

CAF implementation

Insights and Lessons Learned

Philip Parzer

KDZ Center for Public Administration Research

Austrian CAF Center



What we have achieved so far ...

High approval for our CAF initiatives – 8 CAF programmes already implemented – 2 in pipeline !

Organisation	Status	Timeline
Statistics Office Republic Srpska	Implemented	October 2018 - April 2019
Civil Service Agency - CAF Training, BiH	Implemented	13. / 14. September 2018
Municipality Gračanica and Zivinice - CAF Consensus Workshop, BiH	Implemented	16./17. January 2019
ADISA from the Government of Albania	Project assignment	to be defined
Good Governance Directorate-General of the Ministry of Public Administration and Local Self Government of Serbia , Belgrad	Implementing	May 2019 - November 2019
Ministry of Justice, Sarajevo, BiH	Implementing	May 2019 - November 2019
Ministry of Public Administration of Montenegro , Podgorica	Implemented	December 2018 - June 2019
Ministry of Public Administration of Kosovo , Pristina	Project assignment	to be defined
Ministry of Information Society and Administration, Macedonia , Skopje	Implemented	2-day action plan workshop on 14-15 May. 2019 and PEF workshop in 1. quarter 2020
Bureau of Metrology Montenegro , Podgorica	Implemented	Nov 2018 - April 2019

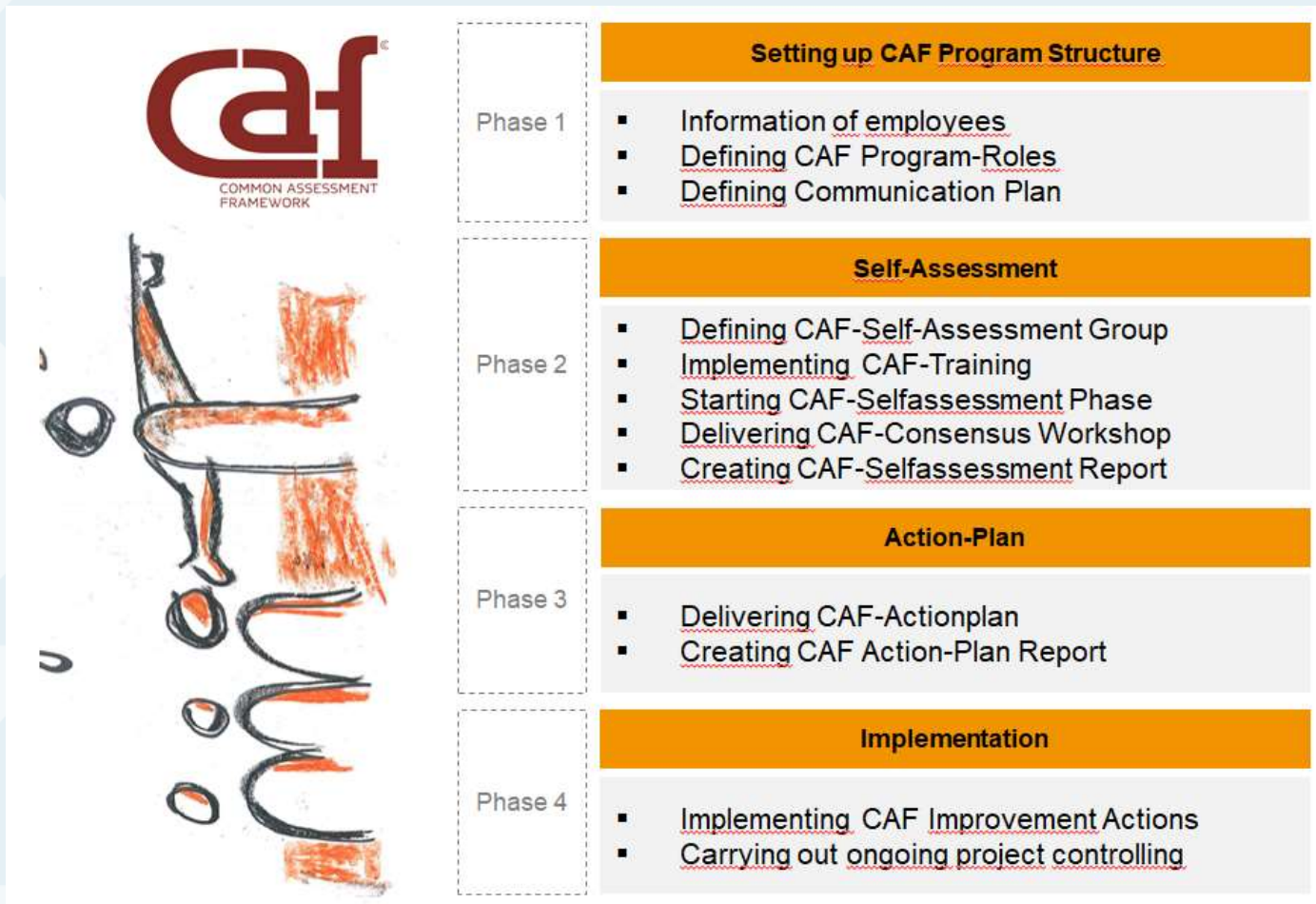
***„How excellent organisations
implement CAF?“***

Is the organisation ready for CAF?

- Culture of open dialogue, transparency, mutual trust, failure culture?**
- Do hierarchies prevent taking part of employees in open discussions and solution finding?**
- Resources?**



The CAF Journey



Setting up CAF Programme Structures

BACID.eu

PROJECT ASSIGNMENT: IMPLEMENTING OF COMMON ASSESSMENT FRAMEWORK (CAF) IN

Project Assignment: Implementing of Common Assessment Framework (CAF) in

Project Title:	Implementing of Common Assessment Framework (CAF) in
Project Category:	Quality Management
CAF Programme Manager:	to be defined
Contractor:	to be defined
Approved by BACID:	
Duration:	Approximately 6 months
Initial Situation:	<p>to be defined</p> <p>→ What is the status of quality management in your organisation?</p> <p>→ Short overview of your organisation (mission, vision, main tasks of your organisation, organizational structure, number of employees etc.)</p>
Objectives and Results:	<p>Within its strategic framework and scope of activities following objectives and results should be reached with implementing CAF in to be defined.</p> <p>(1) → to perform the CAF in accordance with the European requirements of the CAF Quality Label</p> <p>(2) → to deepen practical knowledge of the employees of with the principles of quality management</p> <p>(3) → to develop the strengths, weaknesses and improvement measures of in a self-assessment process with the employees / self-assessment group</p> <p>(4) → on the basis of a structured action plan to implement sustainable improvement actions and strengthen the total quality management culture in</p> <p>(5) → Enabling to implement CAF by themselves</p>

□ **Objectives and Results**

□ **CAF-Roles**

- Programme Manager
- CAF Self-Assessment Team
- Facilitators

□ **Timeframe**

□ **Workshop materials**

□ **Translation**

□ **Commitment of Leadership**

Composition of CAF-Self Assessment Group

- ❑ **Clarify if leadership should take part in the Self-Assessment**
 - Pro -> Decisions can be made immediately
 - Con -> Open discussions could be prevented
- ❑ **The CAF-SAG should representatively cover the entirety of the CAF-applying organization**
 - Function
 - Gender
 - Age
 - Innovators as well as “critical minds”
 - Good knowledge about the organisation from different perspectives
- ❑ **Ensure that the members of CAF Team nominated participate actively and constantly during implementation phase**

Adjustment of CAF-Questionnaire

- Keep within the general Framework of CAF 2020**
- Put examples into brackets to customise CAF to the language of the organisation**
- Delete or indicate examples which the CAF applying organisation cannot influence**
- Clarification of main terms of CAF questionnaire (leadership, citizens, customers, partners etc.)**



CAF Self-Assessment

- ❑ **Each SAG Team member should fill out the questionnaire**
- ❑ **Individual answers – no copy paste**
- ❑ **As concrete as possible**
- ❑ **Solution focus – what we can change as organisation**

Criterion 1: Leadership (Sub-criterion 1.1)

Consider what the organisation's leadership is doing to...

Sub-criterion 1.1 - Provide direction for the organisation by developing its mission, vision and values
Further and detailed information to sub-criterion 1.1 you will find here: [📄](#)

Examples

- Formulating and developing the mission and the vision of the organisation, involving relevant stakeholders and employees.
- Establishing a value framework aligned with the mission and vision of the organisation, respecting the general public sector value framework.
- Ensuring the wider communication of the mission, vision, values, strategic and operational objectives to all employees in the organisation and to other stakeholders.
- Periodically reviewing the mission, vision and values, reflecting changes in the external environment (e.g. political, economical, socio-cultural, technological (PEST analysis) and demographic environment).
- Developing a management system that prevents unethical behaviour, but also supports staff in dealing with ethical dilemmas that appear when different values of the organisation are in conflict.
- Managing prevention of corruption by identifying potential areas of conflict of interest and providing guidelines for employees on how to deal with them.
- Strengthening mutual trust, loyalty and respect between leaders/managers/ employees (e.g. by monitoring the continuity of the mission, vision and values and by evaluating and recommending norms of good leadership).

Strengths

Improvement Areas

Improvement Actions

Preparing CAF Workshop – Dive into CAF- questionnaire ...

- ❑ **What are the important strengths the organisation can be proud of?**
- ❑ **What are the key challenges (improvement areas) of the organisation?**
- ❑ **What are the central suggestions for improvement which will bring the organisation a step further?**
- ❑ **Which topics have not been assessed by the SAG-team but where asked in the questionnaire?**
- ❑ **Delete double answers!**



Consolidate Carefully ! -> List of Strengths, Improvement Areas and Improvement Actions

CAF Action Plan and Implementation

- ❑ **Prioritize in a transparent way**
 - Priorisation and formulation of Action Plan in common workshop
 - Integrate Leadership
- ❑ **Cluster related CAF Actions to CAF projects**
- ❑ **Elaborate clear Action Plans**
 - Intended outcome
 - Activities to be implemented
 - Responsibilities
 - Timeframe
- ❑ **Set up Project-Controlling**
 - Integrate CAF Action Plan into team-meetings, Jour-Fixes etc.
 - Set up a monitoring tableau

Change it – CAF it !





Contact

Philip Parzer

- Senior Consultant – KDZ Center for Public Administration Research
- CAF-Expert – Austrian CAF Center
- parzer@kdz.or.at
- www.caf-center.eu
- www.caf-network.eu

