



Council Formation, Date
Germany's
Presidency of the
Council of the
European Union
(1 July - 31 December 2020)

20 Years of CAF – New Horizons

- From Turns to Challenges to Actions -

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Questions for the Working Groups

- 1) Which criteria in the CAF are linked to the following turns?
- 2) Which new actions has your administration already taken to cope with these turns?
- 3) Which further actions will be appropriate or necessary to answer to these challenges?

The digital/algorithmic turn

- Digitization as a game changer for life and work
 - Big Data, Networks, Real Time Management
 - Disinformation and bounded rationality
 - Artificial intelligence: partner for quality assurance
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- Improve data literacy and digital competencies
 - Use digitization for better work and services, human well being and development of individuals, social cohesion and sustainable development

The strategic turn

- From QM as compliance with norms/standards to putting the user in the centre
- From looking inside to appealing to the boss to designing processes and services around UX
- Make life easy for citizens
- Learn about their gain points and pain points
- Create added value for petitioners

The exploration/innovation turn

- Perfectness/masterplans don't suit the VUCA-World
- Half time periods of knowledge/disruptive powers
- Varieties of stakeholders/accelerated changes
- From conformity to adaptability/flexibility

- Embrace complexity, grow by experiments
- Use agile processes and sandboxes
- Create prototypes, test and craft the future
- Learn in the process and from failure

The functional turn

- From bureaucrats to intrapreneurs
- From human resources to resourceful humans
- From fixed mindset to growth mindset
- From command/control to Shared leadership

- Empower and appreciate your team
- Strengthen public service motivation
- Make public servant/service an attractive brand

The sense giving turn

- Would anybody miss us, if we were not in charge?
- What is our purpose? Do we make a difference?
- Is our work resilient, effective and sustainable?
- From command/control to Shared leadership

- Be guided by and committed to the public good
- Generate ownership for transformation
- Take responsibility for outcomes
- Strive for a smart human world

Future Work

- Be innovative, government!
- Take the initiative!
- Lead the game, make the first move!

- Let us enrich the
- Common Assessment Framework (CAF I)
with a
- Common Action Framework (CAF II)

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Together for Europe's recovery

