

Strengthening the Performance of Your Organisation with the Renewed Common Assessment Framework: the CAF 2013

Barcelona (ES), 7-9 October 2015



European Institute of Public Administration
Institut européen d'administration publique



Introduction

Target group

Public top and middle managers as well as quality and change managers, interested and/or involved in introducing management tools and quality management techniques in the public sector (ministries, agencies, regional and local administrations, education, police, healthcare, etc.).

Description

The Common Assessment Framework (CAF) is a total quality management (TQM) tool specifically designed for the development of TQM in public sector organisations, starting with a self-assessment of their organisational performance leading to an effective improvement plan that brings the organisation step-by-step to the maturity level of Excellence. Since the launch of the first version in 2000 and revised versions in 2002 and 2006, more than 3700 organisations in many countries within and outside of Europe have implemented the CAF. On the basis of an in-depth study on the implementation of the CAF 2006 in which 400 users participated, the CAF 2013 version was realised and is now the new standard.

Performance management in public administration has a long history, and in all probability, a long road ahead. Nonetheless, performance management is not without its problems. Practitioners, management consultants, as well as academics, have sought solutions in response to the paradoxical and often problematic nature of performance management. New Public Management reforms worldwide have introduced a variety of performance measurement and management practices. Recent evolutions have corrected some aspects of the NPM and broadened the scope towards New Public Governance forms. This evolution from the traditional Weberian bureaucratic public organisation over the New Public Management towards the New Governance approach follows different rhythms in the different European countries and public organisations. But performance

management has gradually become an integral part of all modern governance arrangements.

What was missing is the global, holistic approach integrating all aspects of the functioning of public sector organisations, driving them towards Excellence and the ultimate level of performance. The Common Assessment Framework 2013 provides this approach.

This three-day seminar will focus on the total organisational performance. In fact, Total Quality Management has evolved towards overall organisational management, including all aspects of the functioning of public administrations and the results they achieve. Performance is looked at in the two senses of the word: performance as the way we do things, and performance as the results we achieve and the outputs and outcomes we deliver.

Learning methodology

The programme will be implemented through a variety of training methods, presentations, discussions, group work, skills practice etc.

Objectives

At the end of this three-day training, the participants should have a clear understanding of

- the CAF 2013 quality model itself, the scoring system and the self-assessment process;
- the specificity of the CAF 2013 in relation with the CAF 2006;
- how to implement the CAF 2013;
- how to use the CAF for self-assessment and formulate improvement actions;
- how to prioritise improvement actions on a short-, medium- and long-term basis;
- how to play the role of a coach to support their own and maybe other public sector organisations in applying the CAF.

Programme

WEDNESDAY 7 OCTOBER 2015

- 09.00 **Introduction**
Introduction to the training and its aims, presentation of the participants, their existing tasks and profile
Patrick Staes, Seconded National Expert and Head of the CAF Resource Centre, EIPA, Maastricht (NL)
Nick Thijs, Senior Lecturer, EIPA CAF Resource Centre, Maastricht (NL)
- 09.15 **Exercise 1: Kick off – The search for Quality in the public sector?!**
What does quality mean for public sector organisations and what are the characteristics of a qualitative public sector organisation?
- 10.00 **Presentation 1: Insight into the world of Total Quality Management (TQM)**
Presentation on the evolution (inspection, control, assurance, etc.), major concepts and philosophy (continuous improvement) of TQM in the public sector.
- 10.30 Coffee break and networking
- 11.00 **Presentation 2: The Common Assessment Framework (CAF) 2013 versus 2006**
A short insight into the background and the context of CAF, plus a detailed presentation of the content of CAF (the 9 criteria and 28 sub-criteria, all illustrated with concrete examples).
- 13.00 Lunch
- 14.30 **Exercise 2: Finding your way through the CAF**
Through a number of examples the participants need to indicate the right criteria and sub-criteria demonstrating their knowledge of the CAF and its content.
- 15.30 Coffee break and networking
- 16.00 **Exercise 2: Finding your way through the CAF**
Plenary feedback and discussion
- 16.30 **Presentation 3: It's all about excellence!!!**
In-depth presentation of the 8 principles of excellence, as the driving principles of CAF. Presentation of the principles and their content, plus plenary discussion on how they are/ should be applied in the public sector.
- 17.30 **End of day one**
- 20.00 Social dinner

THURSDAY 8 OCTOBER 2015

- 09.00 **Welcome and questions**
- 09.15 **Presentation 4: Towards organisational improvement with the CAF (different steps, roles, tasks and skills)**
Concrete steps towards improving organisations using CAF. The different steps are described in detail and discussed with the participants, starting with the decision to launch the model, carrying out a self-assessment, and implementing an action plan to improve the organisation. In each step the different roles and tasks are clarified and discussed with the participants.

- 11.00 Coffee break and networking
- 11.30 **Presentation 5: Making the diagnosis (assessment) and formulating actions**
Hands-on presentation, giving practical tips on how to carry out the self-assessment, defining strengths, areas for improvement and formulating SMART actions. After the diagnosis a score will be allocated.
- 12.00 **Exercise 3: Formulating a score**
The participants will give a score to the statements in working groups.
- 12.30 **Exercise 3: Formulating a score**
Plenary feedback and discussion
- 13.00 Lunch
- 14.30 **Exercise 4: Case study: phase 1: Identify criteria C and D and their sub-criteria.**
Discussion in small groups and plenary
- 15.00 **Exercise 5: Case study: phase 2: Identify strengths and weaknesses regarding each sub-criterion**
Discussion in small groups
- 16.00 Coffee break and networking
- 16.30 **Exercise 5: Case study: phase 2 (Ctd.)**
Discussion in small groups
- 17.00 **Exercise 5: Case study: phase 2: Identify strengths and weaknesses regarding each sub-criterion**
Presentation of the exercise in plenary session and giving a score.
- 18.00 **End of day two**

FRIDAY 9 OCTOBER 2015

- 09.00 **Exercise 6: Case study: phase 3: propose actions to improve the management in the field of each sub-criterion**
Discussions in small groups.
- 10.00 **Exercise 6: Case study: phase 3: propose actions to improve the management in the field of each sub-criterion**
Presentation of the exercise in plenary session.
- 10.45 Coffee break and networking
- 11.00 **Presentation 6: How to prioritise actions on improvement**
- 11.15 **Exercise 7: Prioritise the proposed actions on improvement**
Discussions in small groups
- 12.00 **Exercise 7: Prioritise the proposed actions on improvement**
Presentation of the results in plenary session and discussion
- 13.00 **Presentation 7: External feedback on the use of CAF**
The European CAF community has developed a methodology to provide external feedback on CAF self-assessments and how to reward organisations for subsequently installing a culture of improvement
- 13.30 Lunch
- End of the training**

General Information

Programme

The programme will commence on Wednesday at 09.00 and will finish on Friday at 13.30 hrs with a lunch.

Seminar venue

Gran Hotel Havana
Gran Via de les Corts Catalanes, 647
ES-08010 Barcelona
Tel.: +34 933 417 000
www.granhotelhavana.com

Working language

The seminar will be conducted in English, however simultaneous interpretation into Spanish will be provided if there is a minimum of participants requesting this service.

Fee

The participation fee is € 1150 and includes documentation, three lunches, one dinner and refreshments. Accommodation and travel costs are at the expense of the participants or their administration.

EIPA offers its members a reduction of 10% off the registration fee. This reduction is available to all civil servants working for one of EIPA's member countries (i.e. AT, BE, BG, CY, CZ, DK, FI, FR, DE, GR, HU, IE, IT, LT, LU, MT, NL, PL, PT, ES, SE, UK) and civil servants working for an EU institution, body or agency. Officials of the EU institutions, bodies or agencies should enquire about applicable arrangements. If you are eligible for a discount, please tick the box in the registration form. Please note that reductions cannot be accumulated. For more information, please visit EIPA's website: <http://seminars.eipa.eu> (FAQ - special discounts).

Hotel reservations

EIPA Barcelona will be pleased to make reservations for you at these hotels (where special rates are applied for EIPA participants):

Silken Gran Hotel Havana****

Gran Via de les Corts Catalanes, 647
ES-08010 Barcelona
Tel.: +34 933 417 000
www.granhotelhavana.com

€134 double room for single use

€148 double room

Breakfast buffet and (10% VAT not included)

City tax not included (€1,21 per night and person)

Should you wish to make use of this possibility, please indicate the dates of arrival and departure on the registration form.

Payment is to be made directly and personally to the hotel on checking out. Please note that if you register after the closing date, hotel reservations cannot be guaranteed.

Meals

Lunch(es) and dinner will be served at a restaurant in town. Should you require a special menu (e.g. vegetarian, diabetic), please inform the Programme Organiser so that this can be arranged.

Registration

Kindly complete the registration form and return it by 21 September 2015 to Ms Ann Stoffels, Programme Organiser, EIPA, P.O. Box 1229, NL-6201 BE Maastricht, tel.: +31 43 32 96 317, fax: +31 43 32 96 296, e-mail: a.stoffels@eipa.eu.

You can also submit the online registration form which can be found on EIPA's website: <http://seminars.eipa.eu>

Your name and address will be part of EIPA's database for our mailing purpose only. If you do not want to be included in our mailing database, please tick the box on the registration form.

Confirmation

Confirmation of registration will be forwarded to participants, together with other relevant details, on receipt of the completed registration form, provided we have sufficient participants.

Payment

Prior payment is a condition for participation. Please indicate the method of payment on the registration form. For cancellations received within 15 days before the activity begins, we will have to charge an administration fee of €150 unless a replacement participant is found.

Cancellation policy

EIPA reserves the right to cancel the seminar up to 2 weeks before the starting date. EIPA accepts no responsibility for any costs incurred (travel, hotel, etc.). For EIPA's cancellation policy, please visit our website <http://seminars.eipa.eu> (FAQ - cancellation policy).

www.eipa.eu/caf

Registration Form

Strengthening the Performance of Your Organisation with the Renewed Common Assessment Framework: the CAF 2013
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Surname:	Title:	M/F
First name:		
Organisation:		
Department:	Current position:	
Work address:		
Postal code & Town:	Country:	
Telephone number:	Fax number:	
E-mail address:		

Invoice information

Organisation:	
Department:	
Address:	
Postal code & Town:	Country:
VAT number:	Your reference number:
E-mail address:	

Language preference

English language skills: active passive none | Spanish language skills: active passive none

Payment – 1520601

The fee includes participation in the seminar, documentation, three lunches, one dinner and beverages **€1150**
 Discount of 10% (Please check first the conditions at <http://seminars.eipa.eu> (FAQ - special discounts))

Method of payment

- Bank transfer
- Credit card
- American Express card Eurocard/Mastercard Visa card
- Card number: Expiry date: /
- Name card holder: (in case this differs from above)
- Address card holder: (in case this differs from above)
- Postal code: Country: (in case this differs from above)
- Card Validation Code: (the last three digits on the back of your card)

Exempt from VAT by virtue of Article 11, Para. 1 (o), Sub-para. 2 of the Dutch Law on VAT of 1968

Hotel reservation

- Please make a reservation for me at Gran Hotel Havana****
- Double room for single use Date of arrival: Date of departure:
- Double room Number of nights: No hotel reservation required

Meals

- Vegetarian → Fish allowed → Other dietary requirement:

As the number of places is limited, please return the completed registration form before 21 September 2015 to:
Ms Ann Stoffels, European Institute of Public Administration, O.L. Vrouweplein 22, P.O. Box 1229, NL-6201 BE Maastricht
Tel.: +31 43 32 96 317; fax: +31 43 32 96 296; e-mail: a.stoffels@eipa.eu



Your name and address will be part of EIPA's database for our mailing purpose only.
Please tick if you do not want to be included in our mailing database.