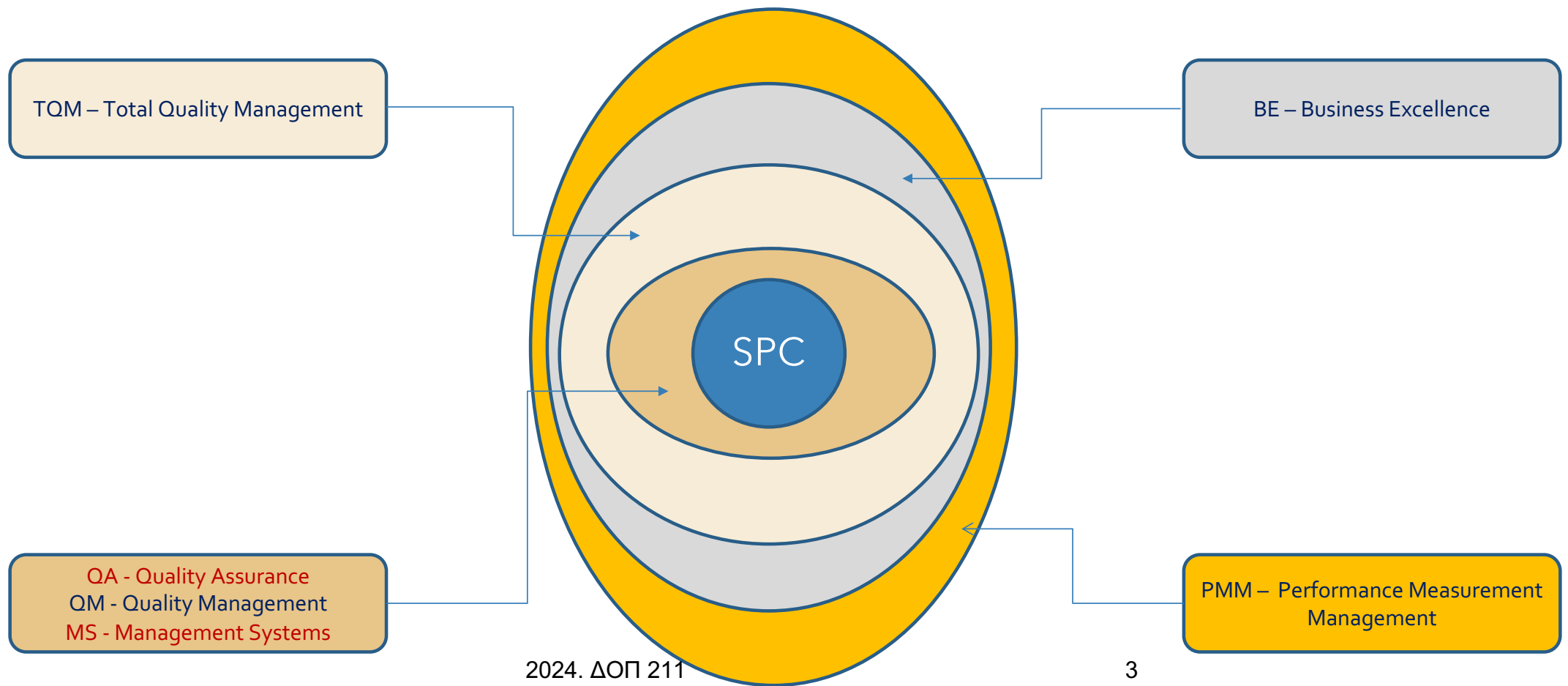# ΔΟΠ 211

Μέτρηση Επιχειρηματικών Επιδόσεων

Business Performance Measurement | Management

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MBA TQM Intl
Τμήμα ΟΔΕ
Πανεπιστήμιο Πειραιώς

Quality Timeline

Quality Time Line

TQM – Total Quality Management

BE – Business Excellence

SPC

QA - Quality Assurance
QM - Quality Management
MS - Management Systems

PMM – Performance Measurement Management

2024. ΔΟΠ 211

3

Outline (Περιεχόμενα Μαθήματος)

Quality Timeline

Το Μάθημα - Παράδειγμα

Performance Measurement (pass/fail, 0–1.000)

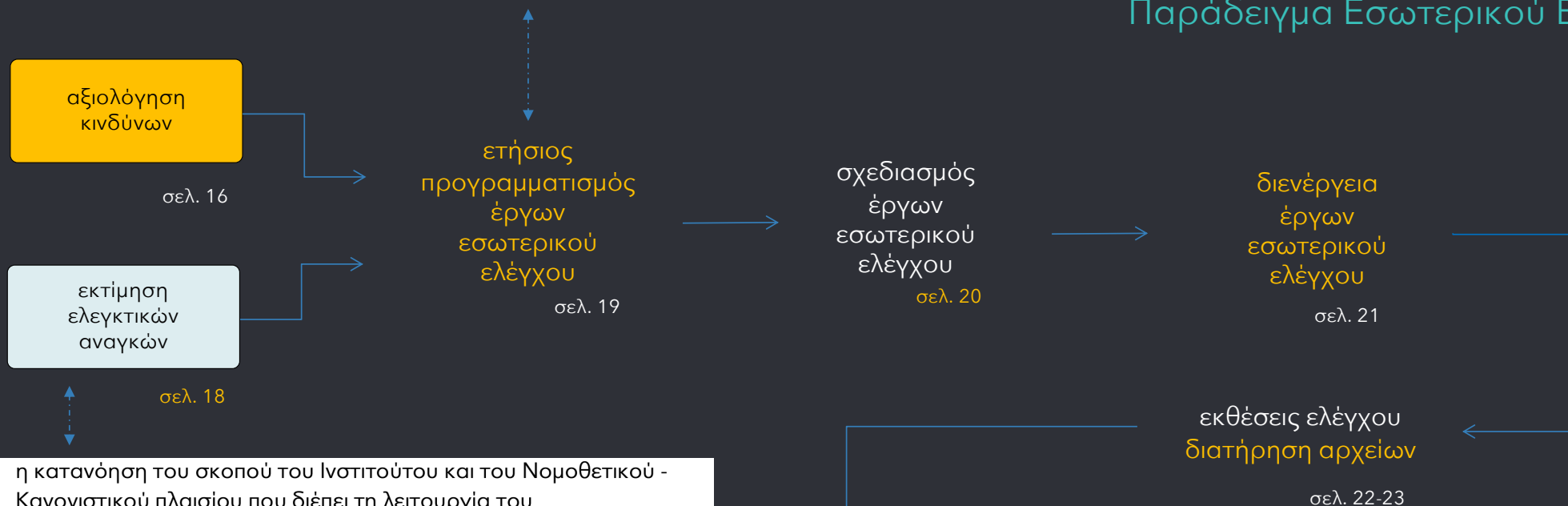The EFQM Model (certification, recognition, awards)

The CAF Model

Other Models (MBNQA, TMSA, …)

Case Study

Aris Software

Το Μάθημα

Το ΕΠΕΕΕ περιλαμβάνει και πρόταση για τον Ελεγκτή ή την Ελεγκτική Ομάδα, ανά ελεγχόμενο Τμήμα ή Υπηρεσία του Ινστιτούτου, λαμβάνοντας υπόψη τις γνώσεις, τις δεξιότητες και τα προσόντα που απαιτούνται για τη διενέργεια του κάθε ελέγχου.

Το Μάθημα

Παράδειγμα Εσωτερικού Ελέγχου

αξιολόγηση κινδύνων

σελ. 16

εκτίμηση ελεγκτικών αναγκών

σελ. 18

ετήσιος προγραμματισμός έργων εσωτερικού ελέγχου

σελ. 19

σχεδιασμός έργων εσωτερικού ελέγχου

σελ. 20

διενέργεια έργων εσωτερικού ελέγχου

σελ. 21

εκθέσεις ελέγχου
διατήρηση αρχείων

σελ. 22-23

υποβολή αναφορών δράσης & προόδου

σελ. 26

- η κατανόηση του σκοπού του Ινστιτούτου και του Νομοθετικού - Κανονιστικού πλαισίου που διέπει τη λειτουργία του
- η μελέτη όλων των προγενέστερων Εκθέσεων Ελέγχου
- η συνεργασία του Τμήματος Εσωτερικού Ελέγχου με τους Προϊσταμένους των Τμημάτων και της Διεύθυνσης του Ινστιτούτου
- ο εντοπισμός όλων των δραστηριοτήτων, των διαδικασιών, των κανονισμών, των εντύπων, των εγχειριδίων, κ.λπ. του Ινστιτούτου
- ο ορισμός (ή επανακαθορισμός) των κινδύνων ή/και των κριτηρίων αξιολόγησης επικινδυνότητας
- ο ορισμός (ή επανακαθορισμός) της συχνότητας ελέγχου των Τμημάτων, ή/και κάποιων συγκεκριμένων Κρίσιμων Σημείων Ελέγχου

Εξαμηνιαίες Αναφορές Δράσης οι οποίες, κατ' ελάχιστο, περιέχουν:

- τις Εκθέσεις Ελέγχου
- σύνοψη των ευρημάτων των διενεργηθέντων ελέγχων
- αναφορά προόδου των διορθωτικών ενεργειών
- τις τυχόν αποκλίσεις από τα εγκεκριμένα χρονοδιαγράμματα εργασιών των έργων

2024 ΔΟΠ 211

The EFQM Model

EFQM Model

The EFQM Model is a globally-recognised management framework which allows organisations to achieve success by measuring where they are on the path towards transformation, helping them understand the gaps and possible solutions available, and empowering them to progress and significantly improve their organisation's performance.

The Model can benefit both organisations of any size or sector and individuals seeking a tried and tested management framework.

Applying the Enablers Matrix to Approaches adopted

Approaches	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Sound	The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.			X		
Integrated	The approaches support strategy and are linked to other relevant approaches			X		
Deployment	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Implemented	The approaches are implemented in relevant areas, in a timely manner.			X		
Structured	The execution is structured and enables flexibility and organizational agility			X		
Assessment & Refinement	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Measurement	The effectiveness & efficiency of the approaches and their deployment are appropriately measured.			X		
Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.			X		
Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations			X		
Scale		0%	25%	50%	75%	100%
Overall Score				X	9	

2024. ΔΟΠ 211

Applying the Results Matrix to results used

Relevance & Usability	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Scope & Relevance	A coherent set of results, including key results, are identified that demonstrate the performance of the organisation in terms of its strategy, objectives and the needs and expectations of the relevant stakeholders			X		
Integrity	Results are timely, reliable & accurate			X		
Segmentation	Results are appropriately segmented to provide meaningful insights.			X		
Performance	**Guidance**	**Unable to demonstrate**	**Limited ability to demonstrate**	**Able to demonstrate**	**Fully able to demonstrate**	**Recognized as Global Role Model**
Trends	Positive trends or sustained good performance over at least 3 years.			X		
Targets	Relevant targets are set and consistently achieved for the key results, in line with the strategic goals.			X		
Comparisons	Relevant external comparisons are made and are favorable for the key results, in line with the strategic goals.			X		
Confidence	There is confidence that performance levels will be sustained into the future, based on established cause & effect relationships			X		
Scale		0%	25%	50%	75%	100%
Overall Score	2024. ΔΟΠ 211			X 10		

Common Assessment Framework
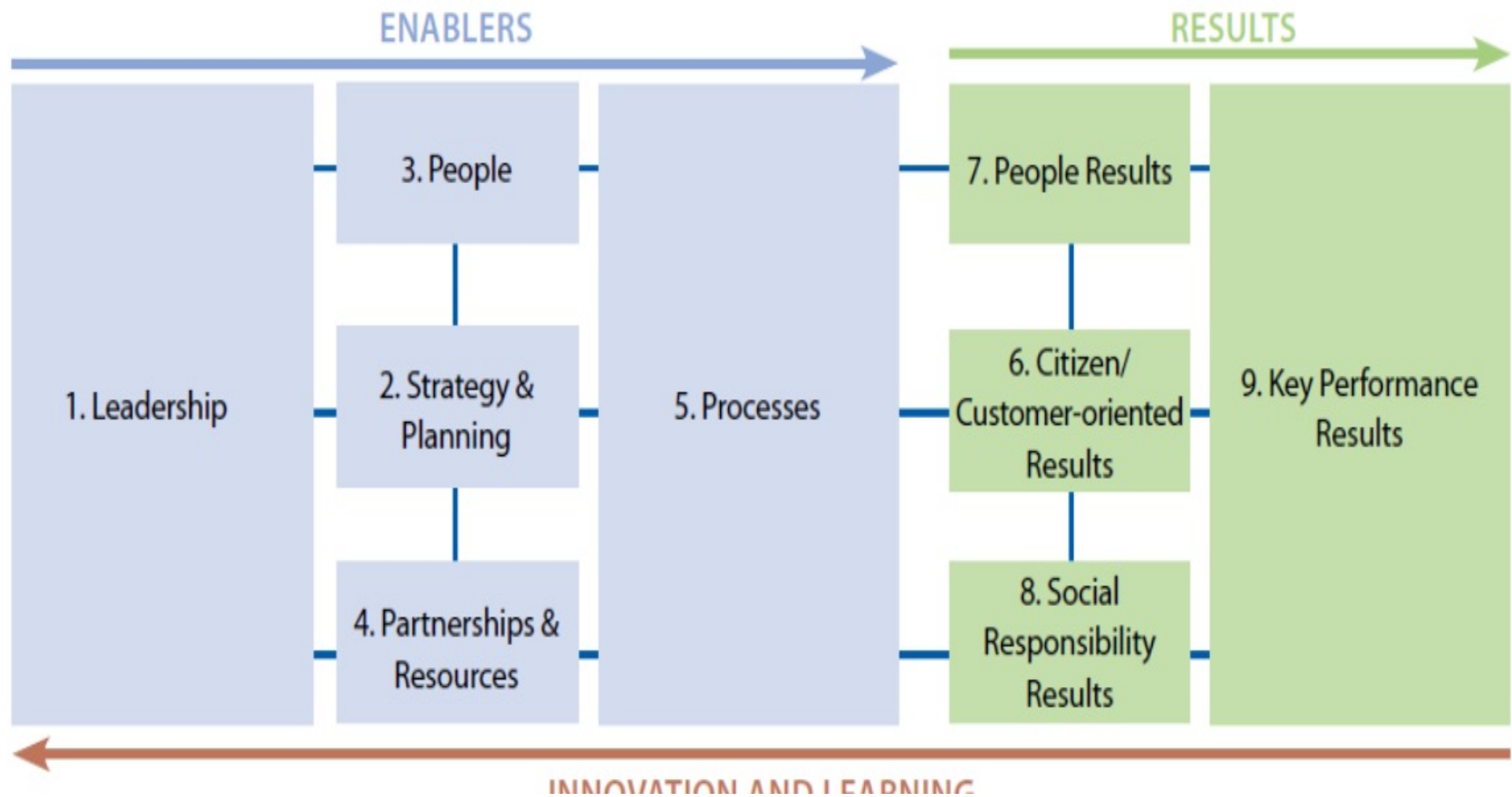
EUPAN
european public administration network

EIPA

caf 2020

Common Assessment Framework

The European model for improving public organisations through self-assessment

caf Resource Centre
European Institute of Public Administration

The CAF Model

ENABLERS

RESULTS

1. Leadership

3. People

2. Strategy & Planning

4. Partnerships & Resources

5. Processes

7. People Results

6. Citizen/ Customer-oriented Results

8. Social Responsibility Results

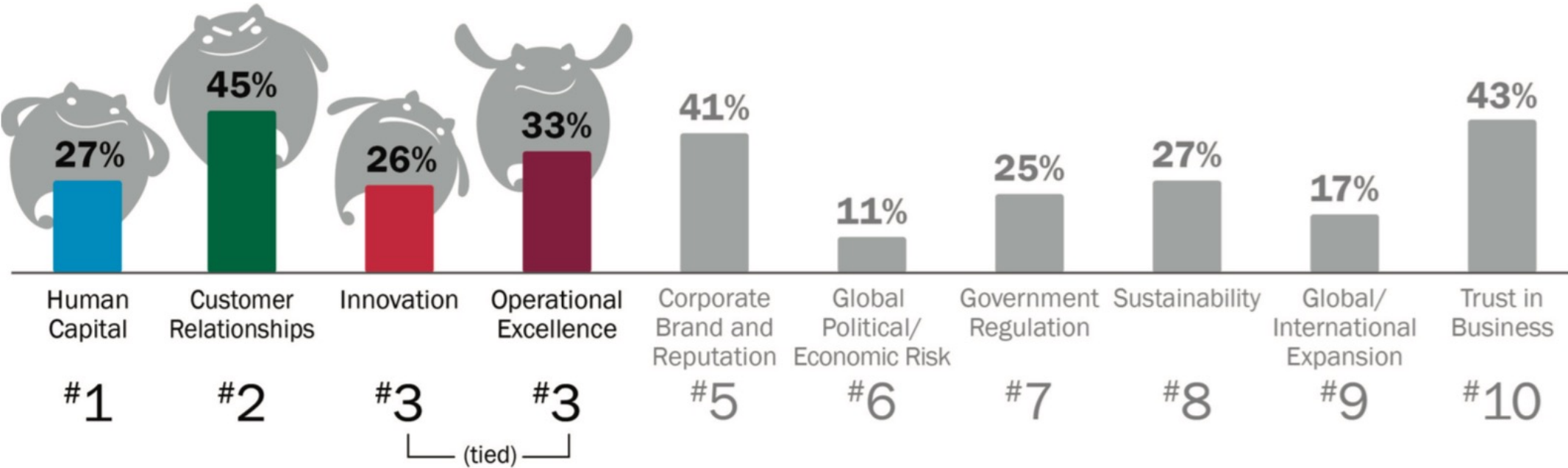9. Key Performance Results

INNOVATION AND LEARNING

Tanker Management Self Assessment (TMSA) 3

Basics

LIBEROASSURANCE

Conference Board CEO Challenges—Percent of Leaders Considering Themselves Very Prepared

Top Four CEO Challenges

Challenge	Percent	Rank
Human Capital	27%	#1
Customer Relationships	45%	#2
Innovation	26%	#3 (tied)
Operational Excellence	33%	#3 (tied)
Corporate Brand and Reputation	41%	#5
Global Political/Economic Risk	11%	#6
Government Regulation	25%	#7
Sustainability	27%	#8
Global/International Expansion	17%	#9
Trust in Business	43%	#10

15

Case Study

Cas... application)

2016

FitHab

BALDRIGE
Performance Excellence Program

Green
Gateway
Case Study

manufacturing
service
small business
nonprofit
government

2018

#Baldri
www.nist.gov/baldri

Aris Software

BPMN 2.0 IN ARIS
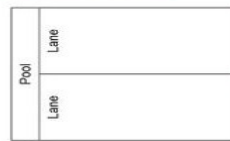## CHEAT SHEET

software AG

Official BPMN 2.0 implementer (mentioned by OMG)
Full BPMN 2.0 Process Modeling Conformance

MAIN MODEL TYPES

BPMN collaboration & process diagrams represent control flows and message flows involved in collaborative **processes**.

Enterprise BPMN collaboration & process diagrams enrich the standard by typed lanes. Lanes can state roles, organizational units, application systems etc. that are already maintained in the ARIS library.

SWIMLANES

Pools graphically show participants or processes in a collaboration diagram.

Lanes demonstrate organizational and technical responsibilities, typically within pools.

ENTERPRISE BPMN LANES

- Pool
- Lane
- Organizational unit lane
- Organizational unit type lane
- Role lane
- Position lane
- Group lane
- Application system type lane

CONTROL FLOW ELEMENTS

- Start event
- Task
- Call activity
- Sub-processes
- Gateway

FURTHER ELEMENTS

- Message
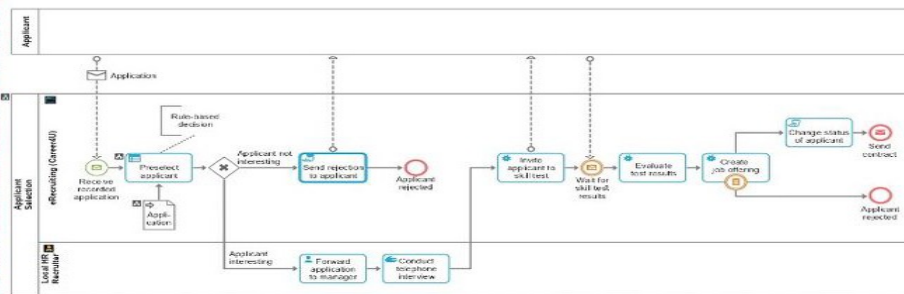- Text annotation
- Data object
- Data store
- Group

EVENTS

Start events demonstrate where a certain process will start.

Intermediate events affect the process flow. They do not start or end the process.

End events demonstrate where a certain process will end.

Events are **further specified** as follows:

- Cancel event
- Compensation event
- Condition event
- Error event
- Escalation event
- Link event
- Message event
- Multiple event
- Parallel multiple event
- Signal event
- Timer event

EXAMPLE Applicant selection

ACTIVITIES

Activities are included as steps in a process.

Call activities demonstrate points in the process where global processes or tasks are used.

Tasks are **further specified** as follows:

- Business rule task
- Manual task
- Receive task
- Script task
- Send task
- Service task
- User task

FLOWS

Sequence flows represent the order of activities that are performed within a process.

Message flows show the flow of messages between pools.

Associations link information with elements.

GATEWAYS

Gateways are used in processes to control the disparity and convergence of sequence flows.

Exclusive gateways are decisions that represent alternative paths in a process.

Parallel gateways combine and create parallel flows.

Inclusive gateways represent alternative but also parallel paths in a process flow. Difference to exclusive gateways: All condition expressions are evaluated.

Complex gateways demonstrate complex synchronization behavior, conditions and situations.

Event-based gateways are used as branching points within the process. Alternative paths are based on occurring events.

SUB-PROCESSES

Sub-processes represent activities which include activities, gateways, events and sequence flows.

Ad hoc sub-processes represent activities with no sequence relationships.

Event sub-processes operate event-handling within a process and are typically related to exceptions.

Transaction sub-processes demonstrate coordinated activities such as a business transaction, a rollback or a compensation.

DATA

Data objects provide information about what activities require to be performed or what they produce.

Data stores demonstrate stored information that will last beyond the process.

Messages show communication contents between participants.

Εταιρίες

Way

Ahead

σας ευχαριστώ ....

Ερωτήσεις ;