

Service Management

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Sources of information

<http://www.efqm.org/>

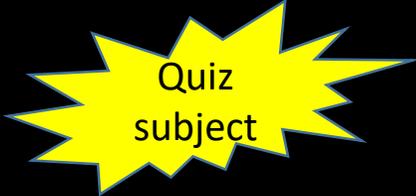
<https://www.nist.gov/>

<https://www.eipa.eu/>

Start of C11,12

Building Excellent Service Organizations

Quality and Excellence



How should we assess the organization in its entirety?	Excellence
What purposes should the organizational processes fulfill?	
Does the organization use the PDCA cycle for continuous improvement?	ISO 9000
Do the organizational processes achieve their objectives?	
Is the organizational process efficient?	
Is the organizational process traceable?	
Did the processes' and services design take into account the Customer's requirements, needs and wants?	

ISO9001:2015

THE DEMING CYCLE (PDCA)

IN ONE MINUTE

ISO9001:2015

IN A NUTSHELL

EXCELLENCE STANDARDS

- *EFQM*
- *NIST*

Quiz
subject

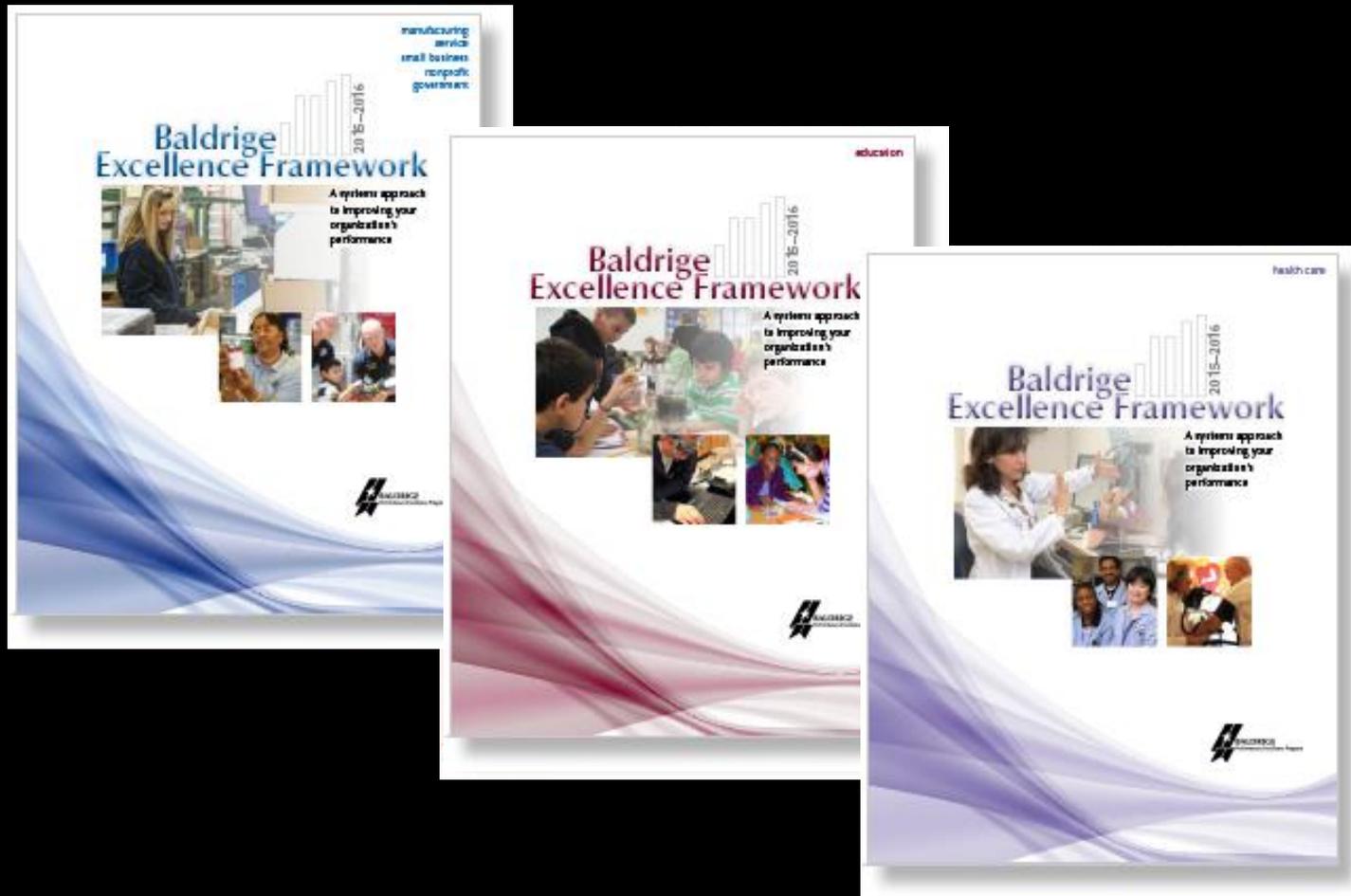
Excellence in the US



Excellence models compared

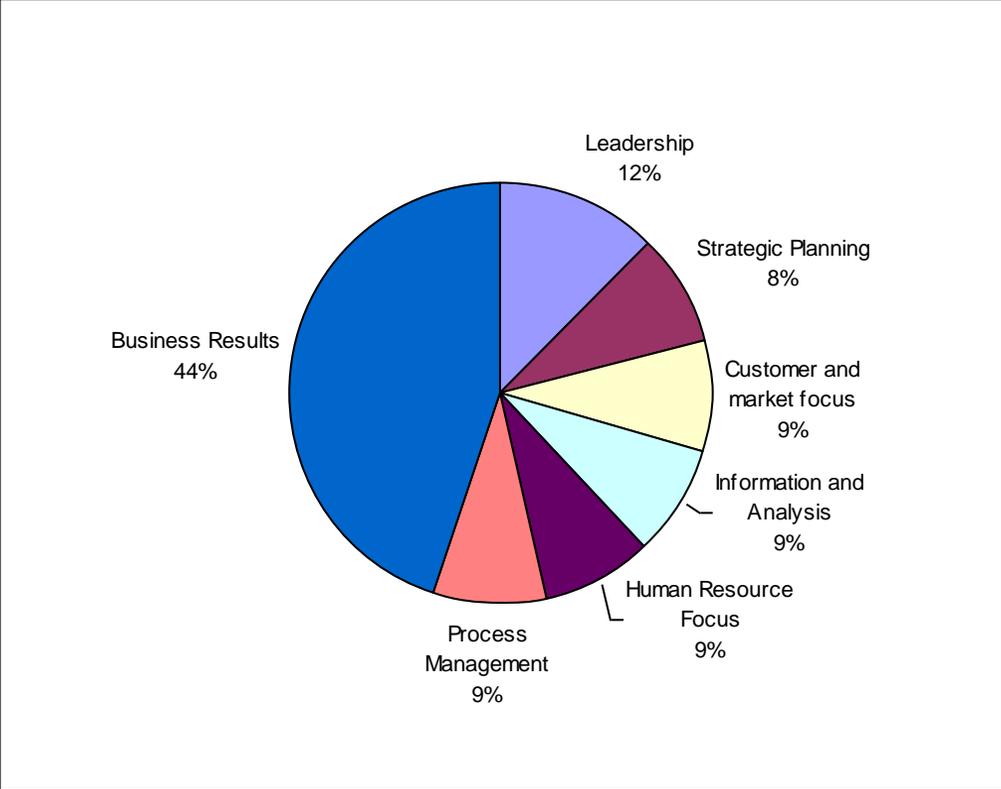
- The American Model : Baldrige, promoted by NIST
- The European model: EFQM
- Level of compatibility: 95%
- Excellence criteria:
 - Enablers
 - Approach
 - Execution
 - Results

Excellence standards are universal: Business, NGOs, Education, Health



CRITERIA WEIGHT IN THE BALDRIGE MODEL

Quiz subject



EXCELLENCE: WHAT IS BEING ASSESSED?

- Approach
- Execution
- Results

Categorii și subcategorii

	1000		1000
1 Leadership	125	1 Organizational Leadership	85
		2 Public Responsibility and Citizenship	40
2 Strategic Planning	85	1 Strategy Development	40
		2 Strategy Deployment	45
3 Customer and market focus	85	1 Customer and market knowledge	40
		2 Customer satisfaction relationships	45
4 Information and Analysis	85	1 Measurement of Organizational Performance	40
		2 Analysis of Organizational Performance	45
5 Human Resource Focus	85	1 Work systems	35
		2 Employee Education, training and development	25
		3 Employee well-being and satisfaction	25
6 Process Management	85	1 Product and service processes	55
		2 Support processes	15
		3 Supplier and Partnering Processes	15
7 Business Results	450	1 Customer Focused Results	115
		2 Financial and Market Results	115
		3 Human Resources Results	80
		4 Supplier and Partner Results	25
		5 Organizational Effectiveness Results	115

EFQM

Herman van Rompuy, President of the European Council

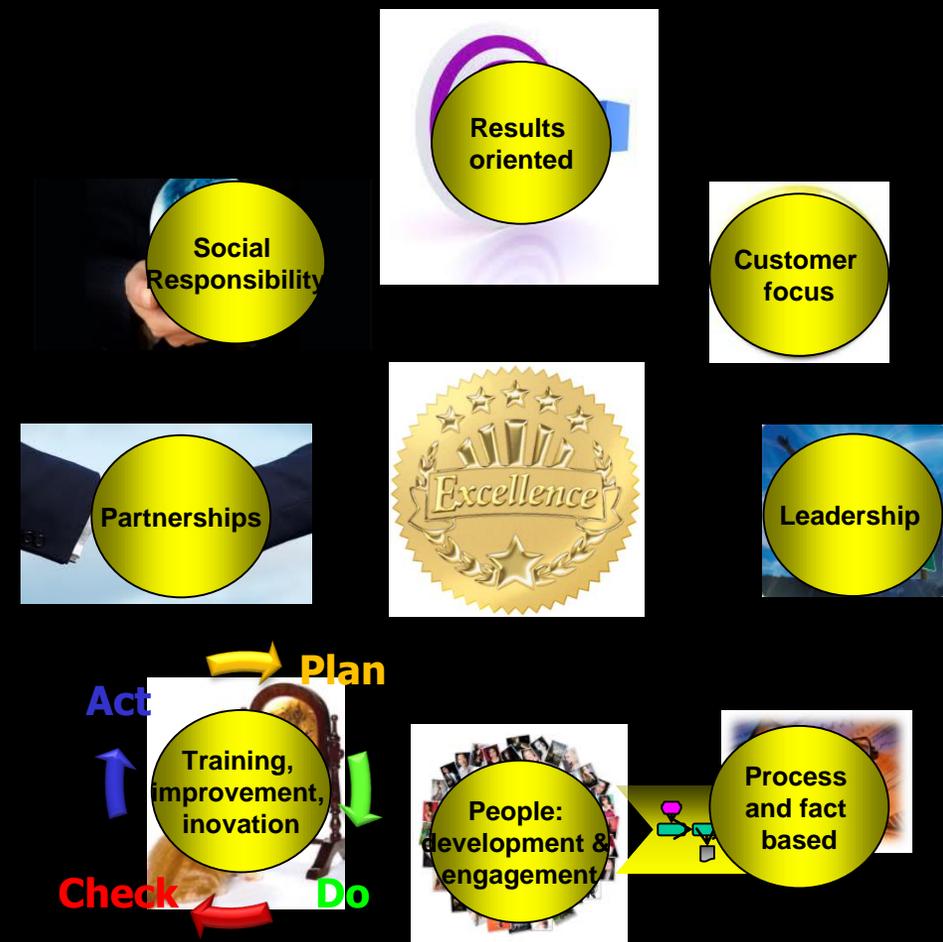
"All European organisations, both in the public and private sectors, are facing new challenges. The increasing pressure to compete on a global stage with limited resources means we all have to work together to secure our future prosperity, and that of generations to come. The EFQM Excellence Model provides a framework that encourages the cooperation, collaboration and innovation that we will need to ensure this goal is achieved."



Sursa: An overview of the EFQM excellence model - 2013

8 fundamental principles of the EFQM EXCELLENCE

Quiz subject



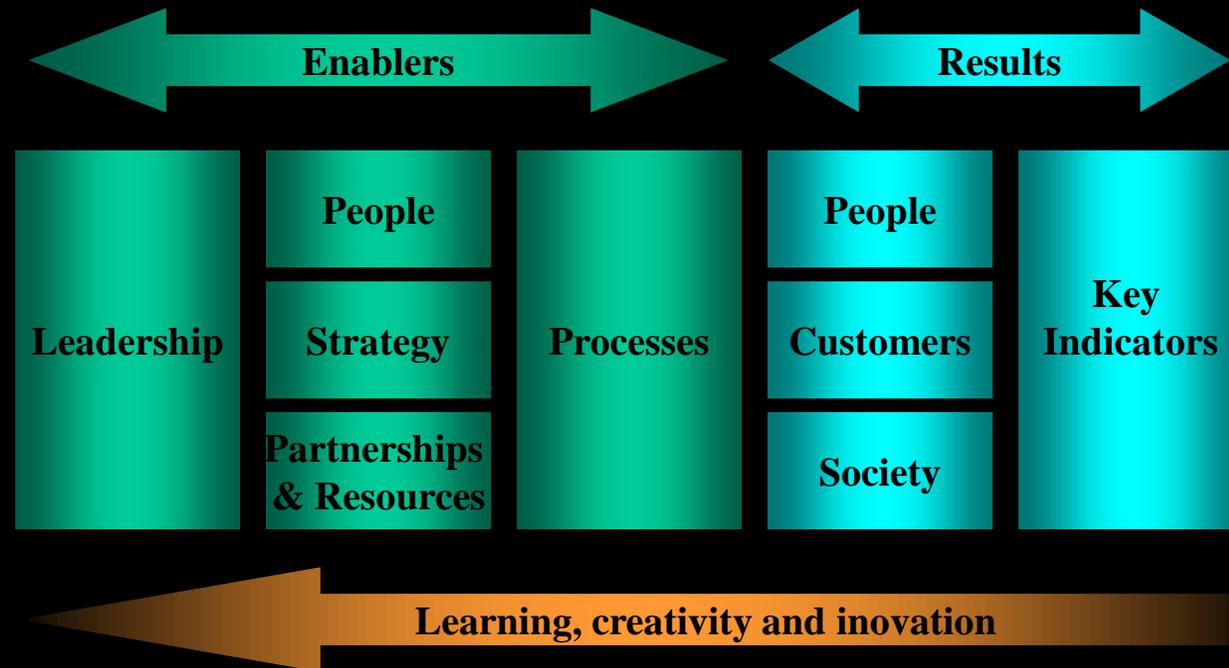
EFQM Excellence Criteria

- Using the enablers:
 - Leadership
 - People
 - Strategic planning
 - Partnerships and Resources
 - Processes
- Assessing results related to:
 - People
 - Customers
 - Society
 - Key (specific) indicators



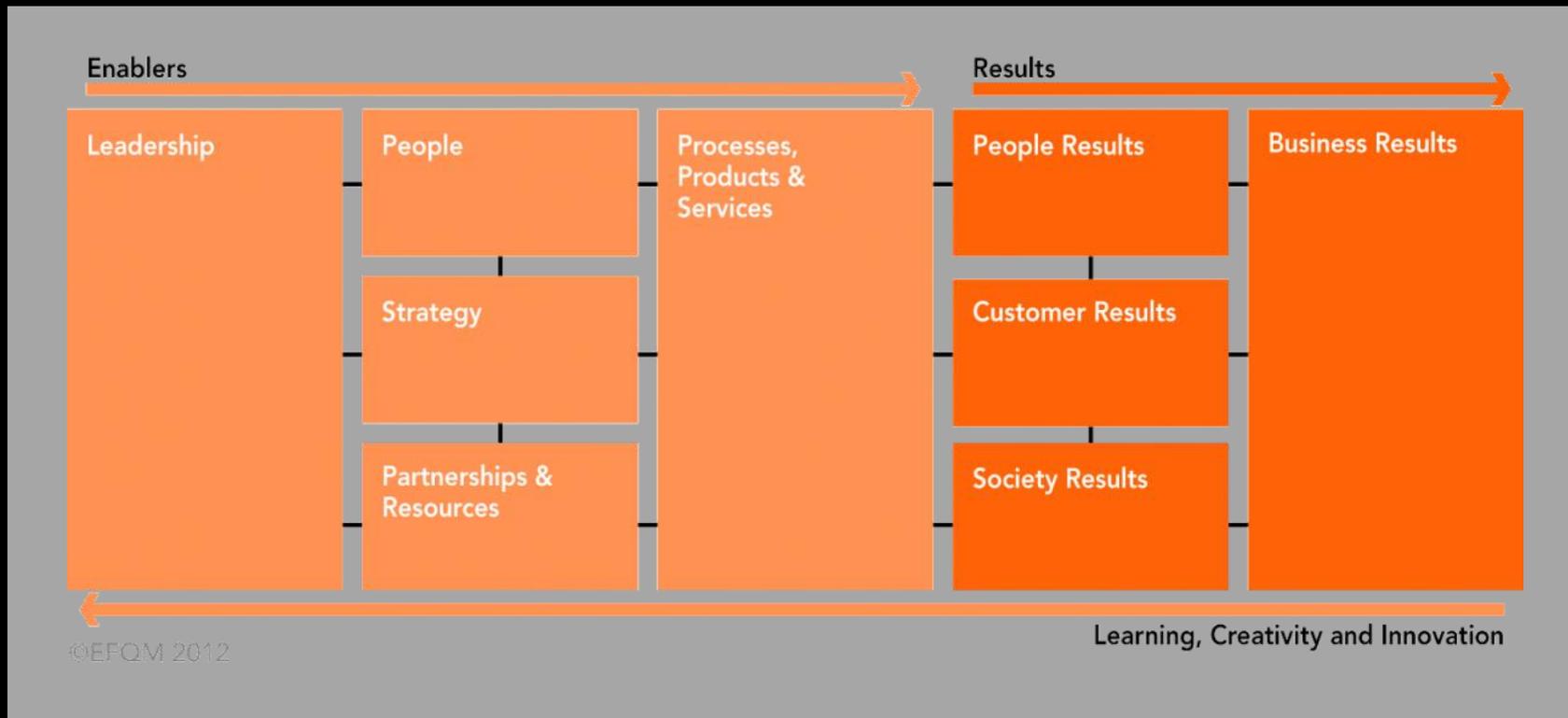
EFQM Excellence Criteria

Quiz subject

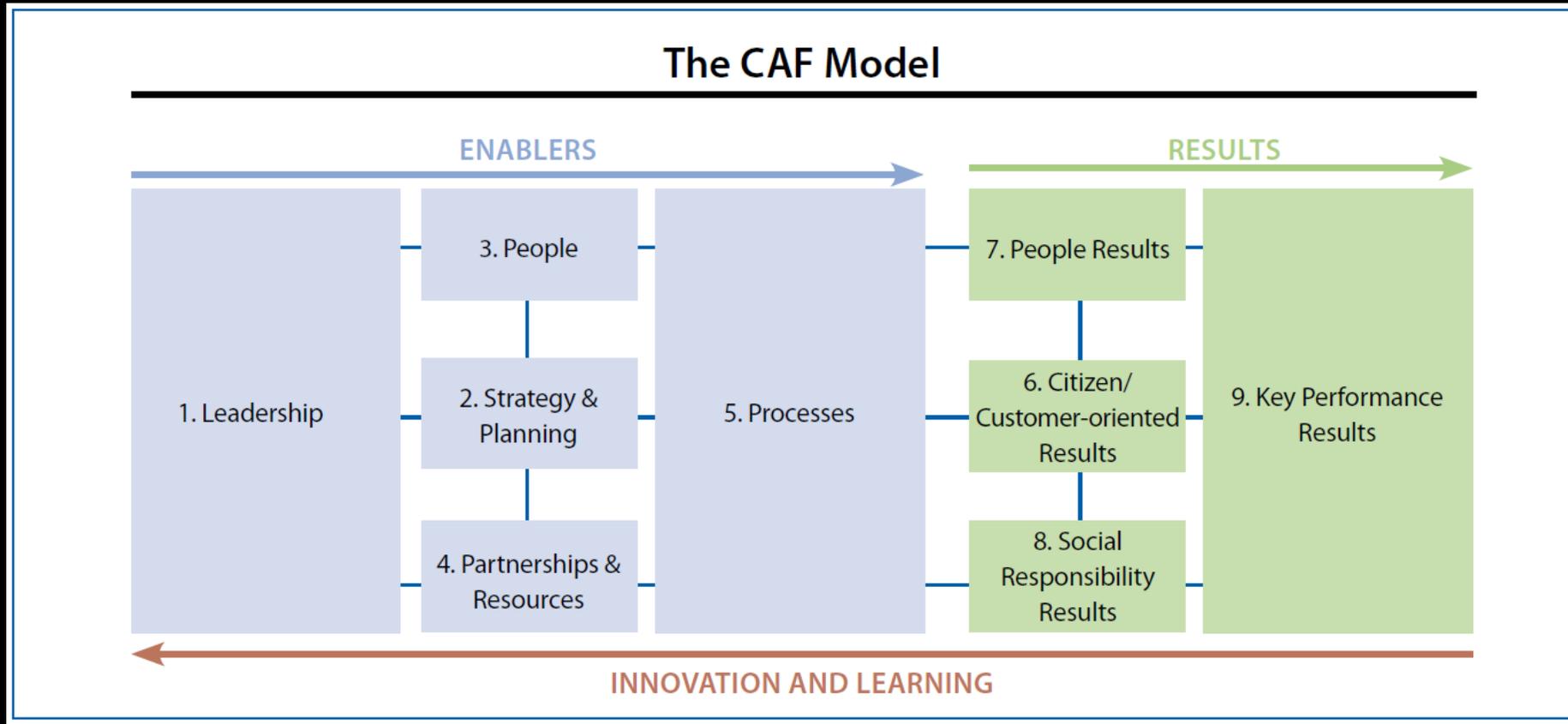


EFQM

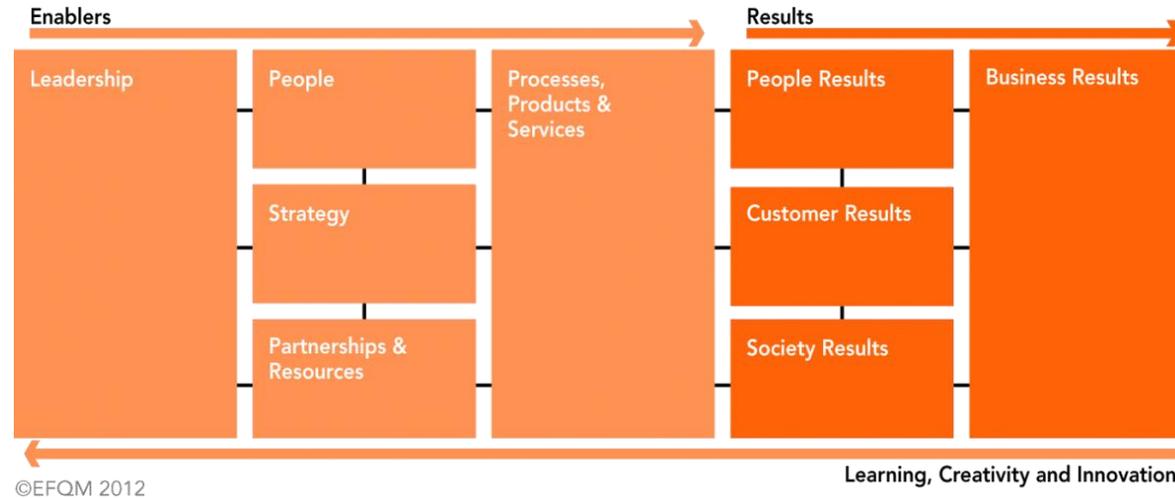
- EFQM



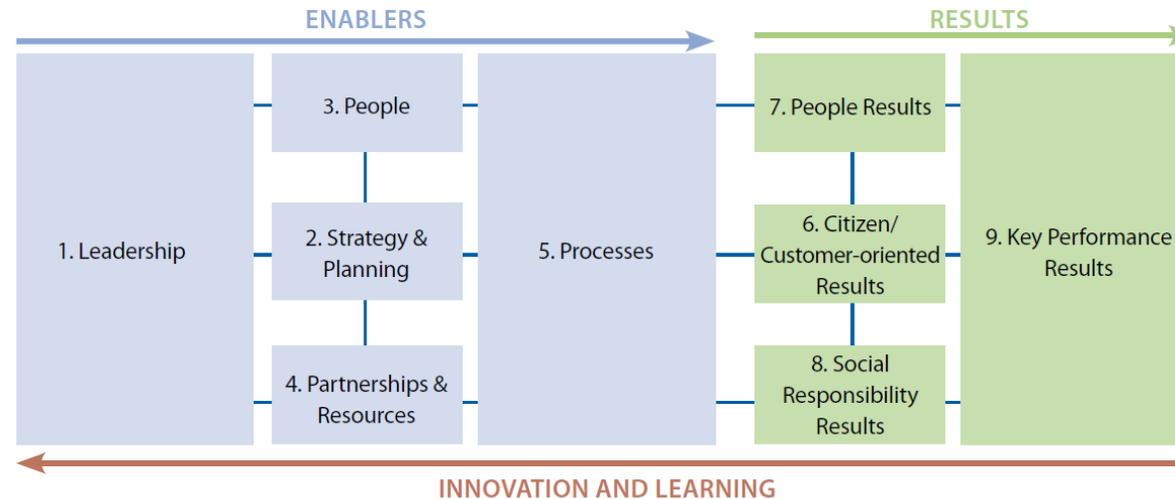
COMMON ASSESSMENT FRAMEWORK FOR PUBLIC ORGANIZATIONS



Modelul EFQM



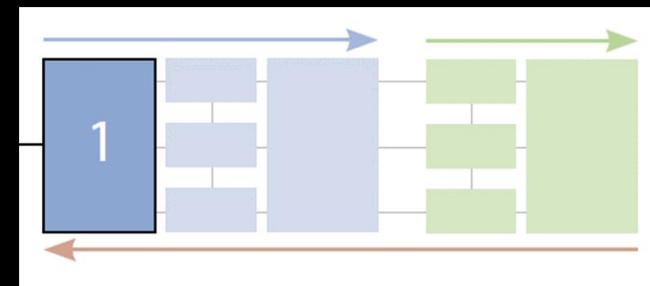
The CAF Model



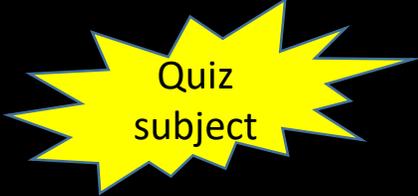
1. Leadership

Quiz
subject

- 1.1 Provide direction for the organisation by developing its
 - mission,
 - vision and
 - values
- 1.2 Manage the
 - organisation, its
 - performance and its
 - continuous improvement
- 1.3 Motivate and support people in the organisation and act as a role model
- 1.4 Manage effective relations with
 - Customers and relevant
 - Stakeholders



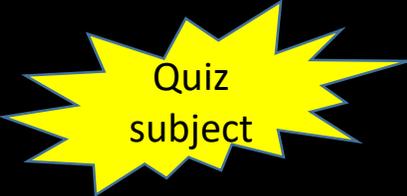
1.1 Provide direction for the organisation by developing its mission, vision and values



Quiz
subject

1. Formulating and developing the **mission** and the **vision** of the organisation, involving relevant stakeholders and employees.
2. Establishing a **value** framework aligned with the mission and vision of the organisation.
3. Ensuring the wider **communication** of the mission, vision, values, strategic and operational objectives to all employees in the organisation and to other stakeholders.
4. Periodically **reviewing** the mission, vision and values, reflecting changes in the external environment (e.g. political, economical, socio-cultural, technological (PEST analysis) and demographic environment).
5. Developing a **management system** that prevents unethical behaviour, but also supports staff in dealing with ethical dilemmas that appear when different values of the organisation are in conflict.
6. Managing prevention of **corruption** by identifying potential areas of conflict of interest and providing guidelines for employees on how to deal with them.
7. Strengthening mutual **trust, loyalty and respect** between leaders/managers/ employees (e.g. by monitoring the continuity of the mission, vision and values and by re-evaluating and recommending norms of good leadership).

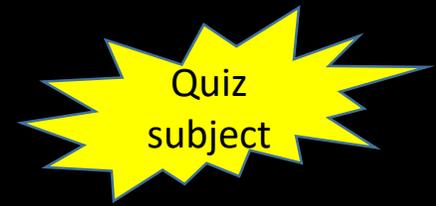
1.2 Manage the organisation, its performance and its continuous improvement



Quiz
subject

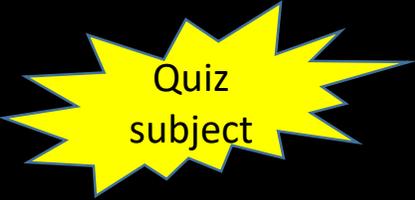
1. Defining appropriate managerial **structures** (levels, functions, responsibilities and competencies) and ensuring a system for managing processes and partnerships in accordance with strategy, planning and needs and expectations of stakeholders.
2. Identifying and setting **priorities** for necessary **changes** regarding the structure, the performance and the management of the organisation.
3. Defining **measurable** output and outcome **targets** for all levels and areas of the organisation, balancing the needs and expectations of different stakeholders in accordance with customers' differentiated needs (e.g. gender mainstreaming, diversity).
4. Developing a **management information system** with input from the risk management and internal control system and the permanent monitoring of the organisation's achievement of strategic and operational goals (e.g. Balanced Scorecard).
5. Applying the principles of **TQM** and installing systems of quality management/certifications such as **EFQM** or **ISO 9001**.
6. Formulating and aligning the **IT** strategy with the strategic and operational objectives of the organisation.
7. Creating appropriate conditions for **process** and **project** management and **teamwork**.
8. Creating conditions for effective internal and external **communication**, with communication being one of the most important critical success factors of an organisation.
9. Demonstrating leaders' **commitment** to continuous organisational **improvement** and **innovation** through the promotion of a culture of innovation, as well as continuous improvement thereby encouraging feedback from employees.
10. Communicating the **reasons for change** initiatives and their expected effects to employees and relevant stakeholders.

1.3 Motivate and support people in the organisation and act as a role model



1. Leading **by example**, thus personally acting in accordance with established objectives and values.
2. Promoting a **culture** of mutual trust and respect between leaders and employees with proactive measures to counter any kind of discrimination.
3. **Informing and consulting** employees regularly on key issues related to the organisation.
4. **Supporting** employees in carrying out their duties, plans and objectives to enhance the achievement of overall organizational objectives.
5. Providing **feedback** to all employees to improve the performance of teams and individuals.
6. Stimulating, encouraging and empowering the employees through the **delegation of authority**, responsibilities and competencies, including accountability.
7. Promoting a **learning culture** and stimulating employees to develop their competences.
8. Demonstrating personal willingness of leaders/managers to **welcome recommendations/proposals** from employees by reacting to constructive feedback.
9. **Recognising and rewarding** the efforts of teams and individuals.
10. Respecting and **addressing individual needs** and personal circumstances of employees.

1.4 Manage effective relations with customers and other stakeholders



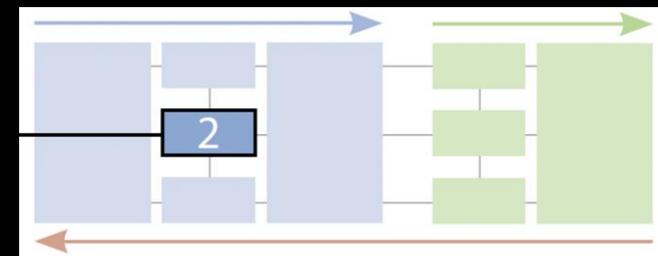
Quiz
subject

1. Developing a **stakeholders'** analysis, defining their major **actual and future needs**, and sharing these findings with the organisation.
2. Identifying and incorporating the **regulations** relevant to the organisation.
3. Ensuring that objectives and goals on output and outcome of the organisation are **aligned** with the customers and other stakeholders needs and wants.
4. Maintaining proactive and regular **relations** with the public authorities from the appropriate executive and legislative areas.
5. Developing and maintaining **partnerships** and networks with important stakeholders (citizens, Non-Government Organisations (NGOs), interest groups and professional associations, industry, other public authorities,etc.).
6. **Taking part** in the activities of professional associations, representative organisations and interest groups.
7. Building and raising the public awareness, **reputation** and recognition of the organisation and its services.
8. Developing a product and service targeted **concept of marketing** that focuses on the stakeholders.

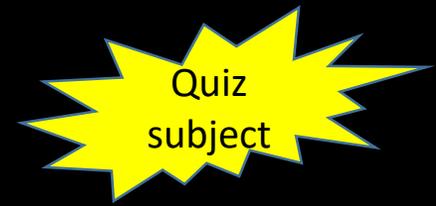
2. Strategy and Planning

Quiz
subject

- 2.1 Gather information on the present and future needs of stakeholders as well as relevant management information
- 2.2 Develop strategy and planning, taking into account the gathered information
- 2.3 Communicate and implement strategy and planning in the whole organisation and review it on a regular basis
- 2.4 Plan, implement and review innovation and change

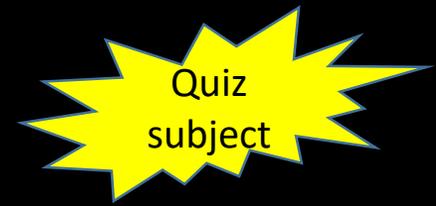


2.1 Gather information on the present and future needs of customers / stakeholders as well as relevant management information



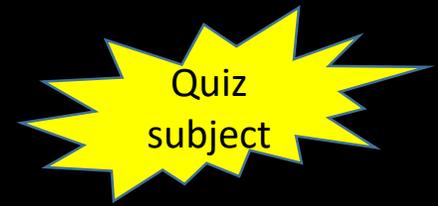
1. Identifying all relevant **customers / stakeholders** and communicating the results to the whole organisation.
2. Systematically gathering, analysing and reviewing **information** about **customers** and **stakeholders**, their needs, expectations and satisfaction.
3. Regularly gathering, analysing and reviewing relevant **information** about important **variables** such as political-legal, socio-cultural, environmental, economic, technological and demographic developments.
4. Systematically gathering relevant management **information** such as information on the **performance** of the organisation.
5. Systematically analysing internal **strengths** and **weaknesses** (e.g. TQM-diagnosis with EFQM) including threats and opportunities (e.g. SWOT analysis, risk management).

2.2 Develop strategy and planning, taking into account the gathered information



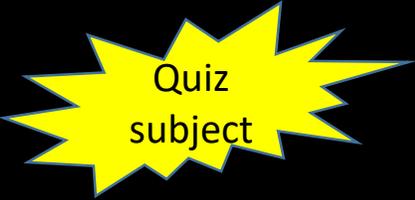
1. Translating the mission and vision into **strategic** (long and medium-term) and **operational** (concrete and short-term) **objectives** and actions based on a sound risk analysis.
2. **Involving** customers stakeholders in developing strategy and planning, balancing and prioritising their expectations and needs.
3. **Evaluating** existing tasks in terms of **outputs** (the products and services provided) and **outcomes** (the achieved external impacts in economy, society and environment) and the quality of the strategic and operational plans.
4. Ensuring the **availability of resources** to develop and update the strategy of the organisation.
- 5 **Balancing** tasks and resources, long and short-term pressures and customer / stakeholder requirements.
6. Develop a policy on **social responsibility** and integrate it into the strategy and planning of the organisation.

2.3 Communicate and implement strategy and planning in the whole organisation and review it on a regular basis



1. Implementing **strategy and planning** by setting priorities, establishing time frames, appropriate processes and projects and the organisational structure.
2. **Translating** strategic and operational objectives of the organisation into relevant plans and tasks for departmental units and individuals within the organisation.
3. Developing **plans and programmes** with targets and results for each organisational unit with indicators establishing the level of **change** to be achieved (expected results).
4. **Communicating** effectively in order to spread goals, plans and tasks in the organisation.
5. Developing and applying methods to **monitor, measure** and/or **evaluate** at regular intervals the performance of the organisation at all levels (departments, functions, organisational chart) ensuring the strategy implementation.
6. Assessing the need to **reorganise** and improve strategies and methods of planning involving stakeholders.

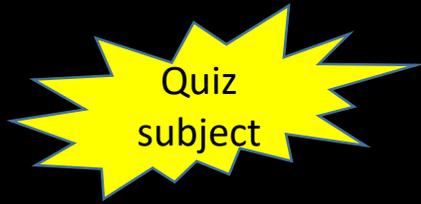
2.4 Plan, implement and review innovation and change



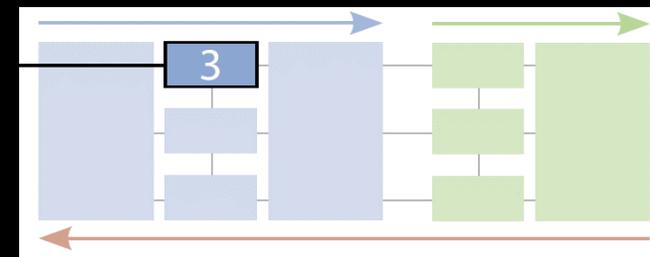
Quiz
subject

1. Creating and developing a new culture/ readiness for **innovation** by training, bench learning and establishment of learning labs.
2. Systematic **monitoring** of internal indicators/ drivers for change and external demands for innovation and change.
3. Discussing the planned **modernisation** and innovation and their implementation with the relevant stakeholders.
4. Ensuring the deployment of an efficient **change management system** (e.g. project management, benchmarking and bench learning, pilot projects, monitoring, reporting on the follow-up, implementing PDCA, etc.).
5. Ensuring the **availability** of necessary **resources** to implement the planned changes.
6. Balancing between a top-down and bottom up approach to **change**.
7. Promoting the use of **systems and tools** in order to increase effectiveness of delivered services and to raise transparency and interaction between the organisation and its customers / stakeholders.

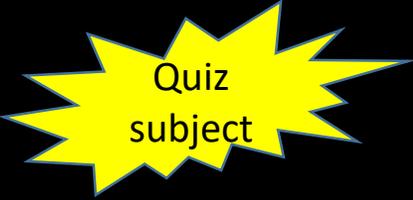
3. People



- 3.1 Plan, manage and improve human resources
 - transparently
 - with regard to strategy and planning
- 3.2 Identify, develop and use competencies of people aligning
 - individual and
 - organisational goals
- 3.3 Involve employees by
 - developing open dialogue and
 - empowerment,
 - supporting their well-being



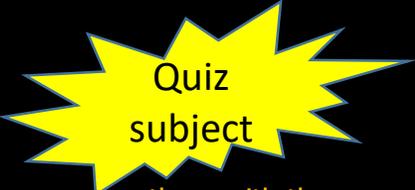
3.1 Plan, manage and improve human resources transparently with regard to strategy and planning



Quiz
subject

1. Regularly analysing **current and future** human resource **needs**, taking into account the needs and expectations of customers, stakeholders and the strategy of the organisation.
2. Developing and implementing a **human resources management policy** based on the strategy and planning of the organisation, taking into account the necessary competencies for the future, as well as social considerations (e.g. flexible work time, paternity and maternity leave, sabbaticals, equal opportunities, gender and cultural diversity, employment of disabled people).
3. Ensuring that **HR capability** (recruitment, allocation, development) **is available** to achieve the mission, as well as balancing tasks and responsibilities.
4. Developing and implementing a clear policy containing **objective criteria** with regard to recruitment, promotion, remuneration, rewards and the assignment of managerial functions.
5. Supporting a **performance culture** (e.g. by implementing transparent remuneration/ recognition schemes on the basis of the individual and team results achieved).
6. Using **competence profiles** and job and function descriptions for (a) recruiting and (b) personal development plans, for both employees and managers.
7. Showing particular attention to the human resources needed for the development and operation of **IT** and net services (e.g. by providing the necessary training and framework).
8. Managing recruitment and career development with regard to **fairness** of employment, **equal** opportunities and **diversity** aspects (e.g. gender, sexual orientation, disability, age, race and religion).

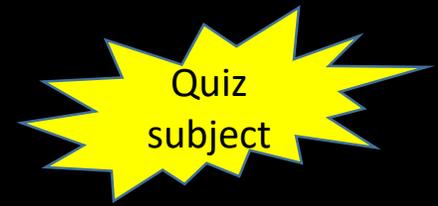
3.2 Identify, develop and use competencies of people aligning individual and organisational goals



Quiz
subject

1. Identifying current **competencies** of people at the individual and organisational levels in terms of knowledge, skills and attitudes, and systematically comparing them with the needs of the organisation.
2. Discussing, establishing and communicating a **strategy** for developing competencies. This includes a training plan based on current and future organisational and individual competency needs.
3. In line with the strategy, developing, agreeing on and reviewing personal **training and development plans** for all employees and/or teams, taking into account the accessibility for part-time workers as well as people on maternity and paternity leave.
The individual competency development plans may form part of an employee development interview, which can provide a forum for mutual feedback and matching expectations.
4. Developing **managerial and leadership skills** as well as relational competences of management regarding the people of the organisation, the customers and the partners.
5. Leading (guiding) and supporting **new people** (e.g. by means of mentoring, coaching, individual counselling).
6. Promoting internal and external **mobility** of people.
7. Developing and promoting modern **training** methods (e.g. multimedia approach, on the job training, e-Learning, using social media).
8. **Planning of training** activities and developing communication techniques in the areas of **risk, conflict of interest, diversity management, gender mainstreaming and integrity or ethics**.
9. Assessing the **impacts of training** and development programmes on the workplace and transfer of content to colleagues in relation to the costs of the activities through monitoring and cost/benefit analyses.
10. Reviewing the necessity for **promoting women's careers** and develop plans accordingly.

3.3 Involve employees by developing open dialogue and empowerment, supporting their well-being



1. Promoting a culture of **open communication** and dialogue and the encouragement of team work.
2. Proactively creating an environment for **gaining ideas and suggestions** from employees and developing appropriate mechanisms (e.g. suggestion schemes, workgroups, brainstorming).
3. **Involving** employees and their representatives (e.g. Trade Unions) in the development of plans, strategies, goals, the design of processes and in the identification and implementation of improvement activities.
4. **Seeking agreement/consensus** between managers and employees on goals and on ways of measuring goal achievement.
5. Regularly conducting **staff surveys**, publishing and giving feedback on results/summaries/interpretations/improvement actions.
6. Ensuring that employees have an opportunity to give **feedback on the quality of the management** they receive from their line managers/directors.
7. Ensuring good environmental **working conditions** throughout the organization including taking care of health and safety requirements.
8. Ensuring that conditions are conducive to achieving a reasonable **work-life balance for employees** (e.g. the possibility to adapt working hours) as well as paying attention to the need for part-time workers or people on maternity or paternity leave to have access to relevant information and be involved in appropriate organizational matters and education.
9. Paying particular attention to the needs of **socially disadvantaged employees** and people with disabilities.
10. Providing adapted schemes and methods for **rewarding people in a non-financial way**, (e.g. by planning and reviewing people's benefits and supporting social, cultural and sport activities focused on people's health and well-being).

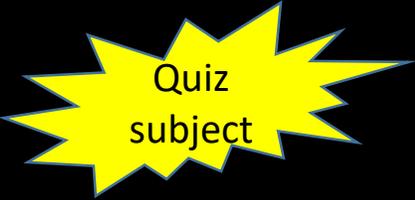
4. Partnerships and Resources

Quiz
subject

- 4.1 Develop and manage partnerships with relevant organisations
- 4.2 Develop and implement partnerships with the suppliers / customers
- 4.3 Manage finances
- 4.4 Manage information and knowledge
- 4.5 Manage technology
- 4.6 Manage facilities



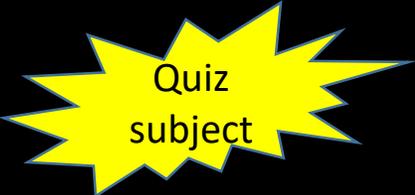
4.1 Develop and manage partnerships with relevant organisations



Quiz
subject

1. **Identifying** private, civil society and public key partners, and the nature of the relationship (e.g. purchaser - provider, supplier, co-production, complementary/substitution product provider, owner, founder, etc.)
2. Developing and managing appropriate partnership **agreements** taking into account the different aspects of social responsibility, such as the socio-economic and environmental impact of the delivered products and services.
3. Regularly **monitoring** and evaluating the implementation and results of partnerships.
4. Defining each partner's responsibilities in managing partnerships including controls as well as **evaluation** and **review**.
5. Increasing **organisational capacity** by exploiting the possibilities of work placement.
6. Exchanging '**good practices**' with partners and using bench learning and benchmarking.
7. Selecting providers with a **socially responsible profile**.

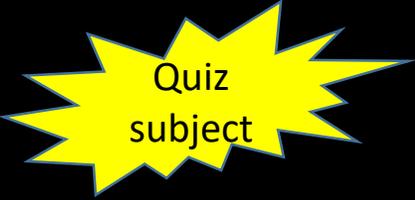
4.2 Develop and implement partnerships with the customers



Quiz
subject

1. Ensuring a proactive **information** policy (e.g. about how the organisation works, about the competences, about the structure and processes of the organisation, etc.).
2. Actively encouraging customers to organise themselves, express their needs and requirements and supporting **partnerships** with customers.
3. **Consulting** customers via consultation groups, surveys, opinion polls and quality circles.
4. Defining the framework to actively **seek ideas**, suggestions and complaints of customers, collecting them by appropriate means (e.g. surveys, consultation groups, questionnaires, complaints boxes, opinion polls, etc.). Analysing and exploiting this information, and disseminating the results.
5. Developing effective **expectation management** by explaining to customers what services they can expect, including a number of quality indicators.
6. Assuring **updated information on customers'** individual and social behaviour evolves, to avoid installing outdated processes of delivery or producing outdated services.

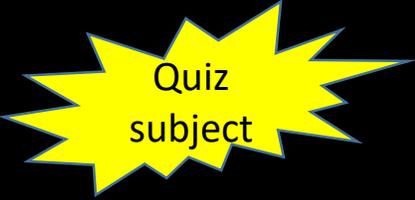
4.3 Manage finances



Quiz
subject

1. **Aligning** financial management with strategic objectives in an efficient, effective and economic way.
2. Analysing **risks and opportunities** of financial decisions.
3. Ensuring **budgetary and financial internal visibility**.
4. Ensuring the **cost-efficient, effective and economic** management of financial resources by using effective financial cost accounting and controlling systems.
5. Introducing systems of **budgetary and cost planning and monitoring** (e.g. multi-annual budgets, programme of project budgets, energy budgets, gender/diversity budgets).
6. **Delegating** and decentralising financial responsibilities and balancing them with central controlling.
7. Basing **investment decisions** and financial control on cost/benefit-analysis, sustainability and ethics.
8. Including **performance data** in budget documents, such as information on output and outcome goals.

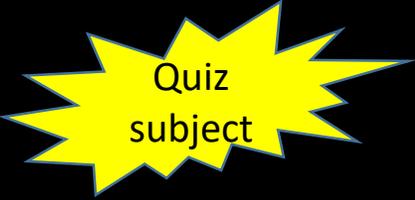
4.4 Manage information and knowledge



Quiz
subject

1. Developing **systems** for managing, storing and assessing information and knowledge in the organisation in accordance with strategic and operational objectives.
2. Ensuring that externally available relevant **information is acquired**, processed, used effectively and stored.
3. Constantly **monitoring** the organisation's information and knowledge, ensuring its relevance, correctness, reliability and security. Also aligning it with strategic planning and the current and future needs of stakeholders.
- 4: Developing **internal channels** to cascade information throughout the organization to ensure that all employees have access to the information and knowledge relevant to their tasks and objectives (intranet, newsletter, house magazine, etc.).
5. Ensuring a permanent **transfer of knowledge** between staff in the organisation (e.g. mentorship, coaching, written manuals).
6. Ensuring access to and **exchange** of relevant **information** and data with all stakeholders in a systematic and user-friendly way, taking into account the specific needs of all members of society such as elderly people, disabled people, etc.
7. Ensuring that key information and knowledge of employees is **retained** within the organisation in the event of their leaving the organisation.

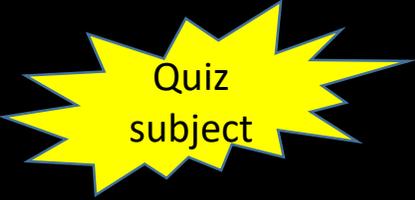
4.5 Manage technology



Quiz
subject

1. **Designing** technology management in accordance with the strategic and operational objectives.
2. Implementing, monitoring and evaluating the **cost-effectiveness** of the used technology. Time for return on investment should be short enough and there should be reliable metrics for it.
3. Ensuring a safe, effective and efficient use of the technology, with special attention to the **skills** of people.
4. Efficiently applying **appropriate** technology to e.g.:
 - manage projects and tasks;
 - manage knowledge;
 - support learning and improvement activities;
 - support interaction with stakeholders and partners;
 - support the development and maintenance of internal and external services.
5. Defining how **ICT** can be used to improve service delivery, e.g. using the enterprise architecture method for information management.
6. Adopting the **ICT** framework and resources needed to deliver intelligent and effective services online, so as to improve service delivery to the customers.
7. Being permanently **attentive** to technological innovations and review the policy if needed.

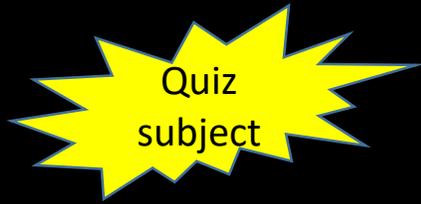
4.6 Manage facilities



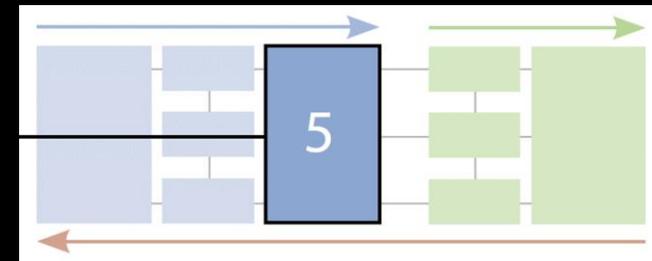
Quiz
subject

1. Balancing the **cost-effectiveness** of the infrastructure with the needs and expectations of staff and customers (e.g. centralisation vs. decentralisation of offices/service points, allocation of rooms, accessibility).
2. Ensuring a **safe, effective and efficient use** of office **facilities** (e.g. open plan offices vs. individual offices, mobile offices) based on strategic and operational objectives, taking into account the needs of employees, local culture and physical constraints.
3. Ensuring an efficient, cost effective and sustainable maintenance of **buildings, offices, equipment** and **materials** used.
4. Ensuring an efficient, cost effective and sustainable use of **transport** and **energy** resources and their optimisation.
5. Ensuring appropriate physical **accessibility** of buildings in line with the needs and expectations of employees and customers (e.g. disabled access, parking or public transport, etc.).
6. Developing an integrated **policy** for managing physical assets, including their safe recycling/disposal, e.g. by direct management or subcontracting.

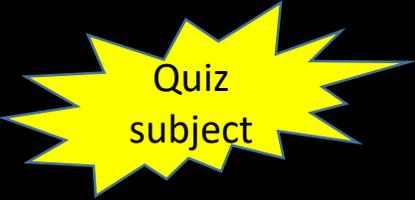
5: Processes



- Identify, design, manage and innovate processes
 - on an ongoing basis,
 - involving the stakeholders
- Develop and deliver customer-oriented services
- Coordinate processes
 - across the organisation and
 - with other relevant organisations



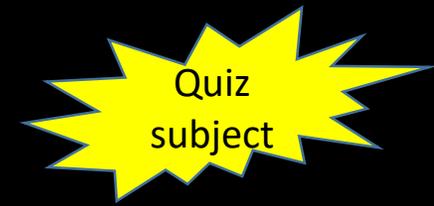
5.1 Identify, design, manage and innovate processes on an ongoing basis, involving the stakeholders



Quiz
subject

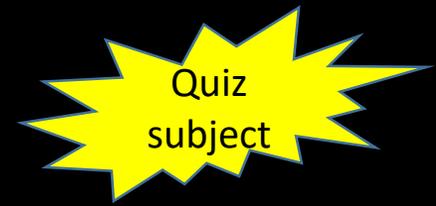
1. **Identifying, mapping, describing** and documenting processes on an ongoing basis.
2. Identifying process **owners** (the persons who control all the steps in the process) and assigning responsibilities and competences to them.
3. Analysing and **evaluating** processes, risks and critical success factors, taking into consideration the objectives of the organisation and its changing environment.
4. Ensuring that the processes **support** the strategic goals, are planned and managed to achieve the targets established.
5. **Involving** employees and relevant external stakeholders in the design and improvement of processes on the basis of their measured efficiency, effectiveness and results (outputs and outcomes).
6. Allocating **resources** to processes based on the relative importance of their contribution to the strategic objectives of the organisation.
7. **Simplify** the processes on a regular basis, proposing changes in the legal requirements if necessary.
8. Setting **stakeholder-oriented performance goals** and implementing performance indicators to monitor the effectiveness of the processes (e.g. performance contracts/service level agreements).
9. Monitoring and evaluating the impact of **ICT** and **e-Services** on the organisation's processes (e.g. in terms of efficiency, quality, effectiveness).
10. **Innovating** processes based on regular national and international benchmark learning, paying careful attention to the obstacles to innovation and the necessary resources.

5.2 Develop and deliver citizen/customer-oriented services and products



1. **Identifying** the outputs (services and products) of the core processes.
2. **Involving** customers in the **design and improvement** of services and products (e.g. by means of surveys/ feedback/ focus groups/ inquiries concerning the suitability of services or products and whether they are effective in taking into account gender and diversity aspects).
3. Involving customers and other stakeholders in the development of **quality** standards for services and products (the process output), responding to their expectations and manageable by the organisation.
4. Involving customers in the **design and development** of new kinds of **interactive** services and information delivery and effective communication channels.
5. Ensuring the availability of appropriate and reliable **information**, with an aim to assist and support customers as well as to inform them about implemented changes.
6. Promoting **accessibility** of the organisation (e.g. flexible opening hours and documents in a variety of formats e.g. on paper as well as an electronic version, appropriate languages, posters, brochures, Braille and audio notice boards).
8. Developing sound response **query** handling and **complaint** management systems and procedures.

5.3 Coordinate processes across the organisation and with other relevant organisations

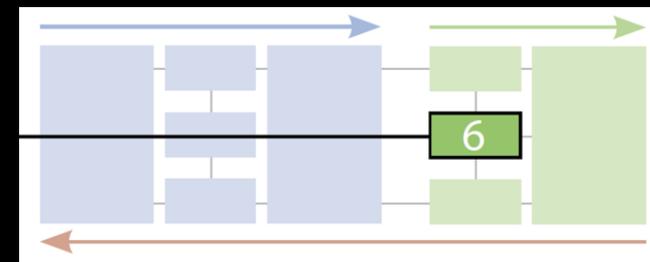


1. Define the service **delivery** chain to which the organisation belongs and its partners.
2. Coordinating and **linking** processes to key partners in the private, NGO and public sector.
3. Develop a **common** system with partners in the service delivery chain to facilitate data exchange.
4. Undertake customer **journeys** across different organisations to learn about better coordination of processes and overcome organisational boundaries.
5. Creating task forces **across** organisations/service providers to tackle problems
6. Build in **incentives (and conditions)** for management and employees to create cross-organisational processes (e.g. shared services and common process development between different units).
7. Create a **culture** for working **across** borders in the process management, getting out of the silos thinking, coordinating processes across the organisation or developing cross-organisational processes (e.g. undertake self assessment for the whole organisation rather than different units).

6. Customers-oriented Results

Quiz
subject

- Customer perception measurements on
 - Reputation
 - Service accessibility
 - Service quality
 - Needs fulfillment
 - Availability, etc.
- Customer related performance with respect to:
 - Customer and stakeholder involvement
 - The quality level of services

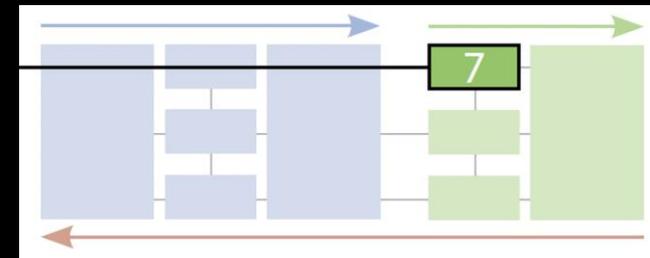


7: People Results

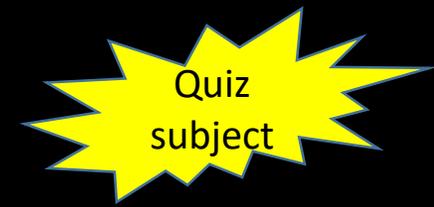
Quiz
subject

- Employee perception regarding the organization's
 - Image and performance
 - Management and management systems
 - Working conditions
 - Career and professional development

- Employee related performance with respect to employee :
 - Involvement
 - Motivation
 - Individual activity
 - Involvement in improvement
 - Professional development
 - Attitude towards customers
 - The frequency of merit recognition
 - The number of ethical dilemmas and conflicts of interests
 - The participation into social responsibility activities

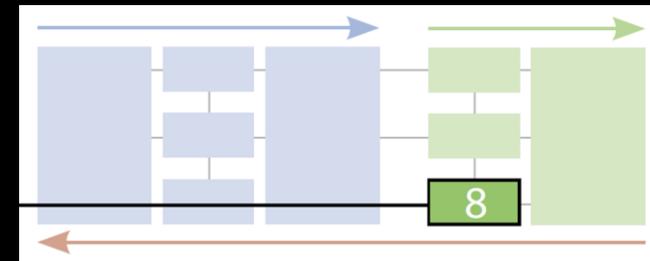


8: Social Responsibility Results



- The public perception with respect to the organization's :
 - impact on quality of life
 - Reputation
 - Economic impact
 - Environmental impact
 - Social impact and sustainability
 - Ethic behavior
 - Involvement in the community
 - Media image regarding social responsibility

- The performance with respect to the Organization's practices regarding:
 - Resource preservation
 - The quality of the relationship with the stakeholders
 - The quality of the relationship with mass-media
 - The respect for diversity
 - The support for civic involvement of the employees
 - The support for civic involvement of other stakeholders
 - The productive exchange of information with general public
 - The protection of employee and community health, etc.



9: Key Performance Results

Quiz
subject

- Results with respect to deliverables and objectives:
 - The quantity and quality of the delivered services
 - The services impact on customers and other stakeholders
 - The level of quality with respect to standards and regulations
 - The fulfillment of contracts
 - The results of inspections and audits
 - Benchmarking with competitors
 - Innovation and improvement
- Results with respect to internal efficiency:
 - Leader's reaction to results and risk management
 - Resource utilization
 - Performance improvement
 - Innovation of services
 - Benchmarking
 - Partnerships effectiveness
 - Efficiency gains through new technology
 - Measurements results
 - Results of inspections and audits
 - Quality certificates and awards
 - P&L discipline
 - Cost effectiveness



ASSESSMENT – ENABLERS

Quiz
subject

PHASE	ENABLERS PANEL - CLASSICAL SCORING	SCORE
	We are not active in this field, we have no information or very anecdotal.	0-10
PLAN	We have a plan to do this.	11-30
DO	We are implementing / doing this.	31-50
CHECK	We check / review if we do the right things in the right way.	51-70
ACT	On the basis of checking / reviews we adjust if necessary.	71-90
PDCA	Everything we do, we plan, implement, check and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue.	91-100

Instructions

- Choose the level that you have reached: PLAN, DO, CHECK or ACT. This way of scoring is cumulative: you need to have accomplished a phase (e.g.: CHECK) before reaching the next phase (e.g.: ACT).
- Give a score between 0 and 100 according to the level that you have reached inside the phase. The scale on 100 allows you to specify the degree of deployment and implementation of the approach.

ASSESSMENT – RESULTS

Quiz
subject

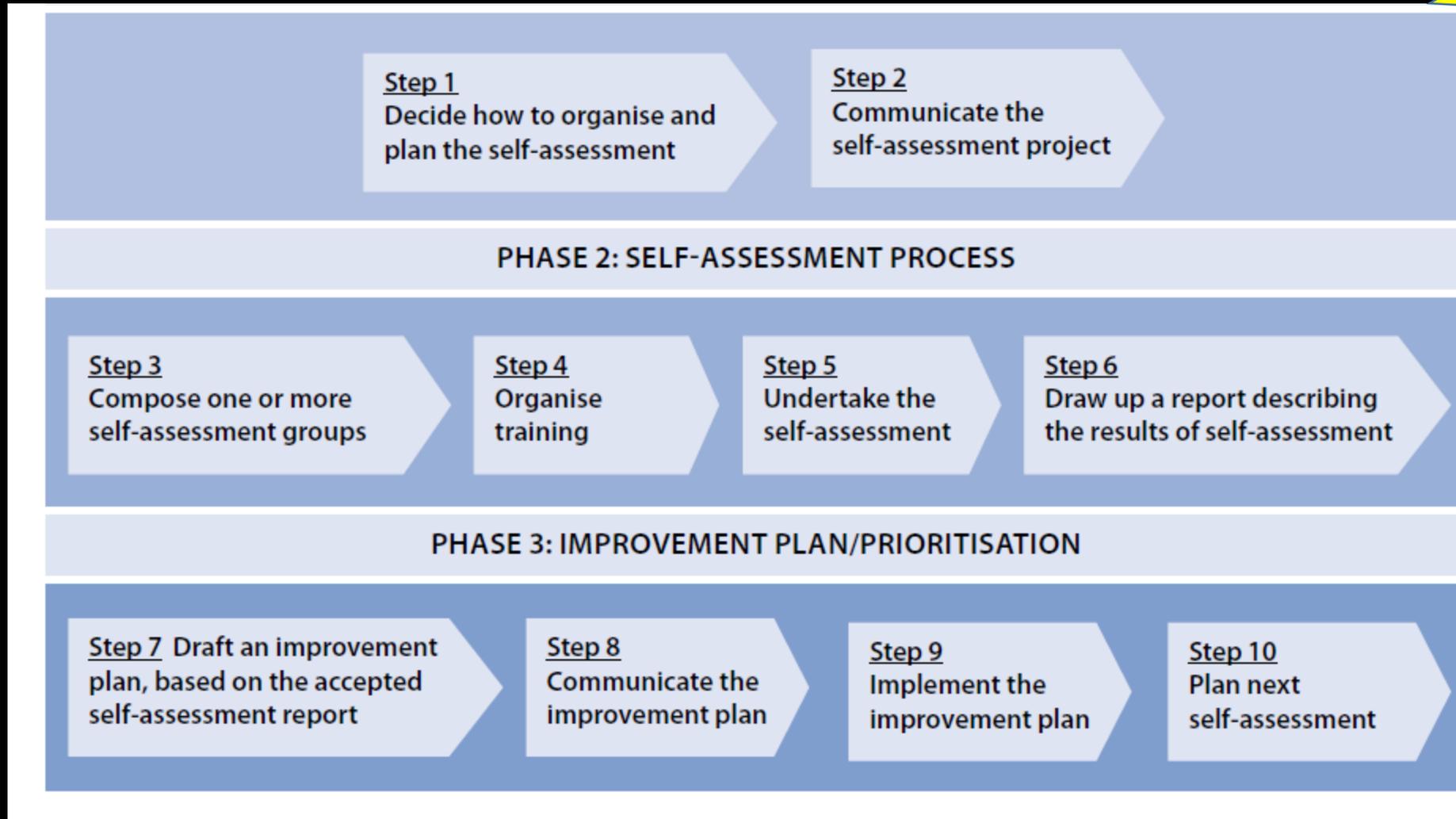
RESULTS PANEL - CLASSICAL SCORING	SCORE
No results are measured and/or no information is available.	0-10
Results are measured and show negative trends and/or results do not meet relevant targets.	11-30
Results show flat trends and/or some relevant targets are met.	31-50
Results show improving trends and/or most of the relevant targets are met.	51-70
Results show substantial progress and/or all the relevant targets are met.	71-90
Excellent and sustained results are achieved. All the relevant targets are met. Positive comparisons with relevant organisations for all the key results are made.	91-100

Instructions

- Give a score between 0 and 100 for each sub-criterion on a scale divided in 6 levels.
- For each level, you can take into account either the trend, the achievement of the target, or both.

THE SELF-ASSESSMENT PROCESS

Quiz
subject



Eo C11,12