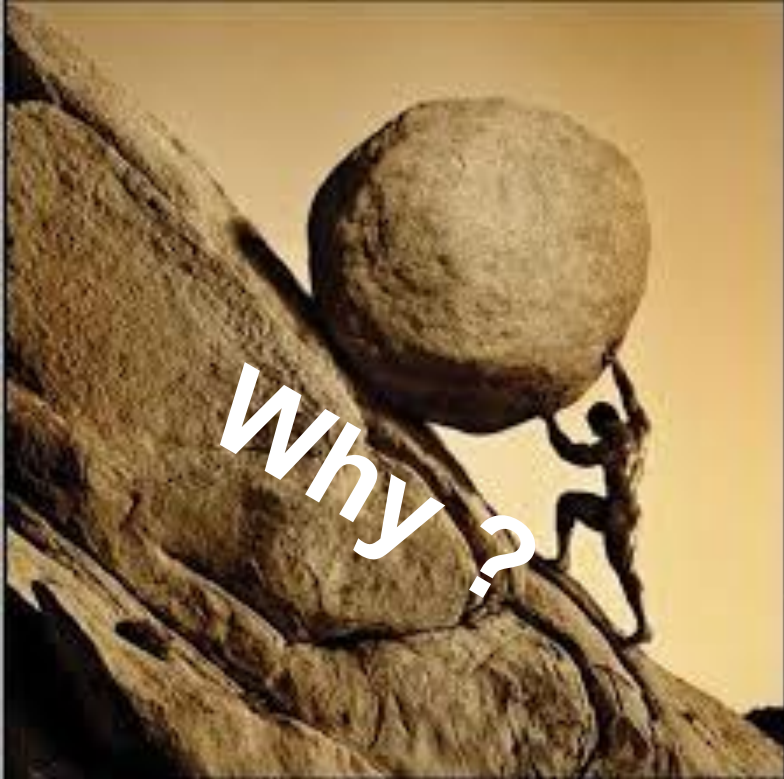


CAF Procedure on External Feedback

Vilnius – 20 February 2014

Patrick STAES
Nick THIJIS



Why?

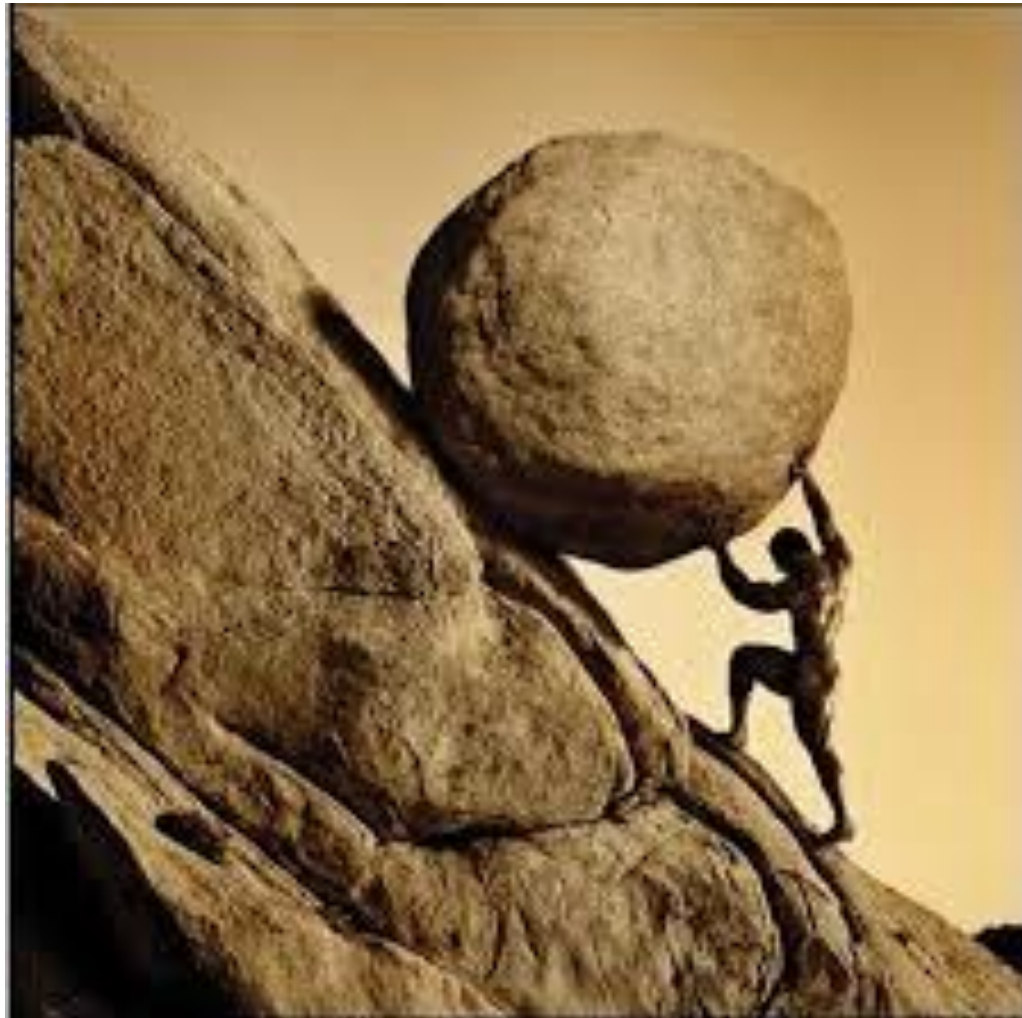


What?

How?



THE WHY ?!



Phase 1 – The start of the CAF journey

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

Step 2: Communicate the self-assessment project

Phase 2 – Self-Assessment Process

Step 3: Compose one or more self-assessment groups

Step 4: Organise training

Step 5: Undertake the self-assessment

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

Phase 3 – Improvement plan/ prioritisation

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

Step 8: Communicate the improvement plan

Step 9 Implement the improvement Plan

Step 10: Plan next self-assessment



WHY: Aims of the CAF External Feedback Procedure

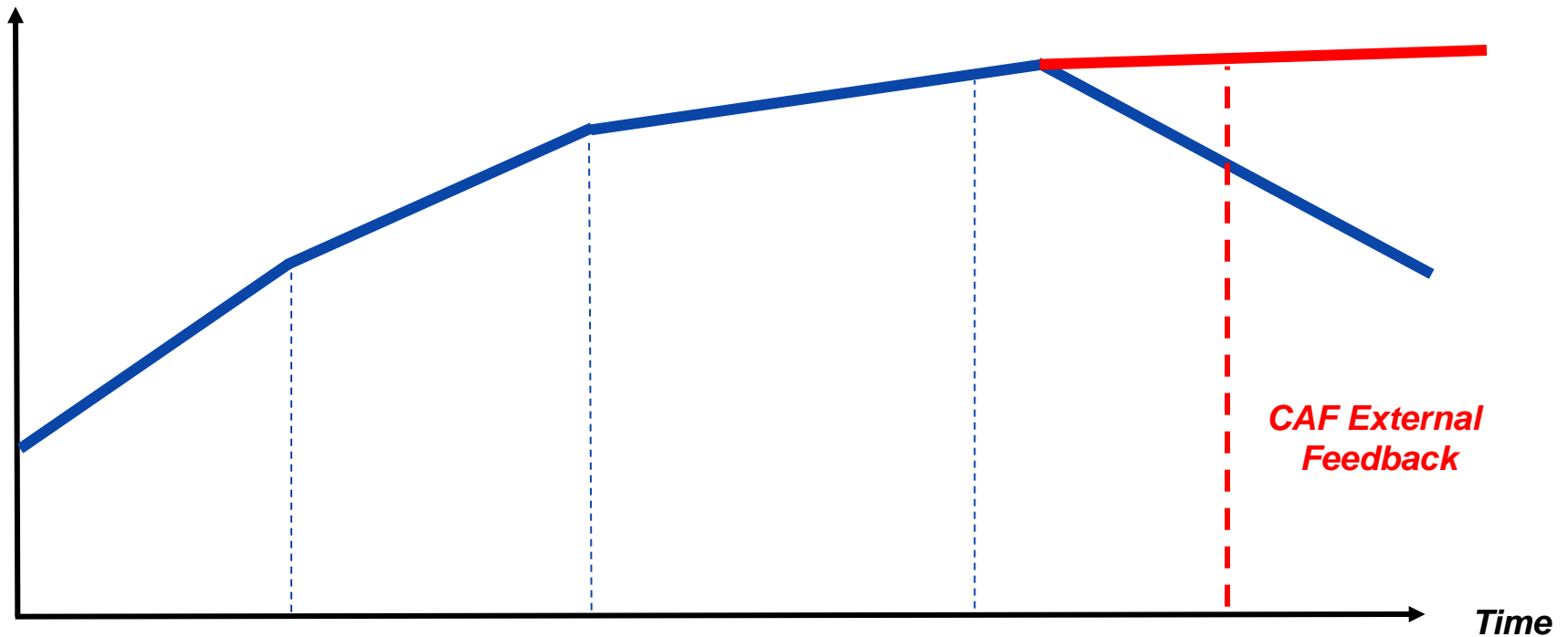
1. Support the quality of CAF implementation and impact on the organisation.
2. Support and renew enthusiasm
3. Show the way forward.
4. Promote peer review and bench-learning. To facilitate organisations to learn from each other.
5. Reward organisations that started the journey on continuous improvement toward excellence in an effective way, without judging their obtained level of excellence.

HOW ?!



From self assessment over improvement to feedback

Level of Motivation



Phase 1:
Launch of the CAF

Phase 2:
Self Assessment

Phase 3:
Improvement Plan

**Implementation
Improvements**

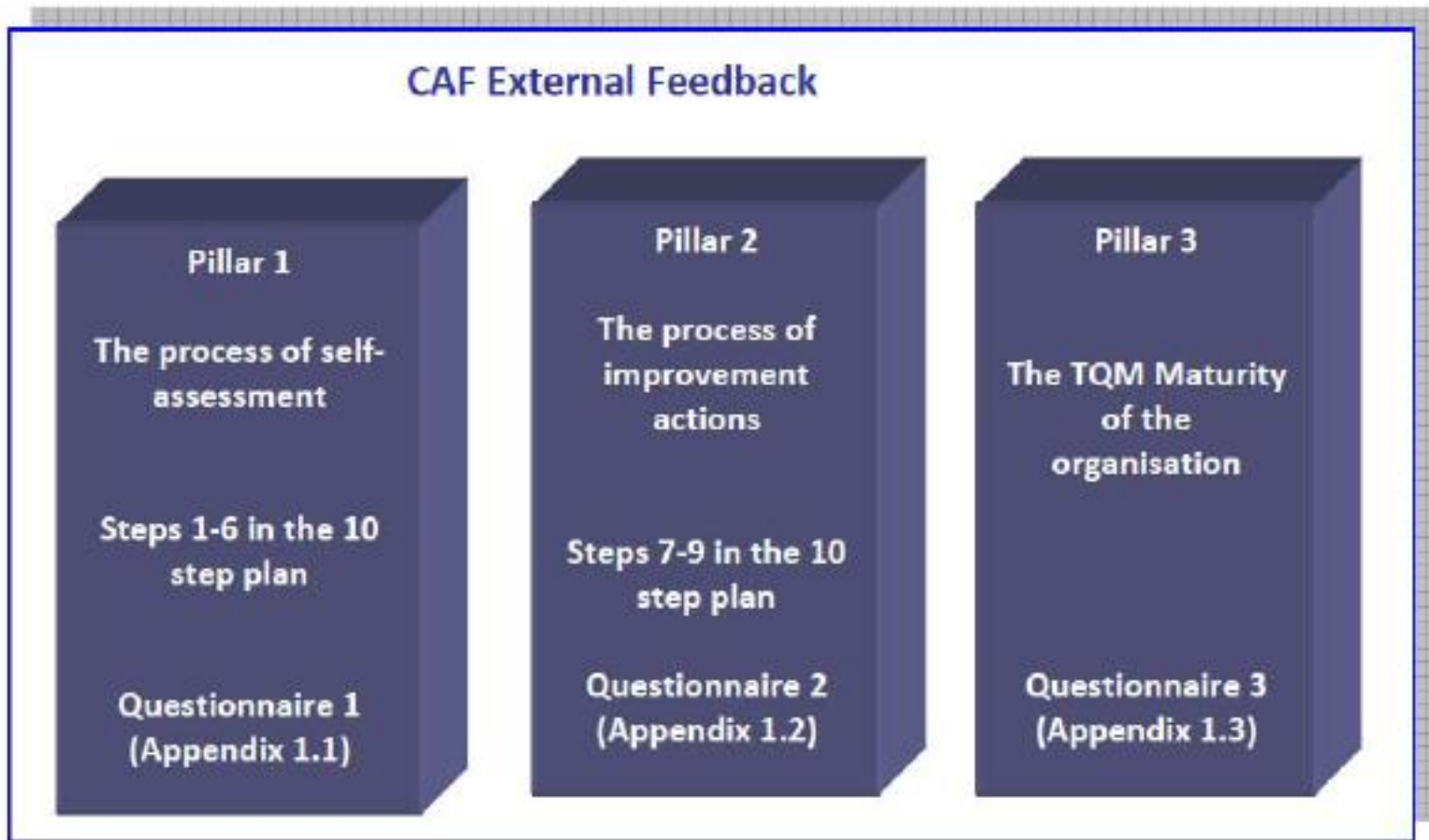
**CAF External
Feedback**

How?



The CAF External Feedback

The different pillars



Different steps in the CAF & the Pillars

Phase 1 – The start of the CAF journey

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~~Step 9: Implement the improvement Plan~~ - - - - -

Step 10: Plan next self-assessment

PILLAR 1

PILLAR 2

Pillar 1

- The quality of the self-assessment
- The self-assessment process is the focus (steps 1 – 6).
- Questionnaire for the assessment of these different steps.
- not meant for validating the scores given in the CAF self-assessment

Step 1 - Decide how to organise and plan the self-assessment (SA)

Activities	1	2	3	4	5
1. Assure commitment and ownership of the management for launching the process.	There is no evidence of commitment and ownership of the management	There is some evidence of commitment of the management for launching the process, but limited to a part of the involved managers	There is evidence of commitment and ownership of the management for launching the process	There is clear evidence of commitment and ownership of the management for launching the process, as guide and sponsor, communicating the targets and advantages	There is strong evidence of commitment and ownership of all the involved management for launching the process, as guide and sponsor, communicating the objectives and advantages and participating to the project definition

Pillar 2

- Doing something with the results of a self-assessment
- The focus in this second pillar (steps 7-9)
- The steps all give a detailed look into the improvement plan, what is the quality of this plan, how is this composed, communicated and monitored.
- The CAF External Feedback covers the planning and the process of improvement and is not meant for assessing the results of the improvement actions.

Pillar 3 Towards a TQM culture



General characteristics	0	Initiation	Realisation	Maturity
1. Leadership and constancy of purpose - Definition	The Initiation level has not been reached	Leaders establish a clear mission statement.	Leaders establish vision and values. They drive and inspire people towards excellence.	Leaders demonstrate the capability to keep the constancy of purpose in a changing environment.
1. Leadership and constancy of purpose - Examples	The Initiation level has not been reached	Leaders provide the organisation with a well defined mission according to legislation and regulation requirements, as well as taking into account the stakeholders' expectations.	Leaders provide the organisation with the definition of mission, vision and values and share it with the people in the organisation. Managers at all levels are focused on bringing the mission, vision and values into practice.	Stakeholders are confident about the constancy of purpose and steadiness of management. Managers are perceived as role models. The quality of management has been measured e.g. through management assessment or job satisfaction measurements.

Steps in CAF External Feedback Procedure

