

THE MANAGEMENT ASSESSMENT IS A STRUCTURED TOOL TO IMPROVE PROCESSES USING A COMBINATION OF SELF-ASSESSMENTS AND EXTERNAL VALIDATIONS, BASED ON THE EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT (EFQM) MODEL.

PROMISING PES PRACTICE¹ Management Assessment (MASS)

Publication date: January 2018

AUSTRIA

To systematically review and improve processes in the regional and local offices, thorough preparation within the MASS-team is important. This implies the elaboration of topics and questions for the site visit, the choice of adequate team members, the preparation of workshops (methods, time and documentation) and an agreement on the feedback process after the visit, including communication of results within the Austrian PES (Arbeitsmarktservice (AMS)) (good practice topics). For the success of the MASS and its acceptance, it is important that all assessments are implemented on an equal footing.

Scope of measure (a pilot project or a national reform)	Regular practice applied at all levels of the organisation.
Name of the PES	Austrian PES (Arbeitsmarktservice (AMS))
When was the practice implemented?	Since 2004. Last review in 2016 involving a mixture of interviews, focus groups and topic-centred workshops.
What was the driver for introducing the practice? Was it internal or external?	Internal
Which organisation was involved in its implementation?	Austrian PES/AMS
Which groups were targeted by the practice?	Regional offices (including visits to local offices) of AMS.
What were the practice's main objectives?	To systematically review strategies, leadership, partnership, employee satisfaction, customer satisfaction, key results, and to improve processes in the PES regional and local offices.
What activities were carried out?	The Austrian PES is undergoing an external assessment every four years by participating in the "Austrian Excellence Award". In the intervening years, three regional organisations are evaluated internally. The self-assessment approach - referred to as MASS - has been further developed several times. The Management Boards and regional managers are involved in implementing the MASS, developing improvement measures and evaluating the results of the implementation programme. MASS in the Austrian PES are based on both an extensive evaluation of process and result data at the regional and local office levels, and site visits from trained internal assessors using the EFQM model. The quality and implementation of planning is subject to an extensive evaluation by internal assessors in the MASS. Each regional organisation and 1-2 local offices within the regional organisations with the best or the most unfavourable results in the Balanced Score Card (BSC), or local offices with special challenges, regularly undergo an assessment (so far every 3 years).
What resources and other relevant organisational aspects were involved?	In-house external training for assessors: internal assessors undergo a refresher course every two years with Quality Austria and follow an internal training plan covering different topics (e.g. process management, risk management, continuous improvement, ISO 9001).
What were the source(s) of funding?	Austrian PES budget
What were the outputs of the practice: people reached and products?	All regional and local PES offices are covered by the MASS and all of them have to conclude management agreements derived from the findings.

1. Practices referring to promising changes/reforms/approaches.

What outcomes have been identified?

All activities are documented by the assessors. Quality management transforms the results (strengths and weaknesses) into proposals for the management assessment. Management agreements are monitored by the controlling unit of Austrian PES headquarters.

What are the lessons learnt and success factors?

The setting of workshops, focus groups and interviews is important. A person should be nominated as lead assessor and the assessed organisational unit should have the possibility to give a response to the results reported before they are communicated. Every new MASS should begin with a review of the previous agreements and the extent to which these were achieved. Commitment to MASS is high – the importance of an “external” feedback is highly appreciated by the regional/local PES offices.



Contact details for further information

Name: Mag. PÖSCHL, Gerhard , MAS MSc – Quality Manager, Arbeitsmarktservice Österreich
1200 Wien, Treustraße 35-43

Email: gerhard.poeschl@ams.at

Telephone: +43-1-33178-556