



Strengthening the resilience of public administration after the COVID19 crisis with CAF 2020

OECD-EU-EIPA Survey results Final

Webinar

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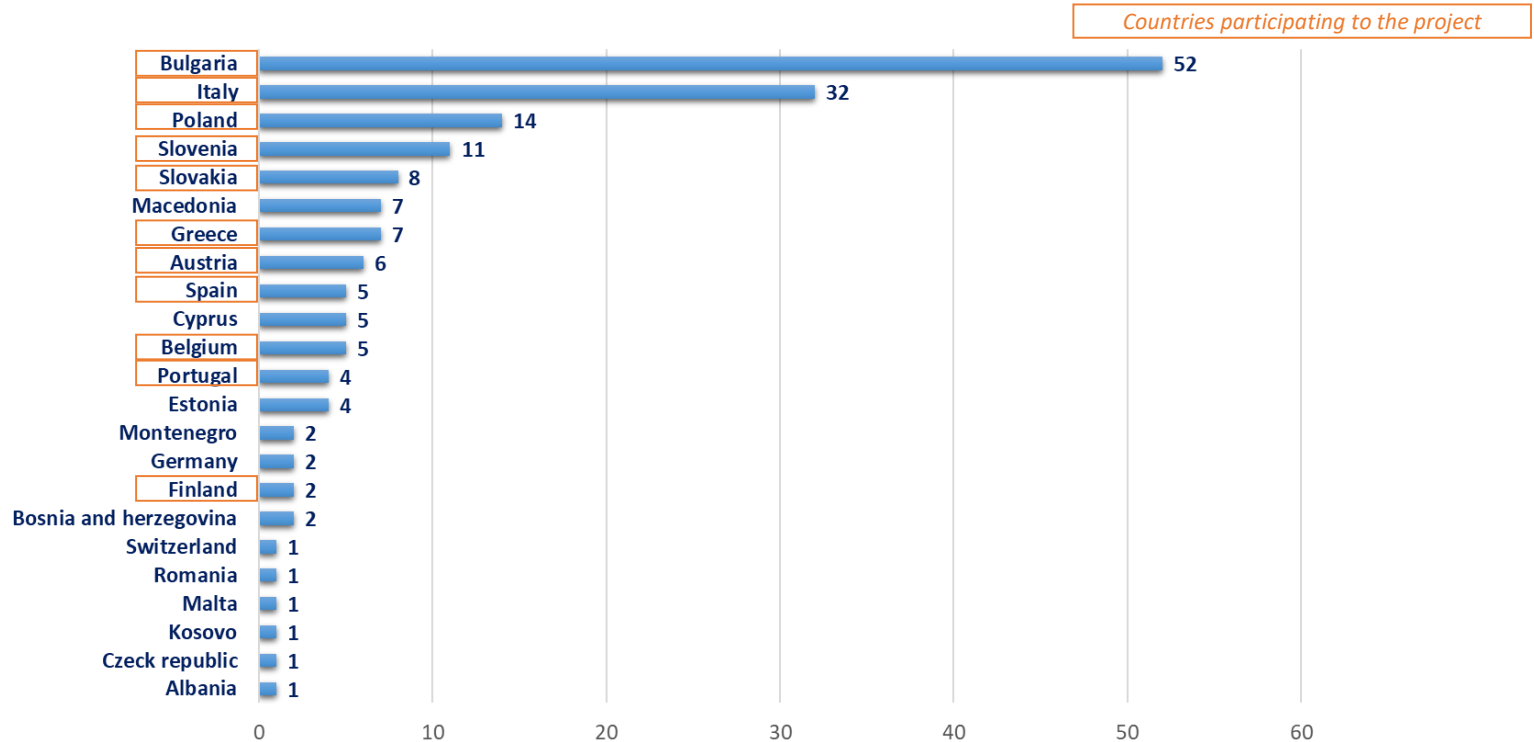
Executive summary

- Results show the **popularity and usefulness** of the CAF model for CAF users during the crisis. CAF users felt better prepared and were more prone to adapt.
- The crisis **has impacted all criteria** evidenced in the CAF model, particularly on people and processes.
- **People management** shows up as a clear focus area during the pandemic along with **digitalisation**. New practices were outlined on both areas, this will make the way organisations work evolve post COVID-19.
- Long-term priorities include **digitalisation, innovation, workforce management and resilience**, and have shifted compared to pre-crisis priorities.
- Organisations at the **local level** report the lowest levels of preparedness and adaptation. Smaller organisations had to adapt more.
- 2/3 respondents expects that the new work and service delivery practices can have a **positive impact on the sustainability and climate footprint** of the organisation.

1. Who are the respondents: overview by country

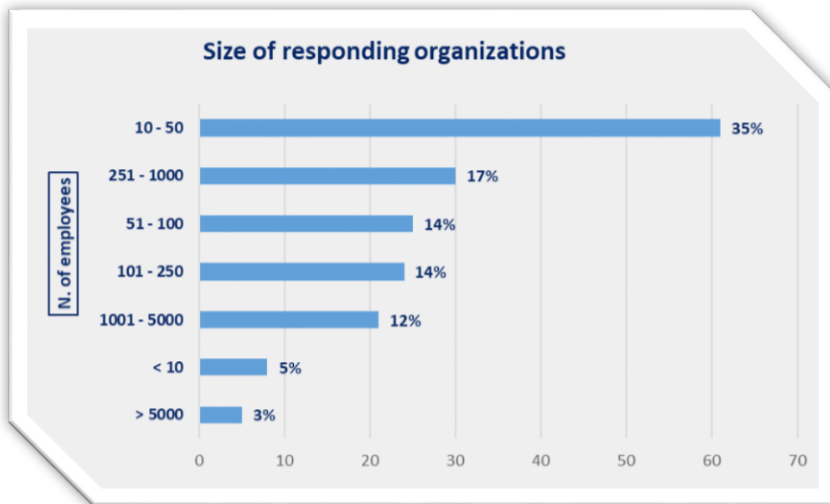
The survey recorded a relatively high response rate with 174 public organisations responding from 23 countries

- 23 countries have answered to the survey
- Bulgaria and Italy are very represented – thanks for the effort!
- Nevertheless, after further investigations, this overrepresentation does not seem to have a distorting impact on results on most questions.



1. Who are the respondents: overview by size and level of government

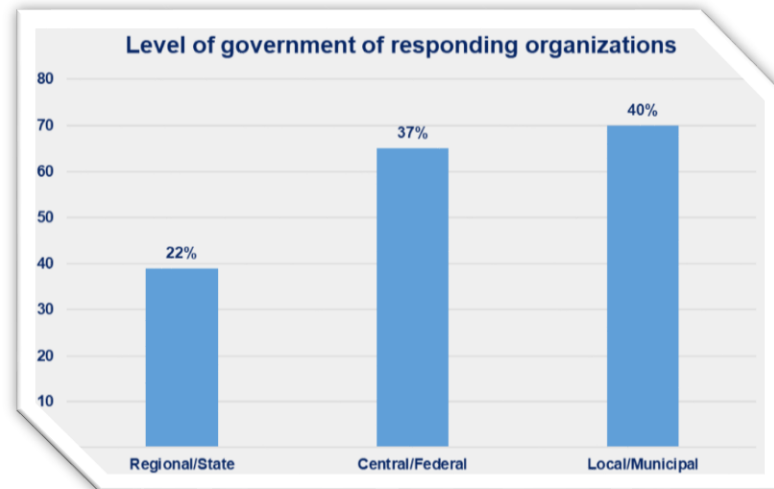
The sample of responding organisations has a good balance of levels and size



The respondents show a relatively good balance between central and local levels of government.

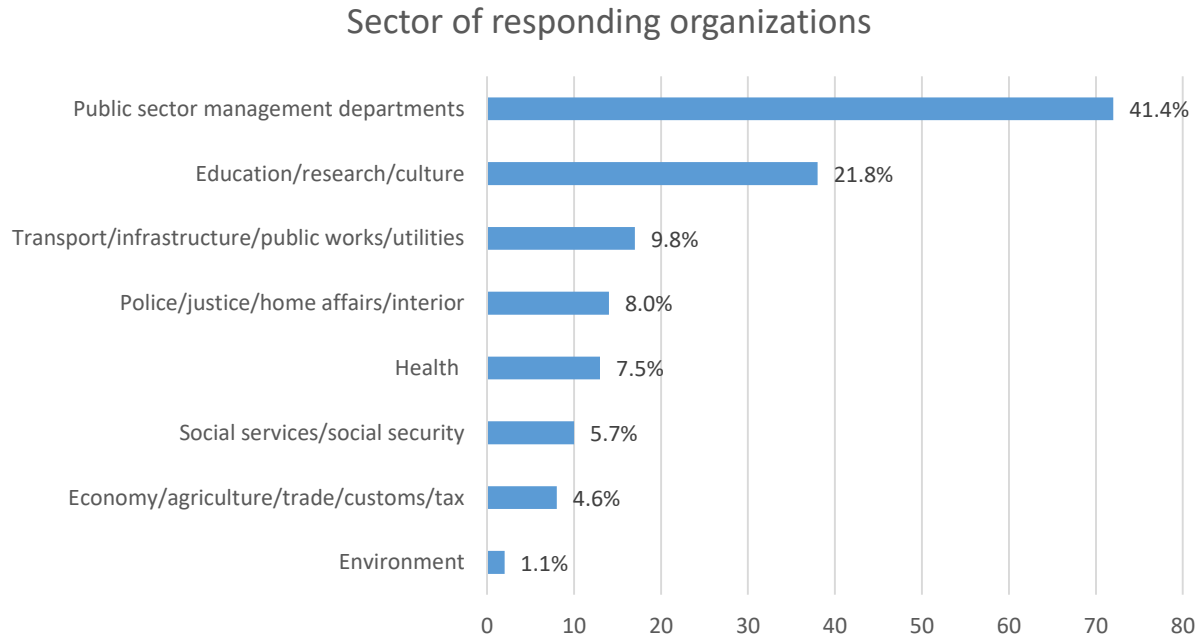
Looking at size of responding organizations and the level of government, the results are overall balanced:

- The most represented organizations are small-sized organizations ones (1-50) – 40%
- Medium-sized (51-250) and large ones (above 250) are also well represented with close to a third each.



1. Who are the respondents: overview by sector

Public management departments and education are the most represented and most respondents are active CAF users



Public sector management is overrepresented due to the nature of CAF (model & target group) and to the fact that this category includes a lot of central and local administration

Education remains relatively underrepresented compared to its user base

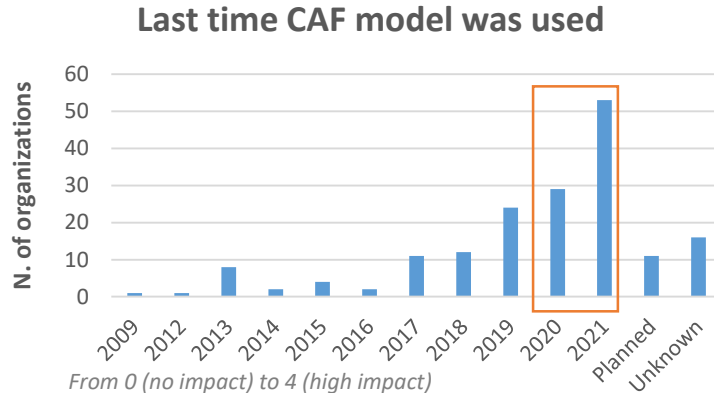
Most organisation used the CAF and 55% more than twice
Many of them have received ECU label

2. The CAF model: usefulness during COVID-19

The CAF model has been used by multiple organisations during the crisis and has helped most of them

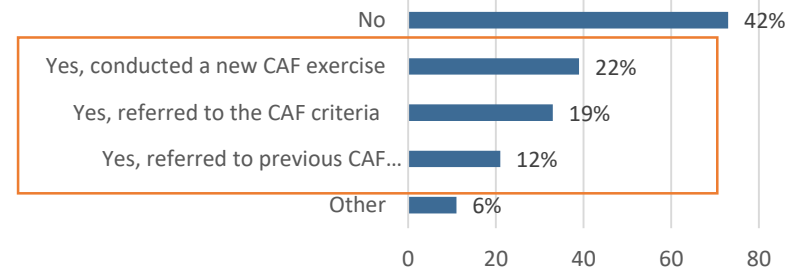
- CAF has been massively used during the crisis: more than half of the respondents used CAF model during the crisis
- Among the respondents who didn't use CAF, most mentioned that they had other priorities during the crisis.

The CAF model has been widely used during the crisis



USE OF CAF DURING COVID-19 CRISIS

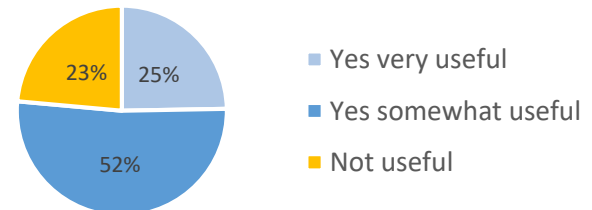
Share of responding organizations



The CAF model has helped users during the crisis

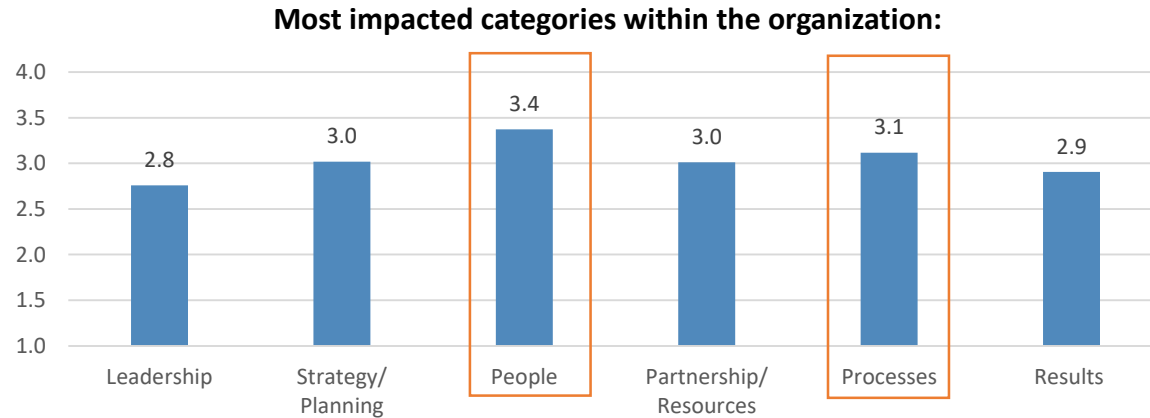
- **77% of respondents confirmed that CAF helped during the crisis.**
- The criteria in which CAF model helped the most are processes and people.
- Previous use of CAF model and implementation plans have helped

Did CAF model help during the COVID?



3. Impact of the COVID-19 crisis

CAF users have been impacted on all dimensions, especially people



From 1 (no impact) to 4 (significant impact)

- **Impact on all dimensions**
- **Most impact on people and processes**
- **Slightly less on leadership and results**
- **The impact has been rather homogeneous across levels of government**
- **The impact was higher for larger organisations**

Focus area: People

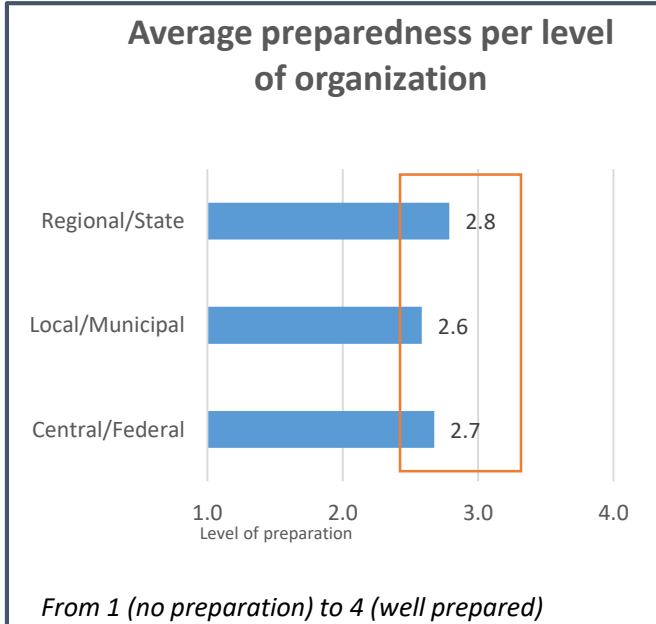
- **Most impacted category**
- **Highest rate of new adopted practices**
- **Area where CAF model helped the most**
- **Identified as a crucial strategic priority**

4. Preparedness for the crisis

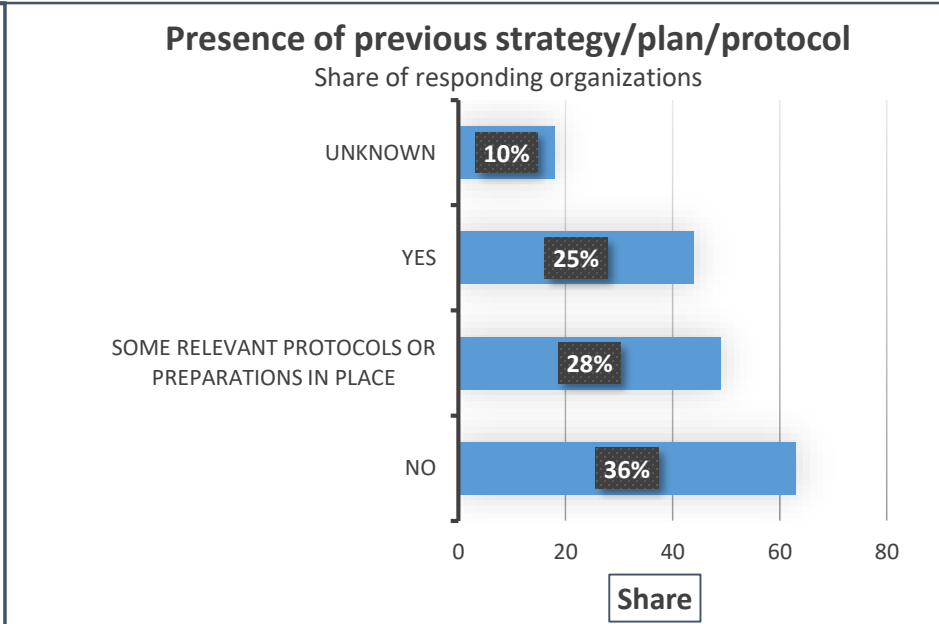
Most organisations were moderately prepared across levels of governments with limited specific plans or protocols

- There is not one sector where organisations feel much better prepared than others
- The economic, trade and agriculture sectors were the least prepared, followed by education and transport (most likely linked to the level of restrictions applied to them)
- Larger organisations were slightly better prepared

Most organisations were moderately prepared, even more so at the local level

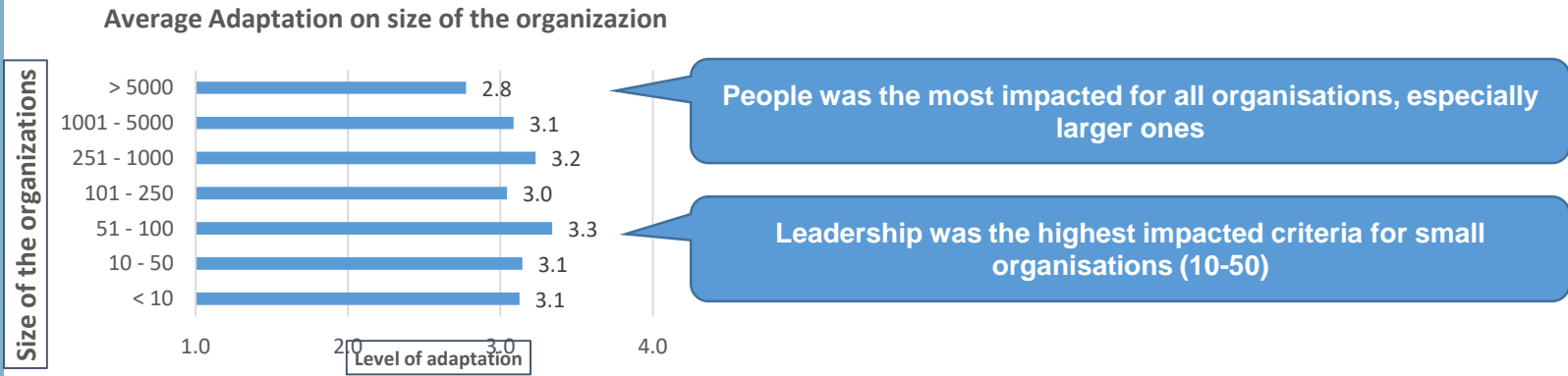
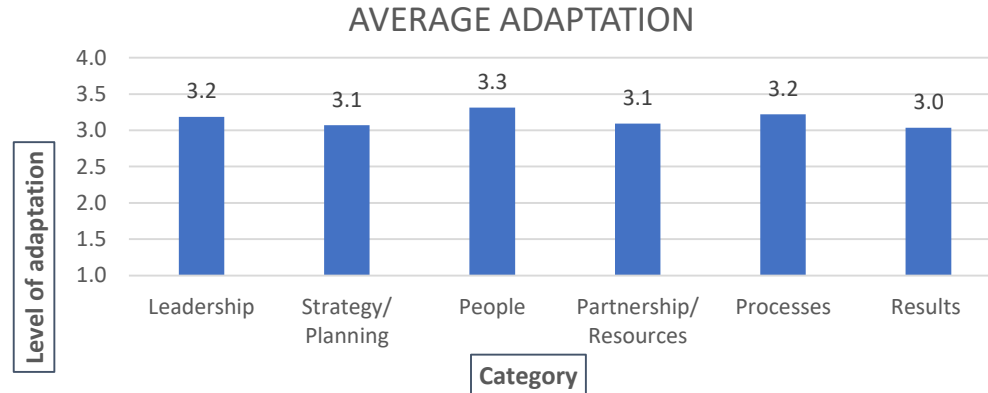


Around half of organisations had a crisis management plan or some relevant protocols in place



5. Adaptation to the crisis (1/2)

All organisations reported a high level of adaptation on all CAF criteria, especially People, and smaller organisations had to adapt more

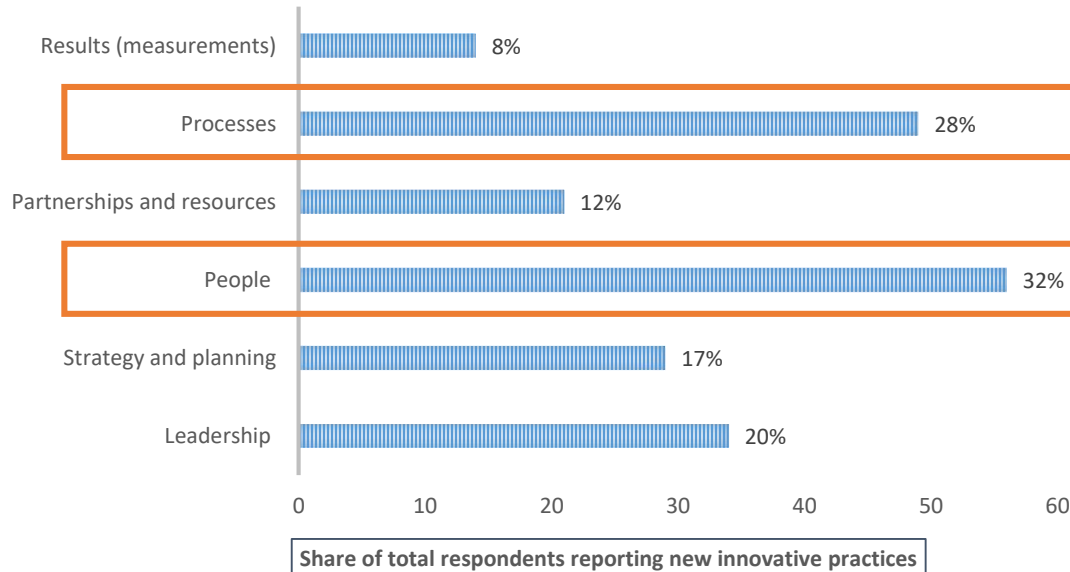


5. Adaptation to the crisis (2/2)

New, innovative practices have been adopted by CAF users, particularly on people and processes

- A number of CAF users reported new innovative practices during the COVID-19 crisis, especially on digitalisation, remote working and simplified procedures

NEW PRACTICES BY CRITERIA



Digitalisation with new online tools and collaborative platforms

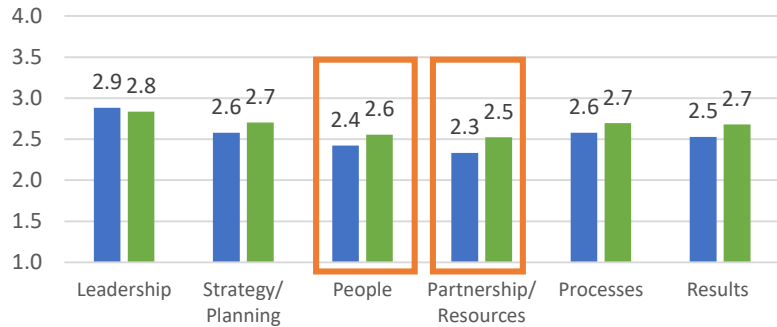
Teleworking requiring changes in people management, communications and digital tools

Processes were adapted to the situation through simplifications, emergency procedures and digitalisation

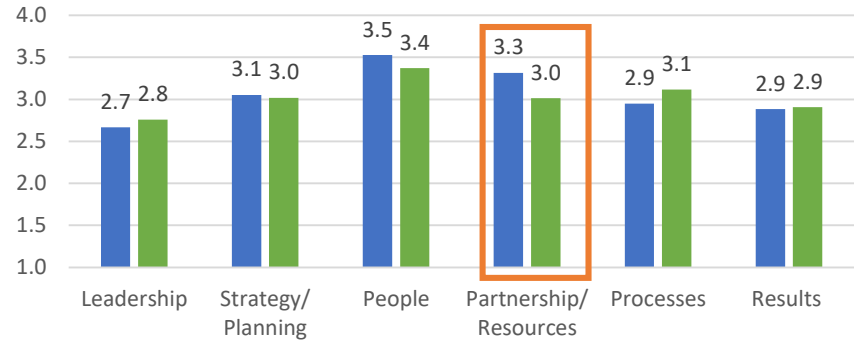
6. Non-CAF users

Non-CAF users reported to be slightly less prepared, were more impacted and were less able to adapt more on most dimensions, except leadership

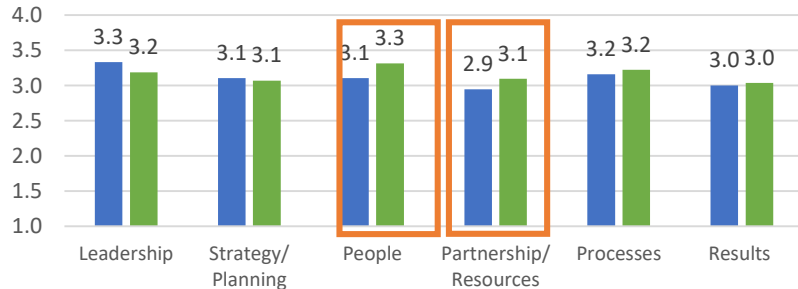
AVERAGE PREPAREDNESS



AVERAGE IMPACT

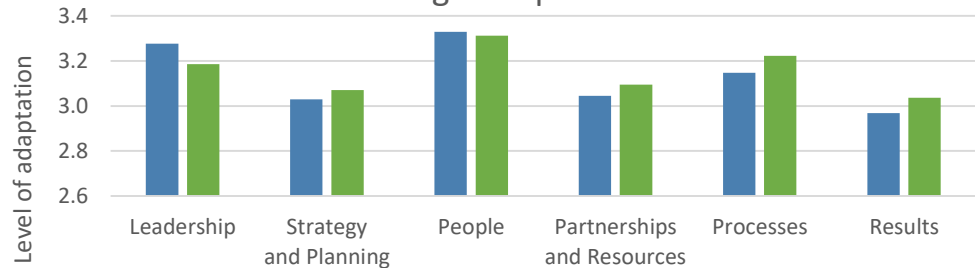


AVERAGE ADAPTATION



CAF users that ran the CAF model during the crisis also adapted better across all criteria, except leadership, than CAF users that did not

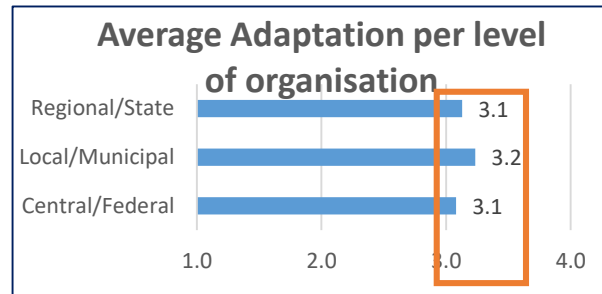
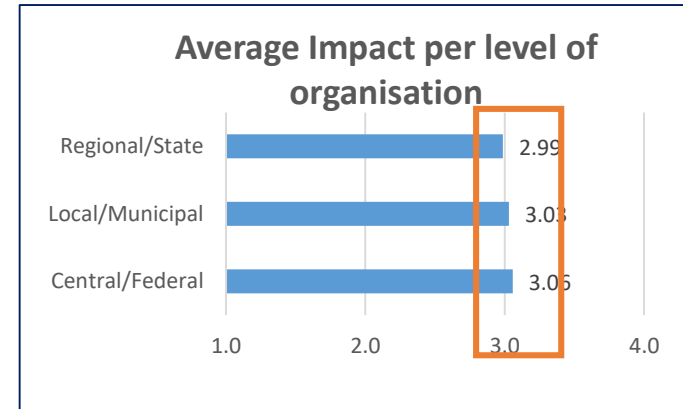
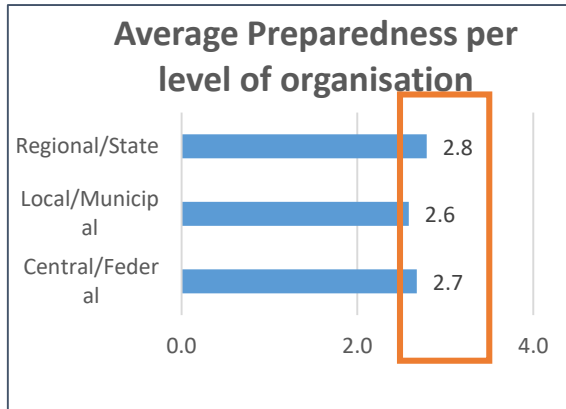
Average Adaptation



7. Focus on differences between the organizational levels

Preparedness, Impact, and Adaptation level differs between the organisational levels

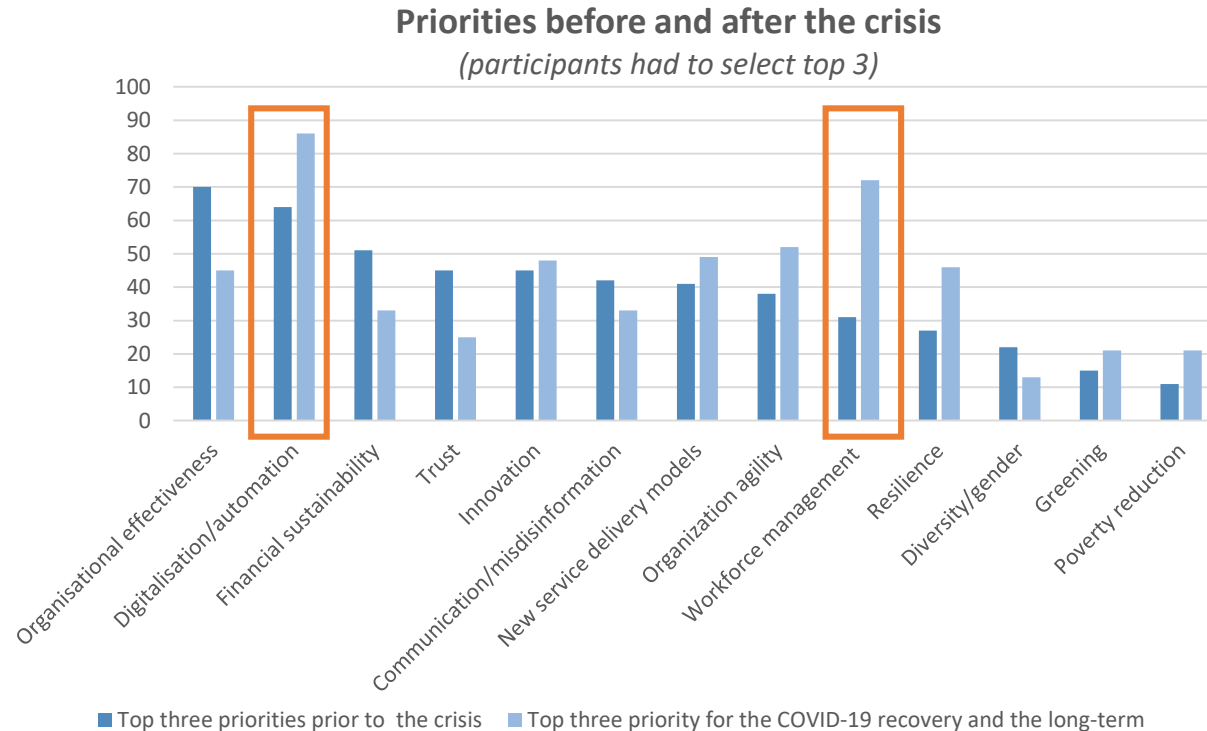
- The Local / Municipal level was the least prepared, and experienced the highest adaptation level.
- The Regional / State level was the best prepared and experienced the lowest impact.
- The Central / Federal level experienced the highest impact, and shows the same adaptation rate as the Regional / State level



8. Long-term strategic priorities (1/4)

Priorities have shifted with most organisations identifying digitalisation and workforce management as top priorities after the crisis

- Top priorities changed before and after the crisis
- Digitalisation has remained a key priority
- Workforce management has emerged as a top priority with the challenges related to remote working
- Innovation and resilience are some of the next priorities
- Organisational-related priorities are still present



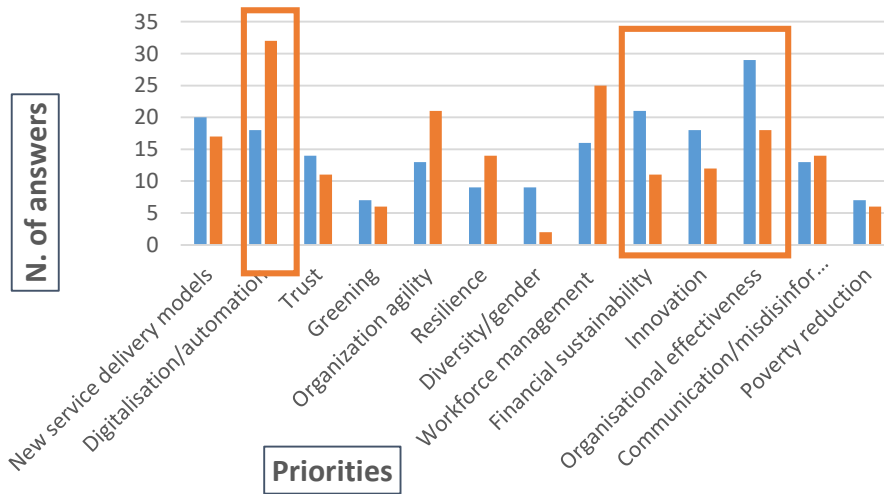
8. Long-term strategic priorities (2/4): by size

Priorities differ across sizes of public sector organisations, beyond digitalisation and workforce management

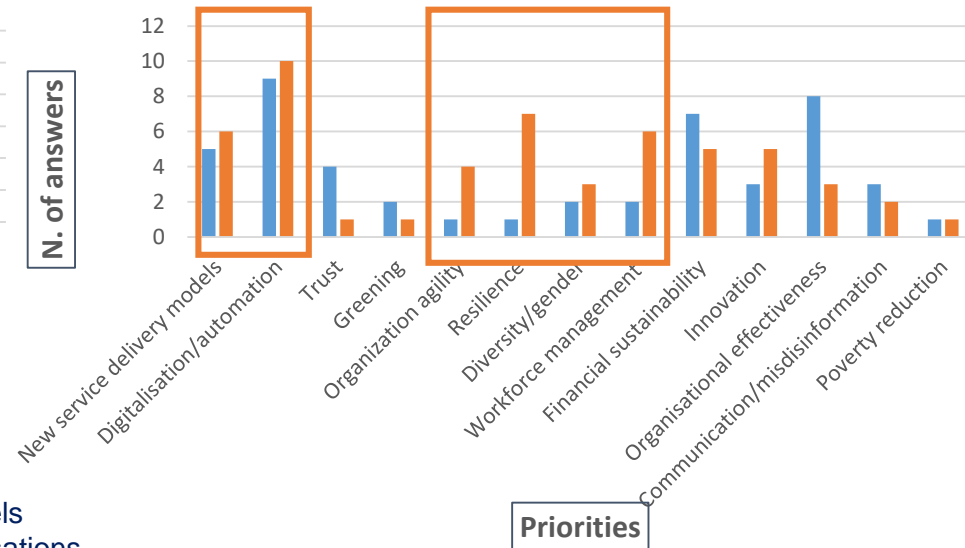
Digitalisation has become a priority for smaller organisations while other priorities have declined

Digitalisation is a constant priority, resilience and workforce management are new ones

Small orga : Top three before /after the crisis (10-51; 190 answers)



Large orga : Top three before /after the crisis (1001-5000, 55 answers)



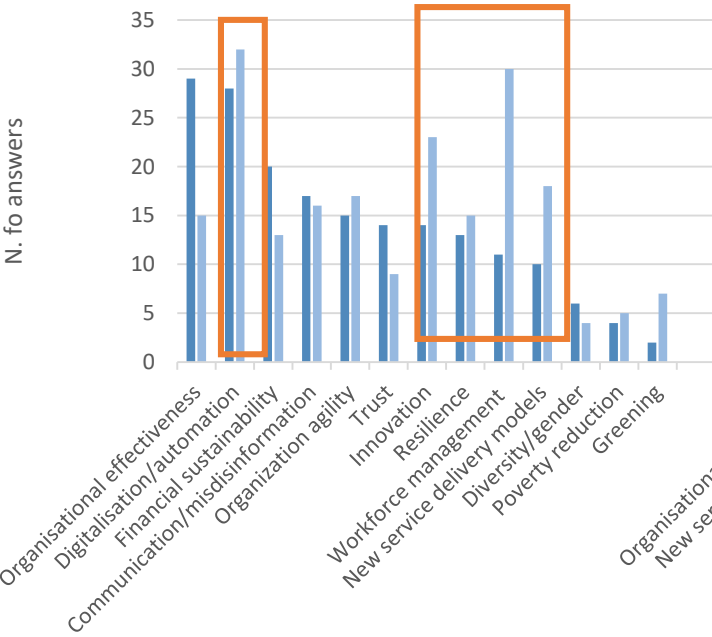
- **Workforce management** is a constant priority across levels
- **Resilience** has become a central priority for larger organisations
- **Trust** is not among the top 3 priorities - except for few local public management organisations

8. Long-term strategic priorities (3/4): by level of government

While dynamics differ across levels, priorities on digitalisation and workforce management are consistently observed

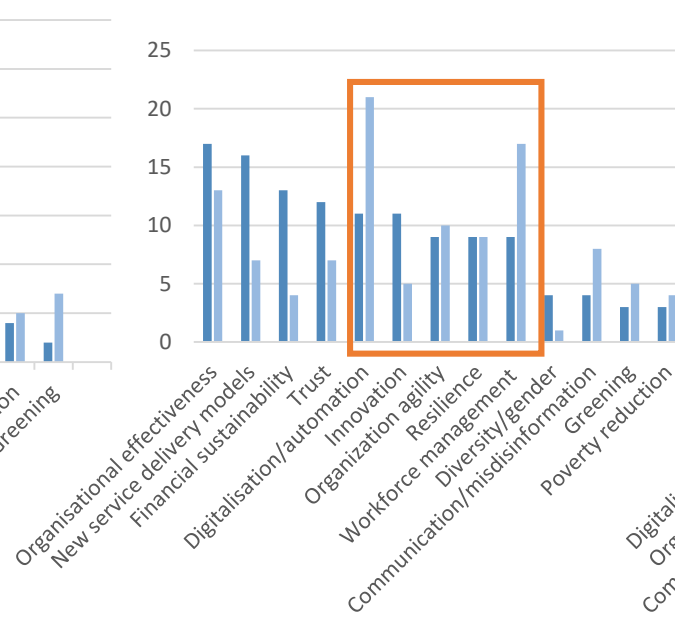
Digitalisation is a high priority with workforce management and innovation

At central/federal government level



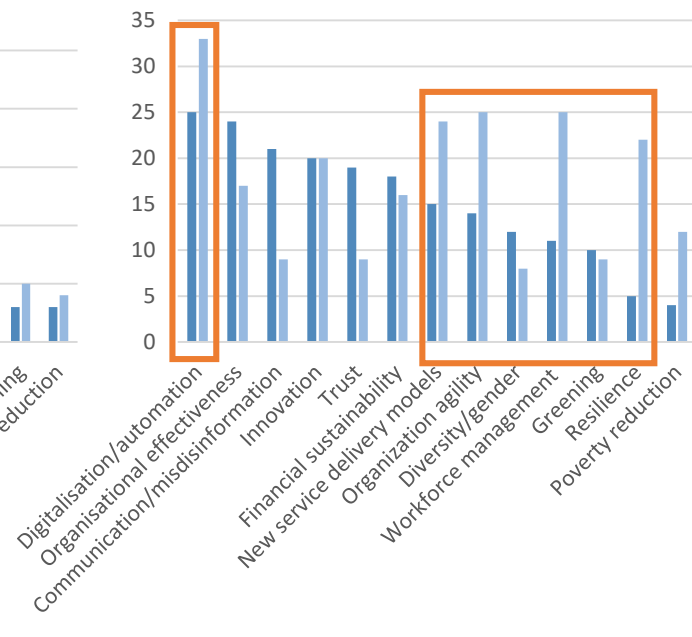
Digitalisation and workforce have become the top priority

At regional-state level



Digitalisation is a constant priority now followed by agility, workforce and resilience

At local/municipal level

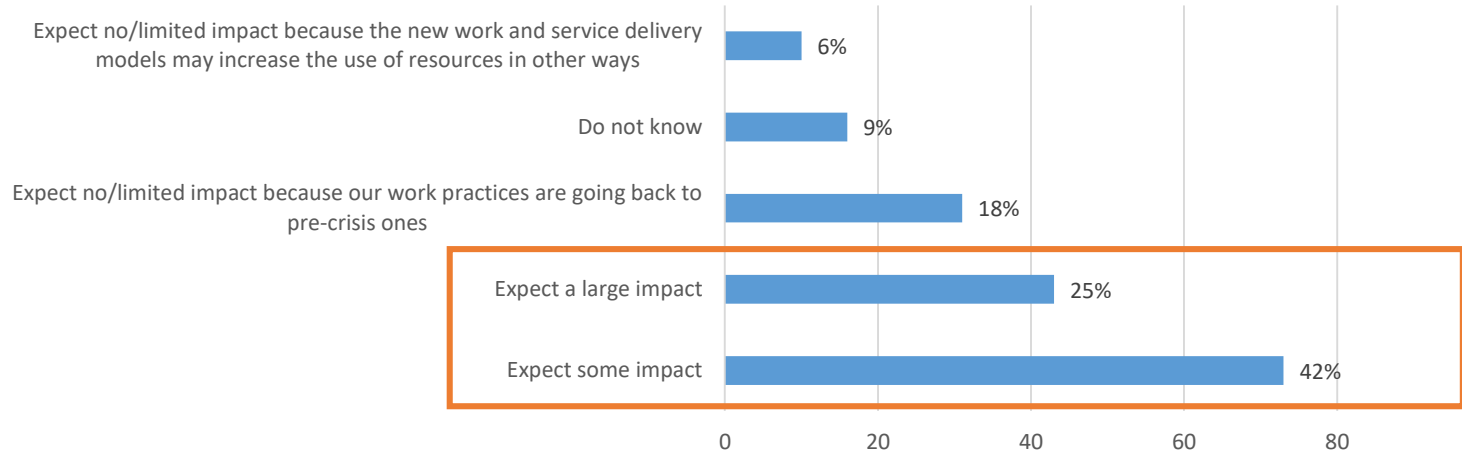


8. Long-term strategic priority: Sustainability (4/4)

2/3 of respondents expects that the new practices can have a positive impact on the sustainability and climate footprint of the organisation

Positive impact of new work and delivery practices on climate footprint and sustainability

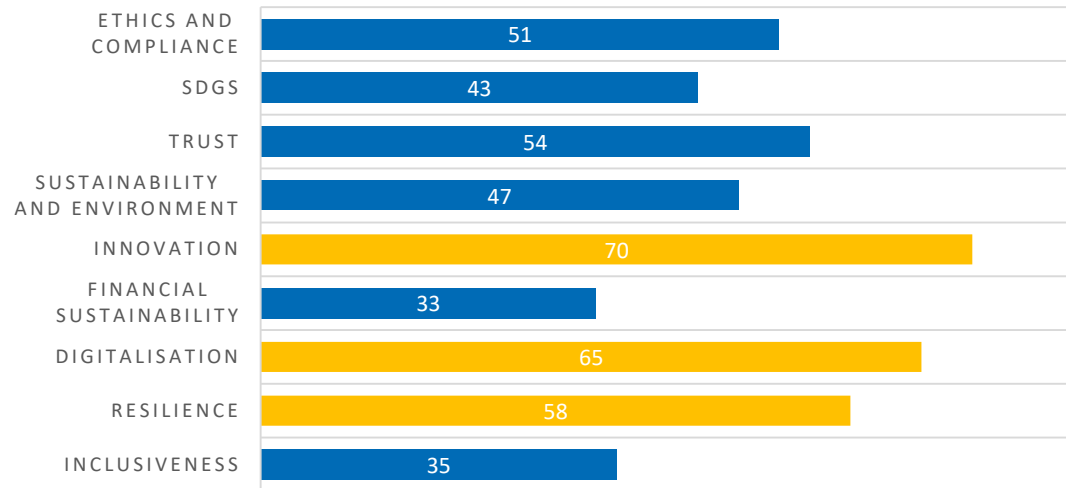
Share of responding organizations



9. CAF evolution in response to the crisis and new priorities

Several dimensions could deserve more importance in the CAF model according to users: innovation, digitalisation and resilience

CAF SHOULD REFLECT THIS DIMENSION PROMINENTLY



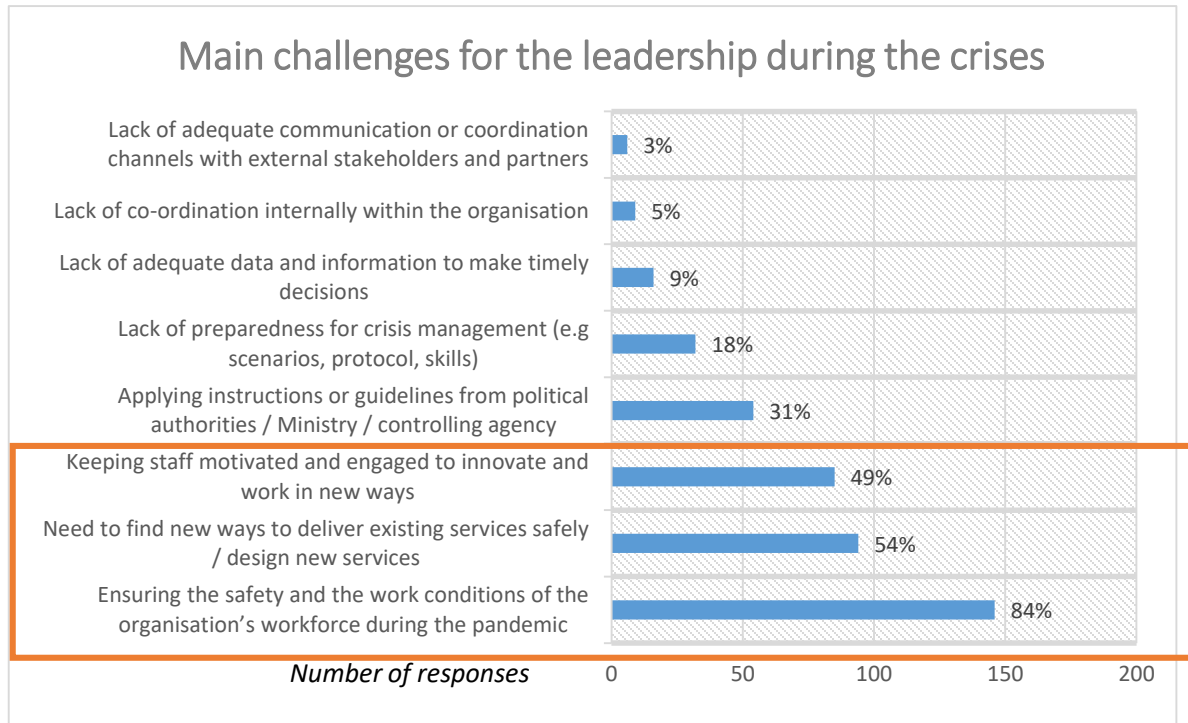
- Two thirds of respondents indicated that the CAF model could perhaps reflect more prominently innovation, digitalisation and resilience, which are also some of the long-term strategic priorities identified by organisations
- Financial sustainability, sustainability and environment and SDGs were felt to be already well reflected in the model

CAF enablers criteria

1. Leadership
2. Strategy and Planning
3. People
4. Partnerships and Resources
5. Processes

1 Leadership

Priorities and challenges for leaders have been related to people and service delivery



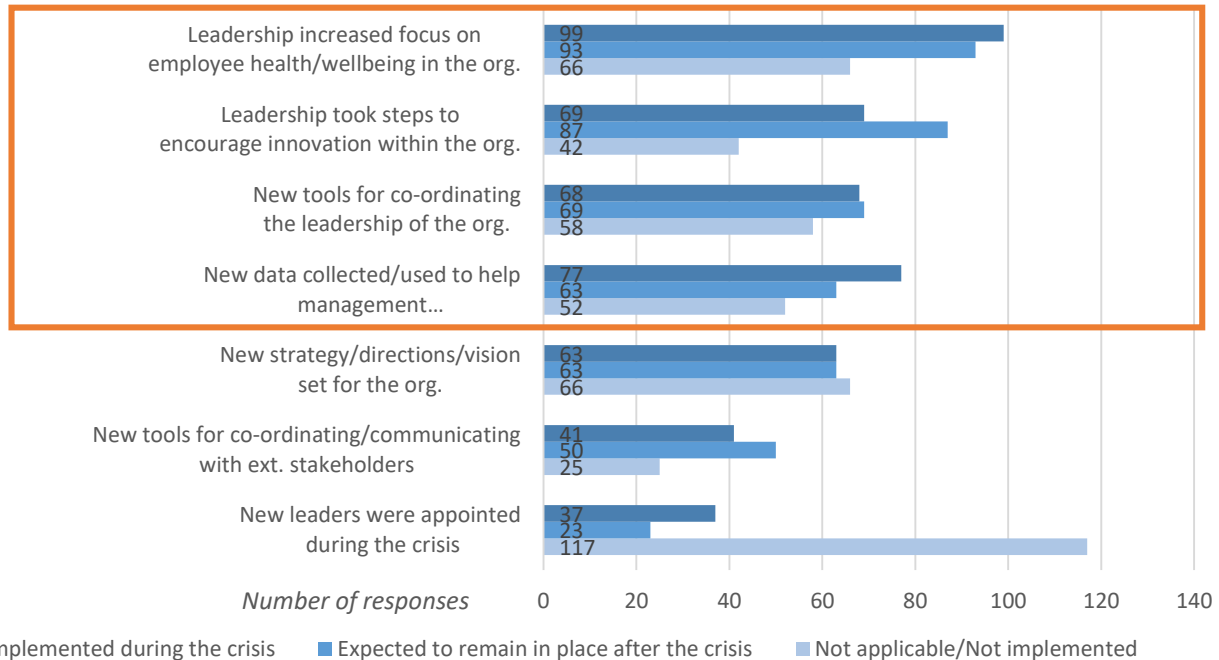
1 Leadership

Leadership had to adapt fast to the immediate new challenges for the organisation and workers, with the needs to protect and innovate

- Leaders had to step up fast and consider immediate, crucial priorities on health employment and finding innovative solutions to adapt

- New coordination mechanisms within the organization were adopted to respond to new and immediate needs

Leadership and managerial structures adaptation

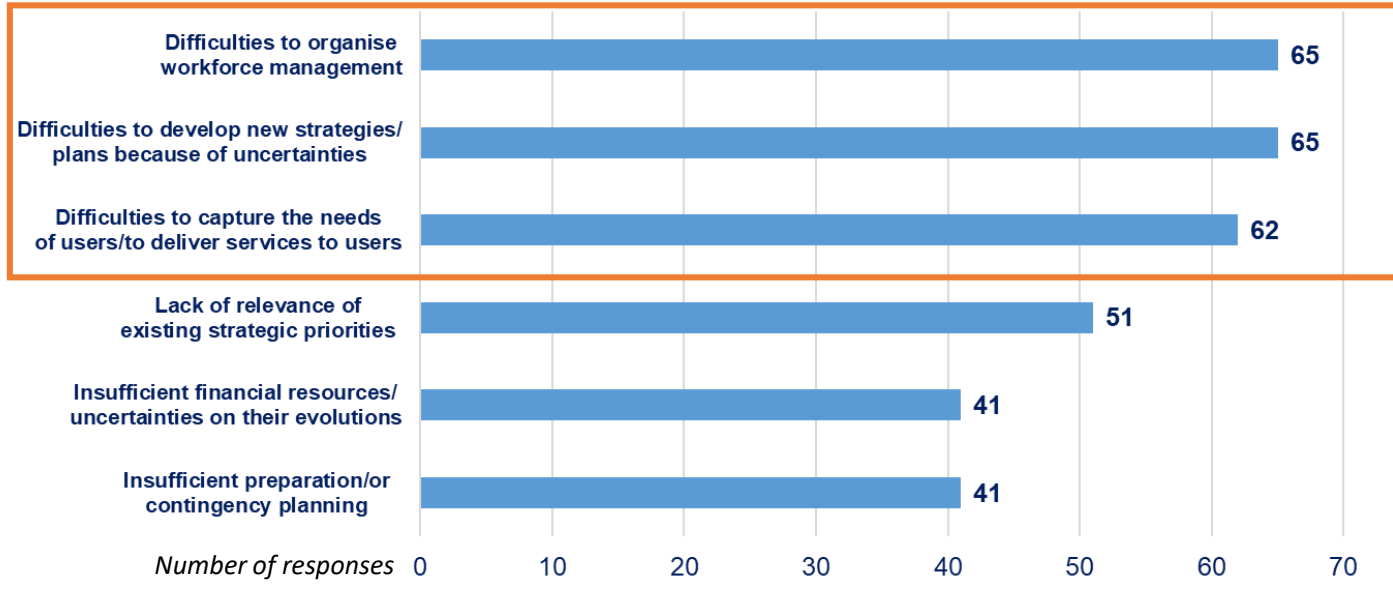


2 Strategy and planning

Most organisations experienced a lack of preparedness and had to adapt fast, posing challenges for workforce and for delivery

- CAF users reveal to lack the necessary tools to face a situation of crisis and emergency, such as COVID-19
- Higher scores go to the difficulties to:
 - Workforce management
 - Lack of preparedness to develop new plans a
 - Interaction with users
- Reinforcing crisis management and protocols could help

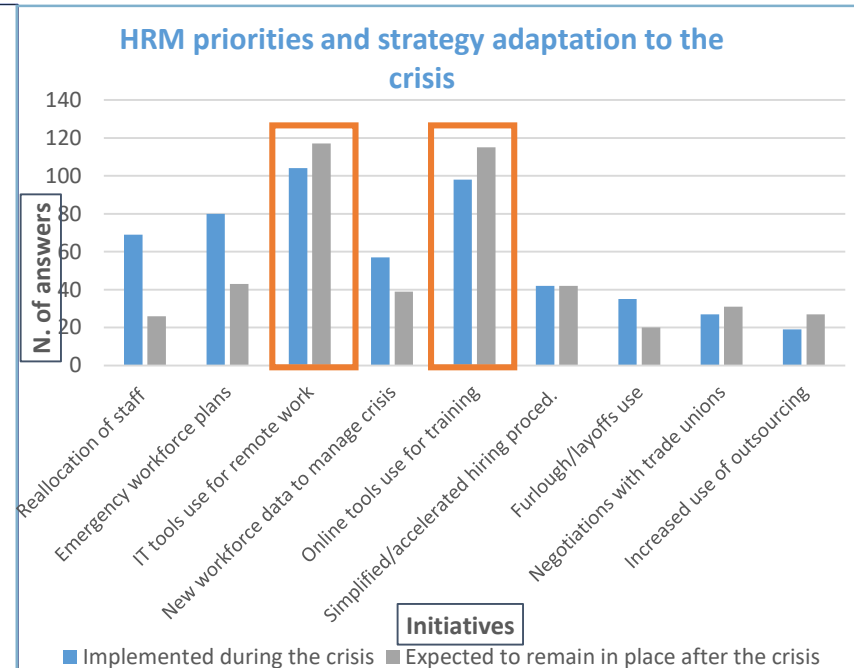
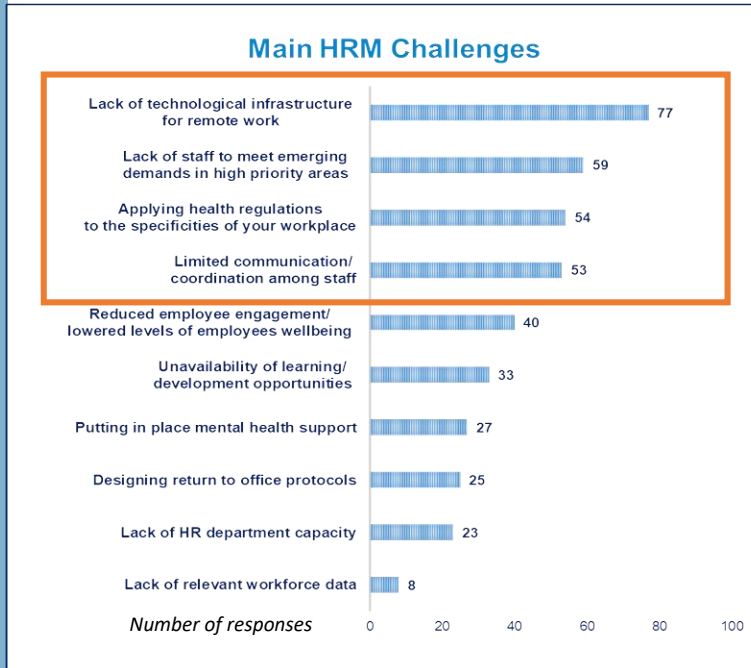
Main challenges in achieving strategic priorities during the crisis



3 People (1/2)

The lack of technological infrastructure for employees has been an immediate challenge, but the use of digital tools has expanded fast and is expected to remain

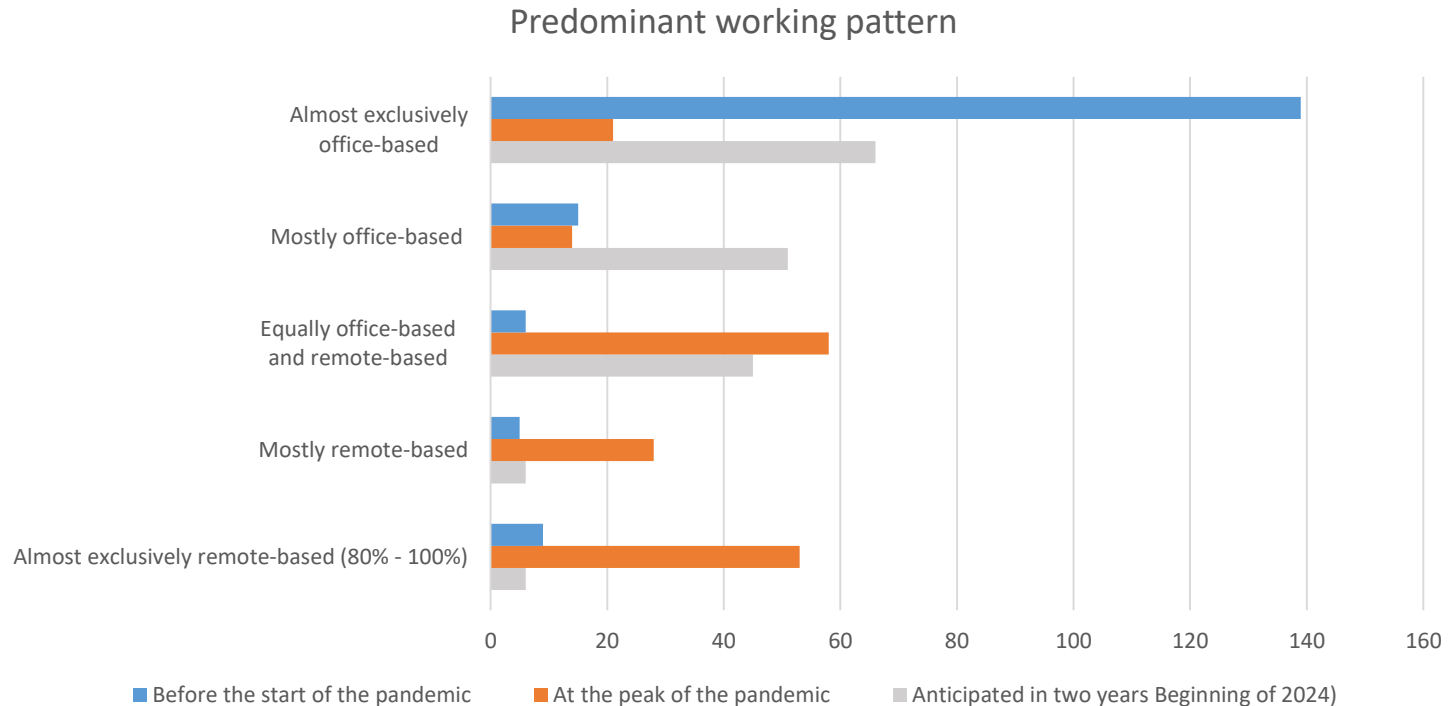
- Workforce practices and allocation had to be adapted fast, but case and constraints hamper reallocations
- Priorities on digital tools and infrastructure for remote work and HRM has become a top priority
- Emergency plans were developed in half of the organisations



3 People (2/2)

Public sector organisations have moved from an office-based working pattern to more remote... that will not necessarily stay

- Most organisations worked office-based before the crisis
- They have largely moved to remote or equally remote/office-based during the crisis
- This working pattern will not stay in many organisations after the crisis, that are planning to go back to office-based
- A third are expected to keep an equal basis on the long term

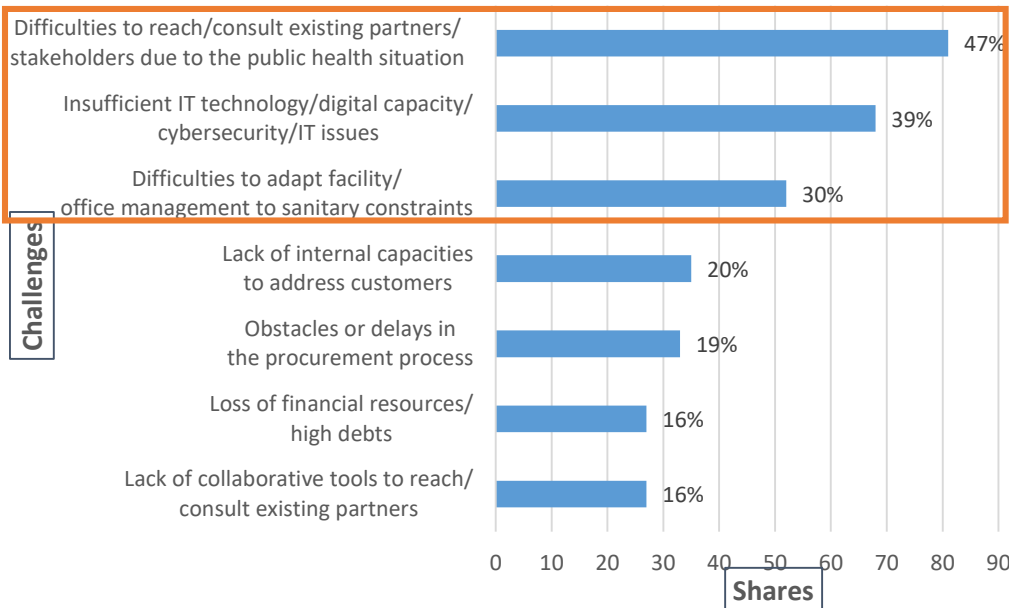


4. Partnerships and Resources

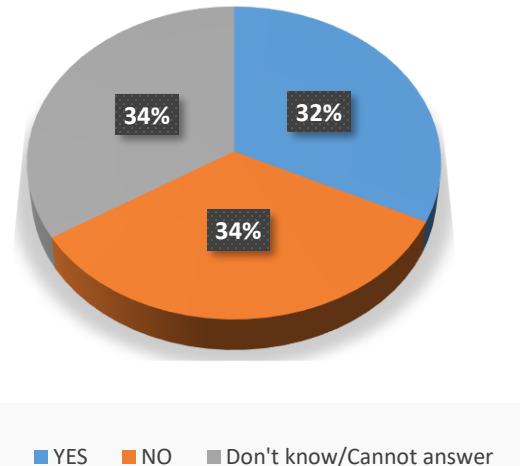
The health situation has limited the capacity to reach partners, partly due to the lack of digital tools

- Difficulties to reach partners was a key constraint, and the lack of digital capacity was a key obstacle
- Not many organisations implemented new partnerships with suppliers, civil society or other types of external stakeholders, relying a lot on internal capabilities

Main challenges on partnerships and resources during the crisis



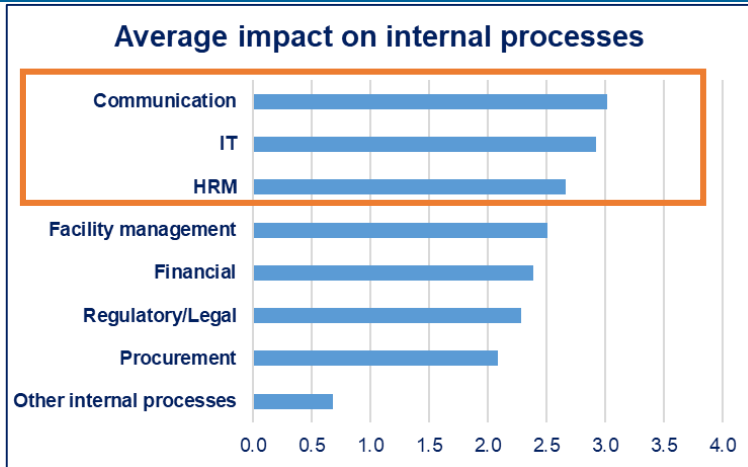
New partnerships implemented during the crisis



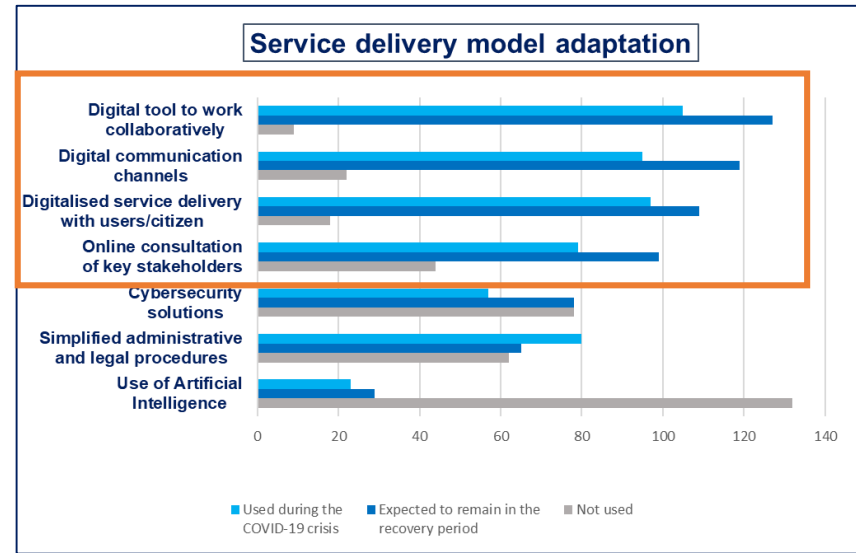
5 Processes

Digitalisation has been a key trend for internal processes and for service delivery, and should remain after the crisis

- The impact of the crisis was important on most internal processes, particularly those in need for digitalisation



- Service delivery models needed to turn digital to collaborate, communicate and deliver, and should stay digital after the crisis



Thank you

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