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Quality development with CAF

The self-assessment at NLQ 2013

Niedersächsisches Landesinstitut
für schulische Qualitätsentwicklung
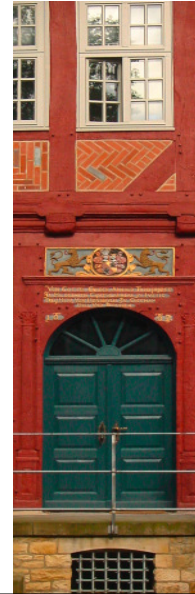
Aims of the presentation

The audience
▸ know the status of quality development at NLQ.
▸ have an idea of the specifics of the TQM model CAF.
▸ gain insight into the procedure of CAF self-assessment and of its results.
▸ give feedback to NLQ to how they see the process quality.

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2

Content of the presentation

1. Previous quality development at NLQ
2. CAF
   - » the model
   - » the PDCA-cycle
3. CAF in action
   - » preparing the CAF self-assessment
   - » carrying out the CAF self-assessment
   - » continuing work with the results
4. Feedback to NLQ's procedure

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3

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1.   Previous quality development at NLQ

▶ Getting started with quality development
   - » November 2011, NLQ-conference on 10 focus issues
▶ Identification and prioritisation of focus issues by the president with heads of department
▶ Realization of the chosen issues
   - » mission statement
   - » personnel management
   - » knowledge management
   - » evaluation and quality management
   - » volume of orders and personnel capacity
   - » organizational structure
   - » corporate design - CD
   - » …

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4

1. Previous quality development at NLQ

Experience with systematic quality development
- ▶ forming project teams
- ▶ written, negotiated work order by the president
- ▶ communication within the institute
  - » the work progress, the intermediate targets and success
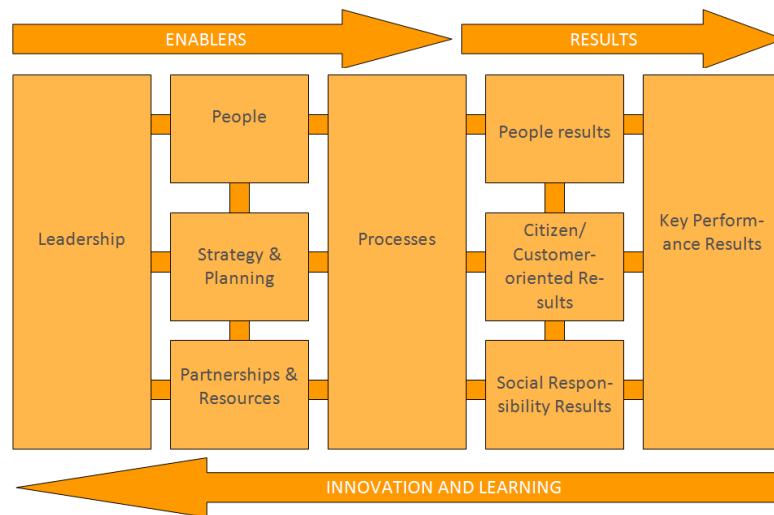- ▶ evaluation

  time for systematic TQM development

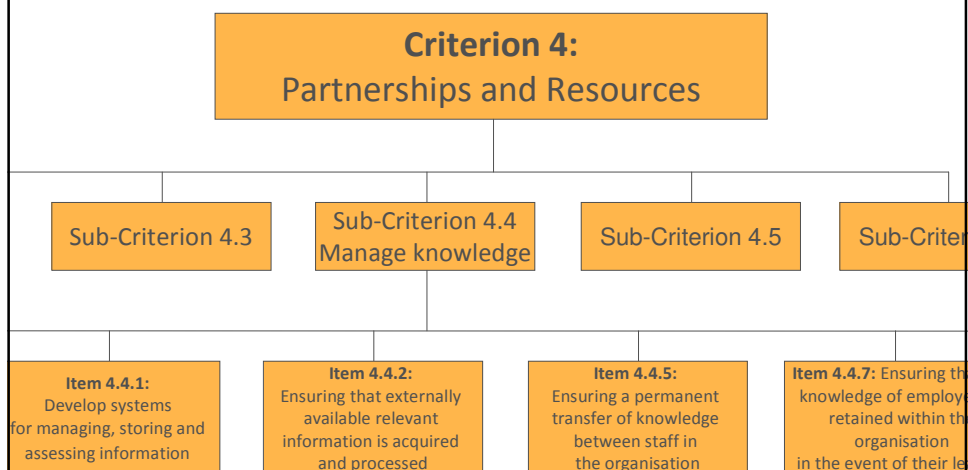## 2. CAF – Common Assessment Framework

- ▶ based on EFQM, adapted to public administration
- ▶ free use
- ▶ support by the German CAF network
- ▶ School Authorities use CAF
- ▶ "CAF works"

2. The Model

ENABLERS

RESULTS

Leadership

People

Strategy & Planning

Partnerships & Resources

Processes

People results

Citizen/ Customer-oriented Results

Social Responsibility Results

Key Perform-ance Results

INNOVATION AND LEARNING

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8

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2. The Model

Criterion 4:
Partnerships and Resources

Sub-Criterion 4.3

Sub-Criterion 4.4
Manage knowledge

Sub-Criterion 4.5

Sub-Criter

Item 4.4.1:
Develop systems for managing, storing and assessing information

Item 4.4.2:
Ensuring that externally available relevant information is acquired and processed

Item 4.4.5:
Ensuring a permanent transfer of knowledge between staff in the organisation

Item 4.4.7: Ensuring th knowledge of employe retained within th organisation in the event of their le

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9

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2.   The Model

▶ 9 criteria

» 28 sub-criteria

› ca. 220 items,
adapted by the organisation

2.   The PDCA-Cycle

| P |
| D |
| C |
| A |

2.   The PDCA-Cycle

P	Plan
D	Do
C	Check
A	Act

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13

2.   The PDCA-Cycle

P	Plan	We have a plan to do this.
D	Do	We are implementing / doing this.
C	Check	We check / review if we do the right things in the right way.
A	Act	On the basis of checking /reviewing we adjust if necessary.

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14

2.   The PDCA-Cycle

		We are not active in this field, we have no information or very an-ecdotal.
P	Plan	We have a plan to do this.
D	Do	We are implementing / doing this.
C	Check	We check / review if we do the right things in the right way.
A	Act	On the basis of checking /reviewing we adjust if necessary.
PDCA		Everything we do, we plan, implement, check and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue.

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2.   The PDCA-Cycle

		We are not active in this field, we have no information or very an-ecdotal.	0 - 10
P	Plan	We have a plan to do this.	11 – 30
D	Do	We are implementing / doing this.	31 – 50
C	Check	We check / review if we do the right things in the right way.	51 – 70
A	Act	On the basis of checking /reviewing we adjust if necessary.	71 – 90
PDCA		Everything we do, we plan, implement, check and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue.	91 - 100

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2. The PDCA-Cycle – an example

1.3.7   Strengthening mutual trust, loyalty and respect between leaders and employees, e.g. by recommending norms of good leadership.

Plan: The top management have agreed on an plan. It involves the development of shared values conc. good leadership in the NLQ, the evaluation of the president's and the heads of department's leadership skills by the employees, a period of adjusting their behaviour by setting up and carrying our personal plans and finally a second evaluation of their skills.

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17

2. The PDCA-Cycle – an example

1.3.7   Strengthening mutual trust, loyalty and respect between leaders and employees, e.g. by recommending norms of good leadership.

Do: According to the plan, which includes a time schedule, they will meet on September 11th to set up shared values. An evaluation sheet will be created by our evaluation team according to the agreed values. All heads of department ask their employees to give them an anonymous feedback…

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18

2.   The PDCA-Cycle – an example

1.3.7   Strengthening mutual trust, loyalty and respect between leaders and employees, e.g. by recommending norms of good leadership.

Check: In November 2014 the top management will evaluate their leadership skills according to the aims set, and will …
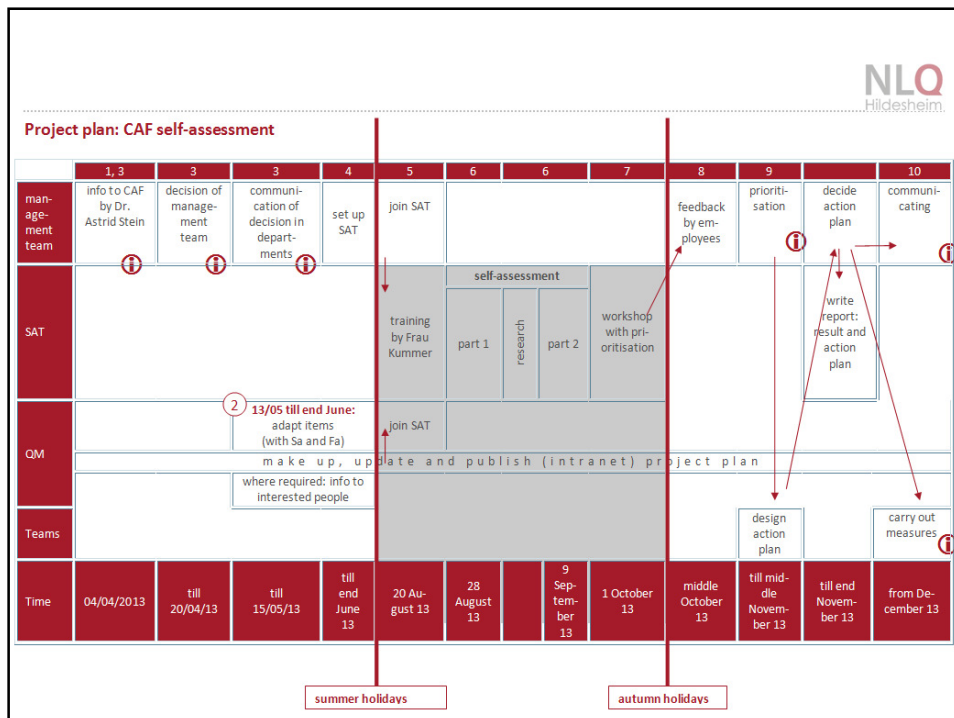
19

2.   The PDCA-Cycle – an example

1.3.7   Strengthening mutual trust, loyalty and respect between leaders and employees, e.g. by recommending norms of good leadership.

Act: … develop further action, both individually and as a team.

20

3. CAF in action at NLQ – Preparation

▸ Information of the top management
Decision by the top management

» Aims and expectations concerning benefit, planning horizon, self-assessment team, follow-up work

▸ Project plan

» communication concept

» cost plan

23

Project plan: CAF self-assessment

	1, 3	3	3	4	5	6	6	7	8	9		10
management team	info to CAF by Dr. Astrid Stein (i)	decision of management team (i)	communication of decision in departments (i)	set up SAT	join SAT				feedback by employees	prioritisation (i)	decide action plan	communicating (i)
SAT					training by Frau Kummer	self-assessment: part 1	research	part 2	workshop with prioritisation		write report: result and action plan	
QM			(2) 13/05 till end June: adapt items (with Sa and Fa)		join SAT							
QM			make up, update and publish (intranet) project plan									
QM			where required: info to interested people									
Teams										design action plan		carry out measures (i)
Time	04/04/2013	till 20/04/13	till 15/05/13	till end June 13	20 August 13	28 August 13	9 September 13	1 October 13	middle October 13	till middle November 13	till end November 13	from December 13

summer holidays   autumn holidays

3.   CAF in action at NLQ - Preparation

▶ Communication in the departments by their heads
▶ Adaptation of the items
▶ Setting up the self-assessment team (SAT)

25

3.   CAF in action at NLQ - Execution

1. Training of the SAT   1 day
2. Self-assessment, part 1   1 day
   Research   ½ to 1 day
3. Self-assessment, part 2   1 day
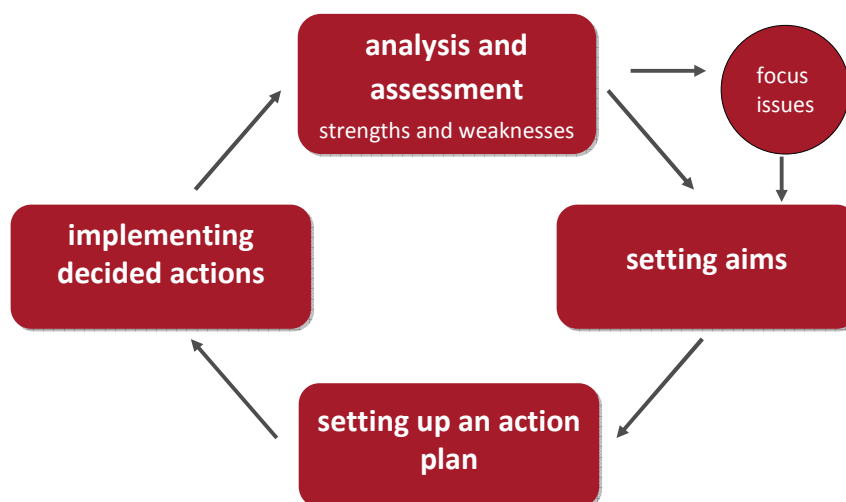4. Workshop for prioritisation 1 day

Period of ca. 6 weeks

26

3. CAF in action at NLQ – Results

I expect the following:
- » *personnel development*
- » *mission statement (bringing it to life)*
- » *survey of staff*
- » *process management*

▶ Feedback to the prioritised results from all employees → final decision by top management

32

3. CAF in action at NLQ – further work

33

3. CAF in action at NLQ – further work

▶ Setting up an action plan
▶ Executing the action plan
    » setting up teams
    » defining work packages with objectives
▶ Continuing and completing of projects in progress
▶ Planning the next CAF self-assessment

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34 ○

4. Request to the evaluation experts ☺

▶ How do you assess the quality management at NLQ?
▶ How do you see the relation of time and resources spent to output?
▶ What are the key success factors?
▶ What parallels do you see to quality management in schools?
▶ How do you proceed in your organisation?
▶ What further steps do you think should be taken?
▶ …

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36

- ▶ Chatting phase with neighbour

  Take notes:

  » questions to the quality manageress

  » assessing the process

- ▶ Plenary

  » answering the questions

  » assessing the process by the SICI-representatives

CAF material

- ▶ EIPA – European Institute of Public Administration

  » caf.eipa.eu

- ▶ CAF network

  » caf-netzwerk.de

- ▶ cornelia.heuer@nlq.niedersachsen.de

Appendix

▶ project plan
▶ communication concept

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39

Communication concept CAF 2013

No.	who	by who	when	what	how	what for	✓
1.	management team and works council	Dr. Astrid Stein, CAF-Zentrum	04/04/13	QM, CAF, benefit, conditions, questions	report, dialogue	basis for decision, motivation	✓
2.	all employees	president	April 13	CAF should be introduced and used	monthly newsletter	communication and transparency: first info to all	✓
3.	all employees in the departments	head of department	till end May 2013	QM, CAF, SAT: training and self-assessment	department meeting	Info and basis for decision to join SAT	✓
4.	members of self-assessment team, SAT	president	end June 13	nomination of SAT	email	Information and thanks	✓
5.	all employees	president	end June 13	nomination of SAT	monthly newsletter	communication and transparency: personnel decision	✓
6.	all employees	president	September/October 13	status of self-assessment	monthly newsletter	communication and transparency: current status	
7.	all employees	president	November 13	status of action plan and further procedure	monthly newsletter and intranet	communication and transparency: knowledge results of self-assessment, motivation for joining project teams	
8.	all employees	president	February/March 14	survey of projects including teams and work order	monthly newsletter and intranet	communication and transparency: survey of project teams and members	

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Project plan: CAF self-assessment

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management team	info to CAF by Dr. Astrid Stein	decision of management team	communication of decision in departments	set up SAT	join SAT				feedback by employees	prioritisation	decide action plan	communicating
SAT					training by Frau Kummer	self-assessment — part 1 / research / part 2		workshop with prioritisation			write report: result and action plan	
QM					join SAT					design action plan		carry out measures
			13/05 till end June: adapt items (with Sa and Fa)		make up, update and publish (intranet) project plan							
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