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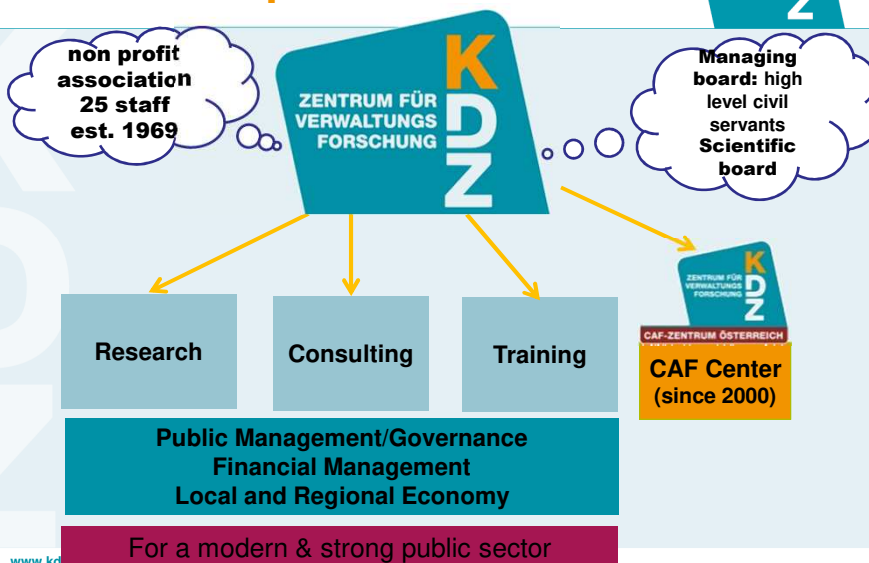
Quality Management with CAF

Bernadette Tropper-Malz

CAF Centre Austria

KDZ - Centre for Public Administration Research

CAF Center... a part of KDZ





Common Assessment Framework
Quality Management System for public sector
developed and recommended by the European Union

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Why present CAF today ...

☐ **CAF-Training for Regional experts on Quality Agencies in general education**

- ERI SEE offers with support of KDZ
- 6th and 7th December 2018, Podgorica
- Details ... later



☐ **Today I will answer:**

- What is CAF?
- Why using CAF?
- Why should you participate on the CAF-Training?
-

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CAF is ...

- ❑ **Free tool to improve performance of public-sector organisations across Europe**
- ❑ **(Total) Quality Management for the public sector**
- ❑ **European System - developed and recommended by the European Union**
- ❑ **Self-assessment to obtain a diagnosis and improvement actions**



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CAF is ...

- ❑ **Questionnaire with 200 questions**
- ❑ **Tool for involvement of staff (Self-assessment / no external certification)**
- ❑ **Based on consensus**
- ❑ **New culture of openness / transparency and trust**



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CAF is ...



☐ **CAF is change**



☐ **CAF is public sector reform**



☐ **CAF is THE European Guideline for excellent public management & public sector organisations**

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CAF: Change – Assess - Fix



Change

- Fokus on Change
- Create Climate of change
- Start continuous improvement

Assess

- Self-assessment
- Involve & enable staff
- Know your organisation
- Fokus on improvements

Fix

- Sustain change
- Continuous improvement
- Communicate
- Leadership takes

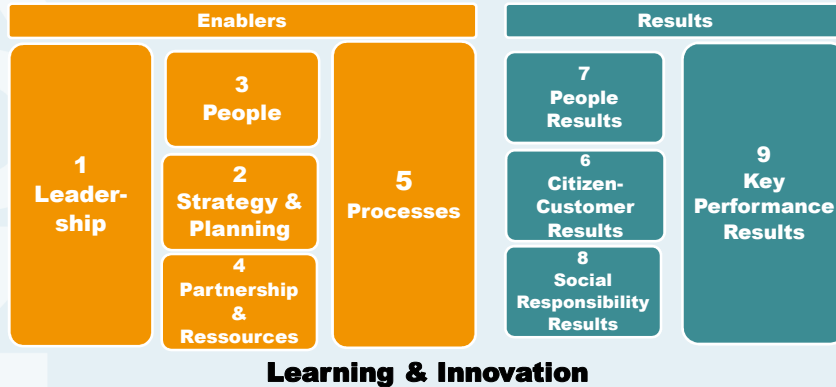
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CAF Model



CAF-ZENTRUM ÖSTERREICH

9 criterion – 28 subcriterion – 200 examples



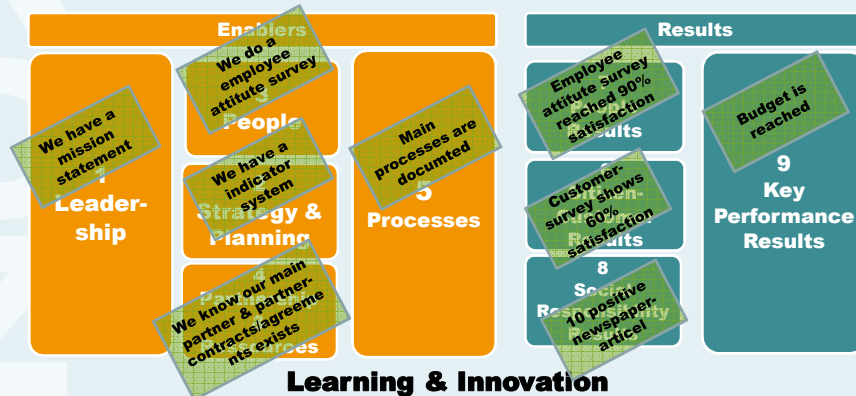
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CAF Model



CAF-ZENTRUM ÖSTERREICH

9 criterion – 28 subcriterion – 200 examples



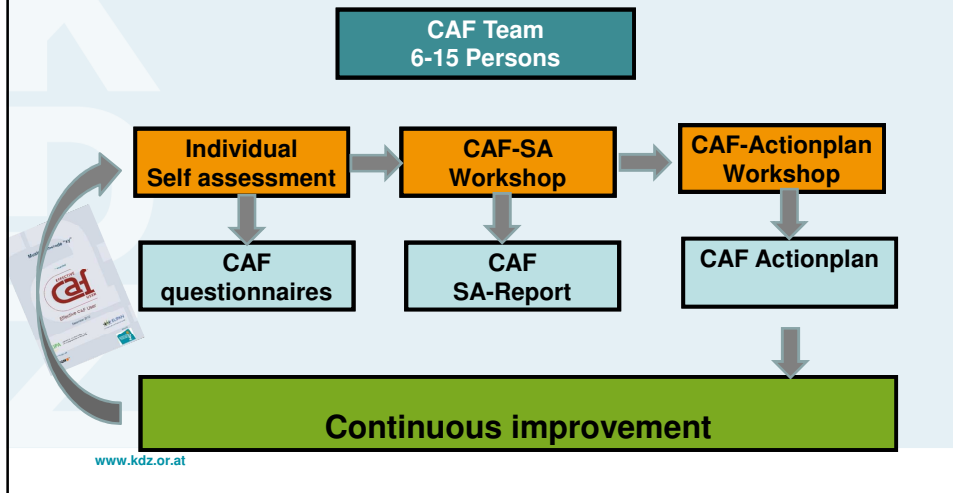
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CAF implementation



CAF-ZENTRUM ÖSTERREICH

Standardized process



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CAF-Self-Assessment Workshop - name of the organisation

Version: CAF-2013



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Criterion 1: Leadership			Consensus
1.1 Provide direction for the organisation by developing its mission, vision and values			
a Formulating and developing the mission and the vision of the organisation, involving relevant stakeholders and employees.			
b Establishing a value framework aligned with the mission and vision of the organisation, respecting the general public sector value framework.			
c Ensuring the wider communication of the mission, vision, values, strategic and operational objectives to all employees in the organisation and to other stakeholders.			
d Periodically reviewing the mission, vision and values, reflecting changes in the external environment (e.g. political, economical, socio-cultural, technological (PEST analysis) and demographic environment).			
e Developing a management system that prevents unethical behaviour, but also supports staff in dealing with ethical dilemmas that appear when different values of the organisation are in conflict.			
f Managing prevention of corruption by identifying potential areas of conflict of interest and providing guidelines for employees on how to deal with them.			
g Strengthening mutual trust, loyalty and respect between leaders/managers/ employees (e.g. by monitoring the continuity of the mission, vision and values and by reevaluating and recommending norms of good leadership).			
1.1 consensus	Strengths	Improvement Areas	Improvement Actions
1.2 Manage the organisation, its performance and its continuous improvement			
a Defining appropriate managerial structures (levels, functions, responsibilities and competencies) and ensuring a system for managing processes and partnerships in accordance with strategy, planning and needs and expectations of stakeholders.			
b Identifying and setting priorities for necessary changes regarding the structure, the performance and the management of the organisation.			
c Defining measurable output and outcome targets for all levels and areas of the organisation, balancing the needs and expectations of different stakeholders in accordance with customers' differentiated needs (e.g. gender mainstreaming, diversity).			
d Developing a management information system with input from the risk management and internal control system and the permanent monitoring of the organisation's achievement of strategic and operational goals (e.g. Balanced Scorecard).			
e Applying the principles of TQM and installing systems of quality management/certification such as CAF or EFQM or ISO 9001.			
f Formulating and aligning the e-Government strategy with the strategic and operational objectives of the organisation.			
g Creating appropriate conditions for process and project management and teamwork.			
h Creating conditions for effective internal and external communication, with communication being one of the most important critical success factors of an organisation.			
i Demonstrating leaders' commitment to continuous organisational improvement and innovation through the promotion of a culture of innovation, as well as continuous improvement thereby encouraging feedback from employees.			
j Communicating the reasons for change initiatives and their expected effects to employees and relevant stakeholders.			
1.2	Strengths	Improvement Areas	Improvement Actions

CAF-results

- ❑ **Overview of strengths and improvement areas**
- ❑ **Innovation-potential was recognized**
- ❑ **Improvement actions are defined & prioritized**
- ❑ **Action plan for the implementation of the improvements has been prepared**
 - this ensures the sustainability of the CAF
- ❑ **Results are communicated**

Why using CAF?

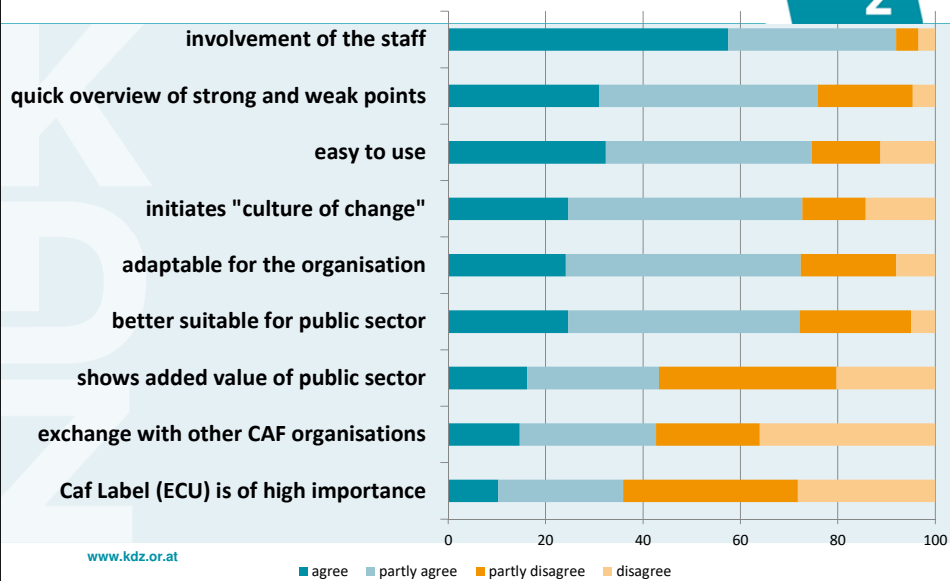
- ❑ **Organization check with overall overview**
 - all aspects of the organization are reviewed
- ❑ **Provide better services for the customers – is the goal**
- ❑ **Involvement of employees**
- ❑ **Initiate a change processes**
- ❑ **Leadership-instrument**
- ❑ **European guideline for good governance**
- ❑ **Simple, flexible instrument**
- ❑ **Manageable time and low costs**
- ❑ **No external certification but own positioning**

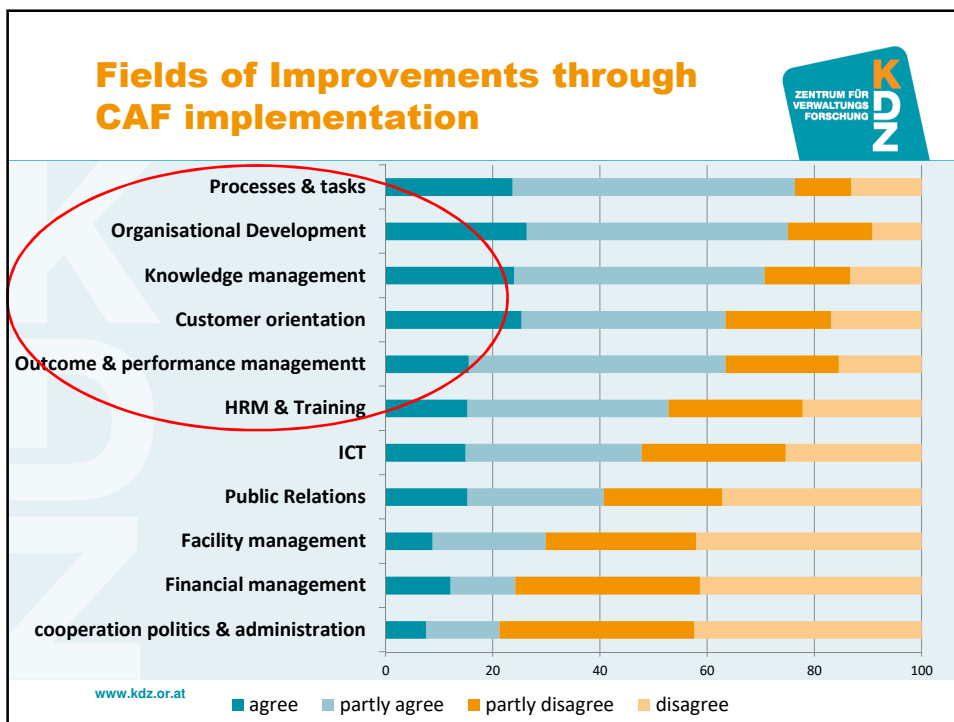
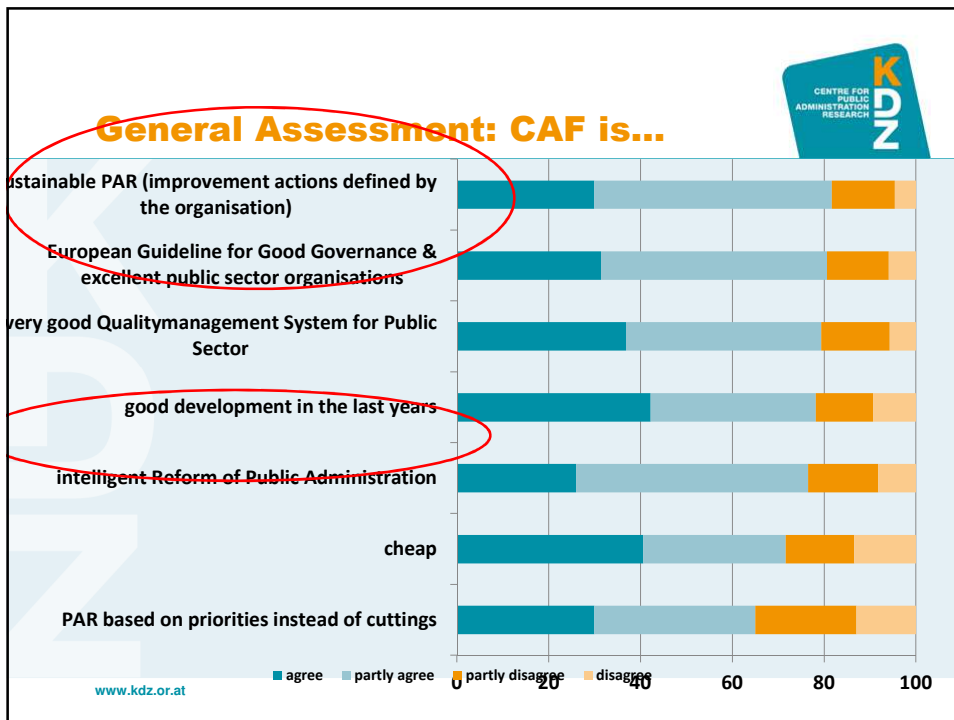
What CAF-using organisations say?

- ▣ **More than 70 percent state:**
 - Organization has been further developed
 - Employee-survey carried out
 - Knowledge management expanded
 - Processes adapted
- ▣ **More than 60 percent say:**
 - Internal communication improved
 - We are a better team
 - Understand the customers better
 - Task review performed

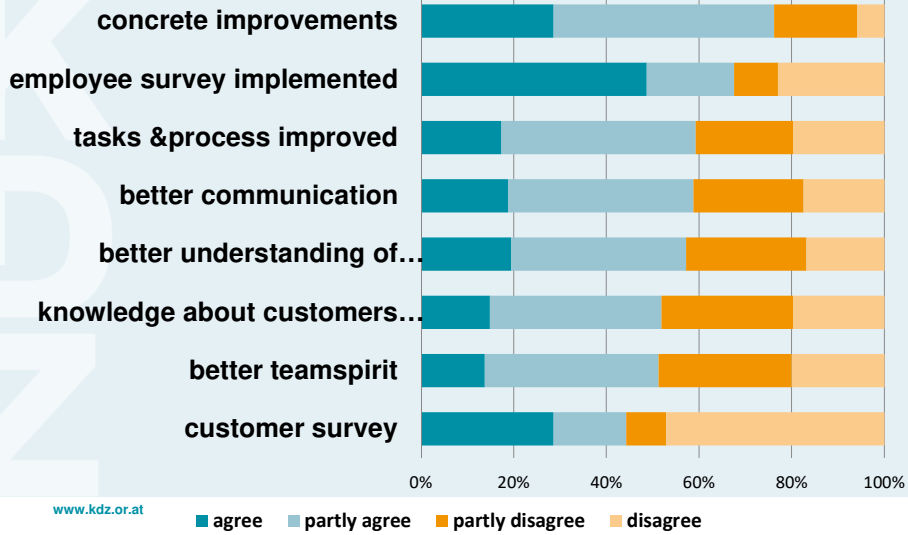
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Reasons for CAF implementation





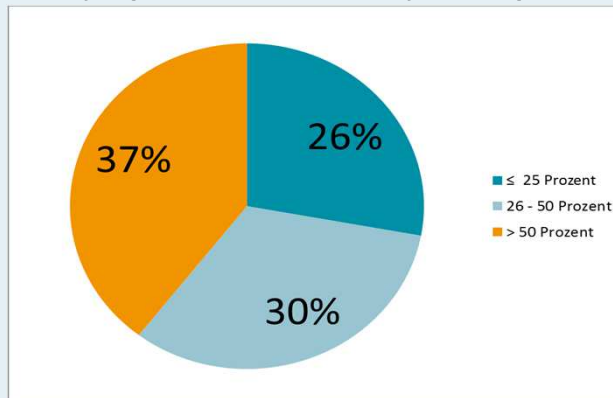
Results of CAF implementation



Improvement plan



How many improvements have already been implemented?



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CAF in Europe

3,989

Registered Users

59

Countries/
Institutions

187

Effective User Labels

Weiter Infos
<https://www.eipa.eu/portfolio/european-caf-resource-centre/>
www.kdz.or.at

CAF Newsletter 2017/3

www.eipa.eu/caf

The first Effective CAF User label in Finland goes to the Urban Environment sector of the City of Kuopio

The Urban Environment of the City of Kuopio was awarded the first Effective CAF User label in Finland on 1st November 2017.

*Many thanks to the people working for the Urban Environment. This fine result

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CAF-Training ERI SEE

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CAF-Training - ERI SEE

- ▣ **Content**
 - CAF – the QMS for public services, developed and recommended by the EU
- ▣ **Date**
 - 6th and 7th December 2018
- ▣ **Venue**
 - Podgorica, Montenegro (Aurel Hotel)
- ▣ **Target group**
 - Regional experts on Quality Agencies in general education
 - * Mainly management level
 - * But also open for operational level
- ▣ **Organiser**
 - Education Reform Initiative of South Eastern Europe
- ▣ **Trainers**
 - KDZ – Centre for Public Administration Research & CAF-Centre Austria

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CAF-Training - ERI SEE

- ▣ **After the two days of training the participants:**
 - understand the concept and philosophy of quality management and the CAF - Common Assessment Framework
 - are able to transfer concepts of quality-management into organisational development
 - gain an overview of strength & weaknesses of CAF implementation in quality agencies in general education & in schools of SEE-countries
 - are able to decide if and how CAF can be successfully implemented in the education sector of their countries and their own organisations
 - gets a first impression about needed adaptations and next steps to be done for a successful CAF-roll-out in quality agencies in general education & in schools of SEE-countries

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CAF-Training - ERI SEE

1. Training day



draft version

6 th December 2018: "What is quality management & CAF"		
09:00	Welcome and introduction round	KDZ
09:30	Introduction into Quality Management and the Common Assessment Framework (CAF) <ul style="list-style-type: none"> - Basics and concepts of Quality Management in the Public Sector - Background and context of CAF – Philosophy, model (short), process - CAF in Europe (system, users, users in educational sector) - CAF quality Centre Austria 	KDZ
11:00	Coffee-break	
11:15	Life-simulation of CAF Consensus Workshop I (CAF-enablers)	All participants, KDZ
12:45	Lunch-break	
13:45	Introduction of Regional Quality Centre in the region	Goran Pastrovic, Slaven Bukaric, RESPA
14:00	CAF fundamentals in detail <ul style="list-style-type: none"> - CAF-model – Criteria, Sub-criteria, examples - CAF-process – self-assessment, action-plan, implementation, CAF-External-Feedback - CAF-Scoring 	KDZ
15:15	Coffee-break	
15:30	Life-simulation of CAF Consensus Workshop II (CAF-results)	All participants, KDZ
16:45	Open-Discussion & Summing up the first day	All participants, KDZ
17:00	End of the first day	

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CAF-Training - ERI SEE

2. Training day



draft version

7 th December 2018: "CAF in the education sector"		
09:00	CAF in the education sector – best practice of Finland <ul style="list-style-type: none"> - Best practice: How Finland uses the CAF in the education sector & in schools - discussion & question session 	Aila Sarmala
10:15	Coffee-break	
10:30	CAF future lab (1. session): CAF in quality agencies in general education <ul style="list-style-type: none"> - In the first session the participants are asked to reflect on the use of CAF in quality agencies in general education (QA) in SEE: "Why is CAF applicable or not applicable in quality agencies in general education of your own country?" 	All participants, KDZ
12:00	Lunch-break	
13:00	CAF future lab (2. session): CAF in schools of general education in SEE <ul style="list-style-type: none"> - In the second session the participants are asked to give an estimation on the use of CAF in schools (primary schools, secondary schools) in SEE: "Is the use of CAF useful and feasible in schools of general education of your own country and why?" 	All participants, KDZ
14:15	Coffee-break	
14:30	CAF future lab (3. Session): Needs & next steps <ul style="list-style-type: none"> - The third session shows what has to be done for a successful CAF-roll-out in quality agencies and in schools - The participants are asked to finish their cards for "needs" and "next steps" 	All participants, KDZ
15:15	Open-Discussion & Summing up the training	KDZ
15:30	End of the training	

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Questions and Comments



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Hope to see you at the CAF-Training in Podgorica!



Thomas Prorok



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CAF-CENTER EU

CAF-Center

CAF-Model

CAF-Online

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CAF-Center

CAF-Centers is the international pillar of the Austrian CAF Center. We contributed to the development of CAF 1998 during the Austrian EU-Presidency. Since then we implemented CAF in numerous public sector organisations, represent Austria in the European CAF-Experts Group, ensure a sustainable Austrian CAF User network and are part of the further developments of the CAF model and process.

CAF-Center Austria is incorporated in the Center for Public Administration Research (KdZ). This ensures high professional knowledge of all international public management and public sector related topics. Our 20 experts broad understanding of CAF is:

C: CHANGE initiating
A: ASSESSING the organisation
F: FORMING sustainable improvements towards excellent european public sector organisations

CAF Center Austria

CAF Model

achieving excellent results

CAF is the guideline for excellent public management and public sector organisation. Our Model is all european public sector organisations are using CAF and automatically improving themselves towards excellence.

Wettere CAF Videos

Arbeitsunterlagen

- CAF-Broschüre 2013-Deutsch
- CAF-Poster 2013-Deutsch
- CAF-Werkzeugeinführung
- CAF-Diversität-Broschüre
- CAF-Diversität-Checkliste
- CAF-Broschüre 2013-Englisch
- CAF-Steckbrief
- CAF-Gütekriegel

Neue Publikationen

- CAF-Anwendung in Südtirol (2016)
- CAF im Bundesdienst (2016)
- CAF-Maßnahmen-Verbesserung (2014)
- CAF - Schlüsselqualifizierung & Risikomanagement (2014)
- Wirkungsgenerierung und Aufgabenrolle (2014)



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