

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 6**

# **How to prioritise actions on improvement**

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# improvement process

## 1. Initiation

## 2. Self-Assessment

## 3. Improvements

- Project set up
- Organisation
- Planning
- Communication

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

- Prioritisation
- Action plan
- Programme
- 10 projects

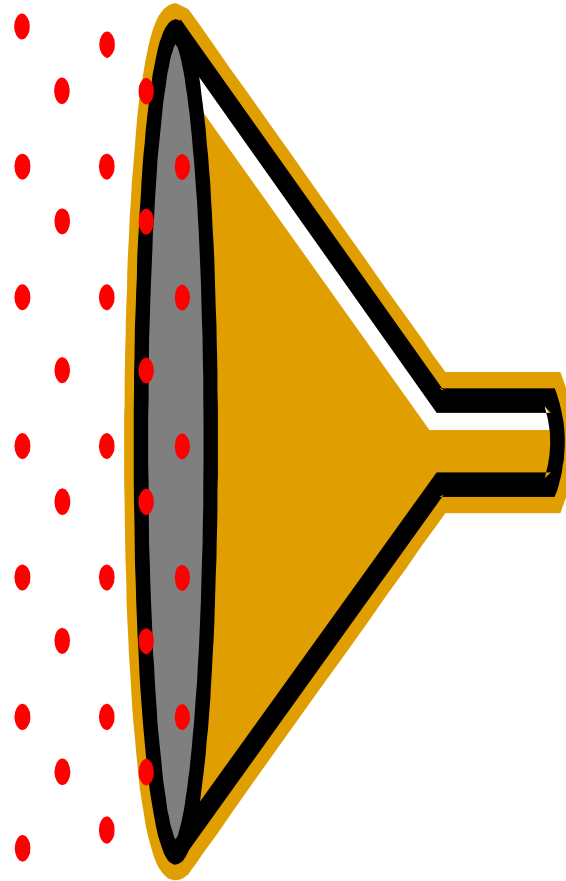
- Implementation
- Monitoring
- Evaluation
- Adjustments
- Communication
- ALL staff!

# Need to prioritise

- **Bring staff and management together**
- **In depth reflections and discussions on analysis and actions**
- **Decision making moment – management needs to take decisions**
- **Engagement for the future**
- **Need to limit choices**
- **Leadership role**

# Prioritisation

200  
Actions



**25 Quick wins**

**10 Key actions**

# TOOL FOR PRIORITISING IMPROVEMENT ACTIONS RESULTING FROM CAF SELF-ASSESSMENT

- 1. Identify the Quick Wins. They don't have to be weighted.**
  - Quick Win = action that can be realised easily and quickly (within a few weeks) and encourages staff to implement actions that are strategically more important but also more difficult.
- 2. Weight the other actions in 2 times: first the strategic weighting;**

# Strategic weighting of the action (SW)

## **Impact on citizen/clients (IMCC) : 1 = minor / 4 = major**

- Output (products)
- Outcome (results)
- Satisfaction
- Visibility

## **Impact on the staff (IMST) : 1 = minor / 4 = major**

- Motivation
- Satisfaction
- Productivity

## **Impact on the internal results (IMIR) : 1 = minor / 4 = major**

- Resources
- Processes
- Partnerships

## **Impact on society (IMSO) : 0 no / 1 yes**

- Sustainable Development
- Impact on socio-economic affairs outside / on top of the core task /mission
- Image

**SW: from 3: little strategic importance to 13:huge strategic importance**

N°	Sub Crit.	Proposed Action	Score CAF	Strategic weight (SW)				
				IMCC	IMST	IMIR	IMS	SW
1	3.1	Build up a recruitment system for internal and external experts within 6 months.	30	2	3	3	0	<b>8</b>
2	3.1	Develop a competence identification and measurement system.	30	1	4	2	0	<b>7</b>
3	3.3	Do bench learning on internal communication and dialogue and take action to improve.	35	1	4	4	0	<b>9</b>
4	3.3	Implement the 360 ° evaluation system on leaders	35	1	2	3	0	<b>6</b>
5	9.1	Develop a system to better monitor output and outcome indicators .	31	4	2	3	1	<b>10</b>
6	9.1	Create a coordination council with partners on strengthening collaboration – cooperation.	31	2	2	3	1	<b>8</b>
7	9.2	Analyse and improve the financial planning system including risk management.	20	1	1	4	0	<b>6</b>
8	9.2	Develop project management in the different activities of the organisation.	20	3	4	4	0	<b>11</b>

- **Then take the actions with the highest strategic weight and weigh the ease of implementation (EIM), descending from the highest SW 13-12-11 until 9 and 8, according to the number of actions.**
  
- **Make the total of SW and EIM = max. 25**
  1. Identify the starters: (Total > 20): an action of high strategic importance and easy to implement. Give them a PIM 4 and select them for the improvement plan.
  2. Identify between the actions with a total lower than 20 the actions with a high strategic weight : (SW > 10)
  4. Look at their CAF score: SW 10, Score CAF low → PIM : 3 or 4
  5. Select 10 actions amongst the PIM scores 3 and 4, including the starters to be implemented within 2 years.



# Ease of implementation of the action (EIM)

## **Level of difficulty (LD) : 1 = difficult / 4 = easy**

- Scope: concerns the entire organisation or just part of it
- Implementation: in the entire organisation or in a pilot project
- Level of interdisciplinary
- Level of specialisation

## **Resources needed (RN) : 1 many / 4 = few**

- Internal resources, with or without extra training
- With the support of horizontal or logistics services
- Private consultant
- Financial resources
- Technical resources

## **Speed of realisation (SR) : 1 slow / 4 = very fast**

- Long term (2 years)
- Medium term (1 year)
- Short term (6 months)
- Very short term (3 months)

**EIM: from 3: very difficult to realise to 12: very easy to realise**

N°	Sub Crit.	Proposed Action	Score CAF	Ease of implementation (EIM)				TOTAL SW+ EIM	PIM	Chosen actions
				LD	RN	SR	EIM			
1	3.1	Build up a recruitment system for internal and external experts within 6 months.	30	3	2	3	8	<b>8 + 8 = 16</b>	<b>3</b>	
2	3.3	Do bench learning on internal communication and dialogue and take action to improve.	3.3	4	3	4	11	<b>9 + 11 = 20 Starter</b>	<b>4</b>	<b>x</b>
3	9.1	Develop a system to better monitor output and outcome indicators .	31	2	2	1	5	<b>10 + 5 = 15</b>	<b>3</b>	<b>x</b>
4	9.2	Develop project management in the different activities of the organisation.	20	2	2	2	6	<b>11 + 6 = 16</b>	<b>4</b>	

# Diferent steps in the prioritisation seminar

1. Shared understanding of aims and goals
2. Evaluation of the Quick Wins => a. in smaller working groups  
=> b. consensus
3. Discussion on the strategic weight  
=> a. in smaller working groups  
=> b. consensus
4. Discussion on Feasibility => a. in smaller working groups  
=> b. Consensus
- 5, Final choice



## Exercises 6

# PRIORITISE THE PROPOSED ACTIONS ON IMPROVEMENT