Submit a good practice

General Description:

Title: QUAR – Evaluation and Accountability Framework
Keywords: QUAR; strategic management; evaluation; goal alignment; indicators; targets.
Starting date: 2008
Dimensions and categories:
(Click on the dimension and category/ies your practice is related to)

	Financial feasibility	Social and environmental responsibility	People	Recognition & Reputation	Quality Management	Infrastructure & Equipment	International orientation	Regional engagement
Education	x	x		x	x			
Research	x	x		x	x			
Knowledge Technology transfer	x	x		x	x			

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Webpage of the practice (if any): http://aep.ist.utl.pt/en/avaliacao-e-planeamento/planeamento-estrategico/

Characteristics of the strategic management practice:

Executive summary (maximum 250 words)

The Evaluation and Accountability Framework (QUAR) is one of the sub-systems of SIADAP (Integrated System for Performance Assessment in Public Administration), and it aims, among other things, at improving the performance and quality of Services and providing consistency and harmony to actions of everyone involved.

QUAR is also a management support mechanism, which will allow for highlighting IST strategy and disseminate IST performance levels, while being an instrument for monitoring priority areas that are carried out within the framework of its Services.

It consists of a framework of reference which reflects the institution's reason for existence (mission), its purposes (strategic and operating objectives), while showing if they were achieved and summarizing any deviations at the end of the management cycle (annual).

It is an easy and accessible tool both for the institution's governing bodies and for its workers, and:
- shows the institution's strategy;
- disseminates, internally and externally, the performance levels;
- gives visible shape to the comparison between means and results;

- improves feasibility of the benchmarking between the services of publicly-owned institutions, in particular universities;
- allows for aligning the objectives of the services with those of the institution.
Implemented for the 1st time in 2008 at IST, it has contributed for a better alignment between the strategic objectives set by the governing bodies of the school and the operational objectives of its Services.

Focus of the practice (maximum 300 words)

(*Describe the initial situation, the context and objectives. Along with the justification of its needs, the level of integration within the context and the value added*)

In 2007, lei 66-B of 28 December was published, which established Integrated System for Performance Assessment in Public Administration, known as SIADAP. SIADAP includes three sub-systems: SIADAP 1, evaluates the performance of services and introduces QUAR; SIADAP 2, evaluates managerial staff; and SIADAP 3, reflects the employees' evaluation. As a good practice, it is aimed at aligning these three systems with the strategies defined for public services.

In this regard, SIADAP 1 also covers Portuguese universities and polytechnic institutes, although it has not been fully applied in these institutions, particular due to lack of monitoring of this practice by the relevant authority. However, IST has been using this tool (QUAR) since 2008, even knowing that it cannot benefit from the possibility of obtaining the legally foreseen references and recognition of excellence.

In this regard, and regardless of these constraints, IST has implemented this strategic management methodology in all its strands, including performance evaluation exercises targeted at the activities of the services, aligning their objectives with those of the managerial staff and with those of the other employees, seeking that these have an effective impact on the improvement of results, while reflecting critical principles for a quality and sustainability culture.

Quality and transparency in managing the services and its human resources, particularly in evaluating and recognizing merit are just some of the advantages that contribute to the construction of a more effective, efficient and equitable public administration, and to which this strategic management tool obviously contributes.
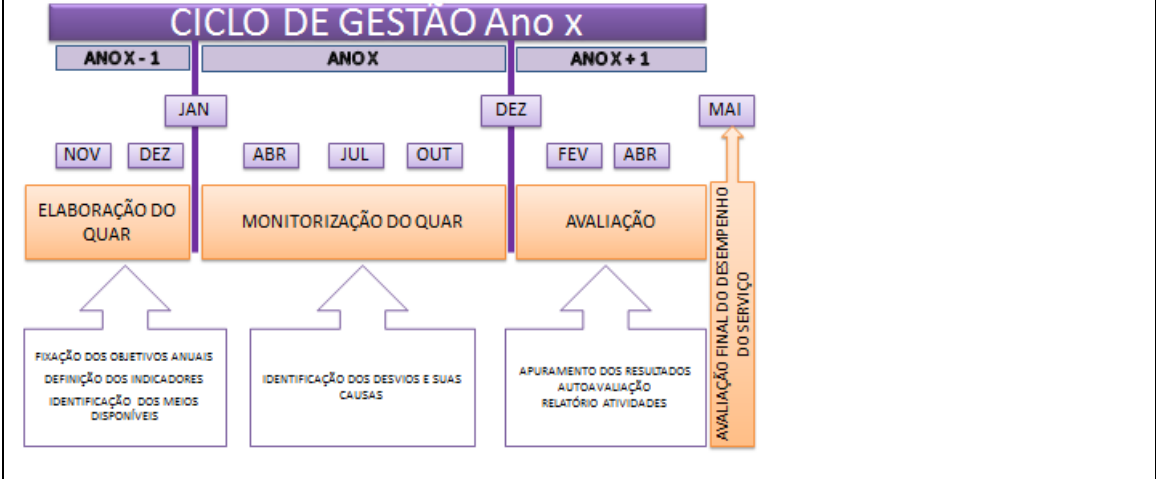
Implementation of the practice (maximum 300 words)

(*Describe the implementation of the practice: actions, timing, resources applied. Degree of adjustment of the practice deployment with the objectives, areas and the planned approach*)

In order to carry out an annual management cycle, the strategic objectives and the actions generating big challenges to the institution and leading to excellence are taken from the IST's Activity Plan, transferring them to QUAR which embodies them as operating objectives, indicators and targets (including breakthrough parameters). QUAR also includes the nature and quantity of envisaged resources (human and financial) and those that effectively contributed to the results achieved.

In this respect, QUAR annually establishes the most relevant operating objectives for the institution, which in turn will provide guidance not only to the definition of the objectives for the services, but also to the evaluation objectives to be set for the institution's non-teaching staff.

Once the strategy has been formulated, and the action plans defined, the QUAR is disseminated widely across the institution (including on IST's webpage), and the planned activities are implemented, which are then monitored through a follow-up committee (QUAR Monitoring Follow-up Committee).

At the end of the management cycle the results are measured and the deviations analyzed. All this information is elaborated in a Self-Evaluation Report, which is an integral part of the institution's Annual Report. The figure below summarizes the timing and procedures implemented.

Achieved results (maximum 300 words)

(*Describe the achieved results in relation to the planned objectives, also with the changes introduced during the practice implementation. Additionally it values the contribution of qualitative and quantitative data that demonstrate the fulfillment of the objectives*)

This tool was firstly implemented in 2008, and has contributed in recent years (QUAR 2008, 2009, 2010, 2011 and 2012) for greater alignment between the strategic objectives established at the level of IST's governing bodies and the objectives of its Services.

The final evaluation of annual performance, set out in the different Annual Reports, is expressed qualitatively through the following references:
- Good performance, when all objectives were achieved and some were even exceeded;
- Satisfactory performance, when all objectives were achieved or the most relevant ones;
- Poor performance, when the most relevant objectives were not achieved.

For several years, IST has self-evaluated its services in a dynamic and evolving process:

2008 - GOOD, all targets were virtually achieved (92%), a large majority of the indicators of the operating objectives were exceeded (75%).

2009 – SATISFACTORY, more than half operating objectives were exceeded (60%), and virtually all indicator targets were achieved (78%).

2010 - SATISFACTORY, a large majority (81%) of the operating objectives were exceeded, and all indicator targets (94%) were achieved.

2011 - GOOD, reflected in the institution's objectives of efficiency, effectiveness and quality, representing an effective improvement in relation to 2010, with all objectives achieved (91% exceeded and 9% achieved).

Assessment and review (maximum 200 words)

(*Describe the evaluation process and review and proposals made for improvement identified and introduced into the practice. And the degree of learning from the results obtained and not obtained*)

Every year, when formulating IST's QUAR, improvements have been introduced (form and content), in order to improve the tool and adapt it to the institution's specific reality.

Thus, in 2012 the need to improve the procedures for elaborating the QUAR was identified, with a more formal and effective linkage of the services to this process through the development of a new project, in addition to this practice: the AssIST project (Evaluation of IST services).

This project aims:
- to strengthen QUAR as a participating management project of all services;
- and to reinforce the alignment of QUAR with the other SIADAP's evaluation systems (managerial staff and other employees).

In addition to, and in articulation with SIADAP, acting in a perspective that relies on the objective-oriented and self-evaluation management, this methodology that is being developed (AssIST) allows managerial staff to self-evaluate the result of the activities of its services using a "Tableaux de Bord" which includes the specific objectives for each Service, indicators, targets and results ("mini-QUAR"). Annual self-evaluation is furthered with excellence indicators which cut across all services, and that include the result of satisfaction surveys of the users of the different services.

Innovative character and transferability (maximum 200 words)

(*Describe the aspects of internal innovation (at the institution) and innovation as respect to the context (at the university system) of the practice. As well as the elements and aspects that can be applied to a different context and possible recommendations that should be taken into account in a benchmarking opportunity*)

The innovative nature of this process precisely relies in the pilot-project for the implementation of an integrated methodology, in addition to QUAR, AssIST, not so much in QUAR itself, which is a mandatory strategic planning tool nationwide.

This integrated project is aimed to evaluate all services and will allow for aligning the institution's performance evaluation (SIADAP 1-QUAR) with the evaluation of the respective managerial staff and with the evaluation of other employees (SIADAP 2 and 3). The impact of this innovation at internal level will be visible at the level of the management of human and, consequently, financial resources. It can also act as motivator for the employees' performance, due to the transparency and impartiality it embodies, therefore improving equity in Human Rresources evaluation processes. It will also be an essential element for the internal benchmarking (share of good practices between the different services) and externally.

Thus, the documents that support IST's strategic planning activities (such as the Strategic Plan, the Activity Plan, QUAR, the Procedure Manual, among other docs), under the scope of the clear definition of objectives and strategies for its Services, reveal a transparent and sustained organization for a more efficient and effective performance.

Upload supporting documents (max 5MB)

[Planeamento Estratégico no IST: Execução e Monitorização](#)
Article on Strategic Planning at IST, published on IST Newsletter (April 2011)

[Metodologia Integrada de Autoavaliação dos Serviços do IST](#)
Paper presented at the III Encontro de Investigadores da Qualidade, Tróia (June 2011)

Authorization to publish this practice in EUSUM website?

- Yes