

# CAF Newsletter October 2018



## The CAF Working Group Meeting – Vienna 12<sup>th</sup> October 2018.

The CAF working group meeting took place in Vienna on October 12<sup>th</sup>, following the EUPAN working level meeting. The CAF correspondents from just over 20 countries met to discuss the developments of the revision of the model that will be published in 2020. The CAF-experts agreed that CAF2020 will focus more on digitalization, innovation, organizational agility, sustainability and diversity. The CAF correspondents have contributed by revising each criteria and sub-criteria. The main focus of the revision is to simplify each sub-criterion, while maintaining the appropriateness and effectiveness of the model.

The latest CAF working group meeting is the result of many months of cooperation between the CAF correspondents, who have been working in close contact thanks to the coordination of the Austrian CAF Resource Centre. During the meeting, the Romanian and Finnish correspondents who will take over the 2019 EU presidency respectively, have already been proposing future dates for CAF meetings. Furthermore, the cohesion of the CAF network is demonstrated by the willingness of the Belgian and Italian colleagues who have taken the responsibility to organize meetings and web seminars to ensure the appropriate revision of the CAF model.



## New Effective CAF User in Austria.

The Environmental Association of the Region Schwechat has been awarded with the Label “Effective CAF User”. The Austrian CAF-Center together with the Federal Ministry for Public Service and Sports handed over the certificate for excellent Public management to the 13th Austrian “Effective CAF User”. The core tasks of the association are waste management including collection of garbage fees and municipal taxes. The whole team of the was invited to the ceremony and enjoyed the Get-together with the Ministry. Congratulations from the European CAF-Center!



## EIPA Expert for CAF : Thomas Prorok.



*Credit Regina Aigner, Bundespressdienst 1*

EIPA reinforces the European CAF Resource Center with Thomas Prorok who will join the EIPA-CAF team with November 2018. Thomas will act as External EIPA expert and together with Fabrizio Rossi will support the European CAF-Correspondents and EUPAN in the field of Quality and Change-Management. Furthermore, the European CAF-Center of EIPA will increase its CAF related services for EU-Institutions and countries establishing national CAF-structures. Thomas has 20 years of experience in Public Management and Governance in the European Union and Eastern and South Eastern European countries. He is Deputy Managing Director of the KDZ-Center for Public Administration Research and Head of the Austrian CAF-Center. Contact: [prorok@kdz.eu](mailto:prorok@kdz.eu)



## Study visit: the implementation of CAF within the Brasov County Council.



Delegates from the Brasov county council visited EIPA's headquarters in September with the aim to learn how to implement CAF and improve the process of delivering services by public administrations at the local level.

## The Krakow City Office sets-up Service Points: a citizens and customer focus case of CAF implementation.

In 2010 the Mayor of Krakow set a quality policy plan in place to constantly improve the services of the City Office and to meet the expectations of both citizens and customers. To implement the policy plan, a number of total quality management tools were utilized, one of these was CAF. The implementation of such tools showed that customers' dissatisfaction was mostly due to a limited number of parking spaces, the lack of accessibility for disabled people, the limited service hours and the waiting times. On the other hand, an unquestionable strong point of the organization noticed during the CAF self-assessment was the delivery of basic services by the Krakow City Office in multiple locations around the city. These outcomes led to the decision of setting up service points of the City Office in shopping malls.

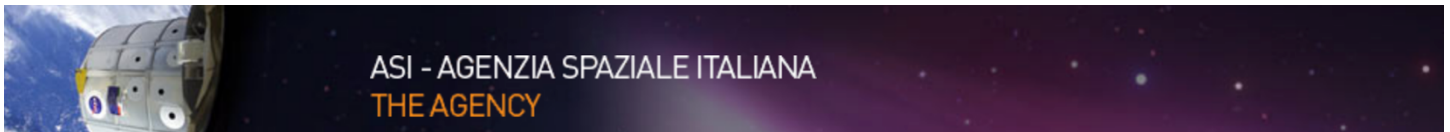


The location of the service points in shopping malls helps to address all the customers and citizens needs aforementioned. First of all, the shopping malls are always well equipped with parking spaces, secondly, they offer the required infrastructure for disabled people, thirdly shopping malls provide an extra day of service compared to the standard city office. Lastly, waiting times are not an issue anymore, since service points are equipped with a queue management system. The results of implementing this new approach were measured by an annual customers satisfaction research. In 2017 the research showed levels above four in multiple

aspects on a scale from one to five. Only the number of parking spaces remained below four but was increasing yearly.

## The Italian Space Agency and their experience with CAF.

The Italian Space Agency (ASI) has a very significant experience in the use of CAF. It used the CAF for the first time in 2014 and once again in 2017. The model has helped identify areas for improvement as well as strengths within the organization. In particular, after the self-assessment conducted in 2014, ASI identified the possibility to improve its leadership and strategy & planning and process management. For the former, the Italian Space Agency has improved leadership skills through managers training, which is reflected in the "People Satisfaction" survey results carried out every two years. Particularly the agency defined a guide for managers that is also shared with the staff. The document enabled ASI to reveal the staff needs and to elaborate the organizational development program. In 2016-2017 a new training program for the Heads of Department was introduced. The program focused on four main themes: team building, team working, communication, management change. By the end of 2017 ASI launched a training program for the whole personnel that focused on leadership issues, the training has run through the first months of 2018. By implementing all of the above the Italian Space Agency has observed positive outcomes in setting objectives for staff, in managers awareness skills (listening, negotiating, inclusiveness etc.). Furthermore, all the employees have been involved to define a new code of values which will reinforce their role, responsibility and professionalism.



For what concerns the process management a new approach was introduced, which enabled the Italian Space Agency to improve financially and to make important developments when it comes to working in a less time-consuming way. The innovative approach laid its foundation on what was called the 'office automation improvement project'. The platform brings together document management, notifications, ease of use, approval cycle and a web dashboard for process control. Through this innovative project the Agency has improved collaboration and enabled a transparent and secure internal access to information. The 'Office Automation' is now available through a commercial agreement to other research institutions and public administrations. The platform has also allowed ASI to expand its audience of stakeholders, adding new lines of activity for the Agency with new customers. As emphasized by the Italian Space Agency itself: the use of CAF has turned a weakness into a strength.

According to the General Director of the Agency, CAF is a model that provide the agency with a process of continuous development from the strategic point of view as well as the managerial one being at the same time easy to use and complete. CAF ensures a holistic vision of the organization to be furtherly improved step by step.

The case of the Italian Space Agency is both nationally and internationally recognized as a good example of the use of CAF. The case in fact has been presented at the CAF User Event in Bulgaria, and it is going to be the focus of a seminar held in Italy this month to present the added value of the use of the model to all other National Institutes in the research sector.

Visit the CAF website at EIPA <https://www.eipa.eu/portfolio/european-caf-resource-centre/> . For more information and updates on translations of the model into other languages you can also contact your CAF National Correspondent. Full list available at <https://caf.eipa.eu/en/pages/show/&tid=140>



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