

Strengthening the Resilience of public administrations with the Common Assessment Framework

11 Case Studies

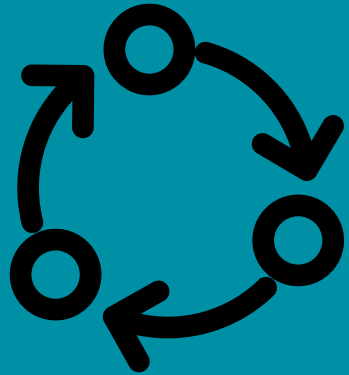
Oct 6 2022

Thomas Prorok

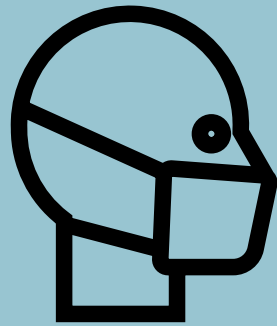
The eleven CAF Cases

Country	Organisation	CAF implementations
Austria	Women's Service of the City of Vienna	2011, 2013, 2018, 2022 (currently completing the fourth time)
Belgium	National Office of Employment of Belgium	2001, 2003, 2005, 2007 ➔ Changed to EFQM: 2009, 2014, 2016, 2019
Bulgaria	Sofia Regional Health Inspectorate	2016-2018
Croatia	Croatian Pension Insurance Institute	Started 2020
Greece	Municipality of Thessaloniki	2010
Italy	Italian Space Agency (Agenzia Spaziale Italiana)	2014, 2017, 2020
Poland	Lubuskie Voivodship Office (Lubuski Urząd Wojewódzki w Gorzowie Wielkopolskim)	2009, 2011, 2013, 2016, 2019
Portugal	The Vouzela and Campia School Grouping (AGEV)	2008, partially completed 2011, fully completed 2015, 2016 Effective CAF User, 2018 Effective CAF User, 2020-21
Slovak Republic	Ministry of Environment	2019, 2021 Effective CAF User
Slovenia	Agency of the Republic of Slovenia for Agricultural Markets and Rural Development	Started 2019
Spain	Madrid Salud	Since 2014 (2015 first CAF 500+ certification)

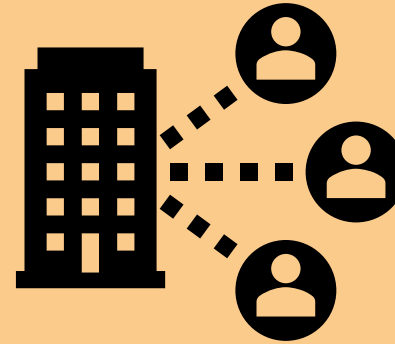
Challenges of Covid 19 in public administration



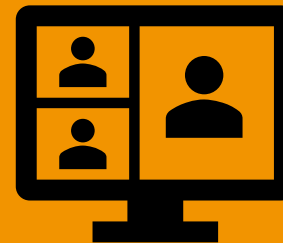
**Fast changing
tasks and
workloads**



**Prepared for the
unexpected
(Unexpectedly
surprised)**



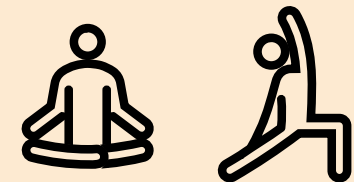
Immediate remote work



**Ensuring communication and
cooperation in a rapidly changing
environment**

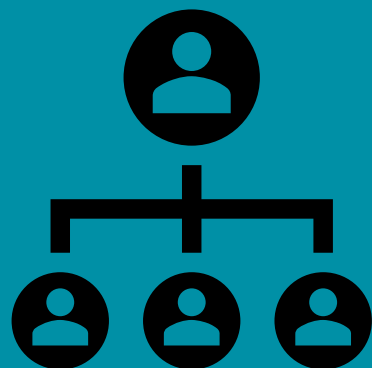


**Digital transformation
of services and
processes**



**Human being in the
centre of HRM**

Innovations as a response to Covid19



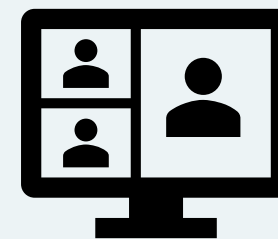
Leading towards new work



„Mobile home“ drives purpose



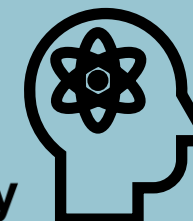
Resourceful services



Digital transforming processes

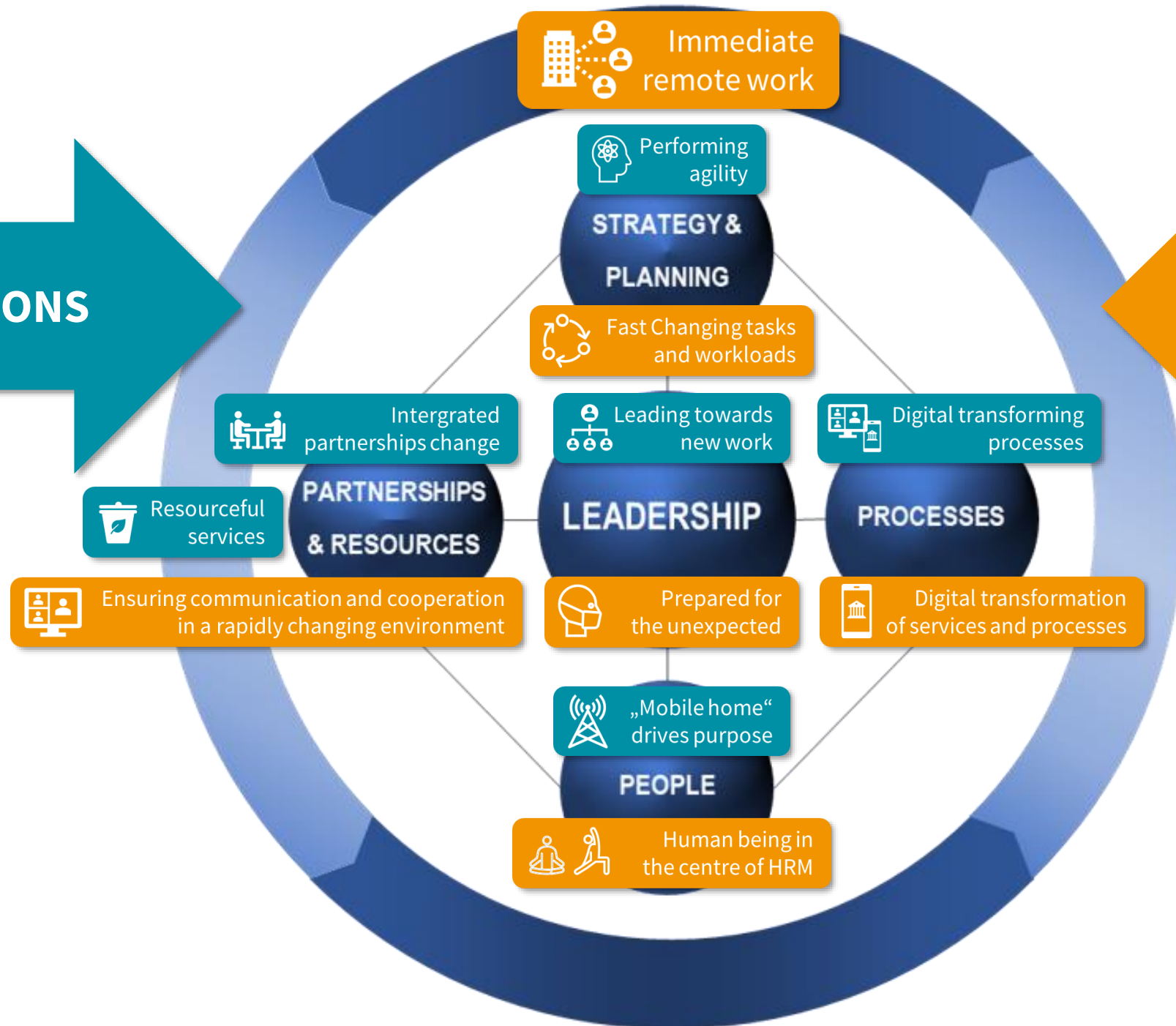


Integrated partnerships change



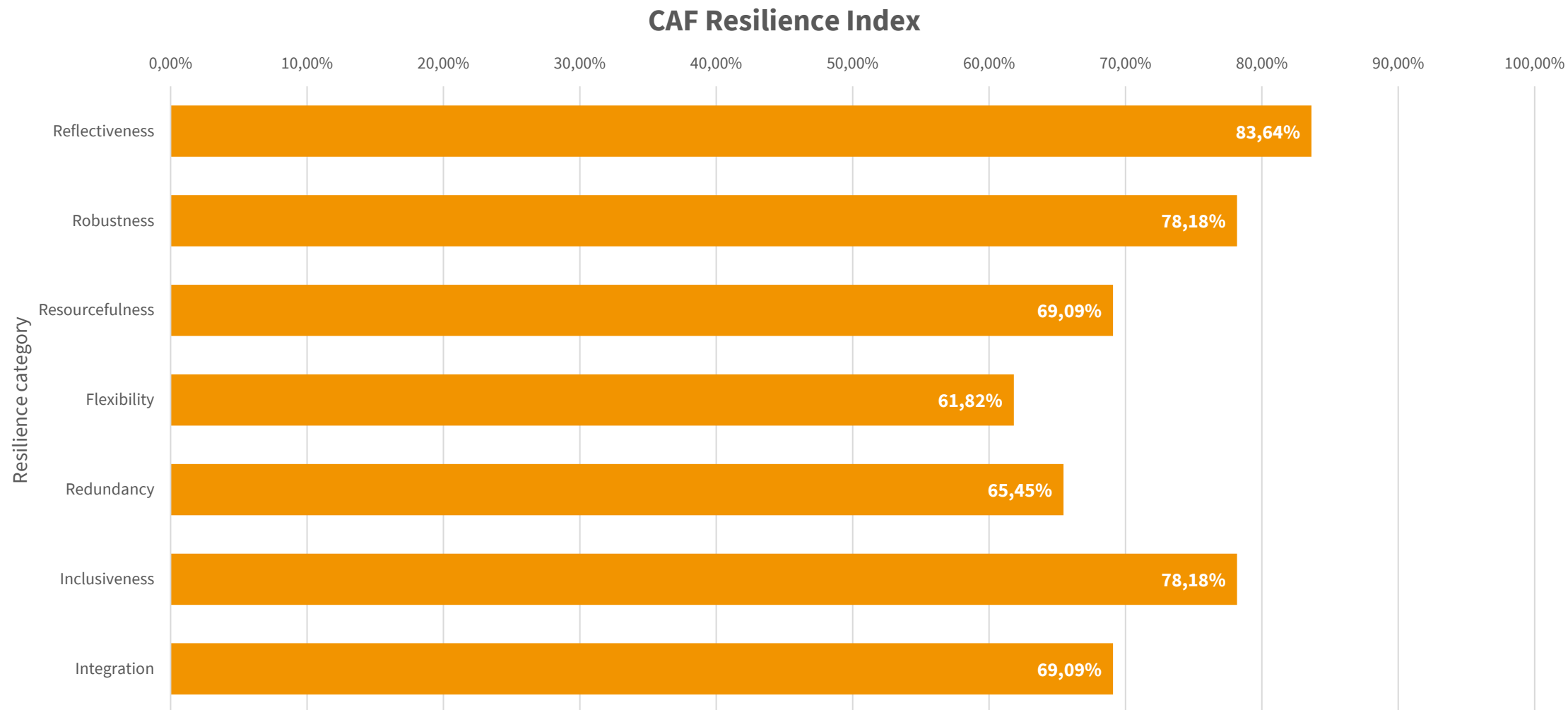
Performing agility

INNOVATIONS

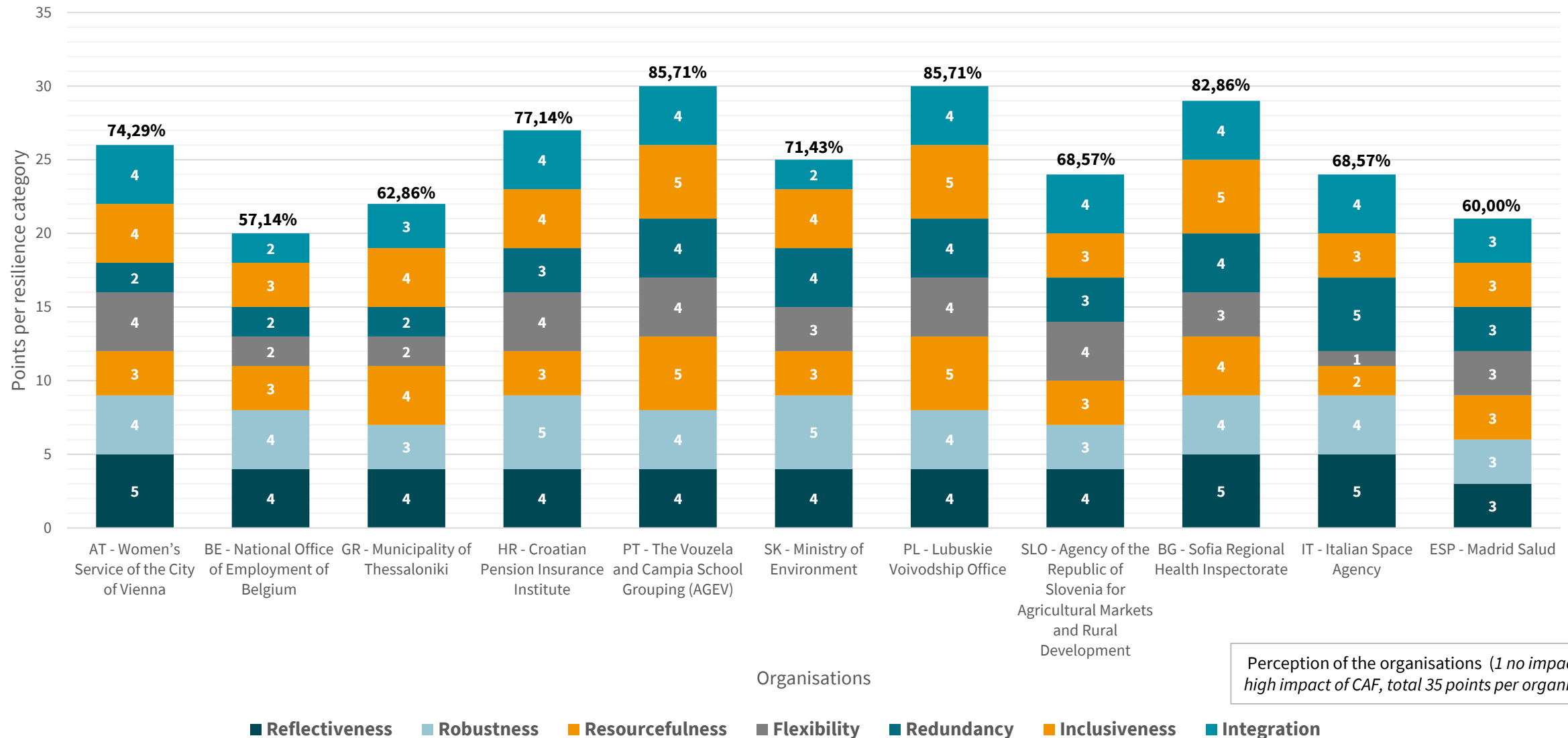


CHALLENGES

CAF Resilience Index (Impact of CAF on resilience)



Impact of CAF on Resilience in the 11 Cases – per resilience category





- (CAF, continuous improvement, process management, open internal communication and innovation culture, Self-Assessment Group)



Public administration has proven its agility

- with or without existing crisis plans



Flexible teleworking is effective and efficient



Mindful leadership sets the ground for resilience

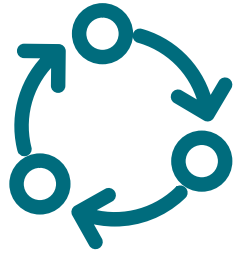
- culture of openness, trust, dialogue, teamwork, responsibility and innovation



Appreciate and involve staff

- This results in flexibility, solidarity, self-organisation, workload, tasks, wellbeing...

Lessons learned II



Existing process management is an enabler for quickly adapting services



Well-functioning long-term partnerships and collaborations are an asset



Without digitalization, operations and services could not have been maintained

- e.g. teleworking, adaptation of services



Take into consideration the human factor in digitalization

- There is still need for physical citizen services



Not all new services and innovations will be sustained

Lessons learned III

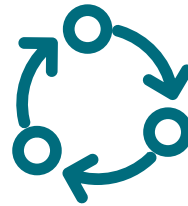


Don't forget monitoring and controlling in crisis

- to ensure rule of law and efficient use of resources



- **Existing Emergency plans** and coordination mechanisms are a valuable basis for better coping with crisis, **BUT...**



New decision-making formats have been developed immediately and should be continued

- working groups, task forces, transversal boards...



Legal regulations need more time and delay organizational adaptations



Need for strategic and foresight thinking, anticipating possible crises, and preparing emergency procedures



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