

Regional Online Meeting for the presentation of Regional Quality
Guidelines for Quality Assurance Agencies in Education Systems, 11th November 2024
EIPA CAF Resource Centre
ReSPA, Regional Quality Management Centre (RQMC)

ReSPA, RQMC, Olivera Damjanović, Expert in QM for ReSPA
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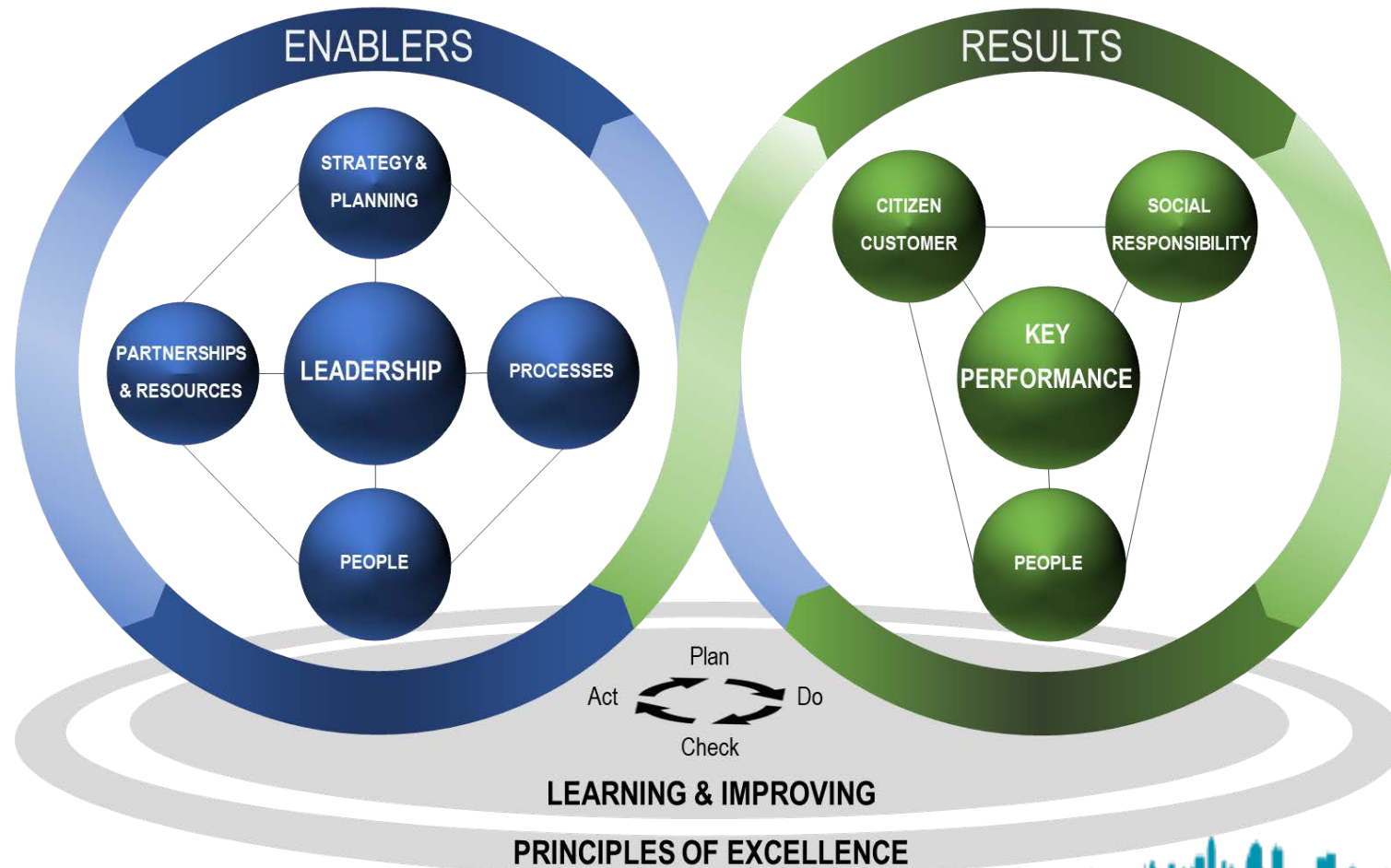
- CAF Model**
- CAF Process- introducing CAF in an organisation**
- CAF Deliverables and CAF ECU Label**
- Group work – CAF Exercise**

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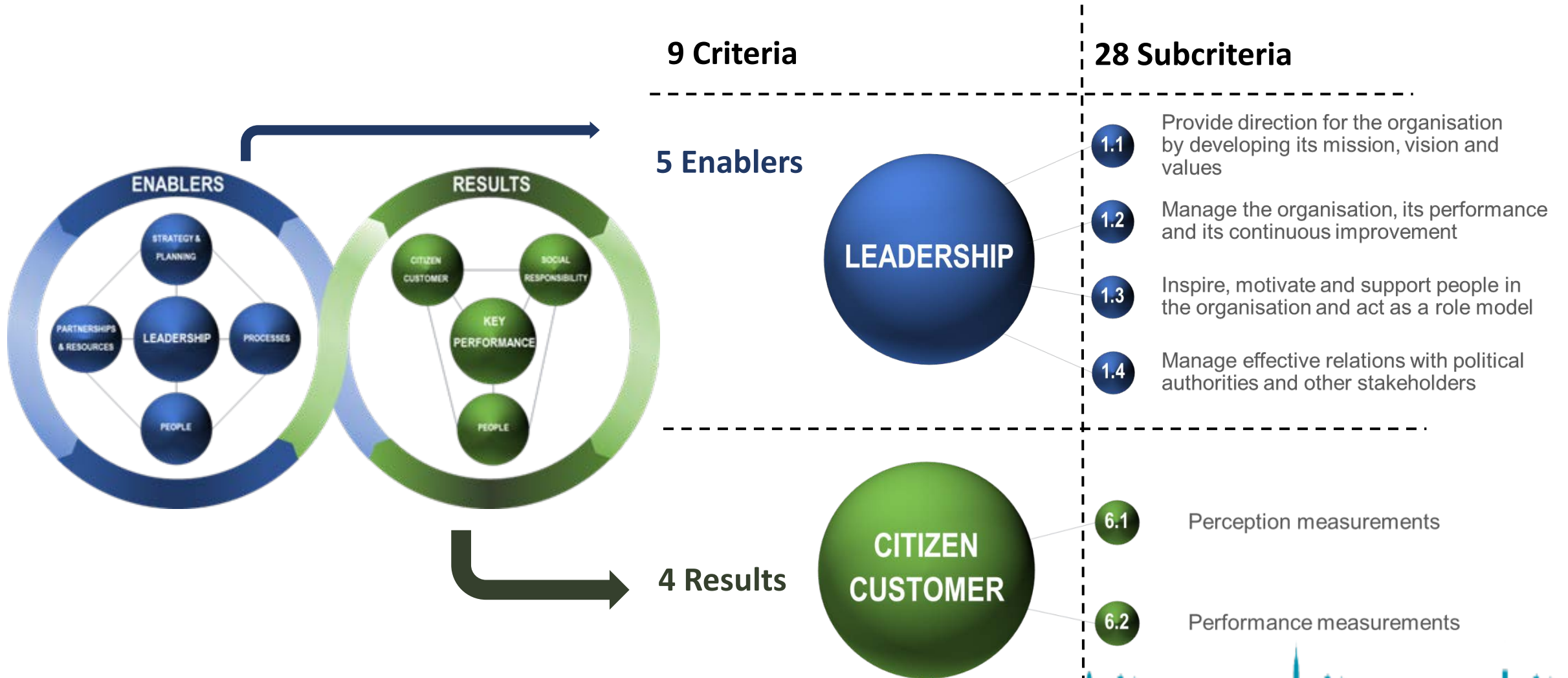
CAF MODEL

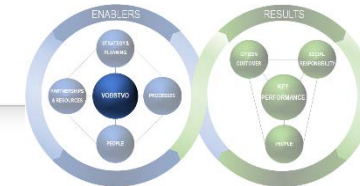


COMMON ASSESSMENT FRAMEWORK 2020

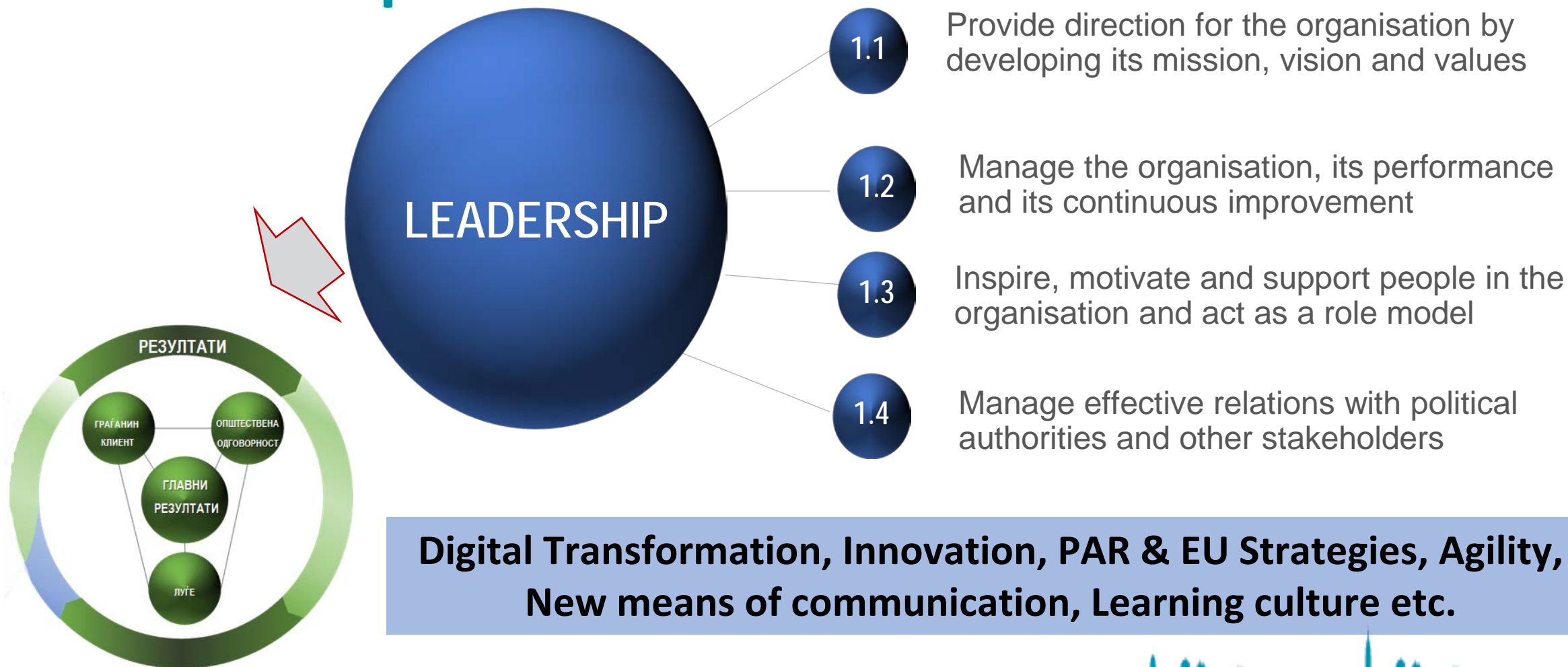


Enablers & Results



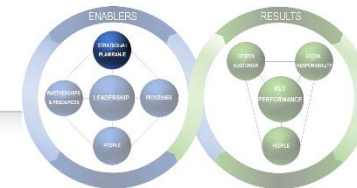


1 Leadership



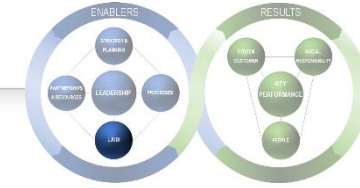
Digital Transformation, Innovation, PAR & EU Strategies, Agility, New means of communication, Learning culture etc.



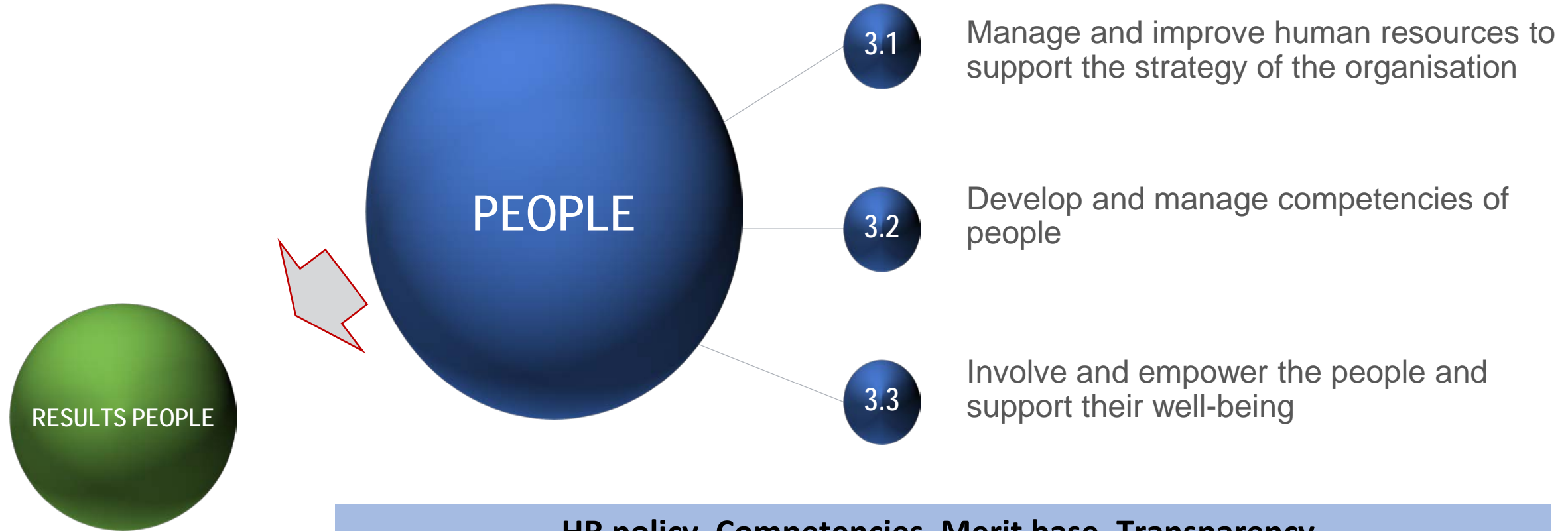


2 Strategy & Planning





3 People



HR policy, Competencies, Merit base, Transparency, Attracting Talents, New ways of working, Agility etc.



PRACTICAL EXAMPLE –CRITERION 3: PEOPLE

Subcriterion 3.1 Manage and improve human resources to support the strategy of the organisation	
a	<i>Analyse current and future human resource needs in line with the strategy of the organisation.</i>
b	<i>Develop and implement a transparent HR policy based on objective criteria for recruitment, promotion, remuneration, development, delegation, responsibilities, rewards and the assignment of managerial functions, in accordance with the organisation’s HR principles.</i>
c	<i>Implement the principles of fairness, political neutrality, merit based, equal opportunities, diversity, social responsibility and work–life balance in the HR policy and review the necessity for promoting women’s careers and develop plans accordingly.</i>
d	<i>Ensure the necessary competences and capabilities to achieve the mission, vision and values of the organisation are in place, especially focusing on social skills, agile mindset, and digital and innovation skills.</i>
e	<i>Support a performance culture by defining performance goals shared with the people and monitoring the performance systematically, and conduct performance dialogues with the people.</i>

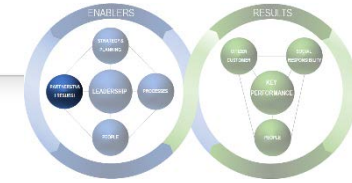
STRENGTHS	
AREAS FOR IMPROVEMENT	
ACTIONS FOR IMPROVEMENT	





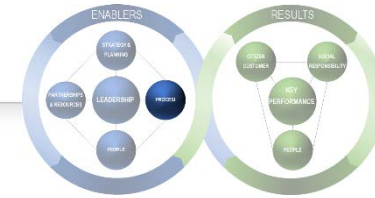
CAF Scoring – Activators

PHASE	ENABLERS PANEL - CLASSICAL SCORING	SCORE
	We are not active in this field, we have no information or very anecdotal.	0-10
PLAN	We have a plan to do this.	11-30
DO	We are implementing / doing this.	31-50
CHECK	We check / review if we do the right things in the right way.	51-70
ACT	On the basis of checking / reviews we adjust if necessary.	71-90
PDCA	Everything we do, we plan, implement, check and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue.	91-100



4 Partnerships & Resources

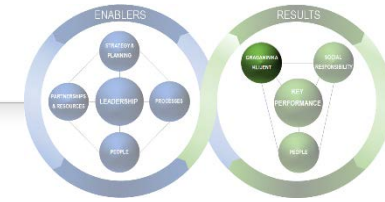




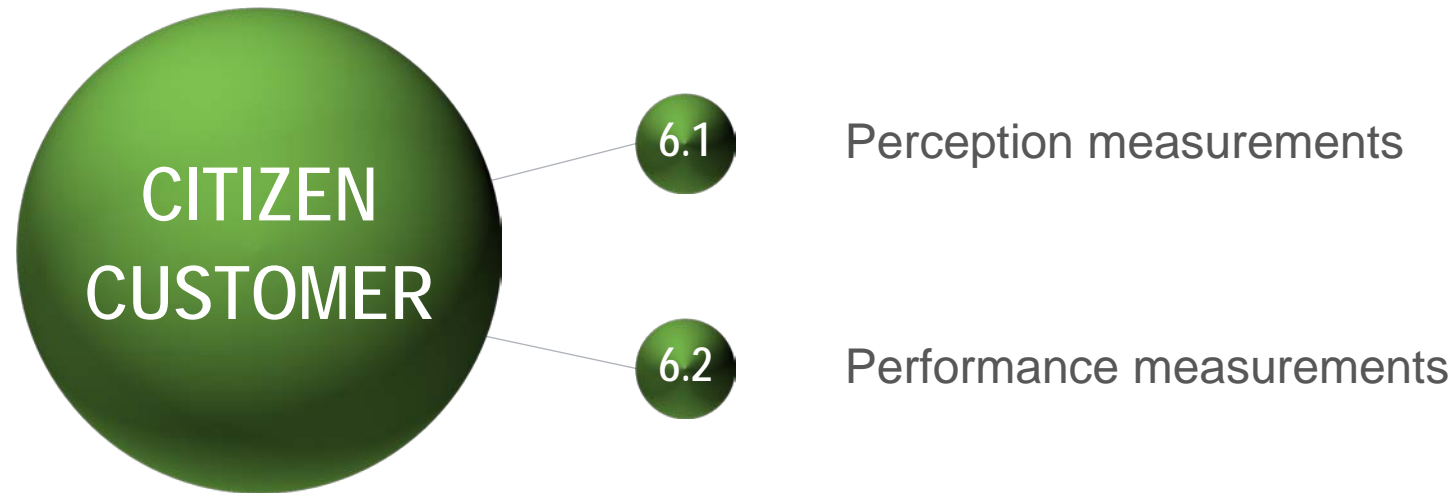
5 Processes



Organisational agility, Full-Life-Cycle, Digitalisation, Data driven, Open standards, Working across borders etc.



6 Citizen / Customer oriented Results



Transparency, Accessibility, Image/Perception, Innovation, Digitalization, e-government...

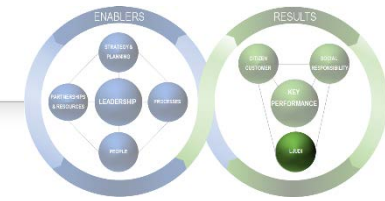


CRITERION 6: CITIZEN/CUSTOMER-ORIENTED RESULTS

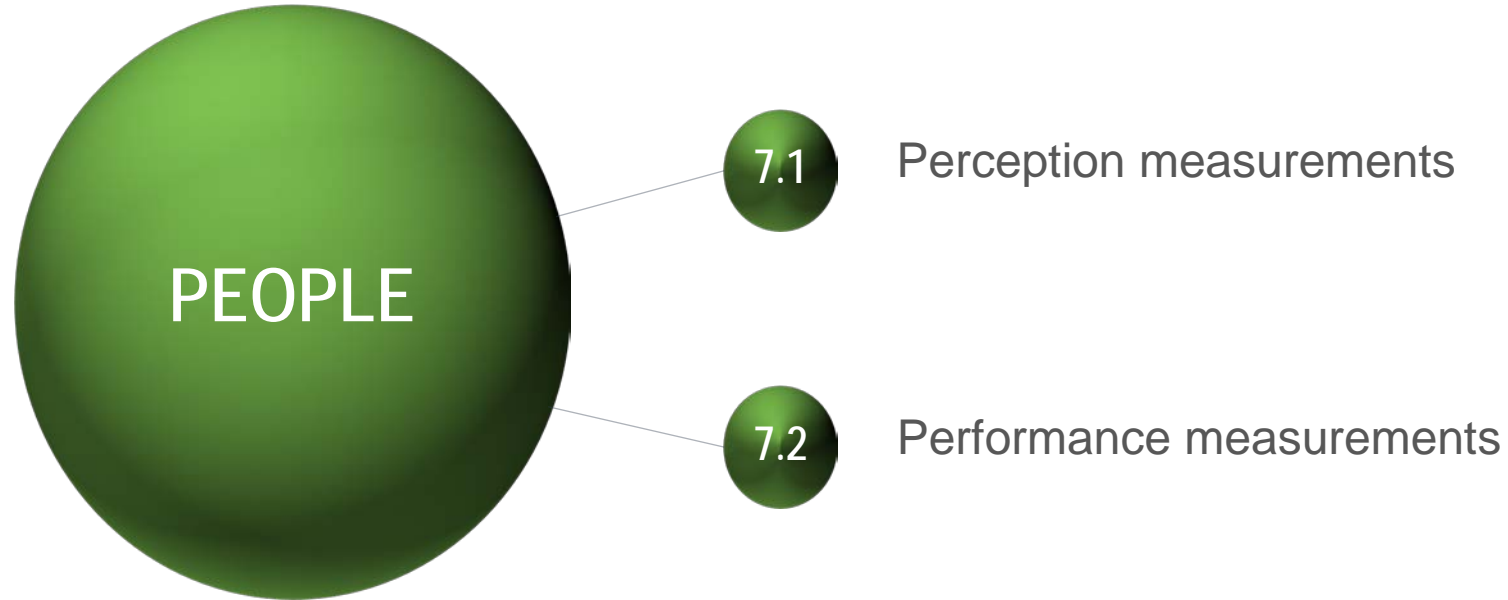
Subcriterion 6.1 Perception measurements	
General perception of the organisation	
a	<i>The overall image of the ORGANISATION and the public reputation;</i>
b	<i>The accessibility of ORGANISATION;</i>
c	<i>The beneficiaries' orientation of the staff;</i>
d	<i>The involvement and participation of the stakeholders including e-participation;</i>
e	<i>The transparency, openness and information provided by the ORGANISATION;</i>
Perception of the services and products	
f	<i>The accessibility of physical and digital services;</i>
g	<i>The quality of products and services;</i>
h	<i>Differentiation of services taking into account customer needs;</i>
i	<i>The capabilities for innovation of the organisation;</i>
j	<i>The agility of the organisation;</i>
k	<i>The digitalisation in the organisation;</i>
l	<i>The integrity of the organisation and the general trust of the stakeholders.</i>

STRENGTHS	
AREAS FOR IMPROVEMENT	
ACTIONS FOR IMPROVEMENT	



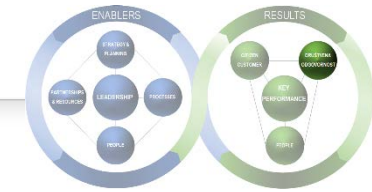


7 People Results



Image, Individual performance and capacities, career and skills, working conditions etc.



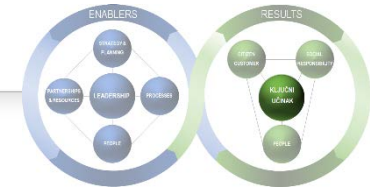


8 Social Responsibility

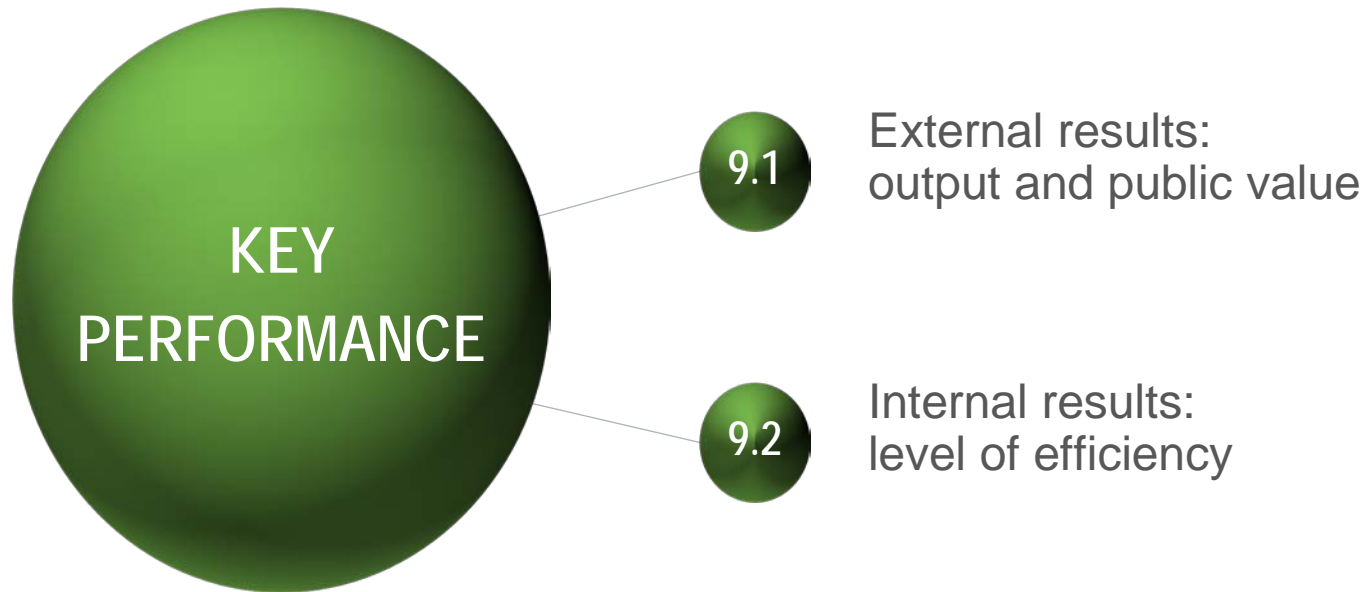


Surveys/Studies, impact to security, shared knowledge, information and data relevant for stakeholders etc.





9 Key Performance Results



Output, Outcome, Efficiency ...

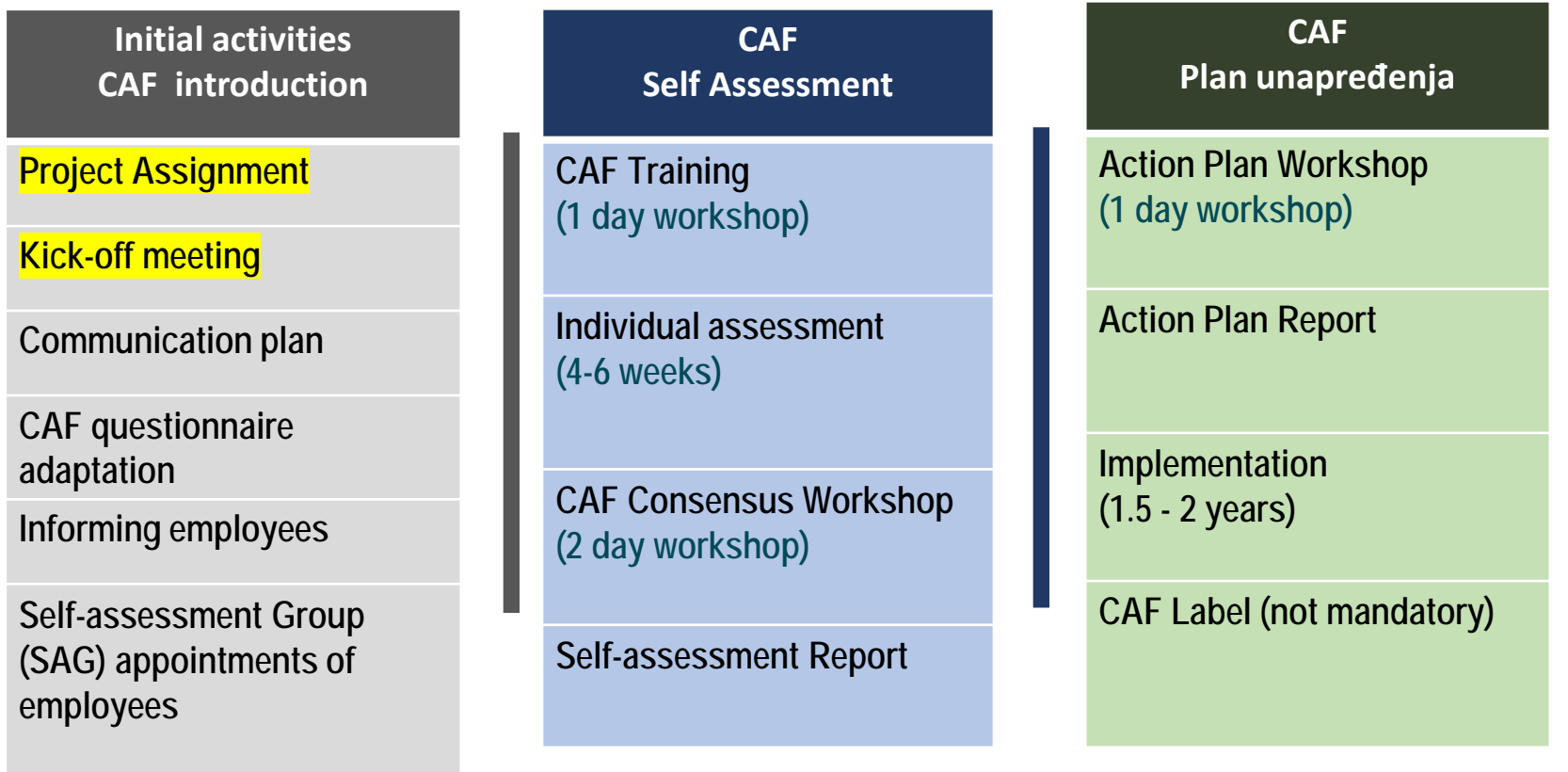




CAF Scoring – Results

RESULTS PANEL - CLASSICAL SCORING	SCORE
No results are measured and/or no information is available.	0-10
Results are measured and show negative trends and/or results do not meet relevant targets.	11-30
Results show flat trends and/or some relevant targets are met.	31-50
Results show improving trends and/or most of the relevant targets are met.	51-70
Results show substantial progress and/or all the relevant targets are met.	71-90
Excellent and sustained results are achieved. All the relevant targets are met. Positive comparisons with relevant organisations for all the key results are made.	91-100

How to implement CAF – ReSPA



Deliverables - Results of CAF implementation

- Overview of strengths, areas for improvement (weaknesses) and activities for improvement through consensus (summarised in Self assessment report-to be accepted by the management)**
- The potential for innovation has been identified**
- Activities for improvement are elaborated and arranged in accordance with the priorities**
- An Improvement action plan for CAF implementations has been prepared with defined tasks, roles and timelines to ensure the sustainability of CAF**
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CAF Improvement Action Plan-example

- Selection and prioritization of ALL activities for improvement identified at Consensus workshop
- Prioritization at Improvement AP Workshop – scoring by each member of SA Group
- Example: activities were grouped based on their correlation, where individual groups of activities contributed to achieving a common goal. This approach led to the definition of seven groups of activities , or seven overarching themes, forming the structure of the improvement plan. Some CAF activities were rephrased and regrouped to provide a more precise action plan.
- The following themes were identified:
 - • I: INTERNAL CAPACITIES AND COMPETENCE DEVELOPMENT.
 - • II: KNOWLEDGE MANAGEMENT.
 - • III: ORGANIZATION DEVELOPMENT.
 - • IV: PERFORMANCE MANAGEMENT SYSTEM.
 - • V: DIGITISATION IN MPA.
 - • VI: USER/CUSTOMER SATISFACTION.
 - • VII: EMPLOYEES SATISFACTION.

CAF Improvement Action Plan –example

Prioritized CAF measure:

Develop a methodology and procedures for employees to create a transition plan when leaving the organization and provide training for the new employee to take over their tasks

#.	Activities	Completed by	Working days	Ownership	CAF Criteria	Notes: Indicators/Documents and Other Comments
II.1	Develop a methodology and procedures (mandatory for employees to create a transition plan when leaving the ministry and provide training for the new employee to take over their tasks) for information transfer. (action #26 from Annex 1)	04/2025	56	Head of HR,	4.4 Manage information and Knowledge	Questionnaire Adopted Procedures amended and adopted
II.1.1	Formation of the working group (WG)	12/2023	1	Secretary	4.4	Decision on the establishment of the Working Group
II.1.2	Compose a set of questions for the Questionnaire that will form the basis of the discussions and interviews between the outgoing or newly hired	02/2024	30		4.4	Questionnaire developed
II.1.3	Questionnaire piloting and analysis by the head of the organizational unit	12/2024	10	Enesa Hasanagić Katana & Heads of organization units	4.4	Questionnaires filled out and analyses conducted

ReSPA Regional Quality Management Centre (ReSPA RQMC)

ReSPA RQMC Centre (February 2021 ([Memorandum on the Establishment and Operation](#)) Regional Quality Management corner at ReSPA Website
<https://respaweb.eu/77/pages/10/rqmc>

Services:

- ❑ Support to ReSPA members to implement QM and improve the quality of services through **CAF implementation** and **CER Procedures (CAF Certificate)-free for public institutions from ReSPA members**
- ❑ Implemented more than **15 CAF projects (ministries, agencies)** and **5 CER labels** awarded and 8 (2023-2024) (ReSPA engages external and internal CAF experts for CAF and CER)

ReSPA Regional Quality Management Centre (ReSPA RQMC)

- ❑ Ministry of Public Administration Montenegro, PARCO BiH, Ministry of Agriculture MK, Agency for Gender Equality BiH, Civil Service Agency RS, BiH, MISA North Macedonia, Commission for Combatting Corruption MK, Buarou for Metrology MNE, ADISA, Albania,
- ❑ **5 CER labels** (Accreditation Body Serbia, Civil Service Agency of FBiH and RS, MISA, Agency for Peaceful Settlement of Labour Disputes, Office for Combatting Drugs (Serbia) (2023-2024) plus 5 ongoing
- ❑ Fostering Regional networks of CAF facilitators and EFAs, training, CAF Open days (Serbia), CAF Users and CAF Correspondents to EU events
- ❑ **ReSPA instruments of support On Demand for CAF projects – for all public institutions** <https://respaweb.eu/119/pages/71/on-demand-support-mechanism>

CER - Role of ReSPA/ RQMC

RQMC is authorized to implement the procedure and issue the Label “CAF Effective User“/ CER

CAF Procedure for External Feedback - standardized Europe feedback procedure from experienced, external CAF experts (EFAs) who confirm the

- ❖ **correct application of CAF**
- ❖ **the effectiveness of the chosen path (to see the results) for further development of quality management**

Experts (External Feedback Actors) provide objective feedback on applied CAF process, **outcomes of CAF, and adherence to excellence principles**, and recommend the **CAF Label/CER**

- ❖ **prestigious confirmation of excellence in public administration 3 years**

Eligible candidates:

- **all public institutions in ReSPA Members that implemented CAF, regardless of number of implemented CAF;**

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The PEF/CER standard procedure at a glance

10 STEPS TOWARDS THE LABEL 'EFFECTIVE CAF USER'

PHASE 1 - APPLICATION

1. Submission of the Application Form	by: Applicant
2. Submission of requested documents	by: Applicant
3. Written acknowledgment by ReSPA	by: ReSPA

PHASE 2 - CAF FEEDBACK PROCESS

4. Completion of the 3 questionnaires	by: Applicant
5. Analysis of the questionnaires & initial feedback	by: EFAC
6. Coordination of the site-visit	by: EFAC & Applicant
7. Site Visit	by: EFAC
8. CAF-Feedback-Report	by: EFAC

PHASE 3 - DECISION & AWARD OF THE LABEL "EFFECTIVE CAF USER"

9. Submission of the decision and the CAF-Feedback Report	by: ReSPA
10. Publication of the label "Effective CAF User" Award	by: ReSPA





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