



Best Practices for Performance Excellence

International Conclave on TQM, 2015

Achieving & Sustaining Excellence Learning from Best Practices

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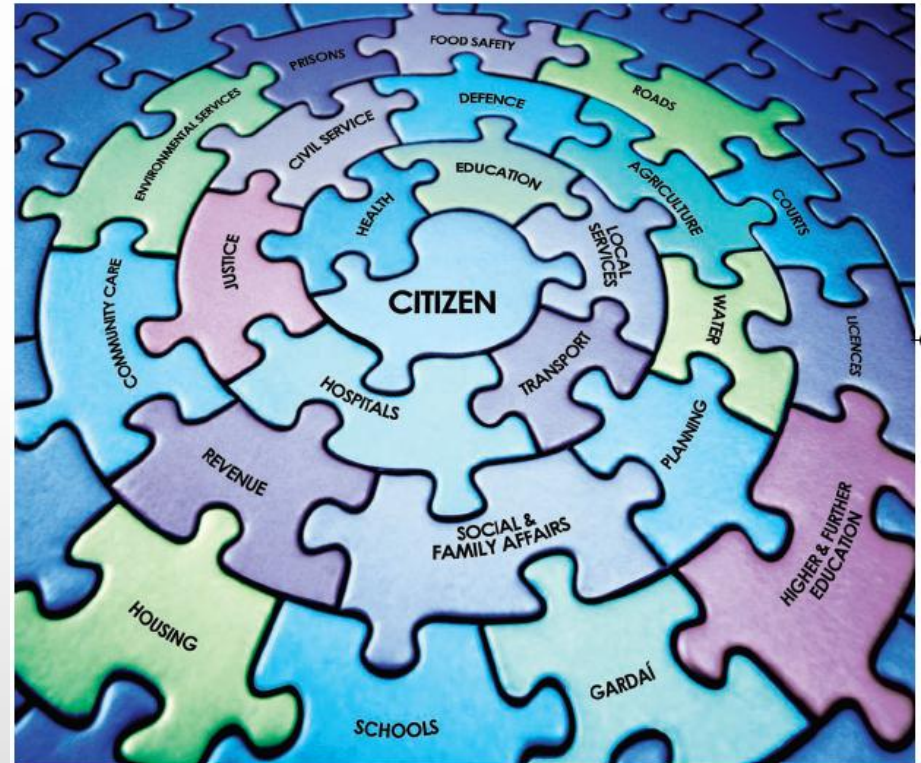
Recipient Lancaster Award 2015

Nov.2015

Citizens Perception about Government Services

“Citizens usually perceive that when something is run by the Government, it is inefficient and wasteful”.

“Citizens are frustrated, irritated, confused, even angry”.

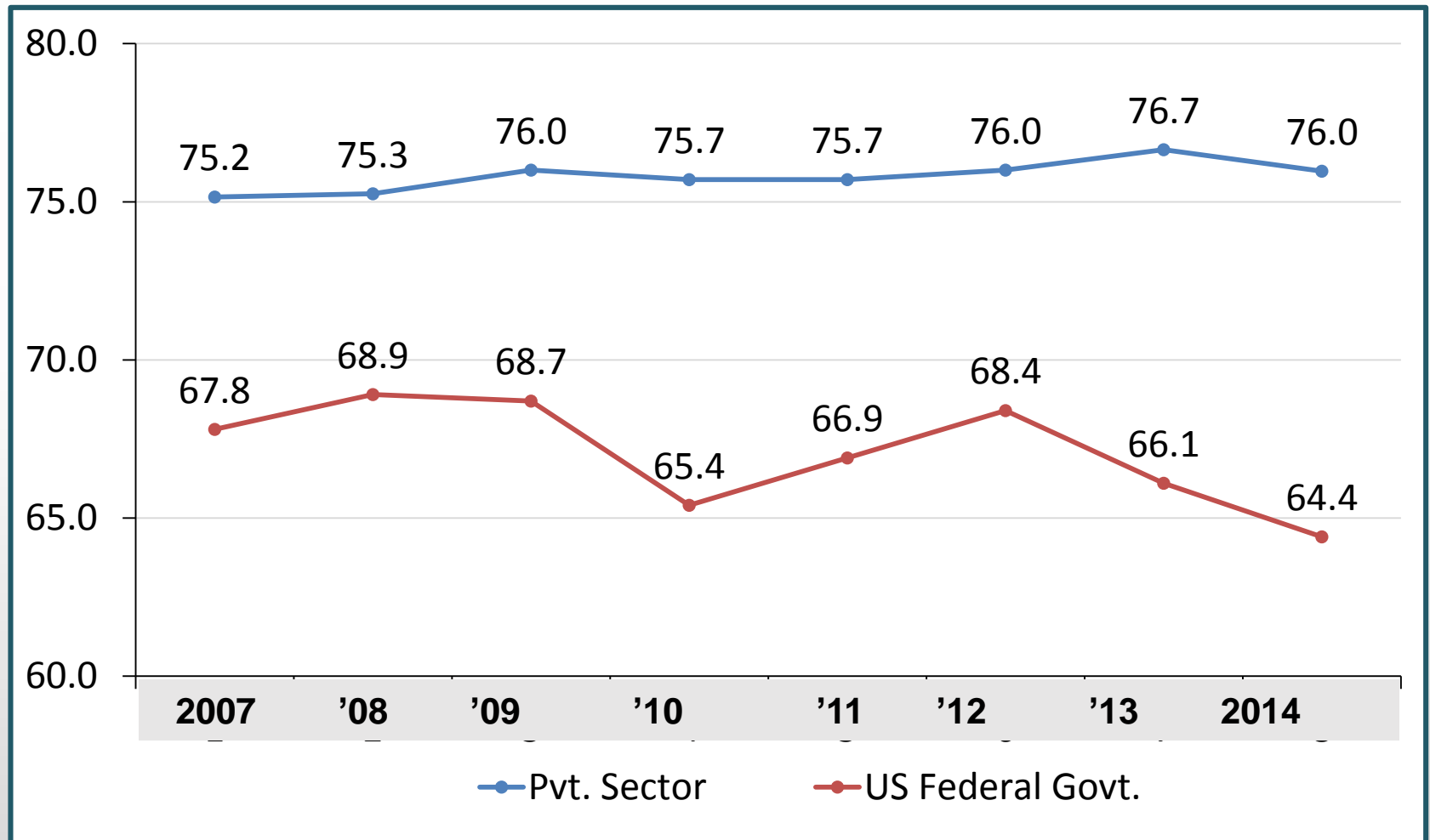


Citizens' Expectations from the Government

- I. Assume We are Honest, Not Dishonest
- II. Assume We are Intelligent, Not Stupid
- III. Treated with courtesy and respect
- IV. Easier access to government services
- V. Serviced faster.
- VI. Timely, efficient & accurate services
- VII. Timely & easily understood Communication
- VIII. Services at lower fees etc.....



Citizen Satisfaction – US Govt. vs. Private Sector



What Does Inefficiency Look Like?

Spending more than the necessary.

Overlapping of roles and responsibilities.

Delays in decision making.

Complex decision-making process.

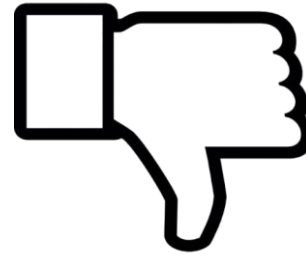
Lack of appreciation of management system.

Lack of empowerment to employees.

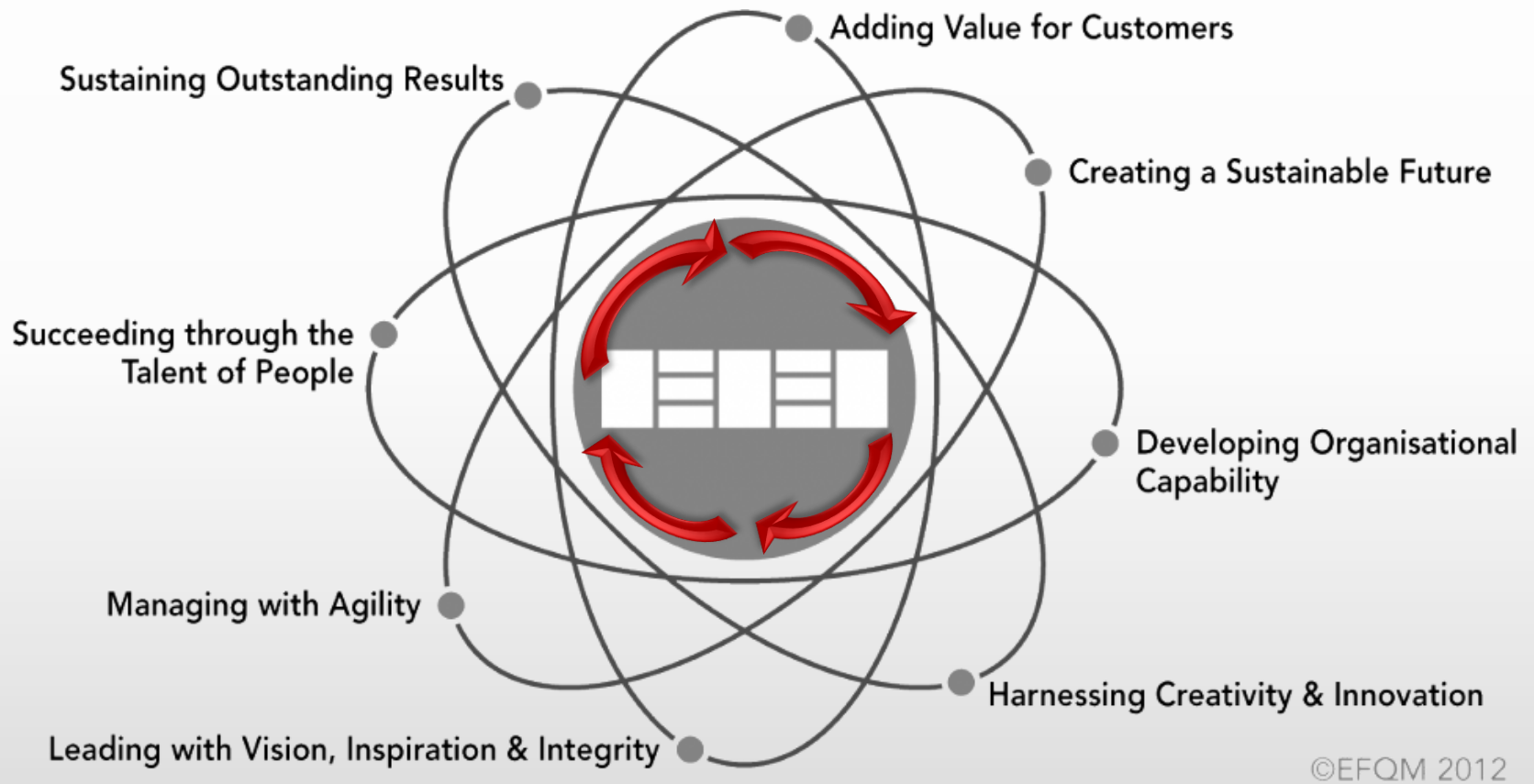
Inefficient & ineffective processes.

Lack of standardization of work.

Excessive dependence on audits.



Improving Government Performance – The Holistic Manner & Right Way.



*The Fundamental Principles of Excellence **

@ EFQM 2013

Leading with Vision, Inspiration and Integrity

Vision and mission focused on service excellence, citizens, and improvement



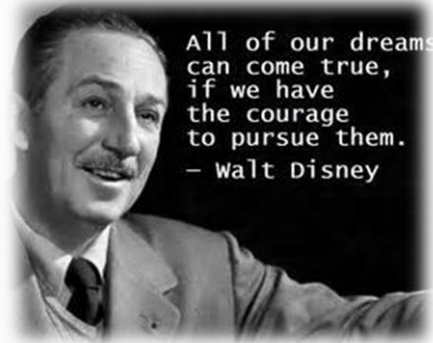
Champion organization values



Dedicated excellence function reporting to top management



Power of Vision & Mission



We will create
happiness

1955



We create
happiness, by
providing the
finest in family
entertainment

1971



We create
happiness by
providing the
finest in
entertainment for
people of all ages,
everywhere

1990

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Champion organization values



Dedicated excellence function reporting to top management



Adding Value for Customers



PRESIDENT CLINTON'S EXECUTIVE ORDER 12862 *"Setting Customer Service Standards"*

Embark upon a revolution within the Federal Government.

- Identify customers who are, or should be, served by the agency.
- Survey customers to determine the kind and quality of services they want and their level of satisfaction with existing services.
- Post service standards and measure results against them.
- Benchmark customer service standards against the best in business.
- Survey front-line employees on barriers to, and ideas for, matching the best in business.
- Provide customers with choices in both the sources of service and the means of delivery.
- Make information, services, and complaint systems easily accessible.
- Provide means to address customer complaints.

The standard of quality shall be equal to the best in business.

Bill Clinton



United Arab Emirates



The Government Summit
Thought Leadership Series

From Customer Satisfaction Measurement to Customer-Centricity

Lessons From Abu Dhabi



Adding Value for Customers

Identify & segment different customer groups



Adopt International Service Measurement Model



SERVQUAL

Reliability
Assurance
Tangibles
Empathy
Responsiveness

Listen to Citizens - All the Time



Succeeding Through the Talent of People

Attract the Right People



**WELLS
FARGO**

Drive Out Fear



Fear Takes on Many Faces

Afraid to express
ideas

Afraid to ask
questions

Afraid of making
a mistake

Afraid of not achieving
daily production quota /
completing task on time

Afraid of low
performance rating

Afraid of not always
having an answer when
boss asks a question

Succeeding Through the Talent of People

Build & Enhance Competencies



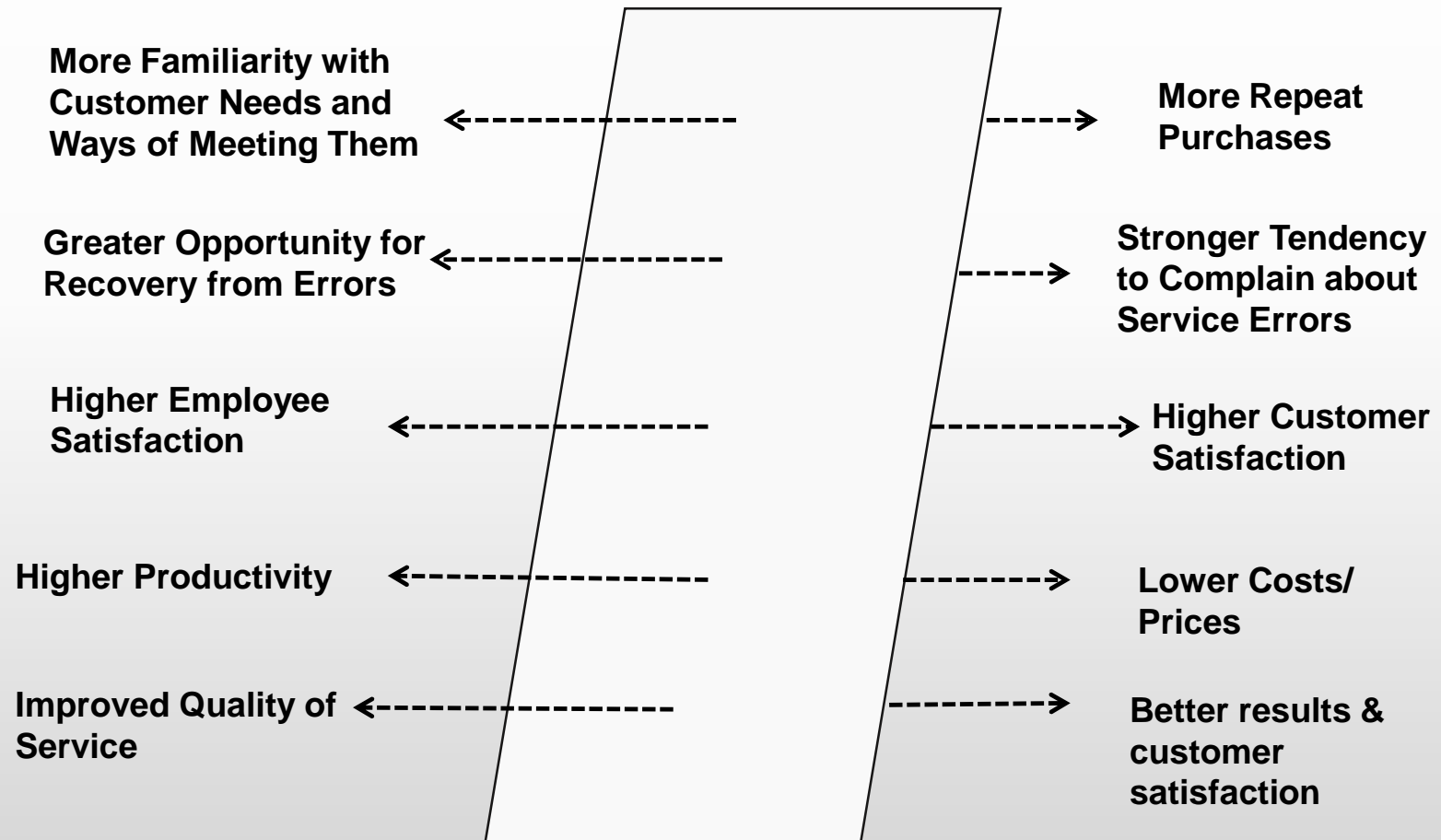
Empower people



The Satisfaction Mirror

Employee

Customer



Sustaining Outstanding Results

Establish Service Quality Index



Mix of measures
(Qualitative + Quantitative)
Use & Satisfaction with e-Services



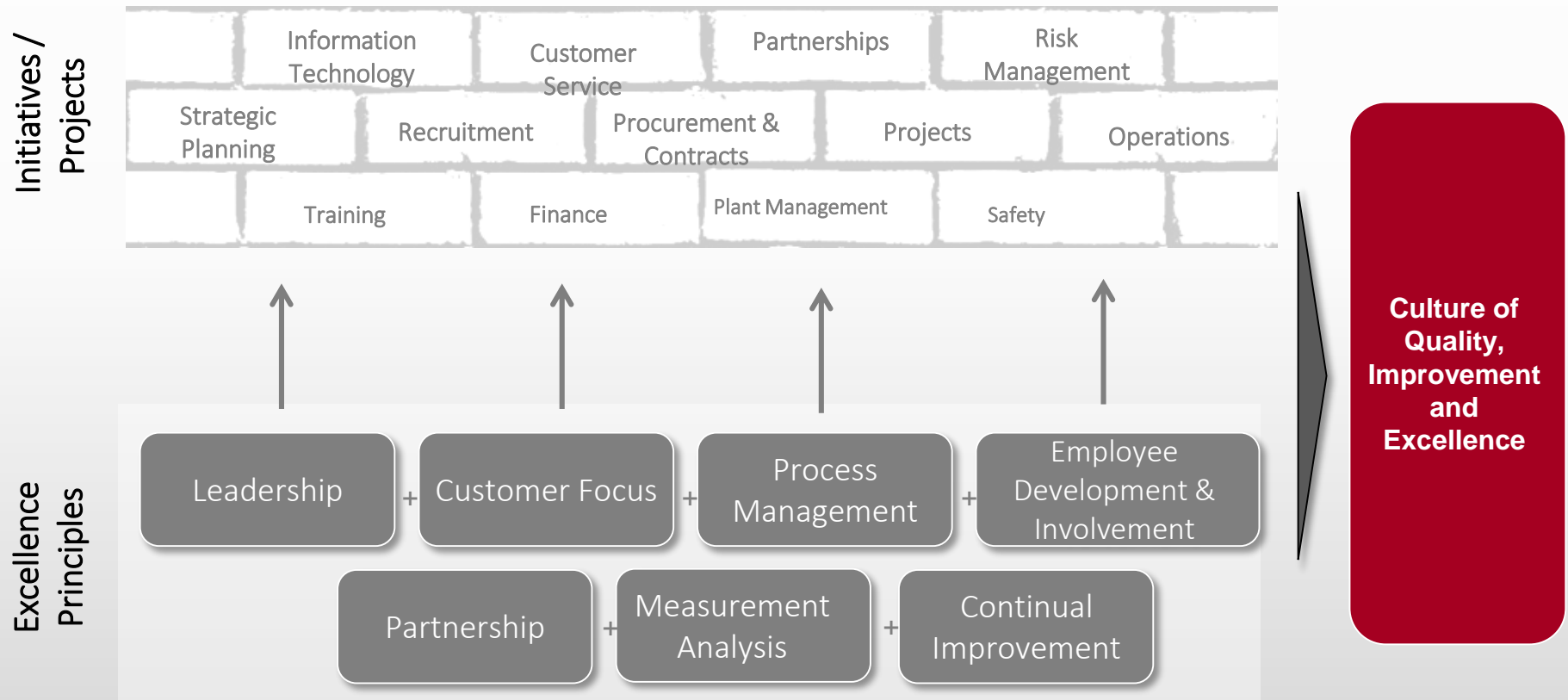
Australian Government

Integrity of data & results



One of the Biggest Challenge – Integrating Excellence in Routine Work

Only through integrating Excellence into the day-to-day operations across all of Company's functions, organization can successfully create and sustain a culture of Customer Service, Improvement & Excellence



Recommendations

- ✓ Engage with citizens most affected with service.
- ✓ Empower employees to “fix” what needs fixing.
- ✓ Enhance transparency of performance.
- ✓ Promote vision of service excellence.
- ✓ Drive out fear among employees.
- ✓ Learn from leading private sector firms
- ✓ Recognize and reward quality service.
- ✓ Improve processes to drive out inefficiencies.
- ✓ Adopt proven management system frameworks and standards.
- ✓ Train staff on delivering quality customer service.
- ✓ Be agile & flexible in deploying people, technology and resources.



Task of Reinventing the Govt. is Never Ending

COMMON SENSE
GOVERNMENT
WORKS BETTER
& COSTS LESS





Complete Paper Available on
www.qualityindeed.com

By Sunil Thawani