

Common Assessment Framework: the reference model for total The quality management in the public sector in Europe and the Asian Productivity Organisation's Public Sector Framework.

Presentation 4

Self assessment & scoring

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WHAT MATTERS MOST
IS HOW YOU SEE YOURSELF.



What is evaluated?

- The managerial practices (enablers) and the results obtained by the organisation by reference to all the criteria and sub criteria of the CAF (28)
- The group scores each of the 28 sub criteria based on facts, evidences and measurements

Who evaluates?

- **A group as representative as possible of the organisation:**
 - The various parts of the organisation,
 - The various responsibility levels
 - Not necessarily the big boss!
- **A well informed group individually**
- **Critical and constructive individuals**

How to evaluate? First an individual assessment

Each member of the SAG individually

- assesses **strengths and areas of improvements** (key words) based on their knowledge and experience
- allots a **score** for each sub criterion of the CAF
- tries to formulate one or more **improvement actions** related to the areas of improvement

Next, the consensus meeting with the SAG

- Search for a consensus in the group for each sub criterion on the strengths and areas of improvement
- This discussion is based on the evidences that were found
Looking at the examples of the CAF to do a final check might help
- Once this consensus is reached, finding a consensus on the scoring is not too difficult
- Find common suggestions for improvement actions
- Important role of the president

How to evaluate?

Sub criterion 1.1.	Strong points (this is what the organisation is strong at with regard to this sub criteria)	Improvement areas (this is what the organisation has to improve)
	<ul style="list-style-type: none">■ ...■ ...■ ...	<ul style="list-style-type: none">■ ...■ ...■ ...
	Improvement actions (which are the concrete actions we propose)	

Recapitulation

- The most important is to define strengths, areas of improvement and proposals for actions of improvement
- On the basis of this analysis: give a score
- Different panels for
 - enablers (PDCA)
 - results (trends and/or goal achievement)
- 2 types of panels
 - Classic: one level of PDCA assessed in the enablers, choice is possible in the results
 - Fine tuned: all levels of PDCA to be assessed in the enablers, no choice in the results

The assessment of the enablers

- Based on the **PDCA cycle**:
- Plan-Do-Check-Act: Deming cycle
- Principle of continuous improvement

Plan: project phase

Do: execution phase

Check: control phase

Act: action-, adaptation- and correction phase

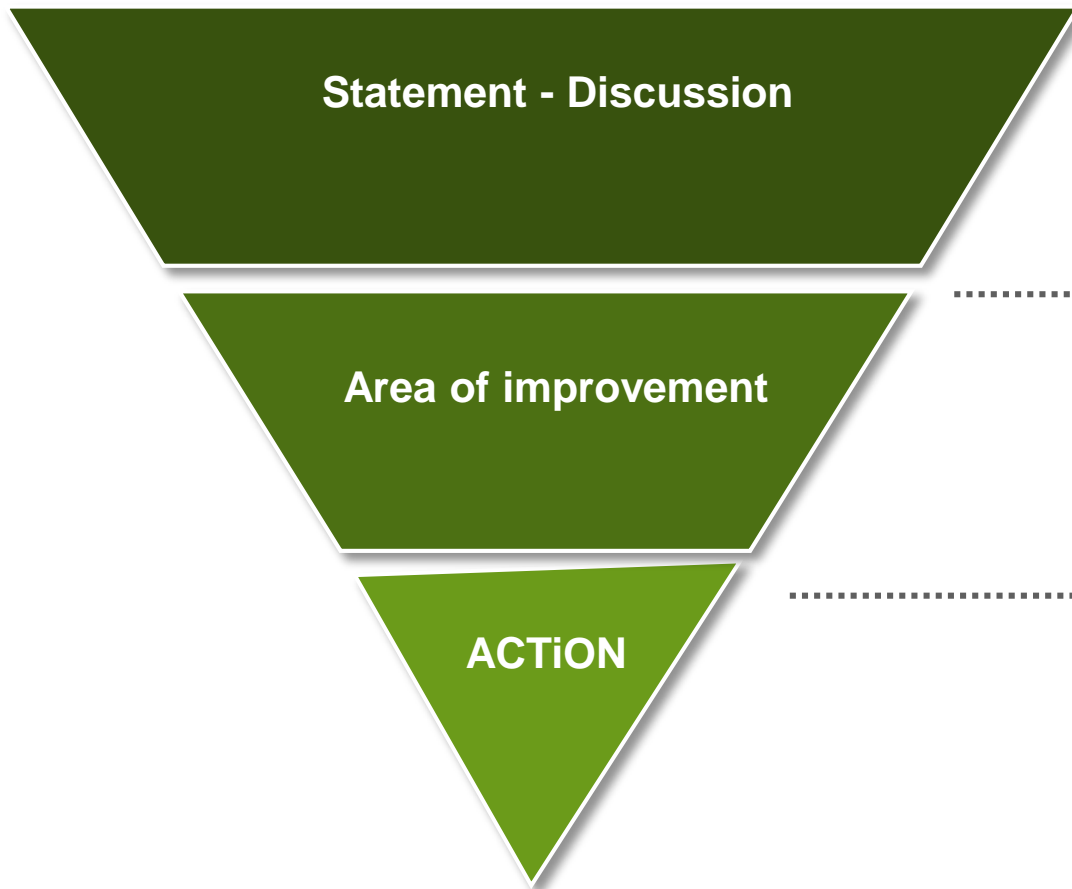
Enablers classical assessment panel

Phase	ENABLERS PANEL	Score
	We are not active in this field We have no information or very anecdotal.	0 – 10
PLAN	We have a plan to do this.	11 – 30
DO	We are implementing/doing this.	31-50
CHECK	We check/review if we do the right things in the right way.	51-70
ACT	On the basis of checking/reviews we adjust if necessary.	71-90
PDCA	Everything we do, we plan, implement and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue.	91-100

Results classical assessment panel

RESULTS PANEL	Score
No results are measured and/or no information is available.	0 – 10
Results are measured and show negative trends and/or results do not meet relevant targets.	11 – 30
Results show flat trends and/or some relevant targets are met.	31-50
Results show improving trends and/or most of the relevant targets are met.	51-70
Results show substantial progress and/or all the relevant targets are met.	71-90
Excellent and sustained results are achieved. All the relevant targets are met. Positive comparisons with relevant organisations for all the key results are made.	91-100

...From statement to action...



- During a discussion lots of elements are mentioned, it is key to distinguish between different elements, see the interconnection and to capture and understand them.
- Some statements are rather large, ambiguous and cryptic. It is important to clearly identify the area of improvement.
- To improve, the area of improvement needs to be translated into a concrete improvement proposal or an action.

SMART Action

S pecific
M easurable
A cceptable
R elevant
T ime(bounded)



Exercise 2

FORMULATING A SCORE