

TOPICAL DESCRIPTION OF THE PARALLEL SESSIONS

Below the different parallel sessions are presented by briefly describing the topics. For all of the topics the underlying rationale is how CAF triggered, inspired and guided the change process in organisations in becoming more mature in a particular area.

Topic 1: Results orientation

Public sector organisations need to focus on results. Results are achieved which please all of the organisation's stakeholders (authorities, citizens/customers, partners and people working in the organisation) with respect to the targets that have been set.

Cases in this topic will present how:

- *The organisation has identified the different stakeholders and segmented them into different categories.*
- *A result-oriented culture is systematically promoted in the organisation by defining a set of targets and results to be achieved in relation to the relevant stakeholders' needs*
- *The organisation systematically monitors the results it achieves and uses it for continuous improvement*

Topic 2: Citizen/Customer focus

Organisations have to put the needs of both, present as well as potential citizens/customers in the centre. It involves them in the development of products and services and the improvement of its performance.

Cases in this topic will present how:

- *The organisation focuses on the needs of existing and potential citizens/customers.*
- *systematic measurement of customer satisfaction, expectations and needs are carried out, and the institution is working on improvements related to this.*
- *The organisation responds to the needs of citizens/customers by developing and delivering activities, products and services.*

Topic 3: Leadership and constancy of purpose

In this topic visionary and inspirational leadership is coupled with constancy of purpose in a changing environment. Leaders establish a clear mission statement, as well as a vision and values; they also create and maintain the internal environment in which people can become fully involved in realising the organisation's objectives.

Cases in this topic will present how :

- *Leaders provide the organisation with a well-defined mission according to legislation and regulation requirements, as well as taking into account the stakeholders' expectations*
- *Leaders establish vision and values. They drive and inspire people towards excellence*
- *Leaders demonstrate the capability to maintain constancy of purpose in a changing environment*

Topic 4: CAF 2020 Learning lab on the content of the model

In order to prepare the future of CAF a learning lab on the content of the CAF will be organised. Participants of the CAF Users Conference will be asked before the conference to indicate potential changes to the content of the CAF, current

shortcomings, suggestions on parts to be updated,... With the input of the ex-ante consultation this learning lab will have an in-depth learning lab discussion to come to some target suggestions on how and where to update the CAF model by 2020..

Topic 5: Management by processes and facts

Organisation should be guided from the perspective that a desired result is achieved more efficiently when related resources and activities are managed as a process and effective decisions are based on the analysis of data and information.

Cases in this topic will present how :

- A process-oriented way of thinking has been initiated within the organisation
- The implementation of the strategy and planning of the organisation is enabled and assured through the processes
- The organisation has a detailed view of all processes through an information system (including management, operational and support processes). All these processes are monitored relating to results and improved on a regular basis.

Topic 6: Staff development and involvement

Staff at all levels are the essence of an organisation and their full involvement enables their abilities to be used for the organisation's benefit. The contribution of employees should be maximised through their development and involvement and the creation of a working environment of shared values and a culture of trust, openness, empowerment and recognition.

Cases in this topic will present how :

- *The organisation takes initiatives for developing and involving staff*
- *The organisation develops competencies and involves staff in a structured way to improve products, services and processes*
- *The organisation creates a working environment of shared values and a culture of trust, openness, empowerment and recognition.*

Topic 7: Continuous learning, innovation and improvement

Excellence is challenging the status quo and effecting change by continuous learning to create innovation and improvement opportunities. Continuous improvement should therefore be a permanent objective of the organisation.

Cases in this topic will present how :

- *The organisation learns from its activities and performance and looks for opportunities for improvement.*
- *Continuous improvement is promoted in the organisation, through sharing knowledge and taking into account people's suggestions*
- *The organisation systematically challenges the status quo, encourages, accepts and integrates innovation and regularly compares its performance to other organisations.*

Topic 8: Session 8: CAF 2020 Learning lab on the guidelines/ process of implementation

In order to prepare the future of CAF a learning lab on the process of CAF implementation (guidelines) will be organised. Participants of the CAF Users Conference will be asked before the conference to indicate potential changes / extra guidance (guidelines) to the process of the CAF implementation, current shortcomings, suggestions on to be updated,... With the input of the ex-ante consultation this learning

lab will have an in-depth learning lab discussion to come to some target suggestions on what and how to improve the guidelines for CAF implementation .

Topic 9: Partnership development

Public sector organisations need others to achieve their targets and should therefore develop and maintain value-adding partnerships. An organisation and its suppliers are interdependent, and a mutually beneficial relationship enhances the ability of both to create value.

Cases in this topic will present how :

- *The organisation's most important external relationships and partnerships have been identified*
- *The organisation develops a clear view of the most important external relationships and partnerships and the development possibilities of these, based on a clearly identified mutual benefit.*
- *The organisation manages partnerships in a win-win situation to enable delivery of enhanced value and to optimise the use of resources*

Topic 10: Social responsibility

Public sector organisations have to assume their social responsibility, respect ecological sustainability and try to meet the major expectations and requirements of the local and global community.

Cases in this topic will present how :

- *The organisation identifies the areas of impact in terms of social, economic and ecological issues and impact on the media.*
- *The organisation has started to implement initiatives that have an impact on social, economic and ecological issues and on the media*
- *Management has defined a vision on relevant issues concerning corporate social responsibility, and employees share this vision*

Topic 11: Digitalisation

The rise of the 'digital society' has heightened expectations from e-Service delivery among citizens and businesses. Globalisation, the digital society, 24/7 media and social networks have opened the eyes of citizens and businesses to what is possible. It is no longer the case that technology is simply employed to automate back office functions and improve public sector productivity - a worthwhile goal in itself; ICT has now assumed a transformative role in public service design and delivery.

Cases in this topic will present how :

- *organisations are using digital solutions for better service delivery*
- *digital solutions are found to increase efficiency of public sector organisations*
- *digital society has improved policy making*

Topic 12: CAF 2020 Learning lab on PEF

In order to prepare the future of the CAF External Feedback Procedure (PEF) a learning lab on the PEF will be organised. Participants of the CAF Users Conference (having experience with the PEF) will be asked before the conference to indicate potential changes to the content, process of the PEF. Together with the input from the analysis carried out by the network of CAF National Correspondents, this input of the

ex-ante consultation will serve this learning lab to have an in-depth discussion to come to some target suggestions on improving the PEF (content and process) .