

I. MEETING THE CAF CORRESPONDENTS

The European network of CAF correspondents consists of national experts and contact persons on CAF that were appointed by their governments. These experts meet twice a year, together with the CAF Resource Centre and a representative from EFQM, to discuss new developments, strategies for disseminating the CAF, and European and national activities. Each newsletter will take the opportunity to introduce one or two correspondents and their work to you. In this issue Estonia will be presented.



ESTONIA



My name is Karin Närep. I work as an adviser in the Development Department within the Ministry of Finance, where I am currently acting head of this department. I have worked for many years in the ministry in the field of public administration development, e.g. implementation of the strategic planning/performance management, development of civil service regulations, etc. My current position involves coordinating all these activities within the ministry and in its governmental area (subordinated agencies). However, one of my current tasks is to introduce quality management in Estonian central government as a whole. Furthermore, for many years I have also been a member of the Innovative Public Services Group (IPSG) and CAF National Correspondent in Estonia. My own ministry has used the CAF model three times and it is a central tool in our management system.

I am very glad to say that the year 2011 is going to be a new impetus for using CAF in the Estonian public sector. At the end of 2010 the Ministry of Finance started the Estonian Public Sector Quality Award based on the CAF model. The idea is to focus on learning and the exchange of best practices among public sector organisations. There has been a high level of interest from agencies in the Award; we planned to have 10 agencies take part in the Award, but we finally received 28 applications. During the process, agencies will conduct a self-evaluation, followed by the external feedback from the assessors. The agencies and assessors will receive thorough training to maintain the high quality of the process. The Award is scheduled to conclude by the end of June.

Public administration organisations in Estonia have the freedom to choose which quality management model they apply, except for the strategic planning, which is obligatory. CAF is a tool for agencies to use in order to improve their management, public service delivery and processes. The Ministry of Finance has offered support (training and advice) for agencies to implement CAF. There are some agencies, which have already used CAF several times and use it as part of their management system, but most of the agencies should still make improvements concerning their use of quality management. In Estonia the central government agencies have been more active in using several quality management tools. At local government level the interest has been modest due to the limited resources. There are approximately 20 agencies in Estonia that have used CAF.

The main initiative so far has been the Public Sector Quality Award pilot project, which was conducted by Ministry of Finance in 2003. The feedback from the project was very positive, both from the agencies and the assessors. Since then, there had not been any centrally coordinated projects until the Quality Award launched at the end of 2010.

II. NEW CAF PUBLICATION

In 2010, ten years of working with CAF and more than 2000 registered CAF users were celebrated at the 4th European CAF Users conference in Bucharest (see previous newsletter). For this occasion the book “*Growing towards Excellence in the European Public Sector: A decade of European collaboration with CAF*” was prepared. The book presents in three parts, the past, present and future of CAF.

The first part of this publication looks at the evolution of CAF since its origin in 2000 and examines where CAF stands in 2010 with more than 2000 registered CAF users. The milestones and achievements of CAF and its users and promoters up until its 10th anniversary are highlighted. It will also describe the evolution in terms of content and the change of maturity that



took place in the past decade. And what's more, it is enriched with contributions from the CAF National Correspondents in honour of 10 years of CAF in their country.

The second part looks at the latest CAF developments. In 2009, the CAF External Feedback procedure was launched, focusing on the principles of excellence. These principles are guidelines for organisations on their journey towards excellence and are therefore the foundation of the CAF. The programme of the 4th European CAF Users Event in Romania in September 2010 was built upon these principles. Each principle was illustrated with two to three cases from all over Europe. This part of the publication discusses the eight principles and illustrates them by giving short descriptions of the cases.

Organisations where TQM has been implemented, (probably) aim at becoming mature. Often, a huge distance between their current situation and their goal has to be overcome. The third part of this publication gathers the texts of the keynote speakers from the 4th European CAF Users Event. They are divided into three topics: change management, strategic management and performance measurement/monitoring.

To conclude this publication, the questions: "what are the future challenges for the CAF" and "which steps does the CAF community need to take?" are taken into account.

The publication "*Growing Towards Excellence in the European Public Sector: A decade of European collaboration with CAF*", Patrick STAES & Nick THIJS (ed.) (2010), p.150. can be found and downloaded at www.eipa.eu/caf

III. A CLOSER LOOK AT THE IMPLEMENTATION OF CAF IN THE REGIONAL DIRECTORATE FOR PUBLIC AND LOCAL ADMINISTRATION (REGIONAL GOVERNMENT OF MADEIRA)



The Regional Directorate for Public and Local Administration (DRAPL) is a department within the Vice-Presidency of the Regional Government of Madeira, in charge of all matters concerning the public administration.

This Regional Directorate is a small department (30 members), which develops activities in the fields of legal consulting, law making and legal advice for the Regional Government, local authorities and civil servants; it also carries out administrative inspections of local authorities, organises local elections, prepares and manages training for civil servants of the Autonomous

Region of Madeira and issues passports, to mention only the main areas of activity.

Excellence, as a concept, involves the constant improvement of organisational performance, with all the stakeholders defining strategies, goals and measuring results. In our organisation we can speak of two stages: BC (before CAF) and AC (after CAF). Before CAF we neither had measuring processes of our work nor defined strategies and goals, and our activity was based on the management of daily routines.

According to one of the DRAPL's unit proposals, in March 2007 the decision was taken to implement CAF. The main goals were to make a diagnosis of the organisation and to make people aware of the organisation's changing needs. The proposal included the goals, the planning and the self-evaluation team members. The proposal was then approved by the director of DRAPL. The project was presented to all staff, an initial training was given to the evaluation team and then the evaluation meetings started. The coordination of the entire project was given to the head of unit that had proposed the initiative.

The timetable was fully respected. The meetings of the evaluation team were based on evidence. The first implementation of CAF ended in October/November 2007, with the final conclusions being presented to all staff members of the organisation. The score achieved then was low, but the final report proposed several improvement areas and aimed high considering the implementation of a quality management system as the main goal, and the necessary outsourcing of consulting services for that purpose. It is important to point out that until then we were working without any outside support.

In 2007/2008 we introduced some new features in the organisation: the definition of annual goals agreed upon between the heads of units and the staff; the fulfilment of questionnaires evaluating the satisfaction of customers, stakeholders and staff members; but most importantly, March 2008 was the beginning of the implementation of a quality management system with outside support.

In June/July 2008, we updated the diagnosis of CAF. The score obtained by the organisation was equal to the previous one. Due to the 2008 CAF update, some areas of improvement were proposed considering the impact and capacity to implement them, namely the following in order of importance:

1. To conceive and make public the Strategic Plan for Training of Civil Servants of the Autonomous Region of Madeira;
2. Centralise and share internal data and information;
3. To implement the pointers of performance through the Balanced Scorecard;
4. To implement management processes;
5. To conceive tools for reinforcement of staff skills;
6. To request recognition as a training organisation for civil servants.

With the first three we applied for EFQM's first Level of Excellence (Committed to Excellence), but we were able to carry out all six. Between July and October 2009, our organisation obtained the Certification of Quality Management System (according to NP EN ISO 9001:2008), as well as achieving recognition as a civil servants training organisation and recognition of the first level of Excellence of EFQM.

For us the implementation of CAF was a good experience. It allowed us to make the organisational diagnosis and to lead organisational change in a supported way. This is, in short, our current experience as users of CAF – a tool that we recommend to all public sector organisations and which we would like to help in disseminating.

IV. EUROPEAN STUDY ON THE USE OF CAF



For more than 10 years CAF has been used all over Europe. To learn further about as well as improve the CAF and its use, it is important to have detailed insights into the use of the model and the results achieved. In 2003 and 2005 this large scale research already took place. In 2011 this research will be carried out once again. Mandated by the EUPAN network, the European CAF Resource Centre in EIPA has been asked to carry out this research again. In the coming months registered CAF users will receive a message from their CAF National Correspondent requesting them to complete **an online questionnaire**. It will be available online **from 1 to 31 March 2011**.

We invite all CAF users who have implemented CAF 2006 to share their feedback with us.

The results of this study will be presented during the Polish Presidency in the second half of this year and communicated via various channels to the CAF community.

V. AGENDA 2011 – OPEN SEMINARS AT EIPA

Make a note already in your agenda of the following dates for CAF-related activities and trainings at EIPA.



⇒ **The Common Assessment Framework and the Balanced Scorecard**
Maastricht, 15-17 June 2011

⇒ **Master Class CAF and Justice**
Luxembourg, 8-9 September 2011

⇒ **CAF Training Event: The Common Assessment Framework in Action**
Maastricht (NL), 13-14 November 2011

⇒ **Performance Management**
Maastricht, 7-9 December 2011

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SEE/BOOKMARK:

- CAF activities/ main page: <http://www.eipa.eu/caf>
- 10 years of CAF – online publication: <http://www.eipa.eu/en/pages/show/&tid=73>
- Agenda 2011: <http://www.eipa.eu/en/pages/show/&tid=85>
- CAF external feedback info: <http://www.eipa.eu/en/pages/show/&tid=136>
- CAF Event: <http://www.eipa.eu/en/pages/show/&tid=83>
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