



IMPROVING ORGANIZATION PERFORMANCE THROUGH BUSINESS EXCELLENCE APPROACH

FACILITATOR
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OBJECTIVES

At the end of the program, the participants will be able to :

- Define the concept of Business Excellence Model
- Identify the organizational performance gap through the BE Criteria Assessment
- Develop an action plan to continuously improve organizational performance based on the BE Criteria
- Implement alternative solution toward performance improvement
- Measure results of organizational performance improvement

PROGRAM SCHEDULE

TIME / DAY	DAY 1	DAY 2
9.00 A.M. – 10.30 A.M.	MODULE : Introduction to Business Excellence	MODULE : Organizational Improvement Through Criteria 1 To 7
10.30 A.M. – 11.00 A.M.	TEA BREAK	TEA BREAK
11.00 A.M. – 1.00 P.M	MODULE : BE – Criteria Assessment	MODULE : Organizational Improvement Through Criteria 1 To 7
1.00 P.M	LUNCH & END OF SESSION	LUNCH & END OF SESSION



COURSE CONTENTS

Module 1 : Introduction to Business Excellence

- Setting the framework for Business Excellence
- Malaysian Business Excellence Framework
- Seven Criteria of MBEF
- MBEF 's Guiding Principles

Module 2 : BE – Criteria Assessment

- Business Excellence Journey
- Organizational Overview
- Business Excellence Criteria
- Scoring System

Module 3 : Organizational Improvement Through Leadership

- Visionary & Promote Innovation
- Governance and Community Support



Module 4 : Organizational Improvement Through Planning

- Strategy Development
- Strategy Deployment

Module 5 : Organizational Improvement Through Information

- Information Management
- Knowledge Management

Module 6 : Organizational Improvement Through Customer

- Customer Needs and Expectation
- Customer Engagement

Module 7 : Organizational Improvement Through People

- Workforce Management
- Workforce Engagement

Module 8 : Organizational Improvement Through Process

- Process Management
- Supply Network Management

Module 9 : Measuring Organizational Performance

- Leadership Result
- Workforce Result
- Process Result
- Customer Result
- Financial and Market

How are you feeling?



happy



embarrassed



scared



nervous



goofy



surprised



quiet



annoyed



cool



sad



tired



excited



bored



sick



frustrated



angry



funny



proud

GETS MESRA

Greeting

- _____

Eye Contact

- _____

Thank You

- _____

Smile

- _____



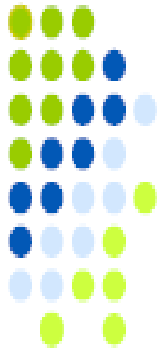
TIGE..





Module 1 : Introduction to Business Excellence

- Setting the framework for Business Excellence
- Malaysian Business Excellence Framework
- Seven Criteria of MBEF
- MBEF 's Guiding Principles



1. Business Excellence

Definition

Business Excellence (BE) is about strengthening the management systems and processes of an organisation in a holistic and integrated manner using the criteria of an internationally aligned business excellence framework such as the Baldrige Framework.



1. Business Excellence

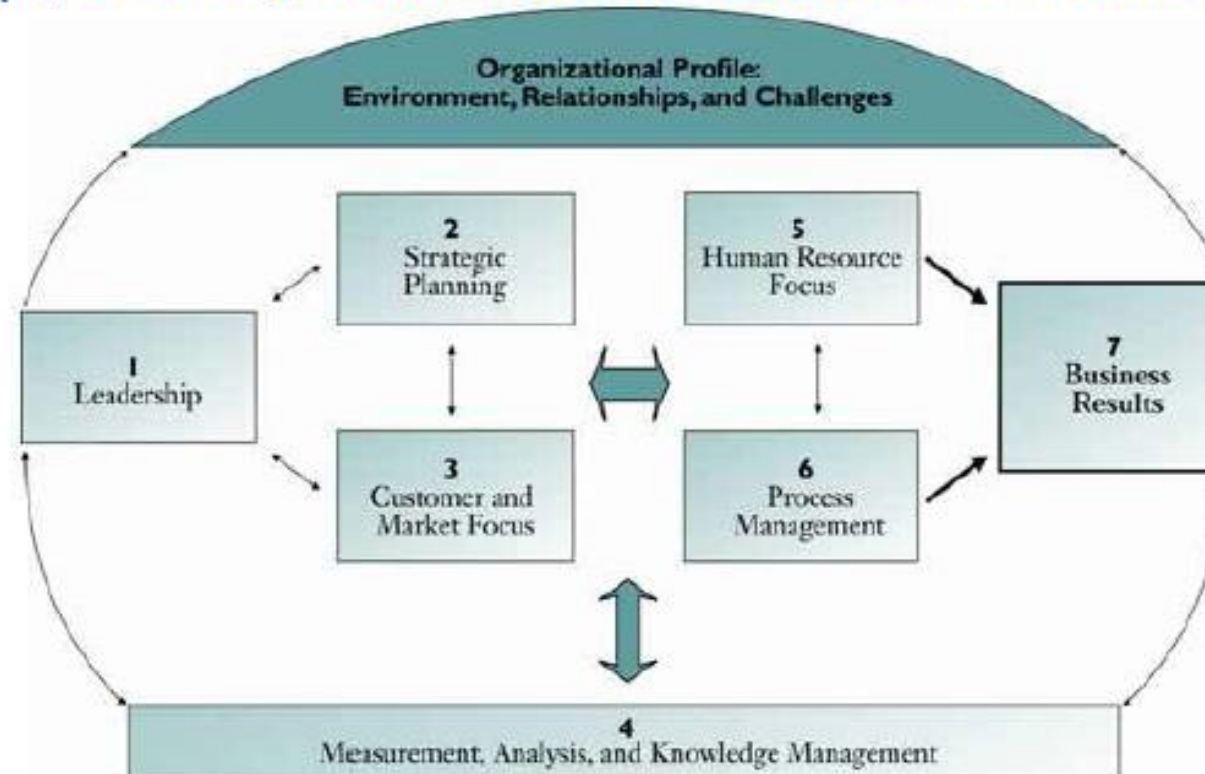
Value of the BE Framework

- Used as basis for continuous improvements
- Provides shared understanding of business excellence dimensions.
- More specifically, it helps:
 - **Leaders**
 - Deliver strategy
 - Understand what is important to focus on as a leader
 - Develop a culture of excellence;
 - **Management**
 - Understand link between strategy and operations
 - Engage employees in change
 - Lead improvements
 - **Employees**
 - Build common direction and goals
 - Understand impact of their actions
 - Contribute to improvements



a. Business Excellence Models

(1) Baldrige Performance Excellence Framework



Worldwide Adoption of Business Excellence(BE)



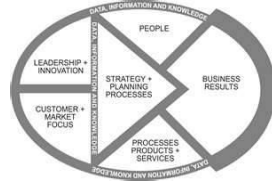
GEM Council & BE Framework



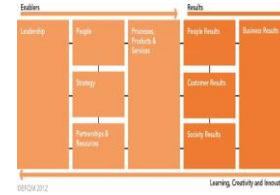
Baldrige Criteria for Performance Excellence



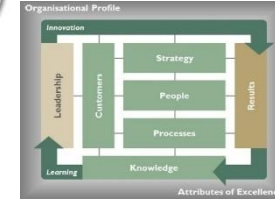
Australia Business Excellence Framework



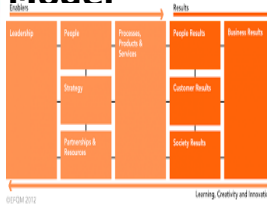
EFQM Excellence Model



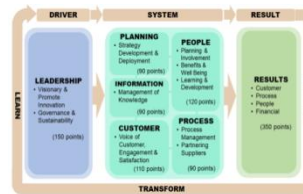
Singapore Business Excellence Framework



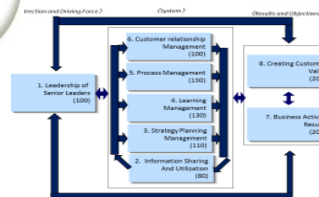
India Business Excellence Model



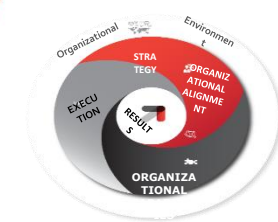
Malaysia Business Excellence Framework



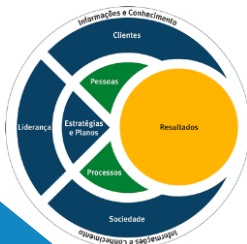
Japan Management Excellence Model



Mexico Excellence Framework



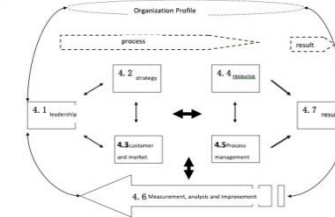
Brazil Management Excellence Model



Ibero-American Model of Excellence in Management



China Framework of Performance Excellence Model





1. Business Excellence

BE Framework comprises:

a. Business Excellence Models

Two widely used models are:

- (1) Baldrige Performance Excellence Framework and
- (2) EFQM Excellence Model

b. Core Values & Concepts

These underpin business excellence criteria requirements

c. Criteria Requirements

Business excellence criteria requirements are key to effective business excellence assessments

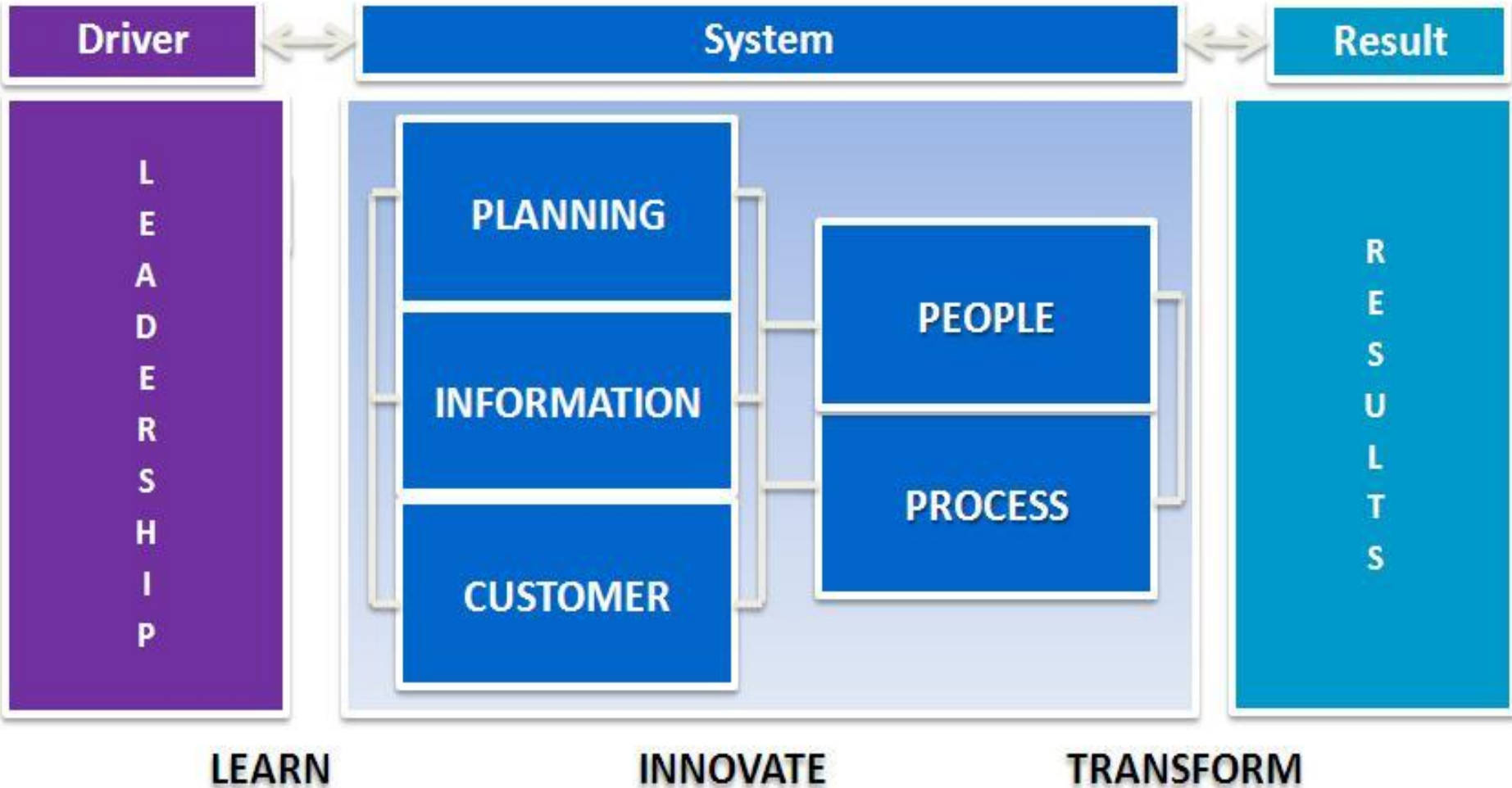
d. Scoring System

The scoring of responses to criteria items are based on evaluation dimensions and factors

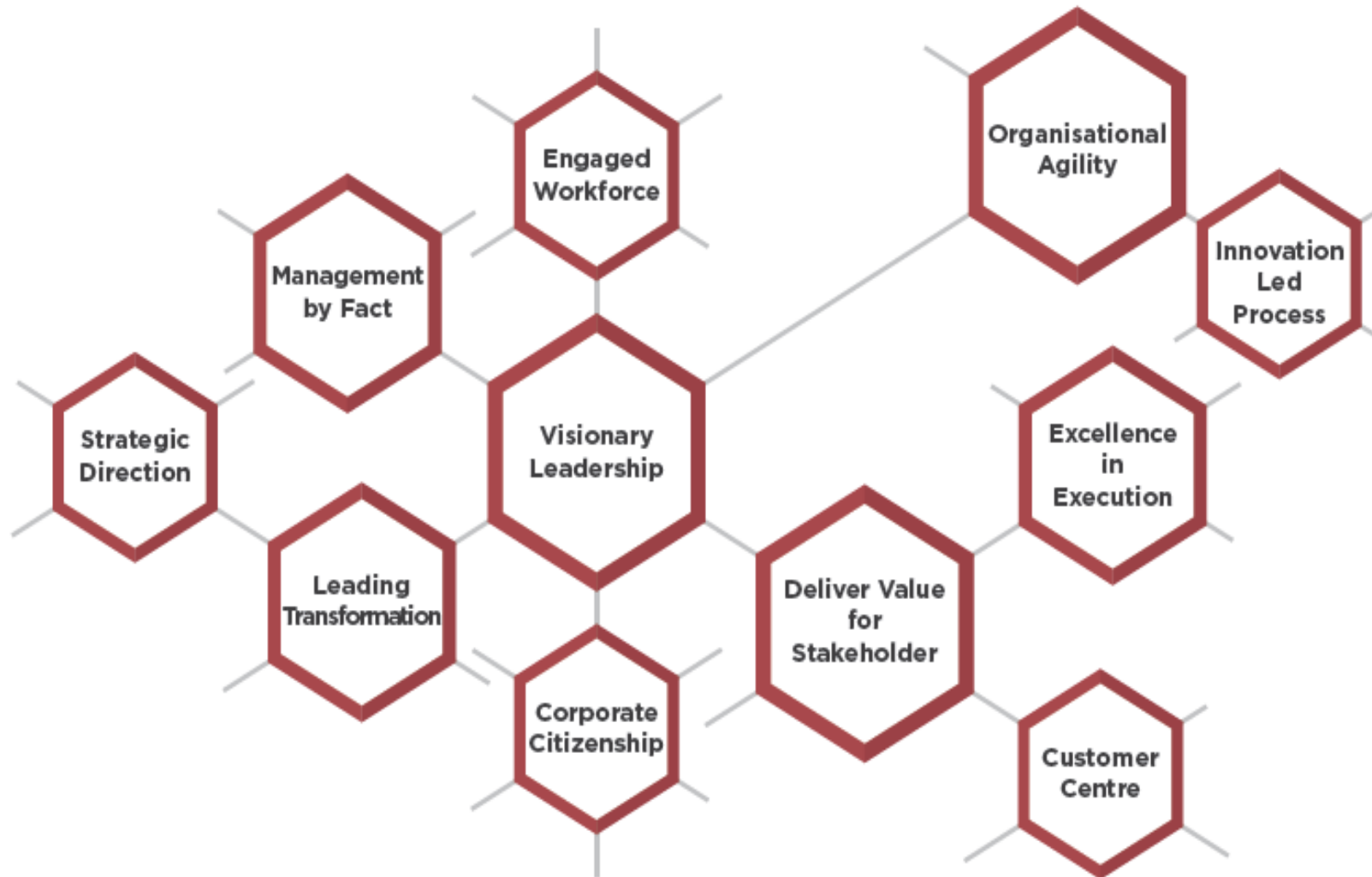
Malaysia Business Excellence Framework



MALAYSIA : BUSINESS EXCELLENCE MODEL



MBEF's GUIDING PRINCIPLES



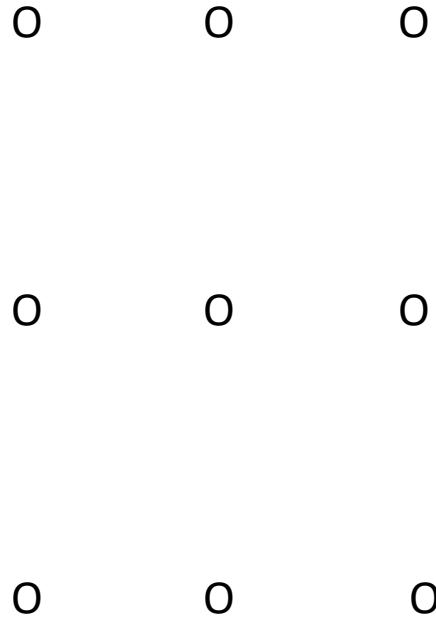


Module 2 : BE – Criteria Assessment

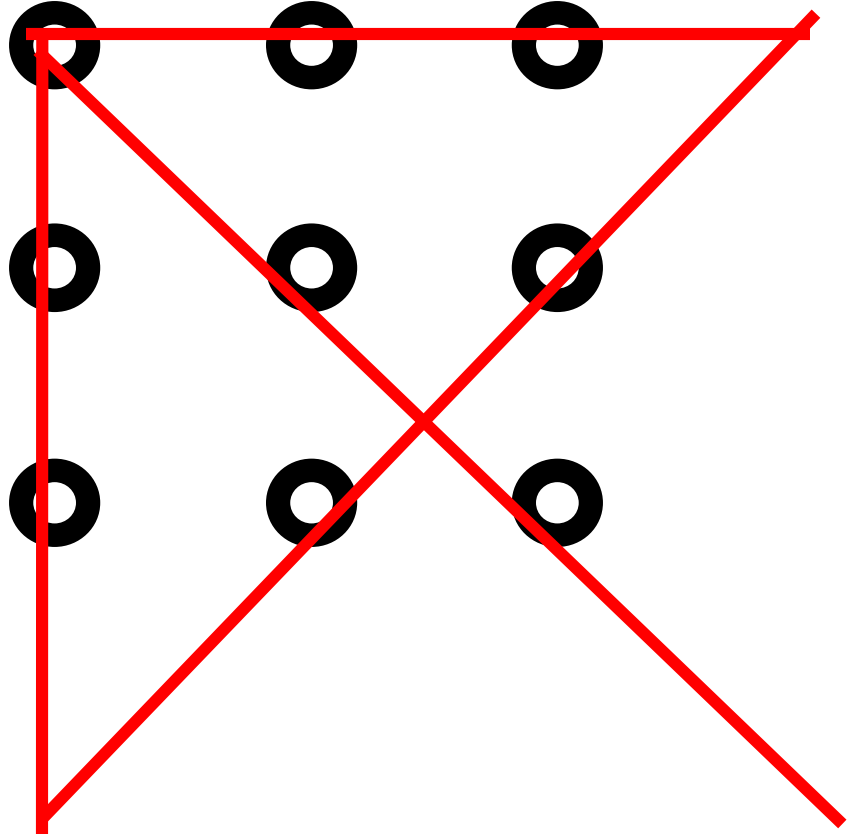
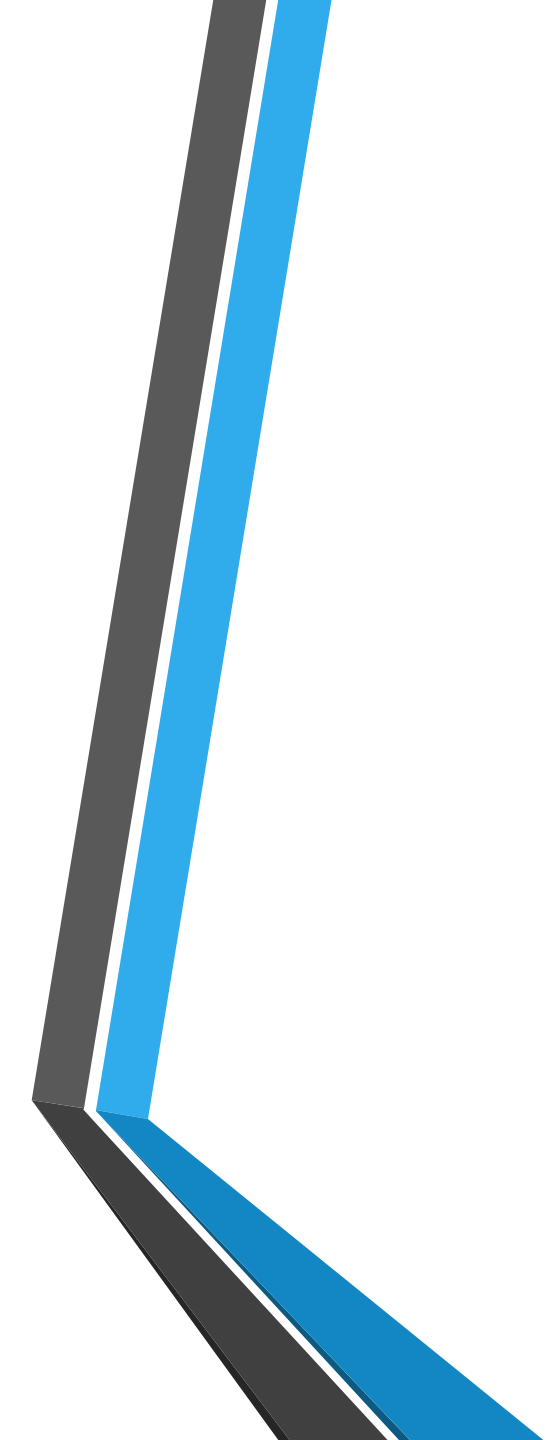
- Business Excellence Journey
- Organizational Overview
- Business Excellence Criteria
- Scoring System

Exercise

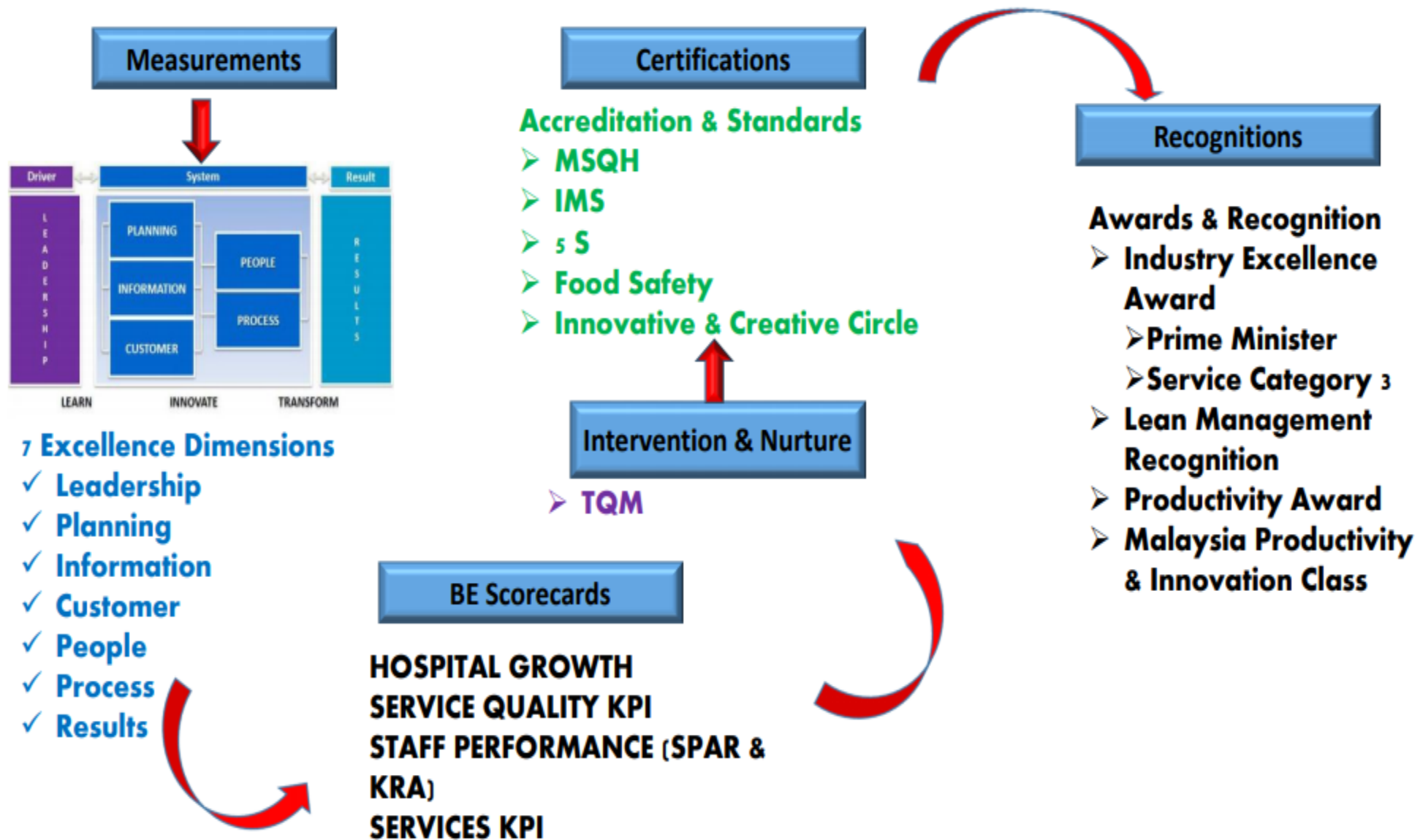
Connect the nine points below with four straight lines without lifting your pen or pencil from the paper.



Lifted from Jlapitan's presentation



Business Excellence Journey



Malaysia Business Excellence Framework





What is Organisational Overview

Organisational Overview details basic information about what is relevant and important to your business. It is a snapshot of your organisation, key influences on how it operates, and key challenges encountered. This information forms the basis for performance improvement efforts.

Why Organisational Overview Important

Organisational overview enables your organisation to review its basic information prior to undertaking the BE Journey, and dive deep into gaps and areas that may be taken for granted as a result of being in business for a long time. It also enables your organisation to seamlessly coordinate with other initiatives undertaken to better understand its reasons for existence.

ORGANISATIONAL OVERVIEW

01 Company history (when it started and important achievements and milestones)

02 Vision, mission, values and strengths

03 Products and services provided to meet the customer needs

04 Governance structure and governance system

05 Legal and regulatory requirements

06 Workforce profile

07 Machines, equipment and technologies used

08 Customers, stakeholders and target market

09 Market analysis and position

10 Competition and trends

11 Suppliers and partners

12 Competitive advantage (what sets organisation apart in the marketplace to succeed)

13 Challenges encountered

14 System to improve performance including system to improve work processes including system to improve work processes



BUSINESS EXCELLENCE CRITERIA

The Leadership criteria addresses how leaders develop and facilitate the achievement of an organisation's vision and mission. It also relates to the leader's efforts to develop values required for long-term success. Effective leadership is crucial to overall organisational growth by developing policies and strategies that drive people to achieve its objectives. Emphasis is placed on how the senior leaders communicate with the employees, enhance their skills, and how they are involved in organisational learning and in developing future leaders. The criteria include organisation governance system, societal responsibilities, and support for its key communities.

Criteria 1: LEADERSHIP (150 Points)

1.1 Visionary & Promote Innovation (90 Points)

Describe how senior leaders are responsible to:

- 1.1.1 Develop the organisation's vision, mission and values that focus on all stakeholders, learning and innovation.
- 1.1.2 Communicate the organisation's vision, mission and values to all stakeholders.
- 1.1.3 Create an environment for business success currently and in the future.
- 1.1.4 Involve in succession planning process and development of future leaders.
- 1.1.5 Review and improve the effectiveness of personal leadership and involvement in meeting organisational vision, mission, values and ethics.
- 1.1.6 Lead the organisational transformation in meeting the new economic challenges and business trends.

1.2 Governance and Community Support (60 Points)

Describe how senior leaders are responsible to:

- 1.2.1 Ensure effective governance system, legal and regulatory compliance are established and reviewed.
- 1.2.2 Ensure accountability for organisation's actions and independence in audits.
- 1.2.3 Develop and implement Corporate Social Responsibility (CSR) policies and practices for community and environment in which it operates.
- 1.2.4 Review and improve CSR policies and practices for the benefit of community and environment.

Criteria 2: STRATEGY (90 Points)

2.1 Strategy Development (45 Points)

Describe how the organisation:

- 2.1.1 Identifies strategic challenges using a robust strategic planning process taking into consideration reliable data and knowledge (employees, customers, partners, suppliers, stakeholders and competitors).
- 2.1.2 Establishes risks management system and identifies strategies to mitigate the identified risk.
- 2.1.3 Develops strategic plan and sets strategic objectives taking into consideration business challenges, the need to transform organisation while leveraging on core competencies and competitive advantages.
- 2.1.4 Establishes short, medium and long-term plans and goals.

2.2 Strategy Deployment, Implementation and Review (45 Points)

Describe how the organisation:

- 2.2.1 Deploys and disseminates plans aligned to strategies and goals.
- 2.2.2 Allocates resources (financial, workforce and other resources) to support the accomplishment of the plans.
- 2.2.3 Sets, monitors and reviews key performance indicators (KPIs) for employees that are linked to strategies and goals.
- 2.2.4 Measures, reviews and enhances organisation's performance against plans.
- 2.2.5 Reviews the relevance of the plans with respect to external changes.

The Strategy criteria addresses the development of organisation's strategic objectives and action plans, deployment of the plans and change of plans if circumstances require it, as well as how progress is measured and sustained.

Objective decision making in an organisation requires relevant and accurate data. Senior leaders should ensure that all the necessary data are collected pertaining to the core activities of the organisation, in particular its performance measurement data. The Information criteria examines how the organisation manages information that interlinks all the functional areas of an organisation. Data should be collected on customer satisfaction, supplier partnership results, employee performance, and market performance. Another aspect is how the organisation creates knowledge, and how knowledge is disseminated and used to improve the organisation's effectiveness, efficiency, and performance.

Criteria 3: INFORMATION (90 Points)

3.1 Information Management (45 Points)

Describe how the organisation:

- 3.1.1 Selects and gathers information to support decision making and improve organisational performance.
- 3.1.2 Ensures data accuracy, validity, reliability and currency.
- 3.1.3 Uses information to generate knowledge for planning, decision making, continuous improvement and innovation.

3.2 Knowledge Management (45 Points)

Describe how the organisation:

- 3.2.1 Identifies, implements and shares best practices both internally and externally to improve performance.
- 3.2.2 Ensures information technology systems are reliable, secured and user-friendly to relevant employees, suppliers, partners and customers.
- 3.2.3 Evaluates and improves the management of knowledge transfer in the organisation.

Criteria 4: CUSTOMERS (110 Points)

4.1 Customer Needs and Expectation (50 Points)

Describe how the organisation:

- 4.1.1 Identifies customer/market needs and expectations for product/service offerings
- 4.1.2 Seeks immediate and actionable customer feedback on the quality of product/service offerings, customer experiences and customer support.
- 4.1.3 Establishes appropriate methods to capture actionable information on product/service offerings from potential customers.
- 4.1.4 Incorporates customer/market needs, expectations and feedback into customisation of product/service offerings and strategies to enter new market, to attract new customer or to expand relationships with current customers.

4.2 Customer Engagement (60 Points)

Describe how the organisation:

- 4.2.1 Determines customer satisfaction, dissatisfaction and engagement.
- 4.2.2 Ensures the measurements of customer satisfaction, dissatisfaction and engagement capture valuable information for improvement, innovation and immediate recovery.
- 4.2.3 Manages relationship with customers to retain customers and enhance brand images.
- 4.2.4 Manages and enhances customer support and communication.
- 4.2.5 Ensures customer complaint management system is effective.
- 4.2.6 Uses knowledge of customers, customer groups, market segments, former customers, and potential customers to develop a more customer centric culture and support decision making.

Organisations that place customers at the centre of their business model are the ones that garner substantial customer support and their on-going patronage. These organisations use various avenues to collect customer needs and expectations, and feedback on product/service performance, as well as complaints and suggestions. This criteria emphasises customer engagement as an important factor in a learning and performance excellence strategy, as well as determines customer and market requirements, builds relationships with customers and determines their satisfaction.

Criteria 5: WORKFORCE (120 Points)

The Workforce criteria addresses how an organisation manages, develops, and disseminates the knowledge and full potential of its workforce at an individual, team-based and organisation-wide level. It looks at how the organisation continuously improves its workforce capabilities and capacities to support its policies and strategies, and ensure the effectiveness of its processes.

5.1 Workforce Management (55 Points)

Describe how the organisation:

- 5.1.1 Identifies workforce capabilities and capacities needs that meet organisational vision, mission, strategies, action plan and goals.
- 5.1.2 Assesses diversity of workforce and develop actions to address their requirements.
- 5.1.3 Reviews workforce requirements to address organisational challenges and business trends.
- 5.1.4 Manages and implements effective career progression for its workforce.
- 5.1.5 Evaluates, reviews and improvises the effectiveness and efficiency of learning and development system related to workforce engagement.

5.2 Workforce Engagement (65 Points)

Describe how the organisation:

- 5.2.1 Develops initiatives to promote well-being, satisfaction and engagement.
- 5.2.2 Assesses and improves workforce well-being, satisfaction and engagement.
- 5.2.3 Establishes organisational culture that encourage workforce engagement through involvement in improvement initiatives or teamwork activities.
- 5.2.4 Implements a performance appraisal system that is aligned to action plans and goals.
- 5.2.5 Establishes recognition and reward system based on productivity performance.
- 5.2.6 Evaluates and improves performance appraisal system, recognition and reward system to support organisational performance.

Criteria 6: PROCESS (90 Points)

6.1 Process Management (70 Points)

Describe how the organisation:

- 6.1.1 Determines key product and work process requirements.
- 6.1.2 Incorporates requirements of customers or stakeholders, new technology and knowledge or risks to consider during the product design or enhancement of work processes.
- 6.1.3 Ensures the operation of work processes meet its requirements and performance indicators or measures.
- 6.1.4 Determines key support processes and ensures that these processes meet business requirements.
- 6.1.5 Improves work processes and support processes to reduce cost, enhance efficiency and effectiveness.
- 6.1.6 Ensure security and cybersecurity of assets, data and information in all business operations.
- 6.1.7 Provides a safe operating environment and safety system that address accident prevention, disaster and emergency preparedness, inspection and recovery.

6.2 Supply Network Management (20 Points)

Describe how the organisation:

- 6.2.1 Identifies and selects network of qualified suppliers/ partners that fulfil organisation's objectives and strategies.
- 6.2.2 Ensures supply-network agility in responding to changes in business requirements.
- 6.2.3 Communicates organisation's expectations, evaluate and provide performance feedback to suppliers/ partners to help them improve their performance.

Process design affects the quality of products/services, as they are all produced/delivered through some sort of process. Therefore, the Process criteria asks organisations to look into their processes in order to support their policies and strategies and fully satisfy and generate incremental value for their customers and other stakeholders.

Criteria 7: RESULTS (350 Points)

Results Criteria is about what an organisation has achieved in all areas addressed in Criteria 1 to 6.

7.1 Leadership Result (70 Points)

The following questions should be answered:

- 7.1.1 Key indicators for leadership performance determined.
- 7.1.2 Establish trends, target performance and benchmark monitored & analysed.

7.2 Customer Result (70 Points)

The following questions should be answered:

- 7.2.1 Indication of customers' satisfaction and engagement determined.
- 7.2.2 Establish trends, target performance and benchmark monitored & analysed.

7.3 Process Result (70 Points)

The following statistics are required:

- 7.3.1 Key indicators for process performance determined.
- 7.3.2 Establish trends, target performance and benchmark monitored & analysed.

7.4 Workforce Result (70 Points)

The following statistics should be furnished:

- 7.4.1 Key indicators for talent performance determined.
- 7.4.2 Establish trends, target performance and benchmark monitored & analysed.

7.5 Financial and Market (70 Points)

The following results should be presented:

- 7.5.1 Key indicators for financial, market and productivity performance determined.
- 7.5.2 Establish trends, target performance and benchmark monitored & analysed.



ASSESSMENT AND SCORING SYSTEM

ASSESSMENT AND SCORING SYSTEM

MBEF Criteria and Point Values

Criteria and Sub-criteria		Point Values	
Leadership			150
L1	Visionary & Promote Innovation	90	
L2	Governance and Community Support	60	
Strategy			90
S1	Strategy Development	45	
S2	Strategy Deployment, Implementation and Review	45	
Information			90
I1	Information Management	45	
I2	Knowledge Management	45	
Customers			110
C1	Customer Needs and Expectation	50	
C2	Customer Engagement	60	
Workforce			120
W1	Workforce Management	55	
W2	Workforce Engagement	65	
Process			90
P1	Process Management	70	
P2	Supply Network Management	20	
Results			350
7.1	Leadership Result	70	
7.2	Customer Result	70	
7.3	Process Result	70	
7.4	Workforce Result	70	
7.5	Financial and Market Result	70	
TOTAL			1000

The four factors used to evaluate organisation's practices as addressing In Criteria 1 to 6 are ADLI.

Approach (A) refers to

- Methods used to accomplish the process
- Appropriateness of the methods to the criteria requirements and the organisation's operating environment
- Effectiveness of use of the methods
- The degree to which the approach is repeatable and based on reliable data and information i.e. systematic

Deployment (D) refers to the extent to which

- The approach is applied in addressing criteria requirements relevant and important to the organisation
- The approach is applied consistently
- The approach is used / executed by all appropriate work units

Learning (L) refers to the extent to which

- Approaches are refined through cycles of evaluation and improvement
- Breakthrough change, and innovation are encouraged
- Refinements and innovations are shared with other relevant work units and processes in the organisation

Integration (I) refers to the extent to which

- Approach is aligned with identified organisational needs in the Business Overview and other criteria
- Measures, information and improvement systems are complementary across processes and work units
- Plans, processes, results, analyses, learning and actions are harmonised across processes and work units to support organisation-wide goals

Results refer to organisation's outputs and outcomes as addressing in Criteria 7. The four factors used to evaluate Results are LeTCI.

Levels (L)

refers to current level of performance. It also refers to numerical information that positions an organisation's results and performance on a meaningful scale. Levels permit evaluation relative to past performance, projections, goals and appropriate comparisons.

Trends (T)

refers to the rate of performance improvements or sustainability of good performance and the extent of deployment of performance results. A minimum of three data points is needed to ascertain trend.

Comparison (C)

refers to performance relative to appropriate comparisons, such as comparison with competitors or similar organisations. It also ascertains whether the results surpassed benchmarks, best-in-class organisations or industry leaders. It also answers the question on how the organisation's performance compares against that of other organisations.

Integration (I)

refers to the extent to which results measures address important customer, product, market, process and action plan performance requirements identified in the organisational overview and other criteria. The results also include valid indicators of future performance. The results are harmonised across all processes and functional units to support organisation wide goals.

Scoring Scale

For Criteria 1-6:

Below is the explanation on the scoring used in the assessment for Criteria 1-6.

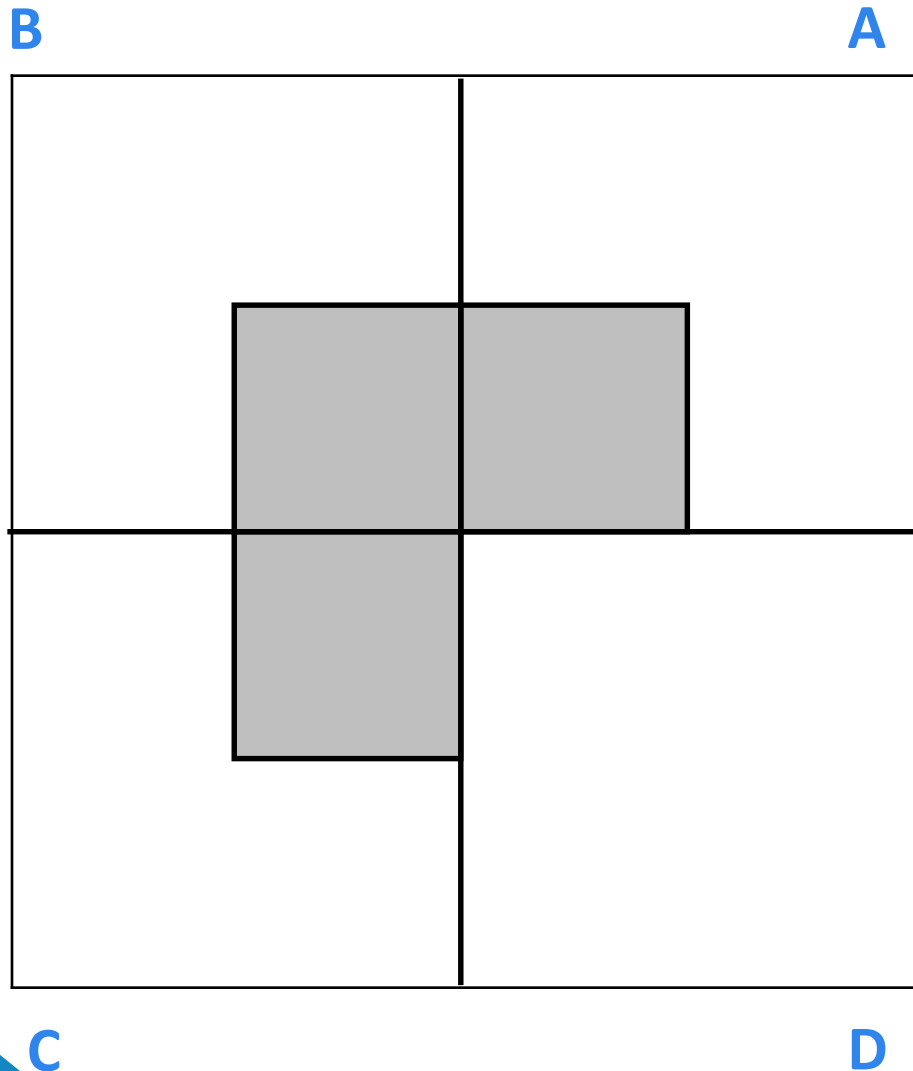
Scale 0: Company does not have such initiatives	<ul style="list-style-type: none">• No evidence of any systematic approach deployed in the company• No evidence of any review done• No evidence of organisational alignment
Scale 1: Company has started BE initiatives	<ul style="list-style-type: none">• The degree of implementation is not systematic, integrated and consistent• Evidence of early stages of review being done• Evidence of early stages of alignment
Scale 2: Company has adopted BEF with sporadic achievement	<ul style="list-style-type: none">• Implemented initiatives to all functional areas• Evidence of structured review process• Evidence of structured alignment
Scale 3: Company has aligned and adopted BEF to major business	<ul style="list-style-type: none">• Well implemented initiatives to all functional areas• Evidence of systematic review and improvement process are all in place• Evidence of systematic and overall alignment of organisational needs are identified
Scale 4: Company has integrated the adoption of BEF with significant improvement to all major functional/operational areas	<ul style="list-style-type: none">• Well deployed initiatives to the overall organisational needs• Evidence of refinement of evaluation, improvement and organisational learning including innovation• Integrated organisational alignment with current and future organisational needs
Scale 5: Company has refined the adoption of BEF and demonstrated significant impact in their business	<ul style="list-style-type: none">• Fully deployed initiatives to the organisational needs• Refinement and innovation backed by analysis and sharing throughout organisation• Well integrated organisational alignment with current and future organisational needs

For Criteria 7:

Below is the explanation on the scoring used in the assessment for Criteria 7.

Scale 0: Company does not provide results or poor results	<ul style="list-style-type: none">• No evidence of results or poor results• Trend is not provided, or show unfavourable trends• No comparative information• Results does not show evidence of successful deployment of strategy
Scale 1: Company provide a few results	<ul style="list-style-type: none">• A few evidences of good results• Evidence of some trend data, with some unfavourable trends• No comparative information• A few evidences of execution of action plan
Scale 2: Company provide good results	<ul style="list-style-type: none">• Evidence of good results• Evidence of some trend data, and most trends are favourable trends• Early stage of comparative information• Results are reported for most measured indicators
Scale 3: Company provide good results in line with strategy	<ul style="list-style-type: none">• Evidence of good results• Favourable trends of results• Some comparative information• Results are reported for most measured indicators
Scale 4: Company provide good to excellent results	<ul style="list-style-type: none">• Evidence of good to excellent results• Favourable trends or sustained results for over at least 3 years• Many trends and levels are benchmarked against relevant comparative information for target setting• Results are reported for all measured indicators in line with strategy
Scale 5: Company provide excellent results	<ul style="list-style-type: none">• Evidence of excellent results• Favourable trends or sustained results for over at least 3 years• Benchmark by others in many areas• Results and projections are reported for all key indicators and evidence of successful deployment of strategy

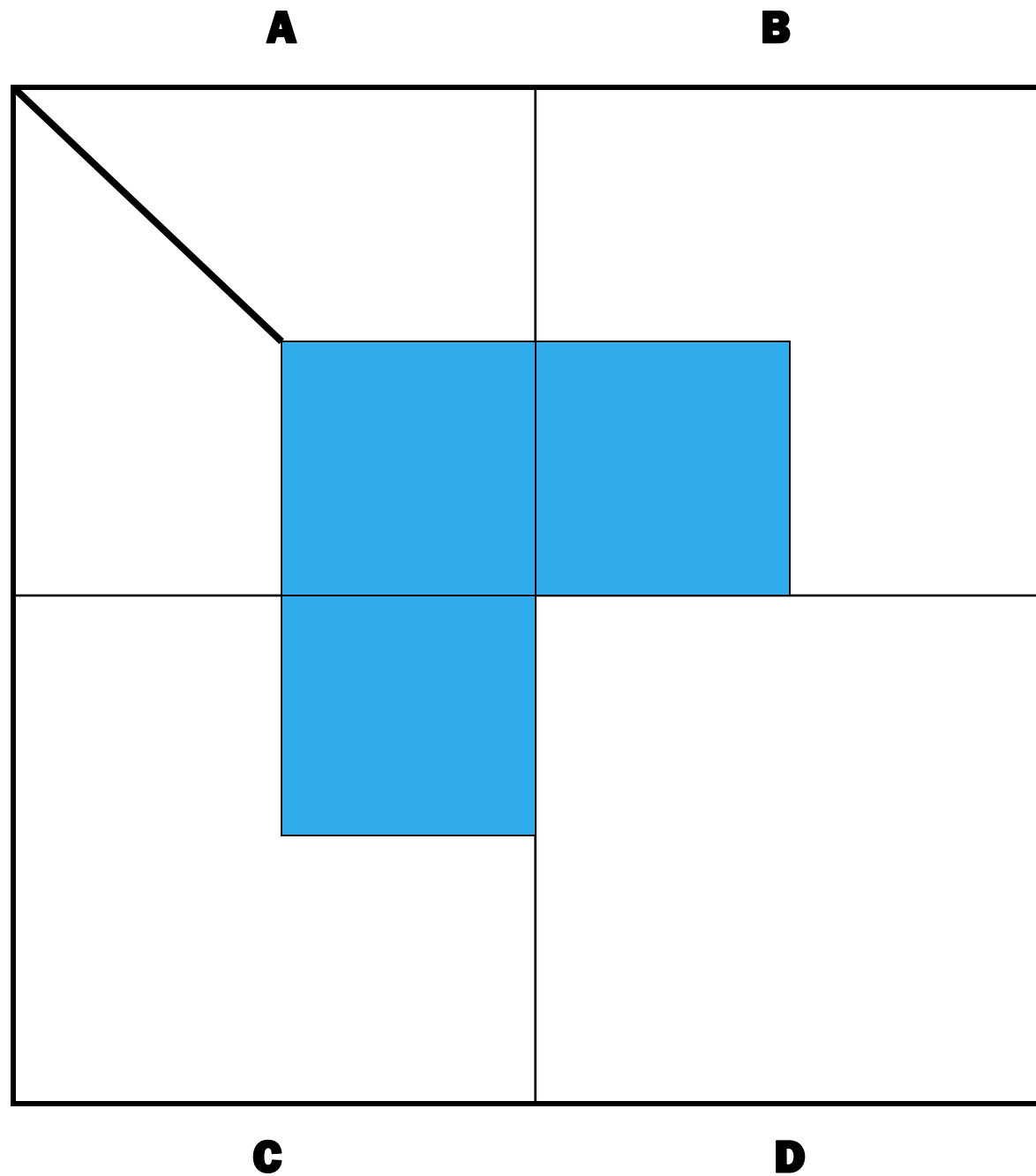
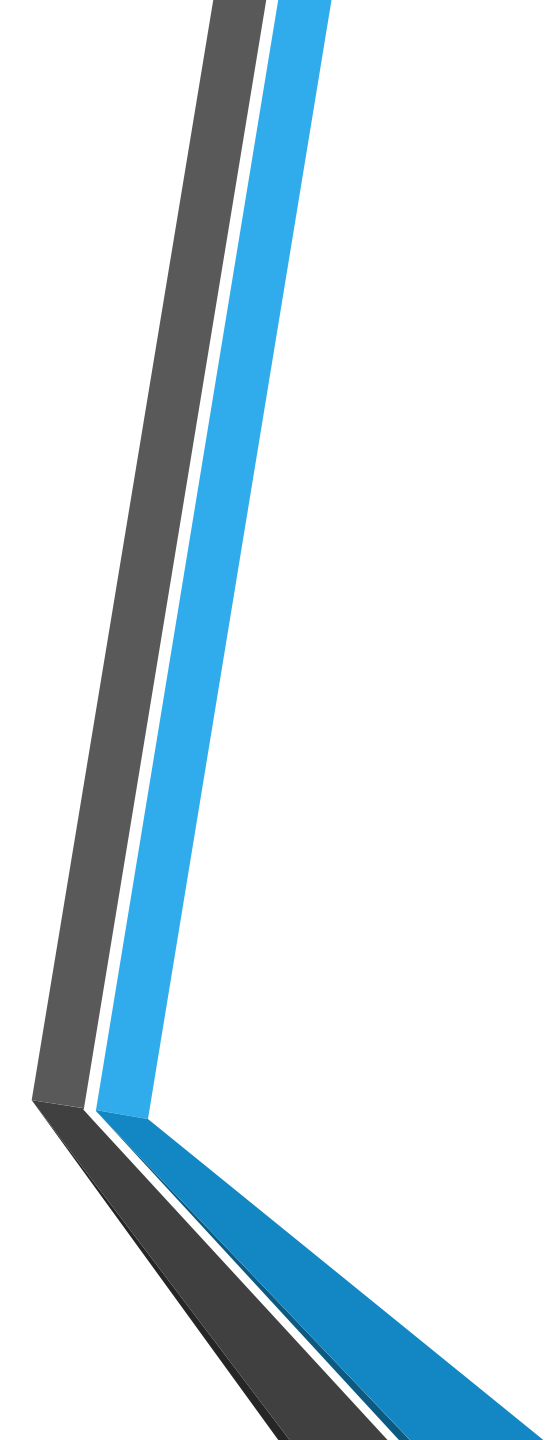
EXERCISE : 4 SQUARES

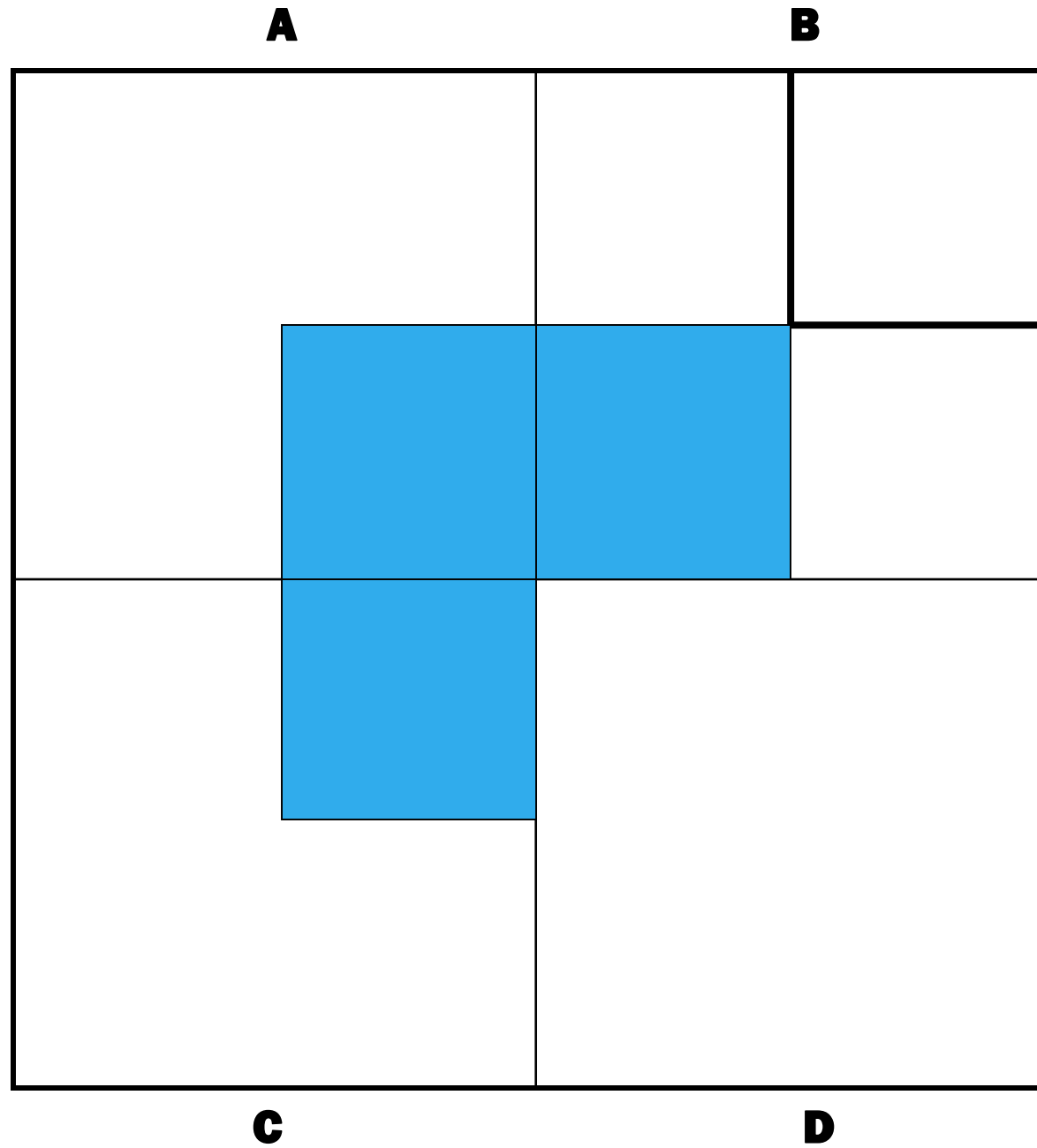
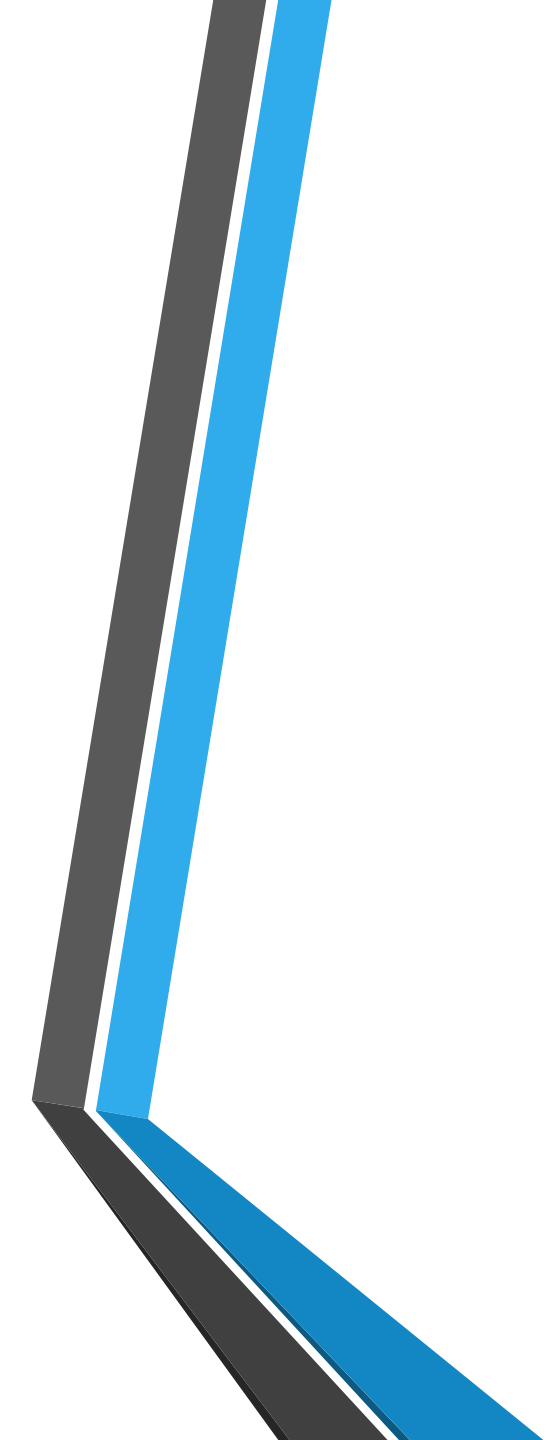


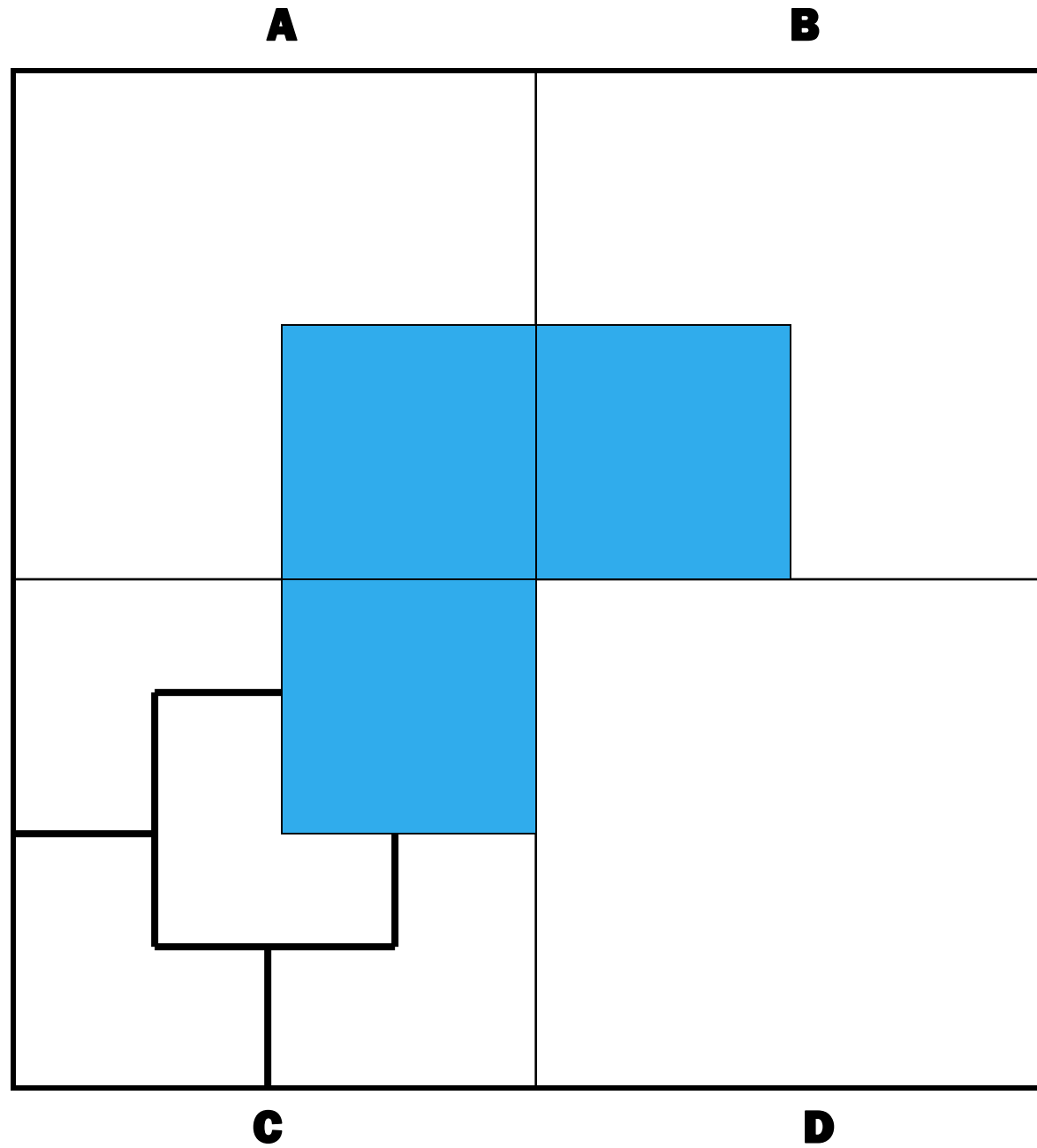
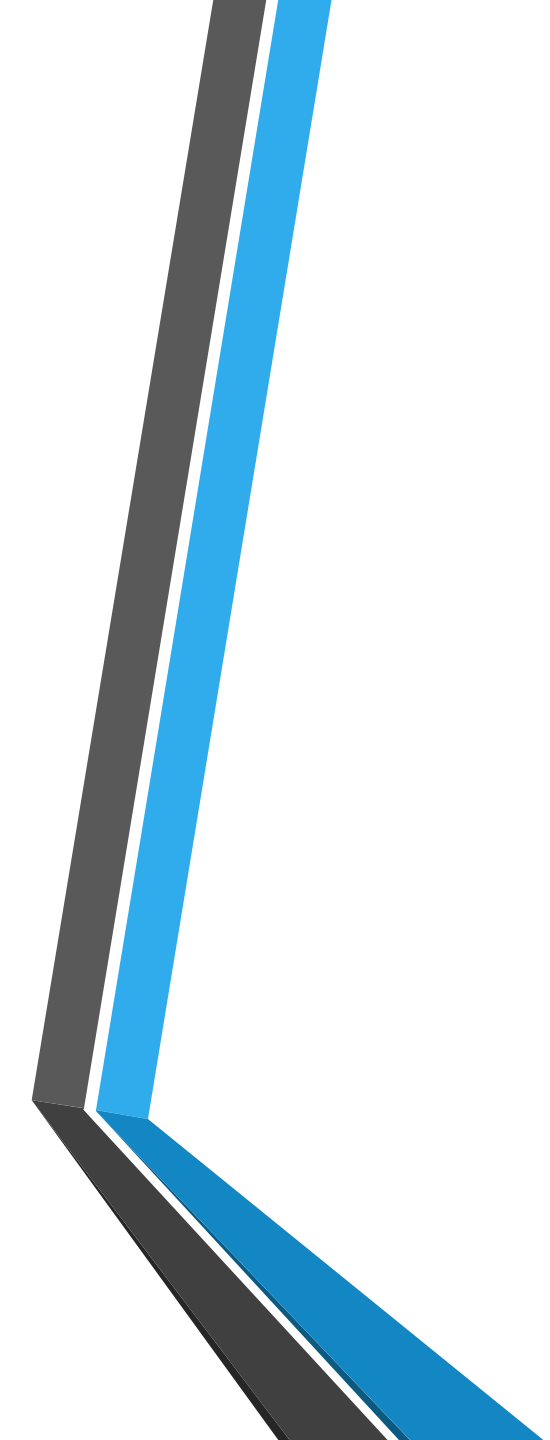
- The figure shows 4 squares.
- One fourth of square A,B,C is shaded.

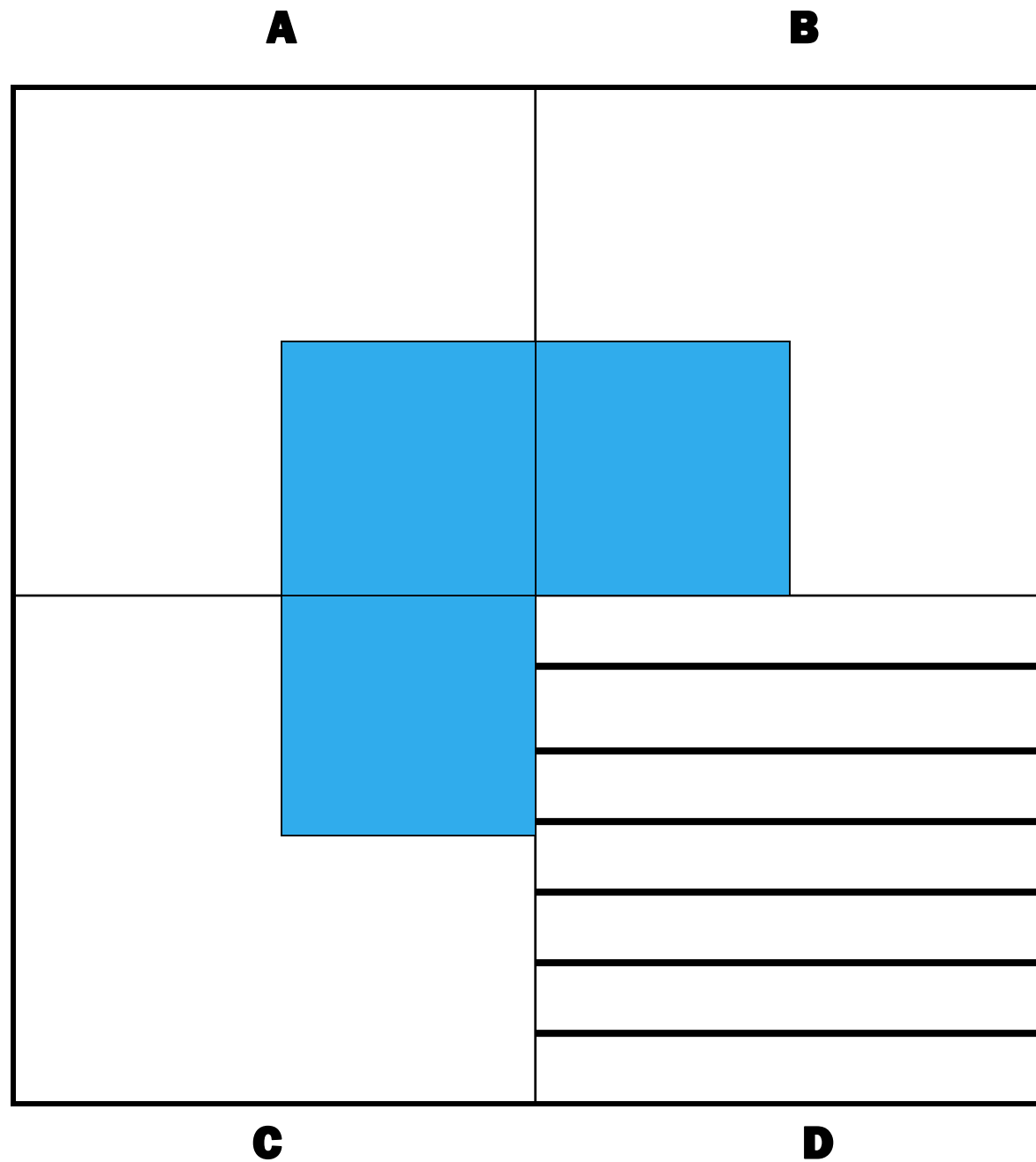
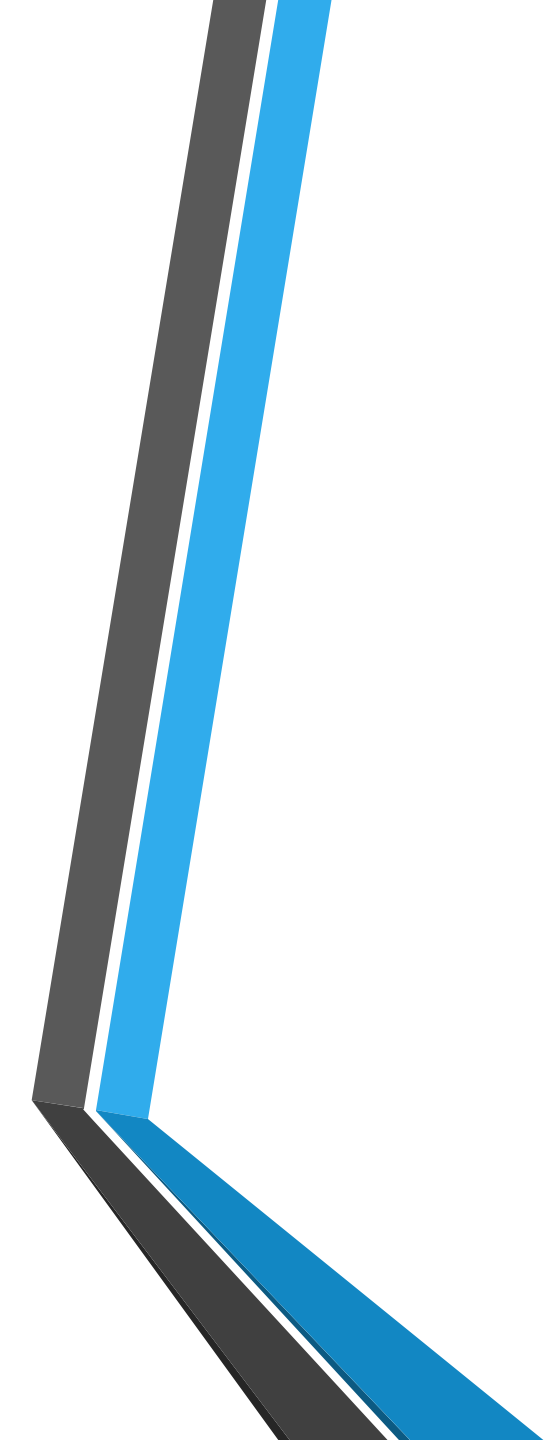
Your Task :-

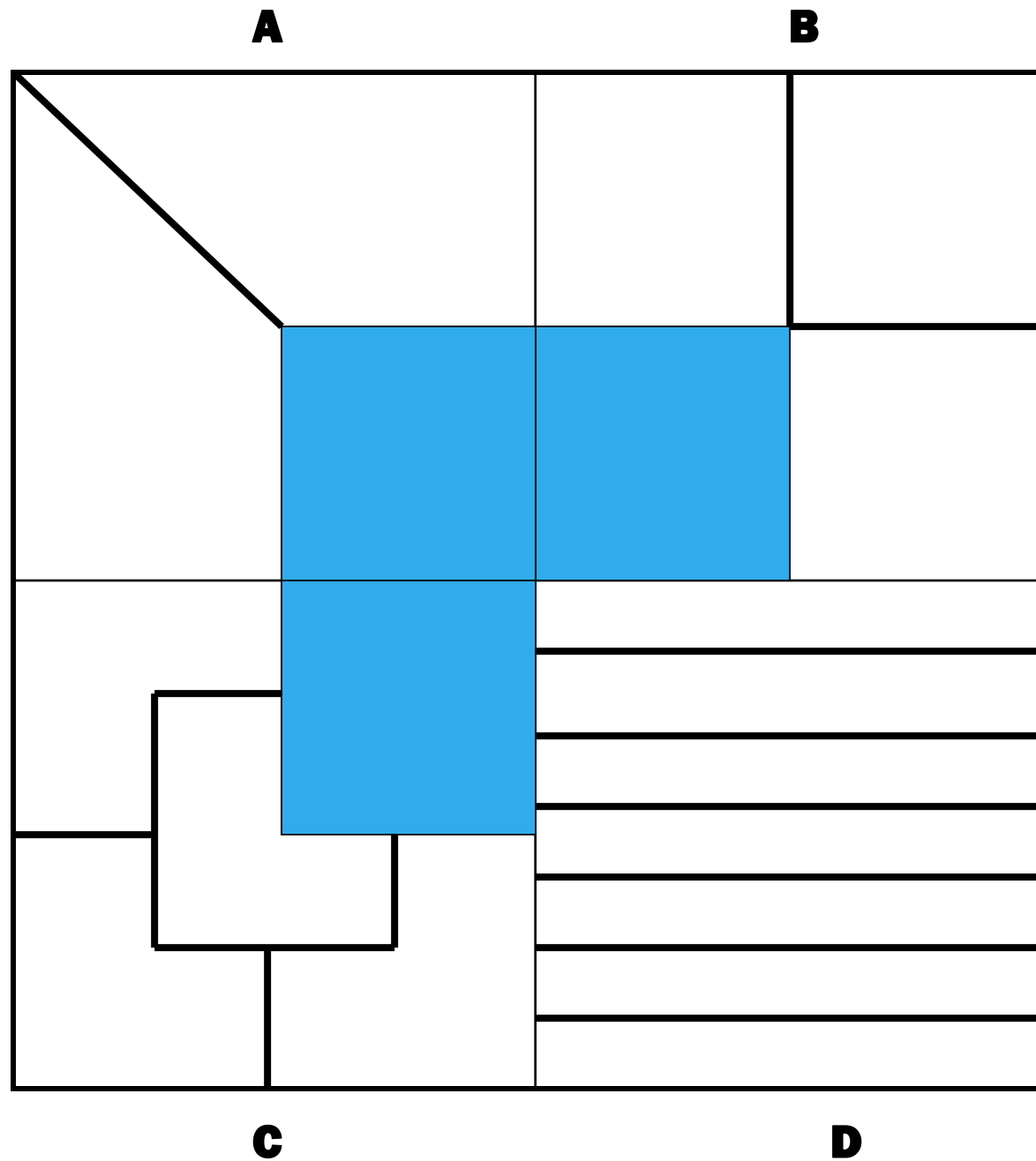
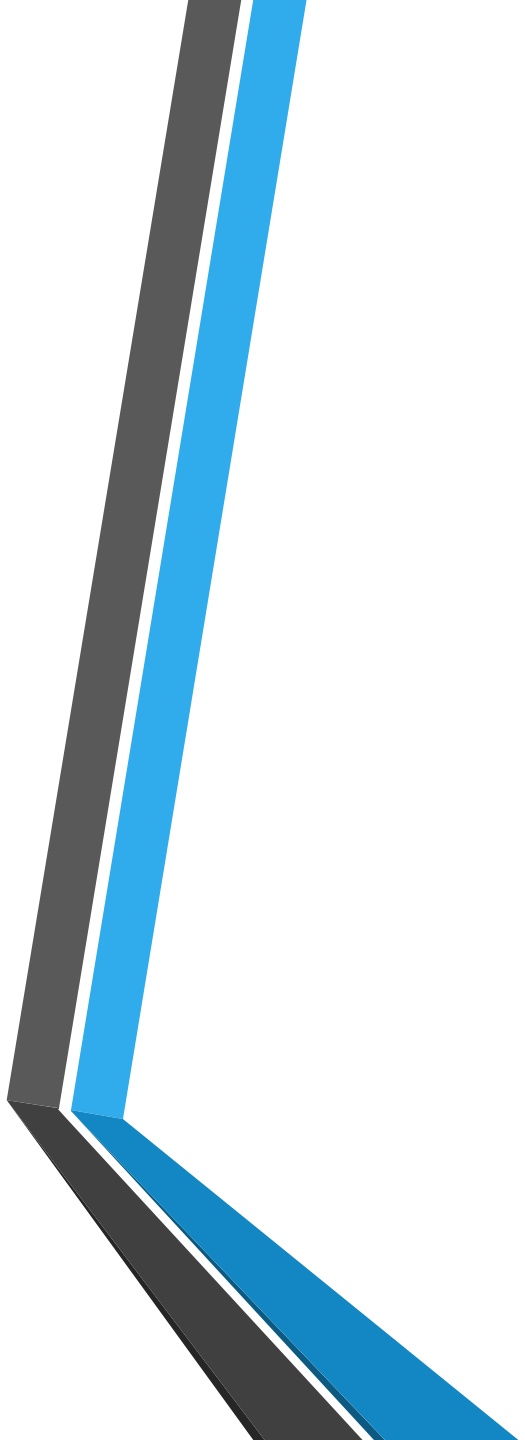
- Divide the unshaded portion of "A" into **TWO** equal and identical parts.
- Divide unshaded portion of "B" into **THREE** equal and identical parts.
- Divide unshaded portion of "C" into **FOUR** equal and identical parts. (Clue : The solution is not in the form of triangles)
- Divide "D" into **SEVEN** equal and identical parts













**TOI - Lead India
"Tree"
2 mins
Existing Track
26 11 07**

The Leadership criteria addresses how leaders develop and facilitate the achievement of an organisation's vision and mission. It also relates to the leader's efforts to develop values required for long-term success. Effective leadership is crucial to overall organisational growth by developing policies and strategies that drive people to achieve its objectives. Emphasis is placed on how the senior leaders communicate with the employees, enhance their skills, and how they are involved in organisational learning and in developing future leaders. The criteria include organisation governance system, societal responsibilities, and support for its key communities.

Criteria 1: LEADERSHIP (150 Points)

1.1 Visionary & Promote Innovation (90 Points)

Describe how senior leaders are responsible to:

- 1.1.1 Develop the organisation's vision, mission and values that focus on all stakeholders, learning and innovation.
- 1.1.2 Communicate the organisation's vision, mission and values to all stakeholders.
- 1.1.3 Create an environment for business success currently and in the future.
- 1.1.4 Involve in succession planning process and development of future leaders.
- 1.1.5 Review and improve the effectiveness of personal leadership and involvement in meeting organisational vision, mission, values and ethics.
- 1.1.6 Lead the organisational transformation in meeting the new economic challenges and business trends.

1.2 Governance and Community Support (60 Points)

Describe how senior leaders are responsible to:

- 1.2.1 Ensure effective governance system, legal and regulatory compliance are established and reviewed.
- 1.2.2 Ensure accountability for organisation's actions and independence in audits.
- 1.2.3 Develop and implement Corporate Social Responsibility (CSR) policies and practices for community and environment in which it operates.
- 1.2.4 Review and improve CSR policies and practices for the benefit of community and environment.

1.1 Senior Leadership

- How senior leader deploy vision, mission and values – leadership system
- How senior leaders' actions demonstrate their commitment to legal & ethical behaviour
- How senior leader communicate with and engage the entire workforce and customer
- How do you evaluate the performance leaders
- Creating a successful organization
 - Create environment to achieve mission, organizational performance, performance leadership, organizational learning
 - Create a workforce culture – customer experience
 - Create environment for innovation & intelligent risk taking
 - Participate succession planning – develop of future organizational leaders





1.1 VISIONARY AND PROMOTE INNOVATION

VISION, MISSION AND VALUES

Corporate Vision

Providing Purpose,
Direction and Motivation

Vision is a short and inspiring statement of what your organization intends to become and to achieve at some point in the future.

Corporate Vision may contain commitment to:

- Creating an outstanding value for customers and other stakeholders
- Developing a great new product
- Developing a great company

core value *n.* belief that guides a firm's actions, unites its employees, and defines its brand.

RS Recruiting Social

MISSION STATEMENT

“A mission statement is a short statement of why an organization exists, what its overall goal is, identifying the goal of its operations.”

WHAT YOU DO



HOW YOU DO IT



WHY YOU DO IT



VISION

**The Preferred
Healthcare Provider**

MISSION

**Deliver Quality
Healthcare Services**

CORE VALUES

**Safety, Courtesy,
Integrity,
Professionalism,
Continuous
Improvement**

VISION

To establish UiTM as a Globally Renowned University of Science, Technology, Humanities and Entrepreneurship.



MISSION

To lead the development of agile, professional Bumiputeras through state-of-the-art curricula and impactful research.



PHILISOPHY

Every individual has the ability to attain excellence through the transfer of knowledge and assimilation of moral values so as to become professional grduates capable of developing knowledge, self, society and nation.



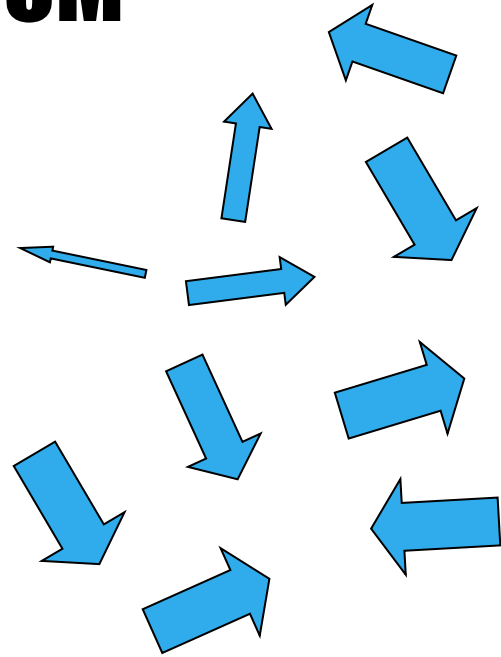
Objectives

To enhance the knowledge and expertise of Bumiputeras in all fields of study through professional programmes, research work and community service based on moral values and professional ethics.

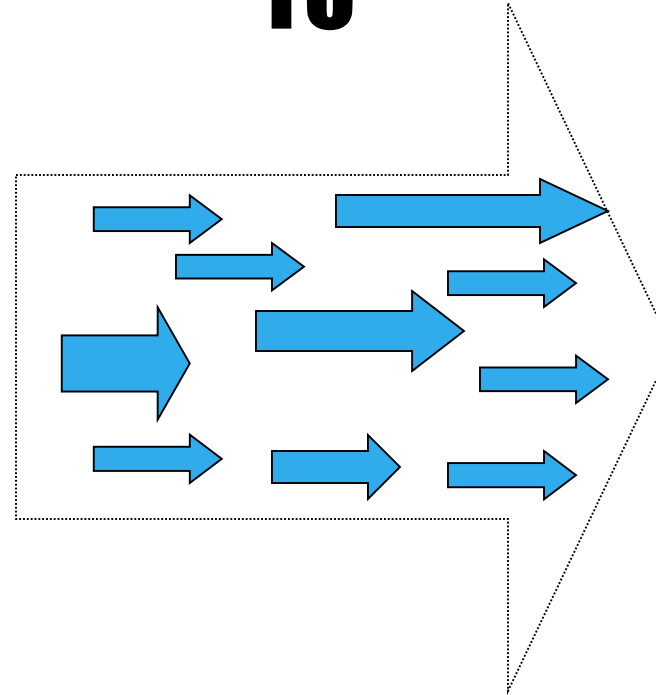
- To empower the delivery of UiTM's library services as a center of information excellence that always remains relevant and respected.
- To serve comprehensive, up to date and relevant knowledge and resources in various physical and virtual formats.
- To provide a conducive environment and facilities for teaching, learning and research matters.
- To develop the latest information technology and communication facilities based on customer needs.
- To strengthen human capital through Budaya PERDANA for PUiTM communities.
- To enrich relation and cooperation with external organisations in industrial networks.

SHARED VISIONING (ALIGNED ORGANIZATION)

FROM



TO







Client Charter

PTAR is committed in providing world-class environment, services and resources to enhance study, research and teaching experiences.

Our client charter reflects our commitment to provide world-class services and focuses on SIX main areas.

- To deliver user-friendly services to PTAR users
- To provide weekly updates to PTAR users of our new arrivals and collections
- To provide a response within THREE (3) weeks upon the date of application for Inter-Library loan requests
- To respond within ONE (1) working day on Information Skill Class
- To provide 24/7 access to the PTAR Portal and electronic resources
- To provide access within THREE (3) working days upon date of application for reference archive materials

SEPANJANG TEMPOH PELAKSANAAN PERINTAH KAWALAN PERGERAKAN (PKP), PERKHIDMATAN PERPUSTAKAAN DILAKSANAKAN SEPENUHNYA SECARA ATAS TALIAN MELALUI
PERKHIDMATAN PERPUSTAKAAN DIGITAL

Perkhidmatan dan kemudahan yang disediakan adalah seperti berikut:

- pengguna boleh meminjam buku mengikut syarat dan tatacara yang ditetapkan - <https://bit.ly/pinjamanbuku>
- Library eResources (Pangkalan Data Atas Talian, eBook, eJournal, Institutional Repository, Electronic Question Paper System)
- Program Pendidikan Pengguna dan aktiviti konsultasi penyelidikan secara atas talian
- Perkhidmatan konsultasi rujukan melalui Chat with Librarian
- Web Based Integrated Library System (WILS) – online renewal, Inter Library Loan (ILL) Cadangan bahan perpustakaan, status pinjaman/pemulangan dan sebagainya.
- Pengguna lain masih boleh terus menggunakan perkhidmatan perpustakaan digital melalui pautan <https://library.uitm.edu.my>

COMMUNICATION & DEPLOYMENT

MARCOM PLAN EXAMPLE 1





Human Resources Manager

Marketing Manager

Logistic Manager

Security Manager

IT Manager

Communication Manager

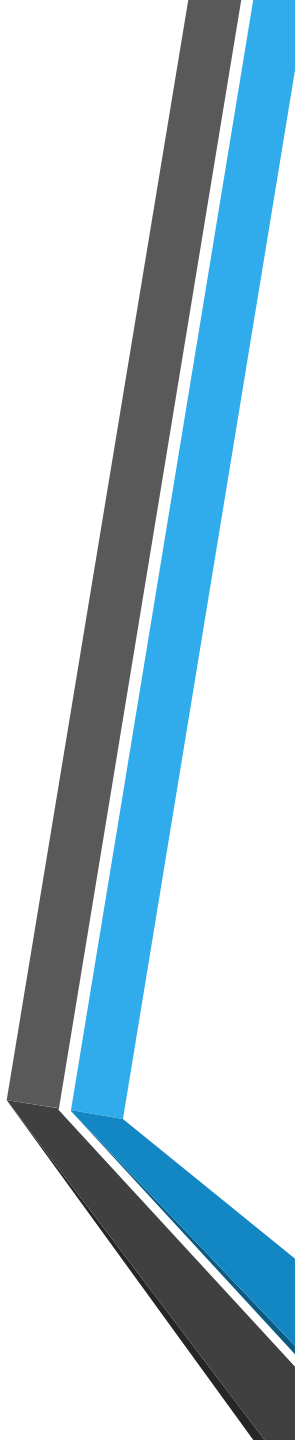
Project Manager

Internal Supervisor

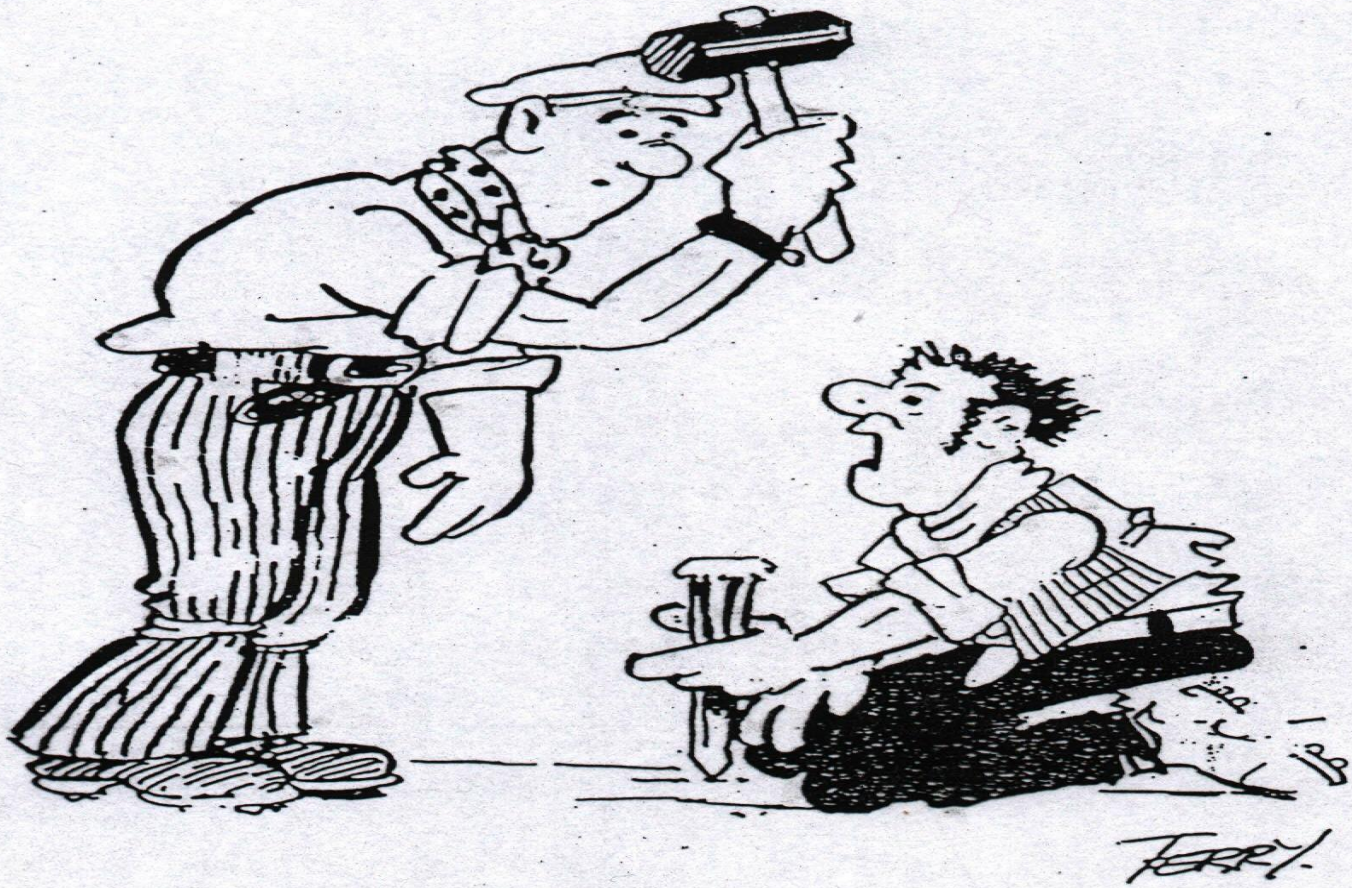
PR Manager

Product Development Manager

YOU



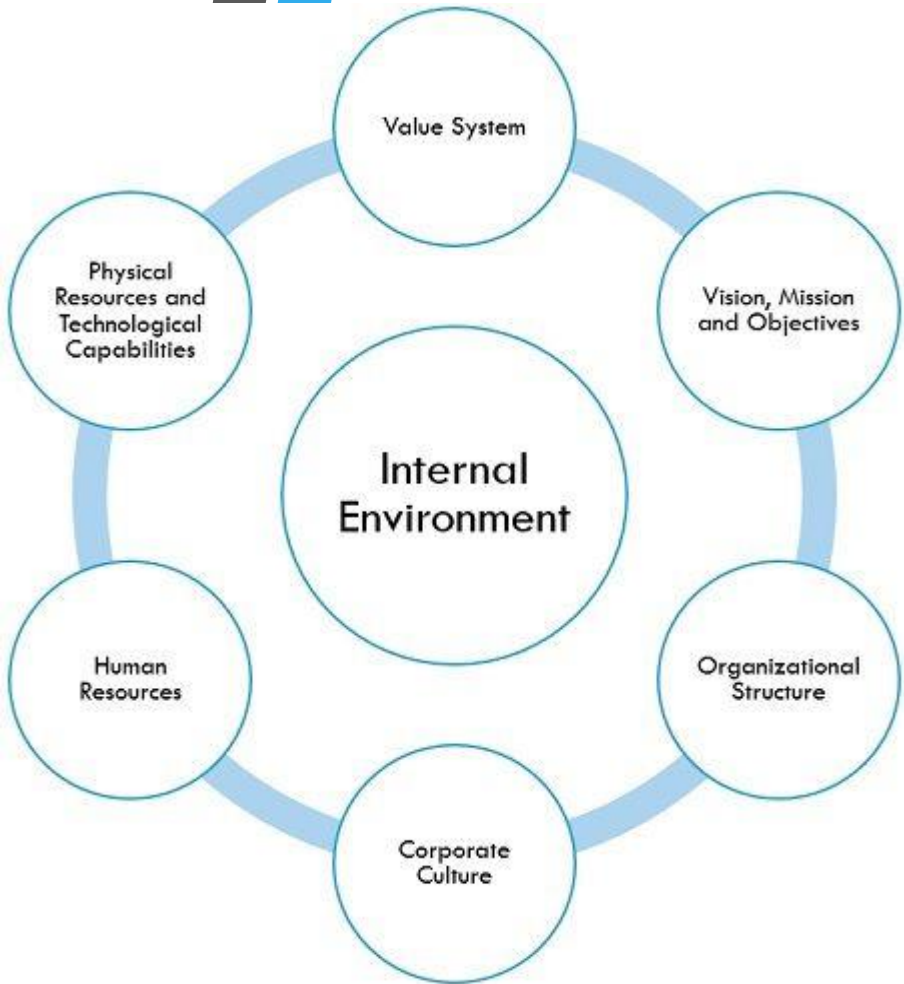
**FEATURE FILMS ARE
THE RESULT OF YEARS
OF SCIENTIFIC STUDY
COMBINED WITH THE
EXPERIENCE OF YEARS**



“When I nod my head, hit it.”

“Bila saya angguk, kêtuk ia”

ENVIRONMENT FOR BUSINESS SUCCESS



Marcus Lemonis's

3 P's of Business Success *Detailed*



People

- Hire the right people to work for you
- Put them in the right roles
- Create an environment that helps employees perform at their best
- Treat everyone with respect



Process

- Increase efficiency in all areas
- Find which fewest steps yield the best results
- Look for opportunities to scale (increase production by 10 times)

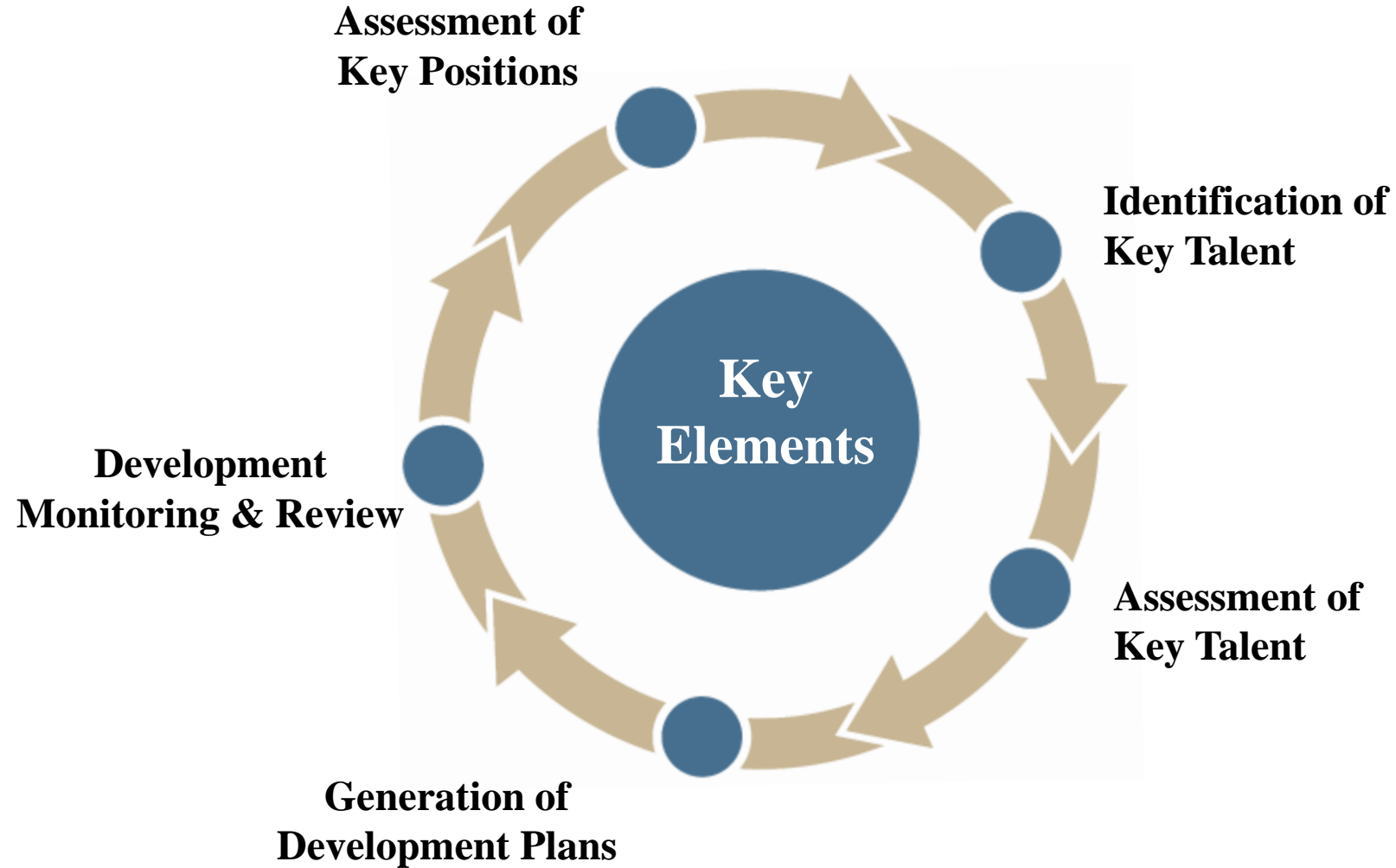


Product

- Evaluate market characteristics (pricing, packaging, sizing)
- Consider your customers' feedback
- Modify packaging and streamline options to maximize sales

LaConte Consulting ©2018 <https://laconteconsulting.com> Source: <https://www.americanexpress.com/en-us/business/trends-and-insights/articles/marcus-lemonis-reveals-the-3-keys-to-business-success>

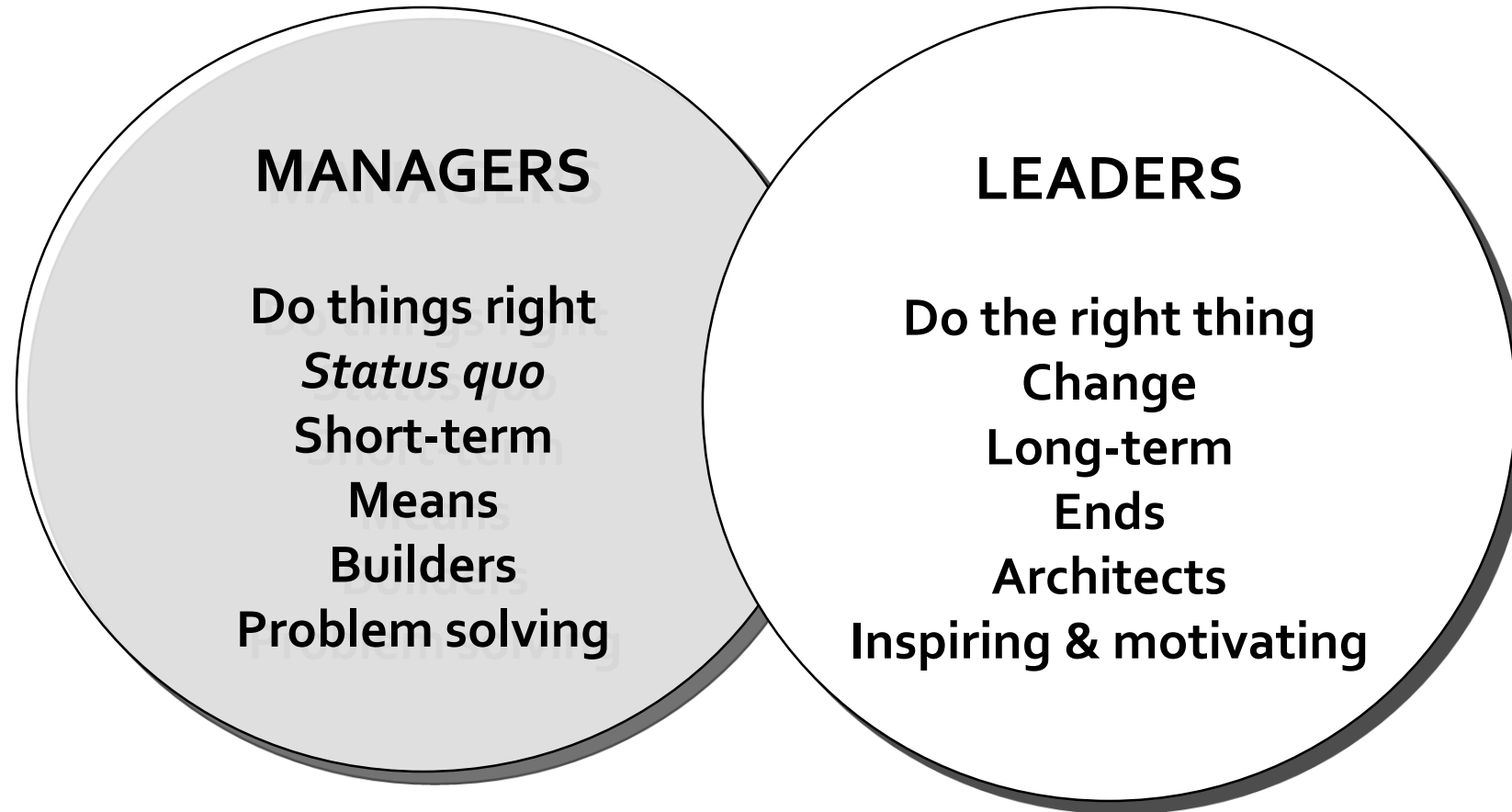
Succession Planning: Key Elements



PERSONAL LEADERSHIP & INVOLVEMENT



Leaders versus Managers



EFFICIENT

EFFECTIVE

Thinking Orientation	Transactional Leadership	Transformational Leadership
Leadership Focus	'Solving' & 'Fixing' Problems & Failures Centred Expecting Results Managing – By – Remote – Control Content / Technical Experts	'Building' & 'Shaping' Success & Customers Centered Delivering Results Managing-By-Involvement Process / Improvement Experts
Work Focus	Managing Technical-Excellence 'Maintaining' & 'Salvaging' 'Gatekeeping' & 'Reporting'	Generating Team – Excellence 'Innovating' & 'Developing' 'Value-Adding' & 'Changing'
Attitudes / Styles	Driving Others Dependent on Others for Output "I Win You Lose" Reactive	Motivating Others Influencing Others for Results "I Win You Win" Proactive
Skills	"I Tell You Do" "You Listen To Me" "Do as Much As You Can" Abdicative	"I Guide You Perform" "I Listen To You" "I Appreciate Your Contributions" Delegative

10 Principles of Leading Change Management

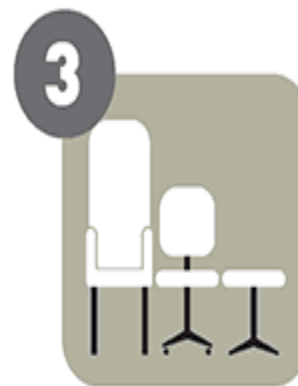
LEADING ORGANIZATIONAL TRANSFORMATION



1
Lead with the culture.



2
Start at the top.



3
Involve every layer.



4
Make the rational and emotional case together.



5
Act your way into new thinking.



6
Engage, engage, engage.



7
Lead outside the lines.



8
Leverage formal solutions.



9
Leverage informal solutions.



10
Assess and adapt.



1.2 GOVERNANCE AND COMMUNITY SUPPORT

GOVERNANCE



Transparency in operations

Selection of governance board members and disclosure policies

Independence and effectiveness of internal and external audit

How do you evaluate the performance of your governance board

How do you anticipate and address public concern with your products and operations

Societal Responsibility

- Part of the company strategy (budget allocation)
- Actively support
- Eg: "extra efforts" to support the environment, local community service

Eg. Results: Reduction in environmental impacts



GOVERNANCE SYSTEM, LEGAL & REGULATORY COMPLIANCE



FT CORPORATE CONSULTANCY

HIGHLIGHTS OF THE MALAYSIAN CODE OF CORPORATE GOVERNANCE 2017



LC = Large Corporate which is ~
 1. FTSE Bursa Malaysia Top 100; or
 2. RM2 Billion Market Capitalisation



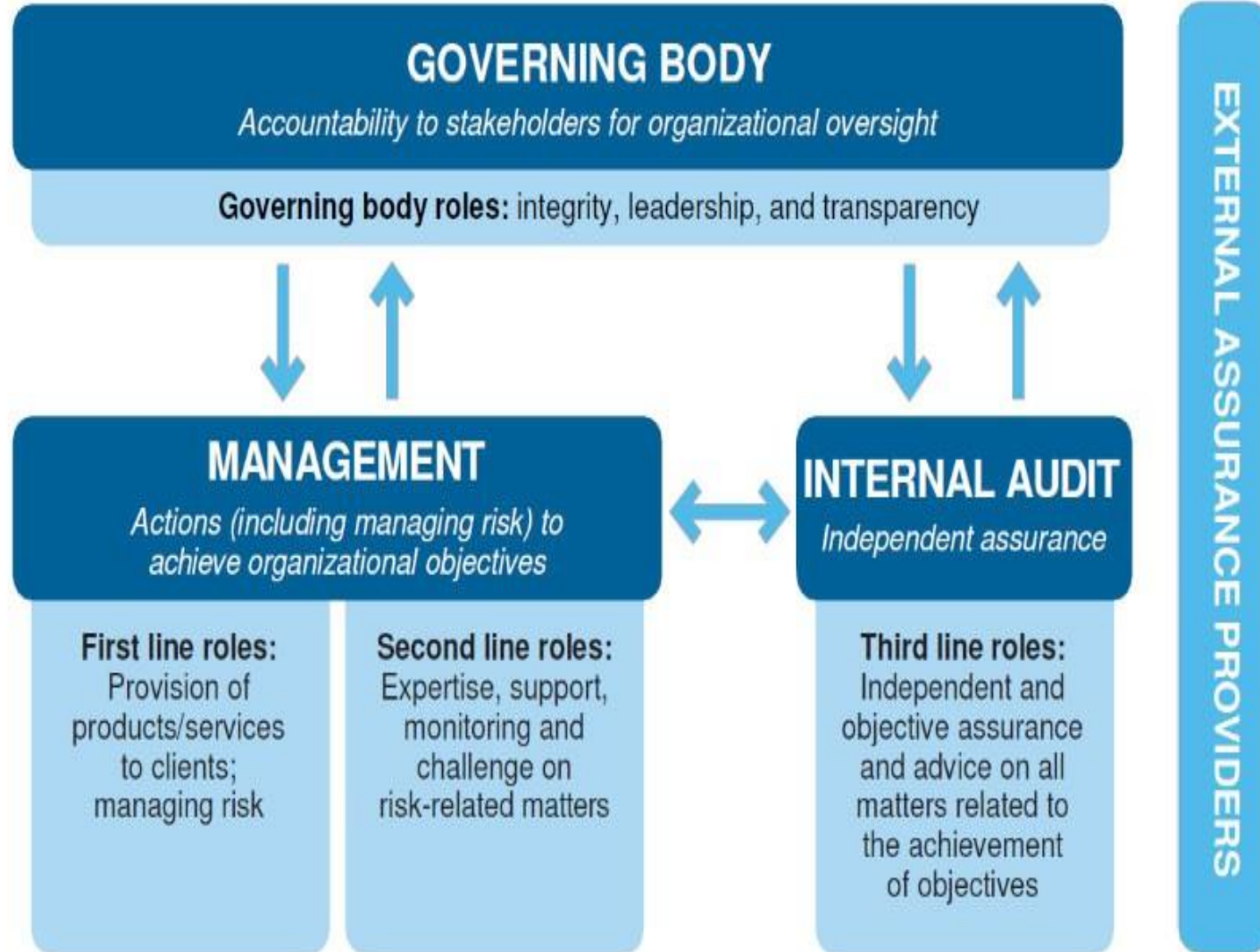
Measuring Compliance Program Effectiveness

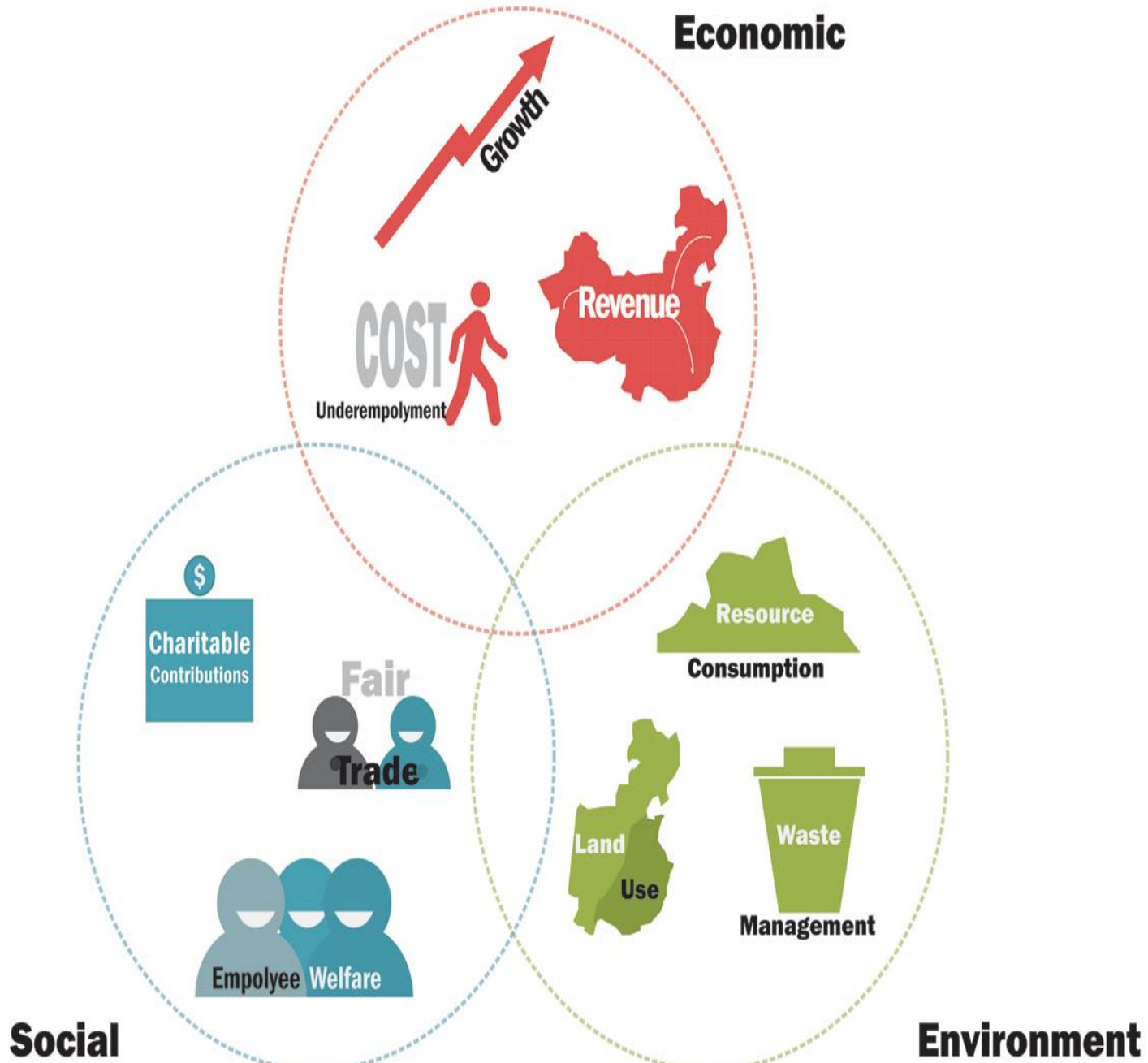
- Standards, Policies, and Procedures
- Compliance Program Administration
- Screening and Evaluation of Employees, Physicians, Vendors and other Agents
- Communication, Education, and Training on Compliance Issues
- Monitoring, Auditing, and Internal Reporting Systems
- Discipline for Non-Compliance
- Investigations and Remedial Measures



ACCOUNTABILITY FOR ORGANIZATION'S ACTIONS AND INDEPENDENT AUDITS

**ACCOUNTABILITY
AND
TRANSPARENCY**





CORPORATE SOCIAL RESPONSIBILITY



CSR POLICIES & PRACTICES



The Companies With the Best CSR Reputations



PLANNING

Criteria 2: STRATEGY (90 Points)

2.1 Strategy Development (45 Points)

Describe how the organisation:

- 2.1.1 Identifies strategic challenges using a robust strategic planning process taking into consideration reliable data and knowledge (employees, customers, partners, suppliers, stakeholders and competitors).
- 2.1.2 Establishes risks management system and identifies strategies to mitigate the identified risk.
- 2.1.3 Develops strategic plan and sets strategic objectives taking into consideration business challenges, the need to transform organisation while leveraging on core competencies and competitive advantages.
- 2.1.4 Establishes short, medium and long-term plans and goals.

2.2 Strategy Deployment, Implementation and Review (45 Points)

Describe how the organisation:

- 2.2.1 Deploys and disseminates plans aligned to strategies and goals.
- 2.2.2 Allocates resources (financial, workforce and other resources) to support the accomplishment of the plans.
- 2.2.3 Sets, monitors and reviews key performance indicators (KPIs) for employees that are linked to strategies and goals.
- 2.2.4 Measures, reviews and enhances organisation's performance against plans.
- 2.2.5 Reviews the relevance of the plans with respect to external changes.

The Strategy criteria addresses the development of organisation's strategic objectives and action plans, deployment of the plans and change of plans if circumstances require it, as well as how progress is measured and sustained.

2.1 STRATEGY DEVELOPMENT

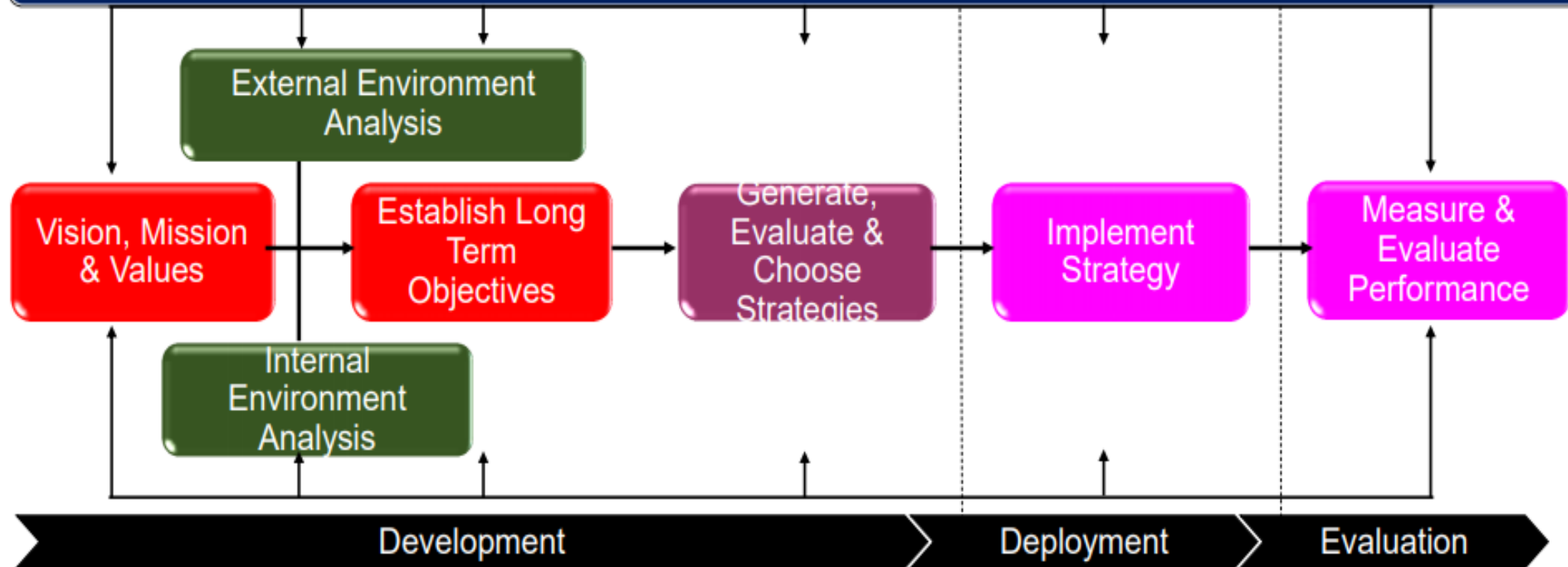
- **Strategy development process**
 - Key process steps (SWOT)
 - Term planning horizon
 - Key participants
 - How u collect & analyze relevant data (strategic challenge, risk to future success, potential blind spot)
- **Strategic objectives**
 - Balance the needs of all key stakeholder
 - Setting target for all departmental level



2.1 STRATEGY DEPLOYMENT

- Action plan – long n short term vs strategic objectives
- Deploy the action plan
- Resource allocation to support the achievement of action plan (manage the risk)
- Workforce plan
- Indicator of performance measures
- Performance projection (benchmark n how close the gap)

Planning Strategic Process



Corporate Level

- Business Strategic Plan
- Hospital KPIs
- Services/ Departmental Budget Plan
- SWOT Analysis

Operational Level

- Services KRAs
- Services QO & PI
- Services Budget Plan

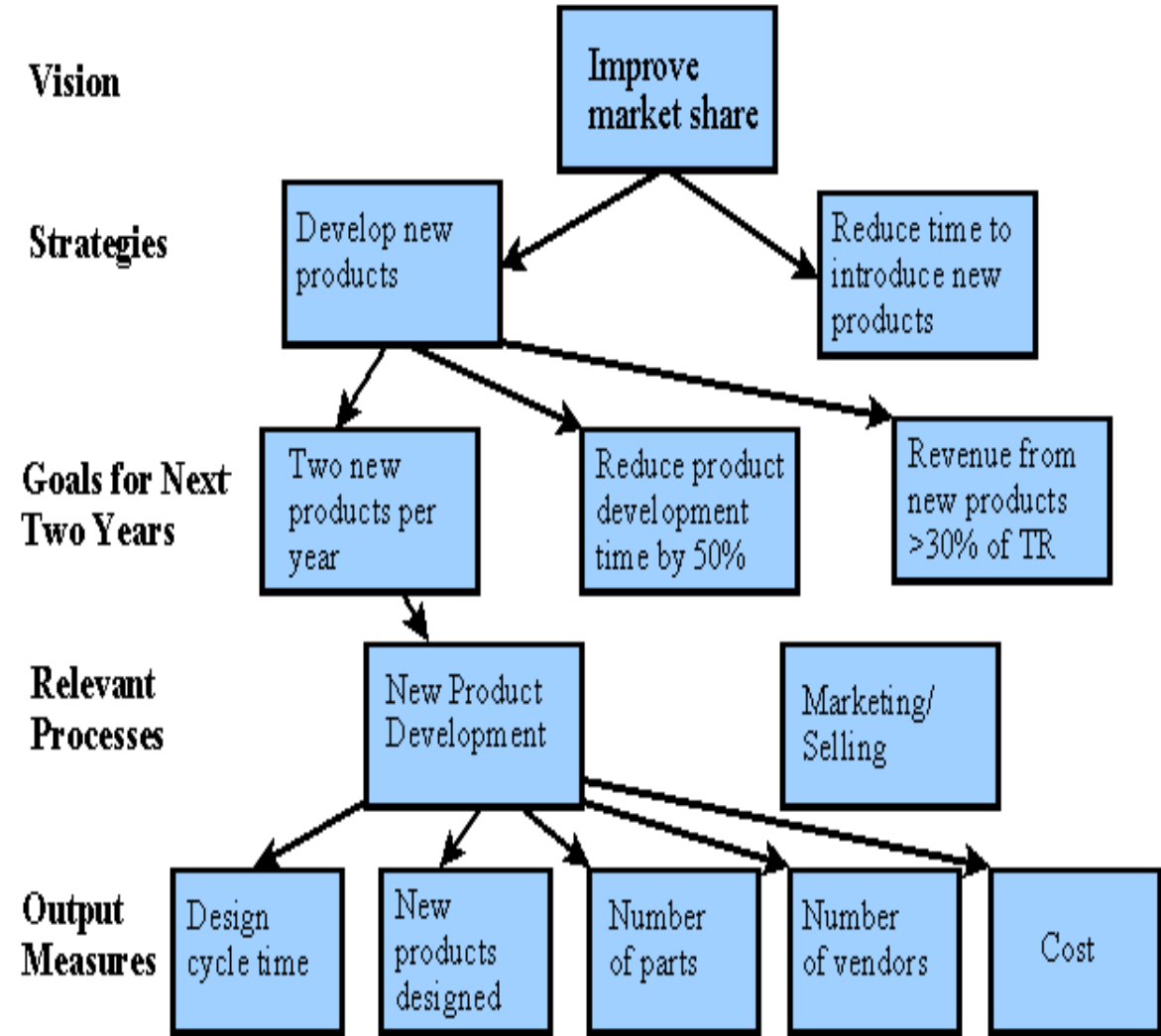
Monitoring & Review

- BOM
- MRM
- Bi-yearly Appraisal Review

Analysis Methods



Aligned Measures*



* Adapted from Tatikonda & Tatikonda Figure 1, p. 50.

OBJECTIVES



❑ ENSURE BUSINESS SUSTAINABILITY FOCUSING ON

- Customer intimacy (service/relationships)
 - Create close relationships with customers
 - Provide services needed by customer
- Operational excellence (improve efficiency/effectiveness)
 - Reduce Cost and maximize output

❑ INCREASED SALES VOLUME

STRATEGY CHARACTERISTICS



Divergence
"Be Different, Not Just Better"



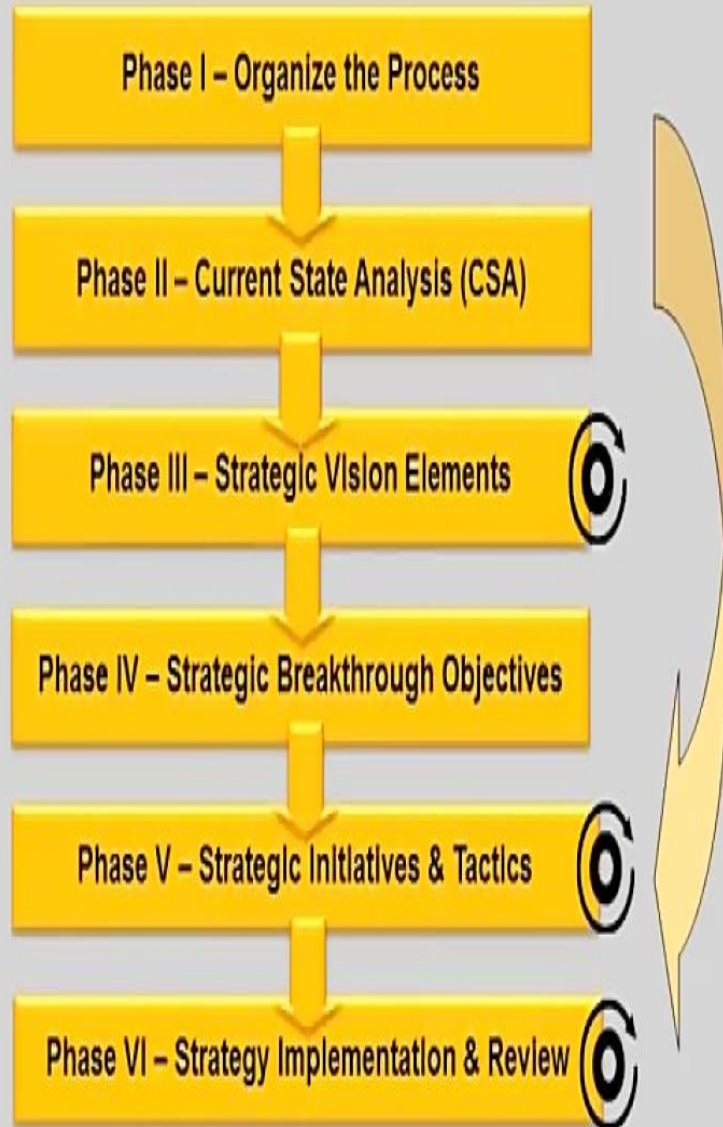
'ALL IN FEES'
WORK WITH HEART & SOUL

Compelling tagline



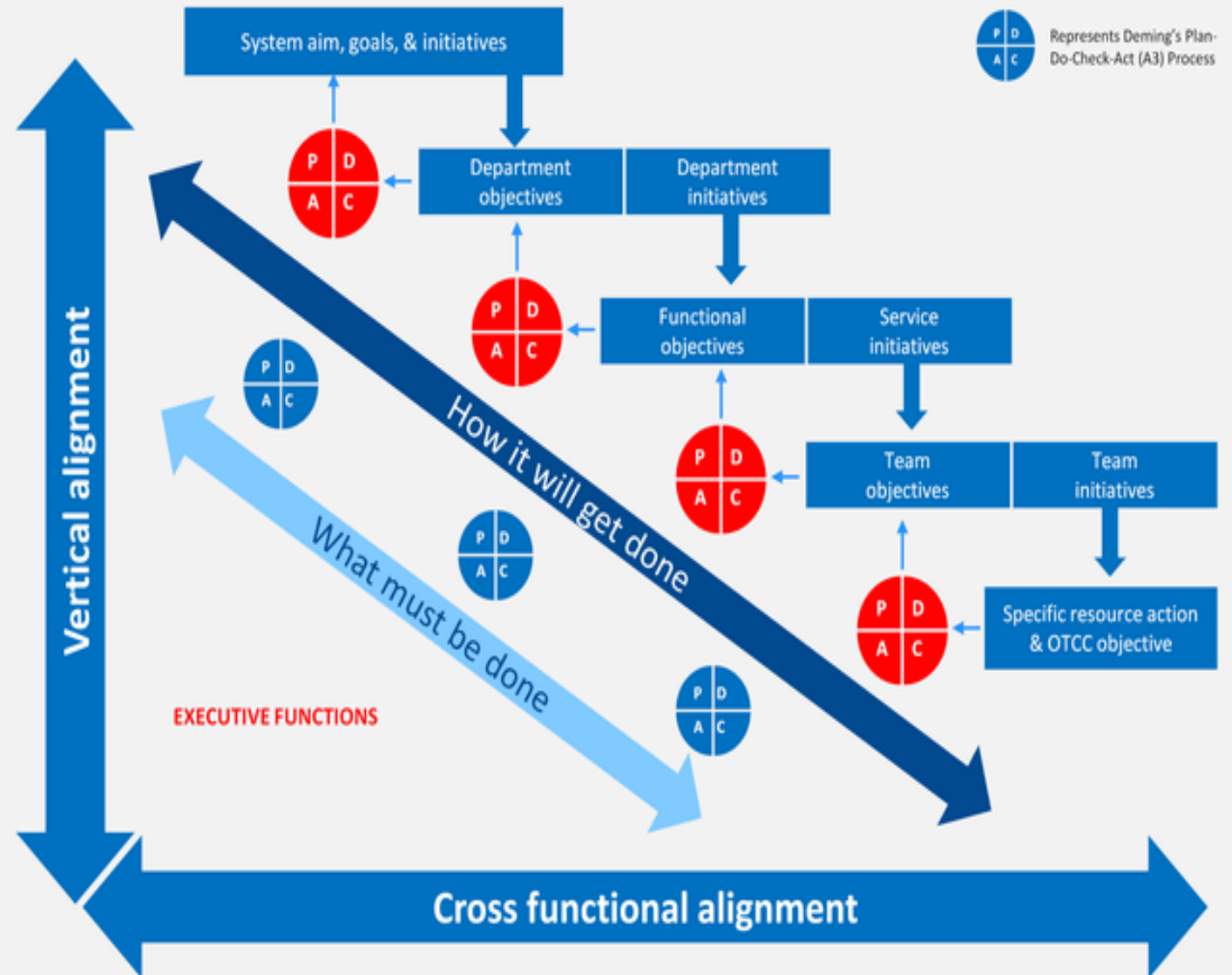
ACTIVITY : KOYAK KERTAS

Strategy Deployment – The Process



STRATEGY DEPLOYMENT

Strategy Deployment Process





Here is a little story...that teaches a lot about KM

A giant ship engine failed. The ship's owners tried one expert after another, but none of them could figure out how to fix the engine.

Then they brought in an old man who had been fixing ships since he was young. He carried a large bag of tools with him, and when he arrived, he immediately went to work.

He inspected the engine very carefully, top to bottom



Two of the ship's owners were there, watching this man, hoping he would know what to do.

After looking things over, the old man reached into his bag and pulled out a small hammer. He gently tapped something. Instantly, the engine lurched into life. He carefully put his hammer away.

The engine was fixed! A week later, the owners received a bill from the old man for ten thousand dollars.

"What?!" the owners exclaimed. "He hardly did anything!" So they wrote to the old man a note saying, "Please send us an itemized bill "

CAN YOU GUESS WHAT WAS THE BREAK DOWN ?



Objective decision making in an organisation requires relevant and accurate data. Senior leaders should ensure that all the necessary data are collected pertaining to the core activities of the organisation, in particular its performance measurement data. The Information criteria examines how the organisation manages information that interlinks all the functional areas of an organisation. Data should be collected on customer satisfaction, supplier partnership results, employee performance, and market performance. Another aspect is how the organisation creates knowledge, and how knowledge is disseminated and used to improve the organisation's effectiveness, efficiency, and performance.

Criteria 3: INFORMATION (90 Points)

3.1 Information Management (45 Points)

Describe how the organisation:

- 3.1.1 Selects and gathers information to support decision making and improve organisational performance.
- 3.1.2 Ensures data accuracy, validity, reliability and currency.
- 3.1.3 Uses information to generate knowledge for planning, decision making, continuous improvement and innovation.

3.2 Knowledge Management (45 Points)

Describe how the organisation:

- 3.2.1 Identifies, implements and shares best practices both internally and externally to improve performance.
- 3.2.2 Ensures information technology systems are reliable, secured and user-friendly to relevant employees, suppliers, partners and customers.
- 3.2.3 Evaluates and improves the management of knowledge transfer in the organisation.

3.1 MANAGEMENT OF KNOWLEDGE

- **Performance measurement**
 - How to use data to track daily operation
 - Comparative data to support decision making
 - Customer data – to support operational decision making
 - How performance measurement system can respond to external changes
- **Performance analysis**
- **Performance improvement**
 - Best practices sharing platform
 - Projection for future performance
- **Organizational Knowledge**
 - Knowledge Management (transfer knowledge, build new knowledge, use innovation in planning process)
- **Data, Information and Information Technology**
 - Data & information quality
 - Data & info security
 - Data & Info availability
 - H/ware & s/ware properties
 - Emergency availability



Generate Knowledge



Use all the Knowledge and Technology to Ensure Success

SOURCE OF INFORMATION

Clinical Hospital Information System

System that integrate patient information & improve efficiency and quality care.

KCIS - (KPJ Clinical Information System)

LIS - (Laboratory Information System)

PACS - (Picture Archiving & Communication System)



SOURCE OF INFORMATION

Hospital Information System

System designed to manage/ administer hospital's operation.

HITS

(Hospital Information System)



SOURCE OF INFORMATION

Supportive System

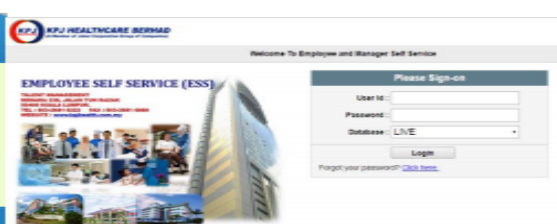
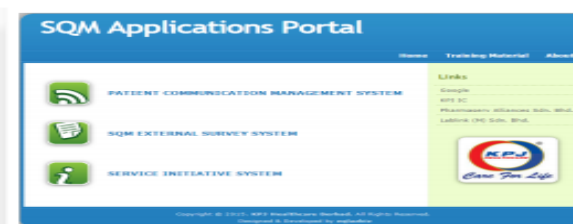
Any other system which support the hospital's operation.

Q-Radar (Incident Reporting) - Reporting Risk management & Safety related issues

SQM Application Portal - Services Initiatives & patients feedback

Employee Self Service - Employees Data - staff profile, salary information, training & benefits

Workplace Asset Management System - Asset Management Including Breakdown & Servicing





Customers

Criteria 4: CUSTOMERS (110 Points)

4.1 Customer Needs and Expectation (50 Points)

Describe how the organisation:

- 4.1.1 Identifies customer/market needs and expectations for product/service offerings
- 4.1.2 Seeks immediate and actionable customer feedback on the quality of product/service offerings, customer experiences and customer support.
- 4.1.3 Establishes appropriate methods to capture actionable information on product/service offerings from potential customers.
- 4.1.4 Incorporates customer/market needs, expectations and feedback into customisation of product/service offerings and strategies to enter new market, to attract new customer or to expand relationships with current customers.

4.2 Customer Engagement (60 Points)

Describe how the organisation:

- 4.2.1 Determines customer satisfaction, dissatisfaction and engagement.
- 4.2.2 Ensures the measurements of customer satisfaction, dissatisfaction and engagement capture valuable information for improvement, innovation and immediate recovery.
- 4.2.3 Manages relationship with customers to retain customers and enhance brand images.
- 4.2.4 Manages and enhances customer support and communication.
- 4.2.5 Ensures customer complaint management system is effective.
- 4.2.6 Uses knowledge of customers, customer groups, market segments, former customers, and potential customers to develop a more customer centric culture and support decision making.

Organisations that place customers at the centre of their business model are the ones that garner substantial customer support and their on-going patronage. These organisations use various avenues to collect customer needs and expectations, and feedback on product/service performance, as well as complaints and suggestions. This criteria emphasises customer engagement as an important factor in a learning and performance excellence strategy, as well as determines customer and market requirements, builds relationships with customers and determines their satisfaction.

4.1 VOICE OF CUSTOMER

- Process for capturing customer-related information

- Customer listening

- Current customer –listening methods from diff customer group, market segment – customer life cycle
- Potential customers former customer, potential customer, competitors' customer – info on product, support & transaction

Voice of the Customer (VOC)



Customer	Voice of the Customer	Key Customer Issue(s)	Critical Customer Requirement
Who is the Customer?	What does the customer want from us?	We need to identify the issue(s) that prevent us from satisfying our customers.	We should summarize key issues and translate them into <i>specific and measurable</i> requirements.
◆ ? ◆ ?	◆ ? ◆ ?	◆ ? ◆ ?	◆ ? ◆ ?
◆ ? ◆ ?	◆ ? ◆ ?	◆ ? ◆ ?	◆ ? ◆ ?
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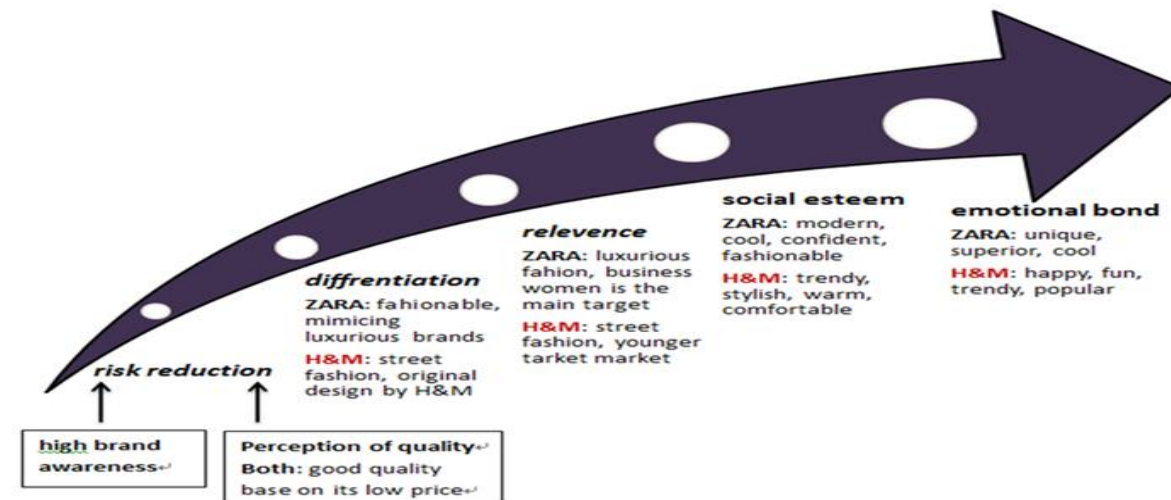


Enter Key Slide Take Away (Key Point) Here

Voice of the Customer is Getting Louder Video by the PEX Network

International Standards for Lean Six Sigma (ISLSS)

6



Pizza hut vs domino

4.1 CUSTOMER ENGAGEMENT AND SATISFACTION

- **Product offering and customer support**

- Product vs market needs & requirements – new market, new customer, expand relationship with current customer

90% customer alibaba

- **Customer support**

- Key communication system (key customer support) with customer

different type of customer list

- **Customer Segmentation**

- Determine customer group, market segment to emphasize for business growth

Customer list - different type of customer list

- **Customer relationship**

- Build and manage customer relationship (brand image, exceed their expectation, increase engagement)
- Social media role

CXM.. CEM – list of processes

Complaint management – prompt action (avoid similar complaint)

Determination of customer satisfaction & engagement

- Obtain info on own product n competitor's product

Customer survey spore

FORD story

Know Your Customers,

The Importance Of Knowing
Your Customer



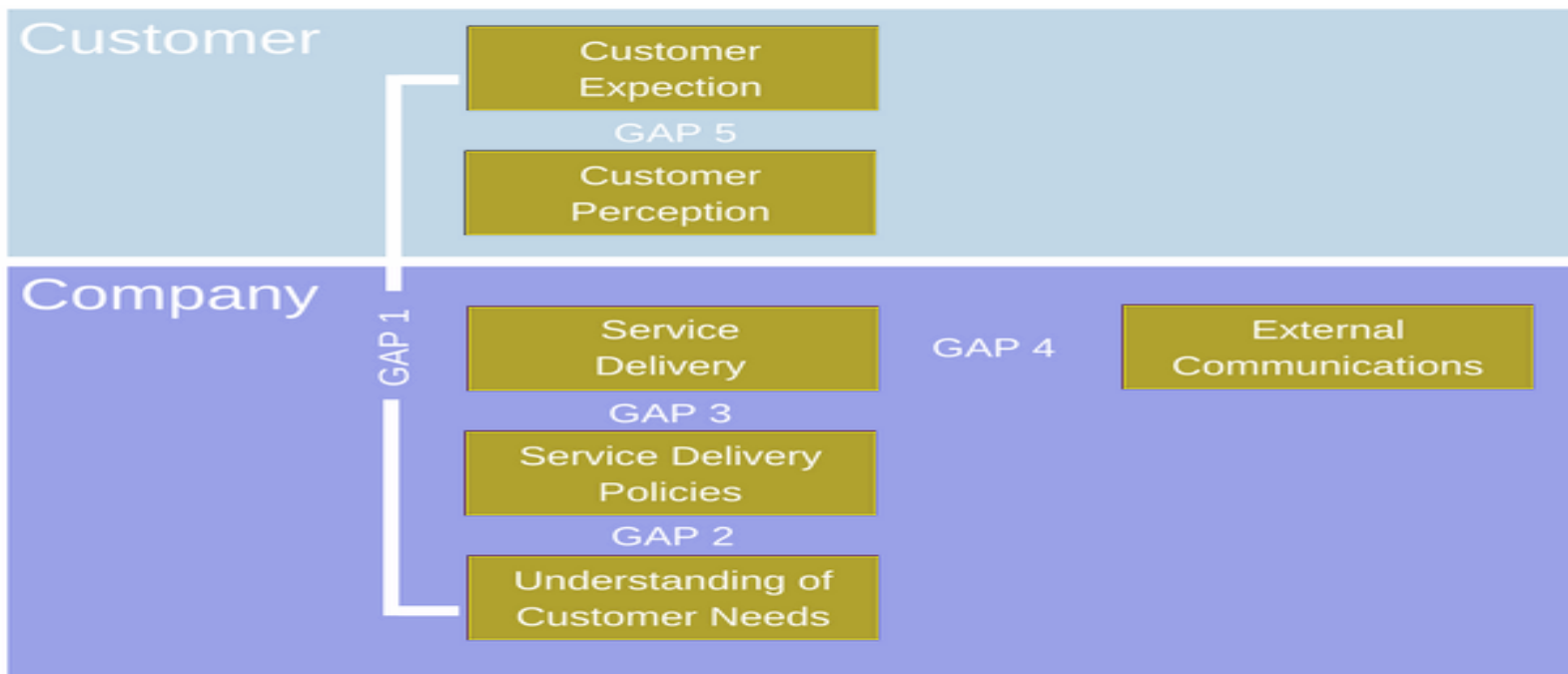
WHAT DOES YOUR CUSTOMER WANT?



IDENTIFYING CUSTOMER
NEEDS

WWW.TEAPOTNG.COM

Gap Model of Service Quality



Customer Service Mindset

Service from the H.E.A.R.T

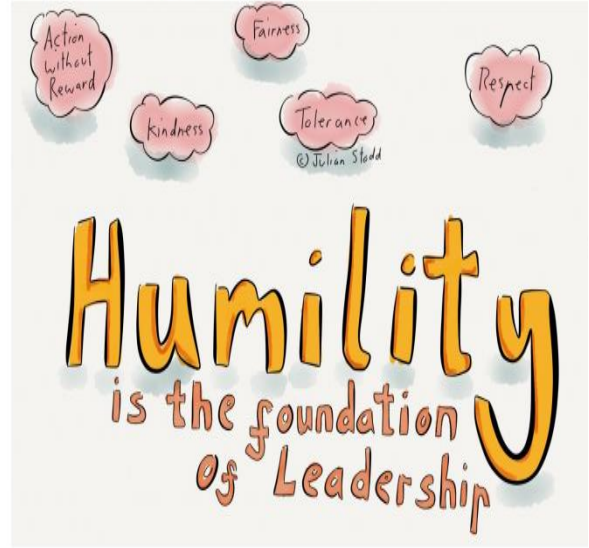


"A man without a smiling face must not open a shop."
Chinese Proverb

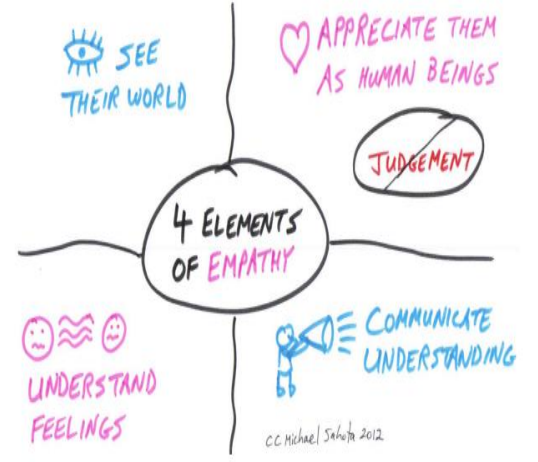
www.dedybudiman.com



HUMILITY



EMPATHY



ATTITUDE

ATTITUDE IS EVERYTHING
LIFE IS 10% WHAT HAPPENS TO YOU & 90% HOW YOU REACT TO IT



RESPONSIBILITY RESPECT



TIMELY *why? wait*



Actionable Strategies to Improve Customer Satisfaction in 2021



SERVICE EXCELLENCE





People

Criteria 5: WORKFORCE (120 Points)

The Workforce criteria addresses how an organisation manages, develops, and disseminates the knowledge and full potential of its workforce at an individual, team-based and organisation-wide level. It looks at how the organisation continuously improves its workforce capabilities and capacities to support its policies and strategies, and ensure the effectiveness of its processes.

5.1 Workforce Management (55 Points)

Describe how the organisation:

- 5.1.1 Identifies workforce capabilities and capacities needs that meet organisational vision, mission, strategies, action plan and goals.
- 5.1.2 Assesses diversity of workforce and develop actions to address their requirements.
- 5.1.3 Reviews workforce requirements to address organisational challenges and business trends.
- 5.1.4 Manages and implements effective career progression for its workforce.
- 5.1.5 Evaluates, reviews and improvises the effectiveness and efficiency of learning and development system related to workforce engagement.

5.2 Workforce Engagement (65 Points)

Describe how the organisation:

- 5.2.1 Develops initiatives to promote well-being, satisfaction and engagement.
- 5.2.2 Assesses and improves workforce well-being, satisfaction and engagement.
- 5.2.3 Establishes organisational culture that encourage workforce engagement through involvement in improvement initiatives or teamwork activities.
- 5.2.4 Implements a performance appraisal system that is aligned to action plans and goals.
- 5.2.5 Establishes recognition and reward system based on productivity performance.
- 5.2.6 Evaluates and improves performance appraisal system, recognition and reward system to support organisational performance.

HR PLANNING

facebook

- How do you recruit, hire, place and retain new employee
- Assess your workforce capability and capacity (skill, competency, certification and staffing level)
- Work accomplishment (organize and manage)
- Workforce change management (manage period of workforce growth, prepare for workforce for change)

EMPLOYEE ENGAGEMENT

- Organizational culture (empower, diverse idea)
- Determine the drivers of employee engagement
- Performance management system support (intelligent risk taking to achieve innovation)

EMPLOYEE WELL-BEING AND SATISFACTION

- How do you ensure workplace health, security and accessibility for the workforce
- How you measure performance measures for the workplace environmental

BENEFITS AND APPRAISAL SYSTEM

- Performance appraisal, reward system, recognition

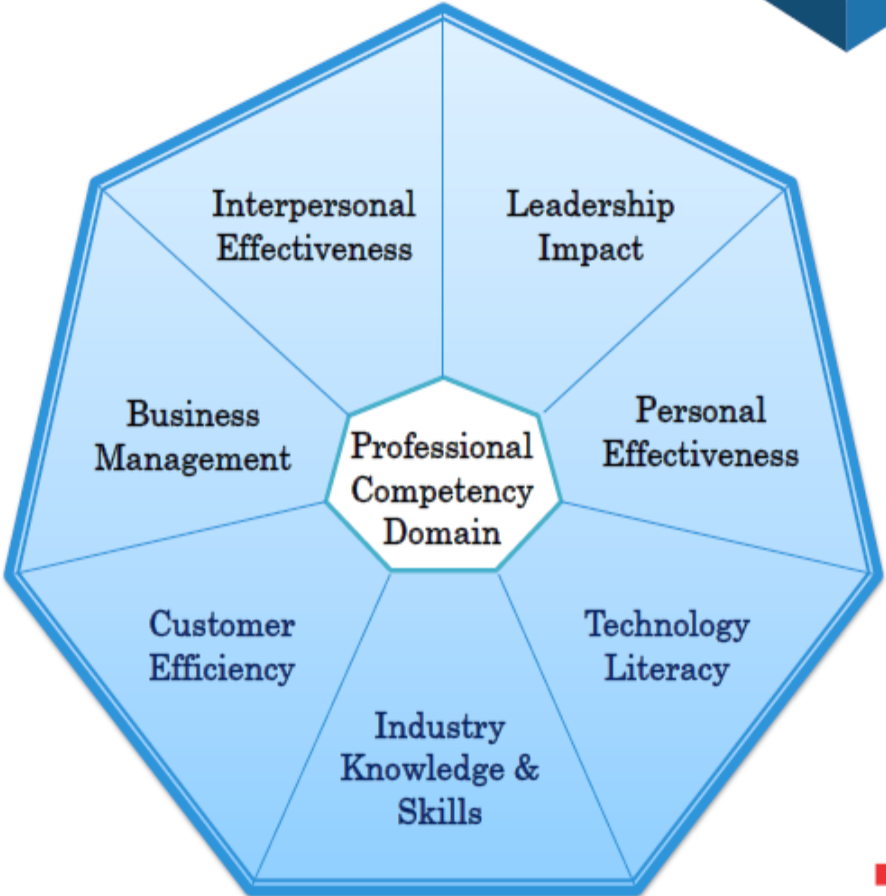
LEARNING AND DEVELOPMENT

- How does learning support the organization's need and the personal development (core competencies, customer focus, transfer of knowledge, reinforce new skill and knowledge on the job)
- Evaluate the effectiveness of the learning system – improvement in employee engagement
- Manage career development for the workforce – succession planning for management and leadership positions

CAPACITY & CAPABILITY

Human Capital Development Approach

For Year 2019 - 2021



- Core Competencies

Competency Domain	Middle Management	Executive	Supervisory	Non-Executive
Respect	<ul style="list-style-type: none"> Integrity Teamwork 	<ul style="list-style-type: none"> Integrity Teamwork 	<ul style="list-style-type: none"> Integrity Teamwork 	<ul style="list-style-type: none"> Integrity Teamwork
Resourceful	<ul style="list-style-type: none"> Innovative Enterprising 	<ul style="list-style-type: none"> Innovative Resilient 	<ul style="list-style-type: none"> Innovative Resilient 	<ul style="list-style-type: none"> Innovative Active
Result	<ul style="list-style-type: none"> Customer Satisfaction Business Acumen 	<ul style="list-style-type: none"> Customer Satisfaction Efficiency & Productivity 	<ul style="list-style-type: none"> Customer Satisfaction Efficiency & Productivity 	<ul style="list-style-type: none"> Customer Satisfaction Passion

* Effective January 2019

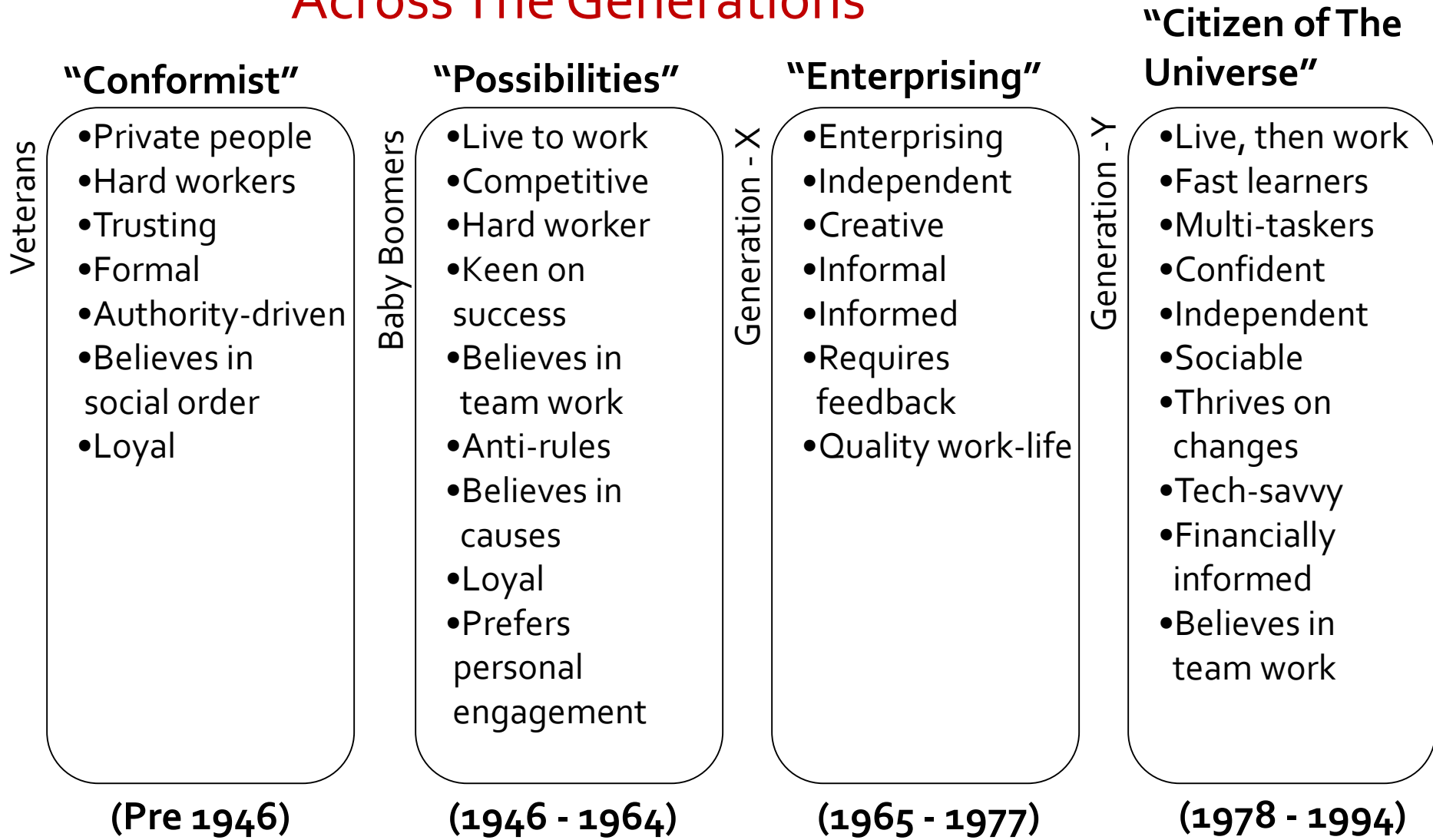
- Behavioral Competencies

Competency Domain	Middle Management	Executive	Supervisory	Non-Executive
Interpersonal Effectiveness	<ul style="list-style-type: none"> Cultivating Networks & Partnerships 	<ul style="list-style-type: none"> Formal Presentation 	<ul style="list-style-type: none"> Communication Contributing to Team Success 	<ul style="list-style-type: none"> Communication Contributing to Team Success
Leadership Impact	<ul style="list-style-type: none"> Coaching & Developing Others 	<ul style="list-style-type: none"> Delegating 		
Business Management Skills	<ul style="list-style-type: none"> Managing Project Establishing Strategic Direction 	<ul style="list-style-type: none"> Problem Solving & Decision Making 	<ul style="list-style-type: none"> Managing Work 	<ul style="list-style-type: none"> Managing Work
Personal Effectiveness	<ul style="list-style-type: none"> Internalizing the Vision & Values 	<ul style="list-style-type: none"> Continuous Learning Attention to Details 	<ul style="list-style-type: none"> Initiating Action Continuous Learning 	<ul style="list-style-type: none"> Initiating Action Continuous Learning

* Effective January 2019

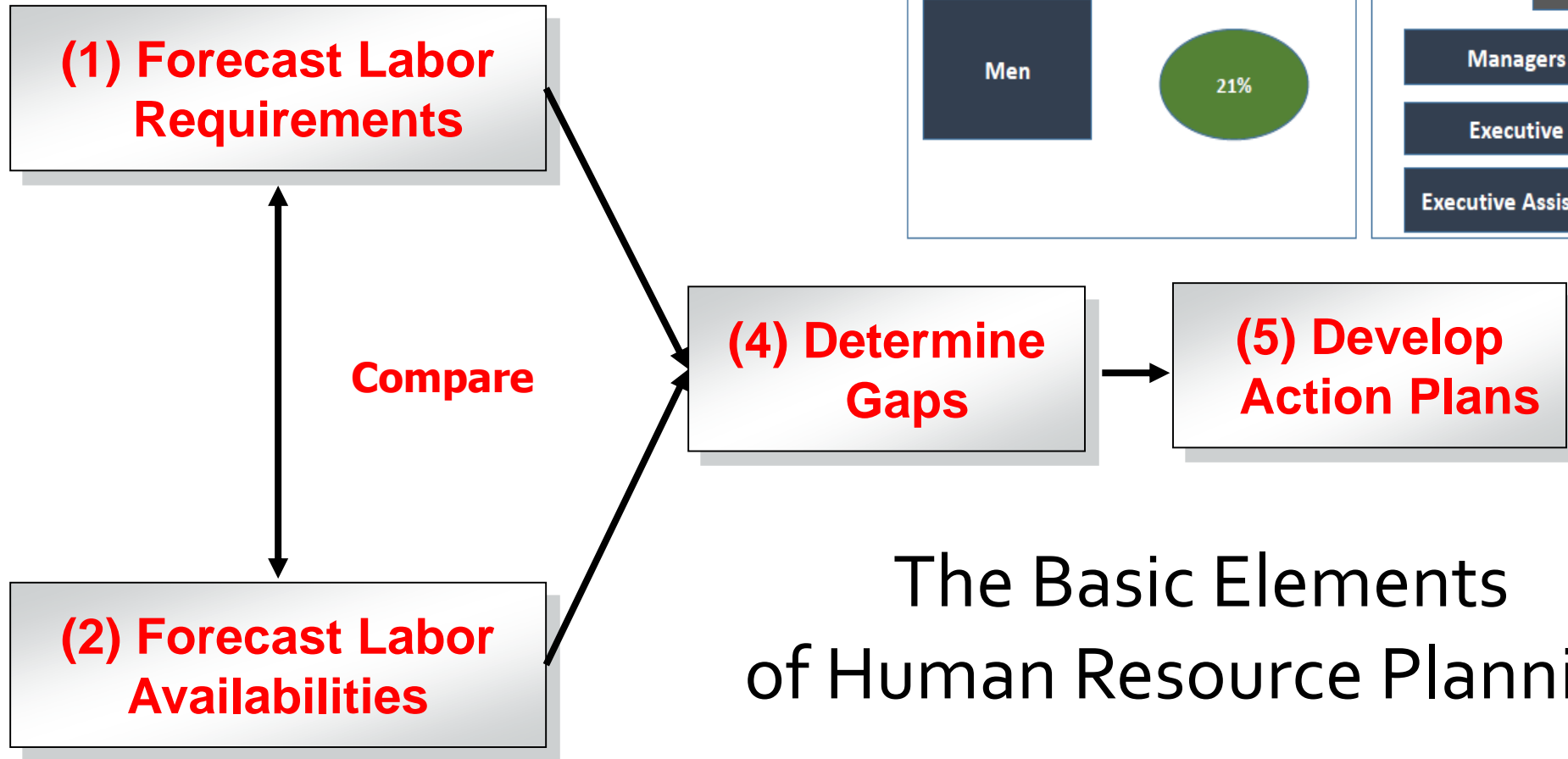
MANPOWER DIVERSITY

Across The Generations

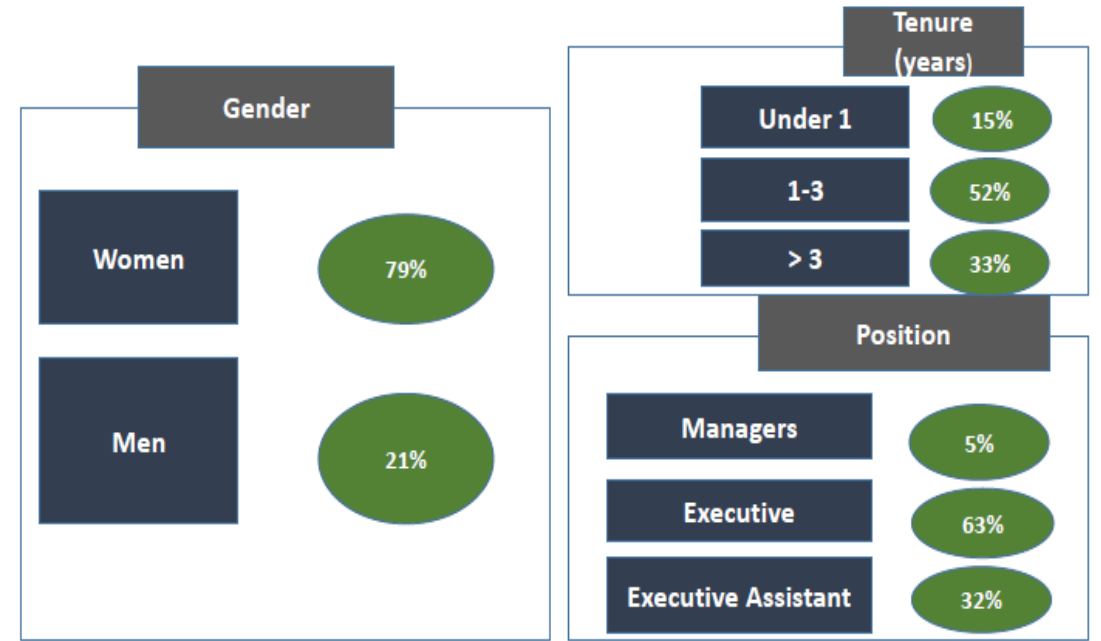


Source: Baby Boomers, Gen-X and Gen-Y – How do we work together? By Training for the Learning Company

MANPOWER REQUIREMENT



TALENT BREAKDOWN



The Basic Elements
of Human Resource Planning

CAREER PROGRESSING

Career Pathway for Support Service/Allied Health/Nursing

Above 15 years

- Chief Executive Officer/General Manager
- Corporate Manager
- Senior Corporate Executive

10 – 15 years

- Degree/Diploma
- Manager
- Executive
- Officer

5 – 10 years

- Diploma – Supervisor
- Certificate/Diploma – Assistant Supervisor

3 – 5 years

- SPM – Senior Clerk
- SPM – Clerk

Above 15 years

- Chief Executive Officer/General Manager
- Corporate Manager
- Senior Corporate Executive
- Corporate Executive

10 – 15 years

- Degree – HOS or Senior Allied Health Personnel

5 – 10 years

- Diploma – Allied Health Personnel
- Certificate – Asst Allied Health Personnel

3 – 5 years

- SPM – Senior Clerk
- SPM – Clerk

10 – 15 years

- Master in Nursing – Corporate Nurse Manager
- Bachelor of Nursing – Area Manager
- Bachelor of Nursing – Chief Nursing Officer

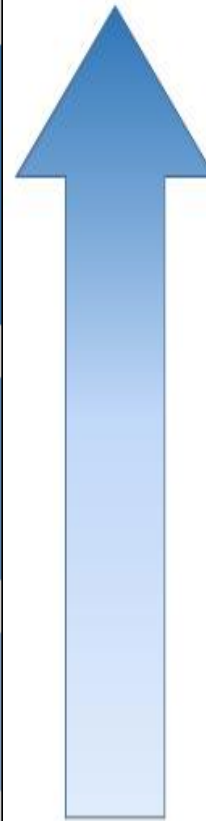
5 – 10 years

- Bachelor of Nursing – Unit Manager
- Nursing Diploma – Staff Nurse
- Nursing Cert – Assistant Nurse

3 – 5 years

- SPM – Senior Care Assistant
- SPM – Junior Care Assistant

Career Path for Medical Officers



Chief Executive Officer/General Manager/Corporate Manager

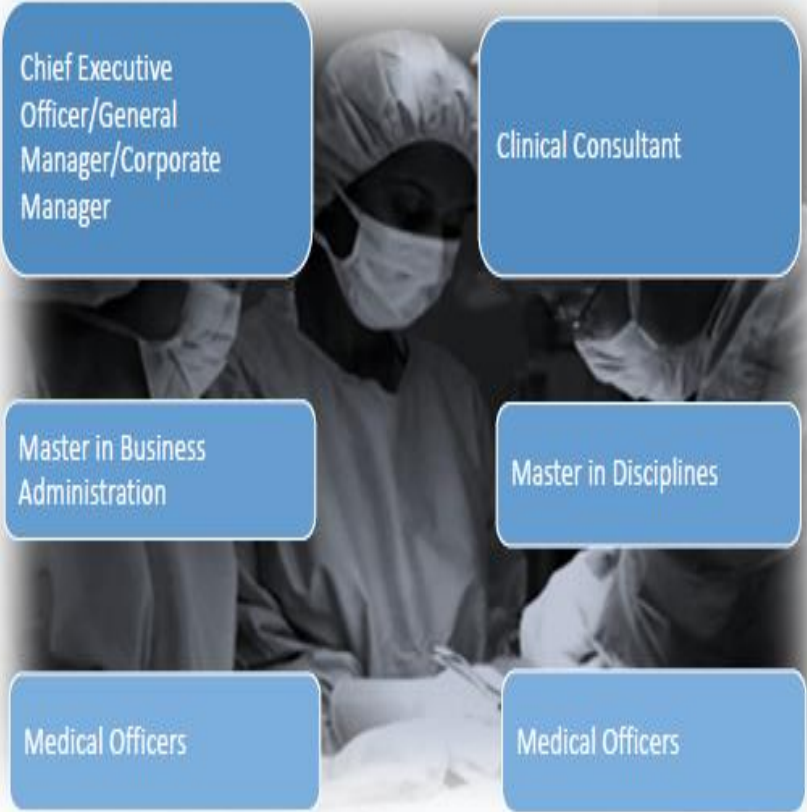
Clinical Consultant

Master in Business Administration

Master in Disciplines

Medical Officers

Medical Officers



LEARNING AND DEVELOPMENT



WORKFORCE ENGAGEMENT

RECOGNITION AND REWARDS

- Promotions
- Long Service Awards
- Best Services Performance
- Appreciation Dinner
- Family Day



COMPENSATION AND BENEFITS

- Employee Share Option Scheme (ESOS)
- Employer EPF increased from 13% to 15% for those in service 4 years and above
- Free daily breakfast
- Khairat Scheme
- Yearly medical screening for employees aged 45 and above

COMPENSATION AND BENEFITS

- Outpatient Medical benefit : No limit for investigations , Medication cap at RM400 (single) and RM800 (married with dependent)
- Inpatient Medical Benefit : RM10,000 (Executive), RM5,000 (Non Executive)
- Free 2 deliveries
- Group Top up Medical Funds RM1.5 million
- Yearly medical screening for employees aged 45 and above

ENGAGEMENT ACTIVITIES



PERFORMANCE APPRAISAL

Sample Staff Performance Appraisal Form

The Owners' Corporation of XXX Building

Part 1 Personal Particulars

Name of Appraisee	
Staff Number (if any)	
Post	
Section	
Date of Employment	/ / (dd / mm / yyyy)
Period under Review	From / / (dd / mm / yyyy) To / / (dd / mm / yyyy)

Part 2 Record of Assessment / Review

	Appraisee	Management Committee (MC) Member or Supervisor of the appraisee
Name		
Signature		
Post		
Date (dd / mm / yyyy)		

Part 3 Performance Assessment¹

	Rating (✓) (refer to guidelines on page 3)				
Attendance	5()	4()	3()	2()	1()
Job knowledge and skills	5()	4()	3()	2()	1()
Quality of work	5()	4()	3()	2()	1()
Initiative and motivation	5()	4()	3()	2()	1()
Team work	5()	4()	3()	2()	1()
General conduct	5()	4()	3()	2()	1()
Discipline	5()	4()	3()	2()	1()

Overall Performance Rating

Substantially exceeds job requirements	Exceeds job requirements	Meets job requirements	Partially meets job requirements	Does not meet most job requirements
5()	4()	3()	2()	1()

Special task taken up or commendation obtained by the appraisee during the appraisal period (to be filled by the MC member / Supervisor)

Overall comments on performance (to be filled by the MC member / Supervisor)

Assessment Areas	Rating Guidelines (for reference only, the MC should develop the ratings based on the staff performance requirements)
1. Attendance	5 = No late for work or absence record, willing to take urgent duty at short notice 4 = No late for work or absence record during the appraisal period 3 = Less than 3 times of late for work or absence record during the appraisal period 2 = 3 times of late for work or absence record during the appraisal period 1 = More than 3 times of late for work or absence record during the appraisal period
2. Job knowledge and skills	5 = Substantially exceeds job requirements
3. Quality of work	4 = Exceeds job requirements
4. Initiative and motivation	3 = Meets job requirements
5. Team work	2 = Partially meets job requirements
6. General conduct	1 = Does not meet most job requirements
7. Discipline	5 = No disciplinary record, always follow supervisor's and working instructions 4 = No disciplinary record 3 = Less than 3 times of disciplinary record 2 = 3 times of disciplinary record 1 = More than 3 times of disciplinary record



Process



The Procedure

The procedure is actually quite simple. First you arrange things into different groups. Of course, one pile may be sufficient depending on how much there is to do. If you have to go somewhere else due to lack of facilities that is the next step, otherwise you are pretty well set. It is important not to overdo things. That is, it is better to do too few things at once than too many. In the short run this may not seem important but complications can easily arise. A mistake can be expensive as well. At first the whole procedure will seem complicated. Soon, however, it will become just another facet of life. It is difficult to foresee any end to the necessity for this task in the immediate future but then one can never tell. After the procedure is completed one arranges the materials into different groups again. Then they can be put into their appropriate places. Eventually they will be used once more and the whole cycle will have to be repeated. However, this is part of life.

Criteria 6: PROCESS (90 Points)

6.1 Process Management (70 Points)

Describe how the organisation:

- 6.1.1 Determines key product and work process requirements.
- 6.1.2 Incorporates requirements of customers or stakeholders, new technology and knowledge or risks to consider during the product design or enhancement of work processes.
- 6.1.3 Ensures the operation of work processes meet its requirements and performance indicators or measures.
- 6.1.4 Determines key support processes and ensures that these processes meet business requirements.
- 6.1.5 Improves work processes and support processes to reduce cost, enhance efficiency and effectiveness.
- 6.1.6 Ensure security and cybersecurity of assets, data and information in all business operations.
- 6.1.7 Provides a safe operating environment and safety system that address accident prevention, disaster and emergency preparedness, inspection and recovery.

6.2 Supply Network Management (20 Points)

Describe how the organisation:

- 6.2.1 Identifies and selects network of qualified suppliers/ partners that fulfil organisation's objectives and strategies.
- 6.2.2 Ensures supply-network agility in responding to changes in business requirements.
- 6.2.3 Communicates organisation's expectations, evaluate and provide performance feedback to suppliers/ partners to help them improve their performance.

Process design affects the quality of products/services, as they are all produced/delivered through some sort of process. Therefore, the Process criteria asks organisations to look into their processes in order to support their policies and strategies and fully satisfy and generate incremental value for their customers and other stakeholders.

6.1 PROCESS MANAGEMENT

Product and process design

- **Product and process requirement** - How do you design, manage and improve key products and work processes
- Determine key work processes

Design concepts – how do u design product and work processes to meet requirement

Process management

Process implementation – day to day operation that meet key process requirement

Support process –determine key support process

Product n process improvement – improve work processes to improve products and performance, enhance core competencies n reduce variability

Innovation management – pursue strategic opportunities that u determine intelligent risks (financial, other resources)



6.1 PROCESS MANAGEMENT

Process efficiency and effectiveness

- How u control the overall operation cost (cycle time, productivity)
- Prevent defects, service errors n rework
- Minimize cost of inspection
- Minimize the warranty cost

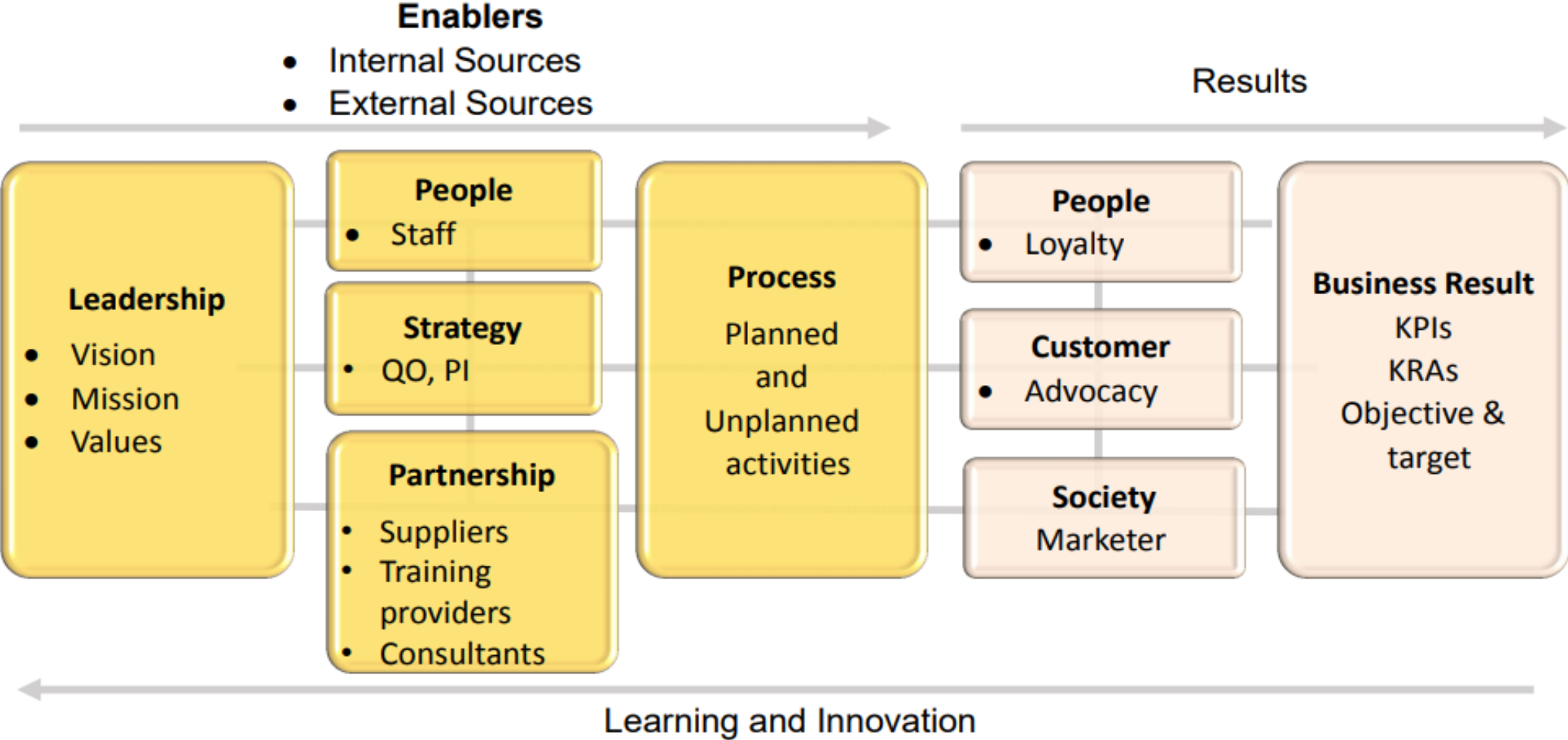
Safety and emergency preparedness

- Safety – provide a safe operating environment
- Emergency preparedness (disaster, emergency, prevention, continuity and recovery)
- How it relate with suppliers

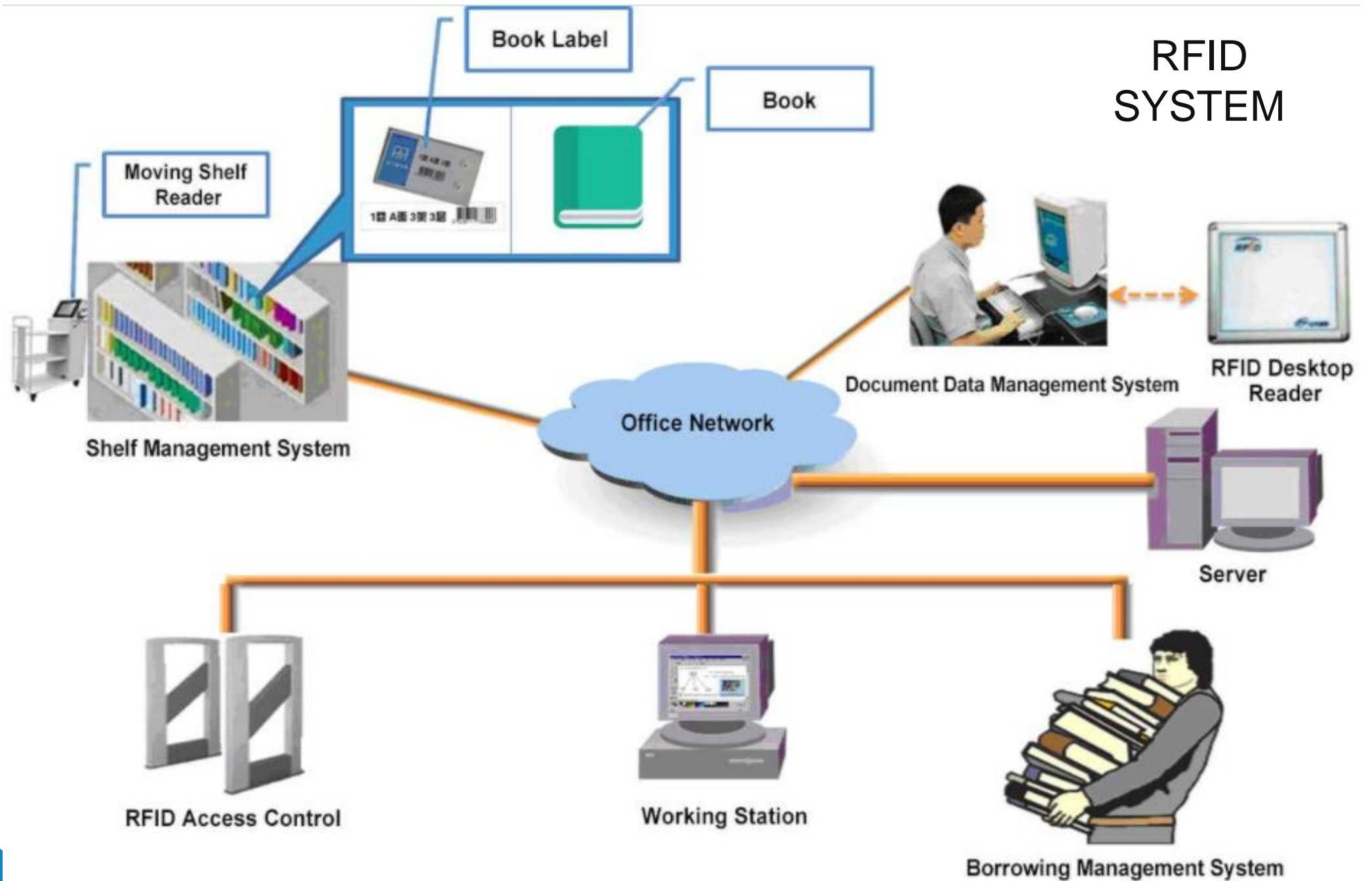
6.2 PARTNERING SUPPLIERS

- How u manage supplier chain
- Supplier selection
- Measure n evaluate Supplier performance
- Provide feedback to supplier
- Deal with poorly performing supplier

WORK PROCESS FRAMEWORK



RFID SYSTEM



From Traditional Library to Digital Library

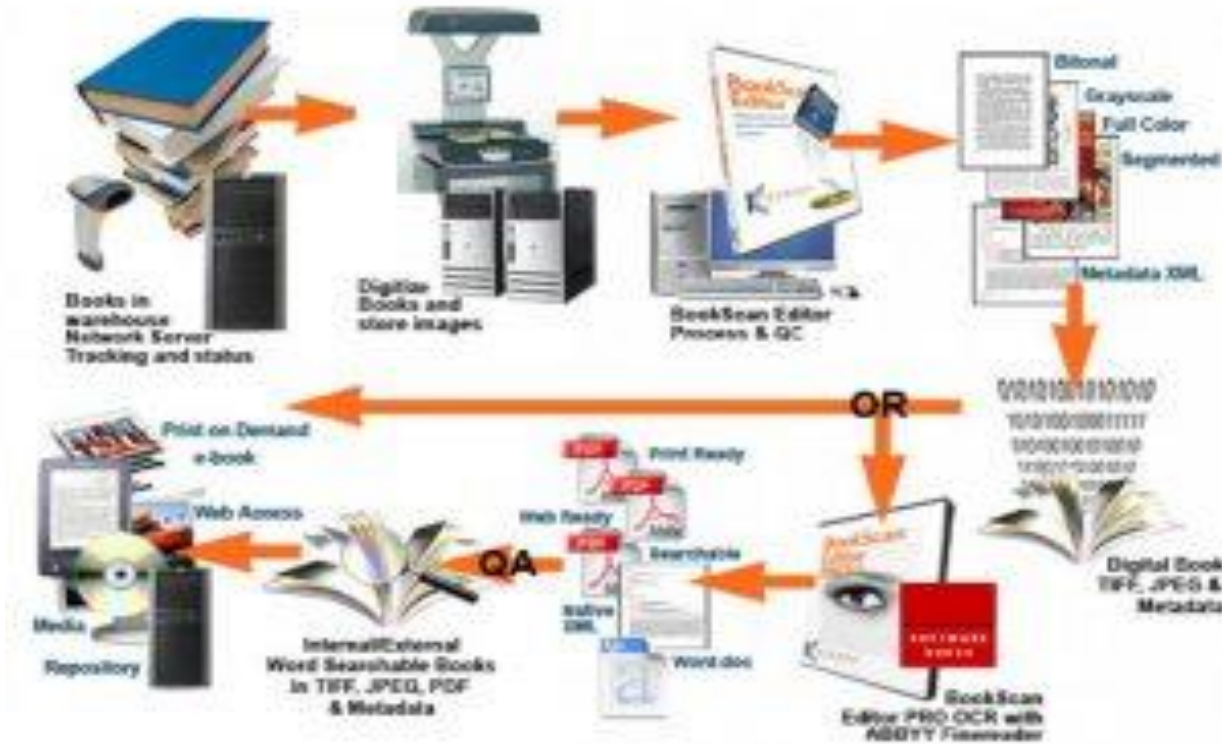
Traditional Library

Automated Library

Electronic Library



Digital Library



IMPROVEMENT TOOLS

改善
Kai=Change Zen=Good

KAIZEN
(continuous improvement)



LEAN SIX-SIGMA



PROCESS IMPROVEMENT WITH INNOVATION



**Bekas Penyimpanan
Silinder Gas**



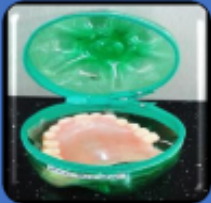
Medivider



Intrafix Tubing



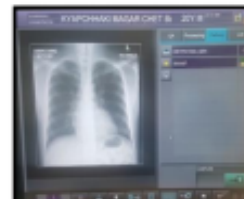
Reuse to Single Use Dialyzer



**Save, Safe Denture
Container**



**Online Integrated Internal
Audit Checklist System**



**SWAST – manual X Ray film
to digital system**



ISO 9001:2015 Certificate No. : 10105311



ISO 9001:2015 No. Sijil : 10105311



7.4 FINANCIAL AND MARKET RESULT

- **Financial performance**
- current levels and trends of financial performances
- **Marketplace performance**
- current levels and trends marketplace performance (market share, market growth, new market entered, market segment)

7.4 PROCESS RESULT

Customer focused product and service results

- Levels and trends of product and services that are important to and directly serve customer
- Benchmarking result (competitor/similar offering)
- Results by product offering, customer group, market segment

Work process effectiveness result

- Process effectiveness and efficiency (defect rates, result of simplification work process)
- Emergency preparedness (OSHA)

Supply chain management results

- Level and result JIT, supplier ranking

7.1 CUSTOMER RESULT

- **Customer satisfaction**
- current levels and trends customer satisfaction n dissatisfaction
- Comparison result w competitor or other organization similar product
- Result by product offering, customer group market segmentation

- **Customer engagement**
- current levels and trends customer engagement
- result building customer relationship
- Result compare w customer life cycle
- Result by product offering, customer group market segmentation

7.3 PEOPLE RESULT

- **Workforce Capability and capacity**
level and trends skills and staffing level

- **Workforce climate**
- Levels and trends (health, safety, benefits)

- **Workforce engagement**
- Levels and trends workforce satisfaction n engagement

- **Workforce development**
- Levels and trends of workforce n leader development

Financial Highlight

100 million
Club
5 yrs in
Operation

Revenue



Breakeven
2015
Profits 2017
RM8 millions
NPM : 7%

Profits



2012 : 45 beds
BOR 28%
2017 : 110 beds
BOR 76%

BOR



People Highlight

348 staff
35 Consultants
2017
Neurosurgeon
Ortho Oncologist

Manpower



2015 : 31%
2016 : 26%
2017 : 11%

Attrition
Rate



Competency
80%

Staff
Performance



Customers Highlight

2012 : 10,212
2017 : 244,502

Outpatient



2012 : 1,238
2017 : 35,044

Inpatients



Secured Major
Insurance, MCO,
Corporations
80%

Profile



Manage Improvements for BE

Develop implementation plan for follow-up actions



Allocate resources and provide support for implementing improvements



Manage challenges and contingencies during implementation



Monitor progress and update management

Manage Improvements for BE

Criteria Category	Importance High, Medium, Low	For High-Importance Areas			
		Stretch (Strength) or Improvement (OFI) Goal	What Action Is Planned?	By When?	Who Is Responsible?
Category 5: Workforce Focus					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					
Category 6: Operations Focus					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					

How to sustain a Business Excellence culture?

Areas in which the initiatives should be implemented

Where? When?	Leadership and Social Responsibilities	Strategy and Policy	Customers	Processes	Workforce	Partnerships and Resources	
Excellent	All initiatives are aligned, integrated and fit within the organisation; Have a unique success model						
Mature	Best Practice Benchmarking; Six Sigma; Business Continuity Management; Innovation Management, Knowledge Management						
	Corporate Social Responsibility System	Strategic Alliances			Investors In People		
Progressing	Performance Benchmarking; Business Excellence Award application; Lean Production / Operations; Risk Management; Change Management						
	Organisational Governance; Occupational Health and Safety Management System; Environmental Management System; Leadership Development Programme	Mergers and Acquisitions	Core Competencies Development; Enterprise Resource Planning				
		Balanced Scorecard		Business Process Re-engineering	Occupational Health & Safety Management System	Balanced Scorecard	
			Supply Chain Management			Supply Chain Management	
			Customer Segmentation	Statistical Process Control; Mistake Proofing; Theory of Constraints;			
				Total Productive Maintenance		Total Productive Maintenance	
Starting	Quality Management System (ISO9000); Improvement teams / Quality Circles						
	Managing by Walking / Wandering Around (MBWA)		Customer Relationship Management, Market Research	Inspection; Outsourcing; 5S	Human Resource Management	Supplier Management; Asset Management; Facilities Management; Financial Management; Service Level Agreement	
	Strategic Planning; Strategic Deployment; Mission, Vision and Values Statement						
	Self-assessment based on Business Excellence Model; Communication Strategies; Informal Benchmarking; Project Management, Performance Management;						

Levels of Business Excellence maturity in which the initiatives should start be implemented



THANK YOU AND GOOD LUCK

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