

# Impact of CAF on Human Resource Management and People

Survey

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## I Introduction

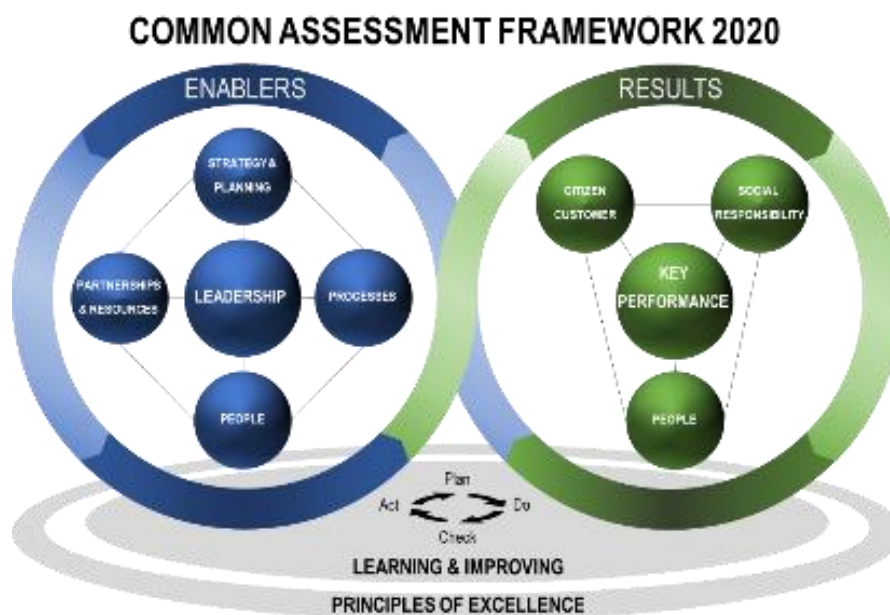
### 1 Human Resource Management and Common Assessment Framework

The Human Resource Management (HRM) of the Public Sector is undergoing profound changes more than ever before. In addition to the commonly known demographic changes, retirement dynamics and its associated challenges in securing knowledge, tight budgets and striving for more efficiency, New-Work and related new requirements of employees will open up a massive influence on the process of public service delivery and public administration in general. This leads to the question how to master these challenges and how to implement the right interventions.

The Common Assessment Framework (CAF) can play an important role in this. CAF is the European Common Assessment Framework for better Quality and Governance in Public Administration. The CAF improves public sector organisations through self-assessment and contributes to Good Governance. Issues of Human Resource Management are spread in the whole CAF. Two out of nine criteria are directly addressing human resource management (Criteria 3 and 7) and many improvements which result from CAF-implementations can be assigned to the field of human resources management.

The fifth version of the CAF, CAF2020, was released at the end of 2019. The unique approach of CAF lies in its quick assessment-phase, strong solution focus, clear implementing process and the exchange of experiences with the European CAF users.<sup>1</sup>

Figure 1: Common Assessment Framework 2020



Source: KDZ (2021)

<sup>1</sup> Parzer, P.: How to do CAF? The unique approach of the CAF program for successful change, in Prorok/Parzer: Transforming Public Administration with CAF, S. 31 ff, NWV,2020.

## 2 The EU-Presidency of Slovenia and the European CAF-Correspondents

The Slovenian EU-Presidency focuses amongst others on human resources, talent and age management in public sector. Therefore, the Ministry of Public Administration of Slovenia as national CAF Correspondent commissioned a study to shed light on the relationships between the CAF and Human Resource Management and People. This study has been supported by the European CAF-Correspondents who provided the lists of Effective CAF User (ECU), made contact with the ECUs and gave high valuable feedback for the development of the questionnaire. On the part of the Ministry of Public Administration, Ms. Barbara Zupanc, Ms. Loredana Leon and Ms. Barbara Peharc accompanied the implementation of the survey and made important contributions to the findings of the report.

The target of this study is to gain insights into the effects of CAF implementation on the Human Resource Management practice of public sector organisations.

## 3 Design of the survey

Between 2015 and 2021 244 public sector organisations received the label Effective CAF User (ECU). The ECU is a certification for excellent and innovative public organisations that is recognised at European and international level. It guarantees high quality and service orientation as well as an efficient administrative organisation towards the interest groups (citizens, customers, suppliers etc.) of a public sector organisation.<sup>2</sup>

The CAF-Correspondents of the European CAF-Network provided the contact data and lists of the Effective CAF User of the countries. In total 244 ECU certified organisations have been collected and have been invited to fill out an online questionnaire in June 2021.

The questionnaire was divided into two sections. While section 1 asked for “real” evidence about the human resource related measures in the CAF-Improvement Plans, section 2 asked for the “expert perception”, if the implementation of CAF had an impact on the human resource management and people.

**Section 1** provides an overview of Human Resource related measures in the CAF-Improvement Plans. This first section of the questionnaire is related to criterion 3 “People” of the CAF and asked with Yes/No option, if the CAF-Improvement Plans of the organisations include actions for

- managing and improving human resources to support the strategy of the organisation (sub criterion 3.1),
- developing and managing competencies of people (sub criterion 3.2) and
- involving and empowering the people and supporting their well-being (sub criterion 3.3).

**Section 2** of the questionnaire is based on components of Human Resource Management along the Employee Life Cycle (ELC).<sup>3</sup> The following nine components have been defined to measure the expert perception of the CAF-impact<sup>4</sup>:

- Human Resource Strategy

<sup>2</sup> For more information on ECU check the website [www.caf-centre.eu](http://www.caf-centre.eu)

<sup>3</sup> App, S. et al. : Employer Branding : Sustainable HRM as Competitive Advantage in the Market for High-Quality Employees; Management Revue, Volume 23, issue 3, 2012, p. 262 ff.

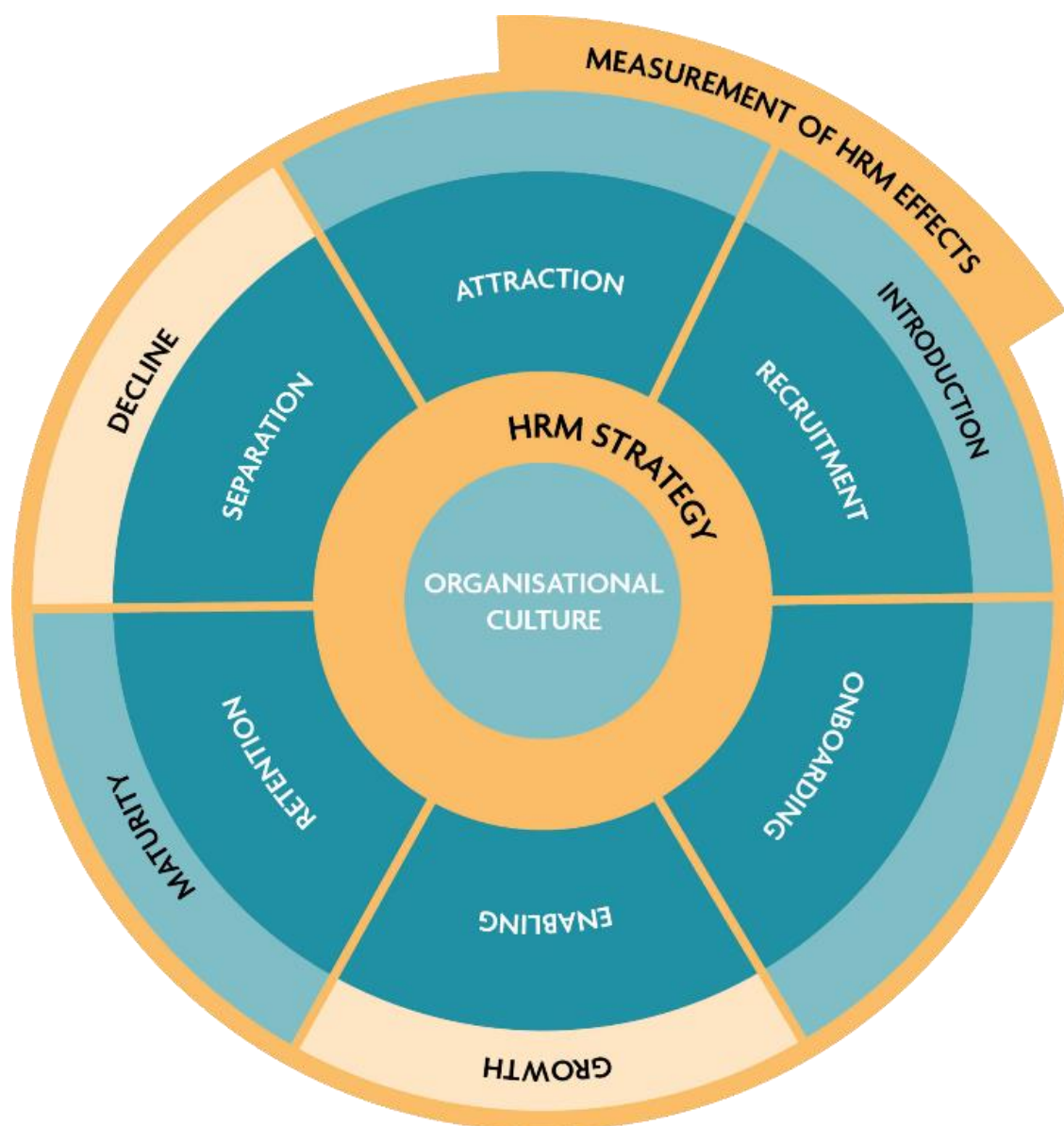
<sup>4</sup> Detailed definitions of the phases and fundamentals are listed in the glossary of the annex.

## INTRODUCTION

- Organisational Culture
- Attraction
- Recruitment
- Onboarding
- Enabling
- Retention
- Separation
- Measurement of Human Resource Management Effects

The question asked was: “After the CAF implementation in our organisation, we could perceive that ....”. Five possible answers between “no effects” to “actions were realized” could be chosen.

**Figure 2: Components of Human Resource Management**



Source: KDZ (2021)

Within both sections of the questionnaire the answers could be further differentiated based on the following categories:

- “Size of organisation” – up to 100 employees, 101 to 1.000 employees, more than 1.000 employees
- “Function of organisation” – “Administration”, “Public Services”, “Education”, “Health & Social Protection and Others”<sup>5</sup>
- “Level of Government” – “Central Government”, “Local & Subregional Government”, “State and Regional Government”
- Also, the country of origin has been collected. However, due to the small numbers of respondents in some countries, no country-specific evaluation was carried out.

In total 59 organisations responded to the questionnaire (24 percent).

### Categories of the responding organisations

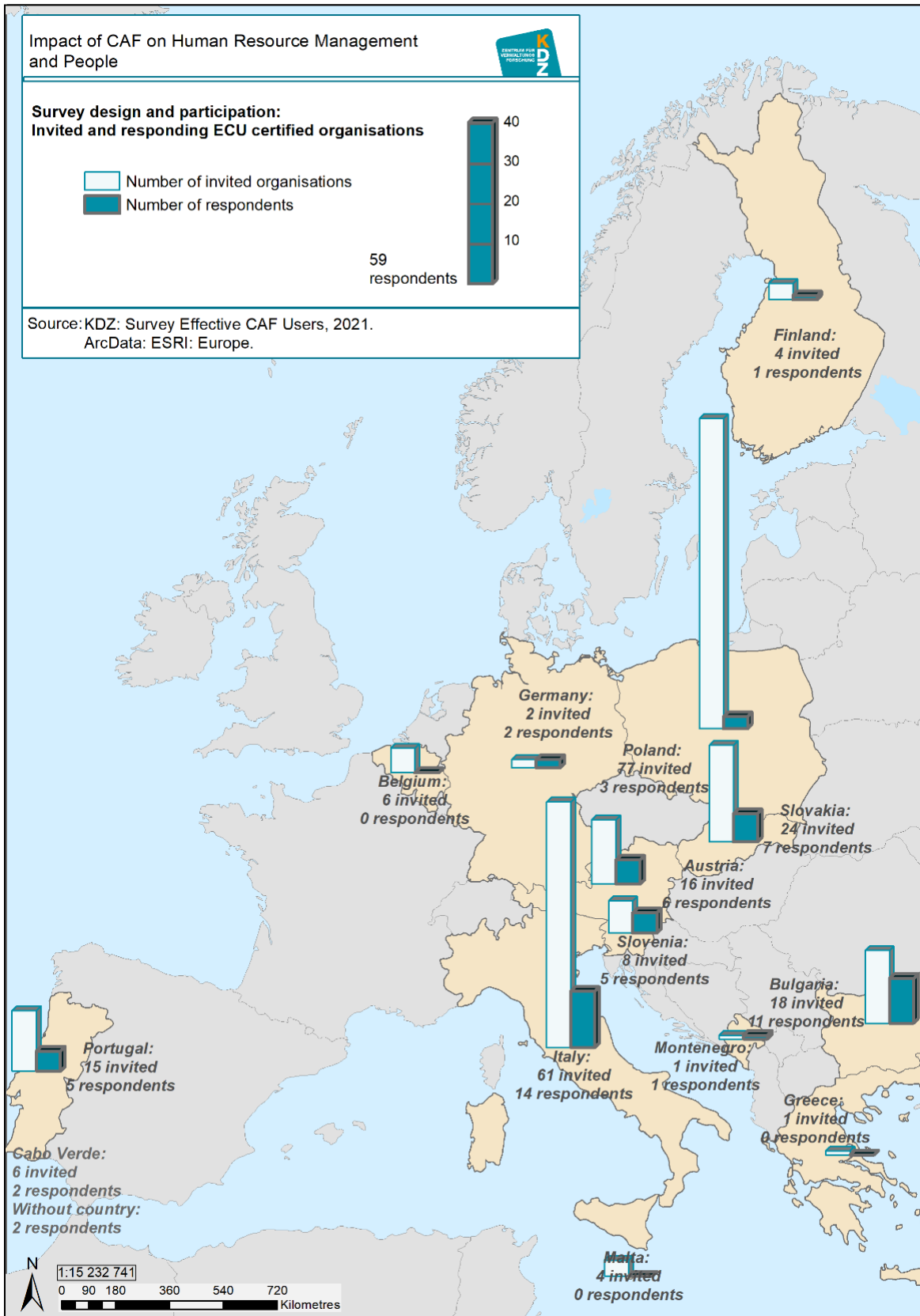
Categories		Number of organizations	Percentage
<b>Size of organisation</b>	up to 100 employees	31	53%
	101 to 1.000 employees	22	37%
	more than 1.000 employees	6	10%
<b>Function of organisation</b>	Administration	17	29%
	Public Services	19	32%
	Education	13	22%
	Health & Social protection	6	10%
	Others	4	7%
<b>Level of Government</b>	Central Government	19	32%
	Local & Subregional Government	14	24%
	State and Regional Government	19	32%
	Others	7	12%
<b>Country</b>	Austria	6	10%
	Bulgaria	11	19%
	Finland	1	2%
	Germany	2	3%
	Italy	14	24%
	Poland	3	5%
	Portugal	5	8%
	Slovakia	7	12%
	Slovenia	5	8%
	Others	5	8%
	<b>In total</b>		<b>59</b>

Source: KDZ (2021)

<sup>5</sup> “Function of organization” follows the traditional categories of the European CAF-Database and has been compiled based on the majorities of the respondents.



Figure 3: Invited and responding ECU certified organisations



Source: KDZ (2021)

## II Results of the survey

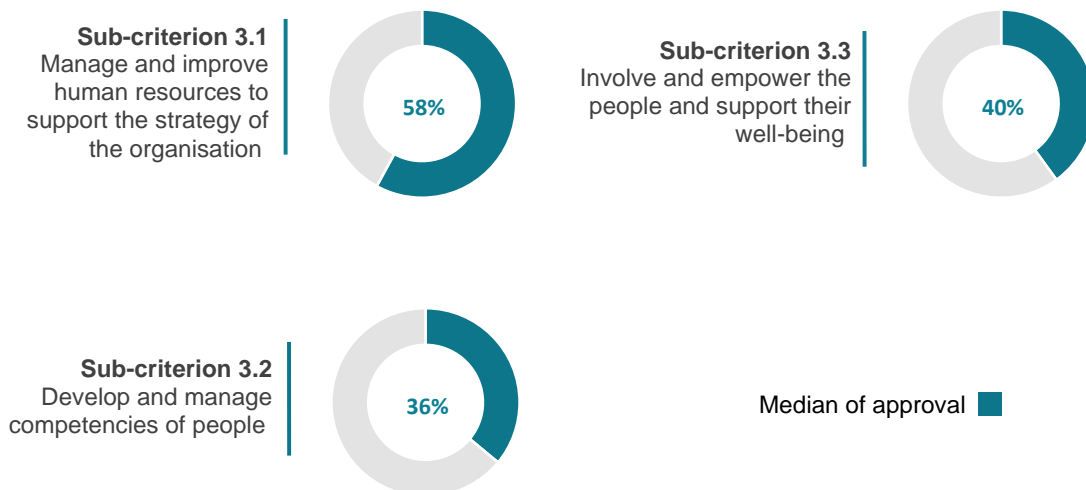
### 1 Human Resource Management and People in CAF Improvement-Plans

Criterion 3 of the CAF covers “People” with the three sub-criteria listed below. The participants have been asked which of the given CAF examples within each sub-criteria were covered in the CAF Improvement Plan(s) of their organisation. The following questions have been put to the contact persons of the ECU certified organisations:

Please review your CAF Improvement Plan(s) and check which actions are related to Human Resource Management to answer the following question:  
Which of the following examples of Sub-criterion 3.1/3.2/3.3 were covered in the CAF Improvement Plan(s) of your organisation (maximum of 4 answers per sub-criterion possible)?

The first findings are that 58 percent of the CAF-Improvement Plans contain measures for the improvements of **human resource management (Sub-criterion 3.1)**. Significantly lower values show **human resource development (Sub-criterion 3.2)** with 36 percent and **involvement and empowerment of the people** with 40 percent (**Sub-criterion 3.3**).

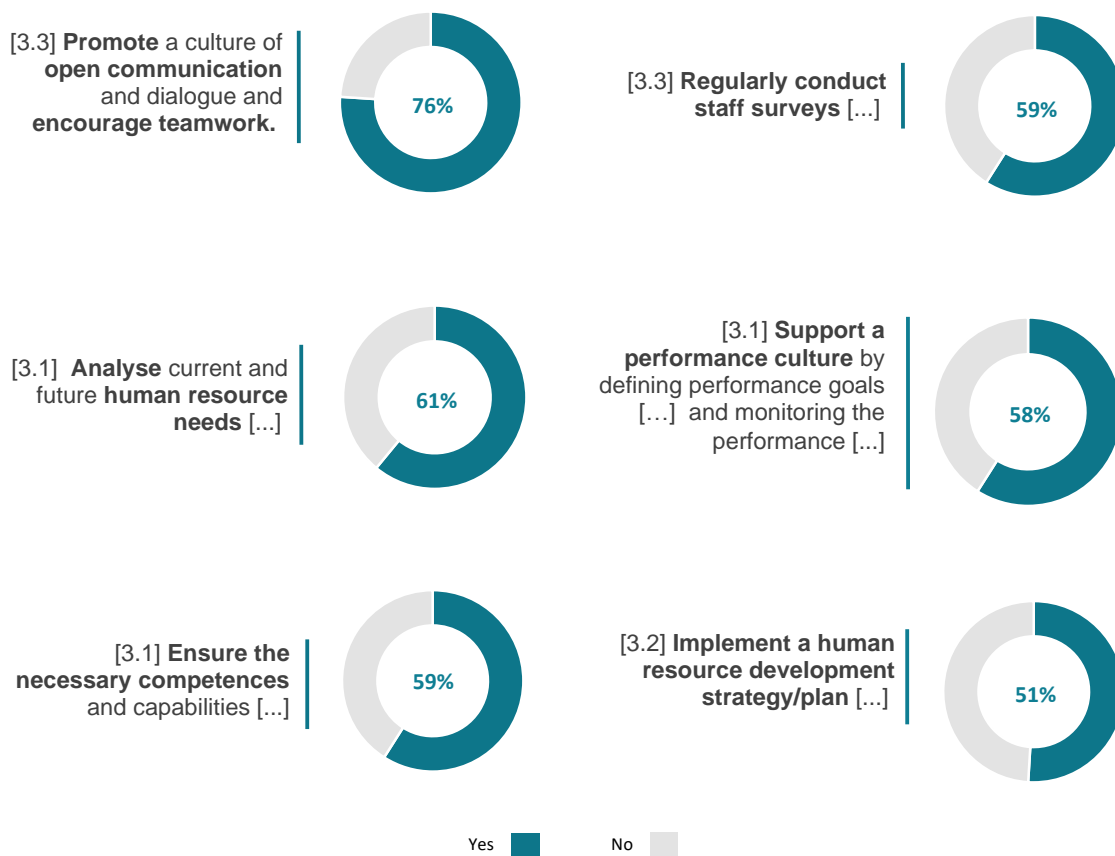
**Figure 4: Human Resource Management and People in CAF-Improvement Plans (Median)**



Source: Survey Effective CAF Users, KDZ 2021

A closer look at the examples which have received more than 50 percent approvals reveals in which fields of People the CAF has the highest impact. Those are covered by the CAF-Improvement Plans of at least every second organisation:

Figure 5: Top rated measures (examples) in the CAF-Improvement Plans

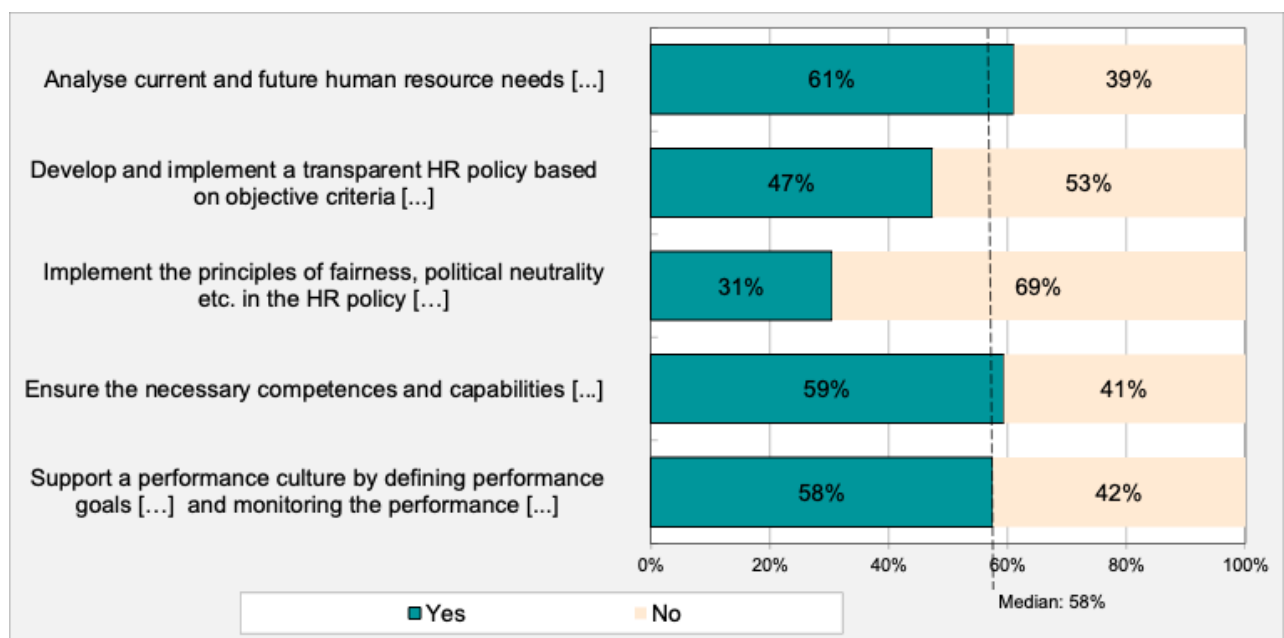


Source: Survey Effective CAF Users, KDZ 2021

### 1.1 Sub-criterion 3.1 – Manage and improve human resources

The management of human resources and knowledge is vital to ensure effective and user-centric public service delivery. Lasting trends like digitalization, New-Work etc. and a general shift in requirements of a good employer (meaningful work, flexibility, work-life balance etc.) force public sectors to rethink their human resource strategies. “A comprehensive approach to managing people, the workplace culture and environment is a key part of strategic planning in an organisation. Effective human resources management enables people to contribute effectively and productively to the organisations overall mission, vision and the accomplishment of the organisations objectives.”<sup>6</sup>

**Figure 6: Measures to manage human resources in the CAF-Improvement Plans of the organisation (Sub-criterion 3.1)**



Source: Survey Effective CAF Users, KDZ 2021, Detailed results concerning size and function of the organisation and level of government see Annex Table 1

58 percent of the certified CAF-Users include measures for the further development of Human Resource Management in the CAF-Improvement Plans. In detail the results show:

- ❑ Personnel requirement (61 percent), competence management (59 percent) and performance culture (58 percent) have the highest priorities in the CAF-Improvement Plans.
- ❑ While personnel requirement (Analyse the current and future human resource needs) is on the top the detailed analysis shows that medium sized organisations (between 101 and 1.000 employees) and Central Government are even higher affected by this topic with 73 and 79 percent.

<sup>6</sup> See CAF 2020 guideline: <https://www.eipa.eu/wp-content/uploads/2019/11/CAF-2020.pdf> (2.8.2021)

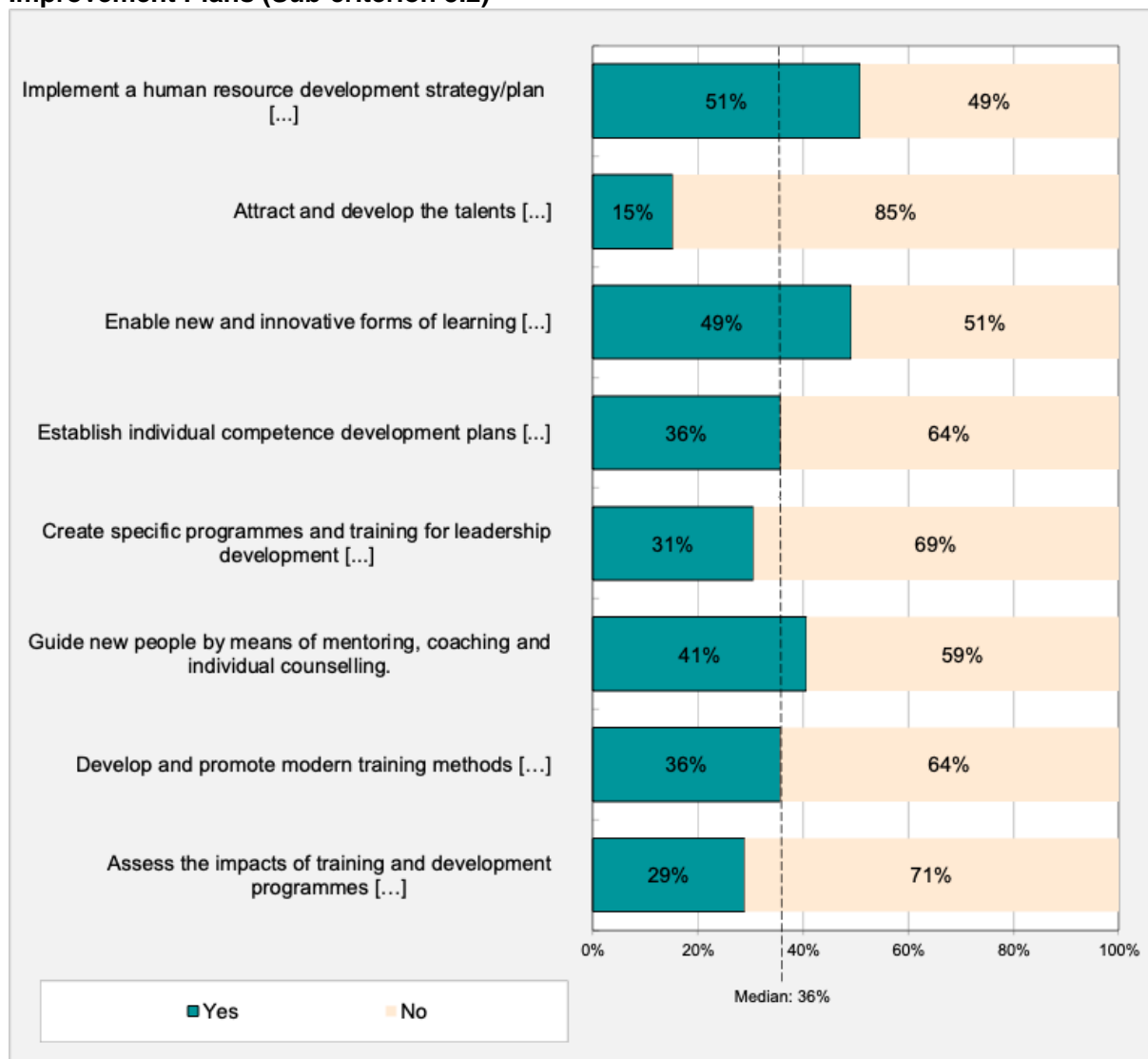
- ❑ Regarding competence management (59 percent) it is noteworthy that this topic is particularly important in large organisations (83 percent) and in the social and health sector (83 percent).
- ❑ Measures for performance management (e.g., performance goals, monitoring and dialogue) are subject of 58 percent of the CAF-Improvement Plans but show special importance in large organisations (67 percent), the public service sector (74 percent) and the Central Government (74 percent).
- ❑ New values highlighted in CAF 2020 such as principles of fairness, political neutrality, merit based, diversity, equal opportunities etc. are not “hot topics” in the CAF-Improvement Plans of the surveyed organisations. The low result of 31 percent can be attributed to the fact that this was newly introduced in CAF 2020. The detailed analysis shows that medium sized organisations (between 101 and 1.000 employees) and organisations from health and social sector are more aware of these principles with 45 and 67 percent.

One of the main measures for human resource management is the Human Resource Policy or Strategy. With 47 percent and 33 percent for large organisations (more than 1.000 employees) this is rated under average. One explanation can be that many organisations don't have the competence or responsibility to decide on this issue. Nevertheless, a deeper analysis would be needed.

## 1.2 Sub-criterion 3.2 - Develop and manage competencies of people

The employees deliver public services at the front to fulfill stakeholders needs within a dynamic and complex framework of different interests, obligations and policies (e.g. Law, Politics, Demography, Sustainability, Diversity etc.). The identification, development and management of people’s competencies is therefore crucial for the success of public sector organisations. “Individual competence development plans and regular performance dialogues prepare the ground for supporting staff to assume greater responsibility and to take more initiative to continually develop the organisation’s competencies. When this is in line with its strategic goals, it fosters people’s performance and supports a dynamic working culture also by promoting innovative training methods (e.g. e-learning, multimedia approach, design thinking approach).”<sup>7</sup>

**Figure 7: Measures to develop and manage competencies of people in the CAF-Improvement Plans (Sub-criterion 3.2)**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 2

<sup>7</sup> See CAF 2020 guideline: <https://www.eipa.eu/wp-content/uploads/2019/11/CAF-2020.pdf> (2.8.2021)

36 percent or every third organisation confirmed that developing and managing competencies of people is covered in the CAF-Improvement Plans. Compared to sub-criteria 3.1 "Human Resource Management" this is a significantly lower value. Nevertheless, half of the CAF-Improvement Plans deal with human resource development strategies and plans (51 percent) and innovative forms of learning (49 percent). In detail the results show:

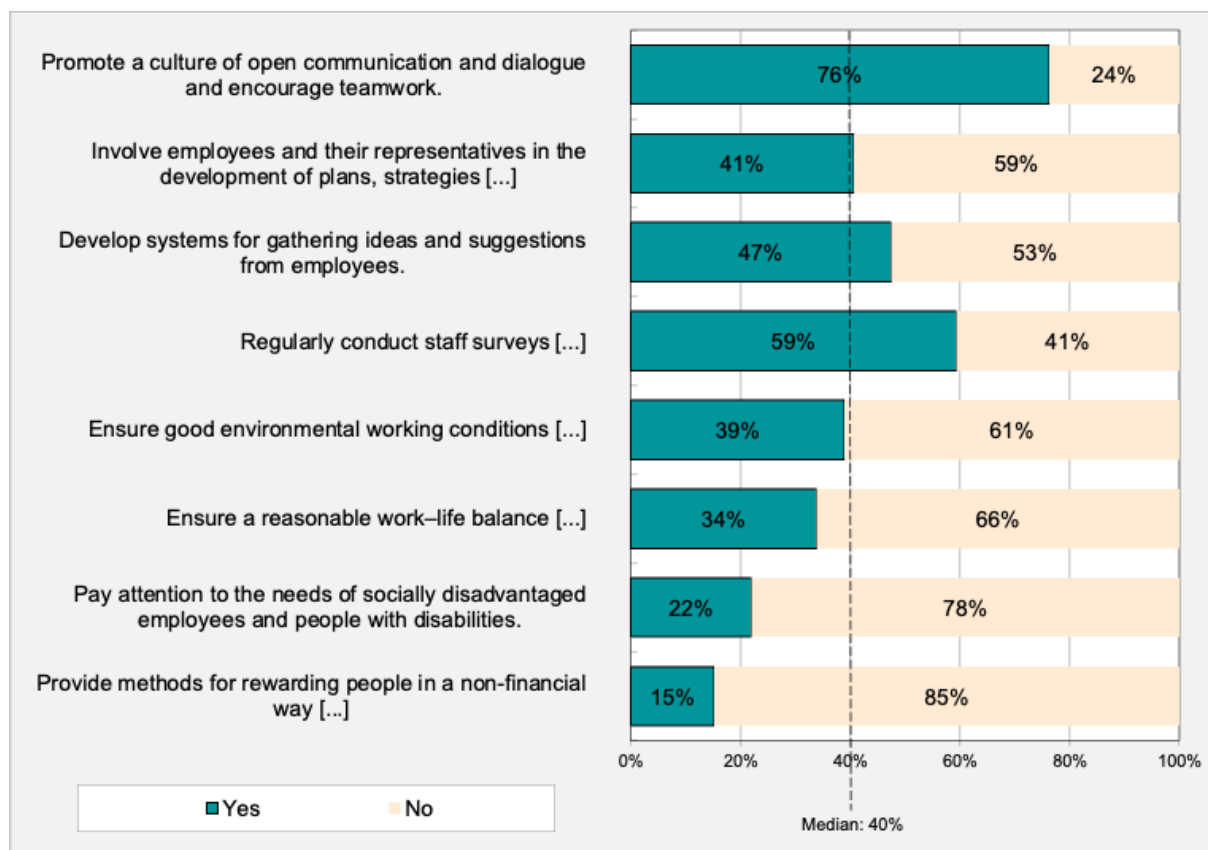
- ❑ Human resource development plans and strategies are more relevant for medium sized organisations (59 percent) and at the Central Government level (74 percent).
- ❑ Innovative forms of learning are more firmly anchored in the large organisations (67 percent) and the education sector (69 percent).
- ❑ The other fields of human resource development like mentoring and coaching of new people (41 percent), individual competence development plans (36 percent), promotion of modern learning methods (36 percent), leadership development programs (31 percent), impact assessment of the trainings (29 percent) are rated significantly lower. The detailed analysis shows interesting deviations (e.g., 67 percent of the larger organisation include leadership programs in their CAF improvement plans).
- ❑ Talent management is at the bottom of the list and is only found in 14 percent of the CAF Improvement Plans. Although this may be due to a lack of competences and responsibilities, it is still a future issue for the public sector that requires more attention.

In general, the survey shows that the effect of the CAF on personnel development is significantly less pronounced than on human resource management. The data shows that the implementation focus in this fields lies in the definition of strategic HRM development plans, establishment of innovative learning formats as well as supporting newcomers with mentoring and coaching activities. Individual interventions (e.g., individual HRM development plans, leadership training etc.), the evaluation of training programs as well as measures to attract talents seem to be less relevant activities within the CAF Action-Plans.

### 1.3 Sub-criterion 3.3 – Involve and empower the people and support their well-being

“People involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. Management and employees actively cooperate in developing the organisation, breaking down organisational silos by creating dialogue, making room for creativity, innovation and suggestions for improving performance. People should be assisted in order to achieve their full potential. The proper execution of people policies depends upon all leaders and managers throughout the organisation demonstrating that they care about people issues and well-being, and that they actively promote a culture of open communication and transparency.”<sup>8</sup>

**Figure 8: Measures to involve and empower the people and support their well-being in the CAF-Improvement Plans (Sub-criterion 3.3)**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 3

40 percent of surveyed organisations have elaborated measures in their CAF-Improvement Plans to better involve and empower the people and support their well-being. In detail the results show:

- There is a high relevance for the item “Promote a culture of open communication and dialogue and encourage teamwork”. 71 percent of surveyed organisations among all sizes, sectors and levels of government confirmed that this issue is of high relevance and often discussed in the CAF-Improvement Plans.

<sup>8</sup> See CAF 2020 guideline: <https://www.eipa.eu/wp-content/uploads/2019/11/CAF-2020.pdf> (2.8.2021)



- ❑ Also, staff surveys are widely used (59 percent) to gain feedback on their perception and motivation. The results show that especially large organisations with more than 1.000 employees (83 percent) decide to implement or further develop their staff surveys in the CAF-Improvement Plan.
- ❑ Every second organisation (47 percent) is developing measurements for gathering ideas and suggestions from the employees. The educational sector as well as Central Government and the Local Level show a high approval (57 percent).
- ❑ The establishment of good environmental working conditions and actions to improve the work-life-balance of employees ranks between 34 and 39 percent. The data shows that every third organisation especially in the sector of health and social protection is active in this field. The comparatively lower approval may have its cause in the often-indirect influence and dependency on the decisions of higher authorities of the CAF implementing organisation or requirements of law.
- ❑ The very low approval (22 percent, or every fourth organisation) in the field of paying attention to the needs of socially disadvantaged employees and people with disabilities is remarkable. The reasons are not fully clear. On the one hand public sector organisations in many countries act as role model for inclusion of people with disabilities and therefore further measures are not set after CAF implementation. On the other hand, it cannot be ruled out that awareness of the topic needs to be increased.
- ❑ Providing adapted schemes and methods for rewarding people in a non-financial way are often predetermined by law and cannot be influenced by the CAF implementing organisation in a direct way. The results show that a small number of organisations (15 percent) have incorporated related measures into their CAF-Improvement Plans.

The data shows that CAF has the power to overcome bureaucratic traditions by creating a culture of open communication, dialogue and encouraging teamwork. This finding may also lie in the CAF methodology itself, where the members of the Self-Assessment-Group have to discuss in an open manner and share with leadership and colleagues their perceptions on the strengths, areas of improvements and improvement actions of their organisation. Also conducting staff surveys, setting up frameworks to gather ideas from employees as well as to include them and their representatives in change initiatives received a high level of approval.

Furthermore, it is noticeable that measures where public sector organisations depend on decisions from higher authorities rank at the end of the scale (e.g. ensuring good working conditions, flexible working, fully correspond to needs of people with disabilities, rewarding people etc.).

## 2 Impact of CAF on Human Resource Management and People

While the prior chapter assessed the “real” evidence of human resource related measures in the CAF-Improvement Plans, this chapter focuses on the “expert perception” if the implementation of CAF had an impact on the human resource management and people in the organisation.

For evaluating the expert perception, the components of the employee life cycle as described in the chapter “Design of the survey” has been used (see the following figure). The concrete question for each component (and the related activities) was:

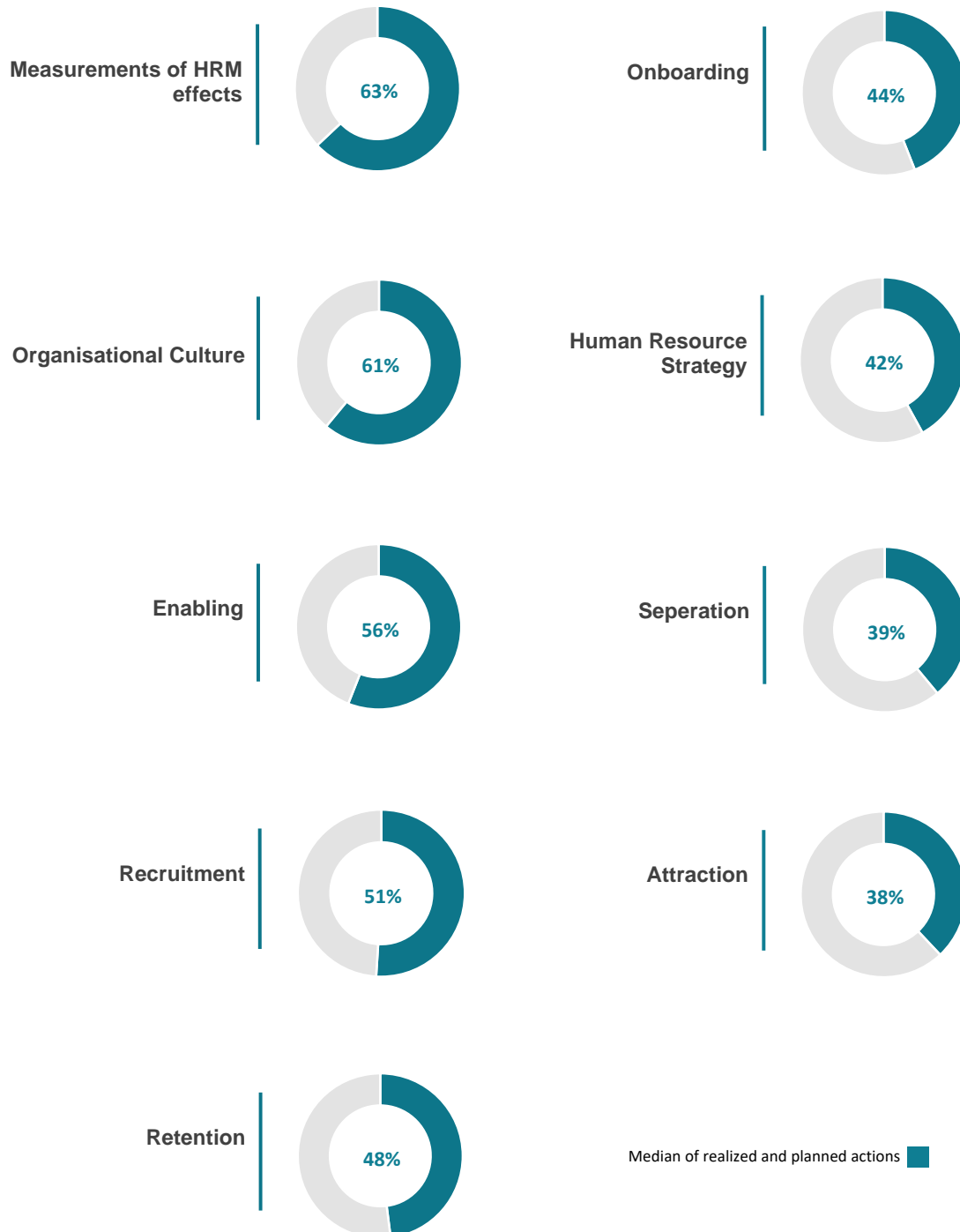
After the CAF implementation in our organisation, we could perceive that...

- ) No effects
- ) Discussion took place
- ) Actions were planned
- ) Actions were realized
- ) No competence/responsibility

Using the median of the answers “Actions were realized” and “Actions were planned” (percentage of approval) within the single components show the following results: CAF has an impact on human resource management between 38 and 63 percent. The highest impact can be observed for the “Measurements of HRM effects” (63 percent), for the “Organisational Culture” (61 percent) and for “Enabling” (56 percent). This confirms the high values in chapter 1, which recorded the evidence in the CAF-Improvement Plans. The high result for the "Measurements of HRM effects" is reflected in the results for staff surveys (59 percent) and performance culture (58 percent). The high results for “Organisational Culture” can be also seen in 71 percent of the CAF-Improvement Plans which include measures for “promoting a culture of open communication and dialogue”. Similar can be observed for “Enabling”: 51 percent of the CAF-Improvement Plans deal with human resource development strategies and 59 percent with competence management.

The impact on Recruitment and Retention is with around 50 percent significantly lower, but this still means that half of the organisations see an impact of CAF on these topics. Around 40 percent see an impact of CAF on the “Human Resource Strategy”, the “Attraction” and the “Separation”. Also, these fields reflect the results of chapter 1 so that a consistency between the evidence in the CAF-Improvement Plans and the perception of the “CAF-experts” can be observed.

Figure 9: Impact of CAF on components of Human Resource Management



Source: Survey Effective CAF Users, KDZ 2021

The components are subdivided into concrete actions. The following table presents those actions which have received more than 55 percent approval (actions were realized).

**Figure 10: Top rated realized HR-actions after CAF-implementation**

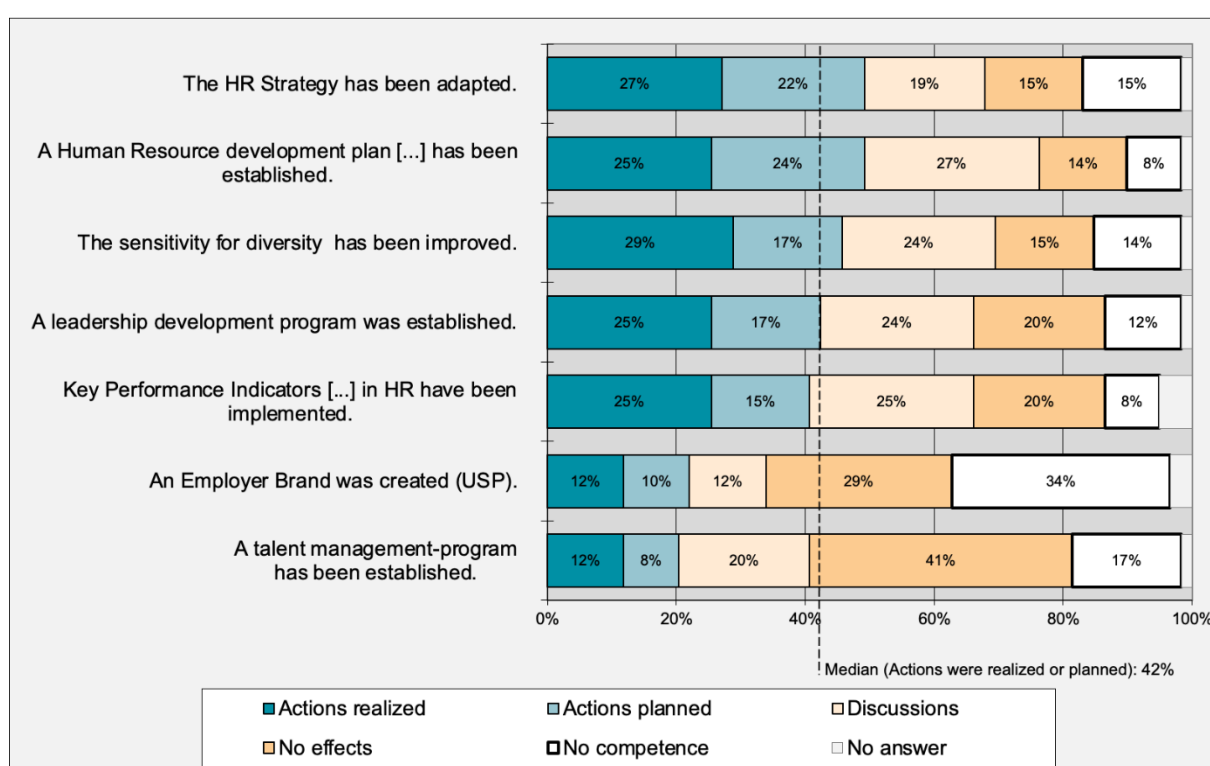


Source: Survey Effective CAF Users, KDZ 2021

## 2.1 Human Resource Strategy

The Human resource strategy aligns strategic goals of the organisation with the activities of human resources to foster innovation and agility of the organisation, supporting the transformation of culture up to improving the motivation, satisfaction productivity and overall performance of the organisation. So, the focus of the survey here was designed around the core topics of the Human Resource Strategy public sector organisations usually concentrate on.

**Figure 11: Human Resource Strategy - After the CAF implementation in our organisation, we could perceive that ....**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 4

42 percent of the Effective CAF User observe improvements in the field of Human Resource Strategy after the CAF implementation. In detail the results show:

- ❑ Every second organisation confirms that the HRM strategy has been adapted (27 percent) or it has been planned to adapt after the CAF implementation (22 percent). Especially Central Government as well as State and Regional Level took actions in this field. Smaller organisations have been more reluctant.
- ❑ The HRM strategy goes along with the establishment of human resource development plans which contribute to the implementation of the HR strategy. The picture is nearly the same – every second organisation reports that the HRM plan has been established (25 percent) or has been planned (24 percent) after implementing the CAF. This item shows a

relatively constant approval among different public sector institutions, while the educational sector shows the lowest rate of approval (23 percent).

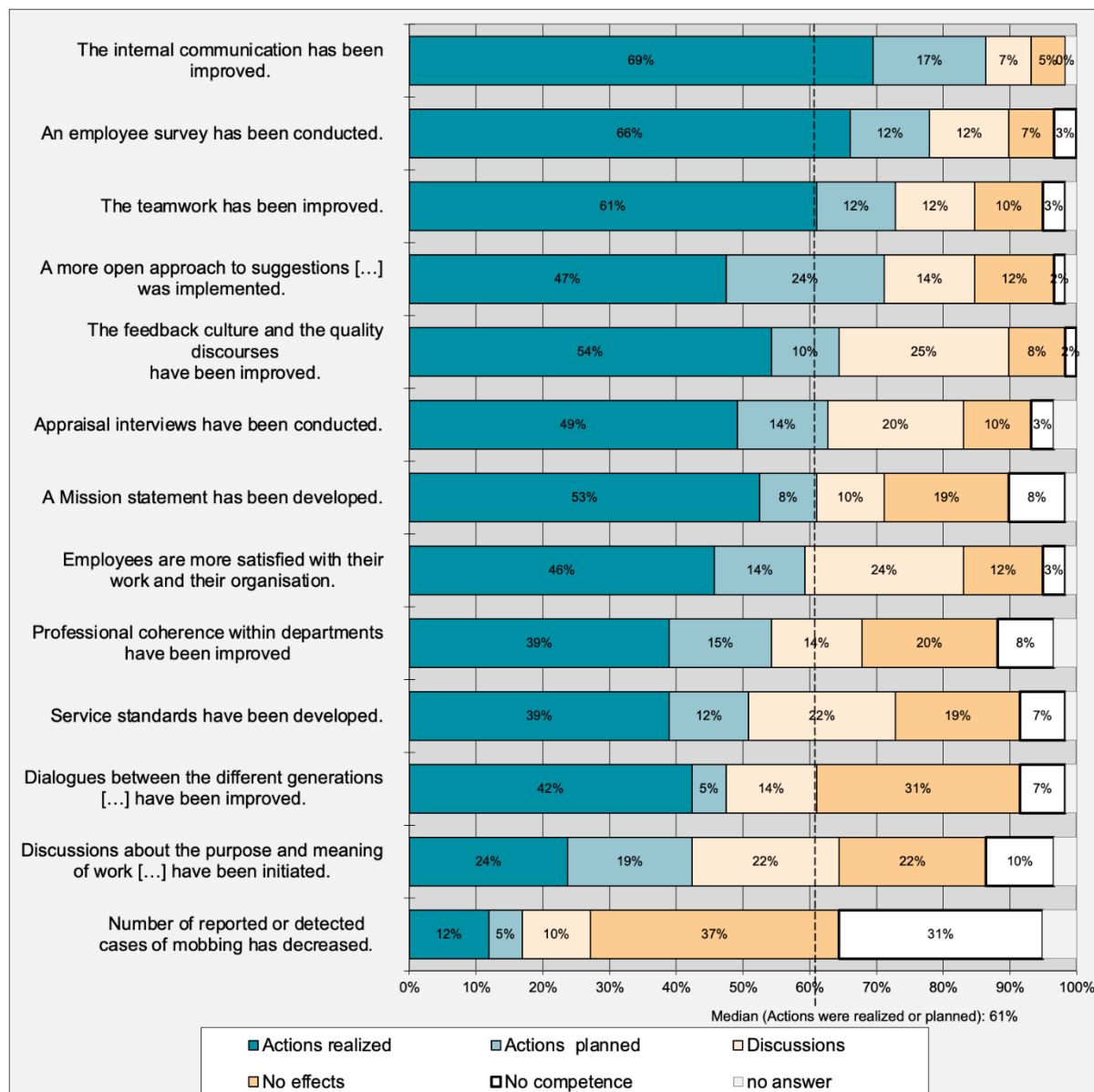
- ❑ The sensitivity for diversity issues finds its way into public sector organisations. 46 percent of surveyed organisations confirm that after CAF implementation actions have been planned or realized. This result apparently contradicts the very few measures on questions of supporting disabled people, which can only be found in 22 percent of the CAF- Improvement Plans.
- ❑ Leadership development programs are perceived to be implemented (25 percent) or planned (17 percent) after CAF implementation, especially in organisations with more than 100 employees.
- ❑ Key performance indicators and a controlling system in HR have been also met with good approval among all functions of public sector organisations (40 percent). Improvements concerning talent management and employer branding range quite low. 12 percent of the Effective CAF Users observe activities (realized actions) in this fields. More than one third reports that there is no competence or responsibility for creating an employer brand.

There is clear evidence that CAF effects the adaptation of HR strategies, the establishment of human resource development plans, the implementation of leadership development programs as well as further developments in the field of HR controlling. It is particularly noticeable that the Effective CAF Users perceive CAF as a driver for more sensitivity in diversity issues (46 percent) and a very low effect for attracting new employees (e.g., talent management program – 20 percent, employer brand – 22 percent). Thus, summarizing the data CAF works to strengthen strategic HRM activities and training and development activities whereas in the field of new human resource topics like talent management and employer branding CAF has a low impact.

## 2.2 Organisational Culture

The culture of an organisation shows which routines, values and assumptions are accepted by leadership and employees of an organisation. The culture of public sector organisations also reflects the different tasks and responsibilities of a public authority and is a catalyst for all processes and proposals, whether they are accepted or not by the organisation. Culture is a hidden driver for organisational performance and innovation and hard to change in the short-term.

**Figure 12: Organisational Culture - After the CAF implementation in our organisation, we could perceive that ....**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 5

61 percent of the Effective CAF Users perceive that CAF has led to further development of their organisational culture. In detail the results show:

- The main impacts of CAF on organisational culture are the improvements of the internal communication (86 percent planned and implemented activities), employee surveys (78 percent), teamwork (73 percent) and the openness for suggestions and improvements (71 percent). The data shows that these findings are valid for all public organisations surveyed regardless of size, function, or level of government.

- ❑ A high impact of the CAF can be observed in the development of mission statements, the feedback culture and conduction of appraisal interviews which are planned or implemented by more than 60 percent of the Effective CAF Users.
- ❑ Nearly no impact of CAF can be observed in the decreasing of mobbing (17 percent of planned or implemented actions). This can be related to the fact that one third of the organisation miss the competence or responsibility. But also, a lack of awareness cannot be excluded.

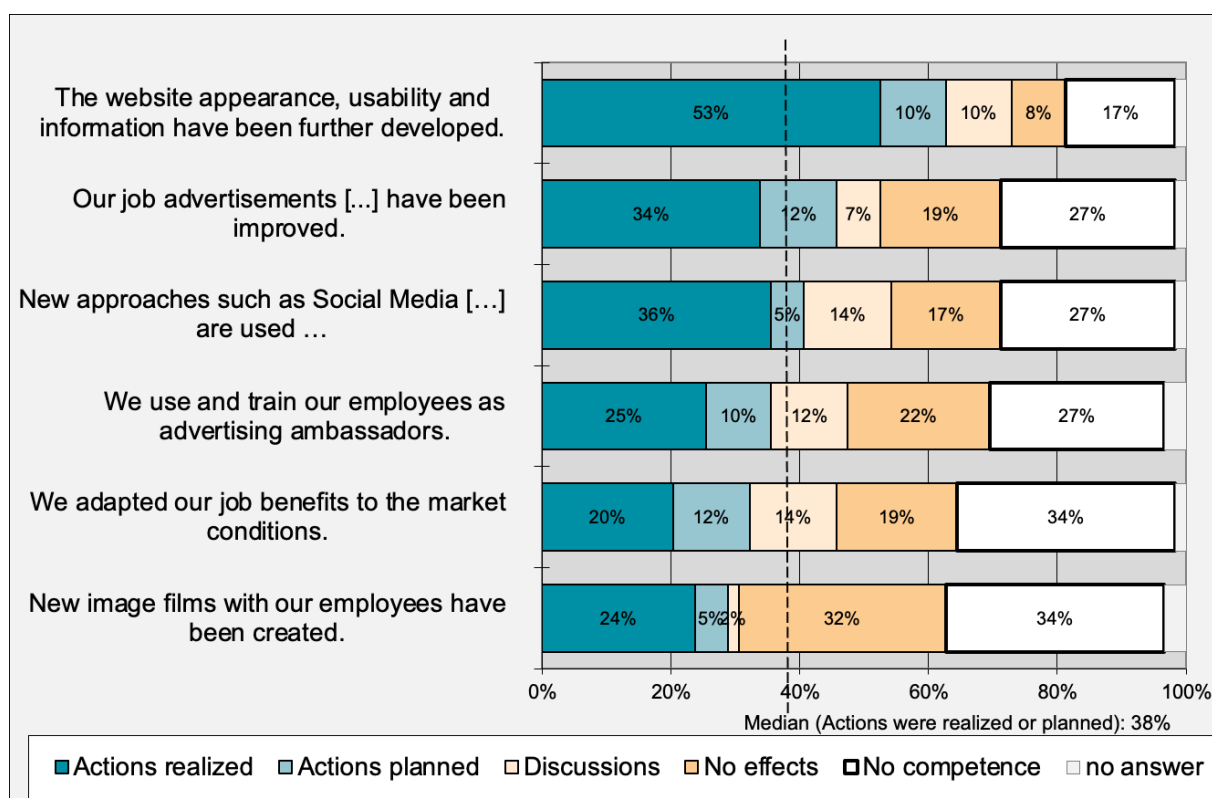
Data shows that CAF stimulates the change of organisational culture through the realignment of communication processes and fostering more teamwork and open dialogues in the organisation. The Effective CAF Users perceive that CAF has led to better internal communication procedures (e.g., structure and frequency of meetings) and more activities in the direct communication with employees also to open the field for suggestions of employees thus setting the ground for public sector innovation. Furthermore, the development of mission statements and appraisal interviews as important core elements for organisational culture and development are boosted through CAF.



### 2.3 Attraction

Employee attraction is defined as getting potential candidates to view the organisation as a positive place to work and includes all measures which make the workplace attractive for the internal and external employees.<sup>9</sup>

**Figure 13: Attraction - After the CAF implementation in our organisation, we could perceive that ....**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 6

38 percent of the Effective CAF Users confirm that CAF leads to improvements or stimulates the planning process in attracting employees. In comparison with the other elements of the Employee Life Cycle this is a low result. The detailed results show:

- ❑ Nearly one third within all questioned items confirms that public sector organisations don't have the competence / responsibility in this field.
- ❑ Nevertheless, 63 percent of the Effective CAF Users perceived that CAF has led to improvements in the website appearance, usability, and digital information.
- ❑ The use of new approaches such as social media, recruiting platforms/events to inform about job opportunities and vacancies (41 percent) as well as to improve job advertisements (35 percent) range significantly lower.

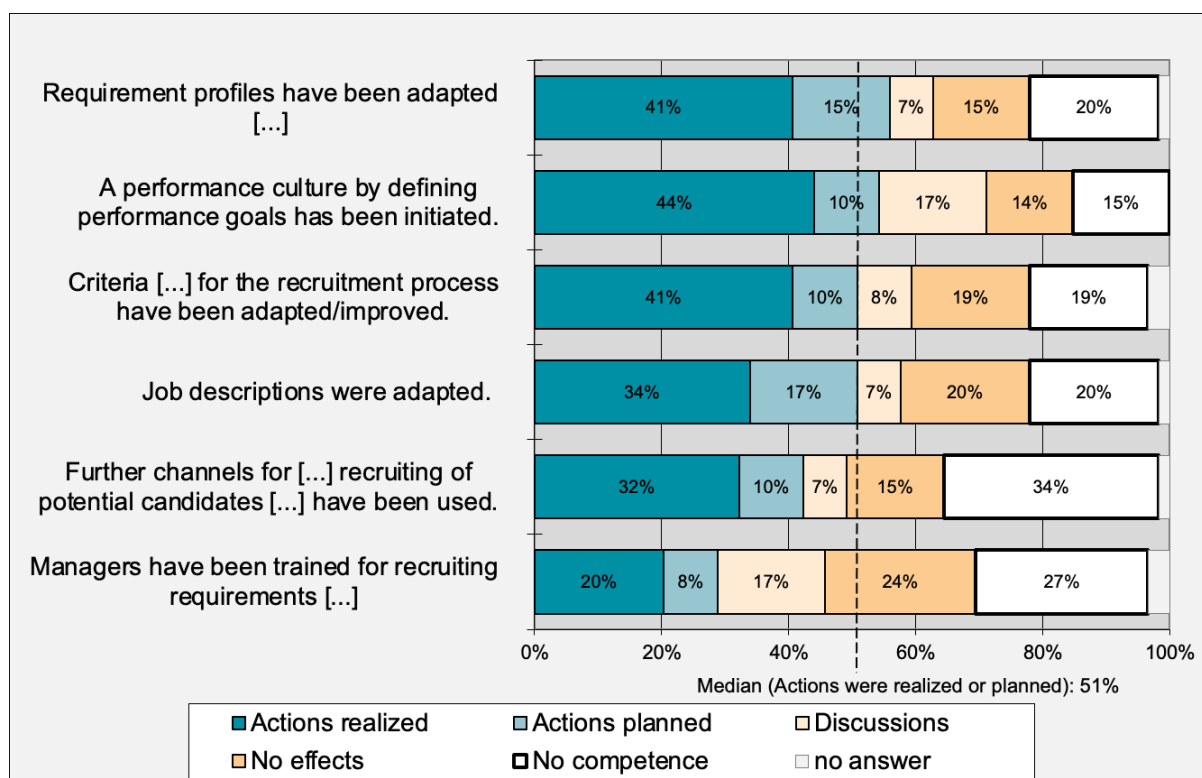
<sup>9</sup> Pingle; Kaur-Sodhi: What makes an attractive employer: significant factors from employee perspective, Anvesha, 2011, Vol.4., No.2

Concerning the data CAF has a limited impact on attracting employees. A main reason is seen in the limited competence of the organisations in the field. Nevertheless, a stronger focus on the aspect of how to attract new employees for public services is needed for the future development of CAF.

## 2.4 Recruitment

A good staffing is reflected in the greatest possible fit between the requirements of the job and the competencies of the applicant. To reach this fit a set of measures is relevant to ensure effective recruiting processes (e.g., job descriptions and requirement profiles, sourcing strategy, interview training and selection criteria etc.)

**Figure 14: Recruitment - After the CAF implementation in our organisation, we could perceive that ...**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 7

51 percent<sup>10</sup> or every second Effective CAF User organisation confirms that the CAF implementation had an impact on improvements in the field of recruiting. The detailed results show:

- Between 51 and 56 percent across all categories (size, function, and level of government) improved the job descriptions and requirement profiles.

<sup>10</sup> The following figures comprise realized and planned actions.

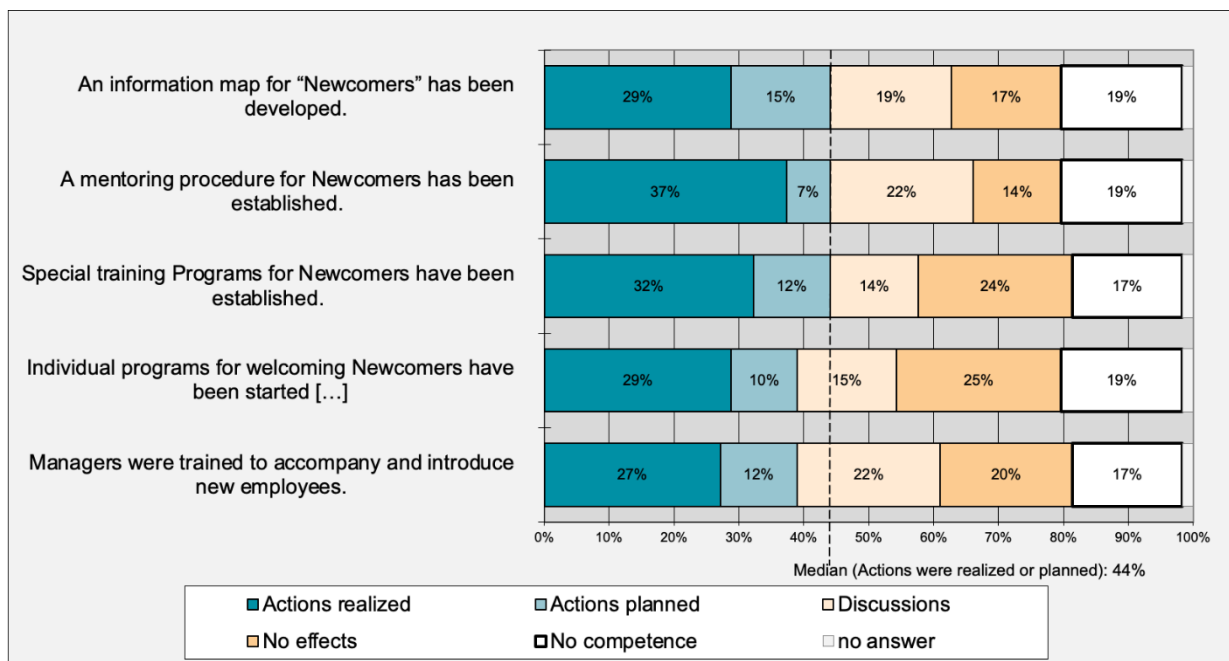
- ❑ More than a half of the respondents enhanced the performance culture by defining performance goals (54 percent) and
- ❑ 51 percent of respondents reviewed and further developed the recruiting procedures after the CAF implementation.
- ❑ The training of managers for recruiting requirements (29 percent) and the use of further channels for sourcing (42 percent) show less approval.

The responsibilities in recruiting are often pre-determined by law and divided between several authorities. This can be one reason why the Effective CAF Users concentrate on improvements of the “hard facts” (e.g., job descriptions, requirement profiles etc.) and focus on their own area of responsibility. The training of managers in conducting job interviews/hearings cannot be seen as a hot topic for ECU’s after implementing the CAF.

## 2.5 Onboarding

The main objective of onboarding is that new employees quickly receive an overview about their future tasks, get to know the organisational structure as well as the most important processes, establish first contacts with colleagues and understand the culture of the organisation.

**Figure 15: Onboarding - After the CAF implementation in our organisation, we could perceive that ....**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 8

44 percent<sup>11</sup> of the Effective CAF Users confirm that the implementation of CAF led to improvements in their onboarding procedures (e.g., setting up mentoring procedures, information

<sup>11</sup> The following figures comprise realized and planned actions.

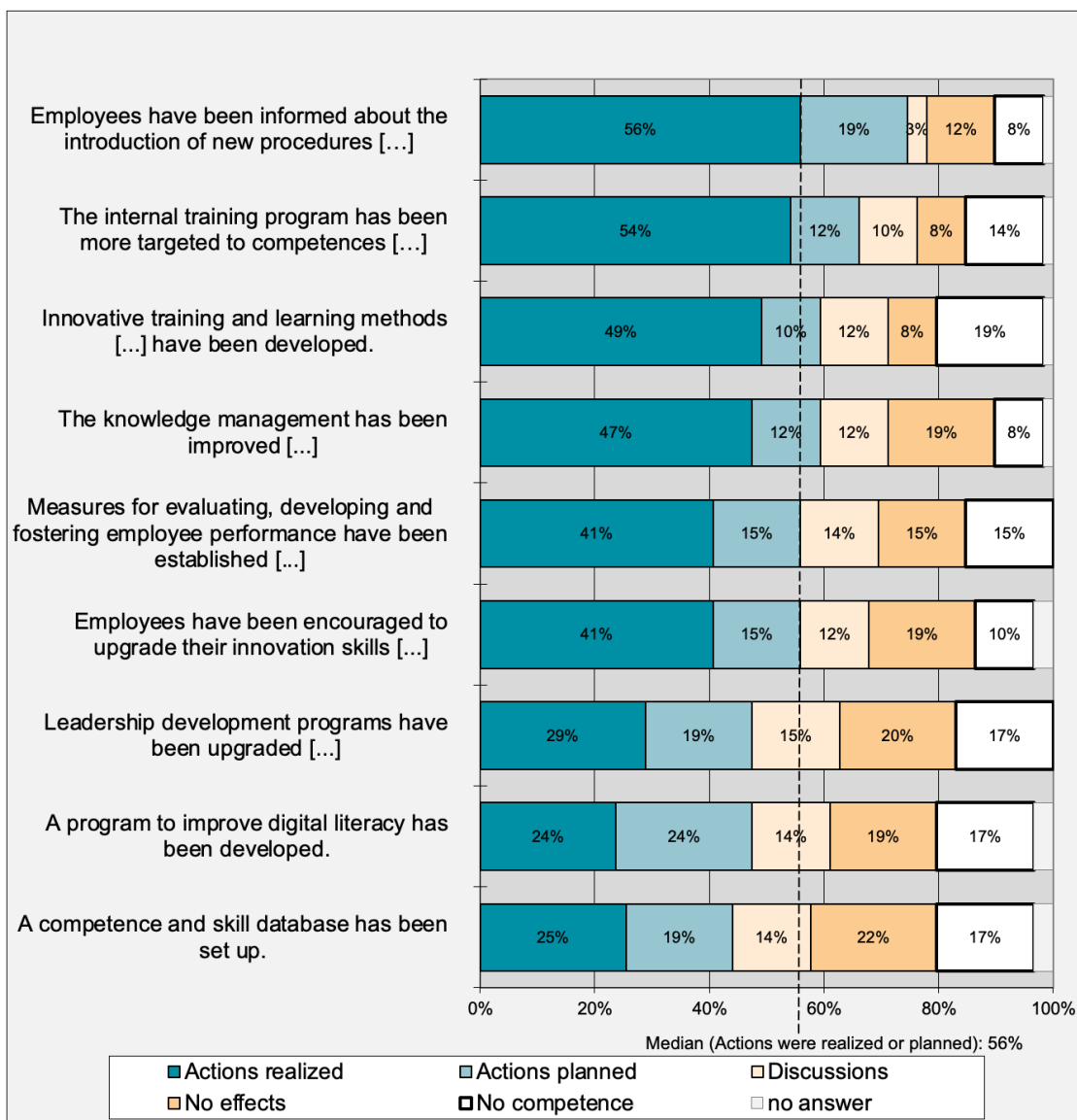
map and training programs for “Newcomers”). Across all requested activities there are no noticeable deviations.

Onboarding is not the “first” topic in the CAF-Improvement Plans, but the findings show a broad consensus that CAF stimulates the discussions what needs to be improved in this field.

## 2.6 Enabling

Enabling covers measures focusing on training and the professional development of employees (e.g., leadership development, innovative learning methods, competence /skill management etc.).

**Figure 16: Enabling (Training and Development) - After the CAF implementation in our organisation, we could perceive that ....**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 9

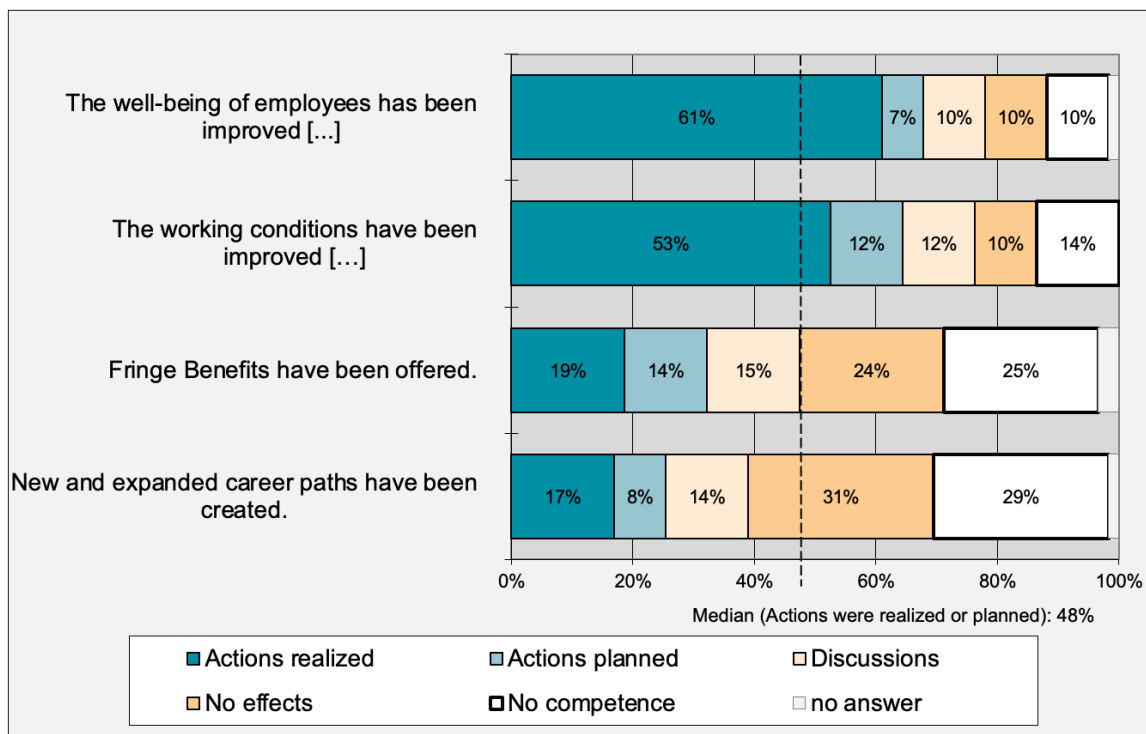
56 percent<sup>12</sup> of the Effective CAF User confirm that CAF implementation had an impact on improvements in the field of enabling. The level of “no competence/responsibility” is relatively low which underlines that the surveyed organisations can set direct activities in this field. The detailed results show:

- ❑ The highest impact can be observed concerning information measures for employees (75 percent planned and implemented activities), the improvement of the internal training program (66 percent), the development of innovative training methods and knowledge management (59 percent).
- ❑ The impact on digital literacy of the employees is with 47 percent quite low and needs further attention.

### 2.7 Retention

Employee retention means that various measures are taken to encourage employees to remain in the organisation for a longer period. It covers a wide range of incentives e.g., working conditions, flexible working-time, individual career paths and depends on the individual motivation structure of employees which at the end should lead to high commitment and retention of employees.

**Figure 17: Retention - After the CAF implementation in our organisation, we could perceive that ....**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 10

<sup>12</sup> The following figures comprise realized and planned actions.

48 percent<sup>13</sup> of respondents or every second Effective CAF User organisation confirms that CAF stimulates planning and implementation processes in the field of “Retention”. The detailed results show:

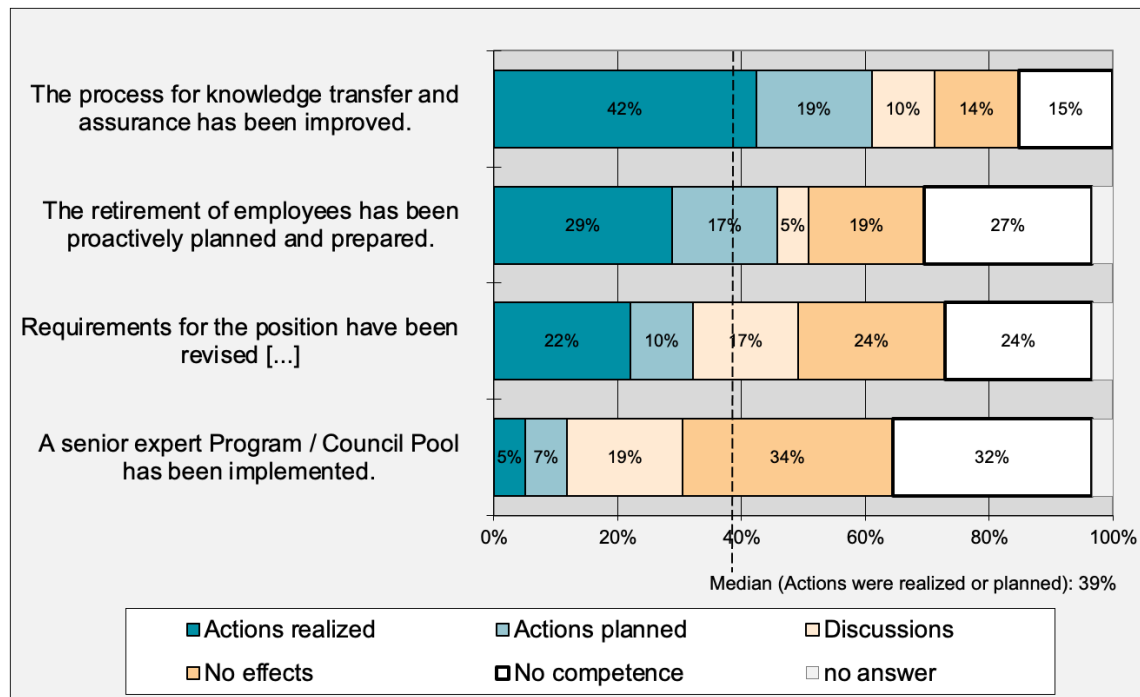
- ❑ A strong focus can be determined for the “well-being of employees” (68 percent) and “the improvement of working conditions” (64 percent)”.
- ❑ The relatively low approvals for the activities “new and expanded career paths have been created” (25 percent) and “fringe benefits have been offered” (32 percent) also show that the surveyed organisation often has no competence or responsibility in this field.

For the new era of work and changing attitudes of young professionals, the development of career paths, depicting career-perspectives, offering opportunities for meaningful work will be the key to attract high-potentials for a job in the public sector. Here the relatively low impact of CAF needs to be reconsidered.

## 2.8 Separation

Retirement of employees often means a potential loss of know-how and experience. Furthermore, the separation phase can be the starting point for the redesign of job-profiles and redistribution of tasks according to current and future developments. The detailed data how CAF implementation affects Human Resource Management practices in the separation phase are shown below.

**Figure 18: Separation - After the CAF implementation in our organisation, we could perceive that ....**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 11

<sup>13</sup> The following figures comprise realized and planned actions.

48 percent<sup>14</sup> of the Effective CAF User organisations perceive improvements in the field of separation.

- ❑ 61 percent of the organisations improved the process for knowledge transfer and assurance after CAF implementation, in 46 percent the retirement of employees has been proactively planned and prepared.
- ❑ Senior expert programs or council pools are relatively new measures of human resource management. In CAF they have not arrived now. Only 12 percent observe related activities.
- ❑ 32 percent of the organisations reveal that they have no competence or responsibility in the fields of saving expert know-how, training, and coaching of newcomers, or establishing platforms for collaboration with retired public servants.

The data show that ECU organisations mostly concentrate on possibilities to improve knowledge-management and strategic workforce-planning after implementing the CAF. The revision of job requirements in the course of upcoming vacancies as well unshackling the potential of retired public experts could be powerful next steps to manage staff transitions more strategically.

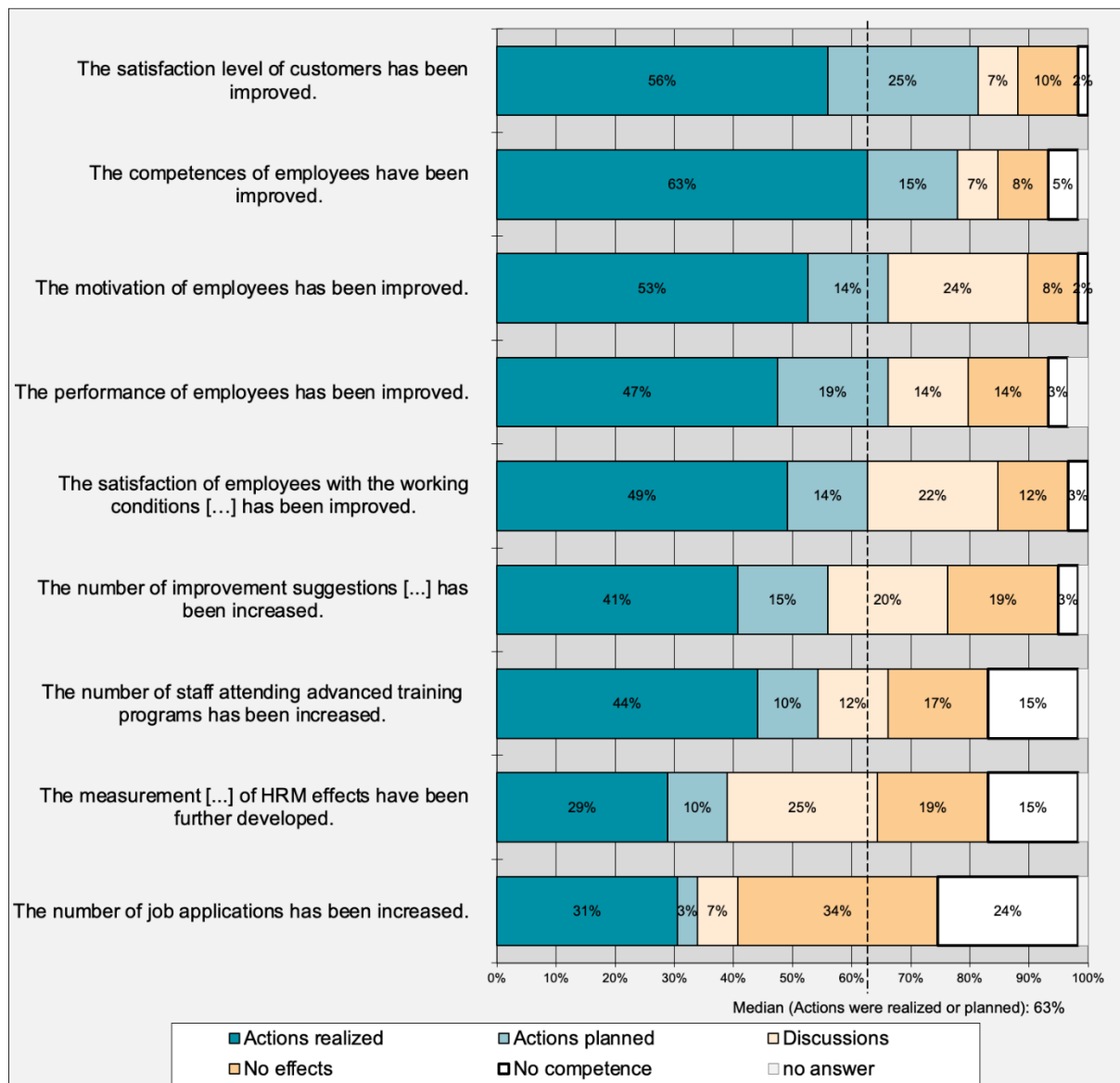
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<sup>14</sup> The following figures comprise realized and planned actions.

## 2.9 Measurements of HRM effects

It is of strategic importance to collect, systematize and analyze human resource data to gain deeper insights into the performance of the organisation. CAF offers key performance indicators related to people and human resource management results.

**Figure 19: Measurements of HRM effects - After the CAF implementation in our organisation, we could perceive that ....**



Source: Survey Effective CAF Users, KDZ 2021. Detailed results concerning size and function of the organisation and level of government see Annex Table 12



Nearly two thirds (63 percent<sup>15</sup>) of the Effective CAF Users observe an impact of CAF on better results of the personnel in their organisation. This is a strong sign that CAF works and improves the performance, competence, and motivation of the people and therefore the efficiency and effectiveness of the organisation. This results in a clear increase of the satisfaction level of customers. The detailed results show:

- ❑ 81 percent of the organisations have realized or planned relevant actions to improve the satisfaction of customers.
- ❑ Also, the employees benefit from a CAF-implementation through improving their competences (78 percent), motivation (78 percent), performance (66 percent) and satisfaction with the working conditions (63 percent). This shows that CAF is a strong driver for improving employee satisfaction and motivation.
- ❑ On the other side the survey shows that CAF has less impact on the measurement and controlling practice of HRM effects (39 percent).

CAF improves the motivation and performance of employees as well as the satisfaction of employees and customers. This may also cause in the CAF methodology which includes leadership and employees in the process of assessing the own organisation and elaboration of the improvement plan which gives a common vision and “drive” for further change initiatives of the organisation.

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<sup>15</sup> The following figures comprise realized and planned actions.

### III Conclusions

#### 1 High impact of CAF on Human Resource Management and People

CAF has a **high impact** on human resource management and people. The “Top 7 impacts of CAF on human resource and people” are:<sup>16</sup>

Figure 20: Top rated realized HR-actions after CAF-implementation



Source: Survey Effective CAF Users, KDZ 2021

<sup>16</sup> TOP 13: More than 55 percent of the European public sector organizations which received the certificate “Effective CAF User (ECU) have realized these actions after CAF-implementation.

## CONCLUSIONS

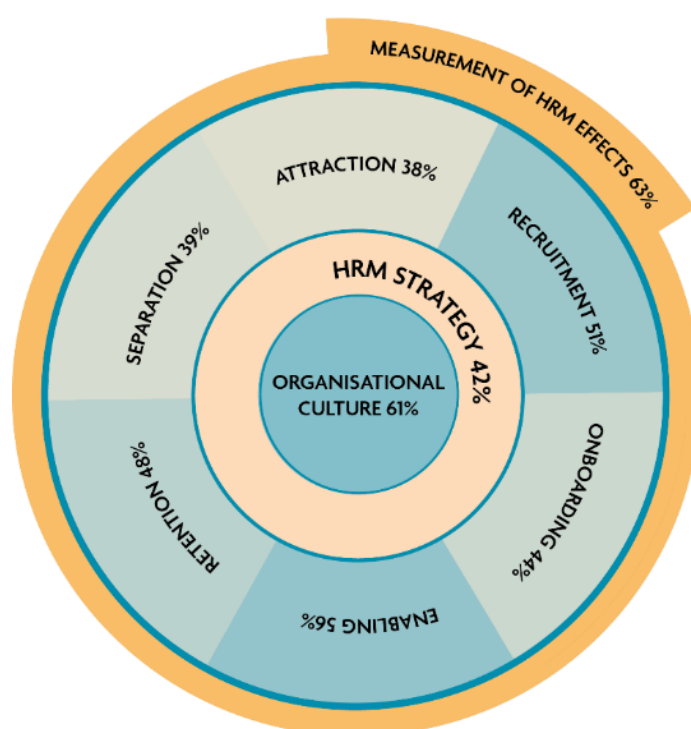
More than 55 percent of the European public sector organisations which received the certificate “Effective CAF User (ECU) have realized the following actions after CAF-implementation:

- Improving the **internal communication** (69 percent)
- Conducting **employee surveys** (66 percent)
- Improving the **competences** of employees (63 percent)
- Enhancing the **teamwork** (61 percent)
- Increasing **well-being** of employees (61 percent)
- Better **informing** of employees (56 percent)
- Improving the **satisfaction** level of **customers** (56 percent)
- Increasing **feedback culture** and quality discourses (54 percent)
- Better targeting of **internal training** program (54 percent)
- Developing of **mission statements** (53 percent)
- Further developing of **website** appearance, usability and information (53 percent)
- Improving of **working conditions** (53 percent)
- Increasing the **motivation** of employees (53 percent)

**58 percent** of the CAF-Improvement Plans cover measures for the improvement of human resource management. Still high but significantly lower impact CAF shows up at human resource development with 36 percent and involvement and empowerment of the people with 40 percent coverage in the CAF-Improvement Plans.

Looking at the **Employee Life Cycle** a high impact of CAF on the components “Organisational Culture”, “Enabling”, “Retention” and “Measurement of HRM effects” can be observed.

**Figure 21: Impact of CAF on the components of the Employee Life Cycle**



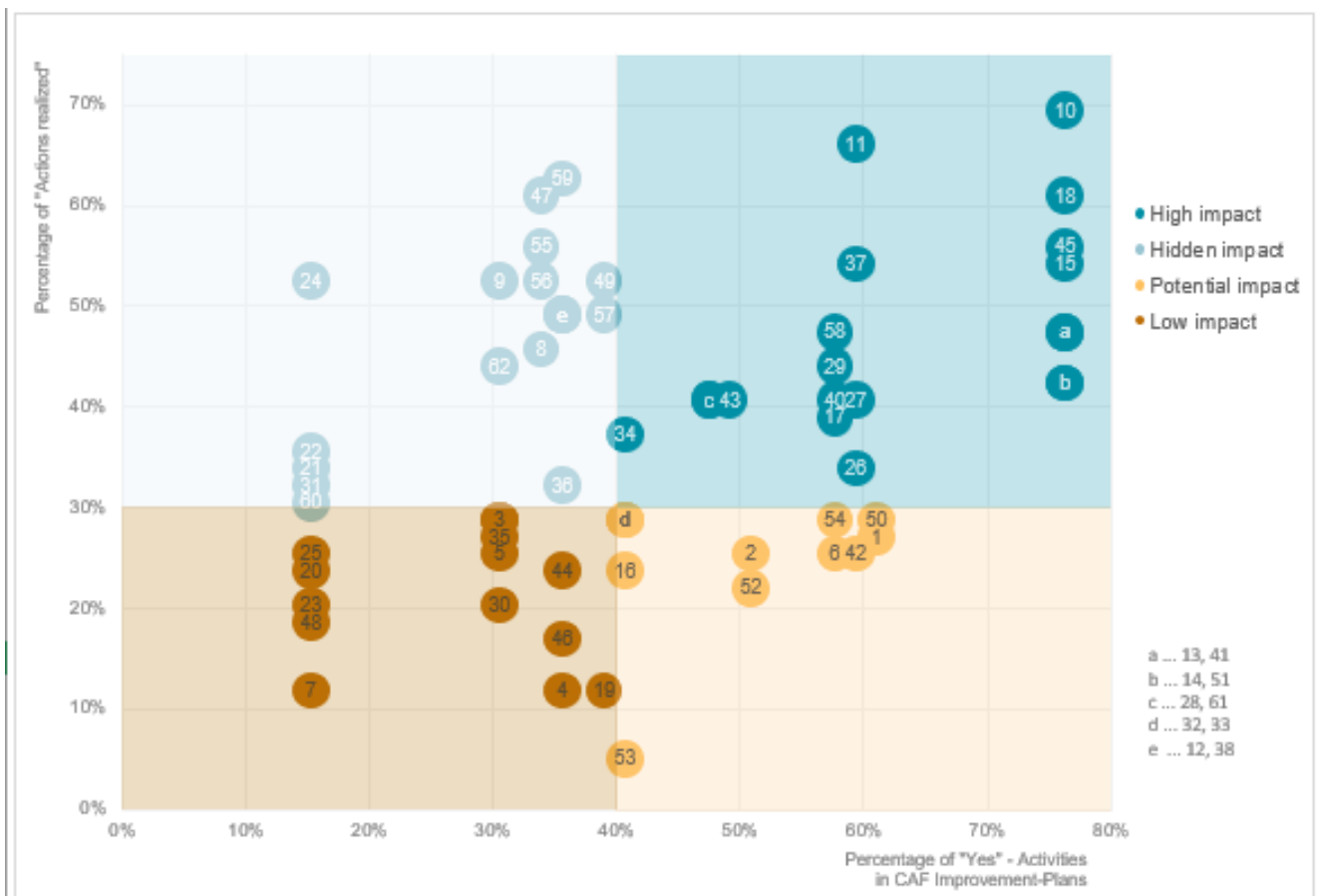
Source: Survey Effective CAF Users, KDZ 2021

## 2 The hidden and potential impact of CAF

The used methodology of the survey allows a deeper insight into the impact of CAF. Linking the results of the “evidence about the human resource related measures in the CAF-Improvement Plans” and the “expert perception if human resource related actions have been realized after the CAF-implementation” reveals four categories of CAF impact on human resource management and people.

- ❑ High impact: Measures in the CAF-Improvement Plan AND actions realized
- ❑ Low impact: measures NOT in the CAF-Improvement Plan AND actions NOT realized
- ❑ Hidden impact: measures NOT in the CAF-Improvement Plan AND actions realized
- ❑ Potential impact: measures in the CAF-Improvement Plan AND actions NOT realized

Figure 22: Impact of CAF on Human Resource Management and People



Source: Survey Effective CAF Users, KDZ 2021.

<b>High impact</b>		
10 Internal communication	26 Job descriptions	41 Knowledge management
11 Employee survey	27 Requirement profiles	43 Innovation skills
13 Suggestion system	28 Recruitment process	45 Internal informations
14 Intergenerational dialogue	29 Performance culture	51 Knowledge transfer
15 Feedback culture	34 Mentoring procedure	58 Employee performance improved
17 Service Standards	37 Internal training program	61 Number of improvement suggestions increased
18 Teamwork	40 Employee performance system	
<b>Hidden impact</b>		
8 Better employee satisfaction	31 New sourcing channels	56 Motivation of employees
9 Mission statement	36 Training for Newcomers	57 Satisfaction with working conditions
12 Appraisal interviews	38 Innovative training methods	59 Competences of employees
21 Job advertisements	47 Well-being	60 Number of job applications
22 Innovative HR recruiting approaches	49 Working conditions	62 Number of staff in training
24 Website appearance	55 Satisfaction of customers	
<b>Potential impact</b>		
1 HR Strategy	32 Map for "Newcomers"	52 Job requirements
2 HR development plan	33 "Welcome Day"	53 Senior expert pool
6 HR controlling-system	42 Skill database	54 Controlling practices of HRM
16 New-Work	50 Retirements proactively planned	
<b>Low impact</b>		
3 Sensitivity for diversity	20 Image films	44 Digital Literacy
4 Talent management-program	23 Job benefits	46 New career paths
5 Leadership development program	25 Advertising ambassadors	48 Fringe Benefits
7 Employer Brand	30 Recruiting skills	
19 Mobbing	35 Training for Mentors	

Source: Survey Effective CAF Users, KDZ 2021.

The detailed analysis shows that the CAF has high impact on HR-measures related to main items of organisational development. CAF significantly improves the internal communication, information, organisational culture, knowledge, teamwork, employee focus and performance.

For CAF the hidden impact is of highest importance. The hidden impact is caused by the CAF methodology, which promotes consensus and common discourse. This leads to further developments in the organisations without these being laid down in the CAF Improvement Plans. The focus here is on the agendas of the change and in particular on the item's motivation and satisfaction of people, innovation, well-being and competence development.

The **potential impacts** indicate a need for further development of the CAF. These are areas that are included in the CAF-Improvement Plan but not implemented. They all cover important aspects of human resource management such as HR-strategy, planning and controlling. The fact that there are few actual implementations can partly be explained by a lack of competencies and responsibility, as was also expressed in the survey. Nevertheless, these issues require increased attention in the further development of the CAF.

**Low impact** of CAF has been revealed concerning new specific tools of human resource management. This includes important tools to fulfil the expectations of the younger generation like talent management, employer branding, job benefits, digital literacy but also the sensitivity for diversity issues. These results have to be put into perspective, as many of these human resource management tools are very new and therefore could not be fully used in the survey period (2015-2021). Nevertheless, further attention is needed to adapt the CAF towards the needs of the new era of work and changing attitudes of young professionals and to attract high potentials for an occupation in public sector.

### 3 Unlocking effective Human Resource Management with CAF

The impact of CAF on human resource management and people has been confirmed by this survey. The high impact on HR-measures related to organisational development and the revealed hidden impact on motivation and satisfaction of people, innovation, well-being and competence development are of main importance for an effective human resource management.

For the future development of CAF following aspects should become a clearer focus in the CAF implementing practices:

The requirements of **new-work** and young professionals and the development of new career paths need more attention. While traditional forms of **human resource development** like “development plans” are covered in 51 percent of the CAF- Improvement Plans the modern and innovative forms of human resource development are included in the CAF Improvement Plans to a limited extent.

The fields of **human resource strategy, planning and controlling** need further analysis. Especially the area “human resource management strategy or policy” shows a significantly lower impact of CAF. With a coverage in the CAF-Improvement Plans of 47 percent and 33 percent for large organisations (more than 1.000 employees) this is still high but rated under average. This fact can partly be explained by a lack of competencies and responsibility. Nevertheless, increased attention for human resource strategy, planning and controlling in the CAF-Implementations is needed.

The necessary change initiatives in the public sector need strong leadership and a new leadership culture focussing on purpose, innovation, learning and continuous feedback. The results show that **leadership programs** are not often further developed by surveyed organisations.

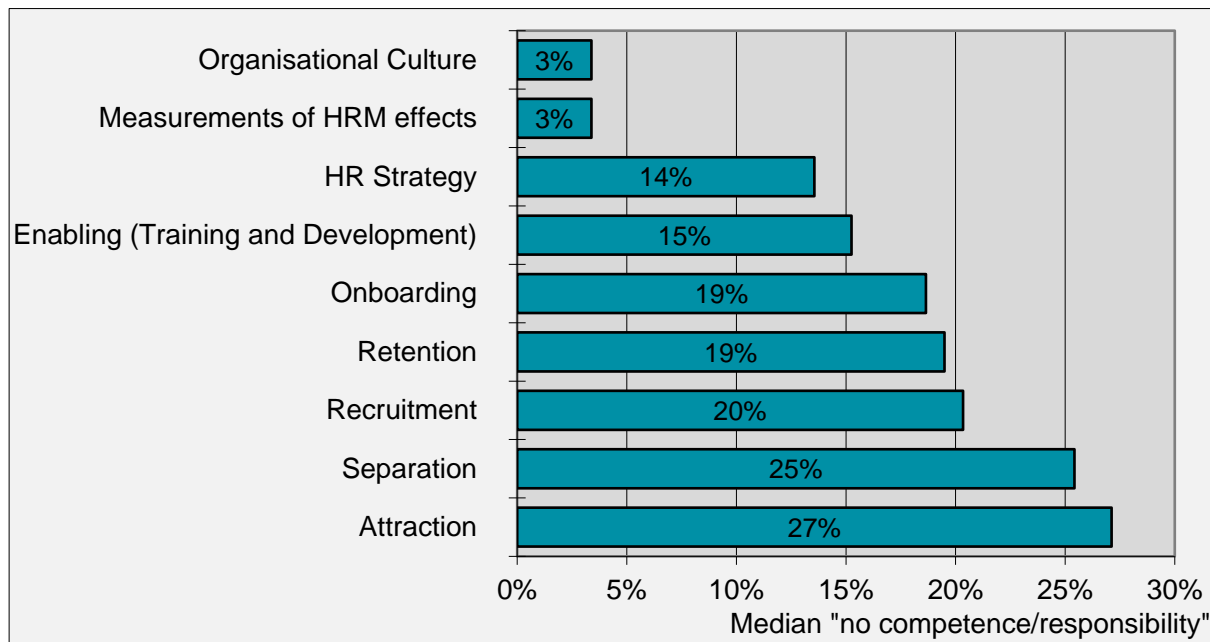
Closely related to the topic of HR strategy and planning is the issue of matching the needs of the organisations with the expected skills of the employees. The definition of **job requirements** and the **prospective planning of retirements** are often discussed in the CAF Improvement Plans but hardly find their way into daily business. Concerning planning of retirements and filling vacancies many organisations see low competence in this area. Nevertheless, these are important issues affecting public sector performance.

While CAF fosters the evaluation of employee performance (56 percent) the impact on the **digital literacy** of the employees is with 47 percent quite low and needs further attention. Public service delivery, collaboration and learning will be much more influenced by digital technologies than ever before. Skills are required to work with these new technologies and to improve the efficiency and value of public services.

The survey reveals that **sensitivity for diversity issues** finds the way slowly into public sector organisations. 29 percent of surveyed organisations confirm that after CAF implementation actions have been realized. Diversity has many facets and needs a clear strategy and concrete measures how human resource management can contribute and unlock its full potential.

The impact of CAF is weakened by the often **missing responsibility / competence** for human resource management. In the field of attraction and separation, a quarter of the Effective CAF Users do not see their own responsibilities/competences. In the fields of recruiting, onboarding and retention there are also almost 20 percent who cannot make independent decisions.

**Figure 23: No competence/responsibility in Human Resource Management**



Source: Survey Effective CAF Users, KDZ 2021

The data indicate that strategic core-tasks of human resource management (attraction, recruitment, separation) are often predetermined or steered by other/higher public authorities whereas internal development measures (onboarding, enabling, retention, organisational culture, human resource strategy) as well as controlling are often directly addressed and managed by the surveyed organisations.

The results also show that one's own room for maneuver in human resource management is often viewed narrowly and that responsibility is shifted to other organisational units. Especially in the fields of “new work” this traditional approach to human resource management needs further development. The Covid19 pandemic has shown the importance of decentralised responsibilities, personal autonomy and self-organisation. To foster resilience and agility of the public administration for the future global challenges this split of competences/responsibilities needs more reflection with a clear direction towards cross-organisational coordination and collaboration.

All these topics can be highlighted and addressed during the CAF implementation by **customising the CAF** questionnaire to the requirements of the organisation. In addition, the **CAF facilitators** have a crucial role to stimulate the discussions in the organisation and raising the awareness to reflect current practices in these fields. This will ensure the further development of the organisations human resource management practices through implementing the CAF.

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## V Annex

Table 1: Sub-criterion 3.1 – Manage and improve human resources to support the strategy of the organisation according to size and function of the organisation and level of government

	Percentage of "Yes"												
	Size of Organisation			Function of Organisation				Level of Government					Total
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social protection	Other	Central Government	Local & Subregional Government	State & Regional Government	Other	
Analyse current and future human resource needs in line with the strategy of the organisation.	58%	73%	33%	47%	68%	62%	50%	100%	79%	36%	63%	57%	61%
Develop and implement a transparent HR policy based on objective criteria for recruitment, promotion, remuneration, development, delegation, responsibilities, rewards and the assignment of managerial functions, in accordance with the organisation's HR principles.	48%	50%	33%	71%	42%	31%	50%	25%	53%	29%	58%	43%	47%
Implement the principles of fairness, political neutrality, merit based, equal opportunities, diversity, social responsibility and work-life balance in the HR policy and review the necessity for promoting women's careers and develop plans accordingly.	19%	45%	33%	29%	32%	15%	67%	25%	26%	21%	42%	29%	31%
Ensure the necessary competences and capabilities to achieve the mission, vision and values of the organisation are in place, especially focusing on social skills, agile mindset, and digital and innovation skills.	58%	55%	83%	59%	58%	69%	83%	0%	63%	57%	58%	57%	59%
Support a performance culture by defining performance goals shared with the people and monitoring the performance systematically, and conduct performance dialogues with the people.	58%	55%	67%	47%	74%	54%	50%	50%	74%	64%	42%	43%	58%
<b>Total</b>	<b>48%</b>	<b>55%</b>	<b>50%</b>	<b>51%</b>	<b>55%</b>	<b>46%</b>	<b>60%</b>	<b>40%</b>	<b>59%</b>	<b>41%</b>	<b>53%</b>	<b>46%</b>	<b>51%</b>
<b>Median</b>	<b>58%</b>	<b>55%</b>	<b>33%</b>	<b>47%</b>	<b>58%</b>	<b>54%</b>	<b>50%</b>	<b>25%</b>	<b>63%</b>	<b>36%</b>	<b>58%</b>	<b>43%</b>	<b>58%</b>

Source: Survey Effective CAF Users, KDZ 2021.

**Table 2: Sub-criterion 3.2 - Develop and manage competencies of people according to size and function of the organisation and level of government**

	Percentage of "Yes"												
	Size of Organisation			Function of Organisation				Level of Government					
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social	Other	Central Government	Local & Subregional Government	State & Regional Government	Other	Total
Implement a human resource development strategy/plan based on identified current and future competence, skills and performance requirements of people.	48%	59%	33%	59%	42%	54%	50%	50%	74%	21%	58%	29%	51%
Attract and develop the talents necessary to achieve the mission, vision and objectives.	13%	23%	0%	12%	21%	15%	17%	0%	21%	14%	16%	0%	15%
Enable new and innovative forms of learning to develop competencies (design thinking, teamwork, labs, experiments, e-learning, on-the-job learning).	48%	45%	67%	29%	47%	69%	50%	75%	42%	50%	47%	71%	49%
Establish individual competence development plans including personal skills (e.g., openness for innovations part of the regular performance interview (employee development interview), which provides a forum for mutual feedback and matching expectations.	26%	50%	33%	47%	42%	8%	50%	25%	32%	29%	42%	43%	36%
Create specific programmes and training for leadership development including public management instruments.	23%	32%	67%	18%	26%	38%	50%	50%	42%	14%	32%	29%	31%
Guide new people by means of mentoring, coaching and individual counselling.	29%	55%	50%	41%	42%	31%	33%	75%	47%	36%	47%	14%	41%
Develop and promote modern training methods (e.g., multimedia approach, on-the-job training, e-learning, using social media).	35%	41%	17%	35%	47%	46%	0%	0%	37%	43%	26%	43%	36%
Assess the impacts of training and development programmes on the organisational goals and transfer of content to colleagues.	35%	27%	0%	29%	47%	15%	17%	0%	16%	50%	26%	29%	29%
<b>Total</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Median</b>	52%	66%	53%	48%	54%	52%	50%	55%	62%	51%	59%	51%	57%
	32%	43%	33%	32%	42%	35%	42%	38%	39%	32%	37%	29%	36%

Source: Survey Effective CAF Users, KDZ 2021.

**Table 3: Sub-criterion 3.3 – Involve and empower the people and support their well-being according to size and function of the organisation and level of government**

	Percentage of "Yes"												
	Size of Organisation			Function of Organisation				Level of Government					
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	Other	Central Government	Local & Subregional Government	State & Regional Government	Other	Total
Promote a culture of open communication and dialogue and encourage teamwork.	77%	73%	83%	82%	63%	85%	83%	75%	95%	86%	53%	71%	76%
Involve employees and their representatives (e.g., trade unions) in the development of plans, strategies, goals, the design of processes, and in the identification and implementation of improvement and innovation activities.	29%	55%	50%	53%	37%	46%	33%	0%	42%	43%	47%	14%	41%
Develop systems for gathering ideas and suggestions from employees.	48%	45%	50%	24%	53%	77%	50%	25%	58%	57%	26%	57%	47%
Regularly conduct staff surveys, publish and give feedback on the results, their analysis and on the derived improvement actions.	65%	45%	83%	59%	63%	54%	67%	50%	58%	50%	74%	43%	59%
Ensure good environmental working conditions throughout the organisation including taking into account all health and safety requirements.	39%	41%	33%	35%	47%	38%	33%	25%	42%	36%	47%	14%	39%
Ensure that conditions are conducive to achieving a reasonable work-life balance for employees (e.g., the possibility to adapt working hours, part-time working, people on maternity or paternity leave).	29%	36%	50%	24%	37%	23%	67%	50%	37%	14%	37%	57%	34%
Pay particular attention to the needs of socially disadvantaged employees and people with disabilities.	16%	32%	17%	18%	37%	8%	17%	25%	26%	14%	26%	14%	22%
Provide adapted schemes and methods for rewarding people in a non-financial way, (e.g., by planning and reviewing people's benefits and supporting social, cultural and sport activities focused on people's health and well-being)	16%	18%	0%	18%	21%	0%	33%	0%	5%	0%	37%	14%	15%
<b>Total</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Median</b>	64%	69%	73%	59%	67%	66%	70%	50%	73%	60%	69%	57%	67%
	34%	43%	50%	29%	42%	42%	42%	25%	42%	39%	42%	29%	40%

Source: Survey Effective CAF Users, KDZ 2021.

**Table 4: Human Resource Strategy - After the CAF implementation in our organisation, we could perceive that .... (according to size and function of the organisation and level of government)**

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation				Level of Government					Total
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	Other	Central Government	Local & Subregional Government	State & Regional Government	Other	
The HR Strategy has been adapted.	32%	68%	67%	41%	63%	23%	67%	75%	58%	29%	68%	14%	49%
A Human Resource development plan (mid-term/long term) has been established.	45%	59%	33%	47%	58%	23%	50%	100%	53%	36%	58%	43%	49%
The sensitivity for diversity has been improved.	32%	59%	67%	47%	53%	23%	67%	50%	37%	50%	58%	29%	46%
A talent management-program has been established.	29%	9%	17%	12%	26%	15%	17%	50%	16%	14%	26%	29%	20%
A leadership development program was established.	32%	50%	67%	24%	47%	31%	67%	100%	53%	21%	53%	29%	42%
Key Performance Indicators and a controlling system in HR have been implemented.	39%	50%	17%	47%	58%	15%	17%	50%	53%	36%	37%	29%	41%
An Employer Brand was created (USP).	16%	18%	67%	24%	16%	15%	67%	0%	11%	29%	32%	14%	22%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Total</b>	<b>32%</b>	<b>45%</b>	<b>48%</b>	<b>34%</b>	<b>46%</b>	<b>21%</b>	<b>50%</b>	<b>61%</b>	<b>40%</b>	<b>31%</b>	<b>47%</b>	<b>27%</b>	<b>38%</b>
<b>Median</b>	<b>32%</b>	<b>50%</b>	<b>67%</b>	<b>41%</b>	<b>53%</b>	<b>23%</b>	<b>67%</b>	<b>50%</b>	<b>53%</b>	<b>29%</b>	<b>53%</b>	<b>29%</b>	<b>42%</b>

Source: Survey Effective CAF Users, KDZ 2021.

**Table 5: Organisational Culture - After the CAF implementation in our organisation, we could perceive that .... (according to size and function of the organisation and level of government)**

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation									
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education							
Employees are more satisfied with their work and their organisation.	58%	59%	67%	53%	58%	54%	67%	100%	68%	50%	68%	29%	59%
A Mission statement has been developed.	52%	73%	67%	59%	63%	54%	67%	75%	63%	50%	79%	29%	61%
The internal communication has been improved.	77%	95%	100%	71%	95%	85%	100%	100%	84%	79%	89%	71%	86%
An employee survey has been conducted.	68%	86%	100%	88%	68%	69%	100%	75%	84%	64%	84%	71%	78%
Appraisal interviews have been conducted.	58%	77%	33%	76%	74%	38%	50%	50%	53%	57%	79%	57%	63%
A more open approach to suggestions for improvement and constructive discussions (feedback, reflexion, learning...) was implemented.	71%	68%	83%	59%	79%	69%	83%	75%	84%	50%	74%	71%	71%
Dialogues between the different generations in the organisation have been improved	42%	50%	67%	41%	47%	46%	50%	75%	63%	29%	53%	29%	47%
The feedback culture and the quality discourses have been improved.	58%	68%	83%	53%	74%	62%	67%	75%	68%	71%	68%	29%	64%
Discussions about the purpose and meaning of work (focus New Wor) have been initiated.	42%	41%	50%	59%	26%	31%	50%	75%	47%	43%	42%	29%	42%
Service standards have been developed.	45%	55%	67%	47%	68%	23%	50%	75%	42%	50%	63%	43%	51%
The teamwork has been improved.	61%	86%	83%	65%	79%	62%	83%	100%	79%	71%	84%	29%	73%
Professional coherence within departments have been improved	45%	64%	67%	65%	47%	46%	50%	75%	68%	36%	58%	43%	54%
Number of reported or detected cases of mobbing has decreased.	13%	18%	33%	12%	21%	15%	17%	25%	16%	29%	16%	0%	17%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Total</b>	<b>53%</b>	<b>65%</b>	<b>69%</b>	<b>57%</b>	<b>62%</b>	<b>50%</b>	<b>64%</b>	<b>75%</b>	<b>64%</b>	<b>52%</b>	<b>66%</b>	<b>41%</b>	<b>59%</b>
<b>Median</b>	<b>58%</b>	<b>68%</b>	<b>67%</b>	<b>59%</b>	<b>68%</b>	<b>54%</b>	<b>67%</b>	<b>75%</b>	<b>68%</b>	<b>50%</b>	<b>68%</b>	<b>29%</b>	<b>61%</b>

Source: Survey Effective CAF Users, KDZ 2021.

**Table 6: Attraction - After the CAF implementation in our organisation, we could perceive that .... (according to size and function of the organisation and level of government)**

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation				Level of Government					Total
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	Other	Central Government	Local & Subregional Government	State & Regional Government	Other	
New image films with our employees have been created.	26%	27%	50%	24%	21%	38%	17%	75%	37%	29%	26%	14%	29%
Our job advertisements (form, content, diction, layout) have been improved.	35%	50%	83%	53%	26%	54%	67%	50%	63%	29%	47%	29%	46%
New approaches such as Social Media, recruiting platforms/events are used to inform about job opportunities and vacancies.	35%	45%	50%	41%	37%	46%	33%	50%	47%	29%	42%	43%	41%
We adapted our job benefits to the market conditions.	29%	27%	67%	18%	37%	23%	83%	25%	37%	7%	47%	29%	32%
The website appearance, usability and information have been further developed.	52%	77%	67%	65%	58%	69%	50%	75%	74%	36%	79%	43%	63%
We use and train our employees as advertising ambassadors.	26%	41%	67%	24%	53%	15%	67%	25%	37%	21%	47%	29%	36%
<b>Total</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Median</b>	32%	43%	67%	32%	37%	42%	58%	50%	42%	29%	47%	29%	38%
	34%	45%	64%	37%	39%	41%	53%	50%	49%	25%	48%	31%	41%

Source: Survey Effective CAF Users, KDZ 2021.

**Table 7: Recruitment - After the CAF implementation in our organisation, we could perceive that ... (according to size and function of the organisation and level of government)**

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation				Level of Government					Total
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	other	Central Government	Local & Subregional Government	State & Regional Government	Other	
Job descriptions were adapted.	48%	55%	50%	59%	53%	38%	50%	50%	47%	43%	58%	57%	51%
Requirement profiles have been adapted (service attitude, ability to develop, willingness to learn ...).	48%	73%	33%	65%	58%	46%	33%	75%	58%	50%	68%	29%	56%
Criteria, standard procedures and action guidelines for the recruitment process have been adapted/improved.	45%	55%	67%	65%	37%	38%	67%	75%	63%	43%	53%	29%	51%
A performance culture by defining performance goals has been initiated.	48%	64%	50%	59%	58%	38%	33%	100%	68%	43%	58%	29%	54%
Managers have been trained for recruiting requirements (questioning techniques, rating, decide objectively).	23%	41%	17%	41%	26%	8%	33%	50%	32%	14%	47%	0%	29%
Further channels for sourcing and recruiting of potential candidates (e.g., social-media, online job-portals, digital applicant management system etc.) have been used.	32%	55%	50%	41%	42%	31%	50%	75%	58%	21%	47%	29%	42%
<b>Total</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Median</b>	41%	57%	44%	55%	46%	33%	44%	71%	54%	36%	55%	29%	47%
	47%	55%	50%	59%	47%	38%	42%	75%	58%	43%	55%	29%	51%

Source: Survey Effective CAF Users, KDZ 2021.

**Table 8: Onboarding - After the CAF implementation in our organisation, we could perceive that .... (according to size and function of the organisation and level of government)**

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation				Level of Government					Total
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	Other	Central Government	Local & Subregional Government	State & Regional Government	Other	
An information map for "Newcomers" has been developed.	23%	64%	83%	41%	42%	46%	50%	50%	58%	29%	58%	0%	44%
Individual programs for welcoming Newcomers have been started (e.g., Welcome Day).	23%	55%	67%	35%	37%	23%	50%	100%	53%	21%	53%	0%	39%
A mentoring procedure for Newcomers has been established.	29%	59%	67%	47%	47%	23%	50%	75%	53%	29%	63%	0%	44%
Managers were trained to accompany and introduce new employees.	26%	45%	83%	35%	37%	23%	67%	75%	47%	21%	53%	14%	39%
Special training Programs for Newcomers have been established.	23%	64%	83%	41%	42%	38%	67%	50%	63%	29%	47%	14%	44%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Total</b>	<b>25%</b>	<b>57%</b>	<b>77%</b>	<b>40%</b>	<b>41%</b>	<b>31%</b>	<b>57%</b>	<b>70%</b>	<b>55%</b>	<b>26%</b>	<b>55%</b>	<b>6%</b>	<b>42%</b>
<b>Median</b>	<b>23%</b>	<b>59%</b>	<b>83%</b>	<b>41%</b>	<b>42%</b>	<b>23%</b>	<b>50%</b>	<b>75%</b>	<b>53%</b>	<b>29%</b>	<b>53%</b>	<b>0%</b>	<b>44%</b>

Source: Survey Effective CAF Users, KDZ 2021.



**Table 9: Enabling (Training and Development) - After the CAF implementation in our organisation, we could perceive that .... (according to size and function of the organisation and level of government)**

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation			Level of Government						
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	other	Central Government	Local & Subregional Government	State & Regional Government	Other	Total
The internal training program has been more targeted to competences needed by employees, leadership and for the organisation.	58%	77%	67%	71%	58%	62%	67%	100%	84%	50%	58%	71%	66%
Innovative training and learning methods (webinar, blended learning etc.) have been developed.	55%	64%	67%	41%	58%	69%	67%	100%	74%	29%	63%	71%	59%
Leadership development programs have been upgraded (e.g., specialized training programs, coaching etc.).	29%	64%	83%	24%	63%	31%	67%	100%	63%	21%	53%	43%	47%
Measures for evaluating, developing and fostering employee performance have been established (e.g., performance dialogues, rewarding system etc.).	48%	64%	67%	71%	47%	31%	83%	75%	58%	43%	63%	57%	56%
The knowledge management has been improved (e.g., development of internal knowledge-database, search functions and findability of information's etc.)	48%	68%	83%	53%	53%	46%	100%	100%	68%	36%	74%	43%	59%
A competence and skill database has been set up.	39%	55%	33%	47%	53%	15%	33%	100%	42%	36%	53%	43%	44%
Employees have been encouraged to upgrade their innovation skills (e.g. agility, design-thinking etc.).	55%	55%	67%	41%	63%	62%	50%	75%	58%	57%	58%	43%	56%
A program to improve digital literacy has been developed.	39%	50%	83%	29%	32%	69%	67%	100%	68%	29%	53%	14%	47%
Employees have been informed about the introduction of new procedures or projects on time/in advance.	68%	82%	83%	76%	79%	62%	67%	100%	74%	57%	84%	86%	75%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Median</b>	<b>49%</b>	<b>64%</b>	<b>70%</b>	<b>50%</b>	<b>56%</b>	<b>50%</b>	<b>67%</b>	<b>94%</b>	<b>65%</b>	<b>40%</b>	<b>62%</b>	<b>52%</b>	<b>57%</b>
	<b>48%</b>	<b>64%</b>	<b>67%</b>	<b>47%</b>	<b>58%</b>	<b>62%</b>	<b>67%</b>	<b>100%</b>	<b>68%</b>	<b>36%</b>	<b>58%</b>	<b>43%</b>	<b>56%</b>

Source: Survey Effective CAF Users, KDZ 2021.

**Table 10: Retention - After the CAF implementation in our organisation, we could perceive that .... (according to size and function of the organisation and level of government)**

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation				Level of Government					
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	Other	Central Government	Local & Subregional Government	State & Regional Government	Other Government	Total
New and expanded career paths have been created.	19%	32%	33%	35%	11%	31%	33%	25%	42%	14%	26%	0%	25%
The well-being of employees has been improved (e.g., flexible working time, health promotion measures etc.).	61%	68%	100%	59%	68%	77%	67%	75%	79%	50%	79%	43%	68%
Fringe Benefits have been offered.	26%	36%	50%	24%	37%	31%	50%	25%	32%	14%	47%	29%	32%
The working conditions have been improved (e.g. quality of work equipment).	65%	64%	67%	71%	63%	77%	50%	25%	79%	50%	74%	29%	64%
<b>Total</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Median</b>	43%	50%	63%	47%	45%	54%	50%	36%	58%	32%	57%	25%	47%
	44%	50%	58%	47%	50%	54%	50%	25%	61%	32%	61%	29%	48%

Source: Survey Effective CAF Users, KDZ 2021.

Table 11: Separation - After the CAF implementation in our organisation, we could perceive that .... (according to size and function of the organisation and level of government)

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation				Level of Government					Total
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	other	Central Government	Local & Subregional Government	State & Regional Government	Other	
The retirement of employees has been proactively planned and prepared.	39%	55%	50%	59%	53%	23%	33%	50%	47%	43%	58%	14%	46%
The process for knowledge transfer and assurance has been improved.	48%	77%	67%	71%	58%	38%	67%	100%	79%	50%	74%	0%	61%
Requirements for the position have been revised in the course of the replacement.	19%	45%	50%	35%	26%	31%	50%	25%	42%	14%	37%	29%	32%
A senior expert Program / Council Pool has been implemented.	13%	9%	17%	12%	11%	15%	17%	0%	16%	0%	21%	0%	12%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Total</b>	<b>30%</b>	<b>47%</b>	<b>46%</b>	<b>44%</b>	<b>37%</b>	<b>27%</b>	<b>42%</b>	<b>44%</b>	<b>46%</b>	<b>27%</b>	<b>47%</b>	<b>11%</b>	<b>38%</b>
<b>Median</b>	<b>29%</b>	<b>50%</b>	<b>50%</b>	<b>47%</b>	<b>39%</b>	<b>27%</b>	<b>42%</b>	<b>38%</b>	<b>45%</b>	<b>29%</b>	<b>47%</b>	<b>7%</b>	<b>39%</b>

Source: Survey Effective CAF Users, KDZ 2021.

**Table 12: Measurements of HRM effects - After the CAF implementation in our organisation, we could perceive that.... (according to size and function of the organisation and level of government)**

	Percentage of "Actions were planned" and "Actions were realized"												
	Size of Organisation			Function of Organisation				Level of Government					
	Up to 100 Employees	101 to 1,000 Employees	More than 1,000 Employees	Administration	Public Services	Education	Health & Social Protection	Other	Central Government	Local & Subregional Government	State & Regional Government	Other	Total
The measurement and controlling practice of HRM effects have been further developed.	32%	50%	33%	47%	47%	15%	33%	50%	47%	29%	42%	29%	39%
The satisfaction level of customers has been improved.	74%	91%	83%	82%	95%	69%	67%	75%	84%	79%	84%	71%	81%
The motivation of employees has been improved.	65%	64%	83%	53%	84%	54%	83%	50%	63%	57%	74%	71%	66%
The satisfaction of employees with the working conditions (e.g. leadership style, team-cohesion etc.) has been improved.	58%	64%	83%	53%	79%	46%	83%	50%	63%	50%	79%	43%	63%
The performance of employees has been improved.	65%	73%	50%	59%	84%	54%	50%	75%	68%	64%	68%	57%	66%
The competences of employees have been improved.	71%	91%	67%	71%	89%	77%	50%	100%	79%	71%	79%	86%	78%
The number of job applications has been increased.	29%	36%	50%	47%	26%	23%	50%	25%	37%	29%	42%	14%	34%
The number of improvement suggestions proposed by employees has been increased.	52%	59%	67%	41%	68%	62%	33%	75%	58%	50%	63%	43%	56%
The number of staff attending advanced training programs has been increased.	39%	73%	67%	59%	58%	38%	50%	75%	63%	43%	68%	14%	54%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Median</b>	<b>54%</b>	<b>67%</b>	<b>65%</b>	<b>57%</b>	<b>70%</b>	<b>49%</b>	<b>56%</b>	<b>64%</b>	<b>63%</b>	<b>52%</b>	<b>67%</b>	<b>48%</b>	<b>60%</b>
	<b>58%</b>	<b>64%</b>	<b>67%</b>	<b>53%</b>	<b>79%</b>	<b>54%</b>	<b>50%</b>	<b>75%</b>	<b>63%</b>	<b>50%</b>	<b>68%</b>	<b>43%</b>	<b>63%</b>

Source: Survey Effective CAF Users, KDZ 2021.

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## Glossary

### Organisational Culture

The organisational culture of an organisation includes assumptions, values, standards, convictions, rules and principles shared by the employees of an organisation. Organisational culture evolves over a very long period of time and is hard to change. By initiating reflection processes, feedback-loops and effective communication between the multiple members and stakeholders of an organisation the organisational culture can be further developed.

### Human Resource Management Strategy

The Human Resource Management Strategy includes all measures to foster innovation, setting up the ground for motivation, satisfaction and productivity thus effecting the overall performance of the organisation. It is important that the HRM strategy is in line with the overall strategy, organisational culture and values of the organisation.

### Attraction

Attraction includes all measures to position the public organisation as an attractive employer and good place to work. Often described with “Employer Branding” an employer brand contains multiple facets, all of which should express what the organisation, as an employer, represents. Through these facets (e.g., website appearance, job advertisements, social media, image films etc.), the organisation aims to achieve status as an employer of choice.

### **Recruitment**

A good staffing is reflected in the greatest possible fit between the requirements of the job and the competencies of the applicant. To reach this fit a set of measures is relevant to ensure effective recruiting processes (e.g., job descriptions and requirement profiles, sourcing strategy, interview training and selection criteria etc.).

### **Onboarding**

After recruiting the onboarding process will introduce the new employees to their new job. Hence onboarding activities cover all measures which make the new colleagues well-adjusted to the organisational environment and performance aspects of their new job as quickly and smoothly as possible (e.g., mentoring, information maps, special training programs etc.).

### **Enabling**

Enabling covers all measures focusing on training and the professional development of employees (e.g., leadership development, innovative training and learning methods, competence /skill management etc.).

### **Retention**

Employee retention basically means that various measures are taken by organisations to encourage its employee so that they remain with it for a longer duration of time. It covers a wide range of incentives e.g., working conditions, flexible working-time, individual career paths etc. and depends on the individual motivation structure which at the end should lead to a high commitment and retention rate of employees.

### **Separation**

The final stage of the employee life cycle is the stage of employee separation. In this stage it becomes relevant, in how far the organisation manages predictable changes in the staffing, how the knowledge of retired colleagues can be proactively transferred and stored in the organisation, or also how the organisation can further use the know-how of former colleagues (e.g. senior expert / council pool).

### **Measurement of HRM effects**

“If it cannot be measured it cannot be managed”, according to Peter Drucker, depicts the strategic importance of collecting, systematize, and analyze HRM data to gain deeper insights into HRM performance. In this field CAF 2020 offers key performance indicators related to people and HRM results. It is important that the performance measurements are linked to the strategic goals of the organisation and HRM, fit into the context of the organisation and have a high relevance for the decisions of leadership and HRM managers.





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