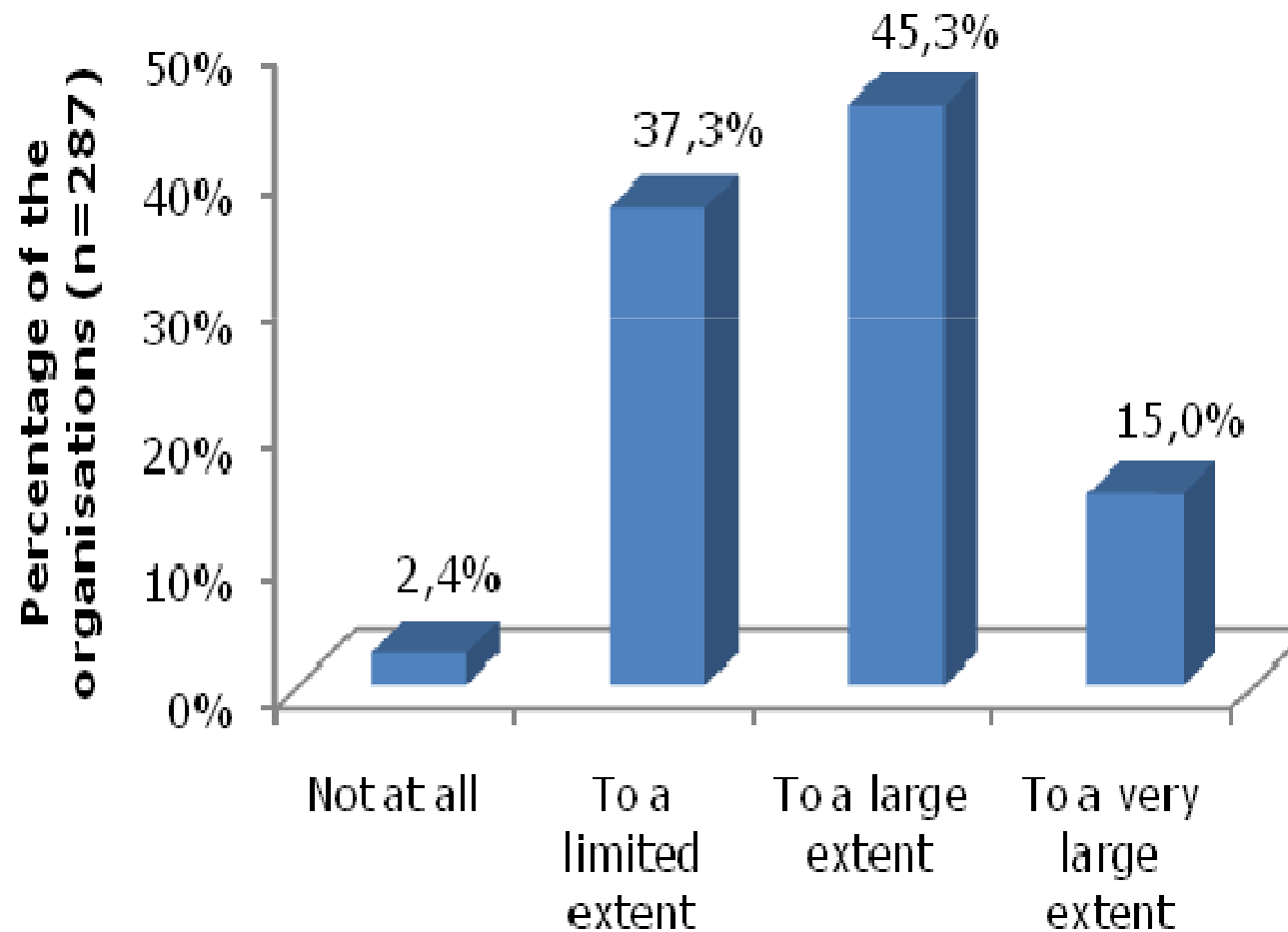
Integration actions in management plan



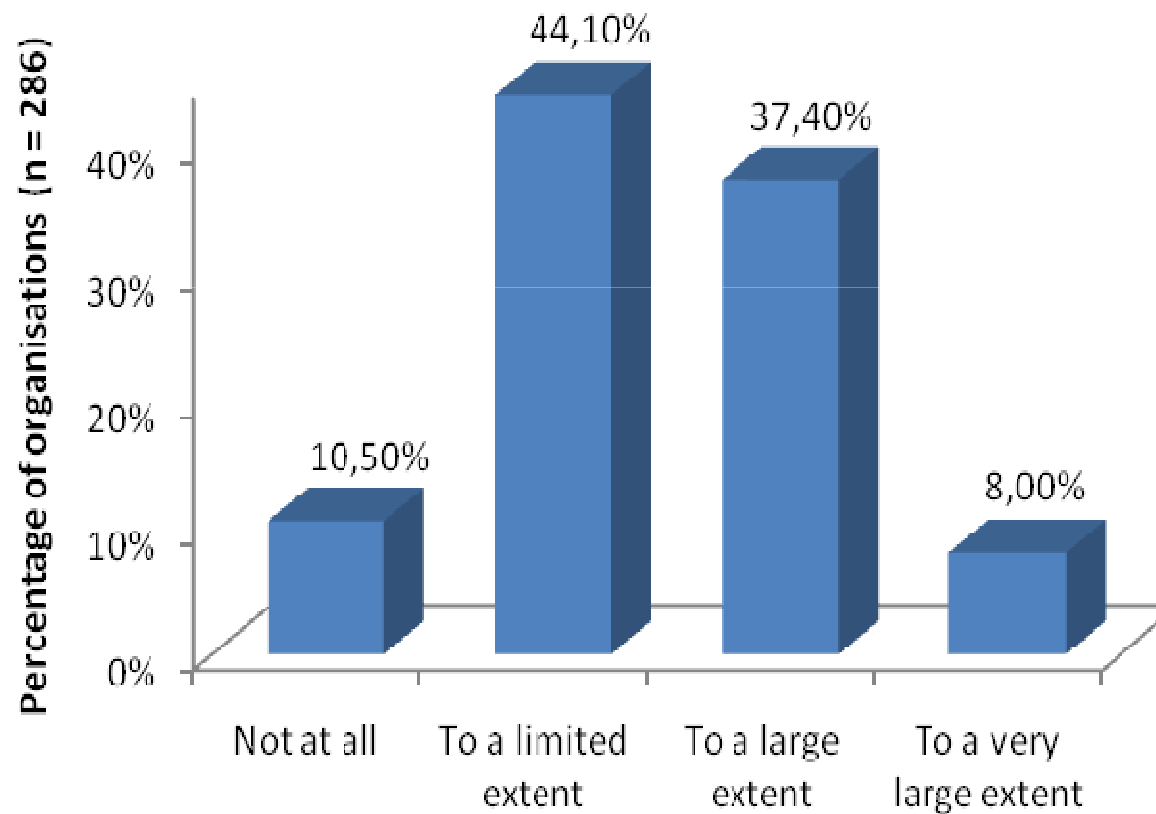
Obstacles implementing improvement actions



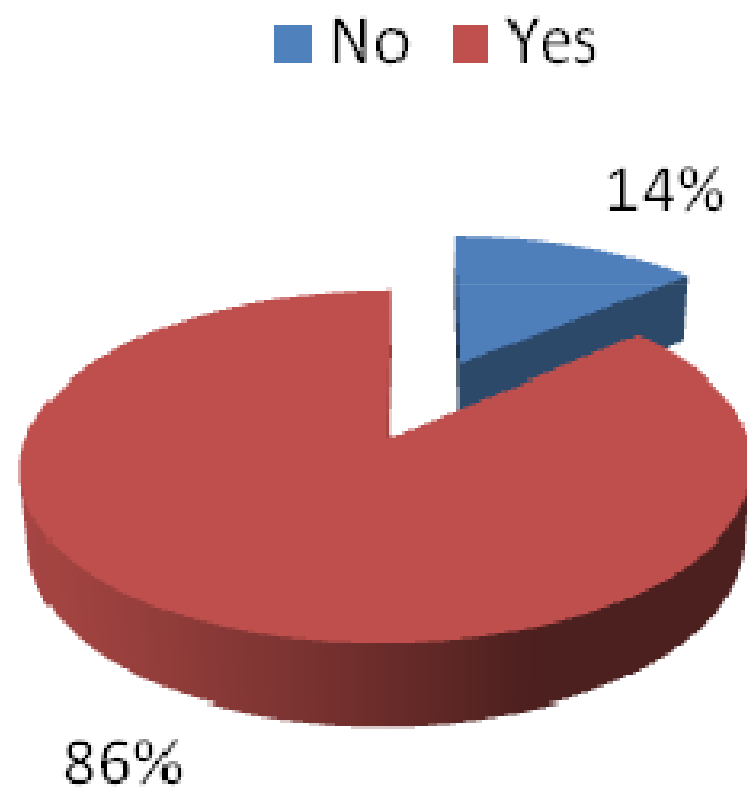
Impact improvement actions on organisation



Shift in the TQM focus of the employees



CAF again in the future



1. The CAF study 2011 : major findings

- part 1 : view of the CAF National correspondents
- part 2 : view of the CAF users

2. Some general remarks the European CAF RC at EIPA

3. The future of the model

Spreading of the use of CAF

- The use of CAF keeps growing in many MS of the EU.
- Different dynamics e.g. in installing the PEF and the CAF label: Italy, Belgium, Denmark.
- CAF model adapted to specific sectors in some countries: local administration, education, justice, prisons.
- More and more European institutions start using CAF: e.g. DG Trade of the EC, Agencies like ERA, ECDC, EEA, the Council of the EU.
- A lot of interest from outside the EU : e.g. Western Balkan countries, Ucrain, Dominican Republic, Tunisia, Indonesia.

Impact of the use of CAF from the Weberian bureaucratic administration towards and excellent organisation

- Self assessment: helps to improve existing functioning
 - creates strong involvement of the people working in the organisation in managerial affairs: new opportunities.
 - managers are not always well prepared for this, have to learn to deal with people's involvement.
- Cultural change towards excellence: more demanding
 - involvement of all the stakeholders, not only the political level
 - stronger role for the citizen
 - result orientation

Overview

1. The CAF study 2011 : major findings
 - part 1 : view of the CAF National correspondents
 - part 2 : view of the CAF users
2. Some general remarks the European CAF RC at EIPA
3. The future of the model

The future of the model

- CAF NC meeting 14 October
- CAF 2012 (1)
 - adaptation of the structure of the 28 subcriteria e.g. the role of the citizen in 4.2, 5.2 and 5.3
 - more clear explanation on criteria and sub criteria e.g. on criteria 8 and 9
 - work on some sub criteria
 - better integration of some concepts like sustainability, transparency, ethics

The future of the model

- CAF 2012 (2)
 - better ordering of the examples
 - knowledge data base to illustrate some concepts e.g. vision or mission statement
- Next phase :
 - More developed guidelines on self assessment
 - Guidelines on improvement planning
 - Further explanation of the 8 principles of excellence in relation to the public sector
- Presentation of CAF 2012 at the 5th European CAF Users event in OSLO at the end of September 2012