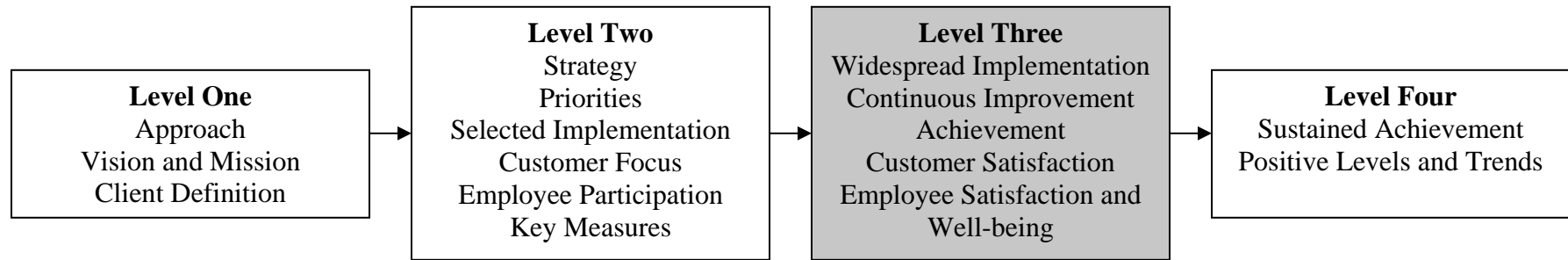


# National Quality Institute (NQI) Progressive Excellence Program (PEP)

Date: February 19, 2008      Version 1.1

## Level 3 – Public Sector Criteria



*Level 3 requires an application, plus an NQI-approved assessment.*

Building on FREP's achievement with NQI Level 2 certification, we continue on our quality journey by seeking Level 3 certification. This certification level emphasizes the following:

- a sound, systematic approach to excellence is in place
- widespread implementation, notably in all key areas and some support areas
- strong emphasis on continuous improvement
- good results being achieved in all key areas and some support areas

In this document, the NQI criteria are illustrated, in bullet form, along with more detailed statements explaining what each criterion means. In addition, members of the FREP quality management team have added some specific examples to help people understand how we are meeting the NQI criteria. If you have any comments, questions, or suggestion, please contact Thomas Chen at [Thomas.Chen@gov.bc.ca](mailto:Thomas.Chen@gov.bc.ca) or (250)387-8013. The NQI PEP Level 4 criteria are also included in the document.

### 3A. Leadership

The organization has established and implemented:

NQI criterion	FREP activities (examples that meet the criterion’s intent, approach, or method)
<p><b>1. Approach and communications method to demonstrate leadership’s commitment to continuous improvement, for example, through direct involvement in improvement initiatives</b></p>	<ul style="list-style-type: none"> <li>• <i>Members of the leadership team champion one or more improvement projects, such as engaging districts and tenure staff for local and district monitoring needs.</i></li> <li>• <i>FREWG, QMT, and RVTLs should understand and implement the criterion, as well as the FREP strategic themes, performance measures, and methods to drive continuous improvement. This should be reflected in their training, team meeting and their minutes, and demonstrated results.</i></li> <li>• <i>Members of QMT have all been trained in the NQI framework.</i></li> <li>• <i>Chief Forester Award criteria, Chief Forester signs off Strategic Plan, business process improvement project, sponsor CI session, and district tour to identify their needs and gaps in the program</i></li> <li>• <i>The FREP handbook project is a demonstration of shared leadership when a district person leads a provincial project.</i></li> <li>• <i>Regular RSM conference call shows leadership by facilitating discussion of issues around the province.</i></li> <li>• <i>The MC and facilitation by the regional and district representatives in the CI session show the practice of shared leadership.</i></li> <li>• <i>Each district has program leadership.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Commitment is not enough; active leadership through involvement is vital.</li> <li>• Senior management should acquire a good knowledge and understanding of NQI “PEP” Criteria, which are based on the Canadian Quality Criteria for Public Service Sector Excellence, as well as the principles and the methods that drive continuous improvement.</li> <li>• All members of the leadership team reinforce the overall strategic improvement journey through involvement with specific improvement initiatives.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>2. Approach and method to ensure responsibility, accountability and leadership for improvement are shared throughout the organization</b></p>	<ul style="list-style-type: none"> <li>• <i>Working group structure and decision-making process, as detailed in the Terms of Reference document.</i></li> <li>• <i>Involvement of branches, regions, and districts, and staff from other ministries in the program.</i></li> <li>• <i>Illustrate a particular improvement project that had exemplary leadership, consensus building, and collaboration with many stakeholders (i.e., contractor survey and evaluation, systems [FREP IMS] planning and implementation).</i></li> <li>• <i>Districts are invited to join pilot resource value delivery and projects.</i></li> <li>• <i>FREP invited district staff to participate in data validation in the Forest Practices Branch.</i></li> <li>• <i>RSM conference call ensures that responsibility, accountability, and leadership in improvement are shared throughout the program.</i></li> <li>• <i>Communication as a topic of discussion in the CI session.</i></li> <li>• <i>Teams, such as CI session planning, quality management, training, and FREP IMS working group, consist of staff from branches, regions, districts, contractors, and other ministries.</i></li> <li>• <i>District tour/visits to identify local information needs and gaps in the program.</i></li> <li>• <i>Frequent presentation to Provincial Forestry Initiative Team (PFIT), Practices Advisory Council (PAC), etc.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Leadership thinking and behaviour is present at all levels; authority to act is passed down through the organizational structure.</li> <li>• Acceptance of responsibility and accountability is present throughout the organization in both teams and individuals.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion’s intent, approach, or method)
<p><b>3. Approach and method to ensure that responsibility to society in general is considered in the decision-making process</b></p>	<ul style="list-style-type: none"> <li>• <i>Demonstrate public service vision, value and mission statements, linking personal accountability to that of the Government.</i></li> <li>• <i>Government, Ministry, and FREP’s commitment and action plan to be carbon-neutral and green, as reflected in the CI session and meeting evaluation form – “Going Green” initiative in CI session.</i></li> <li>• <i>The program itself represents a responsibility to society, as described in program’s vision, mission, and business process.</i></li> <li>• <i>Special economic and administrative evaluation in FREP.</i></li> <li>• <i>Cultural heritage resource value assessing consultation and information-sharing.</i></li> <li>• <i>FREP website is accessible by the public; contains public reports, such as the annual report.</i></li> <li>• <i>FREP data widely available in FREP IMS.</i></li> <li>• <i>Extension documents, including the Chief Forester report.</i></li> <li>• <i>Safety report that addresses public concern over forest worker safety.</i></li> <li>• <i>Network of forest professional, environmental non-profit organizations, First Nations, etc.</i></li> <li>• <i>FREP vision, mission, and objectives link directly to the Government’s Goal number 4.</i></li> <li>• <i>Regular meeting with Practices Advisory Council (PAC).</i></li> <li>• <i>Broad input obtained for FREP questions, which drives determination of FREP priority questions.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Major management decisions can have significant impact on societal and environmental concerns; the organization ensures that actions resulting from their decisions do not have a negative impact on society and/or the environment.</li> <li>• Going beyond legislated requirements; for example, covering environmental issues or implementing an effective community relations program are strategies that demonstrate a commitment to social responsibility.</li> <li>• Adherence to applicable programs and sector initiatives serve as tools to measure an organization’s progress in integrating strategies linked to social responsibility.</li> <li>• Members of the organization, including the senior team, are encouraged to support and become involved in community activities.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>4. Method to share ideas and practices on quality improvement, both internally and with other public service organizations and sectors</b></p>	<ul style="list-style-type: none"> <li>• <i>Internally: Branch lunch presentations, briefing notes, and meetings to Director and ADM; monthly updates to Director.</i></li> <li>• <i>Externally: Institute of Public Administration of Canada (IPAC) lunch presentation with panel of NQI members. Meeting with other ministries (MEIA, Premier's Office, etc.) to share FREP's NQI experience and promote NQI. Others include forest health working group, silviculture working group, etc.</i></li> <li>• <i>Regular attendance and presentation to NQI networking sessions, sharing and exchanging best practices (e.g., City of Prince George Level 3 site verification, City of Kamloops conference and presentation).</i></li> <li>• <i>Sharing project experience with other districts (e.g., handheld device meeting in Victoria, CI session, etc.).</i></li> <li>• <i>Districts visit other districts to help data collection and share best practices (e.g., handheld device, data management practices).</i></li> <li>• <i>FREP meetings where all RVTLs join to share best practices and ideas.</i></li> <li>• <i>FREP shares best practices with BC Timber Sales, and most recently the U.S. Environmental Protection Agency national conference in Seattle.</i></li> <li>• <i>Communication with other jurisdictions on best quality management practices (e.g., sharing quality tools and methods with Ontario Parks and Alberta Forest Service).</i></li> <li>• <i>At the district level, program staff talk to multiple agencies and people outside of government about FREP work and innovation.</i></li> <li>• <i>Publications such as extension materials widely available to the public via website and listserv.</i></li> <li>• <i>Community of practices in and out of government.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• The organization is willing to share experiences, good and bad, from their improvement journey.</li> <li>• The organization actively seeks, assesses, and appropriately implements internal and external best practices. This can be achieved through internal and external communication, networking, and visits.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>5. Method to evaluate the effectiveness of overall approach to Leadership (notably leadership style), to make improvements in how leadership approaches and reinforces quality management principles/practices across the organization</b></p>	<ul style="list-style-type: none"> <li>• <i>Through the CI session and various surveys and feedback mechanisms the leadership and management style is evaluated and improved. The 5-year Strategic Plan marks a formal evaluation on leadership and management style. Yearly or bi-yearly review of the Strategic Plan will include assessment or evaluation on leadership drivers and criteria.</i></li> </ul>
<p>NQI criterion explained</p>	<ul style="list-style-type: none"> <li>• <i>FREP's work plan and annual report (Year in Review).</i></li> <li>• <i>Survey questions in the quality assessment will address the evaluation on program's leadership.</i></li> <li>• <i>FREP's Premier's Award nomination as a finalist for the Leadership category.</i></li> <li>• <i>Annual program-level assessment by FREP Working Group.</i></li> </ul>
<ul style="list-style-type: none"> <li>• An excellent organization applies the principles of continuous improvement to everything it does. A regular assessment of the approach and results will assist in planning and implementing improvements of Leadership effectiveness. This continuous improvement cycle will also help to strengthen the foundation for long-term improvement and excellence.</li> </ul>	

### 3B. Planning

The organization has established and implemented:

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>1. Formal scheduled assessments, (for example against NQI Criteria), to determine the organization's strengths and opportunities for improvement</b></p>	<ul style="list-style-type: none"> <li>• <i>Annual internal assessment using NQI criteria. FREP has achieved Levels 1 and 2. The results of the assessment translate into the NQI PEP applications. The assessment also scans the program using FREP strategic themes and performance measures. As indicated in the quality control protocol 5, key quality indicators are monitored on a continuous basis.</i></li> <li>• <i>Post-training assessments.</i></li> <li>• <i>Post-CI session evaluation.</i></li> <li>• <i>FREP's SWOT analysis.</i></li> <li>• <i>Yearly review against Strategic Plan (by FREWG and CI session).</i></li> <li>• <i>Forest Practices Board assessment on FREP.</i></li> <li>• <i>Data management process review (Dr. Marla Weston project).</i></li> <li>• <i>Data quality report card as result of formally scheduled audit.</i></li> </ul>
<p>NQI criterion explained</p> <ul style="list-style-type: none"> <li>• Use of the NQI PEP assessment process (covering over four levels), or the NQI Quality Fitness Test (covering all criteria in one assessment), is helpful on an annual basis to assess the journey to excellence and to establish strategic goals across the organization.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p align="center"><b>2. Method to analyze assessment findings to help determine priorities for improvement</b></p>	<ul style="list-style-type: none"> <li>• <i>The overall improvement plan is an up-to-date, living document that records all suggestions and comments, and feedback received from surveys and evaluations. These qualitative data are structured and categorized to establish the priority of each improvement suggestion. When the top priorities are determined, an action strategy is formulated to implement the improvement plan. The whole process and success of the improvement project is then broadcasted to stakeholders.</i></li> <li>• <i>FREP determines priorities and communicates changes in the CI session.</i></li> <li>• <i>FREP business process is signed off by Chief Forester and ADM of Operations.</i></li> <li>• <i>FREP business and process maps.</i></li> </ul>
<p>NQI criterion explained</p>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>3. Approach and method to evaluate, refine and work at improving the planning and assessment processes</b></p>	<ul style="list-style-type: none"> <li>• <i>FREP's process maps are management tools for improvement that help to plan and project each business driver/category.</i></li> <li>• <i>Annual work plan.</i></li> <li>• <i>Annual FREWG review of strategic themes and deliverables.</i></li> <li>• <i>CI session focus group on the improvement of planning and assessment process.</i></li> <li>• <i>External assessment of FREP processes and data management.</i></li> <li>• <i>Annual Planning Cycle meeting.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• A regular evaluation of the approach, implementation, and results will help to plan and implement enhancements in improvement planning and assessment effectiveness.</li> <li>• This question does not deal with content or deployment of improvement planning, but with the procedures and methods employed to complete the activity.</li> <li>• The exercise analyzes the “outcomes” from improvement planning activity, and ensures the system meets the needs of the organization today and in the future. This continuous improvement cycle will also assist in strengthening the foundation for long-term improvement.</li> <li>• Analyze the outcomes to determine whether the improvement planning system meets the current and future needs of the organization.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion’s intent, approach, or method)
<p><b>4. Method to report and communicate achievements, across the organization, against goals and objectives established in the planning process, notably against those indicators developed at Level Two Certification; the applicant is also to provide data in regard to any achievements (against targets)</b></p>	<ul style="list-style-type: none"> <li>• <i>FREP’s “Year in Review” report, quality management annual report, and improvement project debriefing are all methods to report and communicate program’s achievements.</i></li> <li>• <i>The quality indicators, currently under development, will track performance using a year’s data as a total or an average. The goal is to report on these indicators each year (i.e., in the “Year in Review” report or in a similar form of annual report).</i></li> <li>• <i>Business process map (monitored and regularly updated).</i></li> <li>• <i>CI session focus groups on communication, district feedback, resource value indicators, and general achievement for the year.</i></li> <li>• <i>Ongoing presentations to and meetings with the Provincial Forestry Initiative Team, provincial and regional industry (e.g., VPs, etc.).</i></li> </ul>
<p>NQI criterion explained</p> <ul style="list-style-type: none"> <li>• The organization reviews progress in achieving goals established in the planning process, and communicates such progress (achievement) across the organization to all levels; data are available from measurements (that were established at the outset) and such data can be provided for review.</li> </ul>	

### 3C. Citizen/Client Focus

The organization has established and implemented:

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>1. Method to ensure good consensus, throughout the organization, on the importance of meeting documented service standards, and of achieving client/stakeholder satisfaction</b></p>	<ul style="list-style-type: none"> <li>• <i>Surveys, conference calls, meetings, FREP IMS requirements gathering tours, CI sessions—these are the methods used to gather information about the needs and expectations of all those involved in FREP. Our survey results, quality indicators, and general data show that we strive to enhance client/stakeholder satisfaction. All of our working groups involve staff from other offices, making their involvement part of our regular process.</i></li> <li>• <i>Ongoing NQI criteria discussion and promotion with staff.</i></li> <li>• <i>Quality focus on training.</i></li> <li>• <i>Quality focus on CI session.</i></li> <li>• <i>Quality management work plan – projects and tasks for CI and quality assurance for the year.</i></li> <li>• <i>Regular 1–2 page QA update to staff.</i></li> </ul>
<p>NQI criterion explained</p> <ul style="list-style-type: none"> <li>• A process should be in place to ensure that information on client requirements is reviewed and disseminated to everyone in the organization. This helps all employees, including those who have no direct client contact, stay focused on client satisfaction.</li> <li>• Building a successful relationship with clients depends on the shared belief by all employees that success will only come if the organization satisfies client needs.</li> <li>• Leaders at all levels of the organization should empower their employees to act in the best interest of the client and the organization.</li> <li>• Building empathy for the client's point of view is fostered and encouraged through educating employees on their client's needs and through recognition programs. This can be done, for example, through visitation programs, internal workshops, and the sharing of research and experiences.</li> <li>• In client-driven organizations, documented service standards are in place for client/stakeholder interaction and clients/stakeholders rate performance.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>2. Method that makes it easy for clients/stakeholders to provide input on their needs, seek assistance and complain</b></p>	<ul style="list-style-type: none"> <li>• <i>RSM conference call, feedback page on website, various working group meetings, CI session, and other informal communication channels are ways to interact with stakeholders and clients. These methods are also described in the communication plan.</i></li> <li>• <i>In addition to the yearly quality management assessment, surveys and evaluations act as a regular channel to solicit feedback and improvement suggestions from our stakeholders and clients.</i></li> <li>• <i>All comments and improvement suggestions are logged in the program's overall improvement plan. The improvement project process map explains how priorities are determined and how the improvement plan turns into action and as a project for continuous improvement.</i></li> <li>• <i>Opportunity for website comments and feedback.</i></li> <li>• <i>Ongoing meetings and presentations to stakeholders.</i></li> <li>• <i>10–12 month updates of FREP questions.</i></li> <li>• <i>Surveys on CI, training, and program SWOT analysis.</i></li> <li>• <i>Monthly Resource Stewardship Question and Answer conference call.</i></li> <li>• <i>District tour to gather inputs (e.g., visited 19 out 29 districts in 2007).</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• The organization should establish processes that provide for simple and user-friendly client interaction.</li> <li>• All interactions with the client base should be courteous, accurate, and timely.</li> <li>• Providing avenues that make it easy for the client to inquire, seek assistance, and express concerns will assist in obtaining feedback.</li> <li>• The organization should have a system to gather and analyze client input (complaints, dialogues, general inquiries, survey responses, etc.), and this information should be forwarded to the appropriate employee(s) for timely action and follow-up as needed.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion’s intent, approach, or method)
<p><b>3. Method to respond to client/stakeholder inquiries and complaints promptly and effectively</b></p>	<ul style="list-style-type: none"> <li>• <i>RSM conference call, feedback page on website, various working group meetings, CI session, and other informal communication channels are ways to interact with stakeholders and clients. These are also described in the communication plan.</i></li> <li>• <i>In addition to the yearly quality management assessment, surveys and evaluations act as a regular channel to solicit feedback and improvement suggestions from our stakeholders and clients.</i></li> <li>• <i>All comments and improvement suggestions are logged in the program’s overall improvement plan. The improvement project process map explains how priorities are determined and how the improvement plan turns into action and as a project for continuous improvement.</i></li> <li>• <i>Opportunity for website comments and feedback.</i></li> <li>• <i>Ongoing meetings and presentations to stakeholders.</i></li> <li>• <i>10–12 month updates of FREP questions.</i></li> <li>• <i>Surveys on CI, training, and program SWOT analysis.</i></li> <li>• <i>Monthly Resource Stewardship Question and Answer conference call.</i></li> <li>• <i>District tour to gather inputs (e.g., visited 19 out 29 districts in 2007).</i></li> </ul>
<p>NQI criterion explained</p> <ul style="list-style-type: none"> <li>• An effective client feedback system collects information from clients on recent encounters, and distributes the information to the appropriate employee(s) for action.</li> <li>• Ideally the client is contacted to acknowledge receipt of their complaint, and to provide feedback.</li> <li>• Client feedback should be compiled and analyzed. Based on this analysis, improvements to specific processes may be implemented to address root causes of complaints, and the entire organization must be sensitive to the timely resolution of such issues.</li> <li>• Every interaction with a client represents a “moment of truth” that provides an opportunity for the organization to delight or dissatisfy the client. For this reason, standards (communication, service, etc.) that are linked to the strategic direction should be documented and followed by all employees.</li> <li>• A process should be in place to measure and analyze the effectiveness of key client contact points; the analysis of the effectiveness may lead to improvements.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>4. Approach and method to meet service delivery standards and/or product specifications, to ensure good level of client/stakeholder confidence in services and/or products provided</b></p>	<ul style="list-style-type: none"> <li>• <i>Performance measures and deliverables as per the FREP Strategic Plan.</i></li> <li>• <i>Quotes from stakeholders on how they feel about FREP.</i></li> <li>• <i>Ongoing communication of FREP and FREP products.</i></li> <li>• <i>Survey of “satisfaction” on a regular basis.</i></li> <li>• <i>Actively seek feedback from clients (e.g., SWOT analysis, district visits, etc.).</i></li> <li>• <i>FREP quality indicator protocol to document and guide service standards and program performance, with links to Strategic Plan and clients and stakeholders needs.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Consistency of service delivery and/or products provided is a key element in developing client confidence with the organization.</li> <li>• Having a good reputation is closely linked to how a client-driven organization, department, or agency is viewed from the client perspective.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>5. Method to measure client/stakeholder satisfaction, to gain information for improvement</b></p>	<ul style="list-style-type: none"> <li>• <i>Client satisfaction survey data and results used in performance measures and incorporated in the improvement plan.</i></li> <li>• <i>Results are also reviewed and considered for the next version of the Strategic Plan, not just for improvement purposes only.</i></li> </ul>
<p>NQI criterion explained</p> <ul style="list-style-type: none"> <li>• The organization has a scheduled, documented analysis of client satisfaction (and perception) in place (e.g., surveys, focus group discussions, and related formats).</li> <li>• Outcome from client satisfaction surveys are evaluated and used in the development of the improvement strategy.</li> <li>• A client-driven organization will have forms of measurement and dialogues in place between various functional areas to ensure that it consistently meets client needs, along the service chain.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>6. Method to evaluate the effectiveness of the overall approach to Citizen/Client Focus and use of this information to make further improvements</b></p>	<ul style="list-style-type: none"> <li>• <i>As part of the annual assessment for QM.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• An excellent organization applies the principles of continuous improvement to everything it does.</li> <li>• A regular assessment of the approach, implementation, and results will assist in planning and implementing improvements of Citizen/Client Focus effectiveness. This continuous improvement cycle will also assist in strengthening the foundation for long-term improvement and excellence.</li> <li>• Client satisfaction data should be reviewed and used to set goals for continuous improvement.</li> <li>• Reviews should address such things as adequacy and validity of the information, efficiency of the survey and other client contact techniques used with current and potential clients.</li> </ul>	

### 3D. People Focus

The organization has established and implemented:

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>1. Method to involve people, across the organization, in addressing the issues related to well-being, for example, health, safety and environmental concerns</b></p>	<ul style="list-style-type: none"> <li>• <i>Government, Ministry, and branch have strategies and policies on employee health, safety, and related areas.</i></li> <li>• <i>FREP promoted the Canadian Healthy Workplace Criteria in the Ministry wellness and health committee.</i></li> <li>• <i>Primarily a larger organizational issue; however, specific wellness issues are addressed through surveys and action items on the improvement plan.</i></li> <li>• <i>Report on Worker Safety Impacts (FREP Report No. 12).</i></li> </ul>
<p>NQI criterion explained</p> <ul style="list-style-type: none"> <li>• An organization should try to exceed all their health, safety, and environmental regulations pertinent to their particular sector and address all three elements of a healthy workplace: physical environment, health practices, social environment and personal resources.</li> <li>• The organization may provide such things as exercise or recreational facilities, daycare services, family counselling services for people with matrimonial or addiction problems, and voluntary waste recycling projects.</li> <li>• Going beyond legislated requirements: for example, covering employment wellness, safety, and employment issues, and assisting employees in balancing work and family issues, are strategies that demonstrate commitment to employee well-being.</li> <li>• The <i>Canadian Healthy Workplace Criteria</i>, developed and available from NQI in partnership with Health Canada, assists organizations to focus on employee wellness and well-being in a strategic manner; the criteria are endorsed by many national health-related organizations.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>2. Method to determine training and development needs (notably to meet goals in the improvement plan)</b></p>	<ul style="list-style-type: none"> <li>• <i>Government adopts Employee Performance and Development Planning (EPDP) as the standard method to evaluate skills, performance, professional development needs, and to align work priorities to the strategic directions.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• A balanced approach should be considered when evaluating the internal skills and technical capabilities needed to achieve the organization's strategic objectives, and the employee's individual need to learn and grow.</li> <li>• The personal development and growth responsibilities necessary to achieve the employee's full potential are shared between the organization and the employee.</li> <li>• Performance reviews by supervisors, peers, subordinates, clients, and partners, and discussions with the employee, may assist in identifying education and development needs; the fulfillment of these needs should be encouraged and the necessary resources provided.</li> <li>• Training is most effective when it is provided just prior to the organization's need to use the newly acquired skills or knowledge.</li> <li>• Education and development should be provided to all employees and may be provided both internally (in-house seminars, mentoring, on-the-job training) and externally (conferences, learning institutions, professional associations).</li> <li>• Leaders should be role models for learning through active participation in internal training programs and mentoring.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>RSM training before the field season, reinforced with refresher and mentoring sessions.</i></li> <li>• <i>Internal training provided: RSM training, process mapping, FREP IMS, etc.</i></li> <li>• <i>Cross-program training development and planning team—RVTLs in collaboration with consultants, branch, regions, and districts.</i></li> <li>• <i>Yearly training plan based on the lessons learned from last year (training evaluations) and from surveys.</i></li> <li>• <i>Q&amp;A website and Q&amp;A conference calls.</i></li> </ul>

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion’s intent, approach, or method)
<p><b>3. Method to evaluate the effectiveness of training and development programs</b></p>	<ul style="list-style-type: none"> <li>• <i>3 years of data to demonstrate satisfaction with RSM training and an increase in data quality.</i></li> <li>• <i>Each training session warrants an independent evaluation. FREP keeps all results and questions for trend analysis and general debriefing.</i></li> <li>• <i>Mentoring training is used to gauge the effectiveness of field-based training and to further enhance people’s understanding of the checklists and data quality.</i></li> <li>• <i>Course/training evaluation reports are reviewed by the instructors; feedback is also incorporated in the improvement plan.</i></li> <li>• <i>Post-training reviews and discussions are held by each team lead. This is also a topic in the CI session, in coherence with CI principles and action.</i></li> <li>• <i>For every training course and workshop (e.g., CI session), surveys are done to ensure feedback for continuous improvement.</i></li> </ul>
<p>NQI criterion explained</p> <ul style="list-style-type: none"> <li>• Has training and development work produced desired improvements in overall results for the organization?</li> <li>• Success of a training program is not simply measured by the number of courses offered or the number of trainees processed; success is measured by how effective and timely the training is and how helpful it is in producing desired improvements in results.</li> <li>• Indicators of the effectiveness of training programs can be derived from the trainees’ evaluations of the content of the courses, competence of the instructor, training materials and methods used, etc.</li> <li>• Further measures of effectiveness can be obtained by follow-up surveys of the trainees to determine whether the newly acquired knowledge and skills are applied in their daily work, and in measured improvements in the organization’s outcomes.</li> <li>• Discussions with recent recipients (individuals) of training and development courses held or supported by the organization, in regard to effectiveness and timing of their training, will assist the review (i.e., in regard to the “use” made of the knowledge obtained in their work).</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>4. Method to measure people satisfaction at all levels, and link feedback to improvement opportunities</b></p>	<ul style="list-style-type: none"> <li>• <i>EPDP is aligned to organization goals (i.e., Ministry service plan, program vision and mission, the goals and objectives of the Government).</i></li> <li>• <i>FREP SWOT analysis (built with people's input) aligned to Strategic Plan. CI session reviews and evaluates the Strategic Plan through various survey questions.</i></li> <li>• <i>Various surveys are designed to gather employee feedback and to incorporate this feedback into FREP. For example:</i> <ul style="list-style-type: none"> <li>○ <i>Training evaluation = better delivery of training session (e.g., one comment was that leaving SLBD training for the end wasn't efficient. It is now delivered on day 1 of the training session and satisfaction rate is XXXXX)</i></li> <li>○ <i>Field Season Evaluation for early changes to training, protocols, etc. = September's Summit</i></li> <li>○ <i>Big 2006 Survey = FREP Strategic Plan</i></li> <li>○ <i>CI Session Evaluation = CI Session (e.g., the district feedback part)</i></li> </ul> </li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Note: The intent of this question is to determine whether a process is in place to link the contribution of people to the mission and mandate of the organization.</li> <li>• The organization should identify contribution through analysis of elements that have a direct impact on performance. For example, it is not helpful to measure overall performance productivity without examining the effect of the impact of the overall system on performance. This process could include performance reviews by supervisors, peers, subordinates, and/or clients. The prime purpose is to provide objective feedback to people on how they are doing and to identify areas where education and/or training would provide opportunities for individual growth and advancement.</li> <li>• Employees are a critical and valuable asset to any organization. Feedback from employees should be solicited on a regular basis to provide input to the strategic planning process. (You may find it helpful to review the "Employee Feedback System", available from the NQI.)</li> <li>• Employees should feel free to express their opinions without fear of retribution.</li> <li>• Employee surveys, focus groups, and open-ended questions may provide information on such things as job satisfaction and security, confidence in leadership, compensation and benefits, support of the strategic direction, stress levels, co-worker cohesion, training, commitment, and a healthy work environment.</li> <li>• Objective measures of dissatisfaction, such as turnover, absenteeism, or grievances should also be reviewed.</li> <li>• All employee satisfaction information should be analyzed and openly discussed, and action plans resulting from the analysis should be communicated to the employees.</li> <li>• Results from regular and consistent employee satisfaction surveys can provide information on the effectiveness of implemented action plans.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>5. Approach and method to identify the contribution of people across the organization, and link recognition to improvement objectives</b></p>	<ul style="list-style-type: none"> <li>• <i>Chief Forester and ADM Operations Award criteria and process; awarded in 2007, 2008 award to come.</i></li> <li>• <i>FREP field photo contest.</i></li> <li>• <i>FREP recognition certificate – to members who contribute.</i></li> <li>• <i>Loon Tale Challenge – fieldwork story competition.</i></li> <li>• <i>Letters from Chief Forester.</i></li> <li>• <i>District representatives as Master of Ceremony at CI session = development opportunity.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Successful reward and recognition programs identify and reinforce behaviours that support the strategic direction; for example, achievement of improvement objectives/goals.</li> <li>• A process should be in place to determine individual and team contributions towards the organization's strategic direction and objectives. This process should include the identification of contributions through an analysis of all elements that have a direct impact on the individual or team's performance and should include input from supervisors, peers, subordinates, customers, and partners. This ongoing process will assist in providing constructive feedback to the employee or team and enhance individual growth and advancement.</li> <li>• A recognition system may include criteria such as eligibility (individuals and/or teams), selection, frequency, and type of reward/recognition.</li> <li>• Forms of recognition may include verbal or written praise (from leadership and peers), material rewards (bonus, plaque, etc.), development opportunities (committee participation, promotion, seminars, etc.), and social activities.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>6. Approach and method to evaluate the effectiveness of the overall approach to People Focus, and use of this information to make further improvements</b></p>	<ul style="list-style-type: none"> <li>• <i>As part of the QM annual assessment.</i></li> <li>• <i>Most parts of the HR plan and process are outside the scope of FREP.</i></li> <li>• <i>FREP CI session surveys.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Beneficial to assess the effectiveness of the organization's human resource planning process and to identify those aspects of this process most in need of improvement.</li> <li>• Some examples could be: participation by various areas within the organization; improved survey or statistical data; validity of any assumptions made; and identification of external factors.</li> <li>• A regular assessment of the approach, implementation, and results will assist in planning and implementing improvements to People Focus effectiveness. This continuous improvement cycle will also assist in strengthening the foundation for long-term improvement and excellence.</li> </ul>	

### 3E. Process Management

The organization has established and implemented:

NQI criterion	FREP activities (examples that meet the criterion’s intent, approach, or method)
<p><b>1. Method to analyze key processes to determine opportunities for improvement, through incremental refinement and/or fundamental redesign, including potential for reallocation of service delivery</b></p>	<ul style="list-style-type: none"> <li>• <i>We have key processes documented in various versions (e.g., data management, RSM conference calls, website administration, etc.).</i></li> <li>• <i>Benchmarking FREP IMS and data management against other systems and best practices.</i></li> <li>• <i>Review of business processes.</i></li> <li>• <i>External review/assessment by Dr. Marla Weston (data management and process), Forest Practices Board (quality management and program management).</i></li> <li>• <i>Post-session debriefs and surveys (e.g., CI session, training, etc.).</i></li> <li>• <i>Annual reviews of methods and indicators by resource values.</i></li> <li>• <i>FREP teams that work on training, quality management, communication, CI session planning, etc., through review and feedback each time the team does better.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Continuous improvement of all processes (notably key processes) should be the aim of the organization. Opportunities can be identified by employees, clients, and suppliers/partners and through process control.</li> <li>• The organization reviews the good practices of other organizations (not necessarily from the same sector) and works to adopt or adapt them for continuous improvement to achieve “best in class” status.</li> <li>• Motivation for improvement comes from gains in internal operation, client satisfaction, and cost management, as well as the knowledge of what is attainable by comparing against world-class performers.</li> <li>• Sources of information can include sector statistics from other sectors willing to share data or from independent Quality organizations such as NQI and others.</li> <li>• Available resources (e.g., people, financial, equipment), knowledge, expertise, and time may limit the number and scope of improvement projects being implemented. It is therefore important that process improvement actions be directed at the improvement issues reviewed and applied during the improvement planning process (notably referred to in the Planning Section).</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>2. Method to implement and monitor process improvements, and document all changes to ensure consistency in service delivery and/or products provided</b></p>	<ul style="list-style-type: none"> <li>• <i>A process map memo that guides process maps and ownership (part of quality control protocol).</i></li> <li>• <i>Yearly review of work plan and what is accomplished.</i></li> <li>• <i>Yearly continuous improvement plan.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• For every process, a process owner needs to be identified and communicated.</li> <li>• While an individual or a team must own a process, everyone is responsible for his or her part of the process.</li> <li>• Process ownership includes responsibility for the existence and maintenance of the process, for producing an output that meets the established requirements, and for generating and communicating appropriate performance data.</li> <li>• Process ownership may be transferred, but processes need to be owned at all times, including the design, operation, and improvement of processes.</li> <li>• Process improvements should be planned, tested, executed, and validated.</li> <li>• A disciplined approach should be promoted and may include revisiting existing documents, flow charts and process maps, problem identification, data gathering and analysis, root-cause analysis, and validation of corrective actions.</li> <li>• Any changes to the process (notably key processes) should be immediately documented and communicated, metrics revised, and employees trained.</li> <li>• After the improvement has been implemented it is important to verify the effectiveness of the change through on-going measurement.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>3. Method to involve clients and suppliers/partners in continuous improvement activity, for example in problem-solving and improvement teams</b></p>	<ul style="list-style-type: none"> <li>• <i>For example, training and data management provided to meet program business needs and those of the users – districts, etc.</i></li> <li>• <i>These are described in the FREP Strategic Plan.</i></li> <li>• <i>September meeting (team leads meeting) – annual planning cycle.</i></li> <li>• <i>CI Session.</i></li> <li>• <i>Surveys.</i></li> <li>• <i>Also, done indirectly through RSM Q&amp;A calls and website.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Continuous improvement of processes is largely driven by client needs and strategic objectives.</li> <li>• The participation of employees, clients, and suppliers/partners provides a deeper understanding of the organization's opportunities for process improvement.</li> <li>• Information can be gathered from cross-functional meetings involving partners and all employees. There is a strong link of this activity to Customer Focus and the strategic plan.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>4. Method to gather and use external information to compare performance and help identify ideas for improvement</b></p>	<ul style="list-style-type: none"> <li>• <i>Data management and data quality compares to the best practices from other branches, agencies.</i></li> <li>• <i>Independent assessment or audit on data management currently in development (Dr. Marla Weston project).</i></li> <li>• <i>SWOT analysis (from internal and external stakeholders).</i></li> <li>• <i>Direct contact with stakeholders.</i></li> <li>• <i>Presentations.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• The organization obtains process performance comparison data from external sources such as associations, other government departments, and/or government agencies such as Statistics Canada, and from independent quality organizations.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>5. Approach and method to evaluate the effectiveness of the overall approach to Process Management, and use of this information to make further improvements</b></p>	<ul style="list-style-type: none"> <li>• <i>As part of QM annual assessment, scheduled activities, and milestones per the RSM annual plan cycle.</i></li> <li>• <i>Annual review of business processes.</i></li> <li>• <i>CI meeting in September to review annual planning cycle.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• A regular assessment of the approach, implementation, and results will assist in planning and implementing improvements to the effectiveness of Process Management. This continuous improvement cycle will also assist in strengthening the foundation for long-term improvement and excellence.</li> <li>• The planning and implementation of process definition, process control, and process improvements should be reviewed regularly to confirm that the expected results are achieved. Where this is not the case, the organization must understand the underlying cause(s) and take corrective action.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

### 3F. Supplier/Partner Focus

The organization has established and implemented:

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>1. Method to share information with key suppliers/service providers to help them improve</b></p>	<ul style="list-style-type: none"> <li>• <i>FREP provides contractor survey debriefing to contractors. This helps them to know how they, and we, can improve.</i></li> <li>• <i>FREP provides contract evaluations for contracts over \$50,000.</i></li> <li>• <i>All contracts include a copy of FREP's Strategic Plan for reading and reference.</i></li> <li>• <i>FREP shares key documents and processes with all contractors and partners (e.g., the FREP Strategic Plan, business maps, etc. are all online).</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• The organization has open communications with key suppliers/partners.</li> <li>• Key suppliers/partners are fully aware of the focus in the organization on continuous improvement.</li> <li>• Feedback is provided to key suppliers/partners on the quality of their services and/or products provided, and on their performance.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>2. Method to involve key suppliers/service providers in the development of new services and/or products</b></p>	<ul style="list-style-type: none"> <li>• <i>Key contractors involved in new product and service development (e.g., FREP IMS with CGI); each resource value team with their specialist contractors to develop checklists, protocols, and training workshops.</i></li> <li>• <i>Data quality project that spans from internal IMG project into a multi-contractor project with Certify and Dr. Marla Weston as a regular data quality audit protocol. This arises from staff and contractor's involvement to create new project.</i></li> <li>• <i>As part of contractor survey, FREP assesses regularly the working relationship with contractors and seeks opportunities to improve this relationship. As each individual contract and project completes, FREP undertakes a review to generate lessons learned and for continuous improvement.</i></li> <li>• <i>Contractors are part of the FREP team; they have membership in training, FREP IMS working group, etc.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• Open communication and involvement with key suppliers/partners provides opportunities for building and expanding relationships.</li> <li>• Partnership involvement in the development and/or improvement of services/products and processes can create new opportunities.</li> <li>• Regular reviews with the supplier/partner will assist in ensuring that opportunities for improvement in the working relationships are considered.</li> </ul>	

NQI criterion	FREP activities (examples that meet the criterion's intent, approach, or method)
<p><b>3. Approach and method to evaluate the effectiveness of the overall approach to Supplier/Partner Focus, and use of this information to make further improvements</b></p>	<ul style="list-style-type: none"> <li>• <i>Stakeholder and contractor survey and its result (improvement plan) to demonstrate that we share the information with stakeholders and contractors to improve together. This is a regular assessment every year.</i></li> <li>• <i>Survey to FREP staff to assess how we work with contractors, and how can contractors and program improve.</i></li> <li>• <i>Partners and suppliers (consultants and contractors) will participate in the CI session.</i></li> </ul>
<p>NQI criterion explained</p>	
<ul style="list-style-type: none"> <li>• A regular assessment of the approach, implementation, and results will assist in planning and implementing improvements to Partnership effectiveness. This continuous improvement cycle will also assist in strengthening the foundation for long-term improvement and excellence.</li> </ul>	

**Note: Please feel free to provide any suggestions or addition to the FREP activities section**

## ***PEP Level Four (for 2010)***

Applicants who apply for Level Four have either assessed themselves against the full NQI criteria and believe they can achieve Level Four, or have achieved Level Three and are applying for Level Four within two years of receiving Level Three. To retain Level Four, an applicant must successfully complete an NQI-approved assessment, covering NQI criteria, once every two years from the date of receiving Level Four.

PEP Level Four covers sustained results achieved from a focus on excellence. Applicants will provide data covering levels and trends. It is understood that some projects may have begun less than two or three years ago, however it is expected that the applicant has tracked progress for most key areas and is able to provide three-year data on performance.

### **4A. LEADERSHIP**

1. Indicators of effectiveness of leadership in setting strategic direction and demonstrating leadership in the quality principles.
2. Indicators of the level of understanding in the organization, of the mission, mandate and strategic direction.
3. Extent of direct involvement by senior management in the implementation of quality principles and in improvement initiatives.
4. Extent of senior management involvement in sharing ideas and quality practices internally, and with other public service organizations and sectors.

### **4B. PLANNING**

1. Level of understanding, throughout the organizations, of priorities and goals, including those established in the improvement plan.
2. Indicators of effective implementation of the improvement plan throughout the organization.
3. Levels and trends in quality assessment findings (for example, ratings and/or scores).

### **4C. CITIZEN/CLIENT FOCUS**

1. Levels and trends of performance in dealing with client/stakeholder inquiries and complaints compared to established service delivery standards.
2. Levels and trends in regard to client/stakeholder appeals, and, where applicable, in regard to product-related areas such as refunds, repairs, and replacements.
3. Levels and trends in client/stakeholder satisfaction.

#### 4D. PEOPLE FOCUS

1. Indicators of the effectiveness of training and education, in particular in the area of quality improvement principles and methods.
2. Levels of involvement in improvement activities that link directly to the goals and objectives of the organization.
3. Levels of awareness and involvement in addressing issues related to well-being, for example, health, safety and environmental concerns.
4. Levels and trends in employee satisfaction and morale.
5. Levels and trends of employee suggestions and ideas submitted, and implemented.
6. Levels and trends in measures of employee dissatisfaction, for example, employee turnover rates, absenteeism and grievances.

#### 4E. PROCESS MANAGEMENT

1. Indicators of the effectiveness of the design process for new services and/or products, such as cycle times and frequency of process design changes.
2. Levels and trends in process capability and cycle time for key service delivery and/or production processes.

#### 4F. SUPPLIER/PARTNER FOCUS

1. Levels and trends of key suppliers/service providers in their process capabilities and cycle times.
2. Levels and trends in the quality and value of provided services and/or products.
3. Extent of involvement of key suppliers/service providers in new services and/or product planning and development.

#### 4G. ORGANIZATIONAL PERFORMANCE

1. Levels and trends of the quality of services and/or products provided, for example, attainment of service standards and/or product specifications, and indicators of reliability, error rates, response times, etc.
2. Levels and trends in overall performance accomplishments and measures of program outcomes (i.e., the actual impact of the organization's actions).
3. Levels and trends in measures of overall financial performance (i.e., adherence to budgets, expenditure management, revenue management, cost reduction/control, asset management).