

CAF structures in Europe

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Austrian CAF Centre

CAF Center... a part of KDZ



**non profit
association
22 staff
est. 1969**



**Managing
board: high
level civil
servants
Scientific
board**

Research

Consulting

Training



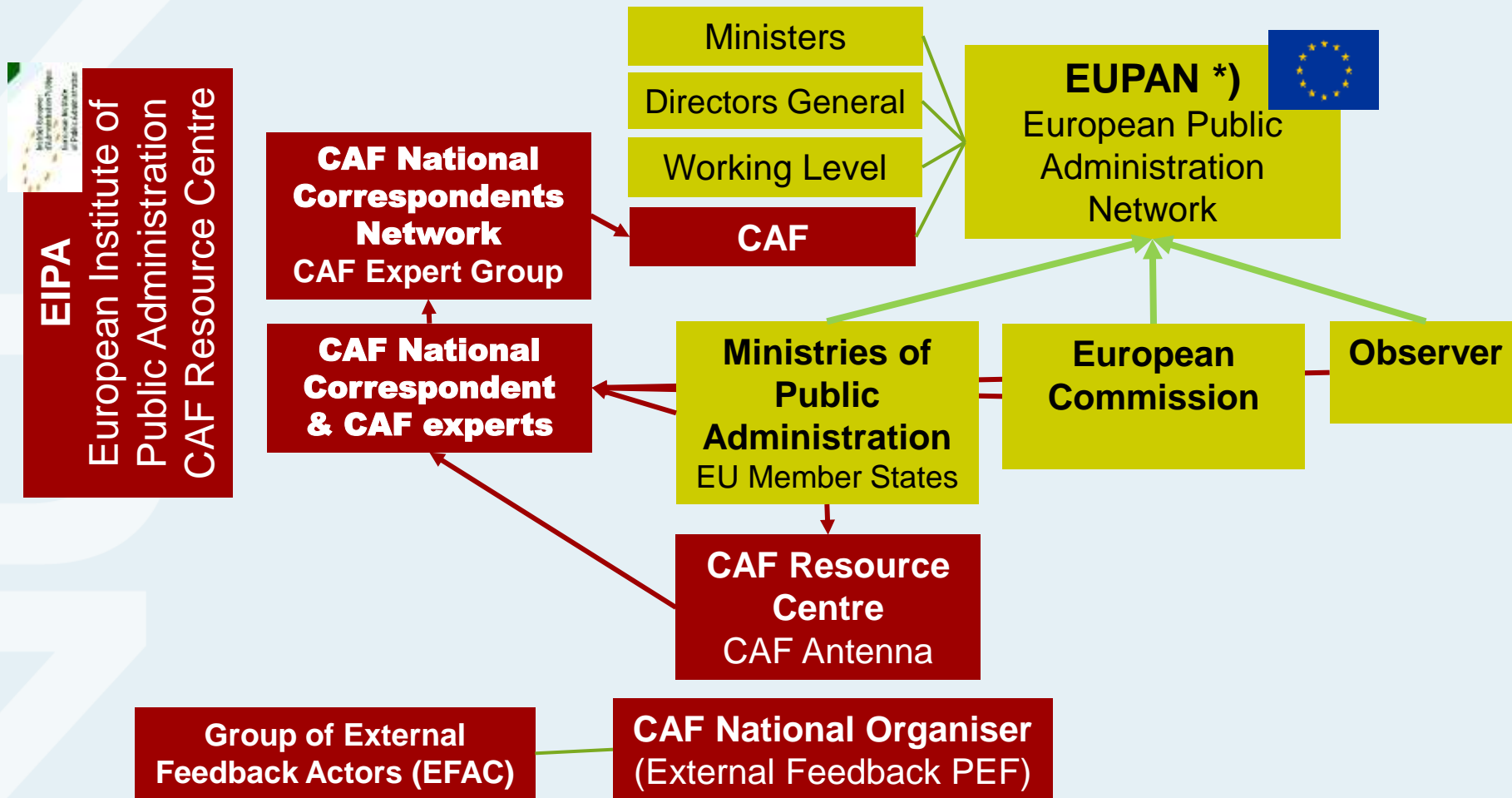
**Public Management/Governance
Financial Management
Local and Regional Economy**

For a modern & strong public sector

Origins of CAF

- ❑ **Designed by the EUPAN network**
 - DGs in charge of public administration
 - Nov 1998: Ministerial Declaration: „general principles concerning the improvement of the quality of services provided to citizens“
- ❑ **Launched 2000**
 - 1st European Quality Conference, Lisbon, Portugal
- ❑ **CAF 2000, CAF 2002, CAF 2006, CAF 2013, CAF2020**
- ❑ **European CAF Resource Centre at EIPA (2001)**
- ❑ **European CAF Users' Events all 2-3 years**
- ❑ **Procedure External Feedback & Effective CAF User (2010)**
- ❑ **Translated into 25 languages**
- ❑ **Several sector version**

CAF-structure Europe



*) informal network of the DGs responsible for public administration in the Member States of EU, the EC and observer countries

CAF National Correspondents Network

- ❑ **or – CAF Experts Group**
- ❑ **One CAF National Correspondent per country**
- ❑ **& one substitute**
- ❑ **Further CAF experts can be nominated**
 - by the CAF Correspondents to be on the mailing list and be part of the country delegation
- ❑ **CAF national correspondents, EIPA, (EFQM)**
- ❑ **Two meetings per year under umbrella of EU-Presidency organised by EIPA**
- ❑ **NON EU countries have to apply for observership**
- ❑ **Nominating CAF Experts from Regions or federal states**



CAF National Correspondents Network

- ❑ **Improve CAF**
- ❑ **Develop tools**
- ❑ **Adapt CAF for national or sectoral use**
- ❑ **Exchange of good practices of managerial tools**
- ❑ **Organise the CAF Users 'Events**
- ❑ **Report to EUPAN**
- ❑ **Consensus Principle**



Membership in CAF-Correspondents Network

EU countries

- **Members**
- **Ministry nominates CAF-Correspondent, substitute and CAF-experts**

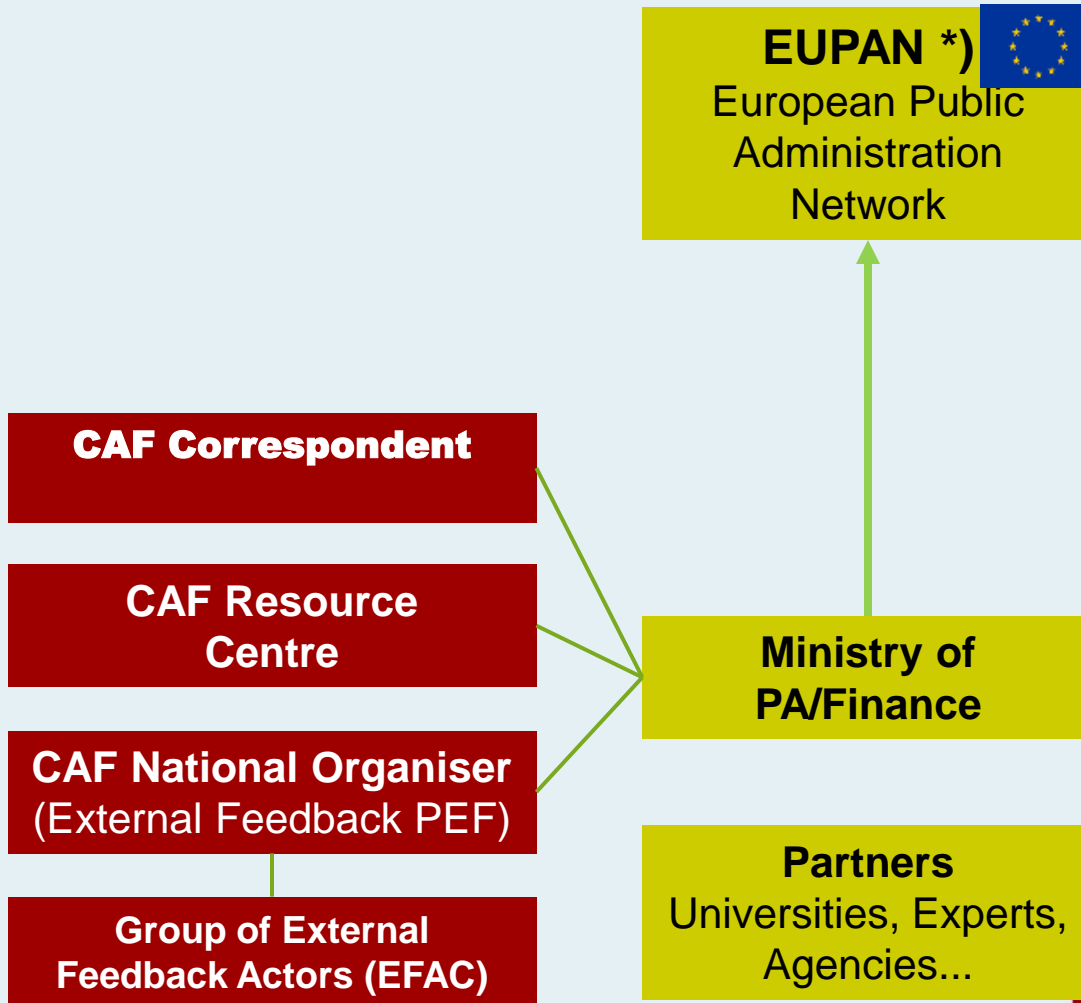
Non EU (EUPAN) countries

- **Observers**
- **Ministry applies for observership**
 - EU-Presidency or EIPA
- **Approval through**
 - CAF-Correspondent-Network
 - EUPAN DGs
- **nominates CAF-Correspondent, substitute and CAF-experts**



CAF-structure: Ministry-Model

EIPA
European Institute of
Public Administration
CAF Resource Centre

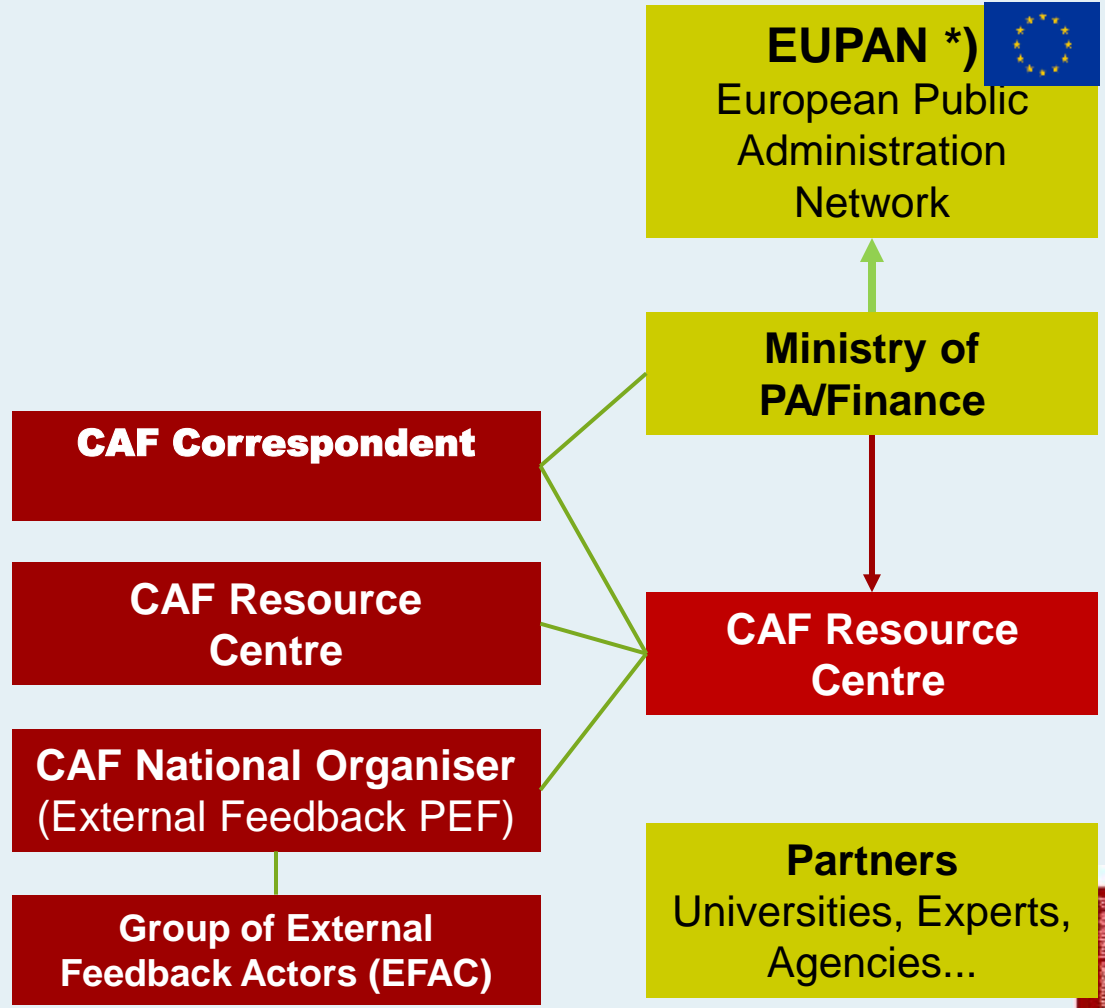


Ministry acts as CAF Resource Centre



CAF-structure: Outsource-Model

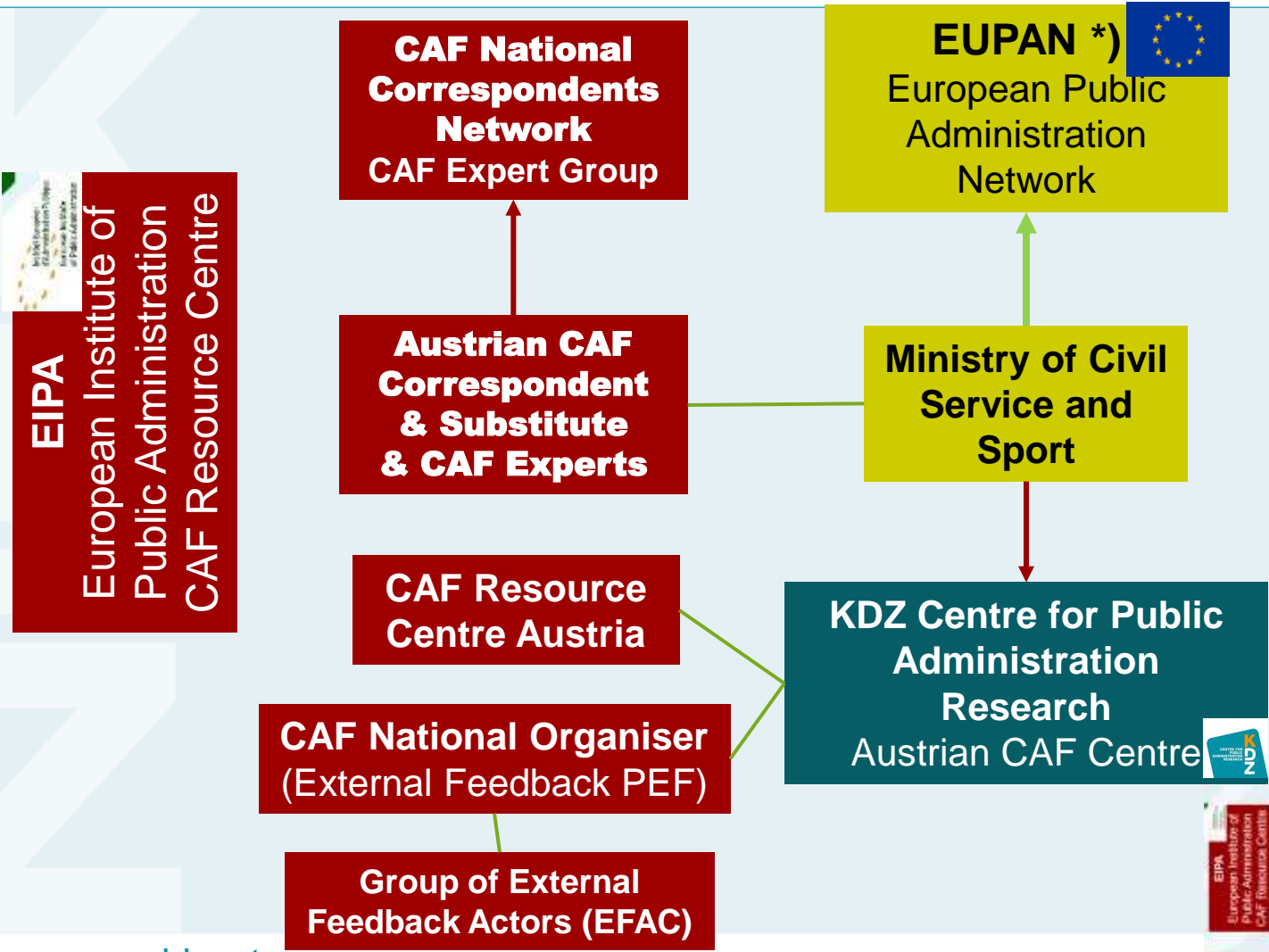
EIPA
European Institute of
Public Administration
CAF Resource Centre



**Nominating a CAF
Resource Centre**



CAF-structure Austria





European CAF Resource Centre

- ❑ **Established at EIPA 2001**
- ❑ **Centre of Expertise in CAF implementation**
- ❑ **Support CAF Correspondents and CAF users**
- ❑ **Coordination with CAF-Centres**
- ❑ **training and consultancy centre**
- ❑ **research on the use of CAF**
- ❑ **maintain the CAF database**
- ❑ **Further development of CAF**
- ❑ **Procedure for external Feedback**
- ❑ **Facilitating CAF in EU-Institutions**



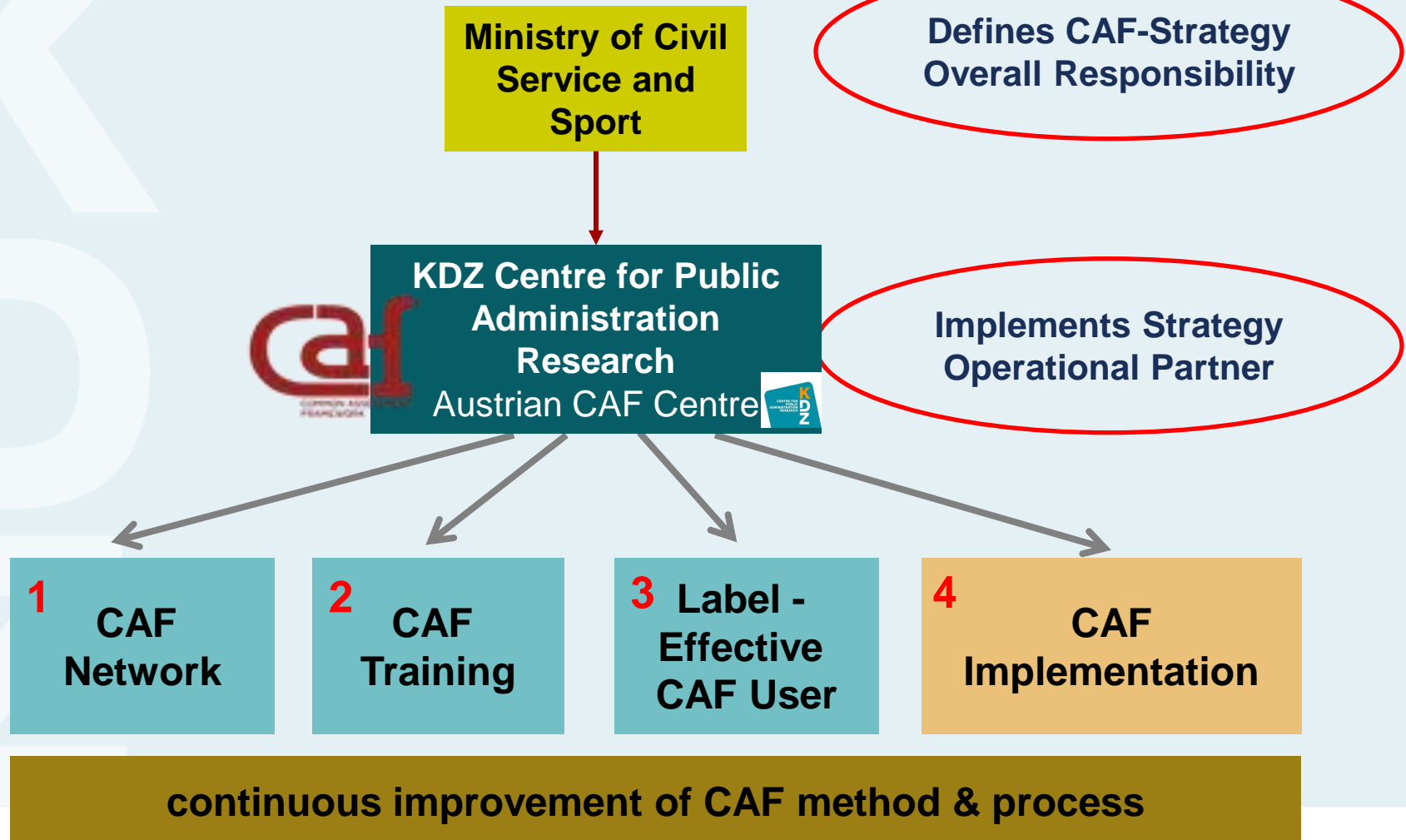


Austrian CAF Centre in a nutshell

- ❑ **1998: First Austrian EU Presidency**
 - CAF „established“ with support of Austrian Federal Chancellery
 - Scientific expertise from KDZ
- ❑ **CAF Center founded 2000**
- ❑ **Federal Chancellery nominated KDZ as Resource Center for**
 - CAF and 
 - external feedback 
- ❑ **Contract with Federal Cancellery**
- ❑ **Yearly work programme**
- ❑ **Main financing through CAF-implementation**



Tasks of the CAF-Centre



Success factors – CAF Center

- Know CAF in practice
- Use existing structures
- Provide CAF implementation
- Know the CAF users
- Make CAF easy to use
- Individual customise CAF



- Build a CAF community
- Make CAF as a part of the national strategy
- Secure support of the CAF-Correspondent & Politicians

- Don't force but convince
- Show success stories
- Use label Effective CAF User

- CAF is change
- CAF initiates continuous improvement
- CAF is European guideline for excellent public management & organisation

CAF: Change – Assess - Fix

Change

Fokus on Change

Create Climate of change

Start continuous improvement

Assess

Self-assessment

Involve & enable staff

Know your organisation

Fokus on improvements

Fix

Sustain change

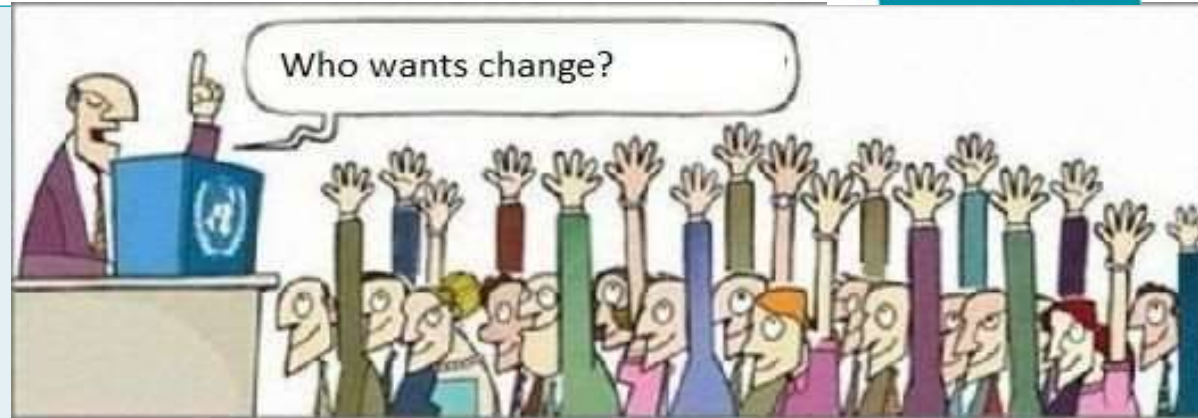
Continuous improvement

Communicate

Leadership takes

What is CAF?

☐ **CAF is change**



☐ **CAF is public sector reform**



☐ **CAF is THE European Guideline for excellent public management & public sector organisations**

Contact



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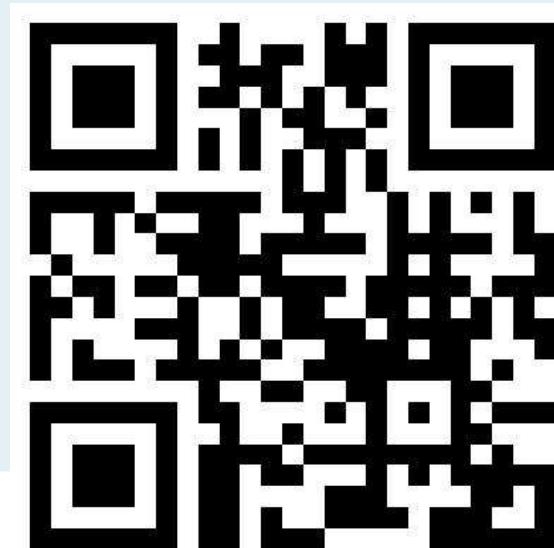
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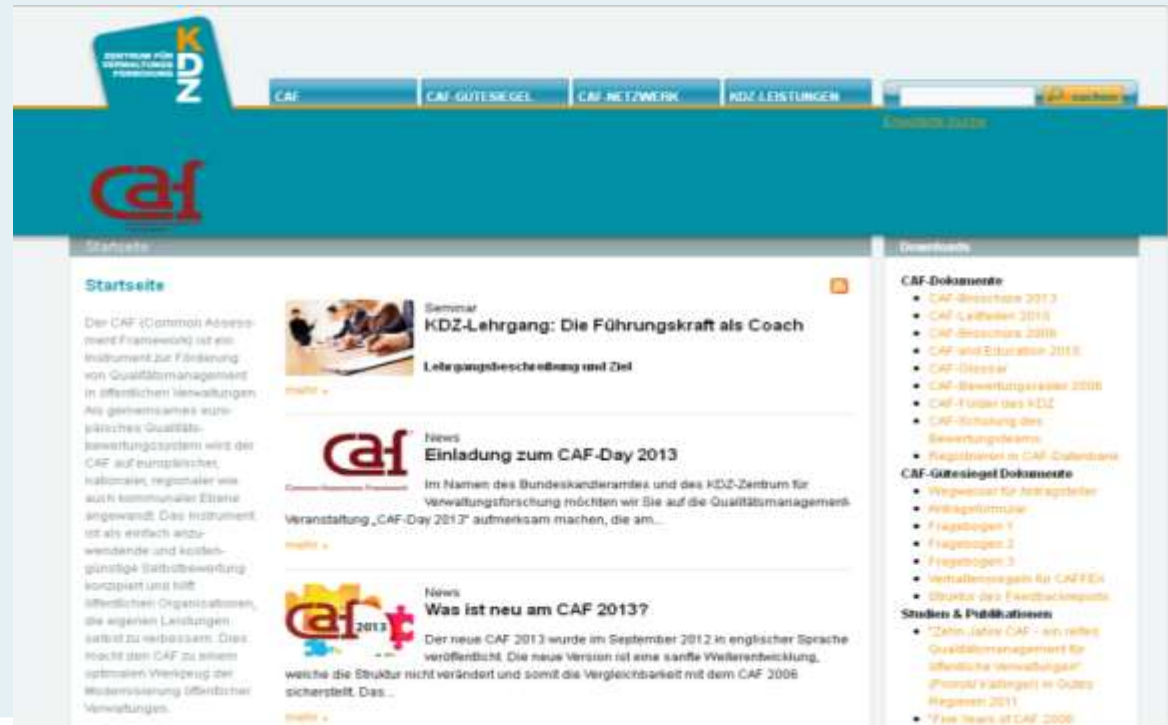
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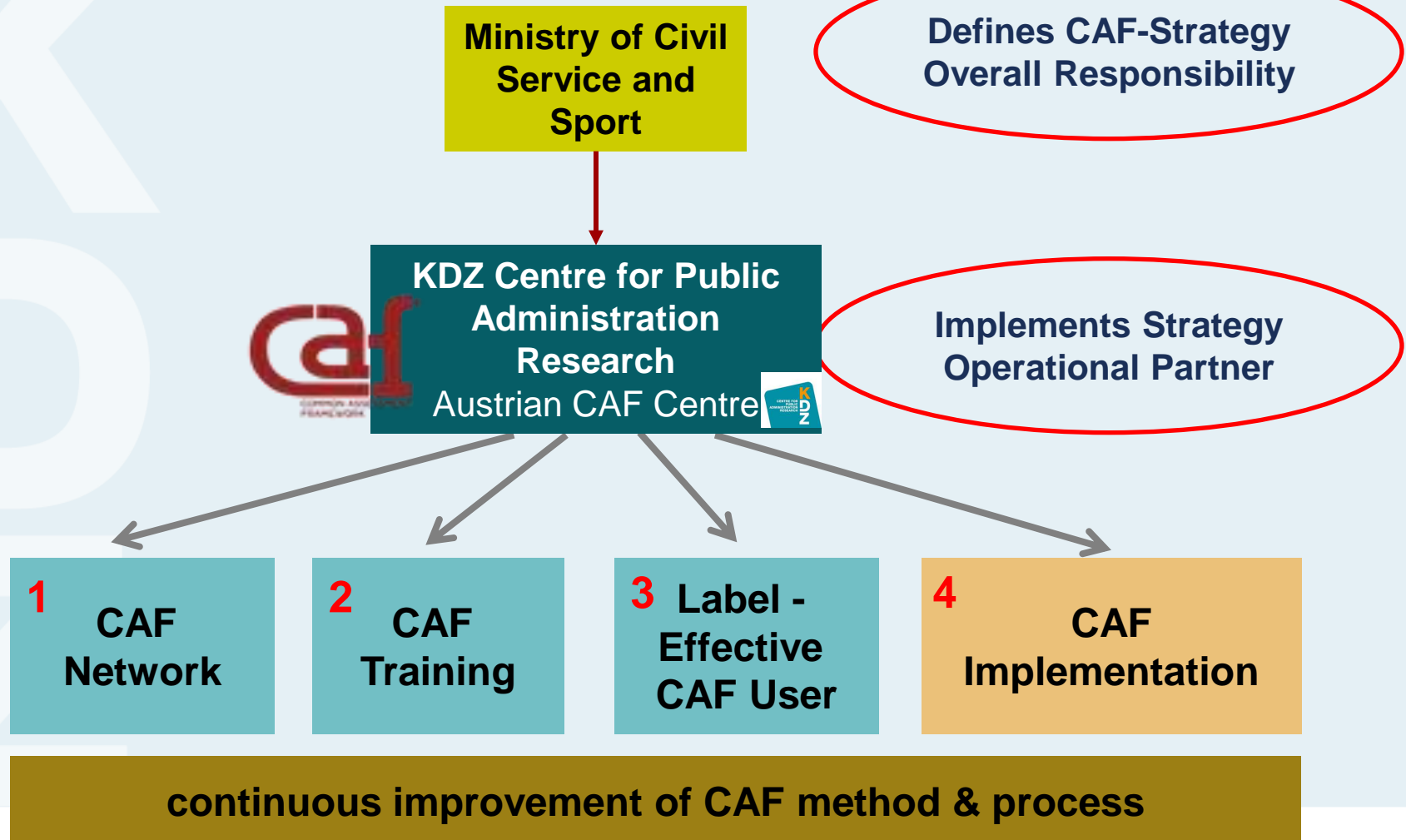


Task 1 – CAF-Network

- ☐ Website – www.caf-zentrum.at
- ☐ CAF-Feedback-Experts-Austria: CAFFEX
- ☐ Yearly CAF-Conference

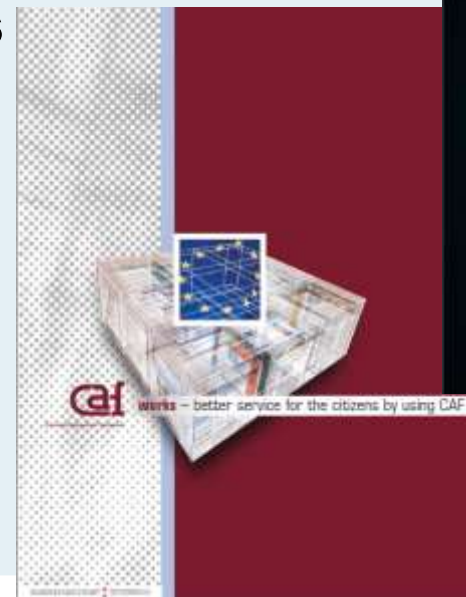


Tasks of the CAF-Centre



Task 1 – CAF-Network

- **Providing relevant documents in german**
- **CAF surveys & studies**
- **CAF Public Relations**
 - CAF News
- **CAF works**



Task 3 – Effective CAF User

☐ Applications for the CAF-Label

☐ Responsible for the process

- full CAF External Feedback procedure has been developed

☐ **15 independent external feedback experts (CAFFEX) review on behalf of the CAF Center**

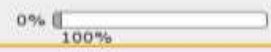
☐ Guidelines

- for applicants
- for CAFFEX
- Code of conduct
- Application documents
- Feedback Report





Basis STANDARD Neu - EN
ORGANISATION: KDZ - Testversion vs.0.1



Kriterium 1: Leadership (Sub-criterion 1.1)

Sub-criterion 1.1

Provide direction for the organisation by developing its mission, vision and values

The leadership ensures that the organisation is driven by a clear mission, vision and core values. This means that they develop the ambition?) and the values (what steers our behaviour?) required for the organisation's long-term success. They communicate them activities of the organisation – values in line with its mission and vision. But in addition, particular attention has to be paid to the val companies which depend on the rules of the market economy, public sector organisations actively have to uphold values such as de corruption prevention, social responsibility and anti-discrimination: values that at the same time provide a role model for the whole

Examples

1. Formulating and developing the mission and the vision of the organisation, involving relevant stakeholders and employees.
2. Establishing a value framework aligned with the mission and vision of the organisation, respecting the general public sector value
3. Ensuring the wider communication of the mission, vision, values, strategic and operational objectives to all employees in the orga
4. Periodically reviewing the mission, vision and values, reflecting changes in the external environment (e.g. political, economical, s
5. Developing a management system that prevents unethical behaviour, but also supports staff in dealing with ethical dilemmas tha
6. Managing prevention of corruption by identifying potential areas of conflict of interest and providing guidelines for employees on how to deal with them.
7. Strengthening mutual trust, loyalty and respect between leaders/managers/ employees (e.g. by monitoring the continuity of the i

Stärken

Verbesserungspotentiale

Maßnahmen zur Weiterentwicklung

Bitte tragen sie nun die Punktezahl für das Kriterium 1.1. des Themenfeldes Führung ein:

Die Themenfelder 1 bis 5 werden nach dem Schema "Bewertungsskala für Befähigerkriterien" eingeschätzt. Hierbei ist die zentrale Frage: Werden in der Organisation die gefragten Maßnahmen gepla angepasst? Auf diesem PDCA-Zyklus basiert die Bewertung zwischen 0 (In diesem Bereich gibt es keinerlei Maßnahmen) und 100 (Wir haben geplante Maßnahmen umgesetzt, bereits evaluiert und v Befähiger zeigen was die Organisation macht und welche Maßnahmen geplant, realisiert, evaluiert oder bereits angepasst wurden und werden.

Jede Antwort muss zwischen 1 und 100 sein

In dieses Feld dürfen nur Zahlen eingegeben werden.

Als Hilfestellung finden sie im folgenden die CAF-Bewertungsskala für die Themenfelder 1-5:

CAF Online

Try it:
www.caf-zentrum.at/caf-online

Task 4 – CAF implementation

Standardized process based on ECU

CAF Team
6-15 Persons

Individual
Self assessment

CAF
questionnaires

CAF-SA
Workshop

CAF
SA-Report

CAF-Actionplan
Workshop

CAF Actionplan

Continuous improvement



Task 4 – CAF implementation

- Customising CAF to needs of the CAF-User (organisation)**
- CAF for environmental associations**
 - including obligatory standards
- CAF for a provincial government**
 - Departments & District Authorities
- CAF for the National Reform Programme „Outcome Orientation“**
- CAF for the Federal Chancellery, Directorate HR**
- ...**