The background features a dark blue gradient with a faint, stylized mountain range at the bottom. Overlaid on the left side are several semi-transparent circular gauges or dials with numerical scales and arrows, suggesting a technical or analytical theme.

Risk and strategic foresight in practice: The Common Assessment Framework (CAF) as tool for preparedness and performance

**EPSA Workshop on Strategic Foresight
22 September 2022**

Goran Paštrović, senior QM expert
Tihana Puzić, senior QM expert

WHO ARE WE?

Tihana, QM &
organizational
development
senior expert

Goran, QM &
digital
transformation
senior expert

**...initially around QM, followed by
concepts of HCD, Agile, CM &
foresight, innovating and co-
creating....**

Strategic
Foresight

Resilience

Diversity

Crisis
Management

NEW PERSPECTIVES...



W Edwards Deming

1900-1993

"We have learned to live in a world of mistakes and defective products as if they were necessary to life. It is time to adopt a new philosophy in America."



STRATEGIC



Quality management



Foresight



Organizational excellence



Innovation



PUBLIC SECTOR FACES RADICAL CHANGE OVER PAST FEW YEARS

- ❑ Macroeconomic
- ❑ Social / aging population (pension, social and health care)
- ❑ Environmental – climate change – natural disasters
- ❑ Geo-political
- ❑ Health issues – pandemic
- ❑ Scarcity of resources – water / food / energy
- ❑ 4th Industrial revolution – intensive integration of technologies / technology is transforming how we live & interact
- ❑ Migrations (migrants / skilled labor force...brain drain in some societies)
- ❑ New clients' needs, behaviors, expectations

DEVELOPING REFORM AGENDA OF THE CONTEMPORARY GOVERNMENTS WILL REQUIRE SECTOR WIDE COOPERATION & FUTURE ORIENTATION

How do we get there?

- Better regulation
- Digital transformation
- Ethics and Integrity
- Crisis management
- Communication
- Resource management (energy / infrastructure / transport / water (river / lakes/ sea/oceans...))
- HRMD
- Sustainable development
- PFM
- Ecology & agriculture

- Security
- Foreign policy
- CBC
- Transboundary / international cooperation
- Social & Labor management
- Knowledge management – internal / PPP / PCP / PCPP
- Strategic decision making / public management – more & more data driven
- Accessibility of PA & PS
- Anti-silo approach along with adaptability of PA

WHAT COMES FIRST? IS THERE REAL ORDER IN DISRUPTED WORLD OF SIMULTANEOUS CRISIS / CHALLENGES...WHAT IS EXPECTED FROM US?

Need to:

- Increase efficiency & effectiveness of the public sector
- Corporate approach and culture in the PA
- Collaboration across sectors / Public – CSO – private / CBC – transboundary
- More systemic approach to data management
- Greater focus on long term planning

QUALITY MANAGEMENT & OTHER MODELS AS ENABLERS TO FORESIGHT

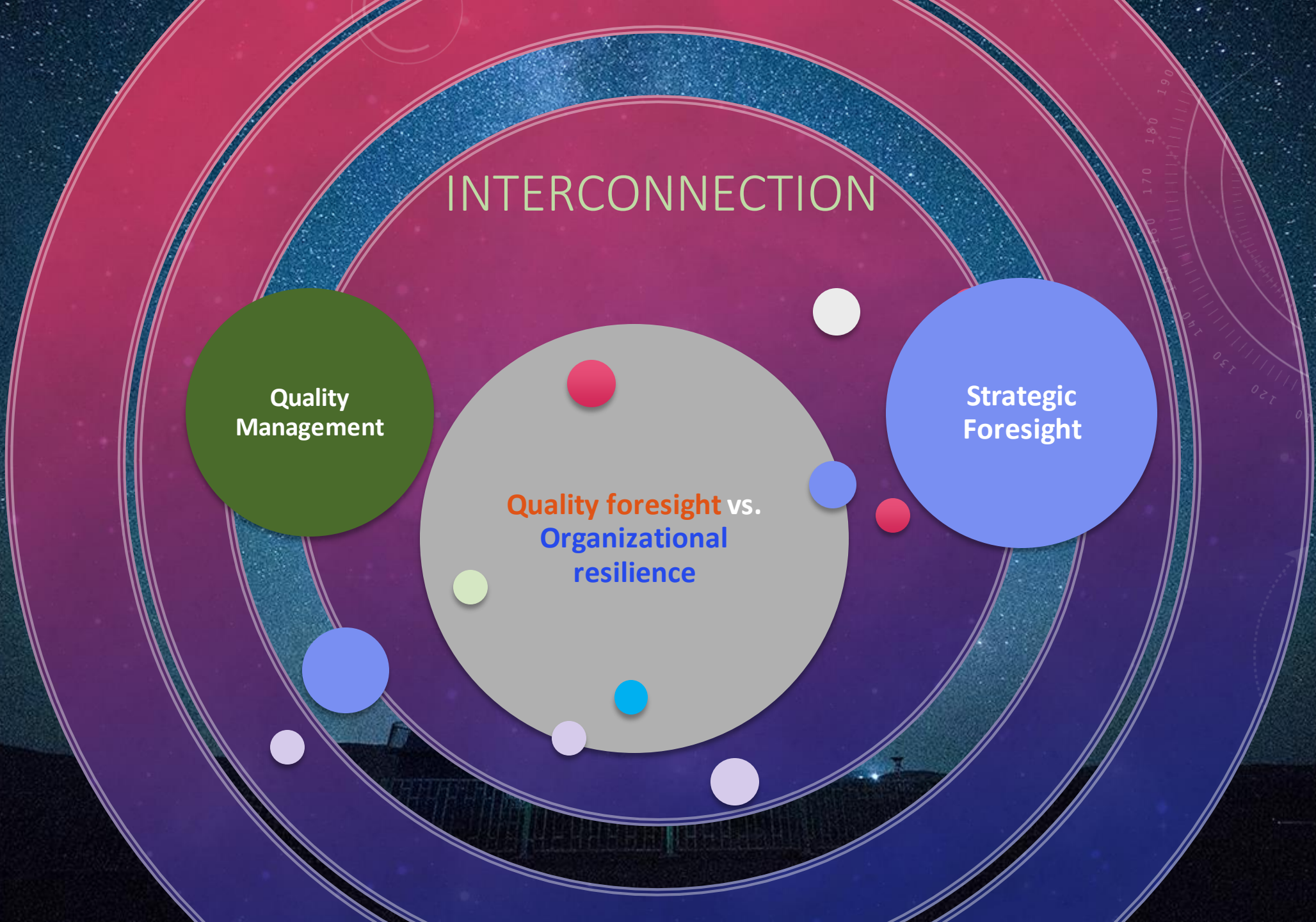


INTERCONNECTION

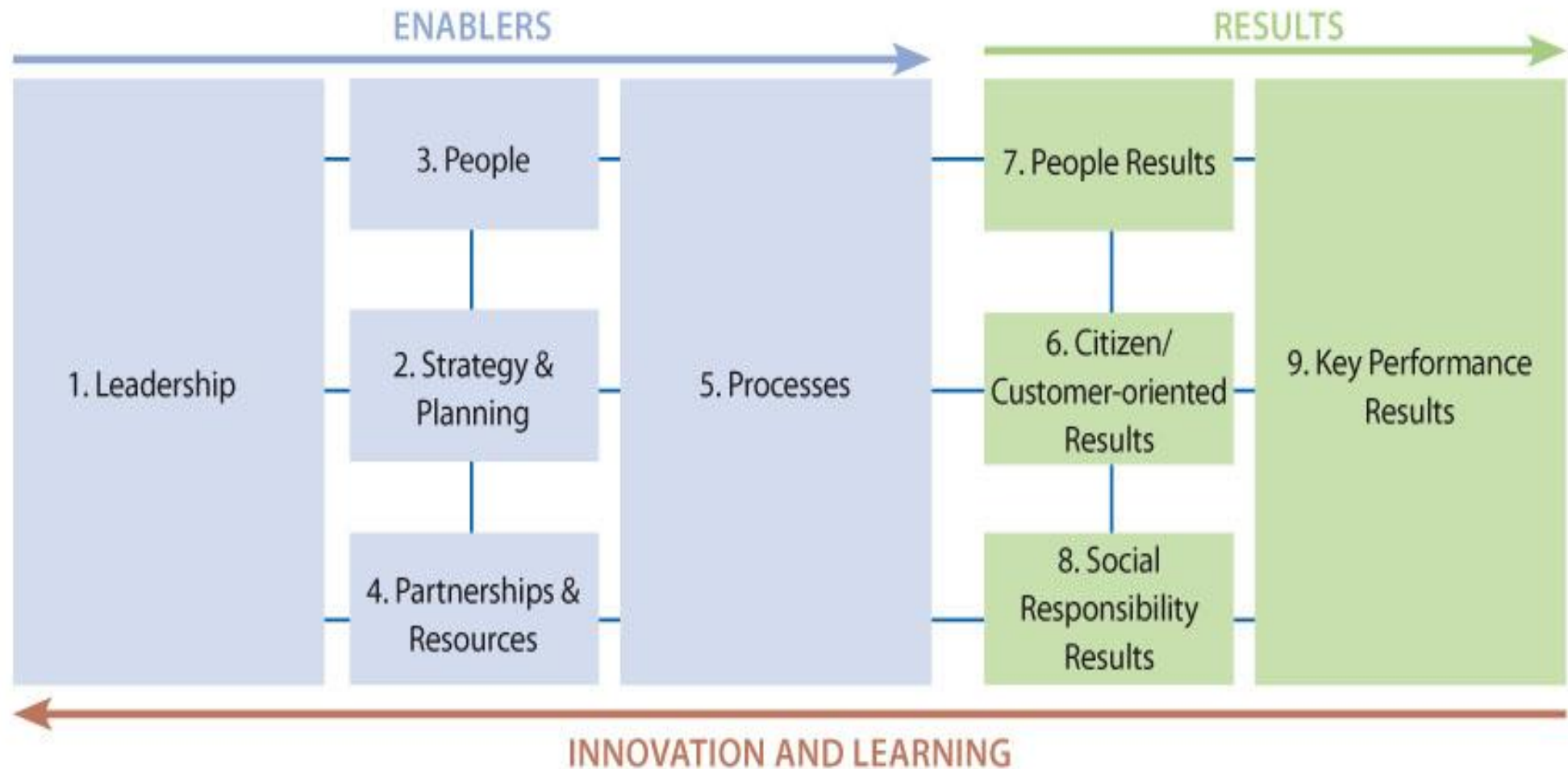
Quality
Management

Strategic
Foresight

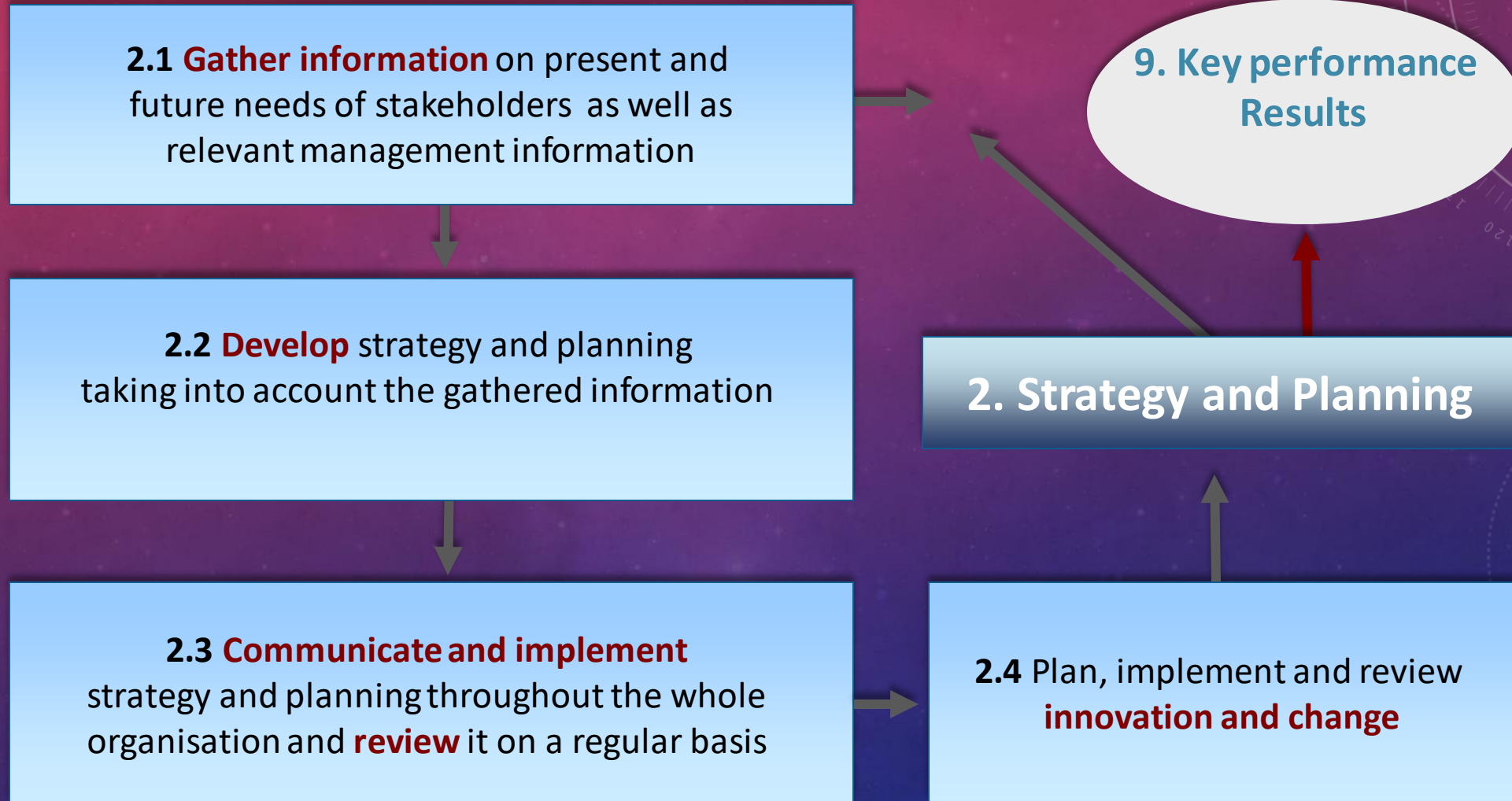
Quality foresight vs.
Organizational
resilience



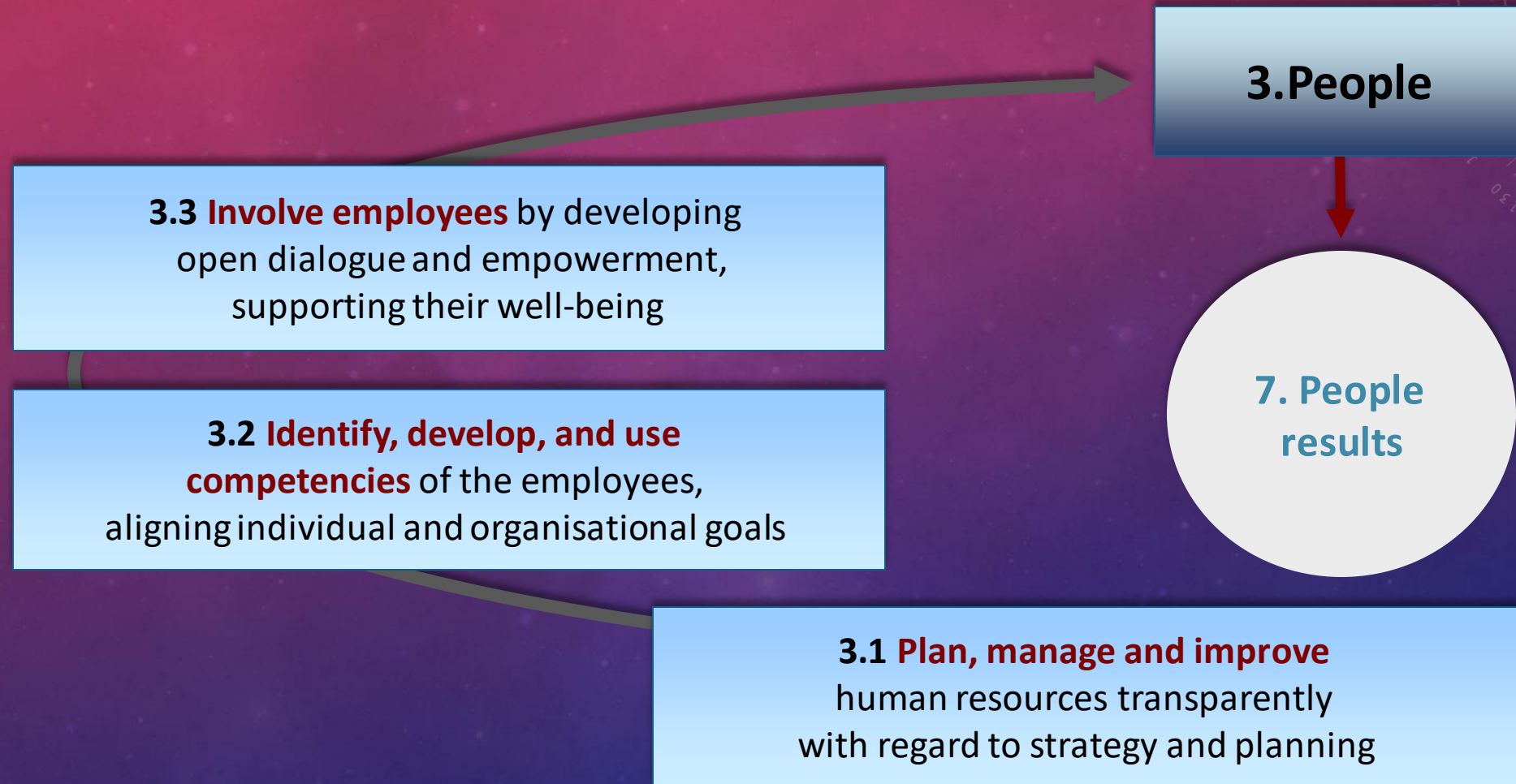
The CAF Model



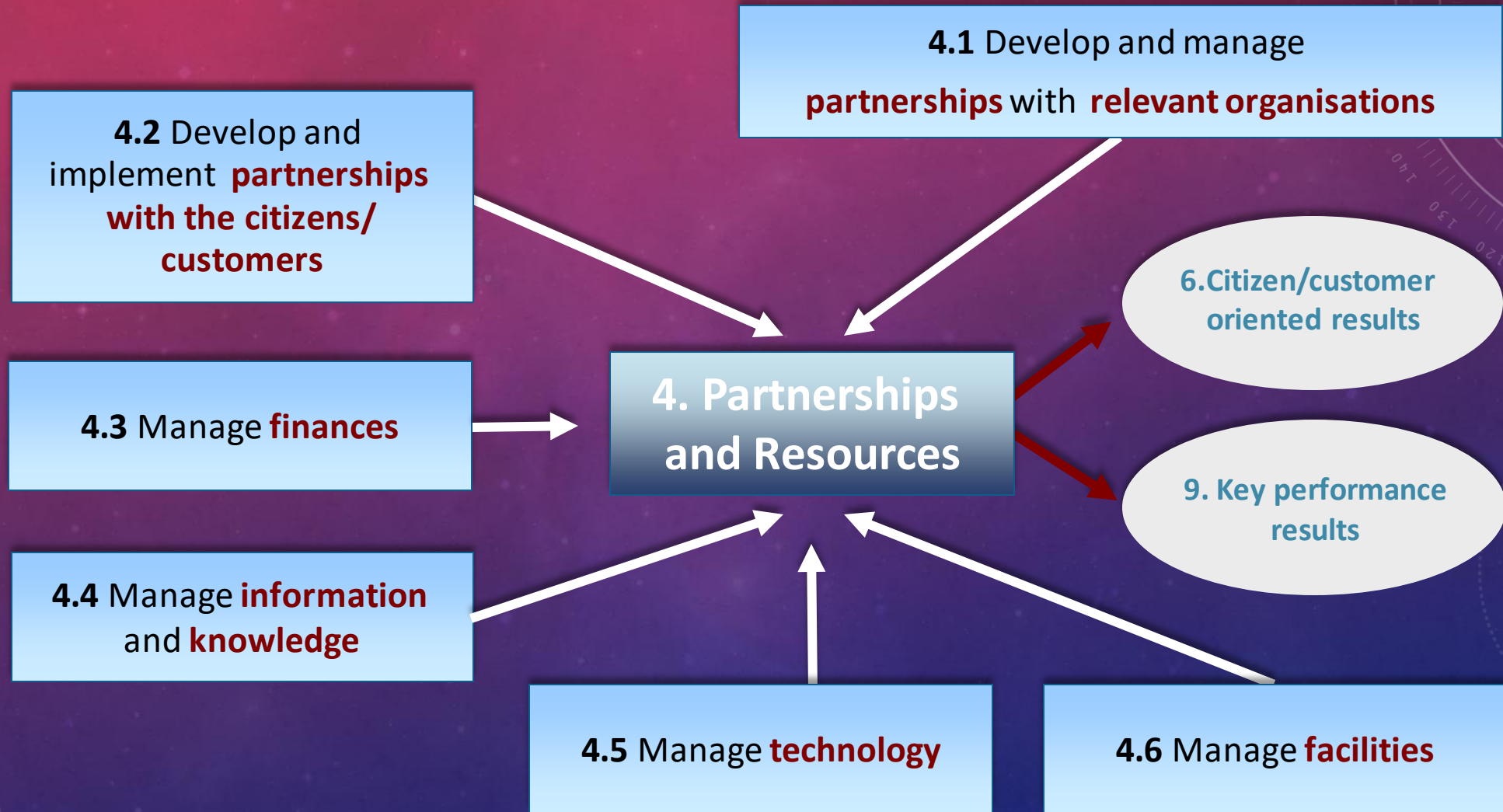
ENABLER 2



CRITERION 3



CRITERION 4



CRITERION 9

9. Key Performance Results

```
graph TD; A[9. Key Performance Results] --> B[9.1 External results: outputs and outcomes to goals]; A --> C[9.2 Internal results: level of efficiency]; B <--> C;
```

9.1 External results:
outputs and
outcomes to goals

9.2 Internal results:
level of efficiency

HOW CAF ADDITIONALLY BOOSTS STRATEGIC FORESIGHT?

- ❑ System scanning (leadership / HR/ clients/resources / social context)
- ❑ Guideline for optimization
- ❑ Identification of niche areas / areas for improvements / hidden strengths / disclose threats
- ❑ Risk assessment
- ❑ Mitigation measures
- ❑ Time horizon – up to three years with uptake of longer time perspective

CONTINUOUS IMPROVEMENT as it boost both ANALYTICAL & CREATIVE THINKING!!!



NEXT STEPS

Without sufficient knowledge, adequate communication and stakeholders' networks as well as data any SF process and expected impact may fail

- ❑ In order to be successful in Strategic Foresight, much depends on the LEADERSHIP and STAKEHOLDERS engagement
- ❑ CAF strengthens Strategic Foresight process to take into account broader strategic and policy context
- ❑ CAF inspires foresight activity to become continuous process
- ❑ Practical aspect – as CAF is easily setting synergies with other Management models it can “facilitate” the process of cross pollination of SP with wide range of tools....

QUALITY FORESIGHT – CAF

Means:

Merging of organizational and foresight cultures into one



CAF 2020 TOTAL QUALITY MANAGEMENT FRAMEWORK – A TOOL FOR REVAMPING PUBLIC ADMINISTRATIONS IN THE POST COVID ERA

- EIPA CAF Resource Centre, Maastricht
- 23 – 25 November 2022
- In-person deep-dive training:
<https://www.eipa.eu/courses/caf-2020/>



THANK YOU!