3rd CAF Users Event

Using the CAF for the first time:
The experience of the European Court of Auditors

John Speed

Reasons for implementing CAF

- Decision of ECA to launch peer review

- Start with structured internal review of ECA

- CAF chosen because
  - quality management tool appropriate for public sector
  - holistic: criteria cover all aspects of organisation, widely accepted
  - rapid implementation
  - good references
  - measure progress over time by periodic assessments
  - involvement of staff in improvement process
  - quality of EIPA team

Commitment of Leadership

- Essential to overcome cynicism

- Steering Group of Members including President

- Carefully designed Communication Plan involving top management to inform everyone. Regular feedback, public commitment of President and Members

- Openness, honesty, trust staff

- Dedicated Project Management Team headed by Director

Organisation of Self-evaluation

- Steering Committee – 8 Members, including President, plus Secretary General

- Project Management Team (PMT) – Director(full time), plus 2 senior staff (part –time) plus secretary of Steering Committee

- 3 x 13 persons in Self-Assessment Groups (SAGs)

- EIPA experts

Programme of Self-evaluation

- Initial communication meetings to all staff

- Call for interest to be member of SAG

- Select SAGs – 39 out of 86 expressions of interest – representation of all parts of the organisation and categories of staff

- Train SAGs

- Self-assessment by SAGs between 13 March and 21 April 2006, each SAG held 5 x ½ day sessions → report of each SAG

Results:
Self-Assessment Report and Action Plan

- Self-Assessment Report
  - Consolidation of Report of SAGs (about 200 action items)
  - Analytical summary note of PMT
  - Validation of Consolidated Report by SAG members 4 May 2006

- Action Plan
  - Based on self-assessment report plus other material
  - Prepared by Steering Committee, PMT, assisted by EIPA, distilled action items to 23 action programmes (all areas included)
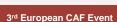 - Adopted by Court December 2006

Implementation of Action Plan

- Establishment of Task Forces for each Action Programme, composed of Members, managers, other staff (ex-SAG members)

- Coordination and monitoring by CEAD Group (existing part of governance structure)

- 2 and 5 year deadlines

- Results already delivered for for some actions (*HR strategy review, IT Strategy and development plan, revision of auditing policies and standards, etc*)

- Organisation of Peer Review, to start early 2008

Perspective for CAF in other EU institutions

Not really for me to assess, but.......

- Quality management concepts already on board (notably Commission - EFQM)

- Presentations to one DG and one other institution

- Tool well suited to EU institutions, notably from viewpoints of speed of implementation and involvement of staff

- New CAF self-assessment by ECA in 2009?