

The Common Assessment Framework (CAF)

Presentation 2. Self assessment with CAF and the scoring

WHAT MATTERS MOST
IS HOW YOU SEE YOURSELF.



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

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

How is evaluated? 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

Then 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 criteria 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)	

- 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 goal achievement)
- 2 type 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

PLAN:

The organisation has an approach, a practice of management, characterised by:

- clear objectives,
- aligned on the vision, the strategy, and the values of the organisation
- oriented towards the needs and expectations of the stakeholders.

This approach is formally defined in a document.

DO:

- The approach or the action is implemented and deployed in a systematic way through all the organisation.
- This also involves the evaluation of the effectiveness of the approach and deployment: intermediate and final measurement.

CHECK:

- The examination of the results of the approaches and deployment
- The comparisons with other organisations (the best ones): benchmarking
- The audits (or peer review) and management reviews
- The evaluation of the current situation according to the objectives, and the standards

In order to discover improvement opportunities.

ACT:

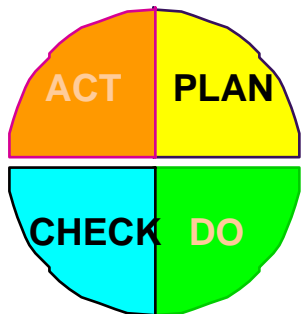
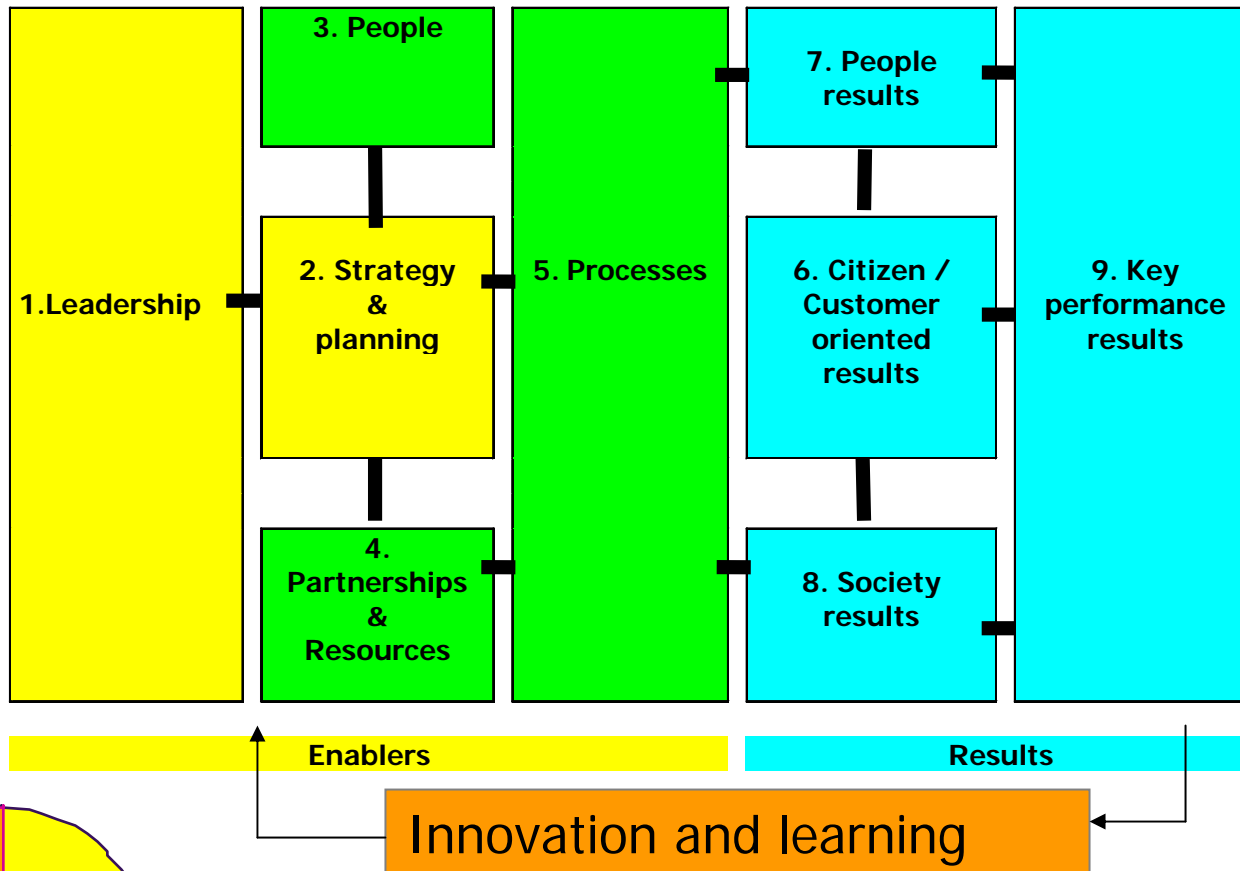
After having discovered the improvement opportunities (check phase), the **learning organisation** has to adapt:

- its objectives (increase or decrease)
 - Its approach and deployment
 - the relevance of the indicators (“what” and “how” to measure)
- in order to work in a more efficient and effective way.,

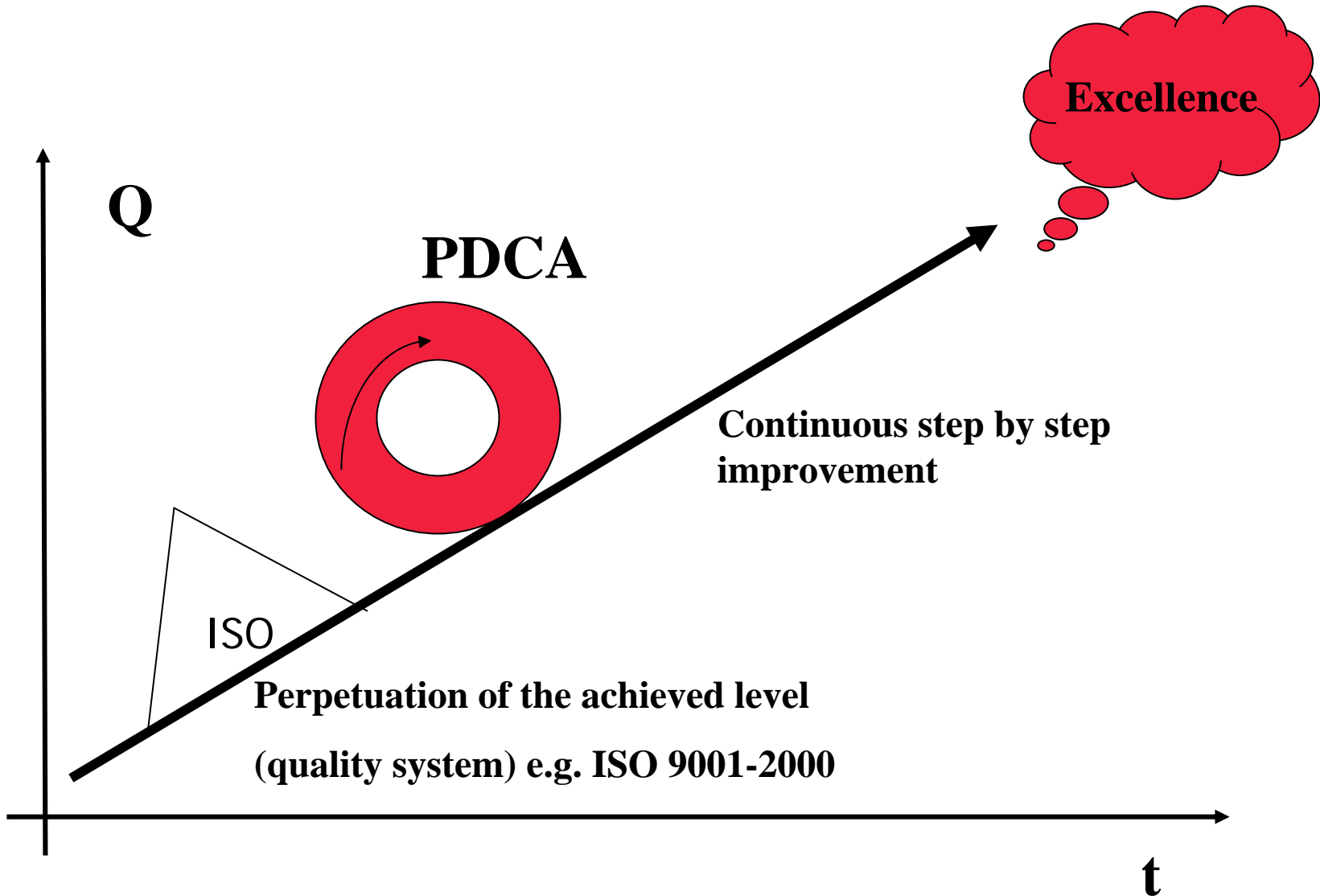
PDCA: permanent and integrated process

- Continuous feedback of the Result criteria towards the Enabler criteria
- Continuous application of the PDCA cycle at the level of
 - The strategy and planning
 - The culture of the organisation in order to become a **learning organisation** (continuous learning, innovation, improvement)
 - Daily work (see the sub criteria) and this in all the organisation

PDCA in the CAF model



Philosophy of continuous improvement



CAF 2006 - Enablers classical assessment panel

Phase	ENABLERS PANEL	Score	2002
	We are not active in this field We have no information or very anecdotal.	0 – 10	0
PLAN	We have a plan to do this.	11 – 30	1
DO	We are implementing/doing this.	31-50	2
CHECK	We check/review if we do the right things in the right way.	51-70	3
ACT	On the basis of checking/reviews we adjust if necessary.	71-90	4
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	5

CAF 2006 - Enablers fine-tuned assessment panel

PHASE	Scale	0-10	11- 30	31-50	51- 70	71 - 90	91-100	
	Evidence	No evidence or with very low rating	Some evidence with low rating, related to some areas	Evidences related to relevant areas, with average rating	Evidences related to most areas, with good	Evidences related to all areas, with very good rating	Evidences related to all areas, with excellent rating compared with others	
PLAN								
	Score							
DO								
	Score							
CHECK								
	Score							
ACT								
	Score							
							Total /400	
							SCORE /100	

CAF 2006 Results classical assessment panel

RESULTS PANEL	Score	Level 2002
No results are measured and/or no information is available.	0 – 10	0
Results are measured and show negative trends and/or results do not meet relevant targets.	11 – 30	1
Results show flat trends and/or some relevant targets are met.	31-50	2
Results show improving trends and/or most of the relevant targets are met.	51-70	3
Results show substantial progress and/or all the relevant targets are met.	71-90	4
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	5

CAF 2006 Results fine-tuned assessment panel

RESULTS PANEL						
Scale	0-10	11-30	31-50	51-70	71-90	91-100
TRENDS	No measurement	Negative trend	Flat trend or modest progress	Sustained progress	Substantial progress	Positive comparison with relevant organisations for all results
Score						
TARGETS	No or anecdotal information	Results do not meet targets	Few targets are met	Some relevant targets are met	Most of the relevant targets are met	All the targets are met
Score						
					Total/200	
					Score/100	