ΔΟΠ 211

Μέτρηση Επιχειρηματικών Επιδόσεων

Business Performance Measurement | Management

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Outline **(Περιεχόμενα Μαθήματος)**

Περίγραμμα Ύλης

Quality Intro | Timeline

Το Μάθημα - Παράδειγμα

Performance Measurement (Score 0 – 1.000 vs ISOs pass/fail)

The EFQM Model (certification, recognition, awards)
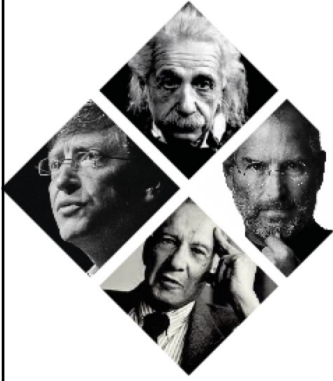
The CAF Model

Other Models (MBNQA, TMSA, …)

Case Study

Aris Software

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Quotes

the purpose of a business is to create a customer

Peter Drucker

we can't solve problems by using the same kind of thinking we used when we created them

Albert Einstein

banking is necessary, banks are not

Bill Gates

great things in business are never done by one person. They're done by a team of people

Steve Jobs

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Quality Definitions & Sayings

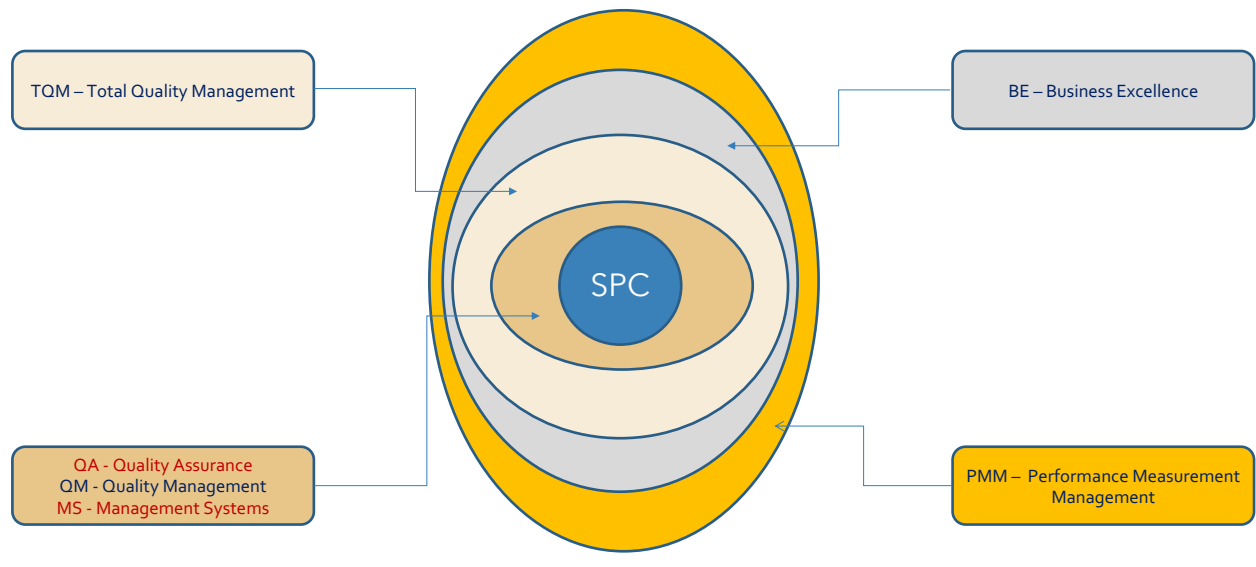quality is the totality of characteristics of an entity that bear upon its ability to satisfy stated & implied needs

quality management is coordinated activities to direct an organization with regard to quality

quality control is part of quality management, focused on fulfilling quality requirements

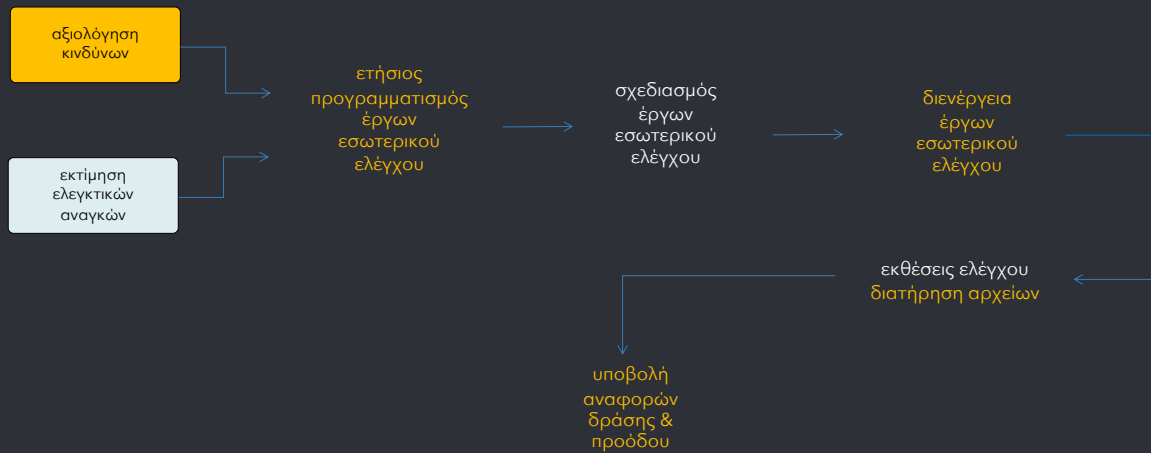International Standards Organization

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Quality Time Line

TQM – Total Quality Management

BE – Business Excellence

SPC

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

PMM – Performance Measurement Management

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Το Μάθημα

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Το Μάθημα
Παράδειγμα Εσωτερικού Ελέγχου

αξιολόγηση κινδύνων

εκτίμηση ελεγκτικών αναγκών

ετήσιος προγραμματισμός έργων εσωτερικού ελέγχου

σχεδιασμός έργων εσωτερικού ελέγχου

διενέργεια έργων εσωτερικού ελέγχου

εκθέσεις ελέγχου διατήρηση αρχείων

υποβολή αναφορών δράσης & προόδου
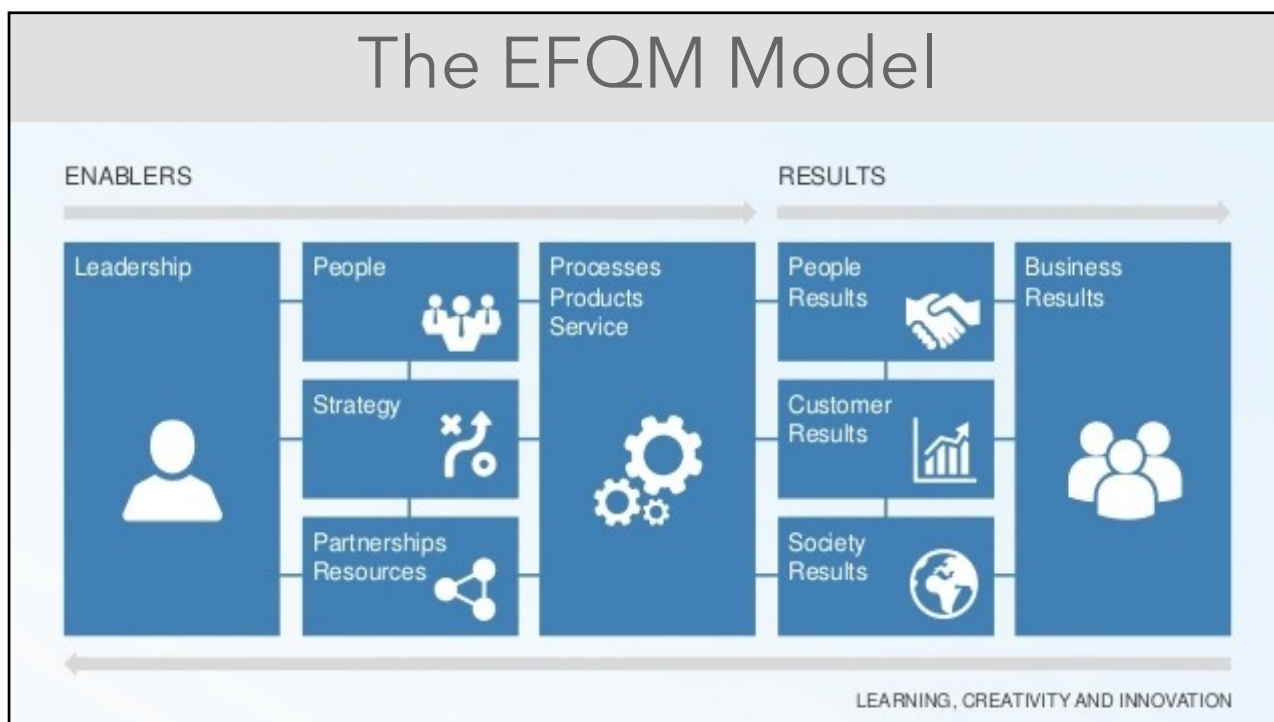
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The EFQM Model

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The EFQM Model

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The EFQM Model
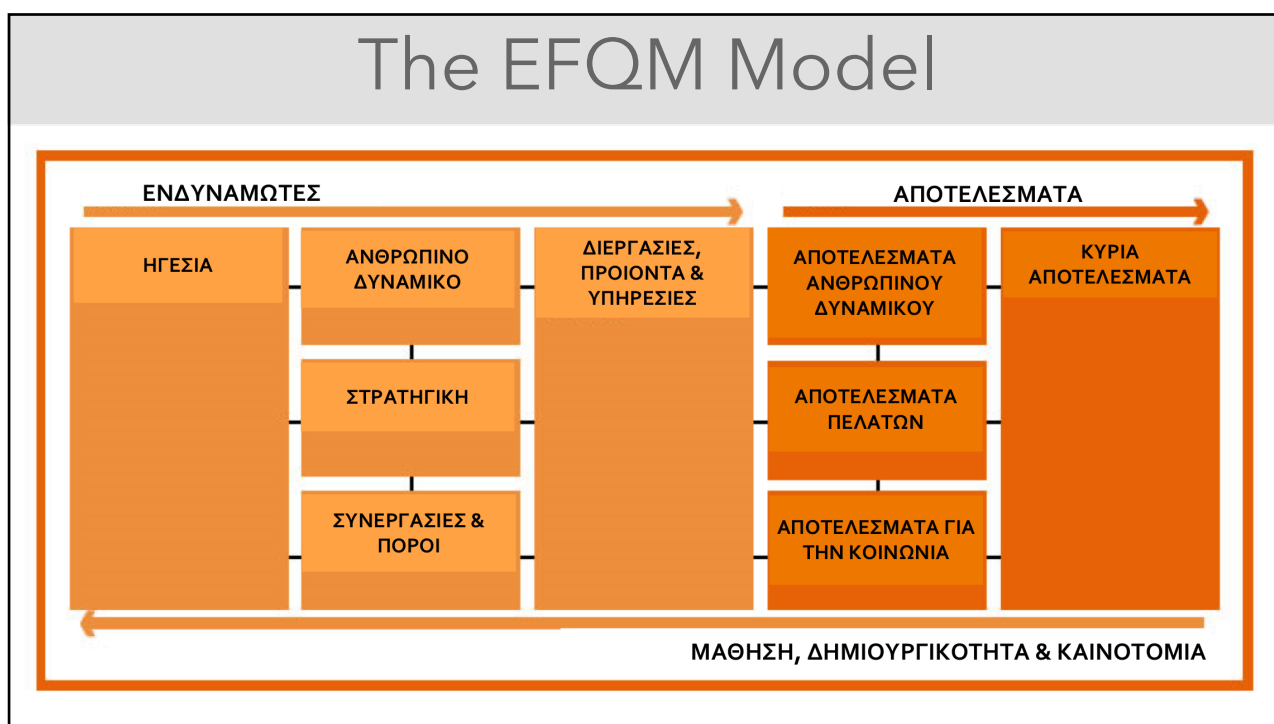
10

Fundamental Concepts

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RADAR

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211.Lec1b
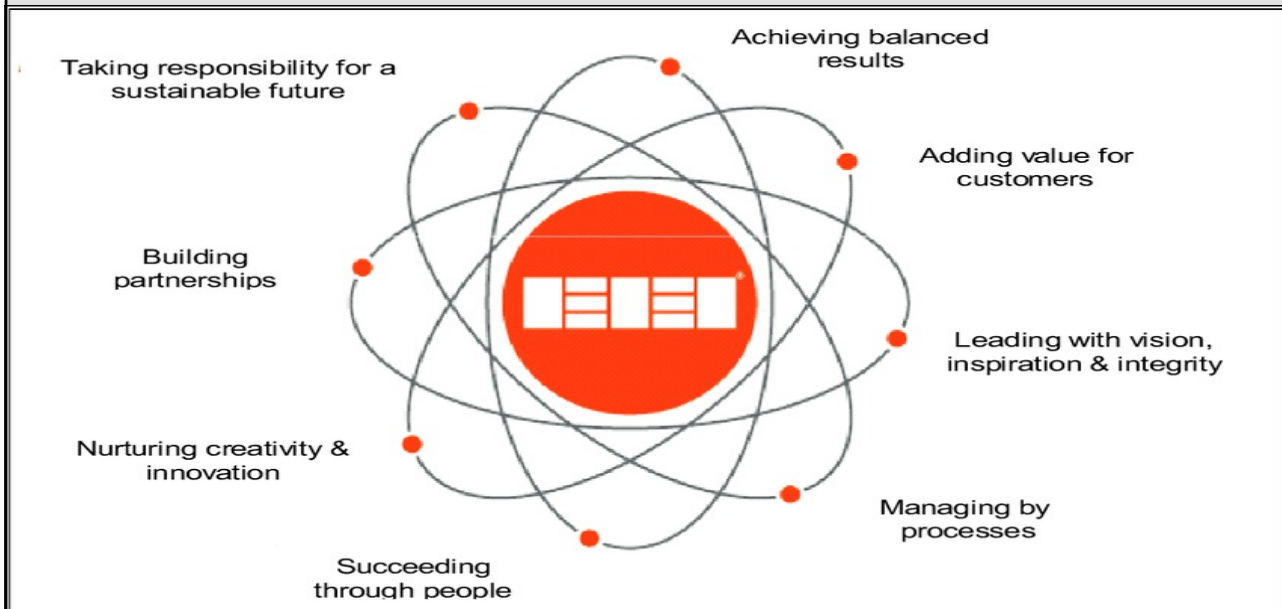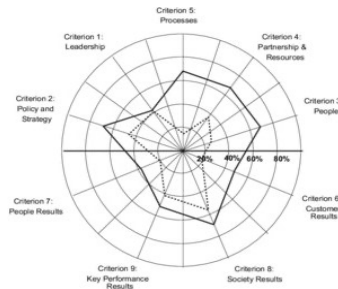
Continuous Improvement The EFQM Model

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Excellence Models

TQM

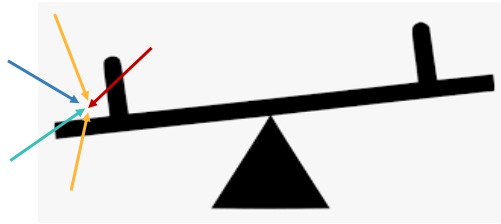

a cause & effect relationship

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TQM

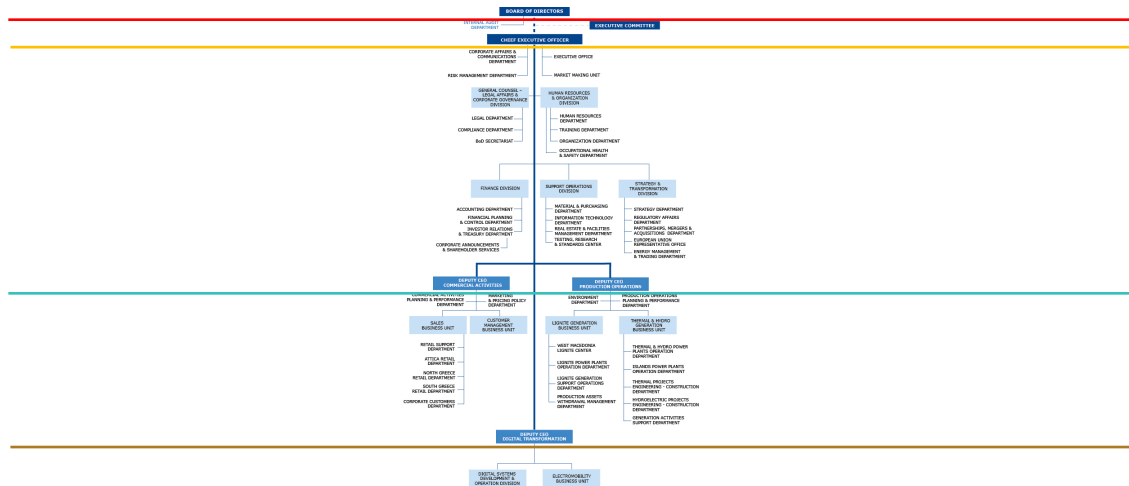# Excellence Models

.... alignment need

TQM

Excellence Models

… alignment … effectiveness

το μάθημα & η πράξη

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το μάθημα & η πράξη

leaders developing the organizational mission, vision and culture

EFQM

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το μάθημα & η πράξη

leaders ......

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Το μάθημα & η πράξη

| leaders > | developing > | organizational > | mission > |

- organizational decision: top down, bottom up, or in between
- organizational chart's content: validity – correctness?
- draw: a 'horizontal line' at the appropriate level
- validate: management communication details
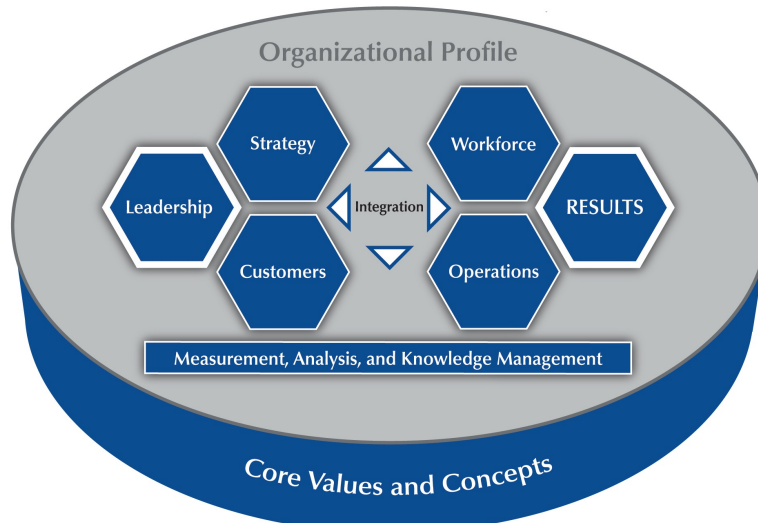- deduce: leaders' name list

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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		

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Applying the Results Matrix to results used

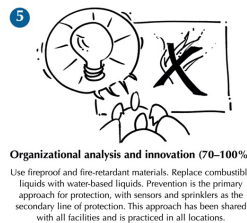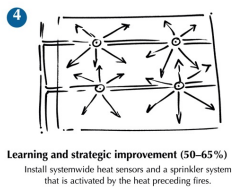| Relevance & Usability	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Scope & Relevance	A coherent set of results, including key results, are identified that demonstrate the performance of the organisation in 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				X		

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Baldridge Excellence Framework

Organizational Profile

Strategy
Workforce
Leadership
Integration
RESULTS
Customers
Operations

Measurement, Analysis, and Knowledge Management

Core Values and Concepts

From Baldrige Performance Excellence Program. 2019. *2019–2020 Baldrige Excellence Framework: Proven Leadership and Management Practices for High Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. https://www.nist.gov/baldrige.

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From Fighting Fires to Innovation: An Analogy for Learning

Learning is an essential attribute of high-performing organizations. Effective, well-deployed organizational learning can help an organization improve from the early stages of reacting to problems to the highest levels of organization-wide improvement, refinement, and innovation.

1 **Reacting to the problem (0–5%)**
Run with the hose and put out the fire.

2 **General improvement orientation (10–25%)**
Install more fire hoses to get to the fires quickly and reduce their impact.

3 **Systematic evaluation and improvement (30–45%)**
Evaluate which locations are most susceptible to fire. Install heat sensors and sprinklers in those locations.

4 **Learning and strategic improvement (50–65%)**
Install systemwide heat sensors and a sprinkler system that is activated by the heat preceding fires.

5 **Organizational analysis and innovation (70–100%)**
Use fireproof and fire-retardant materials. Replace combustible liquids with water-based liquids. Prevention is the primary approach for protection, with sensors and sprinklers as the secondary line of protection. This approach has been shared with all facilities and is practiced in all locations.
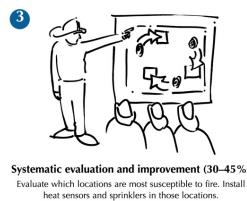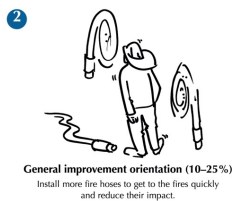
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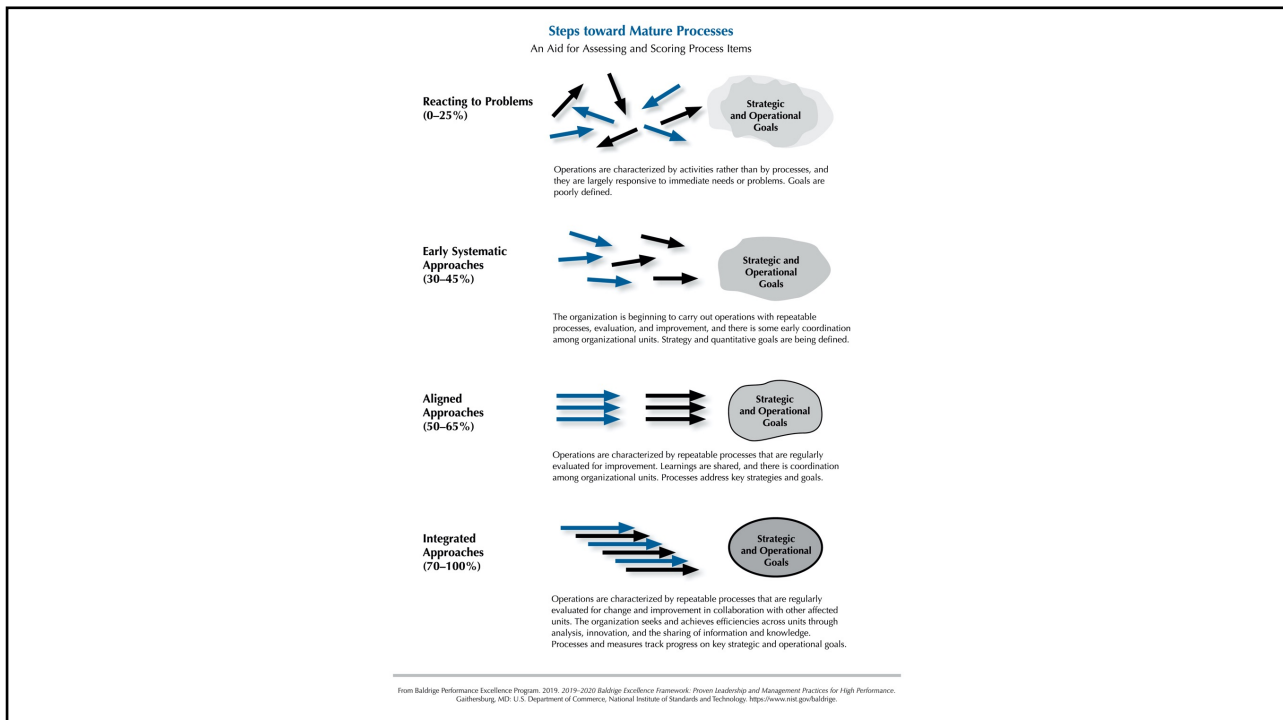
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Steps toward Mature Processes
An Aid for Assessing and Scoring Process Items

Reacting to Problems (0–25%)

Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

Early Systematic Approaches (30–45%)

The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defined.

Aligned Approaches (50–65%)

Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.

Integrated Approaches (70–100%)

Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.
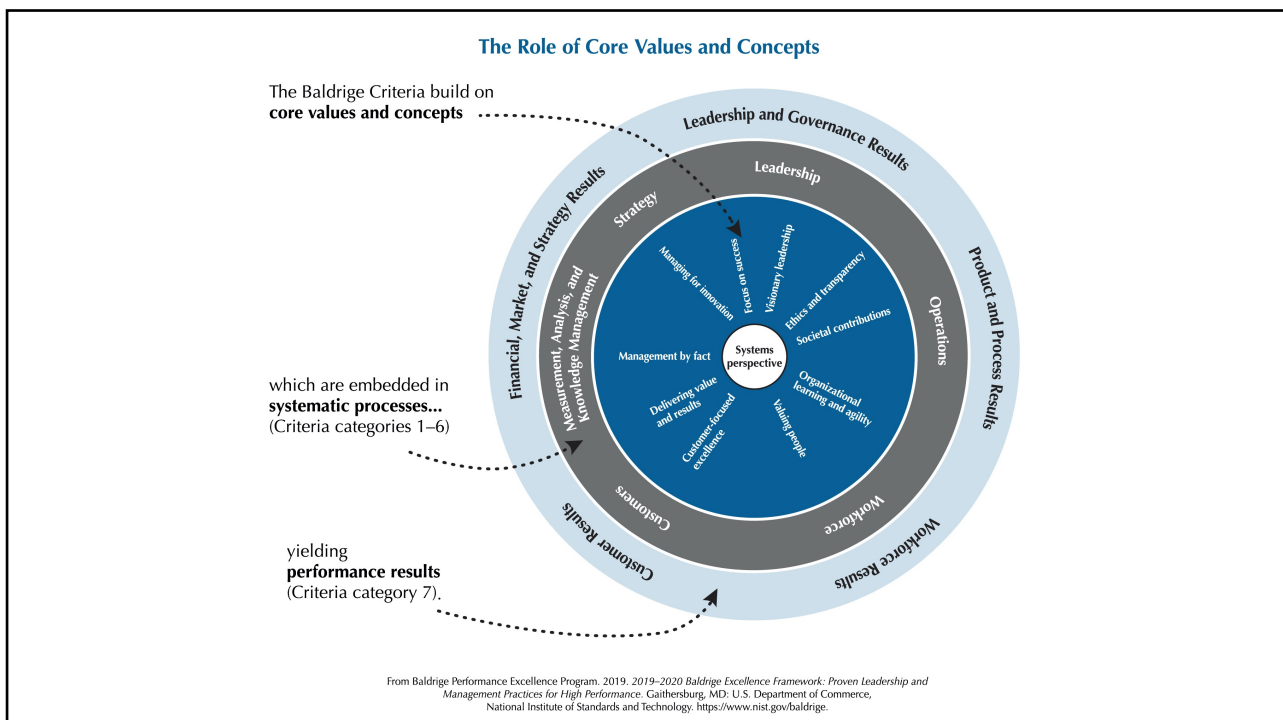
From Baldrige Performance Excellence Program. 2019. *2019–2020 Baldrige Excellence Framework: Proven Leadership and Management Practices for High Performance.* Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. https://www.nist.gov/baldrige.

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The Role of Core Values and Concepts

The Baldrige Criteria build on **core values and concepts**

which are embedded in **systematic processes…** (Criteria categories 1–6)

yielding **performance results** (Criteria category 7).

From Baldrige Performance Excellence Program. 2019. *2019–2020 Baldrige Excellence Framework: Proven Leadership and Management Practices for High Performance.* Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. https://www.nist.gov/baldrige.

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Common Assessment Framework

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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

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Το Κοινό Πλαίσιο Αξιολόγησης

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Aris Software

Training Session

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Overall Score				X		

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το μάθημα & η πράξη

REGULATIONS

REGULATION (EU) 2017/745 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL

of 5 April 2017

on medical devices, amending Directive 2001/83/EC, Regulation (EC) No 178/2002 and Regulation (EC) No 1223/2009 and repealing Council Directives 90/385/EEC and 93/42/EEC

The quality management system shall address at least the following aspects:

(a) a strategy for regulatory compliance, including compliance with conformity assessment procedures and procedures for management of modifications to the devices covered by the system;

(b) identification of applicable general safety and performance requirements and exploration of options to address those requirements;

(c) responsibility of the management;

(d) resource management, including selection and control of suppliers and sub-contractors;

(e) risk management as set out in in Section 3 of Annex I;

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σας ευχαριστώ ....

Ερωτήσεις ;

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