

# Certified CAF Facilitator and External CAF Feedback Expert (EFAC) Training

Training (Vienna) / June-November 2022

## Training objectives

With the “Certified CAF Facilitator & External CAF Feedback Expert Training” we exclusively offer a tailor-made on-site and hybrid training course for CAF practitioners in Western Balkan Countries. After completing the training program the participants have gained in depth expertise on following topics:

- ✓ How CAF can contribute and be linked to organisational development and change initiatives in public administrations
- ✓ Insights into the tool-box of a CAF Facilitator – design of CAF programmes & facilitation skills
- ✓ How the system and process of the Professional External Feedback Procedure (PEF) is working and
- ✓ How to prepare, organise and conduct the on-site visit for PEF on the basis of a real CAF case.

**Better  
with CAF.**

COMMON ASSESSMENT FRAMEWORK

After successful completion of the training program the participants will be equipped with the knowledge how to deliver a Professional External CAF Feedback Procedure and obtain a certification of KDZ as “CAF Facilitator” and “External CAF Feedback Expert (EFAC)”.

## Target Group

The training “Certified CAF Facilitator and External CAF Feedback Expert (EFAC) Training” is designed for CAF Correspondents and CAF Experts in ReSPA member countries who want to deepen their CAF facilitation skills and act as CAF External Feedback Expert (EFAC). The training will be combined with a 3-day CAF facilitation training, where the participants will be provided with hands-on approaches and methodologies for facilitation of CAF implementations. This approach ensures that the participants get to know CAF from both sides – the implementation of CAF and the CAF External Feedback Procedure.

# Training Program

## Module 1 – Certified CAF Facilitator

CAF facilitators are the first point of contact for all questions relating to quality management in their organisations. They can assist with the introduction of CAF and drive the internal organizational development efforts, facilitate the realisation of CAF implementation after introduction, implement quality assurance measures and, as internal CAF coaches, can professionally assist and monitor the implementation work in their own organization.

After completing the 3-day training program “Certified CAF Facilitator”, participants can:

- act as a CAF facilitator introducing CAF training and facilitating the CAF workshops
- apply and assist in applying the principles of quality management and excellence in their own organization;
- transfer the contents of the CAF 2020 into organizational practice and develop a tailor-made framework for the CAF assessment;
- facilitate and monitor CAF implementations professionally and solution-oriented;
- at the interface to organizational and personnel development, professionally implement change management projects with CAF.

### Where?

Institute for the Danube Region and Central Europe, Hahngasse 6/1/24, A-1090 Vienna

13 <sup>th</sup> of June 2022, Vienna		
	<b>Welcome</b>	
09.00	<b>Objectives and introduction of the participants to Certified CAF-Facilitator Training</b>	Thomas Prorok
	<b>Quality Management in Public Sector</b>	
09.15	<ul style="list-style-type: none"> <li>• What is quality in Public Sector?</li> <li>• Principles of TQM and „Excellence Culture“</li> </ul>	Thomas Prorok
	<b>CAF 2020 – The excellence standard for effective public management</b>	
10.00	<ul style="list-style-type: none"> <li>• CAF Criteria 1-2</li> </ul>	Thomas Prorok
10.30	<b>Break</b>	
	<b>CAF 2020 – The excellence standard for effective public management</b>	
10.45	<ul style="list-style-type: none"> <li>• CAF Criteria 3-5</li> </ul>	Philip Parzer
	<b>Assessing with CAF</b>	
11:30	<ul style="list-style-type: none"> <li>• Break-Out – CAF Simulation of Enabler Criteria</li> </ul>	Philip Parzer
13.00	<b>Lunch</b>	
	<b>CAF 2020 – The excellence standard for effective public management</b>	
14.00	<ul style="list-style-type: none"> <li>• CAF Criteria 6-9</li> </ul>	Thomas Prorok
	<b>CAF Scoring</b>	
15:00	<ul style="list-style-type: none"> <li>• How to assess with the PDCA-Cycle?</li> </ul>	Philip Parzer
15.30	<b>Break</b>	



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	<b>Stakeholder-Analysis</b>	
15.45	<ul style="list-style-type: none"> <li>• For whom we are working for? (Citizens, Customers etc.)</li> <li>• Requirements and needs of the target groups</li> </ul>	Philip Parzer
16.30	<b>Sum Up and Q&amp;A</b>	Thomas Prorok, Philip Parzer
17.00	<b>End of Session</b>	

## 14<sup>th</sup> of June 2022, Vienna

09.00	<b>Follow-Up and overview day 2</b>	Thomas Prorok, Philip Parzer
09.15	<b>Anchoring the CAF process in the organisation</b> <ul style="list-style-type: none"> <li>• The 3 phases of CAF implementation</li> <li>• CAF-Self Assessment with CAF-online</li> </ul>	Thomas Prorok
10.00	<b>CAF Lab</b> <ul style="list-style-type: none"> <li>• Best practices of CAF implementation in Western Balkans – the case of Agency of Gender Equality (BiH) and Ministry of Information Society and Administration (MISA)</li> <li>• Lessons-Learned and success factors</li> </ul>	Olivera Damjanović, Slaven Bukarica
11.00	<b>Break</b>	
11.15	<b>Assessing with CAF</b> <ul style="list-style-type: none"> <li>• Break-Out – CAF Simulation of Enabler Criteria / Results Criteria &amp; Scoring</li> </ul>	Thomas Prorok
12.30	<b>Lunch</b>	
13:30	<b>Deepening of CAF-Scoring</b> <ul style="list-style-type: none"> <li>• Review on Assessing the Enabler and Results Criteria</li> <li>• Break-Out Session – Assessing with the PDCA Cycle</li> </ul>	Philip Parzer
14:30	<b>Setting up the CAF programe structure</b> <ul style="list-style-type: none"> <li>• Project assignment</li> <li>• Roles &amp; Responsibilities</li> <li>• CAF-Communication Plan</li> <li>• Adjusting the CAF questionnaire</li> <li>• Selection of CAF Self-Assessment-Group</li> </ul>	Philip Parzer
15:30	<b>Break</b>	
15:45	<b>Workshop Design and Facilitation skills</b>	Philip Parzer
16.30	<b>Sum Up and Q&amp;A</b>	Thomas Prorok, Philip Parzer
17.00	<b>End of Session</b>	

15 <sup>th</sup> of June 2022, Vienna		
09.00	<b>Warm-Up</b>	Thomas Prorok, Philip Parzer
09.15	<b>Service Delivery, Quality Management and CAF as driver for Public Administration Reform – The challenges in Western Balkan</b> • Presentation and Discussion	N.N.
10.30	Break	
10.45	<b>CAF Best-Practices</b> • The CAF External Feedback Procedure of ReSPA	Olivera Damjanovic, Slaven Bukarica
11.30	<b>CAF maturity lab</b> • Elaborating the CAF maturity Levels	Thomas Prorok, Philip Parzer
12:30	Lunch	
13.30	<b>CAF maturity lab</b> • Elaborating the CAF maturity Levels	Thomas Prorok, Philip Parzer
14.00	<b>Sum Up and Q&amp;A</b>	Thomas Prorok, Philip Parzer
14.30	<b>End of Session</b>	

## Module 2 – The External CAF Feedback Process

In this module the participants gain a compact and hands-on overview about the state of the art of quality management in the public sector and its impact on the change readiness of public administrations. The participants will enrich their insights on how quality management works in public administrations and deepen their understanding on the CAF maturity levels.

In this module the participants will be equipped with all necessary instruments and techniques for preparing and delivering a Professional External CAF Feedback Procedure. In preparation for Module 3 the participants will learn to apply the knowledge acquired on the basis of a real CAF case.

**Module 2 will be held online via Zoom.**

29 <sup>th</sup> of September 2022 (online)		
09.00	<b>Welcome</b> <b>Objectives &amp; Introduction of the participants</b>	Thomas Prorok, Philip Parzer
09.15	<b>The 3 CAF External Feedback Questionnaires</b> • Content, application and assessment scheme	Thomas Prorok, Isabelle Verschueren
10.15	Break	
10.30	<b>Break-Out Session: The 3 CAF External Feedback Questionnaires</b> • Content, application and assessment scheme	Thomas Prorok



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12:00	Break	
13:00	<b>Preparation of the CAF External Feedback Procedure</b> <ul style="list-style-type: none"> <li>• Application procedure</li> <li>• Materials</li> <li>• Pre-Assessment</li> </ul>	Philip Parzer
14:30	Break	
14:45	<b>CAF-Feedback Report – Effective CAF User</b> <ul style="list-style-type: none"> <li>• Objectives, Structure, Content</li> </ul>	Philip Parzer
15.30	<b>Sum Up and Q&amp;A</b>	Thomas Prorok, Philip Parzer
16.00	<b>End of Online Session</b>	

### 30<sup>th</sup> of September 2022 (online)

09.00	<b>Warm up</b>	Philip Parzer
09.15	<b>Assessment Training</b> <ul style="list-style-type: none"> <li>• “Effective CAF User” procedural standards</li> <li>• EFAC Guidelines of RQMC</li> </ul>	Philip Parzer, Olivera Damjanovic
10.30	Break	
10.45	<b>Assessment Training – Practical experiences of an EFAC</b> <ul style="list-style-type: none"> <li>• Analyses of materials</li> <li>• Calibration of Assessors</li> <li>• Application of the 3 CAF External Feedback Questionnaires</li> </ul>	Eva Sejrek-Tunke, Isabelle- Verschueren
12:00	Break	
13:00	<b>Guiding principles for moderation</b> <ul style="list-style-type: none"> <li>• Balancing the role and requirements for EFACs</li> <li>• Questioning and Facilitation techniques</li> </ul>	Eva Sejrek-Tunke, Isabelle-Verschuren, Philip Parzer
14:30	Break	
14:45	<b>Presenting of the CAF Case</b> <ul style="list-style-type: none"> <li>• Tasks</li> <li>• Guidelines for preparing the on-site visit and the CAF External Feedback Report</li> </ul>	Philip Parzer, Eva Sejrek-Tunke
15.30	<b>Sum Up and Q&amp;A</b>	Philip Parzer
16.00	<b>End of Online Session</b>	

## Module 3 – Practice Lab “Professional External CAF Feedback Procedure”

In the final module the participants will dive into a real CAF Feedback situation. On the basis of the CAF case already prepared for module 3 – the participants will run through the whole CAF Feedback Process. Furthermore the participants will get feedback on the CAF Case prepared and reflect together the lessons learned for their future CAF Feedback Procedures.

**Module 3 will be held online via Zoom.**

7 <sup>th</sup> of November 2022 (online)				
09.00	<b>Welcome</b> <b>Objectives &amp; Introduction of the participants</b>			Bernadette Tropper-Malz
09.15	<b>CAF Case</b> <ul style="list-style-type: none"> <li>• Summary / presentation of case-study</li> <li>• Presentation and reflection on the CAF Case</li> </ul>			Bernadette Tropper-Malz
10.15	Break			
10.30	<b>Group A</b> CAF Case - Break-Out Session I Questionnaire I	B. Tropper-Malz, V. Weixlbraun	<b>Group B</b> CAF Case - Break-Out Session I Questionnaire I	E. Sejrek-Tunke A. Schantl
12.00	Break			
13.00	<b>Group A</b> CAF-Case - Break-Out Session II Questionnaire II and III	B. Tropper-Malz, V. Weixlbraun	<b>Group B</b> CAF-Case - Break-Out Session II Questionnaire II and III	E. Sejrek-Tunke A. Schantl
15.30	<b>Sum up and Q&amp;A</b>			Bernadette Tropper-Malz, Eva Sejrek-Tunke
16.00	End of Online Session			

8 <sup>th</sup> of November 2022 (online)				
09.00	<b>Warm up</b>			Bernadette Tropper-Malz
09.15	<b>Group A</b> CAF-Case - Break-Out Session III Questionnaire III	B. Tropper-Malz, V. Weixlbraun	<b>Group B</b> CAF-Case - Break-Out Session III Questionnaire III	E. Sejrek-Tunke A. Schantl

12.00	Break	
13.00	<b>Group A Simulation Professional CAF Feedback</b> <ul style="list-style-type: none"> <li>• Consolidation of CAF Feedback Experts</li> <li>• Draft CAF Feedback Report</li> <li>• De-Briefing</li> </ul>	<b>Group B Simulation Professional CAF Feedback</b> <ul style="list-style-type: none"> <li>• Consolidation of CAF Feedback Experts</li> <li>• Draft CAF Feedback Report</li> <li>• De-Briefing</li> </ul>
15.00	<b>Code of Conduct</b> <ul style="list-style-type: none"> <li>• Guiding Principles for EFACs and the PEF</li> </ul>	Olivera Damjanović, Slaven Bukarica
15.30	<b>Closing of Training</b>	Olivera Damjanović, Bernadette Tropper-Malz
16.00	<b>End of Online Session</b>	

## Application procedure and framework conditions

The training “Certified CAF Facilitator and External CAF Feedback Expert (EFAC)” is designed for CAF Correspondents and CAF Experts in ReSPA member countries (including CAF Correspondents) who did not attend the EFAC training of KDZ in 2021. The admission to EFAC training is based on following requirements:

- At least 5 years of hands on experience in applying quality management tools (including CAF), preferably in public administration
- Relevant background – university degree or specialized training certificates in public management, quality management and/or related fields

After completion of the training the participants will get two KDZ-certificates (“CAF Facilitator” and “External CAF Feedback Expert”) which is based on following requirements:

- At least 80 percent attendance obligation (For CAF Facilitator three days attendance in Module 1, and for EFACs Attendance in Module 3 is obligatory)
- Active participation in training sessions
- Positive completion of Case Study (Homework)
- Presenting of Results and actively taking part in CAF External Feedback Simulation (Module 3)

In order to apply for the training following documents should be sent to ReSPA per e-mail (Mail ReSPA) till 20<sup>th</sup> of May 2022 at the latest:

- Letter of motivation
- Curriculum Vitae – please underline specific QM/ CAF experience, preferable relevant certificates, contacts of two references related to your experience in applying QM/CAF

The selection committee consists of representatives of the Regional School of Public Administration and the KDZ Centre for Public Administration Research. The applicants will be informed by ReSPA till 25<sup>th</sup> of May 2022 about admission to training.



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