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Application of CAF in Directorate General III of the Austrian Ministry for the Civil Service

Michael Kallinger



Federal Ministry
Republic of Austria
Arts, Culture,
Civil Service and Sport



Federal Chancellery
Republic of Austria

10th CAF Users' Event under the Polish Presidency of the Council of the EU
10th April 2025, Warsaw

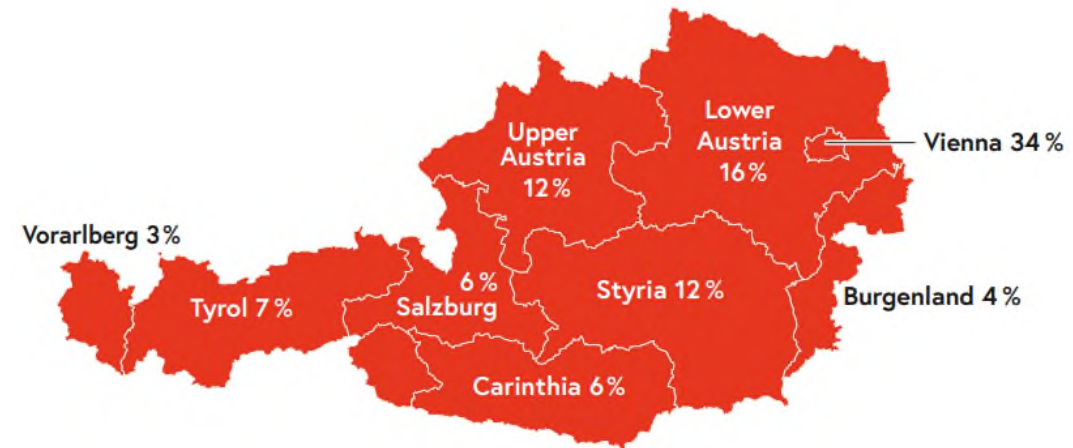
Public Administration in Austria



Stepmap.de

Public Administration in Austria is carried out at three levels:

- Federal
- 9 Regions (Länder)
- 2,093 Municipalities



Level of government*	Staffing level
Federal	135,357
Regional	145,619
Local	83,920
Total	364,896

Tasks of DG III – Civil Service and Administrative Innovation

Federal Ministry for Arts, Culture, Civil Service and Sport (BMKÖS)

Legislation & Coordination	Personnel Development	Performance Management	Public Sector Innovation
<ul style="list-style-type: none">• Drafting of Laws• Staffing Plan• Grading and Allocation of Posts	<ul style="list-style-type: none">• Recruitment & Mobility Promotion (Federal & EU)• Training, Coaching & Mentoring	<p>Federal Performance Management Office</p> <p>Coordination of Gender Equality</p>	<p>Public Management & Governance</p> <p>GovLabAustria</p> <p>Public Sector Awards</p> <p>Citizen Participation</p>

International Collaboration (EU, OECD, Council of Europe, UN, etc.)

Initial situation & objectives

- **The head of the Directorate General Civil Service and Public sector innovation wanted to resume the quality route with the CAF :**
 - CAF had already been used three times: in 2006, 2011 and 2015
 - **With the CAF application 2023 we wanted**
 - to continue the further development and improvement of the organization
 - to focus on greater service quality, customer orientation and improved cooperation with partner organisations
 - to Increase the focus on results and impact
 - to Initiate and implement improvements together as a team of managers and employees

CAF-Steering Team

Internal CAF-Steering Team



Robert Moschitz
Assitstent to the DG

Michael Kallinger

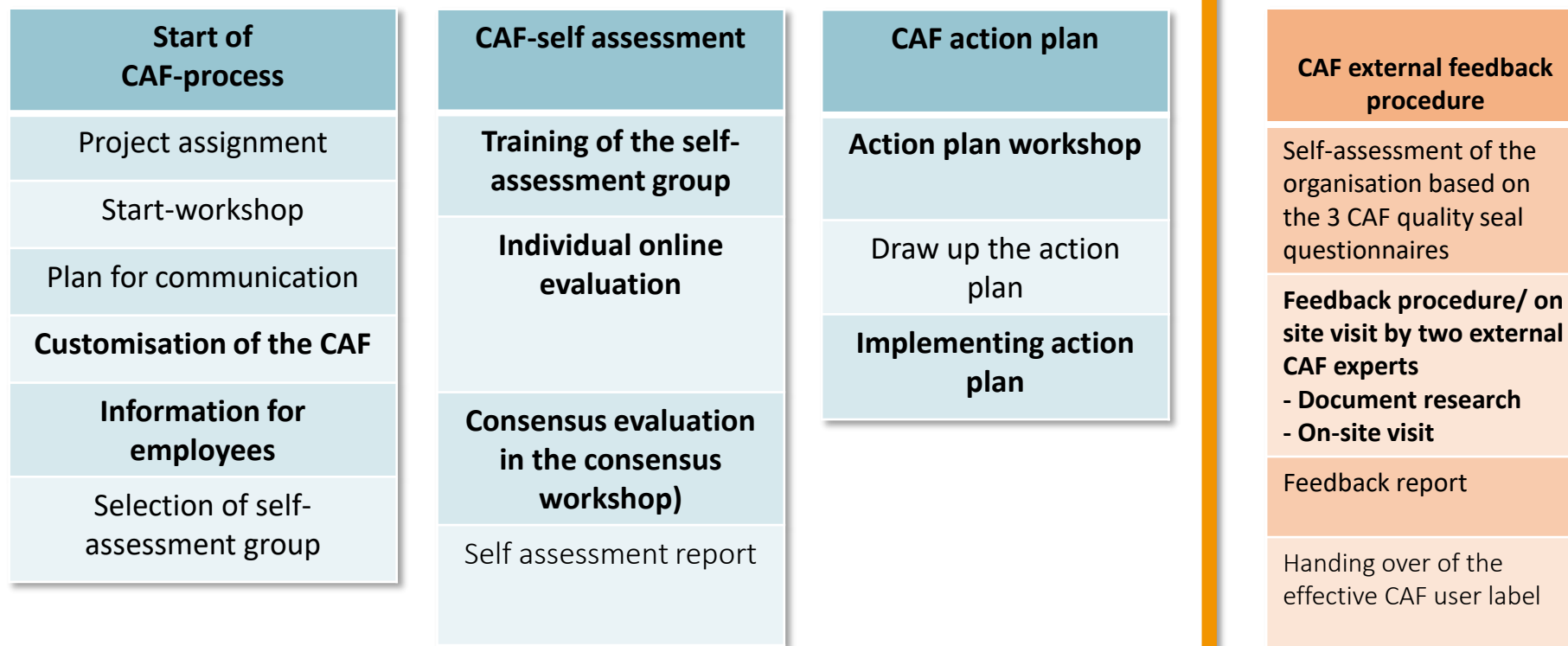
Sandra Rodrigues

External Facilitation



Bernadette Tropper-Malz
CAF-Expert from KDZ

CAF process



Self Assessment Team +



Deadlines

Milestone	Deadline
Staff information	13. March 2023
CAF team selection	Beginning of April 2023
CAF team training	26. April 2023
Individual online CAF assessment	Until end of May 2023
Consensus workshop	21. – 22. June 2023
Self-assessment report	July 2023
Aktionsplan-Workshop	September 2023
CAF Aktionsplan	September 2023
Start of implementation	End of September 2023

Key aspects in the introduction of CAF ...

- **Broad involvement / participation**
 - All employees/ managers had the opportunity to participate
 - Information to all employees
- **Selection of evaluation team representative of the organization**
 - Diversity – young / old, long/short term, men/women, all hierarchy levels, staff representation,...
- **Consensus on self assessment (strengths, weaknesses, To-Dos) is reached in discussion**
 - Discussions and learning from each other take centre stage
 - Every opinion counts equally - no hierarchy
- **Joint development of the organization**
 - Actions - Priority & implementation path is defined jointly

Start des CAF-Prozesses	Die CAF-Selbstbewertung	Der CAF-Aktionsplan
Projektauftrag	Schulung der Selbstbewertungsgruppe	gem. Aktionsplan-Workshop
Start-Workshop	Einzelbewertung (jede/r BewerterIn alleine)	Aktionsplan erstellen
Kommunikationsplan	Konsensbewertung (gem. Workshop)	Umsetzung des Aktionsplans
Anpassung des CAF	Bewertungs-Bericht	
Mitarbeiterinformation		
Auswahl Selbstbewertungsgruppe/n		

Action Plan-Workshop

Kriterium	Maßnahmenpaket	wichtig	dringlich	SUMME
11	41 Personalmanagement & -entwicklung *) Mehr Unterstützung bei der Jobrotation anbieten durch die zuständige Abteilung und Abwicklung durch Präsidium.	2		2
12	41 Personalmanagement & -entwicklung *) Möglichkeiten für zeitgerechte Aufnahme neuer Mitarbeiter:innen und Nachbesetzungen finden. - Schnelle Postennachbesetzungen auch von Führungsfunktionen (bspw. durch sonstige Ausschreibung auch an extern). - Personalbedarf bei Personalleitung nachdrücklich einfordern und Bereitstellung von Planstellen für die Zwischenzeit	15	5	5
13	41 IT & Digitalisierung *) Digitalisierung fördern und technische Systeme verbessern. - Weg von Inselösungen - Einheitliche Kollaborations- und Videosoftware verwenden. Nutzung von Kollaborationslösungen die Office365 bietet. Was nutzen potentielle Features, wenn viele Mitarbeiter:innen keinen Zugriff darauf haben (Problem für den ganzen Bund: weg von Citrix). Gegenwärtig ist es nicht möglich z.B. Kolleg:innen schnell und direkt via Teams zu erreichen, gemeinsam an einem Dokument zu arbeiten oder ein Teams-Wiki zu einem bestimmten Thema oder Projekt zu pflegen. - Vereinfachter Datenaustausch muss ermöglicht werden: SAP- Systeme und zusammenhängende Projektmanagementtools. (Keine Verdoppelungen wie JP-Protokoll, Projektleisten, RZLPs, openproject, vereinzelte Projektupdates etc.)	14	6	6



Framework conditions for the CAF process

Openminded,
consensual
discussion

Limited hierarchical
thinking

Trust in each other

Listening to opinions

Dealing openly with
mistakes

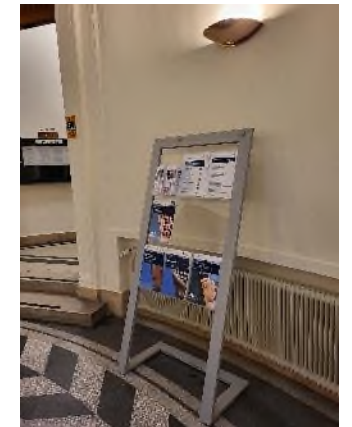
Transparency

Team spirit

respect

Review: Effects of CAF in DG III

1. Initiating the mission statement process
2. Stronger communication of goals and impacts
3. Implementation of ideas and knowledge management
4. Mentoring of new employees
5. Increased joint use of electronic file system
6. Improved cross-departmental collaboration
7. New design for the entrance area
8. Renovation of the street-facing windows
9. Suggestions for more flexible working
10. Introduction email for new employees
11. Foiling of the glass roof



External Feedback Procedure



Conclusion

The CAF is about the serious, continuous development of DG III. The focus is on developing an efficient, modern, and dynamic organization.

Contact details

Federal Ministry for Arts, Culture,

Civil Service and Sport

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Department III/9 - Strategic Performance Management und Administrative Innovation

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