



# **CPSQA Meeting of 18 Nov 2009**

## **Developing An Action Plan to Respond to the Results of a Self Assessment**

Facilitated by  
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# At Sept 30 Meeting Discussed

## What is Electronic Voting?

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- Electronic Voting is a Group Decision Support System
- It uses wireless keypads to collect opinions from individuals on various issues and subjects
- Questions are displayed for the group and participants are prompted to enter their answers by pressing the appropriate key on their wireless keypad.
- A histogram or pie chart is then displayed showing the votes cast and the average group results
- Results can then be analyzed in various ways by exporting to Spreadsheet Format.
- It is a totally anonymous format so that employees can disagree among themselves and with their supervisor, without fear of reprisal.

# Sep 30 Exercise was to Conduct a Simplified Facilitated Self-Assessment

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- To identify where our “virtual organization” is on its quality improvement journey
- To identify strengths
- To identify areas for improvement, to be able to address them before a formal assessment is undertaken
- To be able to reach a consensus of individually held opinions using a means of confidential voting

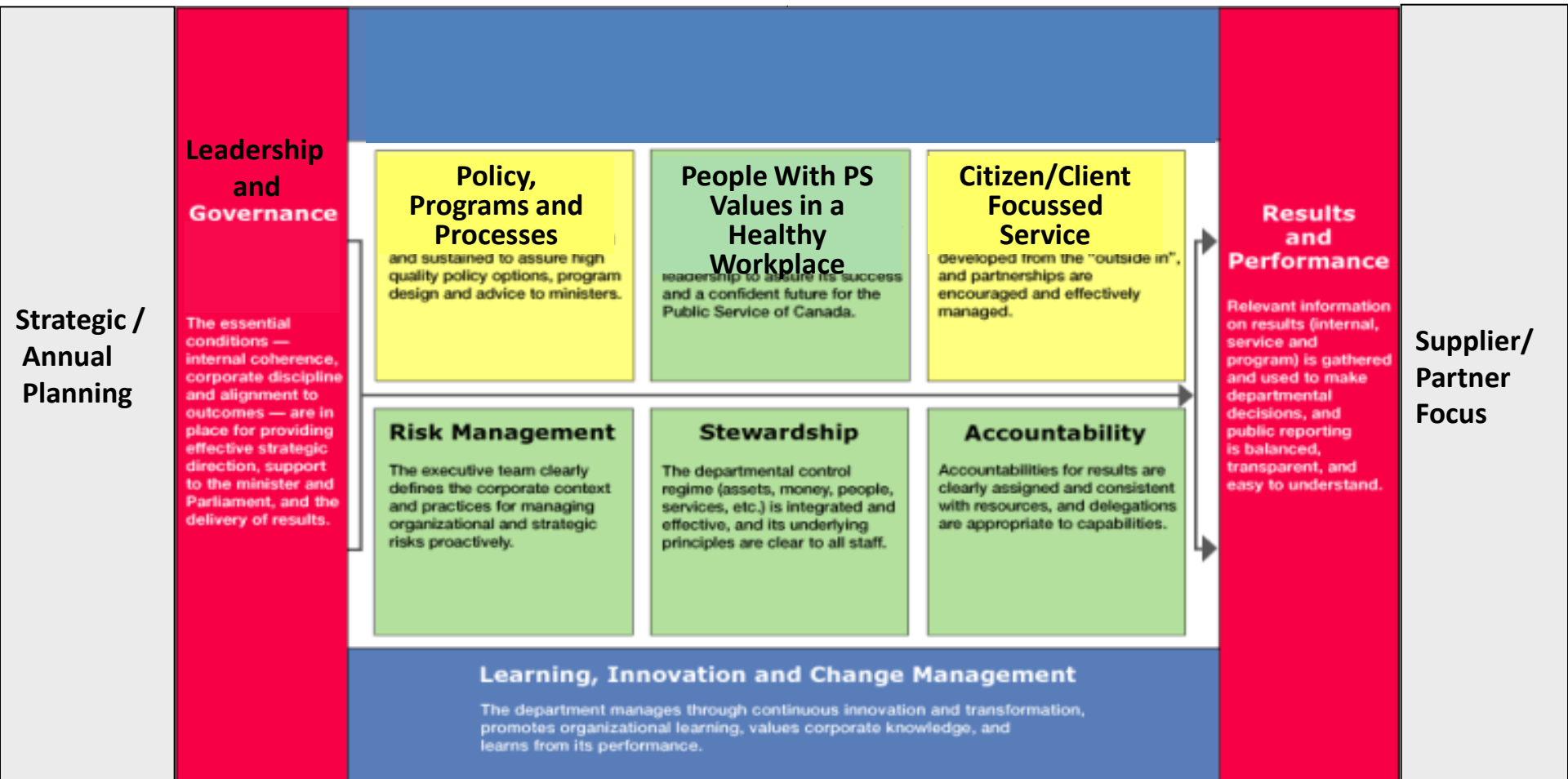
# Business Excellence Model Provides Scope of Self- Assessment

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1. Leadership and Governance
2. Planning - Strategic / Business/ Project
3. Integrated Risk Management
4. Accountability
5. Financial Stewardship
6. Client Focus
7. Productive People in a Healthy Work Environment
8. Partners / Suppliers
9. Policies, Programs and Processes
10. Organizational Performance
11. Learning, Innovation and Change Management (Continuous Improvement)

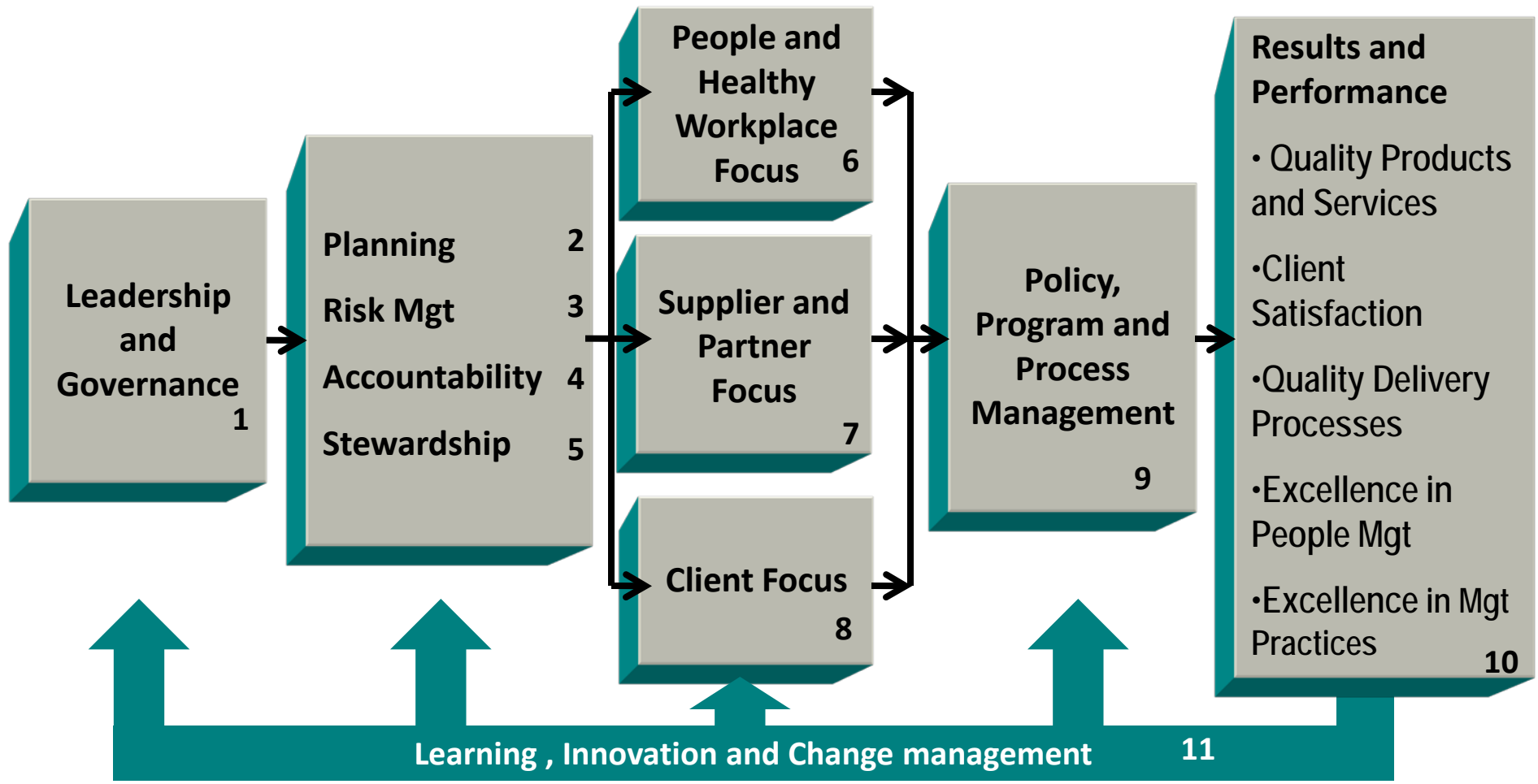
# Business Excellence Model

## “MAF + NQI”



# Business Excellence Model

## MAF + NQI



# Sep 30 Exercise Procedure

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- In real life, each criterion would be discussed by the group to ensure understanding
- Electronic voting then takes place (and tangible evidence would normally be identified that demonstrates the agreed performance against that criteria)
- We discussed the results- noted similarities and disparities in the responses
- Normally, where there is a significant divergence in opinion, the results would be discussed and the criterion re-voted – we didn't
- Draw conclusions. Which areas of the organization are strong? Which areas need improvement? Where are the main opportunities? What's the best way to seize these opportunities?

# Voting Considerations

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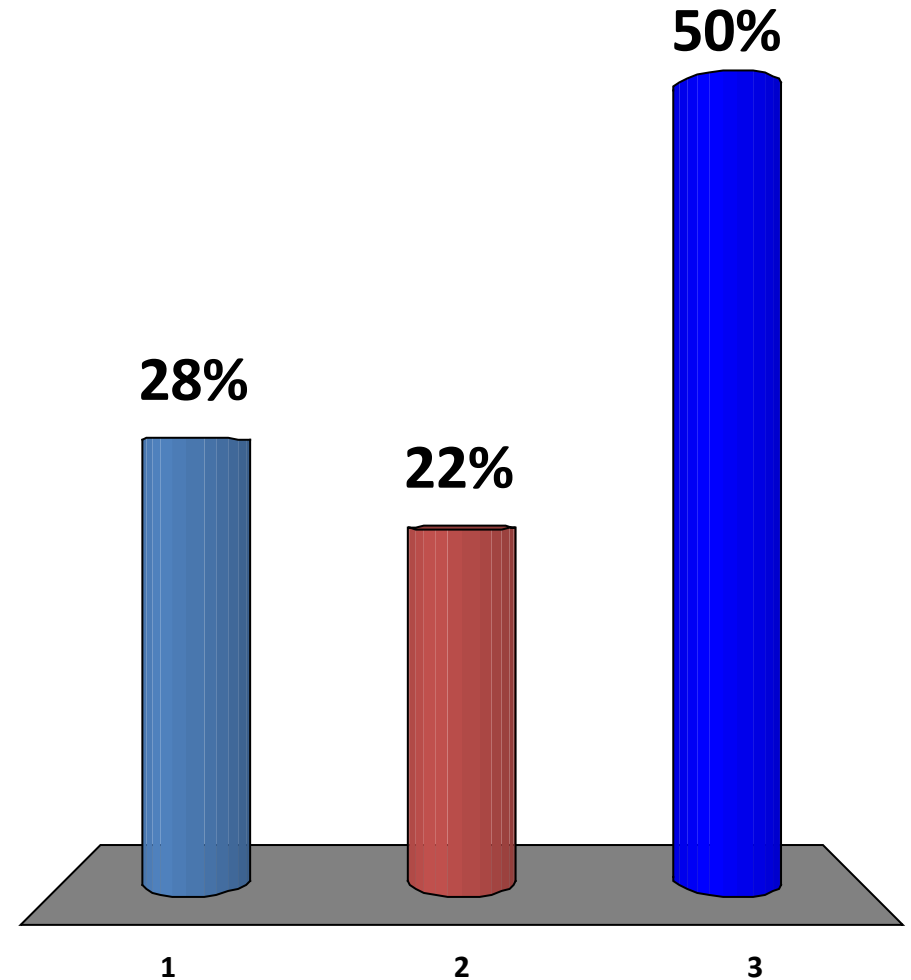
- There are three aspects to consider:
  - Appropriateness and effectiveness of methodology. Is it sound and well proven?
  - Breadth and depth of deployment across the organization under consideration;
  - Are the desired improvement results being achieved?



# Survey Results – Demographics of Participants - Experience in Quality Assessment

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1. Under 5yrs
2. 5- 10yrs
3. Over 10yrs



# Sample Question & Voting Criteria

## People

7. Does your workplace demonstrate a **healthy work environment** i. e. an understanding of strategic directions; collaboration; respect and support for employees' linguistic rights, diversity and personal circumstances; in order to enable them to fulfill their mandate

### 1 - Just beginning – no systematic approach evident

- Quality principles and practices are discussed, but are not yet implemented;
- There is more planning than doing at the moment.
- No results have been achieved

### 2 – Beginning – some implementation of quality concepts

- Quality activities have been discussed, and implemented in a few key areas;
- Implementation is at a fairly early stage;
- There is a serious approach to quality, but approach ad-hoc not systematic;
- Some improvements, but quality results not generally reported

### 3 - Good start

- A sound, systematic approach being used in most areas
- An analytic improvement process is integrated into planning
- Improvement results are being reported in many areas
- Some trends are being identified and used in the planning

### 4 - Well on the way

- Quality activities have been discussed/implemented in all key program areas;
- There is extensive organizational learning and continuous improvement is the main approach to improvement
- Positive results from focusing on quality/continuous improvement have been identified;
- Trends are being used in planning and reporting;
- Benchmarking against best practices is being used;
- The organization is seen as a “role model”

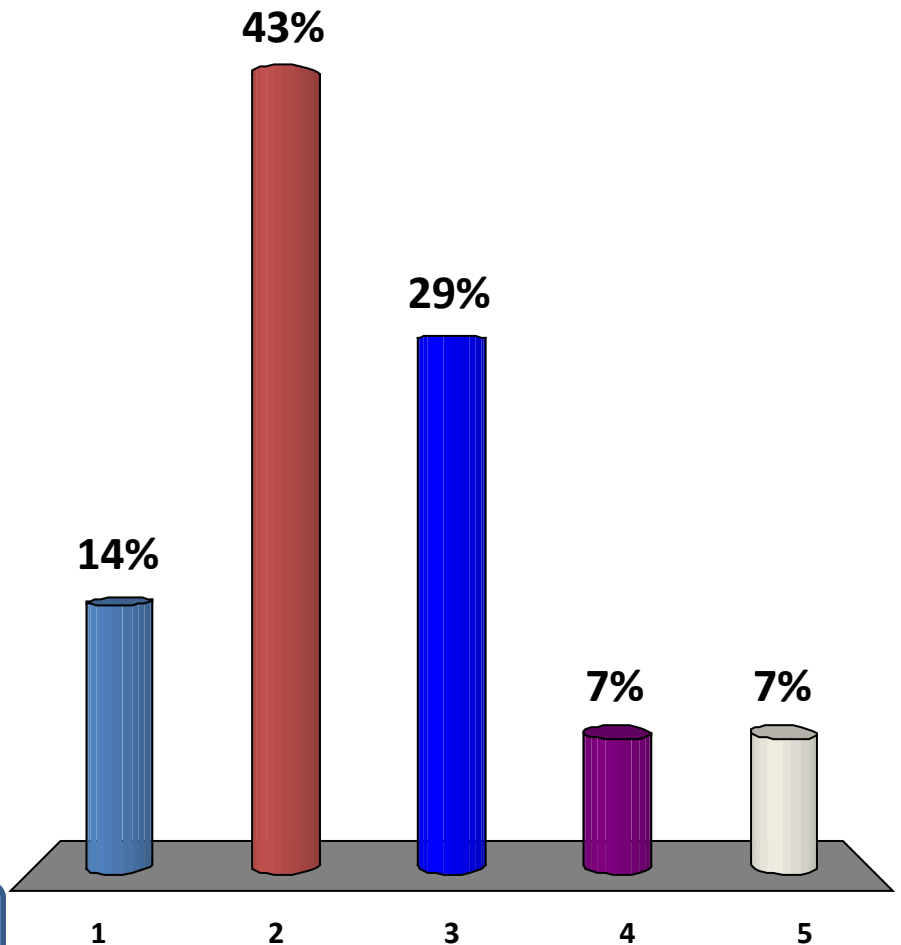
### 5 - Fully implemented and integrated

- A quality focus has been implemented in a systematic way in all areas including support, and has been improved over the years
- Positive trends have been documented, and are linked to improved business outcomes;
- Current performance is excellent and seen as “world class”
- There is a high level of participation in working on improvement

# Survey Results

## People

1. Just Beginning
2. Beginning
3. Good Start
4. Well on the way
5. Fully implemented and integrated



Mean = 2.3

# Results of Summary Self- Assessment

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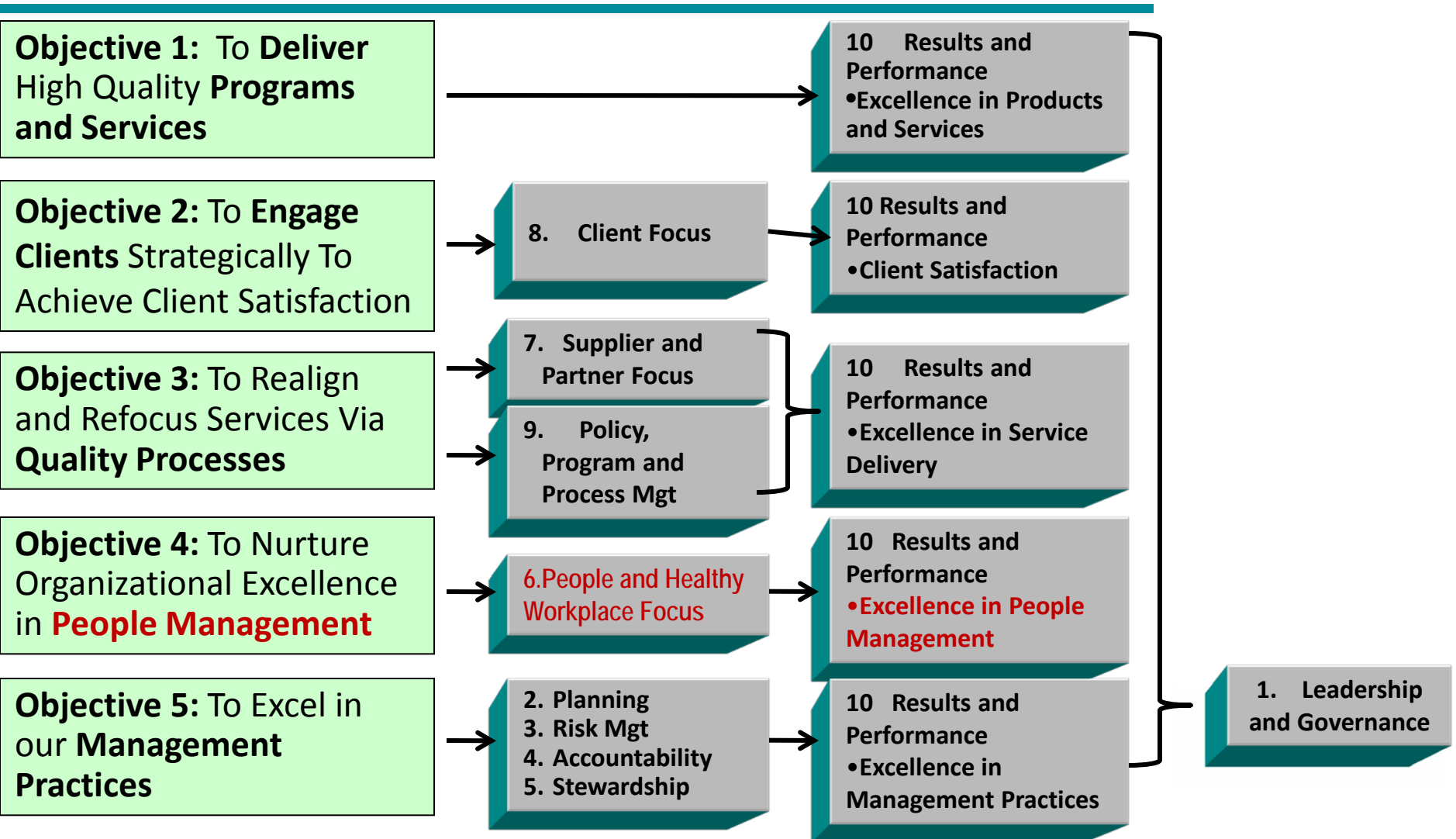
1. Leadership and Governance .....	1.	2.5
2. Planning - Strategic / Business/ Quality .....	2.	2.5
3. Integrated Risk Management .....	3.	2.6
4. Accountability .....	4.	2.8
5. Financial Stewardship .....	5.	3.2
6. Client Focus.....	6.	2.8
7. Productive <b>People</b> in a Healthy Work Environment	7.	2.3
8. Partners / Suppliers .....	8.	2.2
9. Policies, Programs and Processes.....	9.	3.0
10. Organizational Performance .....	10.	2.4
11. Learning, Innovation and Change..... Management.(Continuous Improvement)	11.	2.4

# Worksheet of Business Excellence

## Detailed Self-Assessment

ELEMENTS OF BUSINESS EXCELLENCE FRAMEWORK	Rating and Evidence 1.0 points – Just beginning 2.0 points – Beginning 3.0 points – Good start 4.0 points - Well on the way 5. points – Fully implemented
<b>7. People (with public service values in a healthy work environment)</b>	
1. Corporate and Branch Management Cttees responsible for decision-making, document their decisions and communicate the decisions throughout org'n	1.5
2. The PMAs and EPMA's are used to identify performance expectations and achievement at least three times a year: to initiate; mid-year; and year-end. High performance is recognized and rewarded	3.0
3. All executives support development of management and supervisory skills and cascade responsibility for quality improvement down through the organization	3.0
4. To encourage innovation and risk management, the DM and ADMs indicate to employees that honest mistakes arising as a result of approved innovative steps to achieve priorities will not be punished	1.5
5. A training program is in place for the organization's management framework including Quality Management and Process Improvement, for all levels of the organization	2.0
6. ADMs take active part in monitoring the development and implementation of their IHRP	2.0
7. Does your workplace demonstrate a healthy work environment i. e. an understanding of strategic directions; collaboration; respect and support for employees' linguistic rights diversity and personal circumstances; in order to enable them to fulfill their mandate	2.3
8. Branches and Regions have incorporated actions in their Business Plans to implement Quality and a Healthy Workplace and performance against these commitments are monitored and reported	<u>2.5</u> Avg. 17.8/40 or 2.3/5

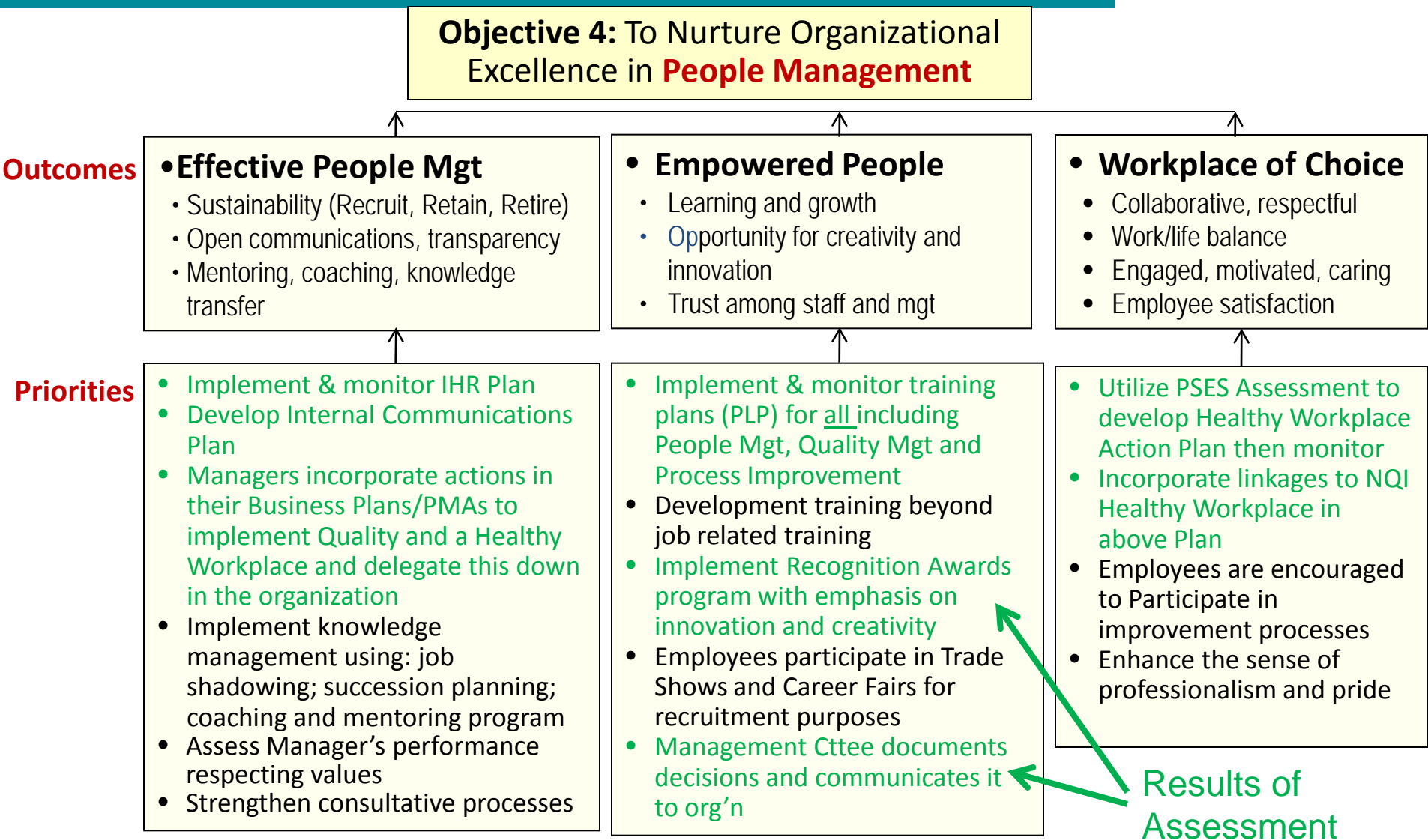
# Linking Excellence Criteria To Strategic Objectives



# Strategic Objective to Outcomes to Results of Self Assessment

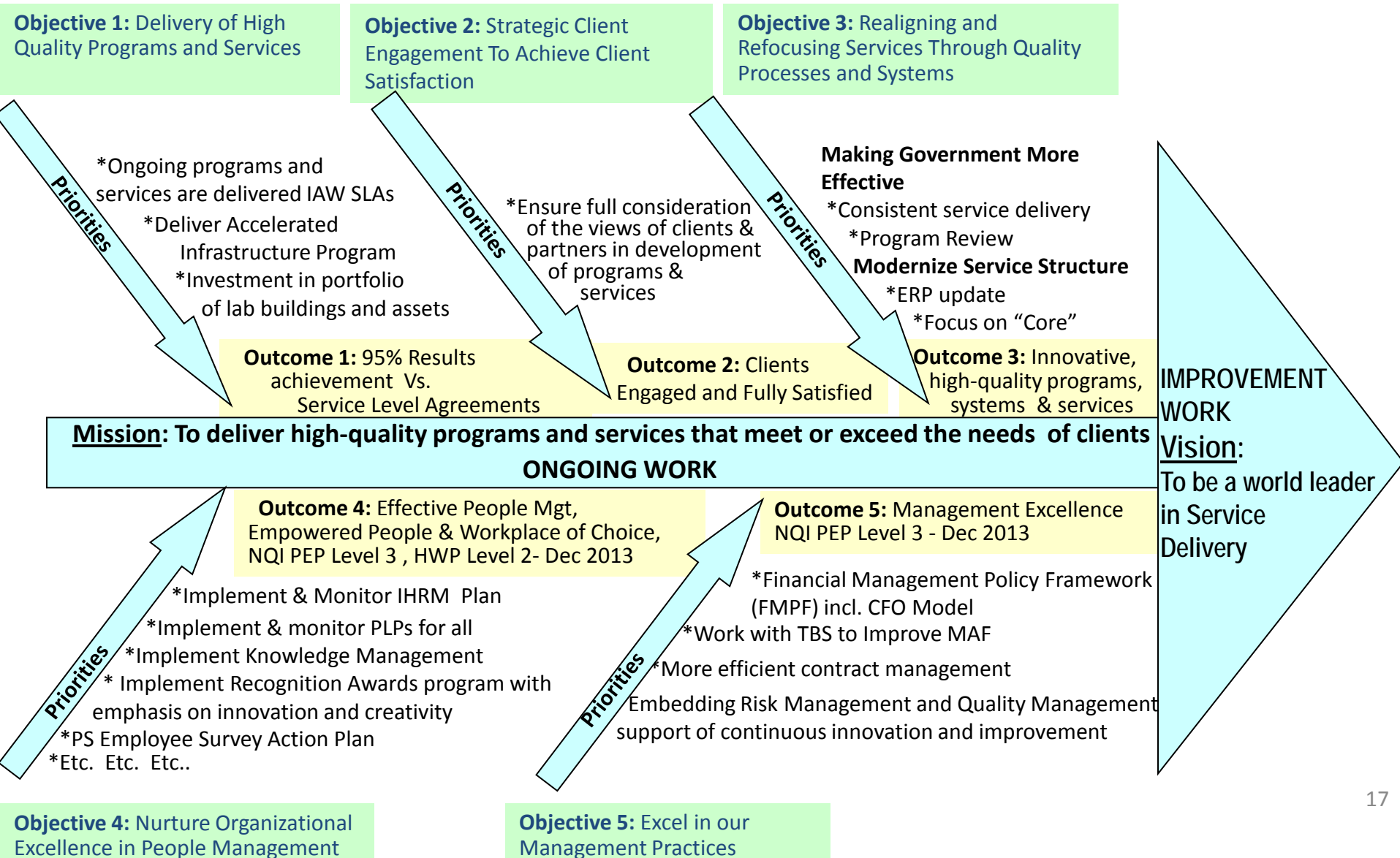


# Strategic Objective to Outcomes to Priorities/Initiatives of Business Plan





# Strategic Plan 2010-2015



# Strategic/Action Plan Implementation Schedule

