

# Strengthening the Resilience of public administrations with the Common Assessment Framework

## 11 Case Studies

Deep Dive Workshop, Brussels

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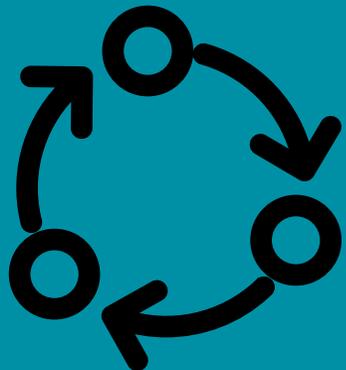


to the researchers

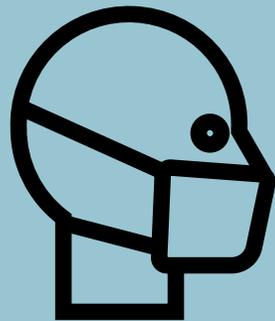
## The eleven CAF Cases

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

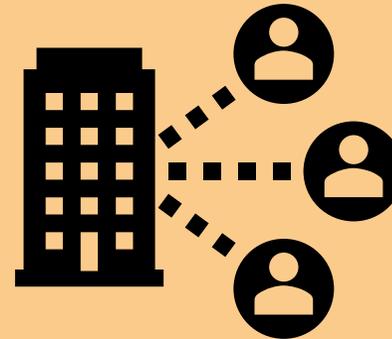
# Challenges of Covid 19 in public administration



**Fast changing tasks and workloads**



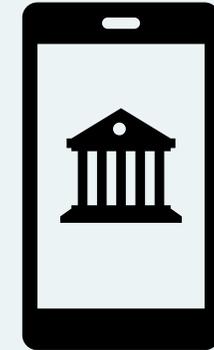
**Prepared for the unexpected (Unexpectedly surprised)**



**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**

# Challenges by categories I

Topic	Challenges
<b>Immediate remote work</b>	<ul style="list-style-type: none"> <li>– impact of the rigorous home office policy of the administration over many months, and, on the other hand, the provision of the counselling and information services to the girls and women of Vienna (AT)</li> <li>– transition to remote operations as a priority to minimize disruption through the creation of new processes and relevant documentation in AGEVC's Contingency Plan and COVID-19 prevention and response plan (PT)</li> <li>– unpreparedness to manage common processes through the distance, insufficient hardware and software solutions, the absence of a legal basis, lack of safe access to the databases,, almost zero time to prepare for the given situation (SK)</li> <li>– the transition to work in the “home office” (PL)</li> <li>– manage and improve human resources to support the organization’s strategy (SLO)</li> </ul>
<b>Digital transformation of services and processes</b>	<ul style="list-style-type: none"> <li>– ensuring adequate controlling systems for newly developed services to prevent fraud and abuse</li> <li>– offering phone and online services in an extensive scope</li> <li>– the competences for a transformation into online formats had to be developed largely on-the-job (AT)</li> <li>– the change from face-to-face teaching to distance learning brought with it many challenges (PT)</li> <li>– limited availability of on-site services for users in self-isolation and limited availability of remote services for users who do not use the Internet (HR)</li> <li>– all in-person activities that were offered to stakeholders and citizens had to be cancelled in 2020 (IT)</li> <li>– maintaining the possibility for citizens to contact the office (PL)</li> <li>– maintenance of services and implementation of new intervention measures in 2020 as AAMRD as an accredited funding agency for the EAGGF and EAFRD in Slovenia (SLO)</li> <li>– the existing information and counselling formats could not simply be transferred into the digital world but needed redesign (AT)</li> <li>– coordinate the processes within the organization (SLO)</li> <li>– adaptation and change of internal processes and structures (GR)</li> </ul>

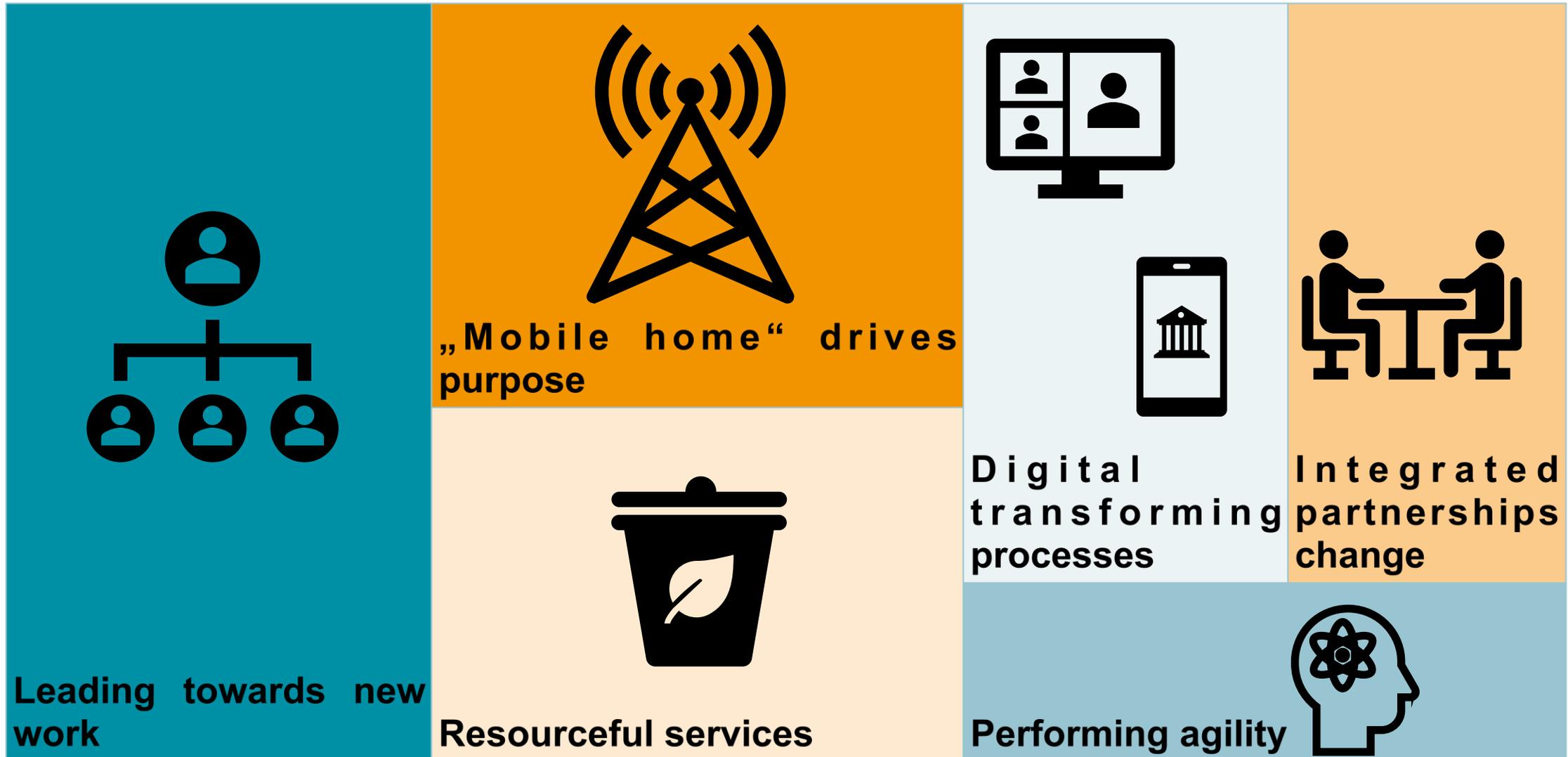
## Challenges by categories II

Topic	Challenges
<b>Fast-changing tasks and workloads</b>	<ul style="list-style-type: none"> <li>– very sharp increase in workload for employees</li> <li>– interruption of established routines, procedures and work practices: the context of service delivery changed completely at a stroke -for that matter, also in terms of demand for their services (AT)</li> <li>– taking over new tasks regarding direct response to the COVID-19 pandemic with a higher workload for medical dispatchers and the Department of Safety and Crisis Management staff (PL)</li> <li>– the interruption of internal and external communication, and the resulting insufficient ability to coordinate and assign tasks or activities to the employees (SK)</li> <li>– workload of the employees of the Inspectorate increased significantly, particularly in COVID-19 testing and immunisation which required changes in their workflows (BG)</li> <li>– SRHI provided 24-hour co-ordination between the emergency centre, hospitals and treatment centres to ensure timely allocation of beds to patients needing treatment (BG)</li> </ul>
<b>Human being in the centre of HR-management</b>	<ul style="list-style-type: none"> <li>– ensuring internal solidarity and flexibility between employees in all offices</li> <li>– the socio-economic context where the various schools of the Grouping are located and, consequently, the environment from which the students come (AT)</li> <li>– the quality of direct contacts and human relations suffered the most (IT)</li> <li>– recruitment processes of new employees (PL)</li> <li>– lack of interpersonal contacts among employees (PL)</li> <li>– maintaining the training for employees at a similar level (PL)</li> <li>– lack of governmental instructions related to the employees in 2020 (SLO)</li> <li>– to manage and improve human resources to support the organization’s strategy (SLO)</li> <li>– ensuring business continuity and appropriate human resource management (GR)</li> </ul>

## Challenges by categories III

Topic	Challenges
<p><b>Prepared for the unexpected</b></p>	<ul style="list-style-type: none"> <li>– long-term public procurement processes and limited access at the beginning (e.g., protective masks) and throughout the pandemic (e.g., hardware components of computer systems needed for further digitalisation) (HR)</li> <li>– lack of financial resources (HR)</li> <li>– unpredictability of the situation development and time pressure in decision-making for the leadership (PL)</li> <li>– dependence on political decisions and the need of to react quickly</li> <li>– delays and/or postponements in the achievement of planned objectives (IT)</li> <li>– new initiatives of strategic importance (e.g., agreements, research contracts, industrial contracts) declined and some programmes had to be delayed because of the temporary closure of several industrial plants (IT).</li> <li>– lack of knowledge and experience with regard to the nature of the pandemic and the type of pandemic development (BG)</li> </ul>
<p><b>Ensuring communication and cooperation in a rapidly changing environment</b></p>	<ul style="list-style-type: none"> <li>– the coordination of the response with Vouzela's Town Hall and the nine Parish Councils in the municipality of Vouzela to minimize the crisis management failures (PT)</li> <li>– restrictions in the processes of partner organisations, especially the pension payment process through the Croatian Post and commercial banks (HR)</li> <li>– asset management/management of buildings with partner organisations to ensure business continuity and find an alternative location for those affected by earthquakes in the city of Zagreb and the Banovina region (HR)</li> <li>– impact on the supply chain sustainability because of several disruptions in logistics resulting in an average delay of 1 to 2 months in the space programs (IT)</li> <li>– the need for more frequent contact between the central government and LUW and with subordinate administrative units (e.g. the State Fire Service) (PL)</li> <li>– cooperation with the IT partner in setting up new services and processes (BE)</li> <li>– lack of information exchange of information nationally and internationally (BG)</li> <li>– lack of readiness to react and to take real action (BG)</li> <li>– mechanism of communication with the other levels of government (GR)</li> <li>– communications between the Municipality and business partners (GR)</li> </ul>

# Innovations as a response to Covid19



# Innovations by categories I

Categories	Stories
<p>Leading towards new work</p>	<ul style="list-style-type: none"> <li>– Staying accessible: how new formats emerge when familiar infrastructure collapses (AT)</li> <li>– <b>Dispersed workforce: how to leverage not-so-new forms of leadership and collaboration</b> (AT)</li> <li>– Digital Ministry and its Champions (SK)</li> <li>– Wellbeing and engagement as pillars of human resource management (SK)</li> <li>– <b>Manage yourself and then your office</b> (SK)</li> <li>– The increased problem of socialisation (SLO)</li> <li>– Supporting the well-being of the employees (PL)</li> <li>– Solidifying the transition to 'smart working' (IT)</li> <li>– Re-defining essential workers and protecting well-being during the pandemic (ES)</li> <li>– Attention for wellbeing at work (BE)</li> <li>– <b>A transition to collaborative leadership</b> (IT)</li> <li>– The “Revolutionary” Change in SRHI Staff and Structures Functions (BG)</li> </ul>
<p>„Mobile home“ drives purpose</p>	<ul style="list-style-type: none"> <li>– The beginning: Lockdown: how a mobile work initiative in preparation suddenly takes off (AT)</li> <li>– <b>Telework at the HZMO - "Extreme measures or how to make the impossible in two days?"</b> (HR)</li> <li>– <b>From only working in the office to a flexible home office arrangement</b> (PL)</li> <li>– Responsibility through working from home (SLO)</li> <li>– Development of New Staff Competencies and Skills (BG)</li> </ul>

# Innovations by categories II

Categories	Stories
<p><b>Resourceful services</b></p>	<ul style="list-style-type: none"> <li>– Tailored information services: how to capitalize on new channels for information and events (AT)</li> <li>– The ABC model or why office-based work dominated in the HZMO during the COVID-19 pandemic (HR)</li> <li>– A transition to collaborative leadership (IT)</li> <li>– <b>Being open to various forms of contact with citizens</b> (PL)</li> <li>– Setting accurate goals is better than checking attendance (SLO)</li> <li>– <b>Pre-pandemic digitalised processes helped a lot and supported further digitalisation during the pandemic</b> (SLO)</li> <li>– Bundling and tailoring public services and interventions to vulnerable groups (ES)</li> <li>– <b>Adopting telemedicine services for persons with additions and mental health problems</b> (ES)</li> <li>– Maintaining food and water safety in a crisis – redesigning inspection procedures (ES)</li> <li>– Supporting vulnerable groups despite lockdowns and other restrictions (GR)</li> <li>– New Internal Citizen-oriented System (BG)</li> <li>– SRHI'S New Laboratory (BG)</li> <li>– Important Border Health Control Innovations (BG)</li> </ul>
<p><b>Integrated partnerships change</b></p>	<ul style="list-style-type: none"> <li>– <b>Strengthening partnership: how to use a crisis to take collaboration to the next level</b> (AT)</li> <li>– <b>Visionary leadership collaborating against the pandemic:</b> The role of leadership in minimizing the exposure and impact of the virus, The role of local authorities, The role of teachers (PT)</li> <li>– Effective Partnership and motivation: Effective partnerships to minimise the impact of the virus, Motivate and integrate to bring everyone to the table (PT)</li> <li>– <b>From Mapping to Managing – the Ministry's partnership strategy management</b> (SK)</li> <li>– Not only the AAMRD but also partners had to adapt in their interactions with the AAMRD (SLO)</li> <li>– New technologies in communication with external partners (PL)</li> <li>– "Good, better, the best" or why recognizing positive, neutral and negative effects on an organisation's processes with partners are important (HR)</li> <li>– New Practice of Volunteers' Involvement in SRHI (BG)</li> </ul>

# Innovations by categories III

Categories	Stories
<p><b>Digital transforming processes</b></p>	<ul style="list-style-type: none"> <li>– Better Ministry through processes (SK)</li> <li>– Leave ma a note, or how to communicate via a Moss Board and Green Line (SK)</li> <li>– Pre-pandemic digitalised processes helped a lot and supported further digitalisation during the pandemic (SLO)</li> <li>– <b>Accelerating digitalisation and process-based management</b> (IT)</li> <li>– Leveraging new communication tools to reach citizens, businesses and fight mis- and dis-information (ES)</li> <li>– Consolidating the transition to e-procurement (ES)</li> <li>– <b>Quick and efficient optimisation of key processes</b> (BE)</li> <li>– The use of technological tools to foster compliance with restrictive measures (GR)</li> <li>– In-house development of technological services to service users despite sanitary restrictions (GR)</li> </ul>
<p><b>Performing agility</b></p>	<ul style="list-style-type: none"> <li>– <b>The use of an integrated management model and dashboards</b> (BE)</li> <li>– Redirecting strategy and planning (PT)</li> <li>– The new way of learning leading to resilience: The role of teams, A new way of learning, Organisational culture of resilience, Learning outcomes, Using existing performance indicators in alignment with the strategy (PT)</li> <li>– <b>Working Group - the magnificent eight"</b> or how the HZMO coordinated its operations during the COVID 19 pandemic (HR)</li> <li>– "The unprecedented case" or implementing a new-sub-process to comply with the law changes due to the crisis (HR)</li> <li>– Adaptation of services to support resilience and recovery from the pandemic (IT)</li> <li>– The use of e-learning methods to upskill critical competencies in a crisis (PL)</li> <li>– The shift in minds spurred the creation of ideas (SLO)</li> <li>– Flexibility of human resources by building surge capacity, streamlining hiring procedures, e-learning and hybrid work (ES)</li> <li>– Addressing resource shortages via teamwork and flexible workforce management (GR)</li> <li>– Unique Synergy and Interchangeability of the Staff (BG)</li> </ul>

**INNOVATIONS**



**CHALLENGES**

Immediate remote work

Performing agility

**STRATEGY & PLANNING**

Fast Changing tasks and workloads

Intergrated partnerships change

Leading towards new work

Digital transforming processes

Resourceful services

**PARTNERSHIPS & RESOURCES**

**LEADERSHIP**

**PROCESSES**

Ensuring communication and cooperation in a rapidly changing environment

Prepared for the unexpected

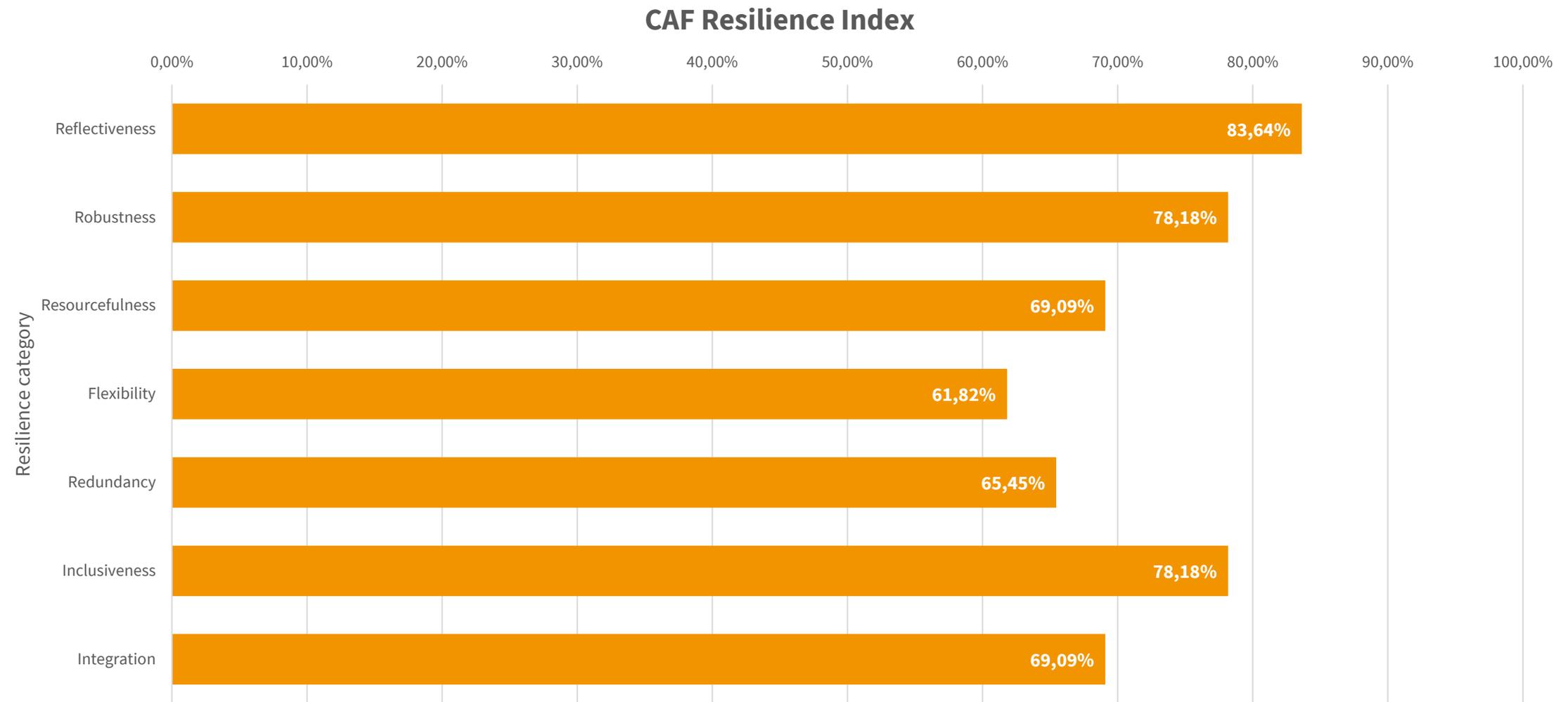
Digital transformation of services and processes

„Mobile home“ drives purpose

**PEOPLE**

Human being in the centre of HRM

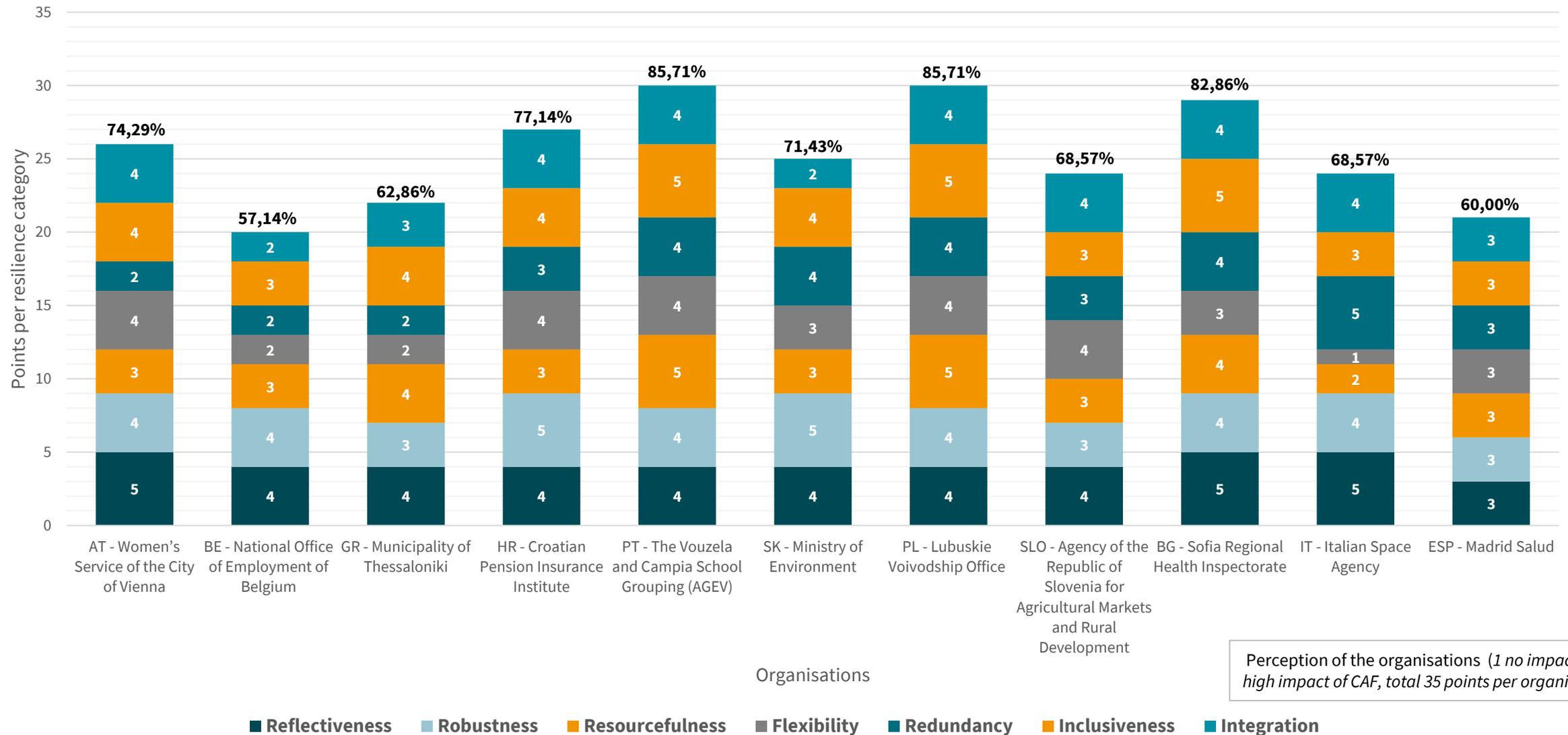
# CAF Resilience Index (Impact of CAF on resilience)



**Diagram:** Visualisation by KDZ based on OECD CAF cases, 2022

Percentages of the resilience categories are based on perception of 11 CAF cases (1 no impact of CAF – 5 high impact of CAF, total 55 points per category)

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

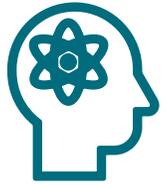


# Lessons learned I



## Long term focus on CAF strengthens resilience

- (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

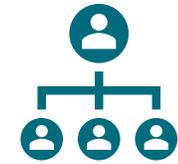


### Appreciate and involve staff

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



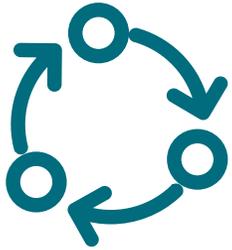
### Flexible teleworking is effective and efficient



### Mindful leadership sets the ground for resilience

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

## 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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