
Impact of CAF on Human Resource Management and People

Report on results of the study conducted during the Slovenian Presidency of the CEU

CAF Users Event Bulgaria

November 26, 2021

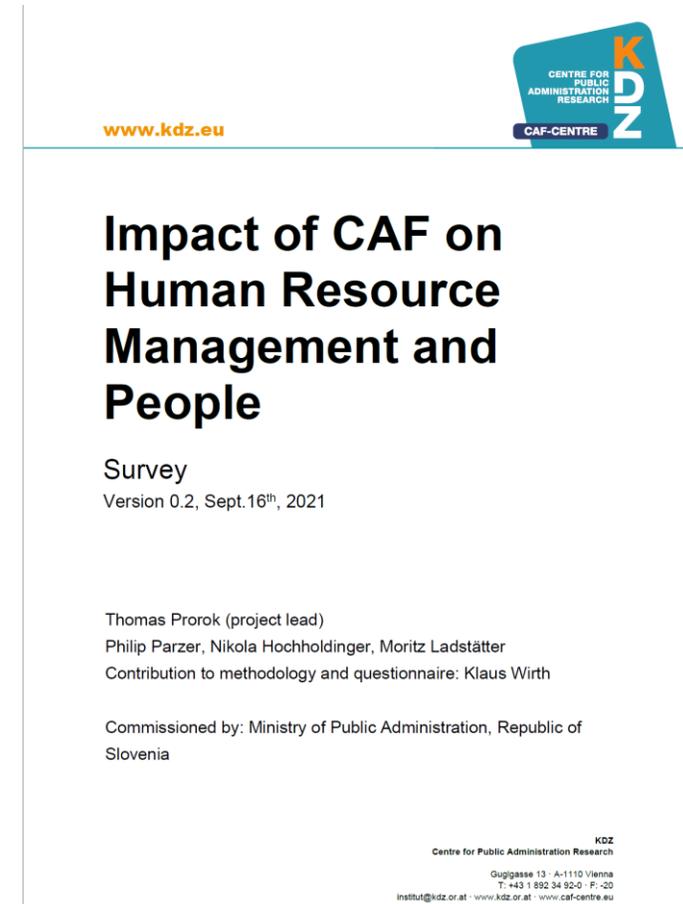
Barbara ZUPANC

Ministry of Public Administration of Slovenia



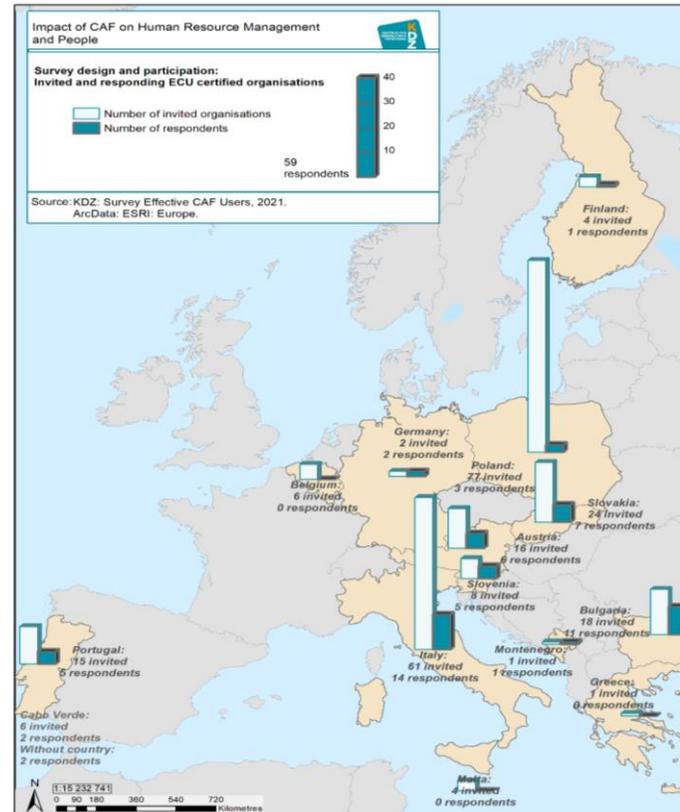
Study on CAF Impact

- Objective: ***Getting insight into the effects of CAF implementation on Human Resource practices of public sector organizations***
- Commissioned by the Slovenian MPA, implemented by KDZ Centre for Public Administration Research, Vienna
- Supported by CAF national correspondents network



Methodology

- Target:
 - 244 Effective CAF Users in 13 countries from 2015 on
- Online questionnaire
- Categories
 - Size
 - Field of activity
 - Level of Government
 - Country



- Responses (24%):
 - 59 ECU from 12 countries (Austria, Bulgaria, Finland, Germany, Italy, Poland, Portugal, Slovakia, Slovenia, Greece, Montenegro, Cape Verde)

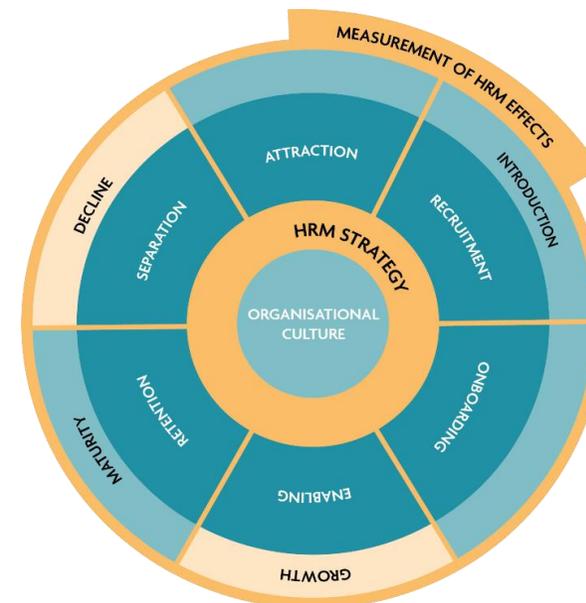
Methodology

1. Evidence of HR measures in CAF Improvement Plans



- 3.1 Manage and improve human resources to support the strategy of the organisation
- 3.2 Develop and manage competencies of people
- 3.3 Involve and empower the people and support their well-being

2. Perception of CAF Impact on HR Life Cycle (attraction, recruitment, onboarding, enabling, retention, separation)



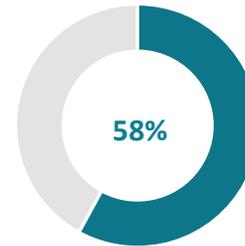
Source: Study on CAF Impact on HRM and People, KDZ, 2021

HR Measures in CAF Improvement Plans

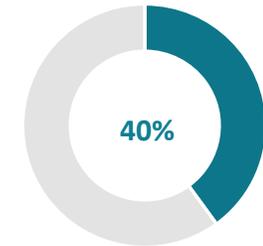
In **58%** of CAF Improvement plans there were HRM measures



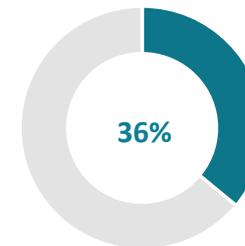
Sub-criterion 3.1
Manage and improve human resources to support the strategy of the organisation



Sub-criterion 3.3
Involve and empower the people and support their well-being

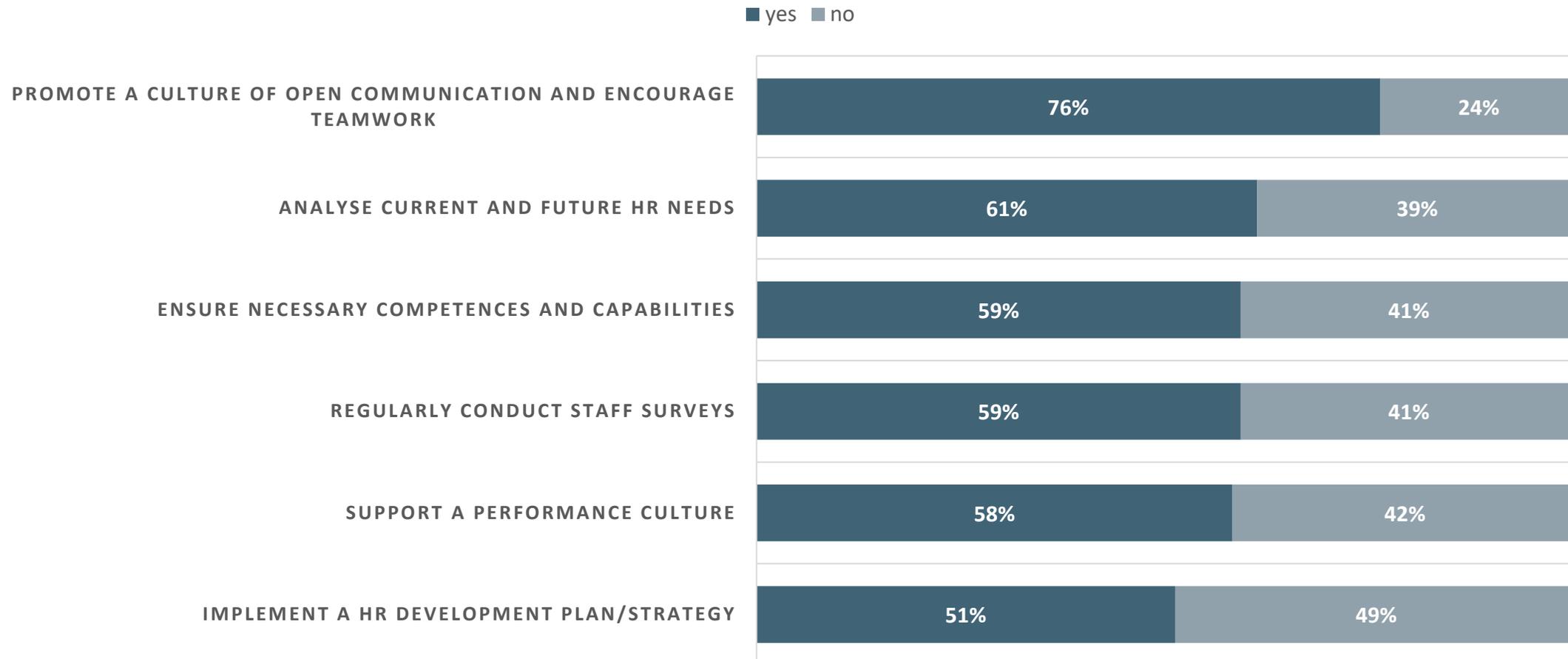


Sub-criterion 3.2
Develop and manage competencies of people

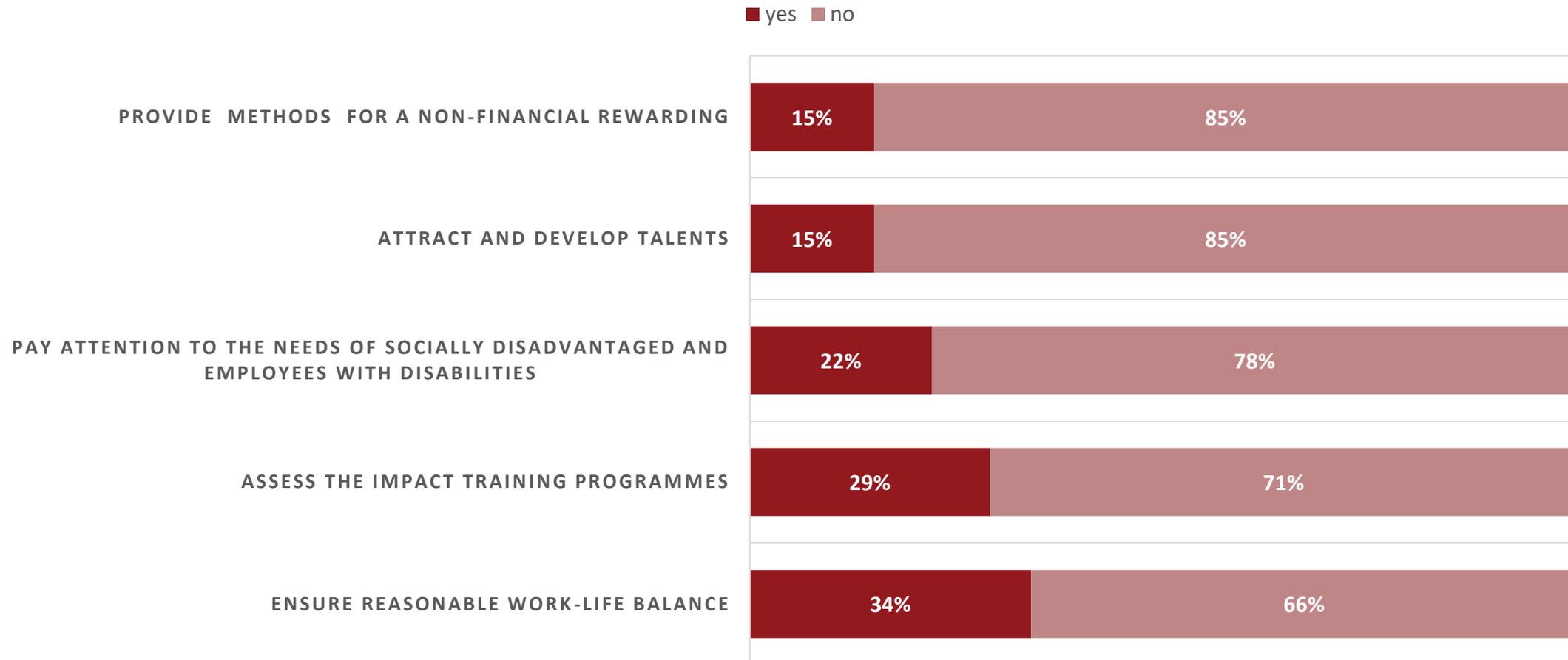


Median of approval 

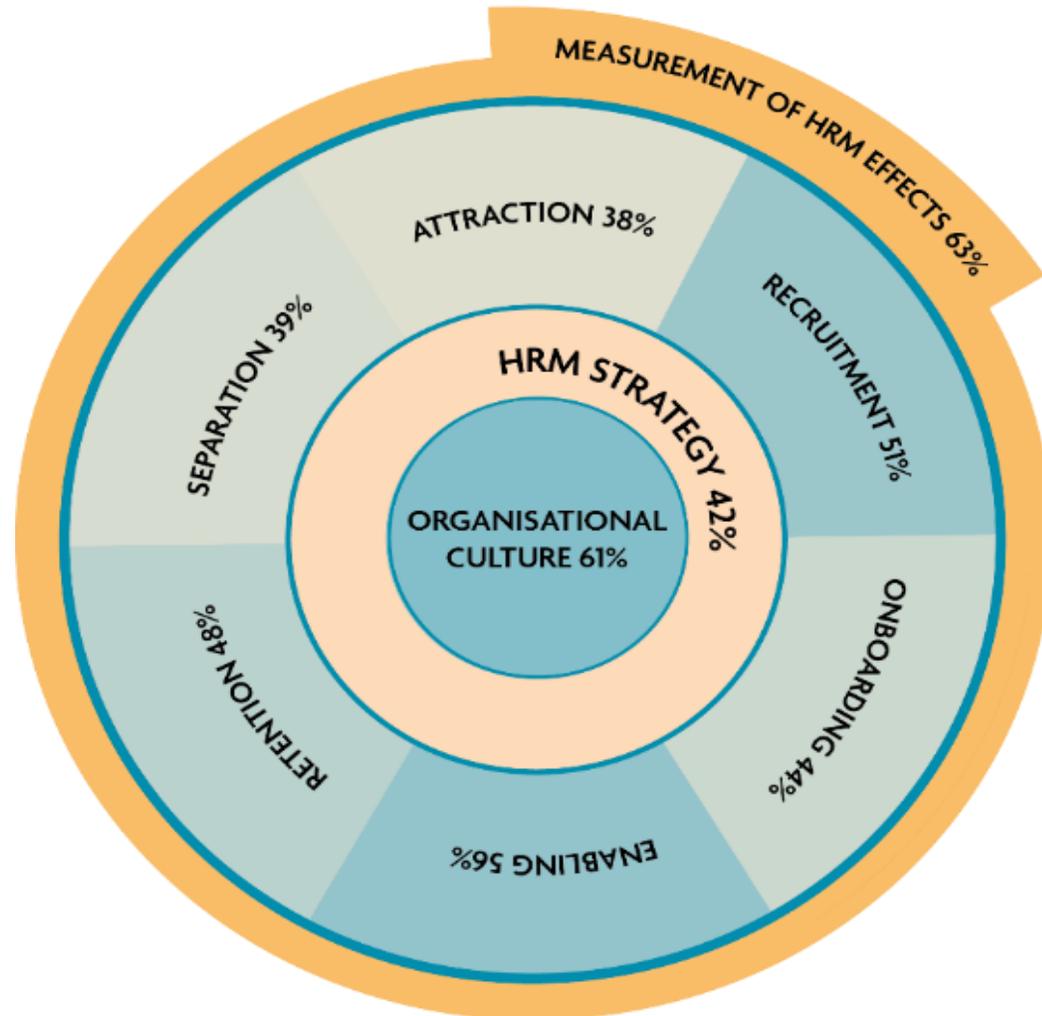
Top rated HR Measures



Poorly rated HR Measures



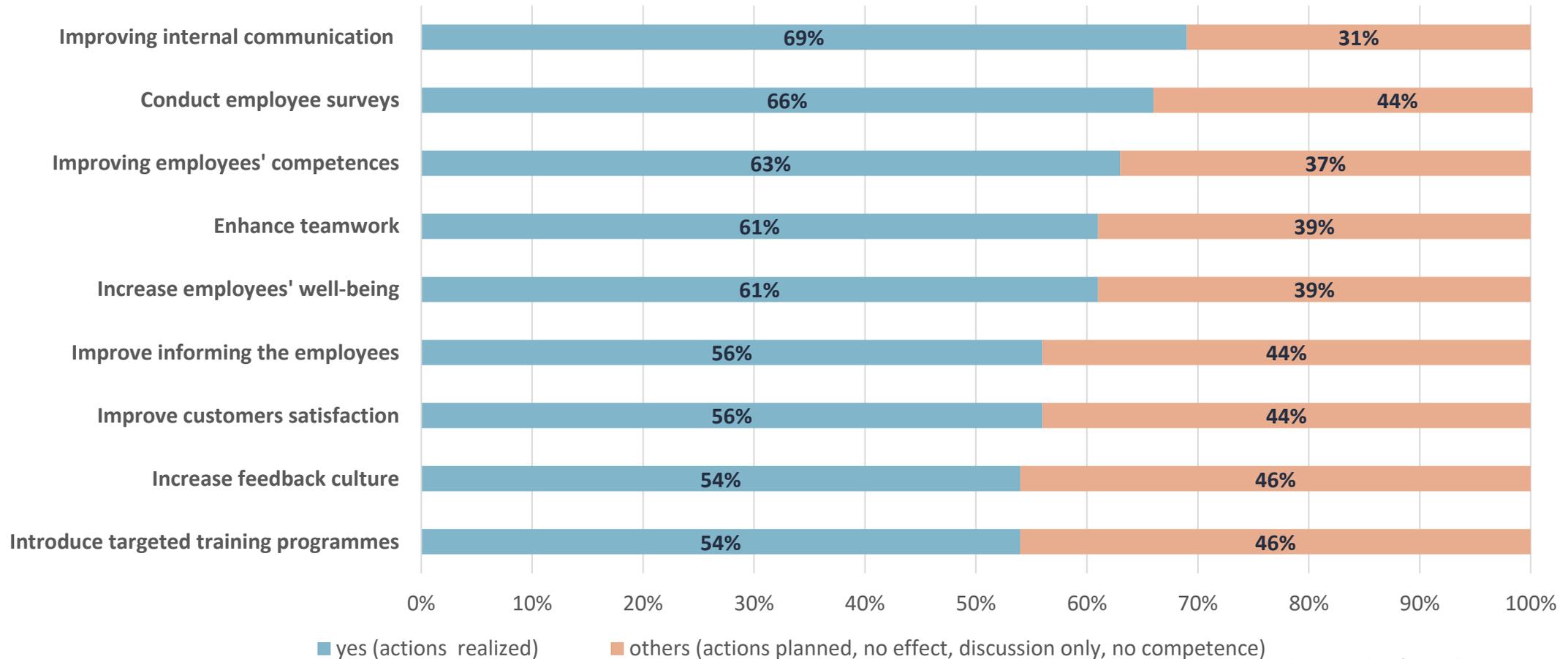
Perception of CAF on HR Life Cycle



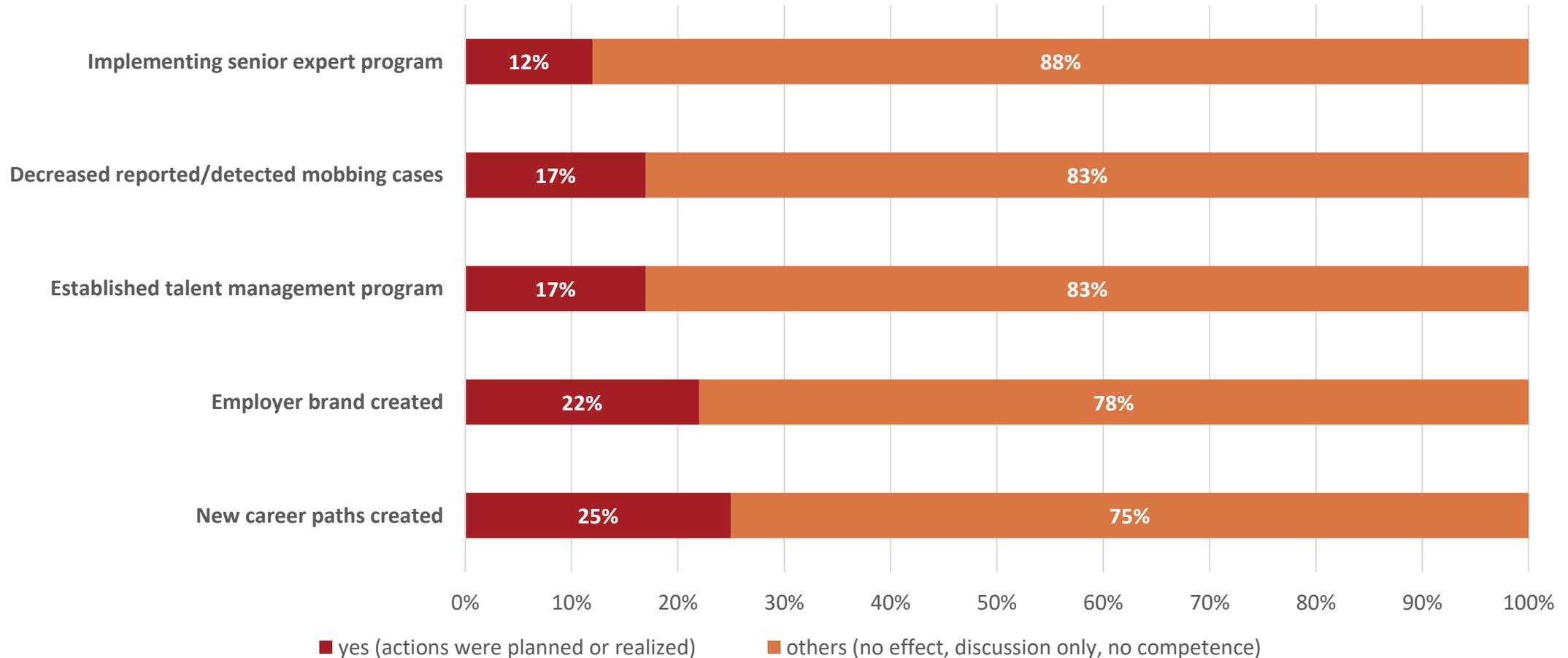
CAF Implementation:

- Had no effects
- Discussion took place
- **Actions were planned**
- **Actions were realized**
- No competence

Actions realized after CAF implementation



Less popular actions after CAF



CAF works!



- **Organizational culture** (improved internal communication, employees' surveys conducted, improved teamwork)
- **Measurements of HRM effects** (improved competences, improved customer satisfaction)
- **Retention** (improved well being of employees)
- **Enabling** (better informing of employees)

Evidence + Expert perception = ?

HIGH IMPACT =

measures in CAF Improvement Plans + actions realized

LOW IMPACT =

measures in CAF Improvement Plans + actions realized

HIDDEN IMPACT =

measures NOT in CAF Improvement Plans + actions realized

POTENTIAL IMPACT =

measures in CAF Improvement Plans and actions NOT realized

• High impact

- Internal communication
- Employee survey
- Suggestion system
- Intergenerational dialogue
- Feedback culture
- Performance culture
- Knowledge management
- Internal information
- Teamwork

• Low impact

- Sensitivity for diversity
- Talent management programs
- Leadership development programmes
- Mobbing
- Recruiting skills
- Digital literacy
- Mentors programmes
- New career paths

• Potential impact

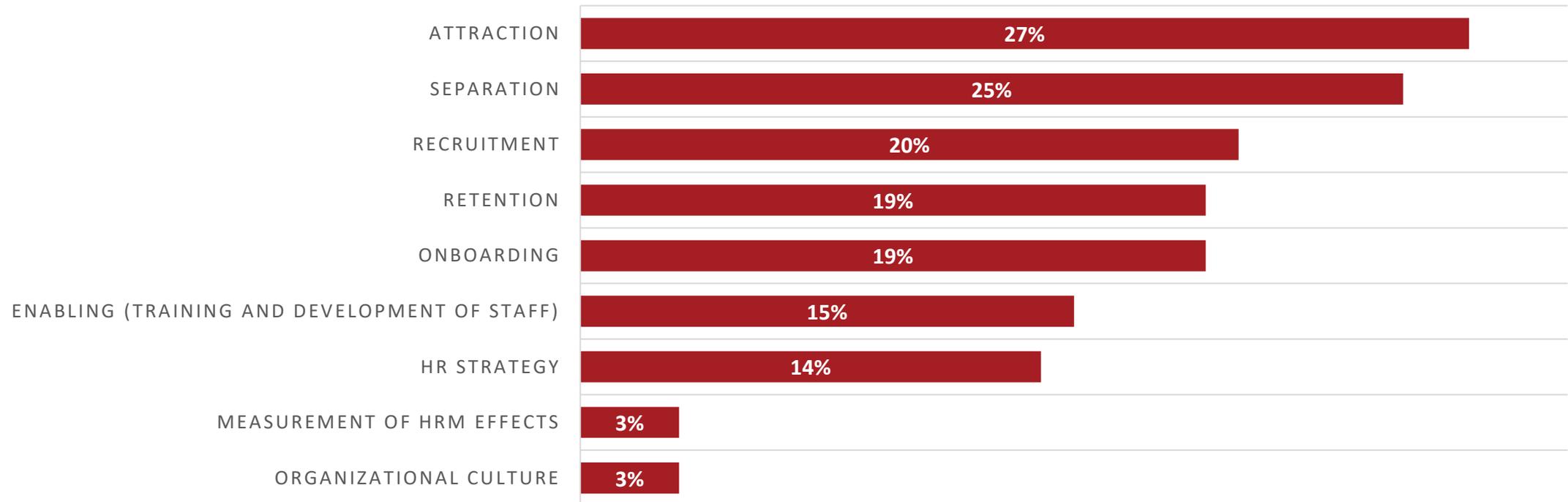
- HR Strategy and Development Plans
- New ways of working
- Skill database
- Proactive retirement plans
- Senior experts pulls
- HR controlling system
- Job requirements

• Hidden impact

- Better employee satisfaction
- Appraisal interviews
- Innovative recruiting
- Improved well being and working conditions
- Satisfaction of customers
- Motivation
- Website appearance
- Training for newcomers

The „no responsibility“ phenomenon

NO COMPETENCE



Future CAF Challenges

- Requirements of new-work
- Human resource strategy, planning and controlling
- Leadership programs
- Job requirements and planning of retirements
- Digital literacy
- Sensitivity for diversity
- No competence





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THANK YOU

barbara.zupanc1@gov.si