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**THE SOCIAL DIMENSION OF QUALITY
MANAGEMENT: ANALYSIS OF AN
ORGANIZATION BASED ON EFQM MODEL**

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1. ABSTRACT

Purpose: The aim of this study is demonstrating the importance of soft aspect within quality management in a private organization. Bearing this in mind, the first part of the essay establishes the evolution of quality with the main specialists' theories about quality and their different perspectives. Later, the distinctions between soft aspects and hard aspects in relation to quality management are indicated. Following this line, soft aspects and their models used to their application in the total quality management are analyzed. Specifically, the model EFQM is highlighted and the soft aspects that take part of this model are assessed, evaluation a private organization with these aspects.

Design/Methodology: This dissertation establishes a theoretical revision of quality, highlighting its soft and hard aspects. The European Business Excellence Model (EFQM) is taking as reference in order to be applied in a private organization.

Findings: Soft aspects of quality are analyzed. These are assessed throughout the correspondent questions from Self-evaluation Questionnaire in the enterprise Nayar Systems S.L., revealing their own commitment. This study shows the enterprise is under business excellence and has to improve some aspects related to employees' careers and the motivation methods.

Key words: Soft aspect, EFQM, Nayar Systems S.L.

2. INTRODUCTION

The term quality comes from the early civilizations of Egyptian and Phoenician Middle Ages, several definitions have appeared since then, one of those is the one given by the RAE: "property or set of properties inherent to something, that allow to judge its value". The philosophy of quality has changed over time, starting from the twentieth century when the sector begins to understand this competitive concept of quality. It is starting to consider that it can increase productivity, reduce costs and delays (Deming, 1989). With the globalization and the saturation of the markets, it was observed that in order to apply the competitive quality strategy, the whole company had to be involved, increasing to a systemic approach to quality (Feigenbaum, 1951).

Nowadays it is due to a large competitiveness, the term quality has evolved until be known as TQM in enterprises. This term makes reference to Total Quality Management and it highlight that companies improves continuously, taking into account the stakeholders, corporate responsibility, people and customer orientation (Pun, 2002, van Schalkwyk, 1998). TQM is considered that helps to improve the results of the company and is formed by hard and soft aspects. The hard side has a more operative orientation such as: relationship diagram, scatter diagram and control charts. While the social side is made up of human, more intangible in companies such as: participation of all, continuous improvement, management by facts, people management and relationships with suppliers, among others.

The social factors are relevant in the enterprises inasmuch as these improve the enterprises' quality; thence a mayor costumer's satisfaction is achieved as well as financial performance is improved (Agus, 2000). It can be established factors which indirectly affect the performance by means of hard factors; as a consequence, although these are less influential, hard aspects are bear in mind. Authors as Black and Porter (1996) claim that the soft aspects have to be companied by hard aspects since these are need to their correct implementation. Nevertheless, there are models as ISO 9000, which do not use multiple soft elements, but only one to improve some enterprises. As a result, as it may be seen further, it is necessary to use TQM as soft as hard factors in order to apply the quality form in the organization, obtaining a better performance, better results and a competitive advance.

Nowadays companies are looking for models of quality excellence, where social factors should have be worked and emphasized more. It is for this reason that the objective of this work tries to give more emphasis on the elements that form part of the social and

human organizations of the quality management and to see to what degree of responsibility the company, which is analysed in this paper, expects their fulfillment.

In this case the study was based on the telecommunications engineering company, Nayar Systems, formed by three commercial firms: Advertisim, 72 hours and Net4Machines. Its success is based on a continuous investment in R & D & I with a research and quality management model. Its headquarters are located in Castellón, was created in 2007 and currently offers its services in more than 128 countries.

Through the questionnaire profile of the EFQM model of excellence, an analysis of the social criteria of the organization will be carried out. An evaluation of the organization's activities comparable to the standard set by the EFQM model will be completed.

In the development of this study, the evolution of quality to the present will be carried out first. Then the difference between the social and technical aspects of quality will be shown through different authors, analyzing the social aspects of the management strategy of the quality. Afterwards, different quality models, the description of the EFQM model of excellence, of great importance in Europe will be analyzed and this part will conclude with the description of the social aspect in the EFQM model. Finally, a research methodology will be carried out and the results found in the analyzed company will be established.

3. THEORETICAL FRAMEWORK

This section is devoted to analyze the evolution of quality throughout history. Later, social and technical aspects of the quality management will be differentiated, underlining the most social aspect in the quality management strategy. Finally, a study of several quality models and EFMQ models will be conducted, standing out the social aspect of quality management of the EFMQ model.

3.1. Quality management

Throughout history people have been worried about the quality of what they acquired. Different terms and quality perspective appeared until the last one, known currently in the total quality management, used by many enterprises as strategy to obtain different benefits. For this reason, in this section it will be analyzed the different perspective of quality that have been appearing along history and the most relevant specialist of quality study.

At the end of 19th century and beginning of 20th century, due to the series-production model, first worries about quality appeared. Hence, the first quality approach, called inspection Control, started. This inspection is done by other person than who created the product. It consisted in a comparison of the service or product characteristics with a series of specific requirements at the end of the production with the aim of establish the approval of the production. The problem of this approach was that the inspection was carried out with the final production. So it was impossible and has higher cost for the enterprise.

Later on, after several investigations by W. Shewart, a second age started for the quality management, known as statistical quality control, in 1930. The idea consisted in very a number of products from a set to eliminate the inefficiency of inspecting all the products and to have less costs. Then, statistical techniques (control graphics) were developed to see the range of acceptable variability. Variability limits were established, whose random causes were accepted inasmuch as they depended on the source while the common causes depended on how the process worked and how they had to be removed. Quality was still being inspected by the production department without interventions from the direction or the organization. However, once again, this approach of statistical control of quality was abandoned because it only imply production department and it may have the risks of inspecting only few products from the total number.

In order to solve these problems, in 1950, a third quality age appeared. It was quality assurance. This new approach established that quality also has to be concern of other enterprise departments and new elements are taking into consideration: no-quality costs, zero defects and reliability engineering. In this new age, Juran establishes in 1951 that the high direction decides when to invest to avoid some defects, removing some cost and saving in the enterprise. Therefore, some advantages appear, as a proactive approach which helps to increase enterprise's efficiency and to decrease costs. Moreover, it builds a systematic quality management approach and assures processes are controlled and planned to avoid some defects; the principal inconvenient is that costumers are not considered in this model, which only considers the inner ambit of quality as acceptance of few features.

Since 1980 enterprises realized about the cultural relevance and quality management. This is caused by the fact that competition begins to grow and the markets globalize. Furthermore, by this time, different people, quality experts, introduce new concepts with the aim of understanding enterprise quality and these concepts are applied in Japan. Facing the loss of market leadership in the United States and Western countries, the most swamped markets and more informed consumers, enterprises set up quality as an important factor. In addition, as it was presented previously, Walter Shewart was one of the first quality experts who applied the statistical techniques in production.

In the following years, other expert called W. Edwards Deming was influenced by studies of W. Shewart. Deming established in his studies that to maintain enterprise within the market, to reach dividends, enterprises have to improve quality. He establishes that if the quality is improved, enterprises will reduce their cost since they could achieve less setbacks, mistakes and delays. Due to this improvement of quality and decrease of prices, enterprises earn more market business. The quality improvement was carried out since the materials reception until the product arrives to the consumer, even throughout the redesign and further service.

Quality, according to Deming, appears by means of the reduction of statistical variability, that is achieved by product improvement and making the service adequate to some specifications. Therefore, the statistical control and other techniques had to be known and established by all the workers.

Deming's process of improvement is based on the Shewhart's one. It is called Deming's cycle or PDCA cycle (Plan-Do-Check-Act); this is focuses on a strategy of continuous improvement that consists in four steps: Planning, Implementation,

Verification and Performance. This cycle of improvement is followed by the statistical techniques, designed by Deming in Japan with engineers and managers. Nevertheless, the Deming's most important contribution has been the fourteen steps of quality management (Deming, 1989), which are:

1. Create constancy of purpose toward improvement of product and service.
2. Adopt the new philosophy.
3. Cease dependence on inspection to achieve quality.
4. End the practice of awarding business on the basis of price tag alone.
5. Improve constantly and forever the system of production and service.
6. Institute training on the job.
7. Institute leadership.
8. Drive out fear.
9. Break down barriers between departments.
10. Eliminate slogans, exhortations, and targets for the work force.
11. Eliminate numerical quotas for work force and numerical goals for management.
12. Remove barriers that rob people of pride of workmanship. Eliminate the annual rating or merit system.
13. Institute a vigorous program of education and self-improvement.
14. Put everybody in the company to work to accomplish the transformation.

As it may be seen in the fourteen steps, it is not involved a better quality that can be achieved with technical aspects as better materials and process; but with more social and human concepts such as improvement workers' behavior and no-fear jobs. The differences between both concepts will be dealt. Although, here it is shown that the mayor advance that Deming did in quality was change the quality culture, focusing also on people.

Other specialist of quality, one of the most outstanding, was Joseph Juran, who look at quality on directive's role and he defines quality as the aptitude towards usage. This expert claims that aptitude towards usage consists in satisfy the clients' needs and reduce the deficiencies. In addition, he considers that an enterprise's problems are communication, coordination and organization. For this reason, he sets up quality management has to be built over improvement programs, employees' education and direction's leadership (Juran, 1993). Thence, the senior managers have to be instructed in quality management in order to take correct decisions, as well as the quality management control has to be carried out along the whole organization. He

wrote a book called *The Juran Trilogy* (Juran, 1986), in which he introduces three processes to accomplish a proper quality management and these are:

1. Quality Planning: establishing quality goals depending on the clients' needs and the media to achieve them. The steps, according to Juran, required in this step are: identification of which the internal and external customers are, recognition of their necessities, development of product features that respond the customer's needs, plan and establish process controls and transfer the plans to the operating forces.
2. Quality control: is realized by the operating staff to achieve the previous step goals. This step consists on the evaluation of actual quality performance, comparing it with the goals and the intervention in the differences.
3. Quality improvement: This step's purpose is to accomplish the better results of quality than the previous ones. This process is achieved with the senior direction's commitment, instruction of multifunctional equipment for the specific projects, better communication, overcome resistance towards changes and control to keep improvements.

This expert of quality concludes that in order to achieve success, organization have to make changes in quality management, by means of new management processes and renovated structure. With these changes it is possible to get quality improvement and, lastly, he highlights the social aspect of quality, regarding directives since they have to be leaders to make people aware of quality and to apply it properly in the enterprise.

Dealing with the next expert, Armand V. Feigenbaum, he is who creates the term total quality control, which understands quality as "what the customer wants". His most important boos is *Total Quality Control* (Feigenbaum, 1961) in which he was the first who sated that quality is everybody's responsibility, a holistic perspective of quality. So, everybody has to understand quality management, all the activities, and to center in satisfy customers. For him, the statistical methods are important, but not a part of the management system. Human relationships are important for the quality control in the enterprise, mainly in the case of social aspects of quality.

Furthermore, in his book, he reaffirms the quality costs, setting up their classification into: revision costs, prevention and internal and external failure costs. Finally Feigenbaum establishes three principles for enterprises which have the maximum quality:

1. Leadership in quality, since it must be planned.
2. Modern quality techniques, by means of all departments' integration, inasmuch as all of them are responsible of the enterprise's quality.
3. Organization's engagement because workers' motivation and capacitation is important in the enterprise.

Finally, one of the most important authors, regarding quality, is Philips Crosby, whose well-known book is "Quality is free", published in 1979 and affirms that quality has not costs, it is free. This quality generates benefits in the organization, what has costs is making things without quality. Additionally, Crosby developed four absolute principle of quality management:

1. Quality is conformance of the requirements
2. The way of accomplishing quality is due to prevention.
3. The only standard is zero-defects.
4. The cost of making things wrong is the quality measure.

Besides, he established fourteen steps to improve quality, those are:

1. Management commitment.
2. The quality improvement team.
3. Quality measurement.
4. The cost of quality.
5. Quality awareness and information
6. Corrective action method to solve problems.
7. Zero defects planning.
8. Quality personal education.
9. Introduce "Zero Defects Day"
10. Goal setting.
11. Error-cause removal.
12. Create a recognition program.
13. Convoke Quality councils.
14. Do it over again.

Although most of these gurus focus on achieve zero defects and control processes, they have been adding some new concepts related to people's worries, principal concern in this essay. Deming established in his fourteen steps the relevance of the fact that employees work together in team and that departments communicate each other. This contributions, together with the previous dealt such as that quality is what

the customer wants as well as the whole organization's responsibility, according to Feigenbaum, as well as Juran's continuous improvement and Crosby's statement that quality has not costs. In these visions, it is found one of the basic principles of actual quality: Total Quality Management (TQM).

TQM appears to give answer to new challenges as competence increase in: design, price, capacity and time, due to globalization in markets. A new huge technological change in a rapid and progressive way provokes that clients become more exigent because of the vast variety of offers. As a consequence of this situation, organization cannot have only one zero defects process, cheap and quick facing the most competitive markets, where enterprises can offer the same products with similar conditions. Ergo, TQM offers a new perspective to quality, in which enterprises center themselves in new aspects as people, and relationships among them.

Gomis and Valero (1990) define total quality as a management system of quality that takes into account every relationship in the enterprise- as external clients as internal ones-; all enterprise's activities and continuous improvement. Besides, the company Procter & Gamble (1987) clarifies that total quality is a widen knowledge of the enterprise's whole system, to achieve continuous improvement offered to the consumers, have the correct conditions to its usage. Finally, The Asociación Española – Spanish Association- OF quality (1987) set that total quality is present in every single activity in the enterprise, so it is all members' responsibility, bearing in mind everybody, based on prevention. It searches every member's satisfaction in the enterprise.

TQM involves the introduction of corporative culture and a directive system that centers in fulfilling consumers' expectations, reducing costs of enterprise's wrong quality. Thanks to this method, enterprises can improve the participation in the market and competitive position. En relation to the principal elements of TQM, these are: the improvement of important quality to survive to long dateline, the quality considered to satisfy clients and take into consideration as suppliers as clients, working horizontally by means of a systematic approach. Besides, directive has to promote the continuous improvement of the product or service, in order to foster that employees take their own decisions, give importance to changes and instruction. In addition, Waldman (1994) underlines that TQM has effects in the professional performance and has to involve personal and systematic factors to understand this performance.

Among all the masters' definitions and approaches, it can be distinguished these common aspects considered the main principles of TQM:

1. Customer-oriented: the intention of knowing what the (internal and external) client wants and the creation of processes and products in consideration of their needs. Quality is what clients want (Feigenbaum, 1961).
2. People orientation: quality is the responsibility of all employees and they have to have training and autonomy in their work (Feigenbaum, 1922)
3. Directive Leadership and commitment: TQM looks for a new leadership that helps to impulse quality principles, manages changes and be participative. The managers have the responsibility of 85% of quality problems. (Juran, 1951).
4. Continuous improvement: TQM is considered a no-ending process. (Deming, 1982)

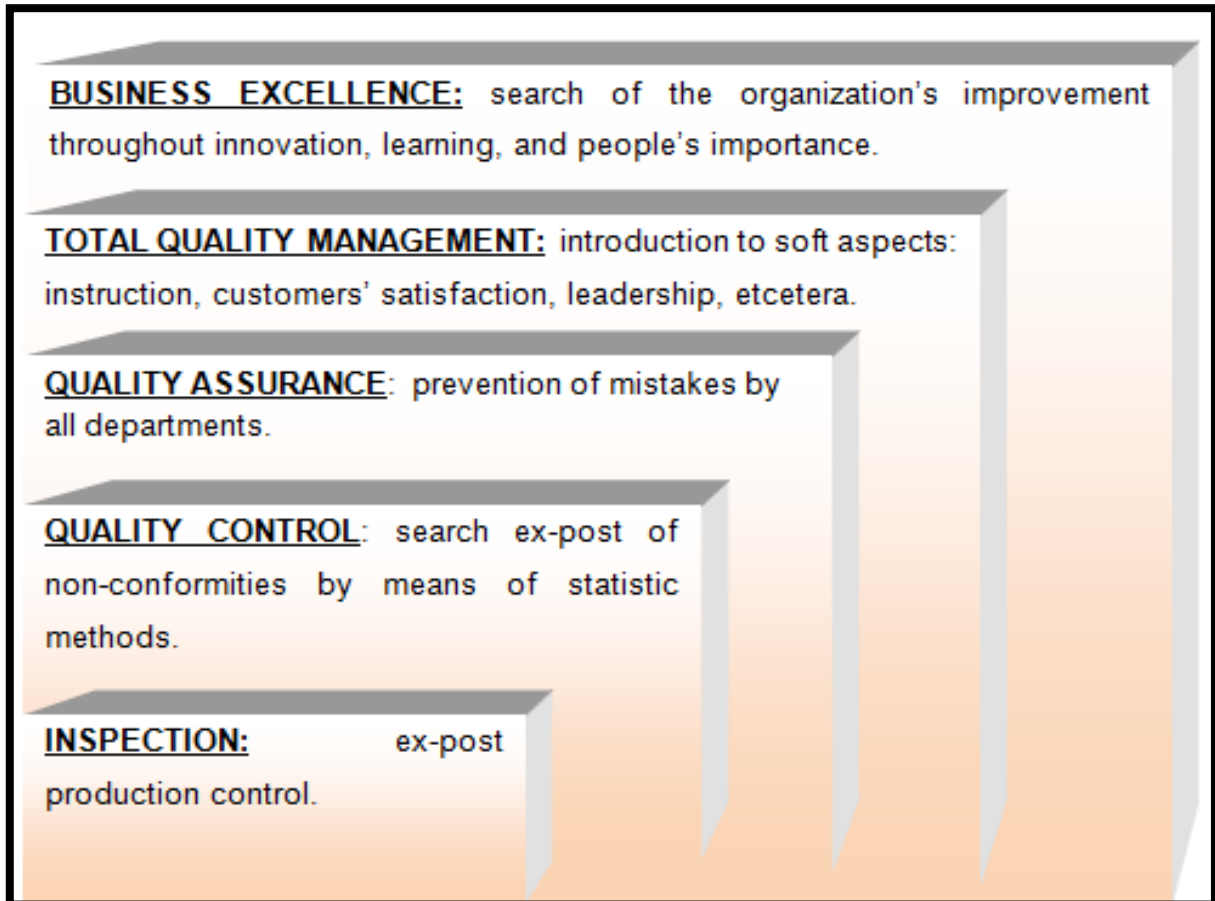
In the 21th century, TQM philosophy started to be understood deeper by enterprises and get implemented, due to the excellence models' appearance (Sun et al; 2004). These models define GCT in a way that administration comprehends the concept, helping to manage and develop their activities of continuous improvement in the distinct ways. (Van de Wiele et al; 2000). Ghobadian & Woo (1996) examined the relation between what the organization does and the possible future results to be obtained. By mean of these models, the enterprises achieve: innovation, key process development and leant to accomplish business excellence (Farris et al; 2001).

Additionally, Dahlgaard-Park (2011) indicates that in the last years TQM has decreased its interest, producing that organizations highlight more term of business excellence. Metaxas & Koulouriotis (2014) affirm that the excellence is related to the emotional state of executives, individuals, workers and interested people. In this new concept, the focus is on customer, innovation, learning, culture, continuous improvement and employees' empowerment (Wang & Ahmed, 2001, Wong, LC & Ahmed, KP, 2001), terms quite similar to the TQM soft aspects. According to the European Foundation for Quality Management (EFQM) (2010), throughout excellent organization it is possible to get a mayor efficiency and competitiveness. Executive and directors' leadership is outstanding for the business excellence implementation by means of people investment, instruction, and motivation as well as creating a mind changes (Metaxas & Koulouriotis, 2014). With the business excellence, the organizations have to create sustainable changes, besides leaders have to create a continuous learning culture, to be open to new ideas and to reward creativity (Titus, Covin & Slevin, 2011).

Therefore, the new dimensions, relevant in the business excellence, are searched by enterprises to be more competitive in the current globalized world. In the definitions of TQM from these models, it is possible to differentiate soft and hard factors (Vouzas &

Psychogios, 2007), which are going to be describe further. Mainly, it will be an emphasis on quality soft aspect, which highlights excellence models. Among the soft aspects, human resources and leadership are outlined because they have to be together with social aspect to obtain a better organizational performance (Rahman & Bullock, 2005).

Illustration 1. Quality evolution



Source: Own Preparation

3.2. The distinction between soft and hard dimensions of quality.

As it have been mentioned previously, according the different studies, there are some important criteria to TQM success, which could be classified depending on their nature into social and technical aspects. (Pajogo & McDermott, 2005). QM has two sides, on the one hand, the hard side makes references to technical aspects of quality; on the other hand, soft QM is related to social attributes or behavior (Wilkinson, 1992). In this section, some of the most relevant elements, which are part of these TQM aspects, are going to be defined.

Regarding TQM technical factors or hard side, these are operative-oriented. These help to achieve continuous improvement, to apply the total quality management principles and to support decision-making (Gadenne & Sharma, 2009). Moreover,

these factors are necessary since they support and make visible operational management that is carried with social factors (Black & Porter, 1995). Among these factors, it is possible to find terms as: Pareto analysis, decision trees, cause-effect diagrams, control graphics, and “just in time” philosophy principle (Jung y Wang, 2006). Authors as Laosirihongthong, Teh & Adebajo (2013) add terms such as flow charts. Other terms introduced by Lewis (2006) are zero-defects, management processes and product design. Sharma & Gadenne (2009) introduces the term benchmarking and quality measure. Vouzas & Psychogios (2006) highlight also Ishikawa diagram.

TQM social or soft aspects have a human-oriented quality management related to human resources and leadership (Prajogo & McDermott, 2005). These social factors are formed by more intangible terms, therefore, they are more difficult to be measured and observed. Among these factors it is possible to find personal commitment, costumers approach and an organization’s shared vision (Gadenne & Sharma, 2009).other to social factors underlined are: people management and relationship with suppliers (Teh, Adebajo, 2013). Yang (2006) reaffirms other term which is instruction. Authors as Vouzas & Psyhogios (2007) point elements as the employees’ empowerment, culture of quality and teamwork. Lewis y Pun (2006) also gives importance to personal management. In the following table, the main common aspects highlighted by several authors are shown:

Table 1. Distinction between technical and social dimensions

Technical Dimension: Hard side	Social Dimension: Soft side
<ul style="list-style-type: none"> • Pareto’s analysis • Decision trees • Cause-effect diagrams • Control graphics • Just in time philosophy principles • Flow chart • Benchmarking • Product design • Ishikawa’s diagram 	<ul style="list-style-type: none"> • Leadership • Shared vision • Labor force commitment • Personal management • Team work use • Personal instruction • Communication • Customers’ approach • Relationship with suppliers.

Source: own preparation

3.3. Social issues in a quality management strategy.

As consequence of huge worldwide competition, enterprises worry more about having a competitive advantage and efficiency improvement (Forza & Filippini, 1998). For this reason, they usually apply performances which assure quality as Total Quality Management, used to satisfied costumers' needs (Pun, 2002). As it have been said previously TQM is consist on soft and hard sides. In relation to TQM social factors, they are considered as a mayor interest to enterprises because they allow continuous growth and competitive advantage improvement (Psychogios & Wilkinson, 2007). Notwithstanding, technical factors are also taken into account in the quality management strategy implementation inasmuch as they are the systems and tools that support social factors implementation too (Oakland, 2000).

Literature highlights the fact that TQM soft aspects have a direct impact in hard TQM, for this, proper soft TQM have to be established, for the correct hard TQM usage. Moreover, some hard TQM elements have a direct effect in the productivity such as JIT principle. However, soft TQM elements are highlighted since, besides affecting directly efficiency, they also affect indirectly throughout hard TQM. Other authors as Black & Porter (1996) indicate that, in spite the fact that social aspects are more relevant for the organizational performance, these have to be supported by hard aspects for their correct implementation.

Regarding soft aspects, Dow et al. (1999) states: shared vision, costumers service and labor force commitments are related to performance. Laosirihongthong, Teh & Adebajo (2013) indicated that leadership, personal management and suppliers' relationships are yet most important soft aspects in quality management. Rahman et al. (2005) point aspect as leadership, shared vision, labor force commitment, equipment usage, client-centered and suppliers' relationships. Jung and Hong (2008) emphasize employees' commitment, customer approach and coincide with the previous mentioned author in leadership.

Authors as Sharma & Gadenne (2009) describe that among the soft factors, it is found: leadership, suppliers' support, clients and employees' participation, workers' instruction and customer-oriented culture as well as the whole organization's shared vision. Tenh, Adebajo (2013) underline: leadership, client-focus, personal management and suppliers' relationship.

Vouzas & Psychogios (2007) coincide in the classification of some social factors, previously established, for example: client's satisfaction, employees' commitment, progressive instruction and they add some elements as teamwork, personal

management and commitment, and senior direction support. Searcher as Lewis (2006) establish that social TQM aspects are related to personal aspect or human resources (RH) and behavior, for illustration: education, instruction, leadership, teamwork, costumers' satisfaction, suppliers' contact, integration of costumers and suppliers' opinion, human resources usage and communication. Powell (1995) highlights the following soft aspects: leadership and human resources management. Jung & Wang (2006) attributes leadership and communication with employees to social factors. Those same authors introduce other classification where inside soft factors, it is established: capacitation.

Lewis, Pun & Lalla (2006) coincide in social aspect such as: customers focus and satisfaction, teamwork, employees' commitment, communication, personal capacitation, human resources management and suppliers relationship.

There is other distinction among social TQM that are connected to organizational citizen behavior (OCB) at enterprises. Beside, in relation to innovation, some aspects are differentiated such as leadership and personal management, which are classified inside a more organic dimension (Prajogo & Sohal, 2004).regarding more human aspects, referred to the soft side of TQM, are highlighted leadership, employees' commitment, learning, capacitation and teamwork (Bowen &Lawler, 1992).In the following table, there is a comparison of the different social aspects, which authors reveal:

Table 2. Comparative table of social aspects

Authors/Dimensions	Leadership	Shared vision	Workers' commitment	Personal management	Team work use	Personal instruction	Communication	Customers' approach	Relationship with suppliers
Dow et al. (1999)		X	X					X	
Laosirihongthong, Teh y Adebajo (2013)	X			X				X	X
Rahman et al.(2005)	X	X	X		X			X	X
Jung and Hong(2008)	X		X					X	
Sharma y Gadenne (2009)	X	X	X			X		X	X
Vouzas y Psychogios (2007)	X		X	X	X	X		X	
Lewis(2006)	X			X	X	X	X	X	X
Powell (1995)	X			X					
Jung y Wang (2006)	X					X	X		
Lewis, Pun y Lalla (2006)			X	X	X	X	X	X	X
Prajogo y Sohal, 2004	X			X					
Bowen y Lawler, 1992	X		X		X	X			

Source: own preparation

Nevertheless, the most outstanding soft TQM aspect, in which most of the author agree, affecting the organizational performance are the ones described next:

- **Leadership:** Rahman et al. (2005) establishes that the senior direction shares with the rest of the organization the same future path for the enterprise, provides change too with the aim of achieve excellence and create a culture of innovation, learning and improvement. They remove the barriers among department and individuals in order to produce enterprise unity, encouraging employees to share their own ideas. Leaders have to foster customer-approach and the comprehension of their needs (Cai, 2009), build close relationships with suppliers (Wong, 2002) as well as carry out a proper personal management (Ooi et al; 2013). Jung and Hong (2008) set that leaders change organizational culture, share vision and provide modifications to provoke a better outcome in the enterprise. Sharma & Gadenne (2009) also indicate that the quality program and its principles have to be supported by directives.

- **Shared vision**: it is agreed that the enterprise has to define and communicate the strategy, vision, and mission and planning in a written way; with the purpose that everybody who is part of the enterprise has the same orientation and create a quality culture inside the enterprise itself (Rahman & Bullock, 2005).
- **Force labor commitment**: there are actions considered to be present in the enterprise, to help and teach people to: have commitment with it, and satisfy them. Among these: use of production workers' ideas, look for continuous improvement, make changes, set up innovation culture, eliminate barrier among workers, capacitation and employees' flexibility as well as bilateral communication. Furthermore, it is set up that employees have the quality responsibility, since all these soft aspect are which are produced thanks to workers and organizational performance (Rahman & Bullock, 2005). Some authors as Jung and Hong (2008) state that employees should be empowered, have compensation and recognized, increasing their participation and motivation, improving their performance.
- **Personal management**: Laosirihongthong, Teh & Adebajo (2013) indicates that proper instruction is important; the same as personal development, satisfaction and keeping a positive environment in the work place that fosters safety, health and wellness among workers. Additionally, workers' correct communication, capacitation and flexibility towards their professional planning.
- **Team work use**: organizational efficiency increases throughout employees' participation and teamwork implementation. In this case, it is underlined the use of quality cycles, cellular teamwork or problem-solution, with which it is possible to raise organizational performance (Rahman & Bullock, 2005).
- **Personal training**: Rahman & Bullock (2005) establishes that instruction during one year is an important element for personal training, which implies a mayor organizational performance. Sharma & Gadenne (2009) also set up the employees' instruction of quality principles.

- **Communication**: it is established an ascent and descent communication along the whole company, which produce a performance improvement (Lewis, Pun, 2006).
- **Customer-approach**: Rahman & Bullock (2005) point that people in the organization have to know the customers' needs, their importance and communicate them to the rest of the organization. In order to make clients communicate easily with the enterprise, it is need to build a close connection with them (Laosirihongthong, Teh & Adebanjo, 2013). In addition, it is important to create a culture which employees look forward to satisfy customers' needs and expectations (Forza, Filippini, 1998). Employees' empowerment helps to take decision more related to costumers, making better relationships with them (Ahire & Dreyfus, 2000).
- **Relationship with suppliers**: quality has to be established along the whole distribution chain, for this reason the enterprise has to work with suppliers in the product development process, to improve them and then achieve a better organizational performance in the enterprise (Rahman & Bullock, 2005). Besides, long-term relationships are underlines, selecting suppliers and creating communication and participation to produce innovations (Laosirihongthong, Teh & Adebanjo, 2013).

3.4. The EFQM Model

3.4.1. QM Models

Quality management models are used in organizations as references to apply: principle, practices, management, control and quality improvement. There, elements in which the model consists are indicated, the principles that will be applied in the enterprise and how they are supposed to be applied. Criteria has to be own a model that can be established by the own organization or can be used in any other quality management model. Enterprises which prefer to adopt quality models that focus on assurance will keep being more normative models as ISO standards, later explained.

Besides, inside these quality models, there are others known as total quality management models. These are differentiated from the ISO standards because TQM models are used as guide for enterprises to present international quality awards. Regarding these TQM system, they requires an organizational and complex cultural

change. Among the most highlighted, it is possible to find: Excellence Models EFQM, Malcom Baldrige National Quality Award, and the Deming Prize assessment criteria.

It is important to mention that these models have the needed elements for the enterprises to take as guide to be applied the TQM, related to implementation efforts and the expected results. Furthermore, they help to integrate the management systems. They also ease strengths and weaknesses with the aim of making improvement actions, learning and innovation. It is also relevant the fact that these models, as tools for self-assessment so the enterprises can be present in the quality awards, allow companies to: examine their activities and result, comparing the, with their excellence model (Hillman, 1994; Conti, 1993), apply better quality strategies and make a TQM plan (Porter y Tanner, 1996; Bohoris, 1994).

Enterprises, that are present in these awards, aware that having an excellence quality management to increase competition and they are business models to be followed by other enterprises that want to improve quality. In general terms, all these models help the enterprises to find lacks and improvements, being more efficient throughout established criteria and rules. Later on, some models are going to be described: ISO 9001, Malcom Baldrige National Quality Awards (MBNQA) and Deming Prize evaluation criteria. Finally, the EFQM model will be highlighted and its social side since it is the most relevant models in this study.

3.4.1.1. International Standards Organization (ISO)

The origins of ISO had place in 1946 in London, where 25 nation delegates met to create an international organization on purpose of setting coordinate and unified industrial standards in all the fields, except the electronic. These standards were intended to be established world widely, removing technical barriers in certain activities and helping to impulse the international trade. In 1947, International Standards Organization (ISO) was created in Genève, Switzerland. Currently it is formed by 164 countries, 3335 technical committees, more than 19000 published standards and more than 150 employees. In this organization, international rules called ISO are created, adopted by all members. In addition, ISO is considered as the mayor quality standards developer, and these are applied in a voluntary way in the enterprises.

Stressing that it exist a huge variety of different standards as: environmental management (ISO14000) or Digital regulation security (ISO 27037), among others. The most used ISO in the European level is the rule that establishes a referential background to quality management in the enterprises (ISO 9000). This rule assures a formalization of working processes, that the products and services satisfy the customers' expectations, according to the set principles and terms. From this rule, which have been changed for years, other rules appeared as ISO 9001, ISO 9004 and ISO 19011. Specifically, the rule ISO 9001 is formed by a set of requirements needed to apply a quality management system and to obtain a certificate. As it is shown in the following graphic from the chapters 1 to 3, it is a summary of terms, conditions and information for the organization, the chapters 4 to ten are the one that indicate the requirements for the rule and are the one that the enterprise has to obey to be certified.

Illustration 2. ISO 9001 Structure

Estructura de la Norma ISO 9001: 2015	
0 Introducción	
1 Objeto y campo de aplicación	
2 Referencias normativas	
3 Términos y definiciones	
4 Contexto de la organización	
4.1 Comprensión de la organización y su contexto	
4.2 Comprensión de las necesidades y expectativas de las partes interesadas	
4.3 Determinación del alcance del sistema de gestión de la calidad	
4.4 Sistema de gestión de la calidad y sus procesos	
5 Liderazgo	
5.1 Liderazgo y compromiso	
5.2 Política	
5.3 Roles, responsabilidades y autoridades en la organización	
6. Planificación	
6.1 Acciones para abordar riesgos y oportunidades	
6.2 Objetivos de la calidad y planificación para lograrlos	
6.3 Planificación de los cambios	
7 Apoyo	
7.1 Recursos	
7.2 Competencia	
7.3 Toma de conciencia	
7.4 Comunicación	
7.5 Información documentada	
8 Operación	
8.1 Planificación y control operacional	
8.2 Requisitos para los productos y servicios	
8.2.1 Comunicación con el cliente	
8.2.2 Determinación de los requisitos para los productos y servicios	
8.2.3 Revisión de los requisitos para los productos y servicios	
8.2.4 Cambios en los requisitos para los productos y servicios	
8.3 Diseño y desarrollo de los productos y servicios	
8.3.2 Planificación del diseño y desarrollo	
8.3.3 Entradas para el diseño y desarrollo	
8.3.4 Controles del diseño y desarrollo	
8.3.5 Salidas del diseño y desarrollo	
8.3.6 Cambios del diseño y desarrollo	
8.4 Control de los procesos, productos y servicios suministrados externamente	
8.4.2 Tipo y alcance del control	
8.4.3 Información para los proveedores externos	
8.5 Producción y provisión del servicio	
8.5.1 Control de la producción y de la provisión del servicio	
8.5.2 Identificación y trazabilidad	
8.5.3 Propiedad perteneciente a los clientes o proveedores externos	
8.5.4 Preservación	
8.5.5 Actividades posteriores a la entrega	
8.5.6 Control de los cambios	
8.6 Liberación de los productos y servicios	
8.7 Control de las salidas no conformes	
9. Evaluación del desempeño	
9.1 Seguimiento, medición, análisis y evaluación	
9.1.2 Satisfacción del cliente	
9.1.3 Análisis y evaluación	
9.2 Auditoría interna	
9.3 Revisión por la dirección	
9.3.2 Entradas de la revisión por la dirección	
9.3.3 Salidas de la revisión por la dirección	
10. Mejora	
10.2 No conformidad y acción correctiva	
10.3 Mejora continua	
Anexo A Aclaración de la nueva estructura, terminología y conceptos	
Anexo B Otras normas internacionales sobre gestión de la calidad y sistemas de gestión de la calidad	

Source: retrieved from: Tema, "Las Normas ISO 9000" (Academic notes AE1039-Quality Management)

Chapter 4. Organizational and its context: analyze criteria as an enterprise' inner and extern analysis, identify interested parts and their needs.

Chapter 5. Leadership and Commitment: the rule indicates that the direction has to be engaged with the SGC.

Chapter 6. Planning: Establish a proactive and preventive character towards opportunities and risks respectively.

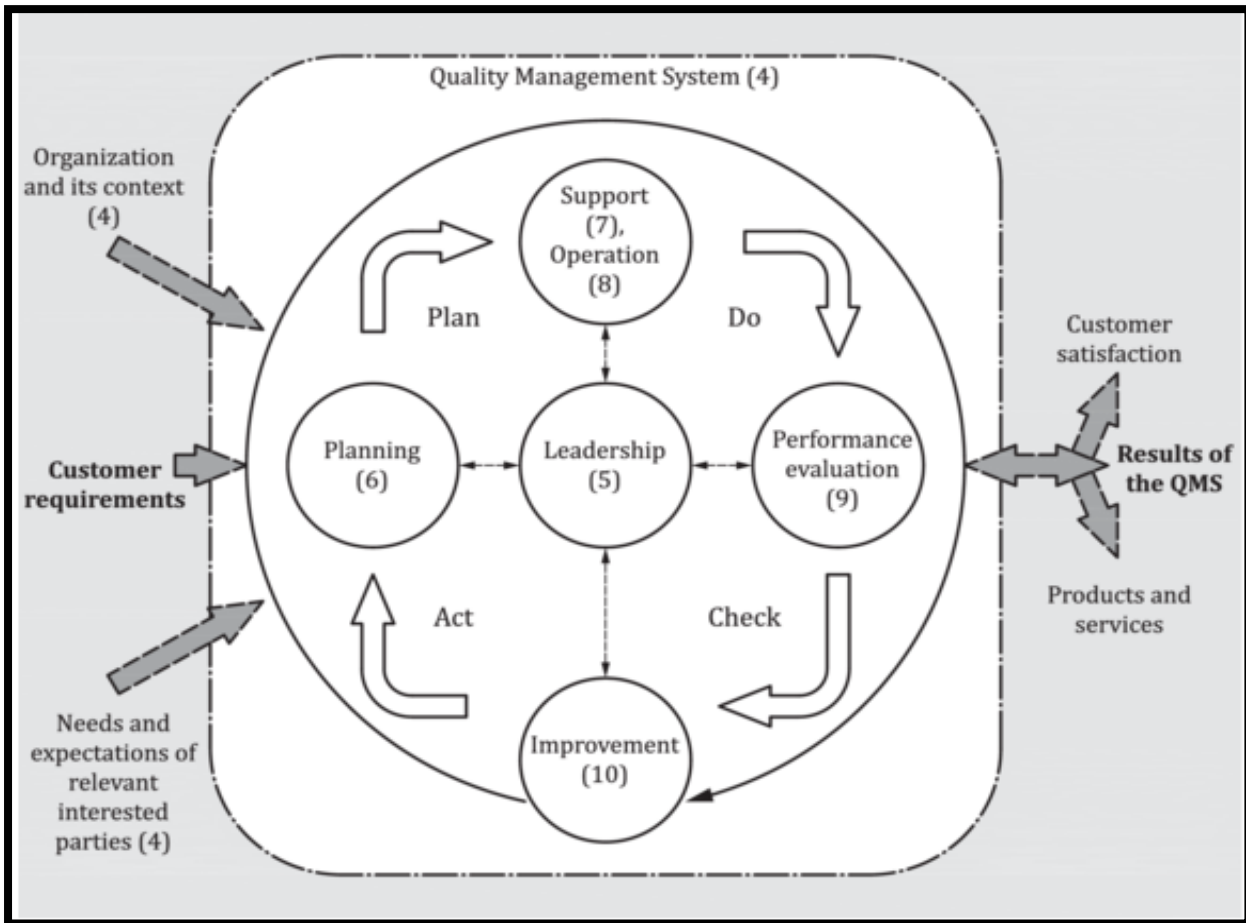
Chapter 7. Support: it is indicated that direction has to give the needed resources to the implementation of the SGC.

Chapter 8. Operation: plan and develop processes and establish the products and services requirements.

Chapter 9. Performance evaluation. It implies supervision, mediation, analysis and evaluation. Make a supervision of all the interested parts, make inner authoring and revise the SGC regularly by the direction's part.

Chapter 10. Improvement: giving initiatives to improve projects, to investigate causes of non-consistencies and to face the consequences. Direction has to revise the opportunities, low performance areas and create an improvement project.

Illustration 3. Quality Management System according to ISO 900



Source: ISO 9001: 2015 (en)

In the previous graphic the PHVA cycle is observed. By means of this, ISO join the chapter from 4 to 10. This cycle is applied to all the processes and produce influence of some over others. It deals with it as a quality management system and as a continuous improvement intention.

It may be establish that ISO 9000 is formed by international standards that assure the efficient operation of enterprises (Lee & Palmer, 1999; Chin et al; 2001). As it has been set previously, enterprises that want to build a total quality management system strength the soft factors to apply TQM (Quazi et al; 1998) in order to improve the organization's performance.

The ISO 9001 gives more importance to hard factors than the TQM's soft ones, and less to the QM social factors.

For this reason, enterprises using ISO rules, specifically the most use ISO 9001 to establish TQM systems; will have to incorporate soft factors (Lewis, Pun & Lalla, 2006).

This is the reason why in the last years many enterprises have been stopping using this model to apply others for TQM as EFQM, since it contains as social as technical factors (Baena, 1998; 55). Furthermore the ISO 9001 only establishes rules for the quality management system, while the EFQM model is applied in every part and activity within the company, with a further achievement.

3.4.1.2. Deming Award.

This model appeared in 1951 to become the main background to transform management and improve organizations in Japan. It was created in Deming's honor, since after the Second World War; Deming explains the statistical techniques to control quality, which help Japan to improve quality. The award is divided into two modalities:

- 1) Destined to enterprises in relation to three categories: Big, Big enterprises' divisions and medium-small enterprises.
- 2) Attributes people who help total quality control

This model is based on ten criteria that are evaluated by a committee to win the award. The criteria in which the evaluation consists on are:

1. Direction policies.
2. Development of human resources regarding quality.
3. Organizational cooperation by part of the quality control departments, responsible and authorities.
4. Search and use of inner and external information.
5. Standardization.
6. Statistical tools usage.
7. Control of quality problems and how they are analyzed.
8. Quality guarantee.
9. Results and examination of the level improvement existence.
10. Future quality plans.

Enterprises which want to participate in this award should create a written document, including: separated reports from each department, indicating the previous mentioned criteria and indicate how they carry out quality control. These reports will be revised and the enterprise will be visited. Evaluators may ask questions and the evaluation reports may be brought to the committee with other enterprises, to select the winner. Finally, the committee offers recommendations to the enterprises that do not win, and then they could improve and approach to TQM.

3.4.1.3. Malcolm Baldrige National Quality Awards (MBNQA)

In 1987 the Malcolm Baldrige National Quality Awards appears, under his creator's name, who was the United States Secretary of Commerce. This award is created due to a decrease in competitiveness and efficiency of the North-American companies. It is divided into three application branches: services, production and small enterprises, even two of the enterprises among each branch can win the award.

In this award there are seven criteria, divided into sub-criteria, among 1000 different points. The criteria are:

1. Leadership: it is analyzed how the leaders guide the organization and how the organization manages its responsibilities: ethics, with the community and legal. Ugboro & Obeng (2000) consider that it is the most important element to cultural change and performance improvement.
2. Strategy planning: it establishes how the organization develops and modifies its goals and strategic plans.
3. Customers' and market service: it determines how the organization set up relationships with clients and analyses their needs, expectations and preferences.
4. Knowledge mediation, analysis and management: it proves that the organization selects, analyses its data and revise its performance.
5. Human resources approach: it establishes how the labor system, instruction and motivation allow workers use all their abilities.
6. Management through processes: it determines the key aspects in management processes, to increase the organization and customers' value. Ahire & Dreyfus (2000) consider this criterion as part of the hard TQM with the usage of data to design the processes.
7. Results: it examines the organization's commercial performance in all the key areas and compares it with the competence.

It is important to highlight the leadership elements, customers' and market approach and the strategic planning since they involved the results obtained by the organization (MBNQA, 2007). The enterprises that are present in this quality award have to write a report, including the seven criteria, to be assessed by a council. The enterprises with the higher scores are visited to prove the data. Finally, some judges evaluate the results, naming the winner and indicating the possible further improvement for the non-winner companies. At the European level EFQM is used, later explained.

3.4.2. Description of the EFQM Model

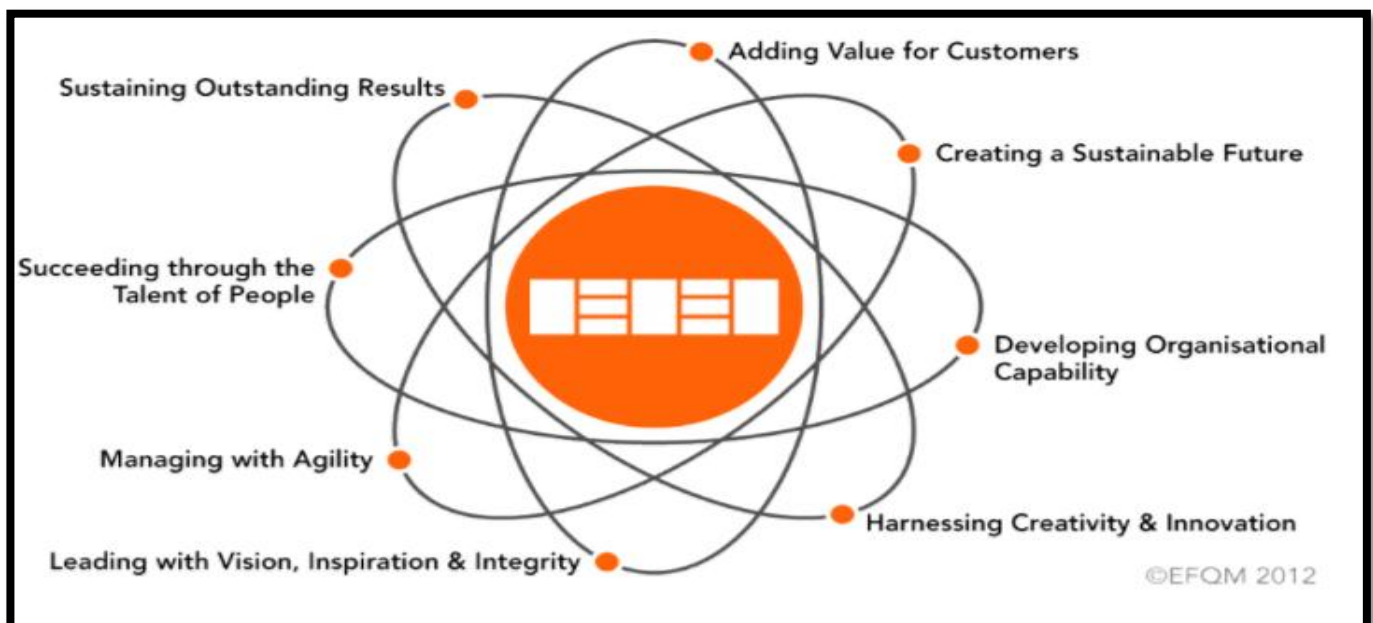
In 1988 European Foundation of Quality Management is created by 14 European Enterprises to promote its position in the global markets. Later in 1991 the organization EFQM with the European Quality Organization and the European Union Commission created the EFQM model, based as European reference model for the total quality management. In 1991 this model was named as Business Excellence Model, it established that the results were superior when people were involved in the improvement process. In 1999 it was denominated EFQM Excellence Model, including learning and innovation as important elements to obtain the competitive advantage. Besides, it is given more importance to interest groups and clients, knowledge, results throughout strategy, and model's criteria and sub-criteria. In 2003 it had some modifications and the last model is the one from 2013.

The EFQM model is therefore a global management background to improve the organization and achieve an excellence management. This model is formed by three components, since it is well integrated to help enterprises to: carry out a good management, develop excellence culture, foster innovation, improve results and compare with other organizations in relation to achievements and qualities. Furthermore, enterprises can achieve excellent levels of performance (EFQM, 2013). The three components, which are part of this model and allow achieving sustained success, are described later. These are: Excellence fundamental concepts, Excellence EFQM model and RADAR matrix.

a) Fundamental concepts of excellence.

They are the basic elements for an organization to have the sustainable excellence, as common languages for the organization. In this following graphic the essential concepts may be observed:

Illustration 4. EFQM Fundamental concepts.



Source: EFQM Organization

- Adding value for customers: excellent enterprises have to know their clients, anticipating to their needs and expectation. They are continuously in contact with them and have to assure that people have the needed resource to offer the mayor experience to the customer.
- Creating a sustainable future: it makes reference to how the enterprises have a positive impact since they improve the environmental, economic and social conditions, while they increase their performance. At the practical level, organization's future is assured when communicating the vision, values, sustainable strategy, encouraging interest groups to participate in activities that benefit society.
- Developing organizational capability: organizations have to manage the change to improve their capabilities. They identify their lack of some capabilities and establish a values chain and a culture to a continuous improvement. Thanks to the values chain, they are sure of having the adequate resources.
- Harnessing creativity and innovation: Due to continuous improvement, better results, mayor value and innovation are achieved. It is set up indicative for

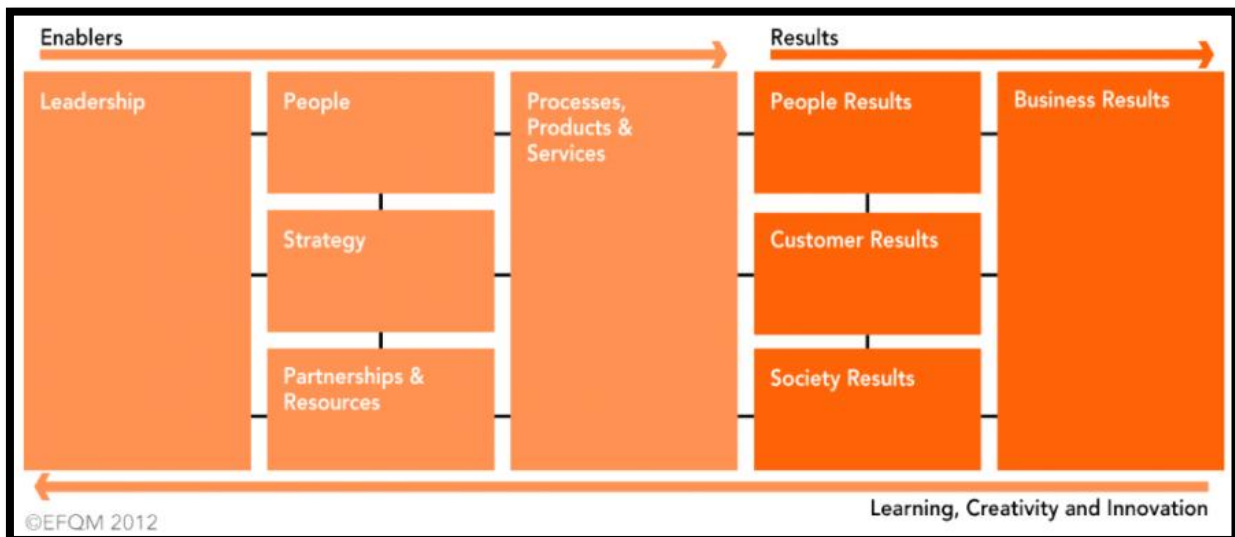
interest groups to provide ideas and innovate, create collaboration and instructions networks to renew processes, products and marketing.

- Leading with vision, inspiration and integrity: leaders form the organization model future the future by means of their own ethics and values that make it actual. The leaders, thanks to their actions, experience and behavior, create a continuous improvement culture, as reference models. They also share values, strategic orientations, and achieve that the contributors share the enterprise' vision and mission.
- Managing with agility: opportunities and threatens are detected and the organization responds efficiently and effectively. Practically, they use mechanisms to detect extreme changes and observe their main processes' efficacy and effectiveness by means of output indicators.
- Succeeding through the talent of people: the organization value people, allowing them to achieve their goals and the organization's ones, giving then responsibilities and delegation. The excellent organizations, in their praxis, establish personal competencies and capacity, maintaining their talent, building balance between personal life and labor, giving recognition to the achievements and efforts to those people who improve and innovate.
- Sustaining outstanding results: the excellent organization maintain their excellent results for a long period to achieve the interest groups' expectation and needs.

b) Excellence EFQM model.

This is the model related to labor; it is a non-prescriptive working framework -as it is observed in the following graphic-. It is based on nine criteria, which is introduced in two classifications: the enablers agents, formed by five criteria, and results, formed by four criteria. The enablers agents describe the means that the enterprise establishes to achieve the results, as leadership or people. The results are a reflex of facilitating agents; setting up what the enterprise has reach in the last years, as results in the customers (Mateo, Ilzarbe, Sangüesa, 2005). Throughout the results, learning innovation and creativity are got to help facilitating agents' improvement, at the same time the results do it (EFQM, 2013). Next, it is detailed each criteria, its definitions and the sub criteria they are formed by.

Illustration 5. Excellence EFQM Model criteria.



Source: EFQM Organization

1. **Leadership.** Leaders of the organizations are seen as reference models in terms of ethical principles and values; thanks to them it is possible to model the future of the organization and is flexible towards continuous success. The sub-criteria are.
 1. a. Leaders develop a mission, vision, values and ethical principles to act as reference model.
 1. b. Leaders define, control, revise and encourage as management system improvement as organization's efficiency.

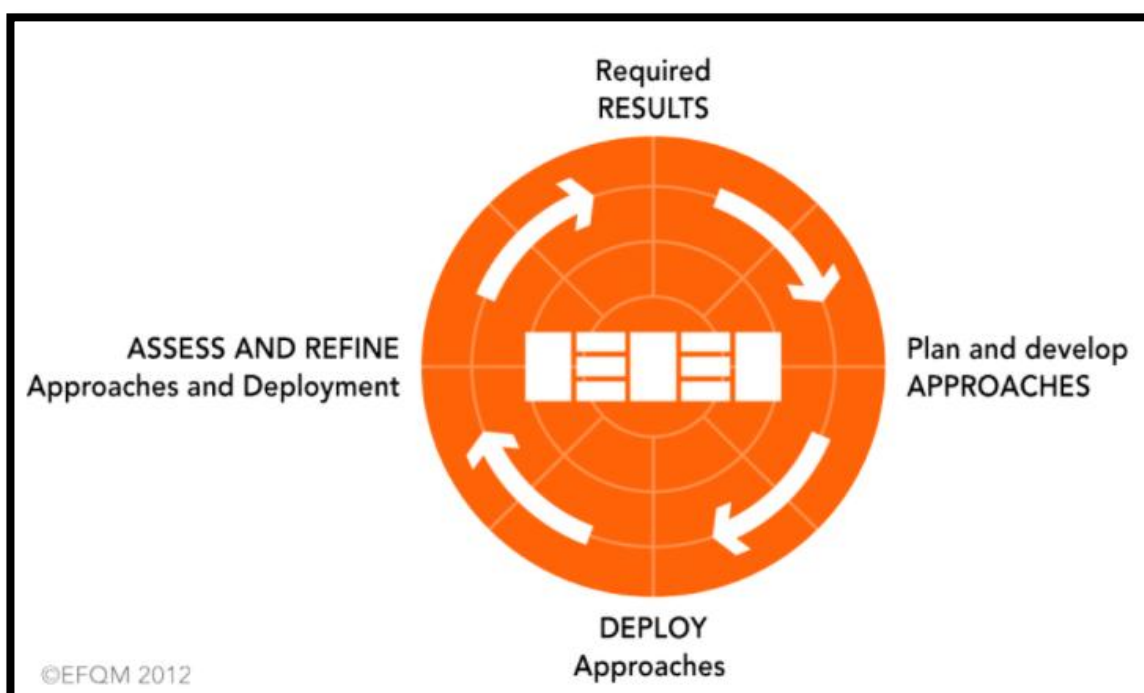
- 1. c. Leaders are implicated with external interest groups.
- 1. d. Leaders support excellence culture among the people in the organization.
- 1. e. Leaders assure that the organization is flexible and manage changes in an efficient way.
- 2. **Strategy.** Organizations create a strategy based on their own interest groups to establish their mission and vision. In order to make this strategy effective, there are: policies, goals, plans and processes. Regarding the sub criteria:
 - 2. a. Strategy is based on understanding interest groups' needs and expectations and the external setting.
 - 2. b. Strategy focuses on comprehending organization's efficiency and its capabilities.
 - 2. c. Strategy and its support policies are developed, revised and updated.
 - 2. d. Strategies and its support policies are communicated, applied and supervised.
- 3. **People.** This model sets up that the organization has to worry about people, developing their abilities, rewarding and motivating to create a culture that allows them to reach their own goals and the organization's ones.
 - 3. a. The personal management plans support the organization's strategy
 - 3. b. Personal knowledge and capabilities are developed.
 - 3. c. People are lined with the organization's needs; they are involved and assume their responsibilities.
 - 3. d. People communicate efficiently in the whole organization.
 - 3. e. Rewarding, recognition and attention towards people in the organization.
- 4. **Alliances and resources.** Excellent organizations establish external alliances, internal resources and suppliers to support their strategy and provide support to their processes.
 - 4. a. Partners' management and suppliers to obtain sustainable benefits.

- 4. b. Management of financial economic resources to assure a sustainable success.
- 4. c. Sustainable management of facilities, equipment, materials and material resources.
- 4. d. Technological management to become the strategy true.
- 4. e. Management of information and knowledge to support efficient decision-making and contribute to organizational capabilities.
- 5. **Processes, products and services**. Excellent originations improve and manage their products, processes and services to introduce a mayor value into the interest groups and customers.
 - 5. a. Processes are designed and managed in order to optimize values for the interest groups.
 - 5. b. Products and services are developed to give an optimal value to the customers.
 - 5. c. Products and services are promoted and put in the market efficiently.
 - 5. d. Products and services are produced, distributed, and managed.
 - 5. e. Relationships with clients are managed and improved.
- 6. **Clients results**. Excellent organizations are preoccupied of clients' perceptions towards the products, services and standing. They use the indicators to value the results and improve the performance and clients' perceptions.
- 7. **People results**. Excellent organizations assess the result regarding satisfaction, motivation, labor conditions and staff instruction to reach a high level.
- 8. **Society results**. They look for have a high level of satisfaction in the interest groups for a long period of time, in relation to. Environment care, lifestyle quality and natural resources.
- 9. **Key results**. These organizations try to achieve the mayor goals in relation to planned performance or defined objectives.

c) RADAR Matrix

Lastly, the RADAR matrix (Results, Approach, Deployment, Assessment and Review) shows a structured way to evaluate the performance, considering it as an important management tool. In the following graphic it is possible to observe the RADAR matrix. The enterprise, by means of it, starts to establish the expected results as part of its strategy. In addition, to obtain the current desired goals and the future approached to be developed. Finally, the enterprise has to evaluate, revise and get better the approaches in relation to the continuous activities of learning and the obtained results. It is also possible to do carry out a more specifically analysis with the RADAR of the facilitating agents and the results.

Illustration 6. RADAR matrix.



Source: EFQM Organization

Organizations that are present at the Excellence Award are scored by the RADAR tool. The score is got regarding the organization's performance. It is added a deliberation to the nine criteria of the model, and the total score is between zero and one thousand points. Once, the enterprise is evaluated according to the self-assessment score, it will be set in a level and a seal (later explained).

Specifically, the enterprises that want to obtain the European Seal of Excellence, this model of excellence, EFQM has to do a process that consist on five phases.

1. **Self-evaluation and documents deliver.** The organization first delivers EFQM self-evaluation, filling the nine criteria profile questionnaire –created by the Club Excellence in Management (CEG). In this evaluation, all the criteria have to be present, providing both, directors and employees, information and establishing improvement areas and strong points. Besides, it will have to be authorized by the License of Self Evaluation methodology, if it access to the seal as first time. After this, the enterprise will also provide a memory of the management activities and the achieved goals.

2. **Previous evaluation.** A revision of the documents is carried out by a team of two or five professional members of the Club of Evaluators. Later, a council meeting is arranged to establish the key issues, the strong points and improvement areas.

3. **Visit.** Depending on the number of employees, the visit can last between two and five days. The team evaluates the enterprise' excellence level bearing in mind the RADAR criteria of the EFQM model. It is taking into consideration the EFQM information to evaluate as well as the information provided during the visit. To obtain this information in the visit, the evaluator team should be allows to access to the facilities, registers and staff.

The visit starts with an opening meeting (presentation of the Evaluation Opening). Interviews are done and some information is compiled. After, establishing the council meeting, the key issues, the strong points and the improvement areas are indicated to deduce an EFQM score. Finally, in the closing meeting, the result is communicated.

In relation to the closing meeting, the Evaluator team:

- Establish the level of Excellence Seal, if the enterprise is over 300 points.
 - If the organization does not achieve 300 points, the seal is not provided.
 - Is the organization establishes that it will apply three improvement projects; it can be provided with a Commitment level towards excellence.
-
4. **Final report.** A final report with the key issues, strong points, improvement areas and the obtained score is created.

5. **Certificate emission.** Once the evaluation is finished, the certification entity sends a copy of the Club of Excellence to provide the seal.

Considering the deliberation of each criterion, the agent criteria represent 50% and the facilitators 50% of the total. Among the agents, five criteria that form them, each one has 10%; whereas, the result criteria in people and society correspond to 10% and the results in customers and key 15%. Once the total score is given, it is possible to observe the grade of excellence in an enterprise. Depending on the score, the enterprise may be classified according to the recognition level of the European Excellence: 500+, 400+, 300+, or excellence commitment.

Illustration 7 European Seal of Excellence



Source: retrieved from: Guía del Sello de Excelencia Europea v1.1.

It is possible to affirm that the EFQM model is a quality management model since its concepts, criteria and RADAR matrix help enterprises to improve and reach excellence management. Furthermore, it helps to improve the results as well as innovation. It is considered a positive tool for self-assessment thence the enterprise is able to be aware of its own strength and weak points and the improvement areas. It allows that enterprises reach one of the quality awards or compare themselves with other enterprises competing to get it. Specifically, this study is based on the application of the EFQM model as tool of self-evaluation in an enterprise.

3.4.3. The social side of QM in the EFQM Model

As it have been shown in the previous distinction between soft and hard aspect of the Quality management, the social side and the human resources performance in the organization were given special relevance. In this section, it is going to be analyzed the EFQM model criteria's social side and technical one, highlighting the social side. The difference between both aspects is difficult to set (Black & Porter, 1995).this is due to

that depending of the authors; some factors are classified in one or other side. (Zairi & Alsughayir, 2011). Eskildsen & Dahlgaard (2000) claimed that in order to have excellent results is the soft aspects; the hard ones have to be applied together.

A classification established by Bou-Llusar et al. (2009) & Brown (2002) indicates that criteria as: leadership and people, criteria 1 and 3, are part of the soft side; whereas, the hard side consists on associations, processes and resources, criteria 4 and 5.

The criteria of polices and strategy (criterion 2) are difficult of classify because they are formed by soft and hard aspects (Black & Porter, 1996). It is highlighted the central position of EFQM model policy and strategy (Reiner, 2002). Authors as Castresana & Fernandez-Ortiz (2005) indicate that the strategy is built on the interested parts, relating the sub criteria 2a and 2d with the soft side, as it is explained later. For this reason, McAdam & Bannister (2011) underlined that the facilitating agents are formed by soft and hard aspects.

Regarding the results, they are also formed by both hard and soft aspects (McAdam y Bannister, 2001) inasmuch as they have measure less tangible, for example employees' motivation or satisfaction related to the hard or soft side of tangible related to hard side.

It is also important to outstand that the facilitating criteria are the ones that produce the results, thence, they have to be applied together, hence reaching better results (Stainer & Stainer, 1995; Okland & Okland, 1998; Fisser & Nijhof, 2005).

In this research, the difficulty of differentiating between social and technical factors in the EFQM model is illustrated. In the previous sections, the classification of soft aspect according to Rahman & Bullock (2005), Laosirihongthong, Teh & Adebajo (2013), Ahire & Dreyfus, (2000) and Lewis, Pun, (2006) was presented. Among these aspects, the EFQM model soft aspects to differentiate are:

- Leadership
- Shared vision
- Labor force commitment
- Personal management
- Team work use
- Personal instruction
- Customers approach
- Communication

- Relationship with suppliers

Some authors as Bou-Llusar et al. (2009) & Brown (2002) classify some aspects as soft find the criterion 1. Leadership. Within this, the soft aspect leadership means that the directors have to impulse and guide the total quality management establishment in the enterprise (Dean & Bowen, 1994, Waldman, 1994). Inside this is also the aspect labor force commitment since it contains supportive aspect for the employees and a proper communication. Black & Porter, (1996) claims that the direction has to share a vision of quality excellence throughout culture, being reference for people working in the enterprise; besides to share values and proper communication (sub criterion 1a, 1d and 1e).

On the one hand, criterion 2 Strategy sets that it owns hard and soft aspects (Black y Porter, 1996). However, Black & Porter (1996) explain how soft sub criterion 2a indicates that it has to be comprehended the interest group's needs. So, it is related to client-oriented and suppliers-oriented relationships. On the other hand, in the 2d criterion, Lewis et al. (2006), Rahman & Bullock (2005) indicate that it is possible to considerate that the strategy is produced by the union of hard and soft aspects. Black & Porter (1996) institute as soft the criterion 2d "strategy and its supportive policies are communicated, applied and supervised" relating it to the soft aspects as shared vision, clients-oriented and suppliers-oriented.

Regarding the criterion 3 "people", it is classified as soft by Bou-Llusar et al. (2009) & Brown (2002) related to the products use and employees' commitment, mainly I the sub criteria 3a and 3c, since people are part of the enterprise and assume its responsibilities and needs. Besides, the sub criterion 3b "personal knowledge and capabilities are developed" consists on soft aspects as: personal instruction and management. Soft aspect as personal management and communication are taken into consideration in the sub criterion 3d "people communicate efficiently in the organization". Lastly the sub criteria 3e is related to the reward, recognition and attention to people, including labor force commitment.

Finally, McAdam & Bannister (2001) indicate that the results from the EFQM model are also formed by soft aspect, since they come from less tangible elements. Among these less tangible elements, there are personal perceptions sub criterion 7a "perceptions" related to personal behavior and satisfaction. Therefore, the EFQM model has soft and hard aspects, highlighting the soft ones part of the criteria 1. Leadership. and 3.

People. It is relevant to mention the distinction of the soft side carried out by Black & Porter (1996) from the formed strategy in the sub criterion 2a and 2d. Besides, other soft criterion as the 7a perceptions within 7. Results of people. is underlined. All these soft aspects, previously described are shown in this table:

Table 3. Soft aspects related to EFQM models of criteria

Soft items	EFQM criteria
Leadership	Criteria.1
Shared vision	Criteria.1 and sub-criteria 2d
Labor force commitment	Criteria.1, sub-criteria 3a, 3c y 3e and sub-criteria 7a.
Team work use	Sub-criteria 3a and 3c
Personal management, personal instruction	Sub-criteria 3b, 3d.
Customers' approach Relationship with suppliers	Sub-criteria 2a and 2d
Communication	Sub-criteria 3d

Source: own preparation

Once the relation among the soft elements and the EFQM model criteria is explained, later each criterion is related to the correspondent self-evaluation questions. It is given a score and the chosen enterprise is evaluated according to each one of the quality soft aspects by the self-evaluation questionnaire. Thanks to all this, the enterprise's commitments in terms of quality will be known, additionally, the enterprise may find the business excellence, being aware of its own strengths and weaknesses.

4. METHODOLOGY

The methodology in this study consists in the evaluation of the previous selected criteria from the EFQM model, soft aspect applied in an organization. Regarding the soft aspects that are going to be evaluated are the sub criteria 2a, 2d, 7a and the criteria 1. Leadership and 3. People (Black & Porter 1996; Bou-Llusar et al., 2009; Brown, 2002 & McAdam & Bannister, 2001). Deducing the score, it can be seen the effort towards quality done by the organization. The excellence self-evaluation questionnaire profile is used to obtain this score. It was developed by the Club of Quality Management for enterprises to compare themselves with others, acknowledging their

strengths and improvements areas that help as basis for a strategy and goals; with the aim of reaching excellence (CEG).

Specifically, this study focuses on the evaluation of soft aspect set by the organization Nayar System S.L., placed in Castellón. Nayar Systems is a telecommunications engineering company, formed by three partners. It is a small enterprise since there are forty employees and it is distributed in three different businesses, described in the following section. In order to assess better the grade of soft aspects application in the organization, the questionnaire is filled by the chief executive inasmuch as she has a mayor vision of the enterprise. By means of the results, the strengths and improvement areas will be established.

4.1. Scope of application

Nayar Systems S. L. started its activity in 2007 in the telecommunications engineering sector. The company outstands due to its innovation and quality in the management model. Considering innovation, the enterprise dedicates 80 per cent of its income to I+D+i. These investments have as consequences the rewarding of several prizes in innovation as “Sello Pyme Innovadora”. It is important to highlight that the company fulfills the EN 81-82 normative in the 72 hours business; it allows them to become the Spanish leader in this normative. The 81-82 normative helps to improve lifts security by means of emergency telephones, their proper functioning is proved continuously, and to improve the lift access for sizable people.

Nayar Systems is formed by three businesses: 72hours, Advertisim and Net4machines. It started first with the 72 hours, related to lifts sector, supplying mobile lines to male phone calls in emergency situation from the lifts as well as damages control. The company has more than 500 clients in Europe, as the unique platform that fulfills properly the European EN 81-82 normative. This provoked that Spain is an example to the European sector and it achieves to become security leader.

Later, Advertisim business was introduced to the company; it offers screen booths for lifts in several platforms and forms. Throughout these it is possible to manage multimedia content simultaneously. The last business of the company is Net4machine, which was introduced in 2005. Net4machines consists in a private virtual network that allows multiple connection all around the world, it is mainly oriented towards M2M devices.

The company is expanding the market internationally and worked with numerous countries in 2026: Germany, Portugal, Spain, France, Ireland, Arab Emirates, United Kingdom, the United States, Singapore, Colombia, Greece, turkey and Italy.

Nayar Systems S.L. is growing thanks to the continuous innovation, technology and talent investments. As it has been mentioned previously, it is a small enterprise that has forty employees. The three founder partners of the company are: Alexis Nadal, José Luis Aracil and José Luis Sanchis. Considering the functional areas, they are: accounting, logistics, and quality, legal, commercial and marketing communication, I + D + I and post-sale areas.

In this case, it is necessary to mention that the questionnaire is fulfilled by the chief executive Vicenta Ferrer and some of the directors because of her wide vision of the whole enterprise; providing the needed information to evaluate the EFQM model. The questionnaire will also be assessed by observing the company performance during the internship period. Bearing all this in mind, the company's grade of quality conscience will be observed.

4.2. Application method.

In this study, a 2010 excellence self-evaluation questionnaire profile by the Club of Quality Management will be used. Thanks to the question the Nayar Systems Company can be evaluated in relation to business excellence. The questionnaire is divided into the nine EFQM model criteria: leadership, people, alliances and resources, processes, products and services, results in people, in customers, in society and key results. Each criterion has ten questions, and then the total is ninety. Each question is score from zero to one hundred.

The focus is on the soft aspects of the EFQM model. Therefore, the study is limited to the criteria and questions in the excellence self-evaluation questionnaire of soft aspects. The questionnaire consists on seventeen questions related to the soft aspect. Following, a table is presented to simplify the reading, considering soft aspects, EFQM model criteria and selected questions from the questionnaire profile.

Table 4. Relation among TQM soft aspects, EFQM criteria, and questions.

Soft items	EFQM criteria	Sections of the questionnaire
Leadership	Criteria.1	1. Leadership questions. 1.1, 1.7, 1.8, 1.9, 1.10.
Shared vision	Criteria.1 and sub-criteria 2d	1. Leadership question 1.1. 2. Strategy question 2.10.
Labor force commitment	Criteria.1, sub-criteria 3a, 3c and 3e and sub-criteria 7a.	1. Leadership question 1.8 3. People questions. 3.1, 3.2, 3.3, 3.5,3.6, 3.7, 3.8, 7. People results question 7.1.
Team work use	Sub-criteria 3a and 3c	3. People questions 3.1, 3.3,3.4, 3.5, 3.6,
Personal management, personal instruction.	Sub-criteria 3b, 3d.	3. People questions. 3.2.3.3, 3.7, 3.8 y 3.9.
Customer's approach Relationship with suppliers	Sub-criteria 2a and 2d	2. Strategy questions 2.1, 2.10.
Communication	Sub-criteria 3d	3. People questions. 3.7, 3.8.

Source: own preparation

The questions may be found in the section "8. Annex." There the guideline is described to set the scores to each criterion. Later, the score of the seventeen selected questions is going to be carried out, underlining the company's strengths and improvement areas.

4.3. Scoring method

The score from the company that is going to be marked will be highlighted by means of the questionnaire profile previously explained. Each question from the questionnaire has some evidences, which justify the established score. When the question is asked, its answer has to be verified, proving that the organization fulfills the different set aspects. The aspect is revised continuously and applied to the whole organization. Depending on the number of evidences of the organization, the score may be higher or lower. Now an example of the evidences and scores from the question 3.1. is shown.

Table 5. Evidence sample of Quality Management.

El transcurso de formación del personal inexistente.	Hay un proceso de gestión de personal, escasamente formalizado y alineado con la estrategia. Practicas de gestión contempladas: -Poseen lógica. -Tienen en cuenta las necesidades de los grupos de interés. -Implantados en al menos un tercio de áreas relevantes. -Poseen indicadores objetivos. -Se han mejorado cuando aparecen errores.	Hay un proceso de gestión de personal, formalizado y alineado con la estrategia. Practicas de gestión contempladas: -Están documentadas. -Implantados en más de la mitad de áreas relevantes. -Poseen adecuados indicadores. -Introducen mejoras gracias a actividades creativas. -Poseen algún aspecto para ser referencia de otros.	Sistema de gestión automatizado. Se basan en procesos que: -Implantados en todas las áreas relevantes. -Tienen controles para asegurar el cumplimiento. -Se revisan y se introducen mejoras continuamente. -Poseen actividades de innovación y creatividad en relación a resultados. -Poseen tres ciclos anuales de revisión, innovación y mejora. -Tienen actividades de comparación. -Son referencia para otros.	Cumplen los requisitos anteriores en al menos 3 ciclos anuales. Los procesos de gestión: -Han tenido 3 ciclos de revisión, innovación y mejora. -Eficaces para realizar la misión y avanzar a la visión. -Referencia de buenas prácticas y resultados. -Referencia en creatividad e innovación																					
<table border="1" style="width: 100%; text-align: center;"> <tr> <td>0</td><td>5</td><td>10</td><td>15</td><td>20</td><td>25</td><td>30</td><td>35</td><td>40</td><td>45</td><td>50</td><td>55</td><td>60</td><td>65</td><td>70</td><td>75</td><td>80</td><td>85</td><td>90</td><td>95</td><td>100</td> </tr> </table> <p style="text-align: center;">Calificación</p>					0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100					

Source: Own preparation based on questionnaire profile. CEG.

It is possible to observe that in the previous table, the question has a score from zero to one hundred according to the evidences that the organization has. The evidences are divided into five blocks. If the company fulfills the evidence of the first blocks, it passes to the next one. Each block has more evidences that indicate that the enterprise reach the business excellence. For example, if the enterprise had management processes of revision, innovation and improvement in three annual

cycles, they are efficient for the mission and vision, as well as reference; the enterprise will receive the business excellence with a score of 100. While interviewing the director, it is necessary to know how the aspects are carried out since most of them are not tangible. In this case, all the EFQM model criteria are not going to be evaluated, there is a limitation of this model; thence the exact Nayar Systems S.L.'s score cannot be determined.

In relation to the whole model, if the company reaches 900 points, it is an excellent enterprise. Regarding the seals of excellence, it is needed to obtain 55 per cent of the points to achieve the 500+ award. For the 400+ awards, 44 per cent of the points are needed and for the 300+ awards one third part of the score is needed. In this case, 17 questions are going to be asked. The total correspondent score is a total of 170 points. Bearing in mind these questions, three award levels have been established, as it is done in the EFQM model. The first level corresponds to the enterprises that obtain a score form 55 point (one third of 170). The second level refers to those companies that get more than 75 point (44% of 170) lastly, from 94 points (55% of 170); the organization is considered excellent in all the social aspects.

5. RESULTS

The first question 1.1 the enterprise Nayar Systems has a score of 95. In the company, the leaders are well-defined, since they are the directors of each department. They have the role of regulate and control the actions and decision in the department. Furthermore, leaders have an attitude related to the company's vision, mission and values. All of them, vision, mission and values are documented and communicated to the organization. Besides, a proper communication with people in the enterprise is established since they listen to their opinions, needs and suggestions, creating a quality culture.

Concerning the question 1.7 it has a score of 80 points inasmuch as they assigned responsibilities to employees and make their own decisions; leaders have daily produced a culture of implication, membership, continuous improvement and responsibility in the employees, as Vicenta Ferrer claims: "in the last session of coaching, some workers were chosen to represent the organization to provide their ideas and the required improvements in the company, then contribute to establish the mission, vision and values."

Furthermore, employees are given support in innovation projects, highlighting the recognition from diverse awards in innovation as the "Sello Pyme Innovadora". All this

is achieved due to I+D workers dedicate their time to develop new innovation projects. In addition, everybody participated in the improvement of these projects, being responsible of the results and trying to improve them continuously because it is always communicated the information that the source client offers. The obtain score is due to what have happened in less than three months.

Regarding the question 1.8 leaders set some goals, providing the needed resources and development of capabilities to people in order to achieve them. It is observed the groups' capabilities and how the workers are instructed in the required areas. Moreover, involving every worker in the projects development, they are recompensed by incentives for the organization. As Vicenta Ferrer affirmed "Success is considered collective, since, although it is one person who develops the idea, this could not be possible without all the team behind." Recognition is formal and informal but overall on celebrations or conventions by acknowledgement, public gratitude and economic compensation. These recognitions are sporadic and are necessary to improve, setting up a recognition system; hence the score is 35.

The question 1.9 has a score of 80 because leaders have made needed decisions and changes in the organization in relation to external and inner phenomena. This can be observed, for example, when a new ERP was introduced in the company, directors planned and offered the required resources to carry out this change. In this case, they communicated to the organization and involved every worker to facilitate its introduction. Besides, they are in contact with the legal changes in terms of intercommunity operations, in relation to the applicable VAT to communicate workers in meetings. This demonstrates that the leaders make decisions and changes which are required to adequate the company.

The last leadership question has been applied for three annual cycles and it has an excellence score of 100. It is about the leaders controlling the course of the organization. For this purpose, goals are set each year and are reviewed periodically, in case of deviation, preventive and corrective measures are taken. In front of these corrective actions they analyze how the market is and what the trends are. With it they will be able to prevent certain incidents in the future. In addition, leaders communicate and help inspiring confidence in workers, to implement changes in the company.

Taking into account the interest groups, it has a positive score. On the one hand, in the question 2.1 the enterprise knows which the interest groups are. In this part, the company has advanced a lot along its career. Firstly, it only took into consideration

what it knew about customers and suppliers. In the last year, a strategic coaching was carried out to meet with a group of suppliers, customers and workers. There, they identified their needs and expectation to bear them in mind to develop the mission, vision and values. They have also taken into consideration the employees' surveys about the possible further improvements. On the other hand, the enterprise has contact with the interest groups by means of email telephone and meetings. Thanks to this they know as their current needs as their future ones. Therefore, they have a score of 80 points.

Regarding the communication with the interested parts, the question 2.10 has a score of 60 points. The enterprise has channels of communication as the website, social network, email, and newsletter. Via newsletter, interest groups are communicated formally every step, action to be developed in the company. There are two types of internal communication in the newsletter, in which the external parts are communicated; it also has relevant internal information to cohesion more with the workers. Vicenta Ferrer highlights: "In spite of the information communicated, many suppliers and clients have asked to offer them more and frequent information in relation to the strategy, policies and plans." For this, the enterprise should improve in this question, keeping suppliers and customers informed continuously.

Deeply in the personal criteria, it is possible to see that the enterprise has some aspects to be improved as it is describe later. In the first quest of this section, it has a score of 30. The company has two very different types of human capital profile: i+D staff and processes and development staff. There are some mistakes in the application of the same criteria of payment and valuation of both profiles, thence it is a point to improve. It is realized an internal upgrade, establishing knowledge and abilities needed to develop some functions from other in a superior level; for example, personal and customers communication skills. Furthermore, as it has been highlighted previously, there is group recognition sporadically. Additionally, the enterprise lacks personal motivation techniques.

The question 3.2 the enterprise, as a recent innovative small and medium enterprise, is starting to involve the employees by surveys in the definition of a personal management plan. They have and regulate the careers upgrade and the requirements to promote people. For this reason, the enterprise has a score of 30, because it has to improve some of these aspects, and in this moment they are looking for a person who can lead the personal management. Considering the question 3.3 the enterprise should improve since they know each position abilities and skills, but there is few checking of

them. In the instruction plan it is not firmly defined which the functions that would help to improve the job position are; although the workers are encouraged to indicate them. Regarding instruction, it is underlined the internal instruction when someone is hired. Later, there is workers' instruction, which is evaluated in relation to its relation to the business and the performance position. It is necessary to improve in this aspect, thence the score is 35.

The following question is related to goals setting and performance evaluation, the question 3.4 has a score of 60. The company defines the responsible of the group's individual goals to be applied in the team too. These are revised, the results are evaluated and the correction actions are set.

Regarding, workers participation and support to assume autonomy and responsibilities; in the question 3.5 it has 80 points. As it was previously mentioned, all workers know the requirements of their positions and have a motivation to assume their responsibilities. In the question 3.6, the organization has a higher punctuation of 85 points because it has a formal process that supports initiatives and improvements. By means of channels as a mail created specifically for ideas, opportunities compilation, suggestions, changes, redirected perspectives and brainbox (suggestions box), the direction is also always ready to listen to improvements, ideas that workers propose. Thence, they have three channels: be receptive in front of new initiatives, channels of suggestions, business ideas, changes, and promoting the needed support to carry them out, creating innovation.

As it has been previously explained, the internal communication is promoted throughout the company's website, social networks, newsletters and email; then they get to know people's needs. There have also been done meeting, and in an informal way there are conversations in the corridor. Then, the question 3.7 has a score of 80. Besides, the question 3.8 has a punctuation of 95. The communication channels are efficient as well as that people understand the enterprise' mission, vision and values are continuously revised. There are periodical meetings where everybody exposes the planned goals, what they have to do and what has been achieved. Every department establishes what has been reached, what do not, and why. Thence, the meetings set the company's general results to observe that everything is working properly, to know also what people do, provide ideas, suggestions and demands, getting the non-communicated information.

In the question 3.9 they have a score of 60 because of an adaptation between the strategy and the personal policies, and there is a formal policy to combine personal life

with work. Employees have some holidays, they establish the periods themselves as convenient, and in an illness case, maternity, or a justified absence, they may not to attend.

In the question 7.1 it has a score of 60 because it has been recently started to do a revision of the most valued aspect for people and their satisfaction by the company. After the last conversations, employees have been asked if they liked, what they would or not prefer. Vicenta Ferrer says: "in the last revision of the strategy, a questionnaire was also given to ask employees what they liked, what they did not like and what they would modify, what they consider better or worse in the company and in employees' treatment. The questionnaire also asked how they feel, what makes them keep the company, and what motivates them or not." These anonymous surveys have served to know that the organization has to make some efforts in the human capital in relation to the personal management.

In the following table 6, the score of each question is shown as well as the total score. It is observed that the company has a score of 114.5 points, considering an enterprise with excellence business commitment. Despite this, as it has been seen, there are aspects to be improved in relation to people. These aspects are mainly related to the careers development and motivation techniques for employees that are widening the enterprise in the last years. Notwithstanding, there are leadership areas in which the company outstands, the executives make changes facing diverse situations and communicate them, as well as it is highlighted the revision of communication channels to make people understand the company's mission and vision. It is relevant to mention the enterprise' continuous growth and that it has started to search the way to improve the people aspects.

Table 6. Questions score.

Question	Score
1.1	95
1.7	80
1.8	35
1.9	80
1.10	100
2.1	80
2.10	60
3.1	30
3.2	30
3.3	35
3.4	60
3.5	80
3.6	85
3.7	80
3.8	95
3.9	60
7.1	60
Subtotal	1145
TOTAL (10%)	114,5

Source: own preparation

Now, there is a table indicating the strengths and improvement areas in the company Nayar Systems S.L.

Table 7. Strengths and improvement areas.

Soft items	Strengths	Improvement areas
Leadership	It is observed that a leadership type is not defined for all goals. Each executive works properly in his or her role depending on the different people he or she is dealing with, listening to their needs and suggestions. Additionally, they are reference and model of the enterprise's mission, vision, and values to be followed. Besides, they foster to create an adequate working environment, allowing the employees to make their own decisions and innovating. Making the needed decision and communicate them facing the several variable phenomena.	It is important to mention that they have to improve some aspects of motivation and personal instruction as it was seen I the criterion 3, a relevant aspect in a growing company.
Shared vision	In the enterprise, leaders inform and communicate in a proper way the mission, vision, and values, mainly regarding innovation, to reach a quality culture	In this aspect, communication has to be improved, it should be more continuous to some suppliers and customers who demand it about progressive changes done by the company, and then they have a clear vision of the enterprise.
Labor force commitment	In Nayar Systems S.L., there is an innovation culture, workers are instructed and there is a good communication among them. They also support people's innovative ideas and initiatives. Additionally, workers have autonomy	In order to achieve satisfaction and participation in the labor force commitment, there are some aspects to be improved. The company has to improve rewarding setting different remunerations depending on the job position profile's

	and responsibility in the company because they know the position requirements.	function, besides, rewarding should be structured and techniques established to motivate employees. And it is important to have mayor knowledge of the company's performance and its needs to improve commitment by means of surveys.
Team work use	The enterprise uses teamwork, applying goals to everybody to improve and innovate continuously with the group recognition.	The enterprise should improve the use of more motivating techniques and instruction for workers, then the teams obtain improvements in innovation and creativity
Personal management and instruction.	In personal instruction, there are two highlighted types: the first one when the workers are hired by the enterprise and later, the continuous instruction according to their needs in the job position. Besides, there is a continuous communication.	<p>The enterprise has to improve mainly the evolution prove of the abilities and capabilities in each job position.</p> <p>It also has to improve the employees' career development and establish better motivating techniques.</p> <p>Principally, it has been observed that as the number of workers increase, personal management and their motivation is an important issue to deal with to avoid the decrease of personal tree and improve the performance. Besides, the enterprise has to improve doing surveys to the employees, knowing their needs and opinions.</p>
Customers' approach.	In this aspect, there has been an improvement in	The enterprise should improve emitting more

<p>Relationship with suppliers.</p>	<p>the last years due to the contact with them and the knowledge of their needs. In the enterprise, the importance of the customers and close relationship is communicated, empowering employees to make decisions related to customers. Besides, the enterprise sets long term relationships with its suppliers, with good communication to improve their innovations.</p>	<p>information in a continuous way to those customers and suppliers who ask it.</p>
<p>Communication.</p>	<p>The communication aspect is important in the enterprise since there is a good ascendant and descendent communication. It is important to highlight that all changes, relevant issues and goals are communicated to the interest groups in an adequate way with the proper communication channels.</p>	<p>But, it has to improve, as it was previously indicated, offering more information to certain suppliers and customers of the company.</p>

Source: own preparation

6. DISCUSSION AND CONCLUSIONS

In this study it is possible to observe how quality has been progressing along the years since its use as inspection at the end of production, until the current search of business excellence. The new concept of quality is formed by two aspects: soft and hard. The soft aspects are related to human aspects and people management (Prajogo & McDermott, 2005). Some of these factors in which this study is based are: leadership, shared vision, labor force commitment, equipment usage, personal instruction, and customers approach (Rahman & Bullock, 2005), relationships with suppliers and people management (Laosirihongthong, Teh & Adebajo, 2013) and communication

(Lewis, Pun, 2006). Considering the hard factors, whose orientation is more operative and helps to apply the total quality management principles and to make decisions (Gadenne & Sharma, 2009) are, for example: control graphics, “just in time” philosophy (Jung & Wang, 2006). Literature highlights the soft aspects in the improvement of organizational performance, but this improvement is not only reached with soft aspects, since it they have to be together with the hard aspects.

In this new vision of quality, it is possible to apply different models, explained in this study, in which some of these aspects are observed. The outstanding aspects in this study are: the International Standards Organization (ISO), Deming award, Malcolm Baldrige National Quality Award (MBNQA) and the EFQM model. By means of the EFQM, an organization’s excellence was evaluated in relation to the soft aspects of the quality management. This model is composed by seven criteria. The facilitating agents together with the enterprise’s activities and the results establish what the enterprise has achieved in relation to people, customers, society and key results (Mateo, Iizarbe, Sangüesa, 2005).

The EFQM model does not differentiate between soft and hard aspects, but analyzing literature, it has been set the criteria that are part of each aspect (Calvo-Mora, Pico’n, Ruiz & Cauzo, 2014). Respectably, in the soft aspects, it is highlighted leadership and people criteria 1 and 3. The criteria 4. Associations. and 5. Processes and resources are part of the hard side (Bou-Llusar, 2009 & Brown, 2002). The criterion 2 polices and strategy is form by soft and hard aspects. The soft aspects of the criterion 2 will be the sub criterion 2a that includes the interest groups’ needs interest (Black & Porter, 1996). Furthermore, the criterion 2d is also included into this sift aspects relating it to the communication of the strategy to interest groups interest (Black & Porter, 1996). In the results, there are also soft and hard aspects. In the soft aspects of the results, the less tangible elements are highlighted as employees’ satisfaction (McAdam & Bannister, 2001). It can be observed certain controversy between soft and hard factors, for this, later the methodology criteria was applied, which authors reaffirmed as soft. However, the aim of the study is to determine the chosen organization’s excellence and commitment level in social aspects.

Therefore, once the soft aspects of the model were agreed, it was related to seventeen questions from the self-evaluation questionnaire. By means of these questions, the Nayar Systems S.L.’s commitment with soft aspects was evaluated. The methodology applied has some limitations since it was reduced to the use of certain question about the soft aspects. The first limitation is due to the fact that EFQM model criteria are

complemented themselves; then, to have a complete vision of the whole organization it will be necessary to apply all the criteria. Other limitation is related to the intangible aspects, which are not registered. Despite this, a score was calculated in analyzing the selected question. Once the company's answers were obtained, they were marked observing that actually the organization is in business excellence. Some questions related to leadership are underlined, being all of them in excellent state. Nevertheless, some aspects of people are still far from the excellence state. This may be because of the fact that Nayar Systems S.L. is a developing company created ten years ago, and it has to improve some criteria as people. Therefore, in spite of having some aspects in excellence, it still has to improve some aspects.

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8. ANNEXES

8.1. Profile Questionnaire

1.1. ¿Han establecido y comunicado los líderes una clara dirección y orientación estratégica? ¿Se ha identificado quiénes son los líderes de la organización y cómo debe ser su estilo de liderazgo? ¿Actúan sus líderes como modelos de referencia?

- Los líderes han desarrollado y documentado la misión, visión y valores de la organización, que constituyen la base de su cultura.
- Han establecido los principios Éticos de referencia para todas las personas, especialmente los líderes.
- Han comunicado a todos los grupos de interés la misión, visión y valores y se aseguran de su conocimiento y entendimiento.
- El comportamiento de los líderes es coherente con la misión, visión y valores.
- Los líderes son modelo de referencia de integridad, responsabilidad social y comportamiento ético, actuando como ejemplo tanto interna como externamente.
- Mantienen una actitud receptiva hacia las personas de la organización, favoreciendo la comunicación y atendiendo sus opiniones y sugerencias.

<p>No existe un documento formal que exprese la cultura de la organización. Hay ciertos valores y objetivos comunes.</p>	<p>Misión, visión y valores: - definidos - documentados - comunicados a todos los empleados y a los principales grupos de interés.</p> <p>Existe una definición clara de quiénes son los líderes de la organización y en qué se debe basar su estilo de liderazgo.</p> <p>La actitud de la mayoría de los líderes es coherente con la misión, visión y valores, impulsan su despliegue y son un modelo de referencia.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se acta controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>La dirección y orientación estratégica está definida, documentada y comunicada a todos los grupos de interés y a todos los niveles (empleados, accionistas, aliados, clientes, y proveedores críticos).</p> <p>La actitud de la mayor parte de los líderes es coherente con la misión, visión y valores, impulsan su despliegue y son un modelo de referencia.</p> <p>Hay marcos estratégicos particularizados para los niveles más altos de la Organización, acordes al marco estratégico global.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>La actitud de TODOS los líderes es coherente con la misión, visión y valores, impulsan su despliegue y son un modelo de referencia.</p> <p>TODOS los niveles de la Organización tienen marcos estratégicos particularizados, acordes al marco estratégico global.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p> <p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación 																
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Source: retrieved from: Cuestionario de Autoevaluación Excelencia Perfil 2010

1.7. ¿Generan los líderes una cultura emprendedora, de implicación y pertenencia, mejora continua y responsabilidad ante los resultados? ¿Fomentan una cultura que apoye la generación y desarrollo de ideas y modos de pensar que impulsen la innovación y el desarrollo?

- Los líderes
 - Adaptan el nivel de delegación de autoridad a las capacidades y necesidades de las personas.
 - Dan oportunidades, aportan recursos y otorga responsabilidades para que las personas puedan realizar su trabajo y tomen sus propias decisiones.
 - Aportan información y conocimiento para que las personas puedan asumir responsabilidades.
 - Delegan responsabilidades para que las personas puedan desarrollar su pleno potencial.
- Se supervisa si los empleados ejercen el nivel de autoridad delegado y acordado.
- Se utilizan mecanismos o programas para motivar a las personas a participar en actividades de mejora (aunque Están no están dirigidas a su ·rea de responsabilidad), se asignan recursos y se evalúa y revisa la eficacia de las acciones.
- Se fomentan los mecanismos para favorecer la generación de ideas y se anima a poner en marcha proyectos de innovación y mejora.

<p>Excepto casos aislados, los líderes han generado una cultura de poca implicación, delegación y mejora continua.</p> <p>Sólo se participa de forma esporádica en actividades de mejora</p>	<p>Algunos líderes han generado en sus áreas un ambiente de implicación y pertenencia, delegación y asunción de responsabilidades, mejora continua y responsabilidad ante los resultados.</p> <p>Se fomentan actividades de mejora en algunas áreas con asignación de pocos recursos o de forma puntual.</p> <p>En algunas áreas se generan nuevas ideas y se impulsa la innovación.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>La mayor parte de los líderes han generado una cultura emprendedora, de implicación y pertenencia, delegación y asunción de responsabilidades, mejora continua y responsabilidad ante los resultados.</p> <p>Esta sistematizada la mejora continua, la generación de nuevas ideas y se impulsa la innovación. Se asignan recursos suficientes.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Existe una cultura emprendedora, de implicación y pertenencia, delegación y asunción de responsabilidades, mejora continua y responsabilidad ante los resultados en la totalidad de la organización.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p> <p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación 	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
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1.8. ¿Apoyan los líderes a las personas para que hagan realidad sus planes, objetivos y metas, reconociendo sus esfuerzos oportuna y adecuadamente?

- Los líderes establecen objetivos y ayudan a alcanzarlos, aportando recursos y apoyando a las personas en las necesidades de desarrollo de sus competencias.
- Existe un adecuado y oportuno sistema de reconocimiento, formal e informal, económico o de otro tipo, para premiar los logros, tanto individuales como colectivos.
- Los líderes utilizan adecuadamente el sistema de reconocimiento.
- Se revisa regularmente el sistema de reconocimiento y se mide su eficacia.
- Los líderes participan y se implican directamente en los actos de reconocimiento, utilizándolos para potenciar la motivación e implicación.
- El reconocimiento es oportuno para así asegurar el efecto de motivación y satisfacción.

<p>No se asignan objetivos a las personas.</p> <p>Reconocimientos informales</p>	<p>Apoyo de los líderes poco sistematizado.</p> <p>Reconocimientos esporádicos y con escasa repercusión pública por la mayoría de los líderes.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se acta controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>Reconocimientos frecuentes, relevantes y con repercusión pública por la totalidad de los líderes.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Existe un sistema de reconocimiento que asegura que los reconocimientos son oportunos, proporcionales a los logros obtenidos y con plena repercusión pública.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p> <p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación
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Source: retrieved from: Cuestionario de Autoevaluación Excelencia Perfil 2010

1.9. ¿Comprenden e impulsan los líderes los cambios necesarios para adecuar la Organización? ¿Toman decisiones fundamentadas y oportunas?

- El equipo directivo desarrolla un proceso para identificar y seleccionar los cambios necesarios al modelo de Organización y a las relaciones externas según el análisis de los fenómenos internos y externos: cambios legislativos, factores críticos de éxito - clientes, servicios-, cambios en las estrategias y objetivos, nuevos sistemas de gestión, competencias, desarrollo tecnológico, etc.
- Los directivos planifican la implantación de los cambios, garantizando inversión y recursos.
- Los líderes toman decisiones fundamentadas y oportunas, basándose en la información disponible, su experiencia previa y el análisis del impacto de sus decisiones.
- Se identifican los riesgos que conllevan y las posibles resistencias, así como los mecanismos para evaluar y mejorar la gestión del cambio.
- Los líderes se implican en la implantación de los programas de gestión del cambio, garantizando su eficacia con la comunicación y participación de los grupos de interés afectados.
- Los líderes estimulan y apoyan a las personas de la organización para participar activamente en los grupos de trabajo creados para facilitar la implantación de los cambios.

Cambios producidos por la detección de errores. Sólo existe implicación esporádica de parte de los líderes. Recursos escasos o inexistentes	Identificación y selección de los cambios en la Organización como consecuencia del análisis del entorno y de los rendimientos internos.		Identificación y selección de los cambios como consecuencia de la comprensión de todos los fenómenos internos y externos. Las personas responsables de la Unidad facilitan la gestión de todos los cambios como consecuencia de la comprensión de los fenómenos internos y externos.		Todos los líderes realizan una gestión sistemática de los cambios.		Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.													
	Los directivos apoyan los cambios con recursos suficientes		Los directivos lideran los cambios garantizando los recursos necesarios.		Las prácticas de gestión contempladas se basan en procesos que: - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia.		Todos los procesos de gestión: - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión.													
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1.10. ¿Los líderes revisan, adaptan y corrigen el rumbo de la organización, cuando es necesario, inspirando confianza en todo momento? ¿Mantienen una ventaja sostenida aprendiendo rápidamente y respondiendo con prontitud?

- Los líderes se adaptan y anticipan a las circunstancias cambiantes de su sector.
- Conocen las principales palancas para generar el cambio y eliminan las barreras que lo dificultan, obteniendo apoyos de las personas clave de la organización.
- Lideran los planes de cambio inspirando confianza.
- Se gestionan los riesgos y se preparan planes de contingencia y escenarios alternativos.
- La comunicación de todos los aspectos relacionados con los planes de cambio y las razones de los mismos es parte fundamental del proceso de cambio.
- Los líderes miden y revisan la eficacia del cambio para lograr los resultados esperados.
- Se aprende y responde con rapidez para mantener la ventaja de la organización.

<p>Se definen algunos objetivos para los cambios más importantes.</p> <p>Se responde con lentitud.</p> <p>No se comunican los cambios.</p>	<p>Se definen objetivos cuantificables, concretos y alcanzables para los cambios más importantes.</p> <p>Los cambios se comunican a los primeros niveles de la Organización</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>Se definen objetivos y se evalúan los resultados para todos los cambios.</p> <p>Los cambios se comunican en cascada a todos los grupos de interés implicados.</p> <p>Existen mecanismos para asegurarse de que los comprenden y para conocer las opiniones de los mismos al respecto</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Existe un proceso formal, documentado y sistemático con criterios claros y definidos para la definición de objetivos, evaluación y revisión de los resultados, y para emprender acciones de mejora en función de los mismos.</p> <p>Se aprende y responde con rapidez.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p> <p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación 																
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2.1. ¿Identifica la Organización sus grupos de interés, y establece las necesidades y expectativas de los mismos?

- Tiene identificados sus grupos de interés internos y externos relevantes (p. e. clientes, empleados, accionistas, proveedores, partes, la sociedad, etc.).
- Ha identificado los segmentos más relevantes de cada grupo de interés en función de similitudes o diferencias en cuanto a sus posibles necesidades y expectativas.
- Ha desarrollado canales de comunicación, herramientas o fuentes de captación de las necesidades y expectativas generales de cada grupo de interés, y específicas de cada uno de sus segmentos.
- Anticipa hipótesis de escenarios futuros para comprender las tendencias de las necesidades y expectativas de cada grupo de interés.

<p>Identificación y recogida inexistente o anecdótica.</p>	<p>Conoce quiénes son sus grupos de interés y conoce cuáles son sus necesidades y expectativas más importantes.</p> <p>Realiza la selección y recogida de información atendiendo a algunos de los segmentos más relevantes en los grupos de interés clave.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>Cuenta con procesos sistemáticos para identificar y poner al día la mayoría de sus grupos de interés y sus segmentos clave. El conjunto anterior cubre la mayor parte de lo necesario para llevar a cabo su misión y avanzar hacia su visión.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Tanto los procesos para identificar sus grupos de interés y sus segmentos, como los de captación de sus necesidades y expectativas, cubren prácticamente todos los grupos de interés y sus segmentos clave. Contempla tanto las necesidades y expectativas actuales como las futuras. El conjunto cubre todo lo necesario para llevar a cabo su misión y avanzar hacia su visión.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p> <p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación. 																
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Source: retrieved from: Cuestionario de Autoevaluación Excelencia Perfil 2010

2.10. ¿Comunican su estrategia y políticas de apoyo a los grupos de interés de manera eficaz?

- Establece un esquema de comunicación que contemple qué tipo de información relativa a estrategia se debe comunicar a qué grupos de interés, en función de las necesidades e intereses de los mismos y de la propia Organización.
- Desarrolla canales de comunicación o utiliza los habituales para comunicar lo que cada grupo de interés debe conocer de sus estrategias, objetivos, políticas y planes.
- Comunica oportunamente la estrategia en función de las distintas necesidades y se asegura de su comprensión.

<p>Actividad inexistente o anecdótica.</p>	<p>La organización comunica internamente la parte relativa a objetivos y planes de su estrategia a los niveles clave de responsabilidad, como parte de las acciones de despliegue.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>Cuenta con procesos estructurados para decidir qué tipos de información relativa a estrategias, políticas, objetivos y planes se debe comunicar a qué grupos de interés, en función de sus necesidades y las de la propia organización.</p> <p>El ámbito cubre los grupos de interés más relevantes.</p> <p>Utiliza canales y acciones de comunicación generales, o específicos para cada grupo de interés.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>El ámbito del proceso representa todos los aspectos de su misión, estrategia, y planes necesarios para el progreso hacia su visión.</p> <p>El ámbito cubre todos los grupos de interés de la organización.</p> <p>Evalúa ampliamente el grado de comprensión por parte de los grupos de interés, de los aspectos de su misión, estrategia, y planes comunicados.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p> <p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación. 																
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Source: retrieved from: Cuestionario de Autoevaluación Excelencia Perfil 2010

3.2. ¿Se implica a las personas de la organización y sus representantes (sindicatos u otros) en el desarrollo y revisión de la estrategia, políticas y planes de gestión de las personas? ¿Se gestiona la selección, desarrollo de carreras o movilidad para garantizar la equidad e igualdad de oportunidades?

- Se analiza la información obtenida y se utiliza para desarrollar y mejorar el plan de gestión de recursos humanos y/o en las acciones de mejora pertinentes.
- Se investiga cuáles son los aspectos de la gestión de personas que más afectan y valoran los empleados.
- Se dispone de un proceso que recoja de manera fiable la opinión del personal y sus líderes sobre aquellos aspectos definidos anteriormente.
- Se potencia la participación de empleados y líderes en los procesos de encuesta u otros métodos de recogida de información.
- Se dispone de procedimientos específicos de selección y contratación que aseguren los principios de equidad e igualdad de oportunidades.
- Existe un plan de carreras profesionales para el desarrollo personal y profesional.

Sólo se implica al personal de manera ocasional.	Se implica a los líderes y a los representantes de los empleados (sindicatos u otros), se recogen sus opiniones mediante encuestas u otros métodos y se analizan, y se incluye el resultado del análisis en la definición del plan de gestión de personas.	Se implica a todos los empleados mediante encuestas de satisfacción u opinión y se consideran la totalidad de sus aportaciones en la definición del plan de gestión de personas.	Existe un proceso formal, documentado y sistemático, con criterios claros y definidos mediante el que se implica a todas las personas en el desarrollo de las políticas de personas.	Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.																
	<p>Criterios de selección y contratación definidos que aseguren los principios de equidad e igualdad de oportunidades. Plan de carreras incipiente, o sólo a nivel de directivos.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>Plan de carreras completo para todos los empleados.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Proceso sistemático de selección y desarrollo de carreras.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación 																
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Source: retrieved from: Cuestionario de Autoevaluación Excelencia Perfil 2010

3.3. ¿Se identifican las habilidades y competencias necesarias para alcanzar la misión, visión y objetivos estratégicos? ¿Hay planes de formación y desarrollo para ayudar a conseguir las habilidades y capacidades necesarias?

- Existe una descripción de las habilidades y competencias necesarias para el momento actual y el futuro y alcanzar así la misión, visión y objetivos estratégicos.
- Se traducen en estándares de perfiles, tales como conocimientos, criterios de comportamiento, habilidades, etc., y se evalúan.
- Hay un sistema de evaluación de los conocimientos y capacidades.
- Se ponen en marcha planes de formación y desarrollo para adecuar las capacidades del personal a las necesidades actuales o futuras.
- Se evalúa la utilidad de la formación recibida para la mejora de la capacitación en el desarrollo de su trabajo (impacto de la formación).

<p>Proceso inexistente o incipiente.</p> <p>Se realizan acciones de formación sin planes específicos.</p>	<p>Identificación de habilidades y competencias genéricas de puestos clave.</p>	<p>Identificación de habilidades y competencias para todas las personas.</p>	<p>Planes de formación y desarrollo para TODAS las personas y que cubre todas las necesidades.</p>	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p>																
	<p>Identificación de necesidades de formación y desarrollo muy específicas (p.e de directivos y personal técnico) con planes de formación y desarrollo muy limitados.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>Planes de formación y desarrollo para la mayor parte del personal y que cubre la mayor parte de las necesidades.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación 																
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Source: retrieved from: Cuestionario de Autoevaluación Excelencia Perfil 2010

3.4. ¿Se establecen, acuerdan y revisan regularmente los objetivos individuales y de equipo y se alinean con los de la organización? ¿Se evalúa el rendimiento de las personas y los resultados alcanzados y se acuerdan acciones de mejora?

- Existe un procedimiento claro y sistemático para la asignación de objetivos.
- Los objetivos individuales y de equipo están alineados con los de la estrategia y se revisan y actualizan con la periodicidad adecuada.
- Se identifican los recursos que las personas y equipos necesitan para alcanzar los objetivos.
- Se dota a las personas de dichos recursos de forma eficaz y rápida.
- Los resultados de personas y equipos se evalúan mediante la metodología adecuada.
- Se comparan los resultados con los objetivos y se definen acciones de mejora o planes de ayuda según sea apropiado.
- Existen procedimientos sistemáticos y permanentes de evaluación del rendimiento individual y colectivo.
- Se acuerdan acciones de mejora como resultado del análisis del rendimiento.

																				Existe un proceso sistemático de establecimiento y revisión de objetivos, así como de evaluación del rendimiento y propuesta de acciones de mejora.	Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.
																				<p>Establecimiento y revisión de objetivos a todos los niveles.</p> <p>Se evalúan los resultados conseguidos por las personas o equipos, se comparan con los objetivos y se establecen acciones correctoras o planes de ayuda.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación
																				<p>Se establecen y revisan los objetivos más estratégicos</p> <p>Evaluación del rendimiento de las personas al menos anualmente y propuesta de acciones correctoras sólo en caso de incumplimiento de objetivos.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	
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3.5. ¿Se asegura la organización de que las personas, a nivel individual y de equipo, están alineadas con su misión, visión y objetivos estratégicos? ¿Se fomenta la asunción de responsabilidades y se facilita la autonomía para desarrollarse profesionalmente?

- Existen mecanismos formales para asegurar que las personas y equipos están alineados con la misión, visión y objetivos estratégicos.
- Se proporciona la información necesaria para que las personas conozcan los requisitos de su puesto de trabajo.
- Se forma a los directivos y mandos intermedios para desarrollar e implantar directrices que faculten a las personas para actuar con responsabilidad y mayor autonomía.
- Existe una sistemática para facilitar la delegación y asunción de responsabilidades.
- Se proporciona autonomía para asumir responsabilidades y desarrollarse profesionalmente.

El personal dispone de escasa autonomía e independencia y existe un riguroso control.	Flexibilidad y autonomía asociadas sólo a niveles de mando y supervisión.	Flexibilidad y autonomía asociadas a todos los niveles de la Organización.	Existe un proceso formal y documentado con criterios claros y definidos que garantiza la flexibilidad y autonomía necesarias en apoyo del desarrollo profesional.	Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.																
	<p>Iniciativas aisladas en cuanto a transmisión de misión, visión y objetivos estratégicos.</p> <p>Acciones aisladas de motivación hacia la delegación y asunción de responsabilidades (dirigidas normalmente a lograr los objetivos).</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>Mecanismos formales y sistemáticos para asegurar el alineamiento con la misión, visión y objetivos estratégicos.</p> <p>Acciones sistemáticas de motivación hacia la delegación y asunción de responsabilidades.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>El personal aprecia el grado de asunción de responsabilidades.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación 																
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3.7. ¿Se identifican y entienden las necesidades y expectativas de comunicación de las personas y se desarrolla la estrategia de comunicación y sus políticas, planes y canales de comunicación?

- Se identifican las necesidades y expectativas de comunicación de las personas.
- Se identifican los recursos que son necesarios para canalizar la información a todos los niveles de la organización y en todos los sentidos (vertical, horizontal y transversal).
- Se dispone de un plan de comunicación interna basado en las necesidades de comunicación.
- Se desarrollan e implantan dichos recursos.
- Se desarrolla la estrategia de comunicación y sus políticas, planes y canales de comunicación.

Acciones de comunicación formales y no sistematizadas de los líderes	Necesidades de comunicación intuitas por los líderes.	Proceso eficaz de identificación de necesidades de comunicación y desarrollo del plan de comunicación acorde con ellas.	Proceso sistemático de identificación de necesidades de comunicación y elaboración de planes de comunicación eficaces que siguen una estrategia de comunicación formalizada.	Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.																
	Plan de comunicación básico con canales de comunicación que transmiten la información más relevante. Comunicación descendente con poca retroalimentación. Las prácticas de gestión contempladas se basan en procesos que: - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia.	Las prácticas de gestión contempladas se basan en procesos que: - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros.	Las prácticas de gestión contempladas se basan en procesos que: - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos.	Todos los procesos de gestión: - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación																
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3.8. ¿Se dispone de canales de comunicación eficaces que se utilizan para compartir información, conocimiento y mejores prácticas? ¿Comprenden las personas la misión, visión, valores y objetivos?

- Los canales de comunicación garantizan que la información fluya tanto en sentido ascendente/descendente como horizontal.
- La comunicación vertical, horizontal y trasversal es eficaz, eficiente y en ambos sentidos.
- Las personas acogen favorablemente las vías de comunicación y las utilizan adecuadamente.
- Se identifican oportunidades para difundir el conocimiento y las mejores prácticas internas y externas y se utilizan los canales de comunicación para ello.
- Se utilizan los canales de comunicación establecidos para difundir la misión, visión, valores y objetivos y se revisa si se comprenden.

<p>No se mide la eficacia de la comunicación.</p>	<p>Se recoge la percepción de la comunicación interna mediante encuestas, sugerencias, quejas, etc., y se actúa en consecuencia (actitud reactiva).</p> <p>Se difunden informaciones relativas a mejores prácticas.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. 	<p>Se asegura del entendimiento y despliegue de la comunicación horizontal y vertical.</p> <p>Todos los canales de comunicación son eficaces.</p> <p>Existen mecanismos para asegurarse de que se comprende la misión, visión y valores, y para conocer las opiniones de los empleados al respecto.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Existe un proceso formal, documentado y sistemático para revisar la efectividad de los canales de comunicación.</p> <p>Toda la Organización conoce y comprende la misión, visión y valores.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p> <p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación 																
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3.9. ¿Se asegura la organización de alinear sus políticas de remuneración, beneficios, traslados, despidos y otros asuntos laborales con su estrategia y políticas para fomentar y mantener el nivel de implicación? ¿Existen prácticas para facilitar la conciliación?

- El proceso formal de definición del plan de gestión de personas hace referencia expresa a las políticas de remuneración, beneficios, traslados, despidos y resto de asuntos laborales.
- Existen mecanismos para asegurar el alineamiento de dichas políticas con la estrategia.
- Las políticas de gestión de personas, sistemas de trabajo y permisos, facilitan la conciliación responsable entre la vida personal y laboral.
- Se reconoce y acoge la diversidad y los entornos culturales del personal fomentando las actividades de integración.

<p>Las políticas de personal en relación con la remuneración, beneficios, traslados, despidos y otros asuntos laborales se adaptan a las necesidades de la estrategia.</p> <p>Normas básicas de conciliación.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Tienen una lógica clara y están formalizados en buena parte. - Están centrados en las necesidades de los grupos de interés y apoyan la estrategia. - Están implantados de manera sistemática en al menos un tercio de las áreas/procesos relevantes. - Cuentan con indicadores y objetivos de eficacia y se actúa controlando las desviaciones sobre los objetivos previstos. - Se han mejorado alguna vez para corregir errores o por ausencia de eficacia. <p>Las políticas son rígidas o hay acciones esporádicas</p>	<p>Adaptación mutua de la estrategia y las políticas de personal.</p> <p>Existe una política formal para fomentar la conciliación entre la vida personal y laboral.</p> <p>Se acoge la diversidad fomentando la integración.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están documentados y apoyan la estrategia. - Están alineados con otros procesos relevantes. - Están implantados sistemáticamente en más de la mitad de las áreas relevantes y son capaces de gestionar los cambios en su entorno cuando es necesario. - Cuentan con adecuados indicadores y objetivos de eficacia y eficiencia. - Se revisan y se introducen mejoras gracias a actividades creativas y de aprendizaje. - Disponen de algunas comparaciones con referencias externas. - Tienen algún aspecto en el que son referencia para otros. 	<p>Existe un proceso formal, documentado y sistemático, con criterios claros y definidos para asegurar el pleno alineamiento de las políticas de personal con la estrategia.</p> <p>El sistema de conciliación está bien valorado por el personal.</p> <p>Las prácticas de gestión contempladas se basan en procesos que:</p> <ul style="list-style-type: none"> - Están totalmente implantados en las áreas relevantes, y de forma sistemática. - Cumplen los objetivos de eficacia y eficiencia, y tienen integrados controles para asegurar su cumplimiento. - Se revisan de manera sistemática y se introducen mejoras para adecuarlos a los cambios en la estrategia. - Disponen de actividades eficaces de creatividad e innovación, en función de los resultados y del aprendizaje interno y externo. - Cuentan con tres ciclos anuales de revisión, innovación y mejora. - Disponen de actividades sistemáticas de comparación, con otras organizaciones, de resultados y mejores prácticas asociadas. - Son referencia para otros en muchos aspectos. 	<p>Se cumplen con rigor todos los requisitos anteriores de forma sostenida durante al menos 3 ciclos anuales.</p> <p>Todos los procesos de gestión:</p> <ul style="list-style-type: none"> - Han tenido al menos 3 ciclos sistemáticos de revisión, innovación y mejora. - Son eficaces para llevar a cabo la misión y avanzar de forma sistemática hacia la visión. - Son referencia de buenas prácticas y resultados. - Son referencia en cuanto a eficacia de la creatividad e innovación 																	
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7.1. ¿Identifica, revisa y mide la Organización de forma sistemática y segmentada, cuáles son aquellos aspectos más valorados por sus personas y que inciden directamente en su nivel de satisfacción? ¿Son útiles los resultados? ¿Se segmentan?

- Tiene identificados las tipologías y características de las personas que son relevantes para la gestión de la organización, de manera que le permita segmentar los datos y gestionar más eficazmente su satisfacción.
- Se dirige periódicamente a su personal para identificar cuáles son los aspectos más relevantes para ellos en relación con su motivación, satisfacción y la eficacia de su estrategia de personas, políticas de apoyo y procesos.
- Establece y obtiene mediciones directas y periódicas sobre la percepción u opinión que tienen sus personas respecto a los aspectos que más inciden en su nivel de satisfacción, a través de encuestas o cualquier otro medio de consulta como, por ejemplo, entrevistas, grupos focales, felicitaciones y quejas.

Según el objeto de la organización, estos aspectos, entre otros, pueden estar referidos a:

- Satisfacción, implicación y compromiso.
 - Orgullo de pertenencia y realización de su trabajo.
 - Liderazgo y gestión.
 - Establecimiento de objetivos, gestión de competencias y del rendimiento.
 - Formación y desarrollo de carreras.
 - Comunicación eficaz.
 - Condiciones de trabajo.
- Se recoge y tratar adecuadamente toda la información procedente de quejas, sugerencias, felicitaciones y, en general, de cualquier comunicación recibida.
 - Analiza toda la información obtenida de las personas (en activo o que hayan trabajado en la organización) y extrae conclusiones.
 - Los resultados de las mediciones, están segmentados y ponderados en función de las tipologías de personas, importancia que le conceden las propias personas, importancia para la estrategia, etc., de modo que puedan utilizarse para aplicar acciones específicas de mejora a cada tipo de persona.
 - Se garantiza la confidencialidad a lo largo de todo el proceso.
 - La Organización se asegura de la fiabilidad del proceso de recogida de la información.

No hay resultados relativos a la percepción de las personas o son anecdóticos...	Se ha identificado e implantado un conjunto de resultados, que representa alrededor de ¼ de las áreas relevantes en cuanto a percepciones de las personas.	<p>El conjunto de los resultados representan alrededor de ½ del as áreas relevantes en cuanto a percepciones de las personas.</p> <p>Esta organizado según un esquema de prioridades y cubre lo más significativo de las necesidades y expectativas de las personas.</p> <p>Es coherente en su mayor parte con las estrategias y políticas de apoyo, y sus relaciones se comprenden.</p>	<p>El conjunto de los resultados representa alrededor de æ de las áreas relevantes en cuanto a percepciones de las personas.</p> <p>Esta organizado por prioridades, cubre todas las necesidades y expectativas de las personas.</p> <p>Es totalmente coherente con las estrategias y políticas de apoyo, y sus relaciones se comprenden.</p> <p>Se realiza un análisis segmentado y sistemático de los datos.</p>	<p>Se cumple totalmente la escala anterior.</p> <p>Se revisa, al final de cada ciclo, la eficacia de todos los métodos mencionados y se cuenta con las mejores prácticas, reconocidas como referencia para otros.</p> <p>Son referencia clara para otros.</p> <p>Experiencia de más de tres años.</p>																
	<p>Dichos resultados abordan muchas necesidades y expectativas de las personas de la organización.</p> <p>Los datos son en general oportunos, fiables y precisos.</p> <p>La segmentación, aunque procedente, es limitada.</p> <p>Existe alguna experiencia de mejora de los métodos para la identificación de indicadores, y de los utilizados para la recogida y medición de datos.</p>	<p>Los resultados se recogen de forma estructurada, y se realiza su análisis segmentado en su mayor parte, cuando procede.</p> <p>Los métodos utilizados aseguran la oportunidad, fiabilidad y precisión de los datos.</p> <p>Se revisa, al final de cada ciclo, la eficacia de muchos de los métodos mencionados.</p> <p>Abundantes experiencias de mejora de los métodos Mencionados. Son referencia para otros en algunas prácticas.</p>	<p>Se revisa, al final de cada ciclo, la eficacia de la mayoría de los métodos mencionados, y se cuenta con abundantes evidencias de mejora, siendo en muchas prácticas referencia Para otros. Experiencia de al menos tres años</p>																	
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