

## STRENGTHENING THE RESILIENCE OF PUBLIC ADMINISTRATIONS AFTER THE COVID-19 CRISIS WITH CAF 2020

### DRAFT AGENDA, DEEP DIVE WORKSHOPS: “*People-centred Organisations for Resilience*” and “*Preliminary Project Findings on Resilience and Implications for the CAF*”

Vienna, Austria, 8-9 November, 2022

Venue Address: [Hohenstaufengasse 3, 1010 Wien/Vienna](#)

*Please kindly note that English will be the working language of this workshop.*

#### **Context and workshop objectives**

The coronavirus pandemic was a serious stress test for public administrations, as the crisis challenged like never before the capacity of public sector organisations to respond to emergency needs while simultaneously delivering on their goals and priorities. But while the pandemic brought with it many challenges, it also proved an immense learning opportunity as public administrations adapted to new circumstances and- in some cases- were permanently changed in the way they operated and delivered services.

The OECD, the European Commission (DG REFORM), and 11 EU Member states (Austria, Belgium, Bulgaria, Croatia, Greece, Italy, Poland, Portugal, Slovakia, Slovenia, and Spain) have embarked on a joint project to learn from the covid pandemic with a view to strengthen the resilience of public sector organisation in EU Member states. The project looks at organisations’ experiences through the lens of the Common Assessment Framework (CAF) model, and began with a wide survey of CAF users that identified the most salient trends and challenges related to the management of the pandemic. A second phase of the project further analysed these findings with case studies of 11 CAF user organisations- one per participating country- in order to identify the most innovative practices in handling the public health crisis and the key lessons learned.

The project is entering its third phase with a series of “*Deep Dive Workshops*”, to delve deeper into survey findings, case studies and discuss implications for strengthening resilience, public sector reforms and the CAF model. The first Deep Dive Workshop (“*Preparing and Driving Public Sector Organisations for Crises*”) was held in Brussels in June of 2022, and emphasised strategies and policies for preparedness as well as the capacity for adaptation and innovation. This second series of workshops focus on people: leaders, employees, citizens and customers, looking at topics such as leadership, how people management policies adapted during the pandemic, and how public administrations continued serving and staying connected with society- at times redefining traditional service and communication channels and ways of working. The second day will wrap-up the reflections from the project, and discuss implications for concrete recommendations on resilience and how the CAF model might better reflect these going forward.

#### **Pre-workshop homework**

Before attending the workshop, take a look through the draft agenda. Be prepared to share for each of the topic areas an experience from your organisation. Please also take some time to review the draft case studies of participating organisations, found here:

[Sharing Link Validation \(sharepoint.com\)](#)

**Draft Agenda**  
**Tuesday November 8, 2022**  
*People-centred organisations for Resilience*

**08.45 – 9.00** Arrival at venue, registration

**09.00 – 9.15** Introduction and welcoming remarks

- Christian Kemperle, Director General of DG III Civil Service and Public Sector Innovation, **Austrian Federal Ministry for Arts, Culture, the Civil Service and Sport**
- Andrea Mautz-Leopold, **Member of the Vienna City Council**
- Daniel Gerson, Senior Policy Analyst, Public Employment and Management, **OECD**

**9.15 – 10.00** **Session 1: Leadership and people management in times of crisis**

The survey results of CAF user organisations revealed that the *people* category was the most impacted by the pandemic. Many of the case studies echoed this finding, highlighting the need for remote work and new ways of working together and managing teams. Leadership who recognised the people management challenges early on, adapted quickly with new tools and policies, stronger communications, and ensured staff wellbeing through challenging times. This session is dedicated to the leadership and people categories of the CAF framework and identifying the core elements behind more resilient organisations.

- Natalia Nolan Flecha, Policy Analyst, Public Employment and Management, **OECD**
- Brief presentations of case study practices related to leadership and people management (Italian Space Agency (tbc), City of Vienna, City of Madrid, etc.)

**10.00 – 10.20** **Coffee break on way to break out groups**

**10.20 – 11.40** **Session 1 (continued) – Break-out groups**

Instructions: in 4 smaller groups, participants will visit each of the topic tables/whiteboards, and spend about 20 minutes at each topic, sharing, comparing and daring with your moderator and colleagues. Participants and researchers should feel free to draw from their case studies and real experiences during the pandemic.

- **Share:** *share your organisation's own experience on this topic (1-2 min each). What led to innovative new practices in this area? What were the positive or negative impacts? Has any aspect changed permanently- are new practices here to stay?*
- **Compare:** *compare the organisations' experiences, what common themes and lessons emerge across them?*
- **Dare:** *dare to think about how leadership and people management practices could have been improved further. What could have been implemented earlier or better? Write these practices down on the provided post-it notes.*

<i>Table 1: Leadership and leadership communications</i>	<i>Table 2: Surge capacity and flexibility of human resources, including recruitment and onboarding</i>	<i>Table 3: Knowledge management, learning, and new ways of working and collaborating</i>	<i>Table 4: Employee engagement and wellbeing</i>
<i>Moderator : Daniel Gerson, OECD</i>	<i>Moderator : Natalia Nolan Flecha, OECD</i>	<i>Moderator: KDZ.</i>	<i>Moderator : Simon Callewaert, OECD</i>

#### 11.40 – 12.30 Report back and plenary discussion

- Moderated by Daniel Gerson, Senior Policy Analyst, Public Employment and Management, **OECD**
- Each moderator to provide 3-4 minute summary of discussions followed by plenary discussion.
- Presentation on mapping CAF model to [OECD Recommendation on Public Service Leadership and Capability](#), by:
  - **Sabina Bellotti**, CAF National Correspondent for Italy, Department for Public Administration, Skills and Communications Development.
  - **Isabelle Verschueren**, CAF National Correspondent for Belgium, BOSA (FPS Policy and Support).

#### 12.30 – 13.30 Lunch break

*Lunch will be provided at the venue*

#### 13.30 – 13.50 Session 2: Serving society: staying connected and delivering value

The goal of all criteria in the CAF model is ultimately to provide value to society by ensuring responsive and quality services to constituents- whether citizens, firms other areas of government, etc. But as the covid pandemic spread and worsened, the definition of value shifted. For example, public administrations had to ensure business continuity and deliver public services under challenging conditions (lockdowns, distancing, remote work, etc.) Some organisations even identified entirely new service needs they had to quickly adapt to and provide. Many organisations relied increasingly on digital channels to continue their operations and serve users. Getting real-time information on changing needs, as well as on the performance of the organisation, was extremely challenging. In order to stay connected with constituents, organisations had to adopt new communications tools and collect ongoing feedback. Through the case studies, this session will examine the lessons learned on how organisations can strengthen resilience and ensure responsiveness to the needs of society both in times of crisis and in anticipation of changing contexts and emerging trends.

- Brief introduction by Simon Callewaert and Natalia Nolan Flecha, Policy Analysts, **OECD Public Governance Directorate**
- Brief presentations of case study practices related to leadership and people management (School Cluster of Vouzela and Campia in Portugal, Belgian's National Employment Office, etc.)

**13.50 – 14.30 Session 2 continued- Break-out group discussions**

- Moderated by OECD.
- How did your organisations communicate effectively with users in a quickly changing environment? How did they ensure two-way communications to collect information as well as a means of staying in regular contact with end-users and changing needs/circumstances?
- How did your organisations monitor performance and the quality of service delivery, including changing service needs and preferences, during the pandemic?
- How did your organisations change services during the pandemic? How did your organisations learn from its experiences to continue to improve and adapt public services post-crisis? What changes stayed and why?
- In your view, are your organisations prepared for the next crisis to deliver reliable and quality services?

**14.30 – 15.00 Coffee break****15.00 – 16.30 Report back and plenary discussion on case study experiences**

- Moderated by Daniel Gerson, Senior Policy Analyst, **OECD**.
- Each moderator to summarise each topic followed by short plenary discussion.
- Plenary discussion on case study experiences:
  - How did you find the case study experience for your organisation as part of this project? What was most useful? What did you learn that will help improve the resilience of your organisation?
  - How will you communicate the findings of your organisation's case study to the broader organisation and public administration in your countries? How are organisations involving leadership to convey these important messages?

**16.30 – 16.35 Closing remarks**

**Draft Agenda**  
**Wednesday November 9, 2022**  
*Preliminary Project Findings on Resilience and Implications for the CAF*

**08.45 – 9.00** Arrive at venue, sign-in

**09.00 – 9.10** Introduction and overview of Day 2 agenda

- Mina Shoylekova, Head of Sector- Public Administration and Governance, **DG REFORM, European Commission**
- Sara Fyson, Head of Unit, Public Governance Reviews, Public Governance Directorate, **OECD**

**09.10 – 10.10** Session 3. Towards recommendations on resilience for public administrations

- Preliminary findings and recommendations on the project by Natalia Nolan Flecha and Arnault Pr etet, Policy Analysts, **OECD Public Governance Directorate**
- Moderated plenary discussion:
  - Feedback from the group- what findings resonate? What might be missing?

**10.10 – 10.30** Coffee break

**10.30 – 11.30** Session 4. Embedding resilience in performance/quality frameworks for the public sector- what implications for the CAF?

- Introduction and break out group instructions by **Thomas Prorok**, Managing Director of **KDZ**, Centre for Public Administration Research.
- Instructions: 4 moderated break-out groups switching topics half-way (11:00). Participants will work in groups to list proposals for improving resilience in the CAF model and process.
- Moderators:
  - **Michael Kallinger**, CAF National Correspondent for Austria
  - **Philip Parzer**, CAF Centre Lead, KDZ
  - **Tihana Puzic**, European Institute of Public Administration
  - **Isabelle Verschueren**, CAF National Correspondent Belgium

**11.30 - 12:00** Session 4 continued- report back and plenary discussion, moderated by Thomas Prorok, Managing Director of KDZ, Centre for Public Administration Research.

**12.00 – 12.30 Next steps and closing remarks**

- Sara Fyson, Head of Unit, Public Governance Reviews, Public Governance Directorate at **OECD**
- Mina Shoylekova, Head of Sector- Public Administration and Governance, **DG REFORM, European Commission**
- Michael Kallinger, National CAF Correspondent, Austria, **Austrian Federal Ministry for Arts, Culture, the Civil Service and Sport**