

The Professional External Feedback procedure - PEF in Belgium

7/11/2019

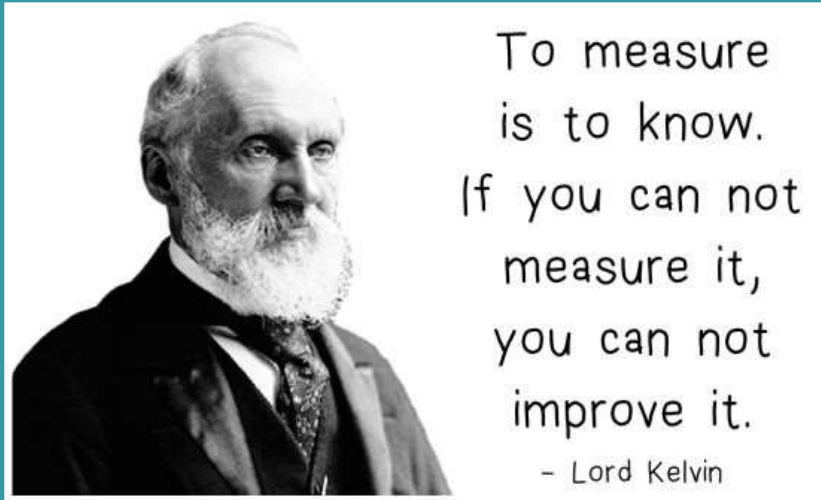
Isabelle Verschueren
DG Budget and Policy Evaluation
Belgium
Isabelle.verschueren@bosa.fgov.be
+32 470 47 21 24

BOSA.be



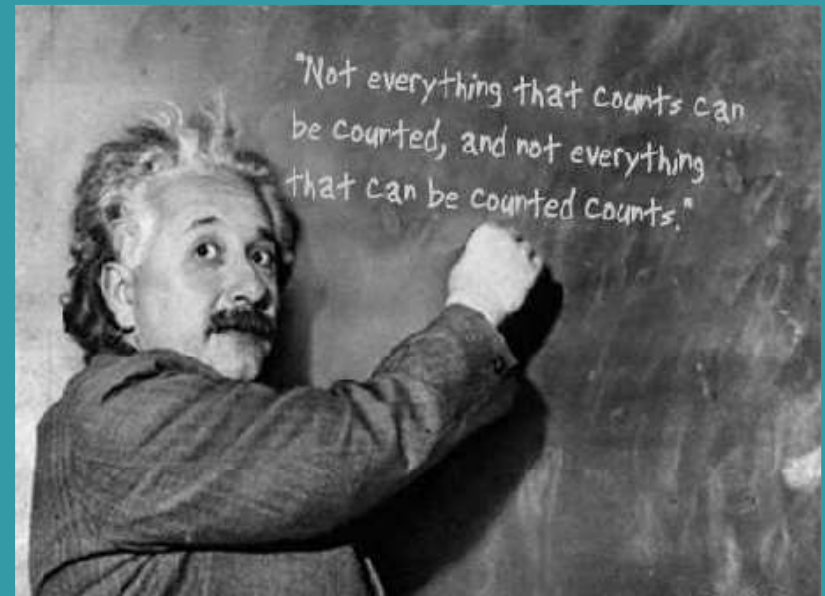
Federale overheidsdienst
Beleid en Ondersteuning
Service public fédéral
Stratégie et Appui





Bench learning
Learning from each
other

Learning together
during
the Quality Journey



Agenda



- ▶ What is it?
- ▶ How to apply?
- ▶ How to set up a PEF Centre?
- ▶ Lessons learned & key recommendations

The external feedback of CAF application and the label « Effective CAF-User »



Philosophy and pillars



*« ‘why’ and ‘what’ of the external
feedback CAF-application »*



Resource
Centre
European Institute of
Public Administration

The Effectief use of CAF and philosophy



=> The CAF recognition is mean for the organisation to help them to reach excellence. Why feedback on CAF application?

- ❑ *First reason : het succes of CAF depends on the way you applied it*
- ❑ *Second reason : CAF means also action and start improvements*
- ❑ *Third reason : excellence is the begin- and end of the CAF*

=> These reasons are mention in the 3 pillars



External feedback : what is it ?

The 3 pillars

CAF externe feedback procedure

1^{ste} pillar

The self
assessment
process

Stappen 1-6

2^{de} pillar

The process of
improve action

Stappen 7 -9

3^{de} pillar

The TQM maturity
of the organisation



The steps of the CAF self assessment & the 1ste and the 2 pillar

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

1^{ste} PILLAR

2^{de} PILLAR

Pillar 3 Towards a TQM culture



Principle – Leadership



Algemene kenmerken	0	Initiate	Realisation	Maturity
<p>Leadership</p> <p>Definition</p>	Initiatie level is not reach	Leaders have a clear mission statement.	Leaders have a vision and values. They inspire the staff to go to the excellence.	Leaders demonstrate the differents steps to evolue in a changing world.
<p>Leadership</p> <p>Exemples</p>	Initiatie level is not reach	Leaders have a missie which follow the rules and the legislation and take into account the needs of the stakeholders.	<p>Leaders have a mission, vision and values and communicate with the staff of the organisation.</p> <p>Managers of all levels are focus on the concreet missions, vision and values.</p>	<p>The stakeholders appreciate the continuity of the management.</p> <p>Managers are models.</p> <p>The quality of the management is mesaure with evaluation and enquiries of job satisfaction.</p>



Annexe 1.3. Questions list of the TQM maturity

The evaluation scale with 4 levels :



0	= Initiate level not reach
I	= Initiate level
R	= Realisation level
M	= Maturity level



1. Leadership

0	INITIATE	REALISATION	MATURITY
The initiate level is not reach.	The leaders have a clear mission statement.	The leaders define one vision and values. They inspire the people to go to excellence.	The leaders demonstrate the practical steps to make in a changing world



2. Key Performance Results

0	INITIATE	REALISATION	MATURITY
The initiate level is not reach.	The organisation identify the relevant stakeholders and results fileds	The organisation define objectives and results to reach – needs of the stakeholders	The organisation monitor on a systematiec way the results to reach and how to improve.

3. Citizen/Customer-oriented Results



0	INITIATE	REALISATION	MATURITY
The initiate level is not reach.	The organisation focus on the needs of the potential citizens/customers.	The organisation engage the citizens/customers in the evaluation and improvement of the performance of the organisation.	The organisation propose new products and services which meet the needs of the citizens/customers.

4. Process management



0	INITIATE	REALISATION	MATURITY
The initiate level is not reach.	The processes are identify and manage.	The implementation of the strategy and the planning of the organisation is based on processes.	The processes are improved continiously. There is measurement of the internal performances via bench learning and/of benchmarking.

Evaluation of the organisation base on the 8 principles of excellence

5. Development and empowerment of human resource

0	INITIATE	REALISATION	MATURITY
The initiate level is not reach.	The organisation take initiatieves to develop and engage the people.	The organisation develop competences and engage the people in a structural way to improve the products, services and processes.	The organisation create a cultue of trust, open mind, empowerment and recognition.



6. Continu learning, improvement and innovation

0	INITIATE	REALISATION	MATURITY
The initiate level is not reach.	The organisatie learn from his activities en look for opportunities to improve.	The organisation want to improve via knowledge management and take into account the suggestions of the people.	The organisation integrate innovation in his daily life and make benchmarking with other performant organisations.

7. Partnership and development of sustainable use of resources

0	INITIATE	REALISATION	MATURITY
The initiate level is not reach.	The organisation identify haar partners.	The organisation formalise partnerships to promote common adavantages.	The organisation manage partnerships with win-win-situation and optimalise his resources.

8. Social Responsibility Results



0	INITIATE	REALISATION	MATURITY
The initiate level is not reach.	The organisation is conscient about his (social and environmental) impact on the society.	The organisation is actief in activities about social responsibility and ecologic impact.	The organisation try to fulfill the needs of the local and worldwide society.

Steps in CAF External Feedback Procedure



Lessons Learned

- Importance of oral feedback
- Follow-up of the feedback report
- Label for 3 years
- Benchlearning on PEF
 - Peer review
 - EFAC's & ECU's
 - PEF Event

Lessons learned & key recommendations

- Participation
- Staff involvement
- Quality of data and documentation of self assessments
- Partnerships and resources
- Leadership: motivation and support the people in the organization and act as a role model
- Looking forward
- Tools for development



IPES Micheroux - school



Finland

City of Kuopio, Urban Environment, 118.000

inhabitants, Effective CAF User Aila Särmälä / Jaana

Ilomäki aila.sarmala@valtiokonttori.fi /

jaana.m.ilomaki@hyvinkaa.fi +358 2955 02788 / +358

40 1556 453

<https://www.kuopio.fi/en/etusivu>





More infos :

Isabelle Verschueren - isabelle.verschueren@bosa.fgov.be

Federal Public Service Strategy and Supply - BOSA

DG Budget and Evaluation policy

Belgium - + 32 470 47 21 24