

The Common Assessment Framework (CAF)

Presentation 3.

The process of self assessment

How to secure the involvement of
management and staff in the self-
assessment exercise

Patrick Staes

The fundamentals of the self-assessment process

- Quality development and self-assessment is a joint project for managers and employees
- Knowledge lies in the mind of the people at the workplace – not external consultants – but to bring that knowledge into play demands a structured process
- Self-assessment is a unique opportunity to gain overview of the overall strengths and areas of improvement of the organisation – it should not be seen as just another project but rather the platform of all organisational development



3 phases 10 steps

Phase 1: The start of the CAF journey

Step 1: Decide how to organise and plan the self-assessment

- Assure a clear management decision in consultation with the organisation
- Define the scope and the approach of the SA
- Choose the scoring panel
- Appoint a project leader

Phase 1 – The start of the CAF journey

Step 2 : Communicate the self-assessment project

- Define and implement a communication plan
- Stimulate involvement of the staff in the SA
- Communicate during the different phases to all the stakeholders

Step 3: Compose one or more self-assessment groups

- Decide on the number of self assessment groups
- Create a self assessment group that is relevant for the whole organisation in all its aspects, respecting a set of criteria
- Choose the chair of the group(s)
- Decide if the manager should be part of the self assessment group

Step 4: Organise training

- Organise information and training of the management team
- Organise information and training of the self-assessment group
- The project leader provides a list with all relevant documents
- Define the key stakeholders, the products and services that are delivered and the key processes

Step 5: Undertake the self-assessment

- Undertake individual assessment
- Undertake consensus in group
- Score

Advantages of e-tool support

- Discipline regarding individual preparation increases because the individual contributions are visible and the timing of the contributions is essential
- The joint document enables the CAF project manager to prioritize the time during the consensus process in order to focus on the areas where lack of consensus is most visible
- Overall time spent on administration and facilitation decreases

Phase 2 – Self-Assessment Process

Step 6: Draw up a report describing the results of self-assessment

Per sub criterion

- Strengths
- areas of improvement
- improvement actions
- scores

Phase 3 – Improvement plan/ prioritisation

Step 7: Draft an improvement plan, based on the accepted self-assessment report

- Prioritize improvement actions
- Differentiate the actions within realistic time scales
- Integrate the action plan in the normal strategic planning process

Step 8: Communicate the improvement plan

- to all the stakeholders
- the right medium for the right message to the right target group
- together with the headlines of the self assessment report

Phase 3 – Improvement plan/ prioritisation

Step 9: Implement the improvement Plan

- Define a consistent approach of monitoring and assessing the improvement actions, based on the Plan-Do-Check-Act cycle
- Appoint a responsible person for each action
- Implement the appropriate management tools on a permanent basis

Step 10: Plan next self-assessment

- Report on the state of the art of the improvement actions
- Organise a new self assessment
- Try to work as much as possible in the same way as during the previous self assessment
- Analyse the impact of the improvement actions on the results of the new self assessment
- Launch a new action plan

Timeframe improvement process



{ January 2008 }

{ February - March }

{ March - June }

{ July -> Dec 2009 }

- Project set up
- Organisation
- Planning
- Communication

- Assessment groups
- Training
- Awareness
- **Self-assessment**
- **Findings**

- Prioritisation
- Action plan
- Programme
- 10 projects

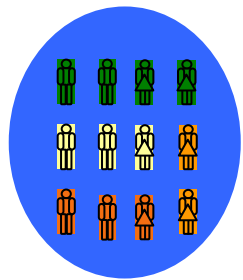
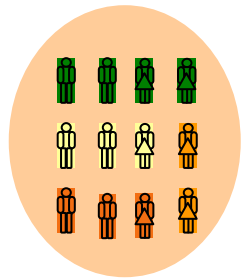
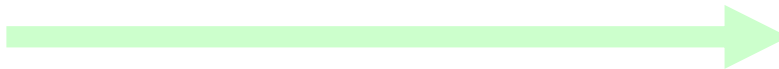
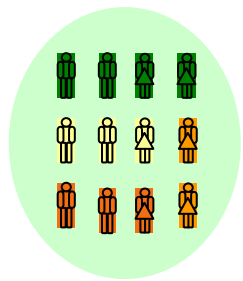
- Implementation
- Monitoring
- Evaluation
- Adjustments
- Communication
- ALL staff!

Self-Assessment Process

SELF-ASSESSMENTS: HOW

Feb-March

End March

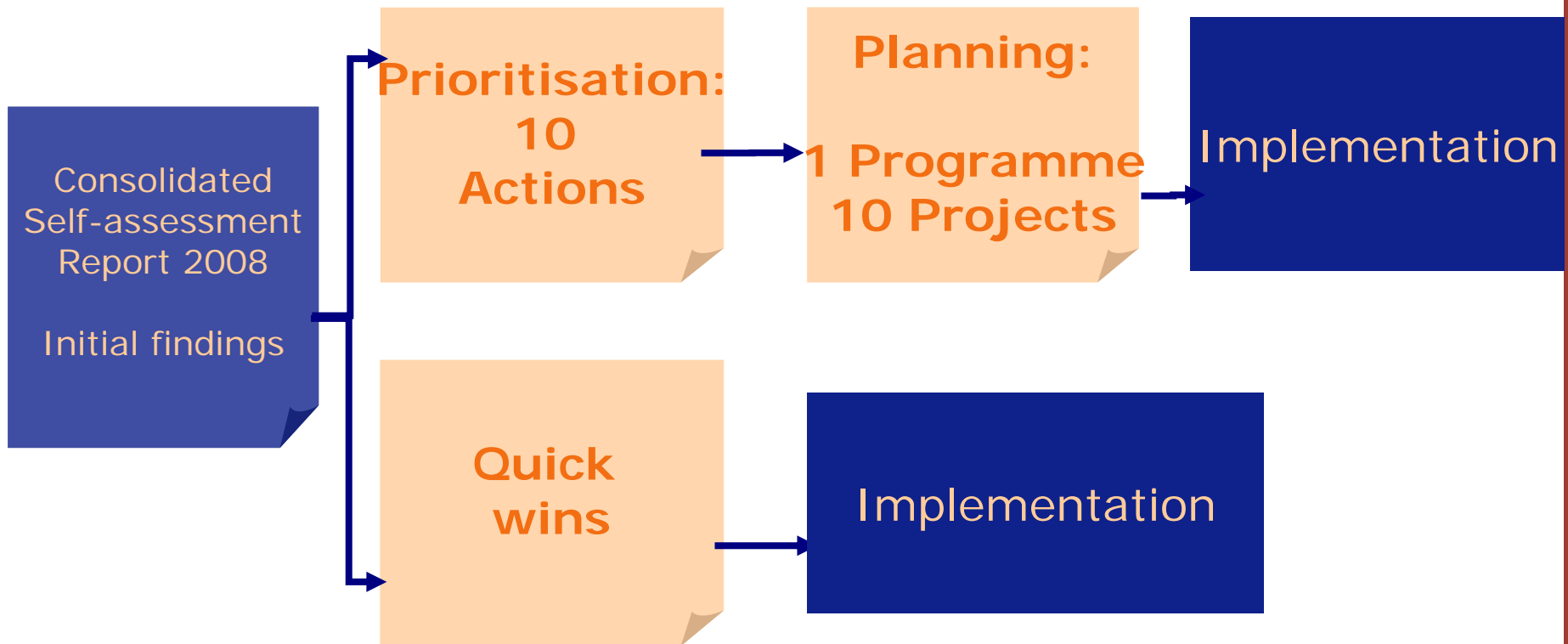


Self-Assessment Process

SELF-ASSESSMENT: Prioritisation and Action

March – June 08

July 08 – Dec 09



Contact

CAF Resource Centre

Patrick Staes – Nick Thijs – Ann Stoffels – Lena Heidler

European Institute of Public Administration (EIPA)
Public Management and Comparative Public Administration Unit

O.L. Vrouweplein 22 NL - 6201 BE Maastricht

Tel.: +31 43 3296 253

E-mail: caf@eipa-nl.com

<http://www.eipa.eu>

Advantages of self-assessment (1)

- Self-assessment with CAF gives a **common language** throughout the organisation – enabling people and managers to discuss quality and development across the organisation.
- Self-assessment creates **cross-functional synergy and focus** on developing the quality of services in a joint up perspective.
- CAF entails a management paradigm that **professionalizes leadership at all levels of the organisation** thus strengthening communication.
- Self-assessment gathers organisational knowledge **about the users' perspective on quality in service delivery** and other stake holder views as well. This overview makes it possible to **prioritize efforts according to value for money**.

Advantages of self-assessment (2)

- The holistic focus on quality offers **a framework for controlling and developing quality from a user' perspective as well as an organisational and professional perspective**. It is imperative that the model is generic – not entailing professional quality standards for services and products.
- CAF inspires **to renew administrative routines and steering mechanism** used to ensure follow up and controlling of lower level units and organisations.
- Self-assessment **creates dialogue between management and people about assessing quality**. CAF creates a balance between managements' need to develop quality systematically and the motivation, knowledge and professional pride of the people of the organisation.
- CAF contributes to a **balanced view on results** making it easier to focus on the most important performance indicators and results.

Contact

CAF Resource Centre

Patrick Staes – Nick Thijs – Ann Stoffels – Lena Heidler

European Institute of Public Administration (EIPA)
Public Management and Comparative Public Administration Unit

O.L. Vrouweplein 22 NL - 6201 BE Maastricht

Tel.: +31 43 3296 253

E-mail: caf@eipa-nl.com

<http://www.eipa.eu>