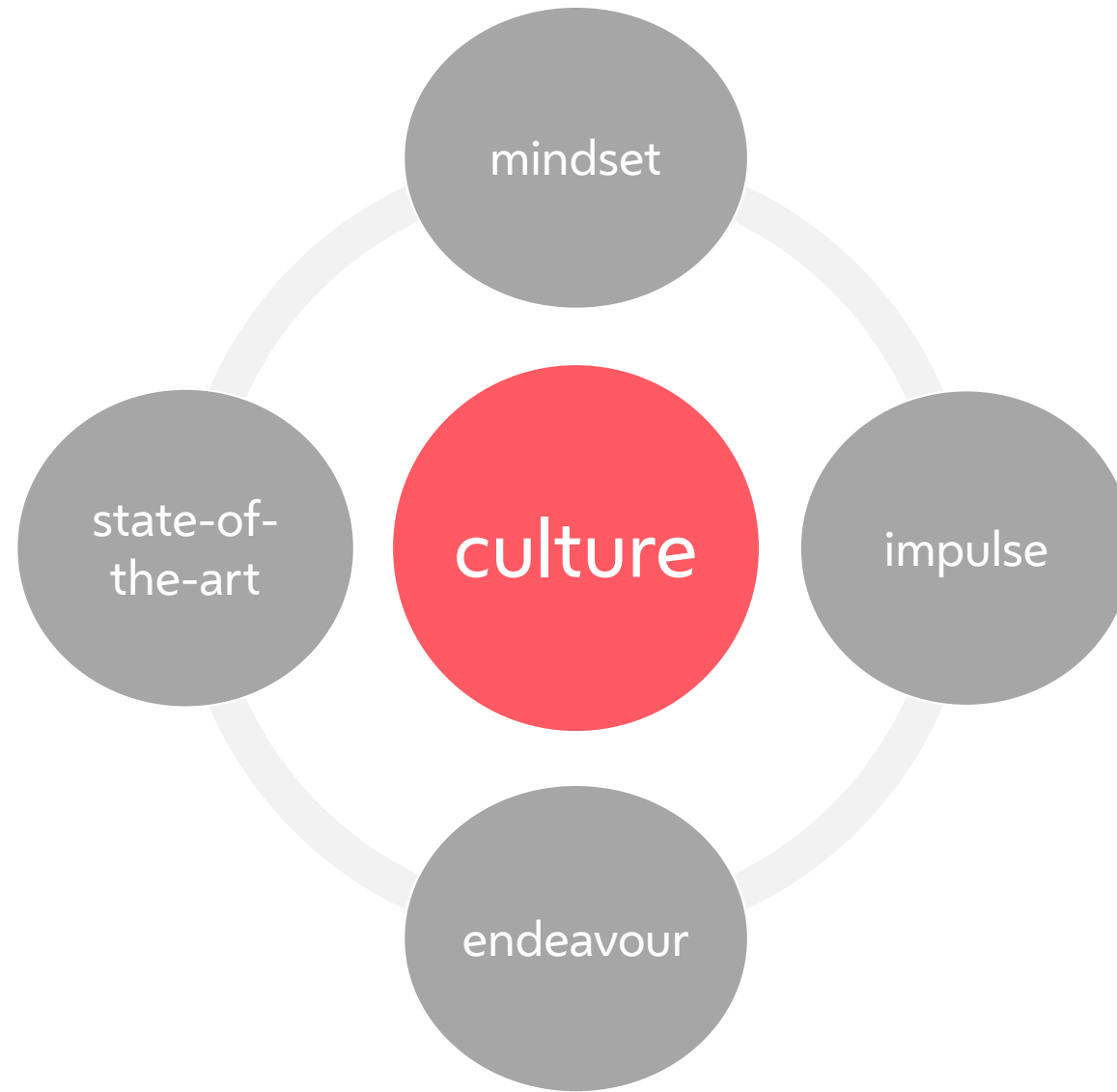


How CAF affects Change

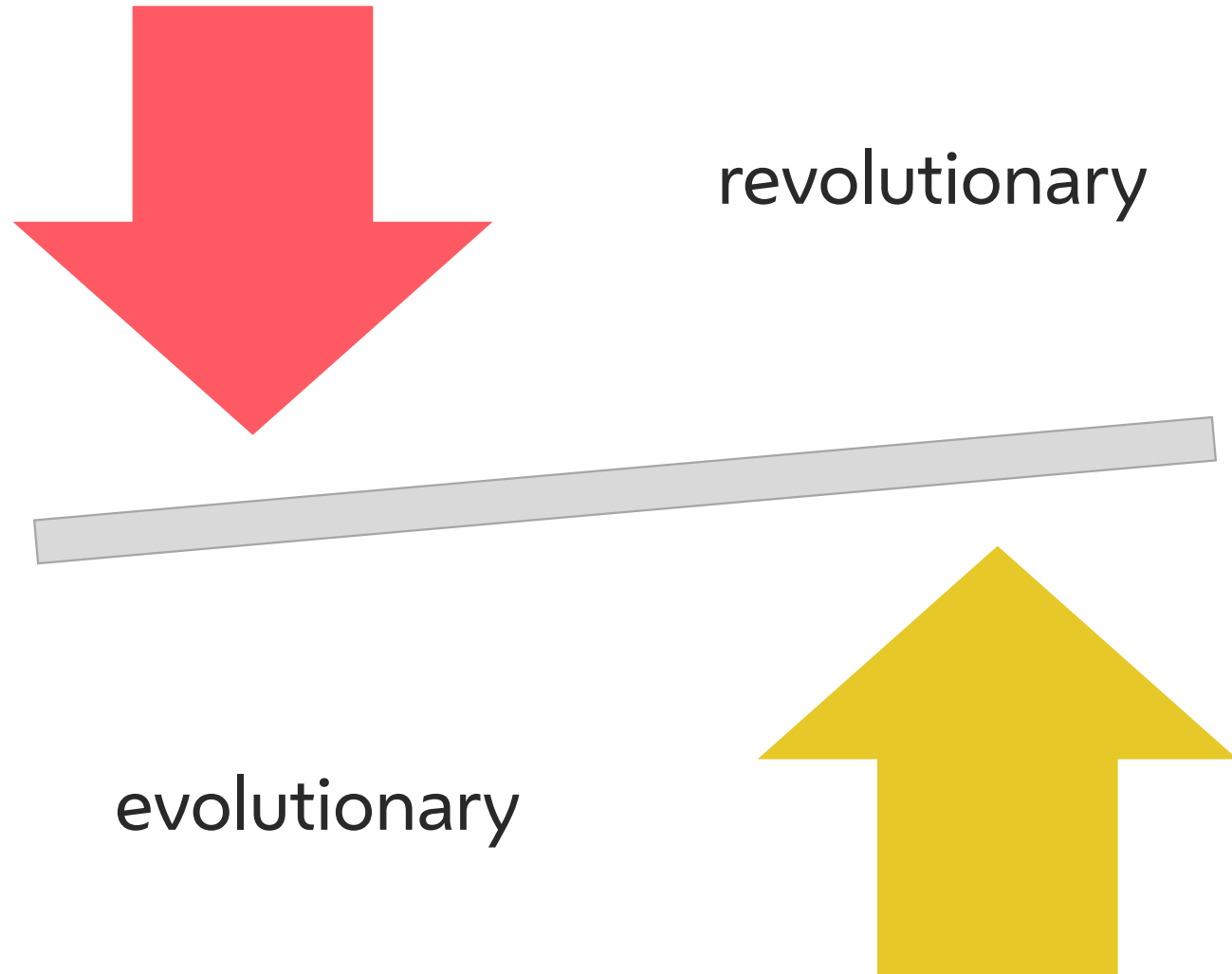
a glimpse into CAF at action
in the City of Vienna



Components for Change



Dimensions of Change



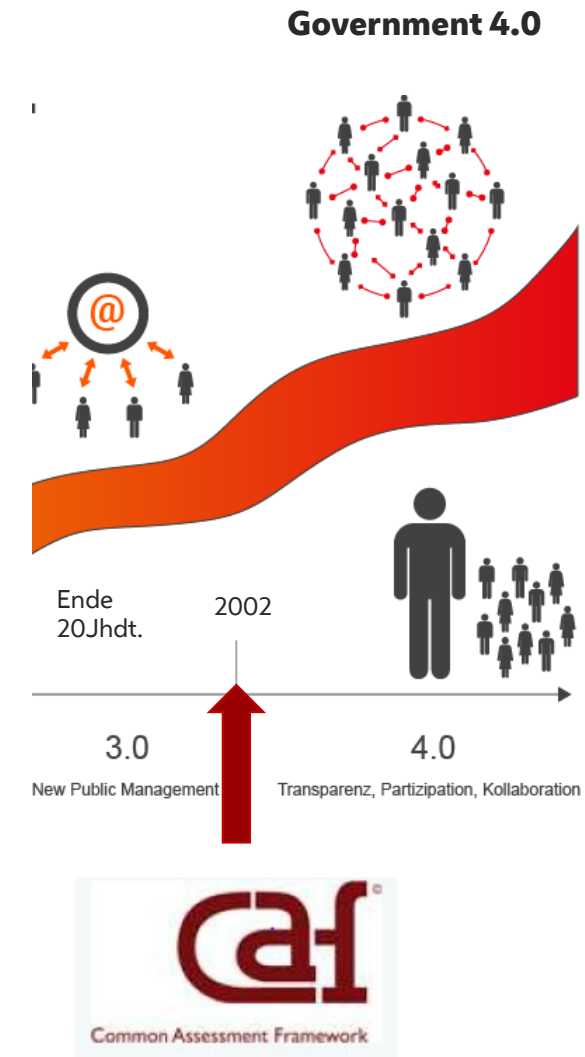
Decision for CAF

When and why the City of Vienna decided to use CAF

... some 20 years ago...

amidst the process of New Public Management,
against the background of first experiences with
ISO 9001:1987,
after first tentative steps towards CAF 2000 in the
context of Speyerer Quality Award

CAF found its permanent place in the Vienna City
Administration

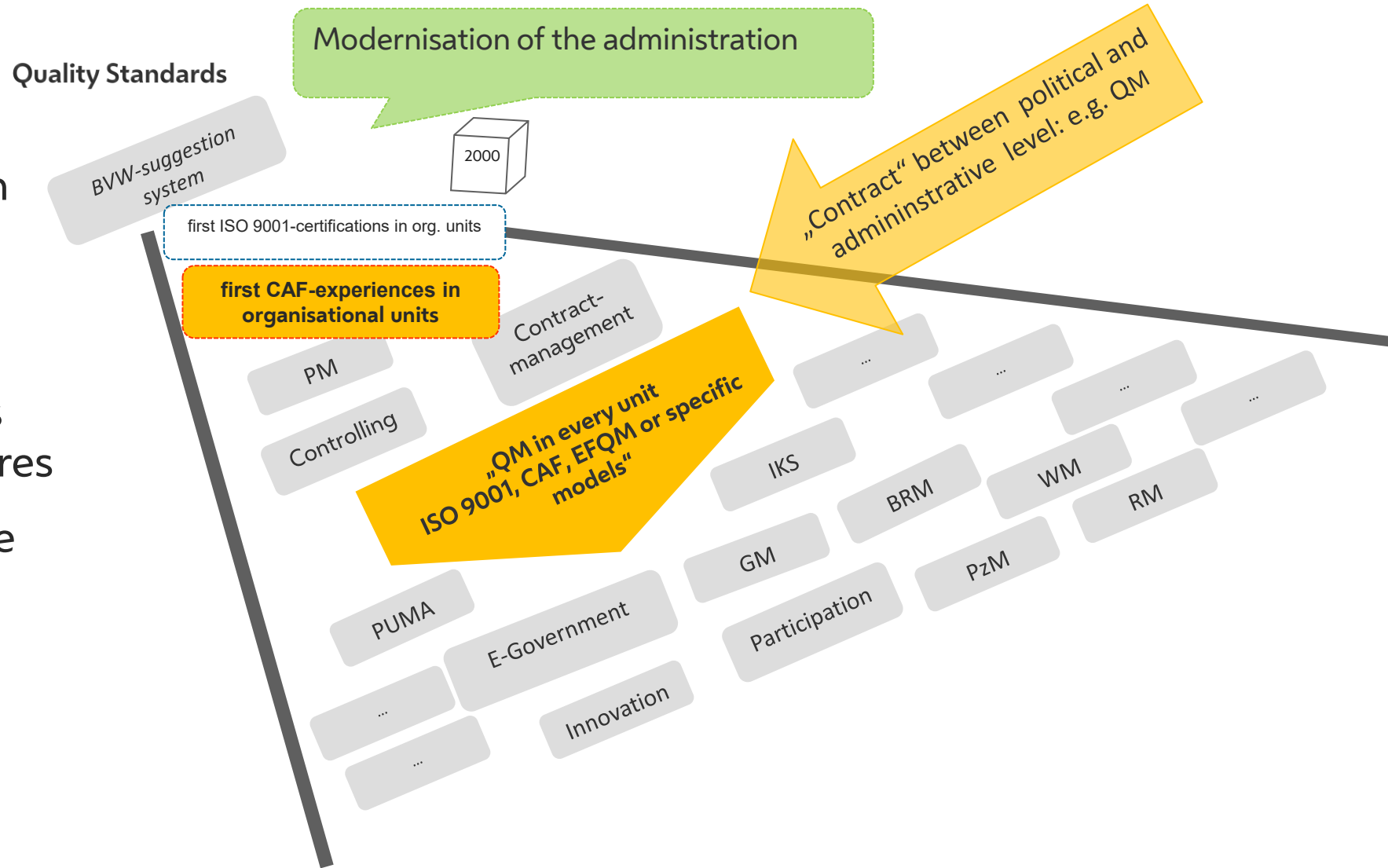


Implementation of CAF into the landscape of management-measures

CAF as teamplayer

Systematic implementation of CAF in 2003 as „Contract Target QM“

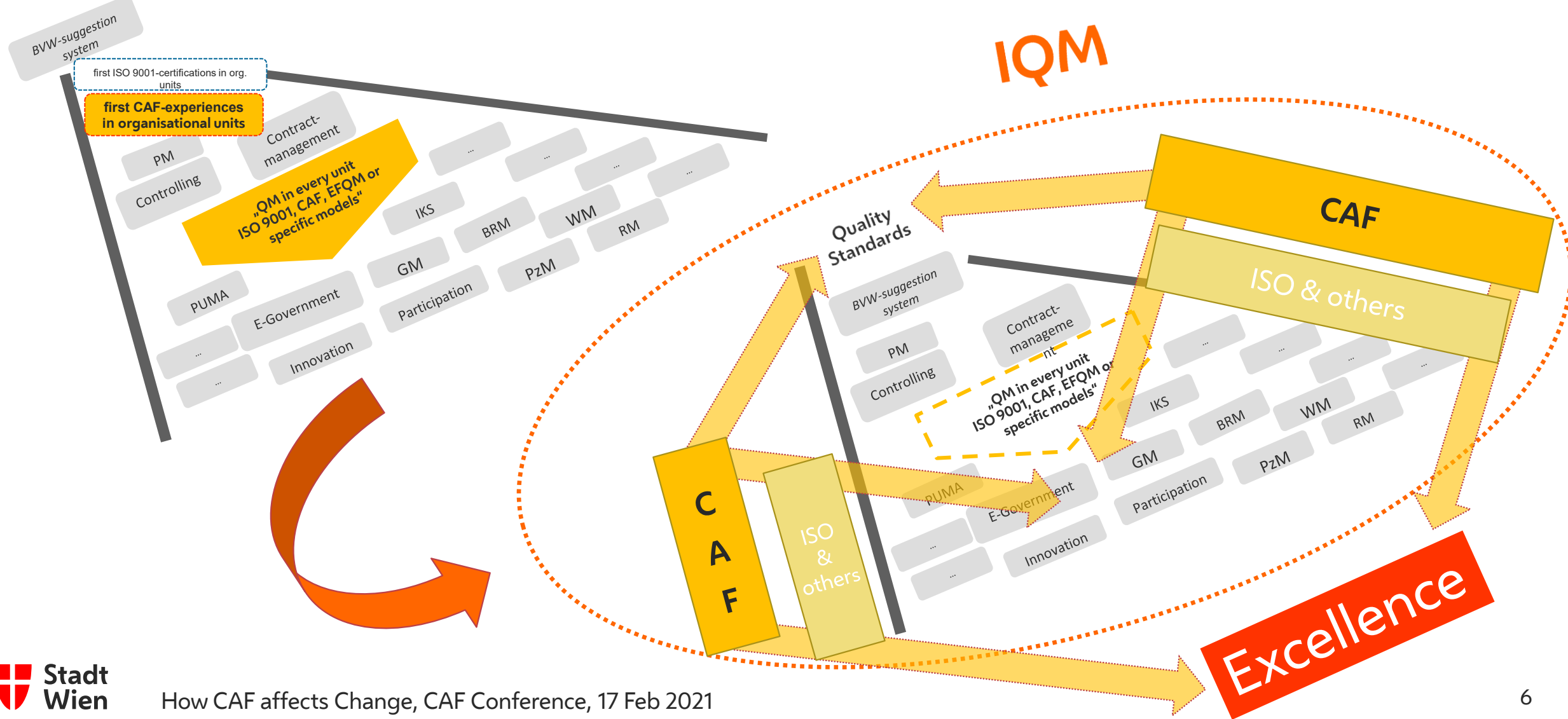
- together with other established QM-models and specific QM-measures
- as part of the Integrative Quality management system of the City of Vienna - **IQM**



CAF's role in the landscape of management-measures

CAF as motor towards excellence

Quality Standards



Continuous improvement by CAF

The characteristics/virtues of CAF

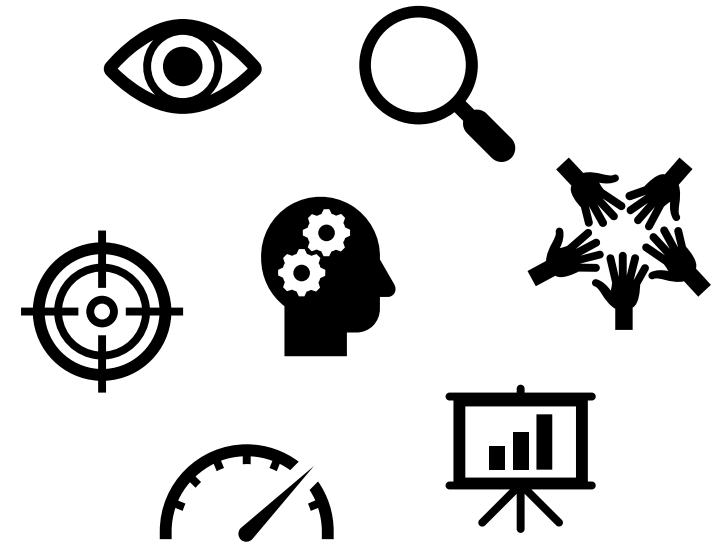
Change by CAF leads to

what?

- systematic internal identification „what works well“ + areas for optimisation
- providing an overview of strengthes and opportunities
- fact-based deductions
- mutual consensus about development measures
- precise and measurable actions (action-plan)

how?

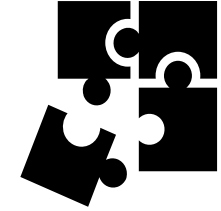
- ❖ holistically
- ❖ considerably
- ❖ constructice
- ❖ integrative
- ❖ participatory
- ❖ economically
- ❖ efficient & effective



with impact on CULTURE + STRATEGY + STRUCTURE

CAF builds Bridges

The integrative character of CAF



CAF **connects & joins forces** with

- other QM-models (e.g. EFQM, ISO 9001 bzw. ISO 9004)
- other management-measures (e.g. process-, risk-, knowledge-management, controlling, HR,...)
- internal strategies
- overall strategies (e.g. national administrative strategies, EU development strategies)

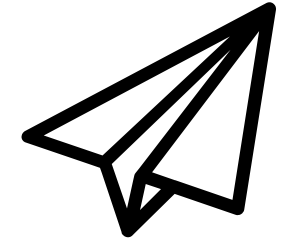
▪



PEOPLE

CAF as Motor for Organisational Development

The analytic skills of CAF



CAF provides **impulses for development & identifies opportunities**

- structural and procedural aspects
- HR – incl. development of competence and motivation
- evaluation and monitoring of outcome and impact
- mechanism for timely deduction and decisions
- self-competence of organisation and staff

via holistic evaluation of strengthes and potentials for improvement

→ **Clearing-Process** → **fact-based development-measures**

CAF and Organisational Culture

CAF acting as coach



CAF achieves maximum impact in an **open constructive organisational culture**,
still...

by implementing CAF the **development** towards an open communication culture will be
supported by

- ❖ activating constructive actors and factors
- ❖ identifying oneself with targets and outcome of the organisation
- ❖ strengthening of mutual endeavours and decisions via participation
- ❖ fact-based decision making

Lessons learned & success factors

CAF

- helps organisations to prepare for and be guided through CHANGE
- empowers all members of organisations to identify options for gradual development
- identifies the maturity level of the organisation and areas for improvement
- forms organisational culture that considers change as chance
- supports organisational development towards a higher degree of resilience
- provides guidance towards change by international show cases

CAF fosters continuous beneficial development!

Lessons learned & success factors

Why does **Change** need to be **affected**?

- although LIFE means continuous change, one often reacts reluctant to change
- Change – both unwanted and wanted – needs to be managed
- deliberate change needs preparation and evaluation
- sudden change can be dealt with better if organisations are flexible, resilient and capable of self-development
- people and organisations can be developed and trained towards excellent change

**CAF takes change into account and
guides organisations towards beneficial change!**

Now we can start our discussion...

Eva Sejrek-Tunke

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Organisation und Sicherheit

