

Workshop on “Towards Total Quality Management with the Common Assessment Framework (CAF)” 12-15 June 2012, Danilovgrad (Montenegro)

PROVISIONAL PROGRAMME

Background

The Common Assessment Framework (CAF) is a total quality management tool (TQM) based on the Excellence Model of the European Foundation for Quality Management and the model of the German University of Administrative Sciences in Speyer. It has been specifically designed for the development of TQM in public-sector organisations, starting with a self-assessment of their organisational performance. Since the launch of the first version in 2000 and the revised version in 2002, more than 2,000 organisations in many European countries and EU Institutions have implemented the CAF. Many lessons have been learned and have led to the third revised version, the CAF 2006. This CAF training will be based on the CAF 2006 version.

Content/ Objectives

At the end of the training, the participants should have a clear understanding of:

- The place of the CAF within the different models used for TQM in the public sector;
- the CAF 2006 quality model itself, the scoring system and the self-assessment process;
- how to implement the CAF 2006;
- how to prioritize improvement actions on a short, medium and long-term basis;
- A better insight in specific elements of leadership, strategy and performance;
- citizen/customer satisfaction management.

Target group

The training is in particular meant for those who are responsible for quality development in their administration and those who want to introduce quality development in their part of the administration

Trainers

- Patrick Staes - Head of the CAF Resource Centre at EIPA
- Nick Thijs - Lecturer at EIPA

Short resume:

Patrick STAES (BE) is head of the European CAF Resource Centre at EIPA. As Belgian National secondee at EIPA he has more than 25 years of experience in public administration as a civil servant (the ministry of justice, science and public administration respectively, in the latter one he acts as advisory-general on organisational improvement issues for the Belgian federal government). Since the end of the '90 he was national CAF correspondent for Belgium and since 2004, he is in charge of the CAF Resource Centre at EIPA. As head of the CAF Resource Centre, Patrick is responsible for the spread, the conceptual development and topical evolution of the CAF. The last years the number of CAF users is growing and more and more member states show interest. As head of the CAF Resource centre Patrick chairs the network of national CAF Correspondents as part of the IPSG group in EUPAN. Together with the CAF team in EIPA, he carries out research on CAF, publishes a number of articles on public sector quality management, gives numerous speeches and trainings on CAF and supports a number of organisations in applying the CAF.

Nick THIJS (BE) is lecturer at EIPA. He holds a master in public administration and management (K.U.Leuven-Belgium). After carrying out and coordinating research projects on public sector management at the Public Management Institute (K.U.Leuven), he is responsible at EIPA for research, training and consulting activities focussed on public sector quality management in European member states and candidate member states. As member of the European CAF Resource Centre, he was co-project leader for training programmes on the Common Assessment Framework, the Balanced Scorecard, customer satisfaction management in public sector organisations and on process management in EIPA Maastricht headquarters and in different European member states. Nick has supported many public sector organisations in the process of installing total quality management (amongst which Europol, Eurostat, different DG's of the European Commission). He acts as EIPA representative in the Innovative Public Sector Group (IPSG) of EUPAN and chairs the learning team on citizen/customer satisfaction management of the EUPAN network.

Methodology

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

Location

The programme will be organised in the new ReSPA premises in Danilovgrad (Montenegro)

Working language

The seminar will be conducted in English (and simultaneous interpretation will be provided)

DRAFT TRAINING AGENDA

TUESDAY 12 JUNE (Day I)

- 09.00 Introductions – participants and trainers**
- 09.30 What is Quality in Public Sector Organisations?**
Exercise on the principles of quality management in public sector organisations and methods applied. What are characteristics of public sector organisations working on quality?
- 10.15 Introduction in the principles and background of Total Quality Management with the CAF**
- 10.45 Coffee break**
- 11.15 General overview of the CAF – criteria and sub-criteria**
- 12.30 Lunch**
- 14.00 Exercise 1 (GW) : « Identify the sub-criteria » : discussion in small groups**
- 14.45 Exercise 1 (PS): « Identify the sub criteria » : presentation and discussion of the results of the groups work in plenary session**
- 15.15 Coffee break**
- 15.30 Presentation 2: Definition of the stakeholders.**
- 15.45 Presentation 3 : Self-assessment with CAF and the scoring system**
- 16.15 Exercise 3 (GW): Give a score: discussion in small groups**
- 16.45 Exercise 3 (PS): Give a score. Presentation and discussion of the results of the groups in a plenary session.**

Presentation of the case study and the exercise and an overview of day 2 and 3
- 17.00 End of the day's programme**

WEDNESDAY 13 JUNE (Day II)

- 09.00 Presentation 4: The process of the self assessment**
- 10.00 Coffee break**

- 10.30 **Exercise 4 (GW) : Case study: phase 1: Identify criteria C and D and their sub criteria. Discussion in small groups + plenary**
- 11.00 **Exercise 4 (GW): Case study: phase 2 : identify strengths and weaknesses regarding each sub-criterion and give a score to each sub-criterion. Discussion in small groups.**
- 12.15 **Exercise 4 (PS): Case study: phase 2 : identify strengths and weaknesses regarding each sub-criterion and give a score to each sub-criterion: presentation of the exercise in plenary session.**
- 13.30 Lunch
- 14.30 **Exercise 4 (GW): Case study: phase 3: propose actions to improve the management in the field of each sub-criterion: discussion in small groups.**
- 15.30 **Exercise 4 (PS): Case study: phase 3 : propose actions to improve the management in the field of each sub-criterion: presentation of the exercise in plenary session.**
- 16.30 End of the day's programme

THURSDAY 14 JUNE (Day III)

- 09.00 **Presentation 5: How to prioritise actions on improvement**
- 09.15 **Exercise 5 (GW): Prioritise the proposed actions on improvement: discussions in small groups.**
- 10.00 **Exercise 5 (PS): Prioritise the proposed actions on improvement: presentation of the results in plenary session and discussion.**
- 10.30 Coffee break
- 11.00 **Presentation 6: Leadership as a key element in Total Quality Management. Different aspects of leadership styles in the public sector
Patrick Staes**
- 11.30 **Exercise 6 (GW): Evaluation the current Leadership style (as is): discussions in small groups.**
- 12.30 Lunch
- 13.30 **Exercise 6 (PS) Plenary session and discussion on the current leadership styles**
- 14.30 **Exercise 7 (GW): Plenary session and discussion on the current leadership styles and a discussion on the future leadership styles ("to be")**
- 15.00 Coffee break

- 15.30 **Presentation 7: Working towards results: strategy development and performance management in the public sector - Nick Thijs**
- 17.00 End of day 3

FRIDAY 15 JUNE (Day IV)

- 09.00 **Presentation 8: The different dimensions of Customer Satisfaction Measurement and the place of the citizen/customer in CAF.**
Patrick Staes
- 09.30 **Exercise 8 (GW): Definition of determinants for the different dimensions in citizen satisfaction in working groups**
- 10.15 **Exercise 8 (PS): Plenary session on the definition of determinants for the different dimensions in citizen satisfaction**
- 11.00 **Presentation 9. Recent European trends and developments in the field of Citizen-customer satisfaction management**
Nick Thijs
- 12.00 **Concluding discussion on national and regional strategies for strengthening the capacity and implementing CAF in the Western Balkans**
- 12.30 Lunch
- End of the training