

Newsletter 2013/01

www.eipa.eu/caf

INTRO

On the occasion of our first newsletter of the year, we would first of all like to wish you plenty of motivation and satisfaction in the search for improved quality and service delivery during these difficult times for public services in Europe. We hope that together we can make a difference and that the CAF 2013 will be instrumental in this success.

As customary, we would like to present to you a country's experiences with the CAF. The **Maltese Public Sector** recently launched a national-wide CAF programme, which is described below. Furthermore, we take the opportunity of the **1st Regional CAF Conference at ReSPA** in Danilovgrad (Montenegro) to present to you the CAF initiatives in this region of Europe.

In this edition we also present the ongoing work on the **Procedure on External Feedback** for CAF users.

The CAF 2013 version was officially launched at the 5th European **CAF Users' Event** in Oslo at the end of September last year. Many countries are now in the process of translating the CAF 2013 into their national language.

I. MEETING THE CAF CORRESPONDENTS/ NETWORK

MALTA



Dr Paul DeBattista has vast experience of the private sector, where he was a director and CEO of a number of Maltese companies. He occupied the post of Chairperson of the Malta Standards Authority, as well as other top positions within the public sector. He was also the President of the Malta Employers Association. At present he is managing consultant within the Office of the Prime Minister.

What is the role of CAF in Malta?

The competitiveness of a country is enshrined in how well its public administration functions. To formulate good public policies and offer a quality service to citizens and businesses, public administrations should adopt sound and efficient quality management systems. In the present scenario of reductions in public spending, it is imperative that public administrations concurrently increase their efficiency and improve the quality of the services they offer.

Citizens and businesses expect quality service from public administrations. Thus, there is no other option but for public administrations to adopt such quality management systems so as to meet the expectations of their shareholders, namely the citizens and the businesses.

The Maltese public administration is committed to seeing further quality improvement in the services/products being offered by the public administration. The introduction of the CAF management system in a number of public sector entities would serve as a catalyst for the overall improvement in the quality of the service/product being provided by these entities. At the same time it would eventually enhance and improve the general public perceptions about the performance of the public administration.



What are your country's CAF strategies and initiatives for 2013?

Funded through a European Social Fund, around 200 public officers from within the entire public administration will be trained in the CAF techniques and its implementation. The training is being delivered by EIPA experts (Patrick Staes and Nick Thijs) in this field. Of these trained public officers, 14 officers have already followed a 'train the trainer' course. This programme was of great importance since it makes the CAF drive in the Maltese Islands a sustainable one.

We are also going to train a number of officers to become CAF feedback actors. The importance of having feedback actors emerges from the fact that we will have public entities that will be applying to get the CAF Label Certification.



We can already communicate that we have three entities registered as CAF users. To be registered with us as a CAF user, the entity would have already carried out at least one self-assessment. The indications are that by the end of this current year, we could have at least ten registered CAF users. We can also report that three organisations are at present carrying out their second self-assessment. These organisations will be externally audited

and could become the first three entities to achieve the CAF Label Certification by the end of this current year.

I can proudly say that we have started with a bang and we are making a lot of inroads in the implementation of the CAF quality management tool within the public administration. These results and goals are being achieved thanks to the collaboration of EIPA staff, our Management Efficiency Unit team and the availability of EU funding.

More info can be found at www.cafmalta.gov.mt

II. 1ST REGIONAL CAF CONFERENCE FOR THE WESTERN BALKAN REGION IN RESPA

ReSPA (The Regional School for Public Administration) is an international institution set up as a joint initiative of the European Union and the Western Balkan countries, working towards fostering and strengthening the regional cooperation in public administration, human resource management and civil service reform among its Member States. It seeks to offer excellent innovative and creative training events, networking activities, capacity-building and consulting services to ensure that the shared values of respect, tolerance, collaboration and integration are reaffirmed and implemented throughout the public administrations in the region. It is located in Danilovgrad, Montenegro.



For the past three years, ReSPA – in cooperation with the CAF Resource Centre at EIPA – has been organising trainings on introducing the CAF principles and ways of working in public sector organisations in the Western Balkan region. In line with its programme activities, ReSPA has now organised the 1st Regional CAF Conference *'Improving the Functioning of the Public Sector'*, targeting public servants from all ReSPA member countries and Kosovo*. More in particular, it was meant as a follow up for the participants attending the previous trainings, to give them the opportunity to discuss their efforts with their colleagues.

On 29-30 January 2013, this conference brought together participants from the seven regional countries. The programme included CAF practices of public sector organisations from the

Western Balkan region, from Europe in general (Belgium, Lithuania, Poland, Slovenia) and the European Commission (DG Enlargement). The event focused on disseminating practical insights and lessons learnt between CAF users and potential CAF users. It aimed at creating a platform for learning from each other and discussing strong points, difficulties, practical challenges and barriers. This event was considered to be a unique opportunity to network between CAF practitioners in order to face some common questions and challenges, to have the latest update on the CAF model, in combination with state-of-the-art case presentations on the use of the CAF and its added value in public sector organisations.

* *in line with UNSCR and the ICJ Opinion on the Kosovo Declaration on Independence.*

- More info can be found at www.respaweb.eu
- All materials from the conference can be found at www.respaweb.eu/11/library



III. THE CAF 2013 – WORK IN PROGRESS ON THE PROCEDURE ON EXTERNAL FEEDBACK

In our previous edition, we told you about the journey towards CAF 2013 and what's new in the CAF 2013.

The Procedure for External Feedback (PEF) is an integral part of the CAF and is currently being implemented in countries such as Austria, Denmark, Germany, Italy, the Slovak Republic and Slovenia.



Currently, 30 organisations are registered on the CAF RC database as 'Efficient CAF users', Find out who they are at caf.eipa.eu.

To enable public sector organisations applying CAF to see the results of their efforts and to obtain feedback, the PEF provides external feedback on the introduction of total quality management with CAF. This feedback relates not only to the self-assessment process and the improvement actions, but also to the way forward chosen by organisations in order to attain excellence in the long run, and is based upon the fundamental concepts of excellence. The PEF brochure has now been edited online with the CAF 2013 and can be downloaded from our website.

Implementation of CAF External Feedback at national level

The CAF 'National Organiser' (NO) is appointed at national level to be in charge of the implementation of the CAF External Feedback in the country. The National Organiser selects a core group of CAF External Feedback Actors (the evaluators) or EFACs.

The role of the European CAF Resource Centre

The CAF Network was asked to offer this procedure to organisations from countries outside the European Union as well as European/international institutions and organisations from EU countries without a CAF national correspondent. The European CAF Resource Centre (CAF RC) in EIPA Maastricht, which supports the Member States in the implementation of the CAF External Feedback Procedure, will from now onwards take the role of National Organiser and broker/dispatcher, with the cooperation of colleagues, the National Organisers in the Member States and their national feedback actors.

IV. GOOD PRACTICES IN EUROPE



5TH CAF EVENT – 'CAF AS A DRIVER FOR INNOVATION'

Especially for all those users that could not join us in Oslo last year, we have uploaded the good practices that were presented at the 5th European CAF Users Event.

The 5th event had a special focus on the CAF as a *driver for innovation*. How can and did the use of CAF stimulate the organisation to come up with innovative, creative solutions?

During different *parallel sessions*, 18 public sector organisations from all over Europe presented remarkable methods and practices that were inspired by the conclusions of the CAF self-assessment. These practices have led to tangible results, especially in the field of

1. citizen/customers;
2. people; and
3. key performance.

Find out more at caf.eipa.eu (Public Access/Good Practices)

We give the floor to the facilitators to introduce you to some of the cases:

Sabina Bellotti, CAF National Correspondent Italy

"Effectively using a Total Quality Management tool such as CAF involves the improvement of the performance of public organisations with regard to the principles of excellence. Session number 1 of the 5th CAF Event focused on 'Citizen/customer orientation'. The cases presented by Austria and Greece concretely showed how public administrations following this principle can improve the quality of services, whilst at the same time providing an important added value both in terms of effectiveness and efficiency. The two cases show how innovating process and resource management – also using ICT – can result in a significant impact on customer satisfaction. CAF user organisations know that customers are their primary reason for being and strive to innovate and create value for them by exploring, understanding and anticipating their needs and expectations."



Iza Najda-Jędrzejewska, CAF National Correspondent Poland

"During the session the participants had a chance to get acquainted with two presentations from the Czech Republic and Italy. The presentations covered two important areas of human resources management. The first area was the adaptation of new employees in the job, but, as was highlighted, it did not refer solely to new employees. The second area was development, both professional and organisational, which was achieved through involvement."

The discussions after the presentations in both cases focused on the importance of the human factor.

The Czech example described among others the use of e-Learning tools as a means to maintain contact with employees during long periods of absence. Nevertheless, both the presenter and the participants underlined that ICT tools cannot and were not designed to substitute personal contacts. An idea of assigning a coach for a person before she/he leaves the job in order to help her/him keep in touch with the workplace while on a long leave was considered worthwhile. The Czech example also underlined the importance of the need and willingness of the personnel for continuous development and adaptation, as well as the role of the employer in providing appropriate tools.

The Italian case illustrated a comprehensive approach to the implementation of the idea of participatory management in a public organisation. The practice provided information on the wide range of tools applied and the philosophy behind it. During the discussion it was underlined that a culture of cooperation instead of internal competition and putting into practice the idea of collective intelligence provided much better grounds for achieving organisational goals, especially in a small organisation. It was also highlighted that the "old fashioned" personal communication enhanced by provision of facilities that enabled direct exchange of views and ideas were still highly valued and preferred over the modern channels of communication. However, ICT tools can be useful when it comes to providing the possibility to express (critical) opinions anonymously."

Leticia Fekete, CAF National Correspondent Hungary

"The presentation of Mr Petridis highlighted the fact that CAF can be used in a wide range of organisations; it was really interesting to hear that a Transplantation Institute applies this quality tool. The result is remarkable: based on the CAF evaluation, a new electronic device was planned and installed which ensures a brand new means for connecting the patients."

This case is an outstanding example of customer orientation and cost effectiveness (the project has resulted in big cost savings).

The case of the Lithuanian Prime Minister's Office (PMO) especially interested me, since I have been working in the same Ministry in Hungary. With my experiences of CAF in a Ministry, I understand the big challenge mentioned by the Lithuanian colleagues and I acknowledge their results. They could effectively share the responsibilities between the political and administrative level, and they were able to:

- *successfully convince the administrative leaders of the advantages of CAF;*
- *make sure that CAF is a supportive tool in the decision-making;*
- *ensure continuous improvement within the PMO, as it has been applied twice and is planned for a third time."*



