



Continuous Improvement Initiatives



SPD 2014-2016: MULTI ANNUAL INITIATIVES

Fit for purpose/Innovation

- Focus on customer needs (risk managers and applicant industries)
- Continuous improvement (quality management, performance management)
- Optimise EFSA's model of work (panels, staff, national organisations)

Sustainable/Cooperation

- EU risk assessment agenda and international cooperation
- Information management (data)
- Talent management (experts)
- Methodologies and guidance (methods)

Trusted/Reputation

- Independence policy
- Openness and transparency (Open EFSA)
- Communication and outreach



CONTINUOUS IMPROVEMENT INITIATIVE

Quality Management



QUALITY MANAGEMENT - OBJECTIVE

Comprehensive and coherent set of documented policies and procedures guiding EFSA business processes



Policy

A **policy** typically described as a set of statements defining the aims and objectives of an organization and the principles and rules for achieving these. The term is often used to describe a general statement of intent, which is actually done in practice. Whereas a policy is a general statement of intent, protocols contain the detailed procedures.





QUALITY MANAGEMENT - OUTCOME

QM system compatible with EC Internal Control Standards and certified ISO 9001 covering:

- Science
- Management
- Administration and support
- Communication

By end 2016



QUALITY MANAGEMENT – STATE OF ART

Science

- ❑ ISO compliant at 80% (Policies and SOP in place, Quality circles, External review working group, non conformity reporting)
- ❑ Customer feedback mechanism

Management

- ❑ Repository of EFSA governance documents (policies, rules and procedures), management standards defined under ICS and quality policy

Administration and Communication

- ❑ Kick-off in 2014



QUALITY MANAGEMENT – NEXT STEPS

Science

- ❑ Refine the External Review working group
- ❑ Enhance system administration and training
- ❑ Extend system to WG, panel work (PROMETHEUS)

Management

- ❑ Review of top level processes, design management system

Administration, support and communications

- ❑ Key process design, SOP implementation, review and quality cycle



CONTINUOUS IMPROVEMENT INITIATIVE

Project and Resource Management (PaRMa)



PARMA APPROACH

WHAT

- Implement a project and resources managements approach for 100% of EFSA's activities and resources

EXPECTED BENEFITS

- Simplified governance model
- Transparency and flexibility in resource allocation
- Prioritisation of work
- Support strategic decision making (incl. more meaningful reporting)
- Professionalism and increased efficiency
- Empowerment of staff and greater clarity on roles, responsibilities



PARMA TODAY

- ❑ An operative Project Coordination Office
 - ❑ 100% of EFSA's activities captured in charters with leading units, involvement other units, resources required
- ❑ The 1st EFSA portfolio cycle for 2014
 - ❑ BASELINE 2015 composed of 1 programme, 52 projects, 112 processes,
 - ❑ 3 reports available for managerial community (BO planning report, BO monitoring report of planned versus *actuals* FTEs, budget, BO report per project/process managers)
- ❑ Competencies for project management and training plans
 - ❑ 192 EFSA staff trained on PMI Project Management
 - ❑ Set of dedicated training sessions on change culture
 - ❑ Document describing competences for project managers
- ❑ An IT professional tool for Project and Resources management selected – SCIFORMA
- ❑ EFSA staff informed and engaged



PARMA NEXT

- Step wise implementation (high level information as a first step) and progressive replacement of existing tools is suggested
 - JAN 2015: 100% staff recording *actual* time in SCIFORMA
 - Year 2015: progressive roll out of Projects and Processes in SCIFORMA
- Intensify training & assistance on SCIFORMA (until end of year 2014, 2015, 2016)
- Continue implementation and enhancement of PaRMa methodology throughout the organisation (reporting needs, charters development, template project & process in SCIFORMA...)
- 14 KPIs identified



CONTINUOUS IMPROVEMENT INITIATIVES

Promoting Methods for Evidence Use in Science (PROMETHEUS)

2014 - 2016



PROMETHEUS - OBJECTIVES

To contribute to:

- further develop and improve methods for “dealing with evidence” in scientific assessments
- increase consistency and harmonisation across EFSA methods for “dealing with evidence”

Generate/Extract data

Validate/Appraise data

Analyse and integrate data

Present results and conclusions

The project is an important component for bringing forward the EFSA Transparency initiative



PROMETHEUS – THE RATIONALE

The process of **generating/extracting, validating/appraising and analysing evidence** applies to all scientific assessments, regardless of:

- the objective of the assessment
- who performs the assessment

The process can be undertaken with **different degrees of complexity**:

- depending on the needs of the assessment,
- but the decision is to be made *a priori***
- the process is thoroughly documented**



PROMETHEUS – STATE OF ART and NEXT STEPS

- 2-year project (end: Oct 2016); Task Force of EFSA staff established
- Currently on-going:
 - Definition of “Process and Principles for dealing with evidence”
 - Definition of integration between Prometheus and Quality Management
 - Some principles identified are being tested in an ANS mandate (isoflavones)
 - WG external experts in progress
- Feb 2015: publication of Report “Process and principles for dealing with evidence”
- Oct 2015: presentation at EXPO “Open RA” event
- Oct 2016: Gap analysis reports



PROMETHEUS – EXPECTED BENEFITS

By improving **methodological approaches** for dealing with evidence and **enhancing consistency** across those approaches:

↑ Excellence of EFSA scientific advice

By promoting **thorough documentation of the processes** for dealing with evidence:

↑ Transparency in EFSA outputs

Contributing to increase TRUST in EFSA