MERIT

Mongolia:
Enhancing Resource
Management through
Institutional Transformation

PERFORMACE EVALUATION & CUSTOMER SATISFACTION (Clause # 9)

Michel Greaves

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9- PERFORMANCE EVALUATION
9.1 Monitoring, measurement, analysis and evaluation

➢ Data to measure effectiveness of the management system

➢ Identify opportunities for improvement.

➢ Monitor customers' perceptions (expectations & needs have been met?)

❖ Method selected should only be as complex as needed

❖ Analysis of customer survey, meeting, interviews, service performance, processes and supplier performance

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ANALYSIS AND EVALUATION

DATA	SOURCES	RESULTS/INDICATORS
Conformity of services	Customer complaints Wait time (lines, tel. call)	Services meeting requirements
Customer satisfaction	Complaints Compliments	Indicates degree of customer satisfaction
Performance and effectiveness of QMS	Overall results from evaluation	QMS meeting requirements?
Effectiveness of planning	On-time delivery	Actions needed? Capabilities of the organization
Effectiveness of actions taken for risks & opportunities	Review of status of action items or plans	Risk – mitigated Opportunities - introduced
External providers	On-time / rejects / audits	Correctives actions issues to providers
Need for improvement	Trends	Corrective actions/ 5S/ initiatives

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9.2 Internal audit

➢Plan, establish, implement and maintain an audit program.

❖Key element (input to management review), auditor, ISO guidance, action of management

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INTERNAL AUDIT

- AUDIT PROCESS
  - IDENTIFY – PLANS
  - MAKE OBSERVATIONS
  - EVALUATE
  - REPORT RESULTS
  - FOLLOW UP

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9.3 Management review

➢ Top management to review QMS at planned interval

❖ Inputs: agenda well defined, ex: customer satisfaction, quality objectives, non-conformity, audits results, opportunities for improvement, adequacy of resources…12 points

❖ Outputs: Opportunities, need for changes, resource needs

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MANAGEMENT REVIEW AGENDA (inputs)

MANAGEMENT REVIEW INPUTS	EXAMPLES OF DATA AT Tuv
Follow-up actions from previous Management review	Minutes (List)
Customer feedback/ Feedback from interested parties	Survey results / customer complains / outputs from 9.1.2 customer satisfaction
Quality objectives	Output from 6.2 Quality objectives and planning
Service performance	Customer wait time On-time delivery
Status of corrective action	Number of Corrective actions closed, on-time, still open without action
Monitoring and measurements	Non-conformity

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MANAGEMENT REVIEW AGENDA (inputs)

MANAGEMENT REVIEW INPUTS	EXAMPLES OF DATA
Results of audits	# / Departments / Trends of audit findings
External providers	Quality issues
Adequacy of resources	Review resources adequacy: 7.1.2 people 7.1.3 infrastructure 7.1.4 environment 7.2 competence of people & training to gain competence
Actions to address risks and opportunities	Status of actions related to risks and opportunities identified in 6.1
Opportunities for improvement	Opportunities not implemented

MANAGEMENT REVIEW ACTIONS (OUTPUTS)

MANAGEMENT REVIEW OUTPUTS	EXAMPLES OF ACTIONS AT Tuv
Opportunities for improvement	Corrective action (10.2) Continual improvement (10.3)
Changes needed to the QMS	Process change
Resources needed	People, infrastructure
Retained documented information as evidence of reviews	Meeting minutes (decisions taken, To do) Slides presentations

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QUESTIONS?