

Composing an Administrative Model of Self-Assessment in Organizations

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ABSTRACT

Today self-assessment is considered as an essential lever in refining and promoting the quality of the large organizations which evaluates our position in order to reach the organizational transcendence and determines the action of the organization. Therefore, designing the administrative model of self-assessment in any organization is one of the most important aspects related to performing organizational transcendence models and their comprehensive quality. The main purpose of this article is designing and composing the administrative model of self-assessment in the large organizations/ enterprises. In this regard, analytical-descriptive method is being used. This article is expandable research and applicable and the research data were gathered through two documentary (library study) and survey methods. According to the proceeded surveys, designing the assessment model enjoy the high importance in designing the final model of self-assessment.

Keywords: Self-Assessment, Quality, Large Organization

INTRODUCTION

Designing the question

By development and expansion of technology in today's world, the management science has become complicated. Today's global markets are the scene for extreme competition of producers and suppliers. The most effective factor of success in the competitive markets is having an advantage in competitiveness and having a high quality product is one of those advantages. In these situations the large industrial organizations should follow the update and strong techniques in the arena of production and quality. In fact, the final inspections in production lines does not meet the expectations, but instead the processes should be followed and being controlled.

In order to control the process, all activities should be controlled at all times and it is only possible by expanding the self-control culture among the employees and through self-assessment mechanism. In the recent years, self-assessment is considered as the most important mechanism of management for constant improvement of all businesses and the organizational capabilities [1]. It could be said that many of the organizations have proceeded to evaluate their performance in order to assess the maturity level of their quality management and identifying their improvement points or even gaining the quality awards. This assessment could be done by the experts or the advisors out of the organization or self-assessment is carried out by the experts and assessment team inside the organization [2]. The accurate implementation of self-assessment makes it possible for the management to make decision based on objectives not based on subjective concepts [3]. In fact, self-assessment provides a ground for the management to improve in every aspect [4], also this model is a systematic approach to gain the competitive advantages in organizations [5].

In recent years, the subject of self-assessment has become one of the most important techniques for constant improvement of process abilities in the organizations. Self-assessment as an effective instrument allows the organizations to evaluate their circumstances with the standards [6]. The fast expansion of technology has resulted in time compression and comparing to the past mankind is capable to do different works in limited time with more efficiency and effectively. This open and competitiveness environment has caused the criteria of high or low standards on productivity and quality. Perhaps the evaluation and final control method of the product and services has been efficient in the past but today this method does not qualified. Therefore in today's world, the appropriate instruments should be used in accordance with time. The studies show that the traditional approach of inspection and investigation has lost their effectiveness and has given way to new systems which is based on self-control, team work, and partnership that plays the main role.

Iran is going towards industrialization. Most of the industrial and developed countries and many of the developing countries have compiled, systematic and consistent programs to reach comprehensive quality (TQM); While it has not been considered adequately in our country and has not been seriously accomplished. Describing the mechanism of self-assessment and performing the right model could evaluate quantitatively our movement towards comprehensive quality and define, prioritize, and perform the improvement projects in compliance with the organizational strategy and goals.

On the other hand, self-assessment evaluates our position in order to reach the organizational transcendence and determines the action of the organization. Therefore, designing the administrative model of

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self-assessment in any organization is one of the most important aspects related to implementation of organizational transcendence models and their comprehensive quality. Moreover, this mechanism has many more advantages which some of them are as follows:

- 1- Identifying the strong points and the improvement grounds in the organization
- 2- Identifying key capabilities and connecting them with the customers' needs
- 3- Result-oriented method based on facts
- 4- Periodic measurement of work progress in order to meet the results based on the constant capabilities
- 5- Forming a common language and conceptual framework for managing improvement in the organization
- 6- Training and learning the essential concepts in relation to the evaluation criteria and its connection with each person's responsibility
- 7- Defining the share of everyone (negative or positive) in organizational performance
- 8- Employee cooperation in the process of constant improvement at all levels
- 9- Providing and creating facilities of comparison with other organizations or leveling
- 10- Incorporating the improvement activities and clarifying their connection with the results
- 11- Identifying and exchanging the successful experiments in the organization
- 12- Providing opportunity for learning

With regard to the above items and the importance of domesticating the very important and simple concepts, self-assessment and institutionalizing them in the organizations is very necessary and an inevitable matter. The purpose of this research is to understand this notion. Therefore, this article is looking for finding answer to the following question: What is the specification of the right and effective model of self-assessment system which has been done in the large organizations?

Importance and the necessity of the subject

Self-assessment is important considering that it provides improvement grounds and it would show us how to correct them. In other words, we have to find the problems and solve them. After solving the problem, it should not let go of it but we have to control the process. Otherwise, the problems would resurface quickly. In fact, self-assessment is an accurate evaluation of organizational efficiency and effectiveness which is relevant to maturity level of the quality management system and is usually done by the management of the organization. The purpose of self-assessment is providing guidelines based on evidence that would help the organization to identify the potential grounds for resource investments and improvement as a result [7]. Self-assessment other than the above points, would measure the following parameters in different organizational level:

- Level of coordination and protecting the existing business goals
- Protection amount of top managers and employees
- Harmony and coordination among departments
- Proportionality of budget and management over operational processes
- Quality amount and effectiveness of system in the organization and their leveling
- Effectiveness amount of information system
- Efficiency of current organizational structures
- Efficiency of skills level in various section of the organization

The above assessment system in the level of top managers and deep in the organization would create a wave which result not only specify the problems and weak points in order to solve the problems and find the solution, but also would cause an extensive obligation in the managers and employees level and it is an infrastructure to "constant movement towards organizational learning.

Purpose of the study

The main purpose of the article could be presented as follows:

- 1- Identifying the dimensions of self-assessment system and the effective performing method in the large organizations;
- 2- Determining self-assessment role in constant improvement and organizational learning;
- 3- Presenting administrative and adaptable model with the conditions and space of the large organizations;
- 4- Determining the ways to increase organizational cooperation and team work in light of performing self-assessment system model;
- 5- Determining the prerequisite, preparation and channeling methods for performing self-assessment model in the organization;
- 6- Replacing methods for self-assessment system with traditional assessment methods.

Study Experiments

Most studies and researches regarding quality awards have been in connection with comparing evaluation criteria for various quality awards particularly Deming, Malcolm Baldrig, and EFQM. The first step

to give extensive vision to business was taken in Japan on 1951 by designing Deming award. Then, in 1983 the Canada national quality and eminent award were presented and followed by Malcolm baldric award in 1987 in US. In 1990, European national quality award or organizational transcendence model was presented by European Foundation for Quality Management (EFQM). Although these are the most known national quality awards, but many of other countries have developed their own models which have been inspired by EFQM, Deming and Baldric models [8].

The most original part of quality award systems are their assessment criteria and the auditors and assessors of these awards evaluates the volunteer organizations based on these criteria (and the related minor criteria). Also, the various researches show that these criteria are the same original factors of comprehensive quality management, and success and failure of organizations in performing the comprehensive quality management are being related to these factors and their quality of proceeding. In other words, Deming, Malcolm Baldric and EFQM awards are considered among the first and the most important quality awards and many of the other awards are planned based on these awards.

INQA (Iranian National Quality award) were presented in 1382 in a condition which there were more than 90 national quality awards and 70 eminent models through the world. This model has been designed by using the last edition of EFQM by the experts of Iranian Institution of Standard and Industrial Researches in order to create competitiveness and eminent space between the organizations [9].

The hypothesis

According to the question proposed in this article, the main hypothesis is the administrative self-assessment system model designed for the large organization is proper and effective.

MATERIAL AND METHODS

The research method is descriptive and based on survey. In this method, first history of the subject and also scientific principles and theories are collected and analyzed by using library studies and internet. Then, by considering and analyzing the various methods of self-assessment, the optimal method complied with the conditions of the Iranian large organizations would be composed and we would pay to gathering the ideas and accepting or refusing the specifications of the methods through questionnaire and experts viewpoints. Random sampling method is used in this article. The statistical society of this research consists of managers and experts related to the subject and learned expert person in this connection like internal auditors, and supreme auditors through the whole organization. Some of the main and common specifications of the statistic society are as follow:

1. All of them are familiar with the organization
2. All of them are directly connected with the quality problems and concepts in the organization and they are somehow responsible to this matter
3. All of them are familiar with modern instruments of comprehensive quality

In this article, in order to consider the validity, pre-test method were used and in this respect, after considering the questionnaire contents, 15 of them were distributed among experts and their validity were approved. In order to test the permanency, Minitab software were used and p-value calculated for comparing the pairs and $P=0.1$. In the other words, this questionnaire is $90\% = (1-p)\%$ permanent.

Variables and indexes

Considering the purpose of this study that is composing a reasonable administrative model to do the most important subject of self-assessment, our dependent variable is effectiveness of administrative model and the independent variables are effective criteria on effectiveness of the model. In general, the dependent and independent variables of this article are as follow: A) Independent variable in this research is self-assessment model. B) Dependent variable is customer's satisfaction of the products and services of the large organizations in Iran.

Concepts, Prospects, and Theories

Concepts

Evaluation: Evaluation or assessment is the systematic process which analytical information is presented regarding that after gathering data and information. In a better expression, evaluation is a process which is resulted in judgment of presenting a solution in connection with quality and promoting the quality of services by the organization; the most common method of evaluation is concerning pre-determined goals and whether the expected goals are accomplished or not and in what amount? [10]. Evaluation means measuring the quantity and quality of a person efficiency and judging him [11].

Evaluating the performance:

Various definitions have been presented for evaluating the performance. Some of them are as follow. Evaluation the performance

- Is a process by which work of employees in specific time is being considered and measured officially.
- Is an official process which would let the employee to know the distinct background of their positive or negative results of their job performance
- Is assessing the performance and determining the efficiency and capability level of employee in doing their duties and performing the responsibilities in the organization.

Self-assessment:

Self-assessment consists of comprehensive systematic and regular consideration of processes and the performance results of an organization against the specified standards. Therefore, self-assessment is able to cover all activities of the organization as a trade transcendence model or it is possible to concentrate on key indexes like customer satisfaction (Charter Mark) with co-operational management. Considering the presented definition, general process of self-assessment could be shown as:

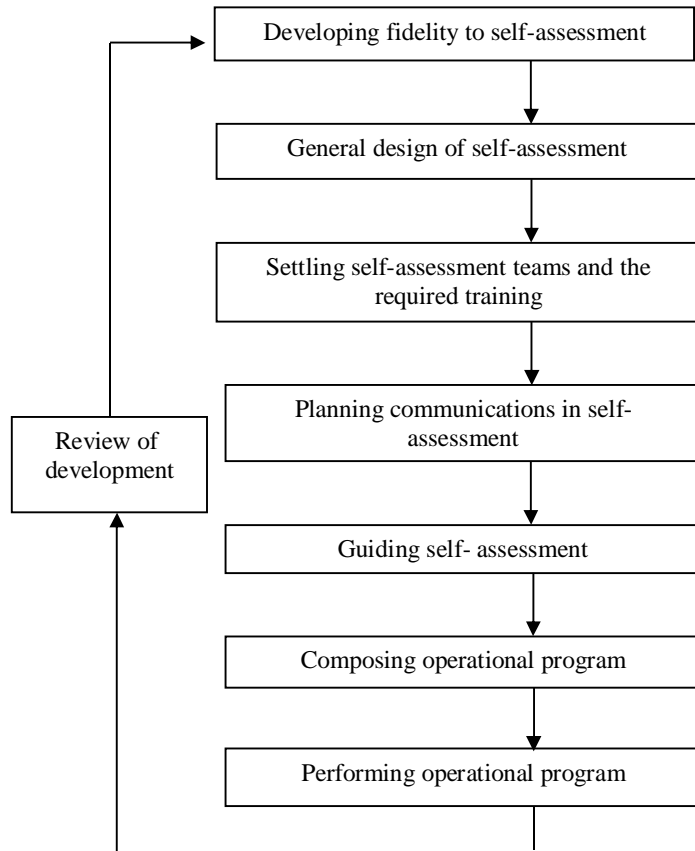


Figure 1. General process of self-assessment

Prospects and theories

EFQM: Transcendence model of EFQM is a non-normative framework which is based on criteria 5 that is “strengths” and criteria 4 that is “results”. Criteria of “strengths” involves whatever is being done in the organization and “results” criteria cover whatever the organization would acquire. In the other word, “results” are the effect of “strengths”. This model which confirms that there are many approaches to reach a considerable transcendence in every performance aspects, sets on the following reasonable hypothesis: The transcend results in relation to operation, customers, people and society are obtained through leadership, composing strategy, people, partners, resources and processes.

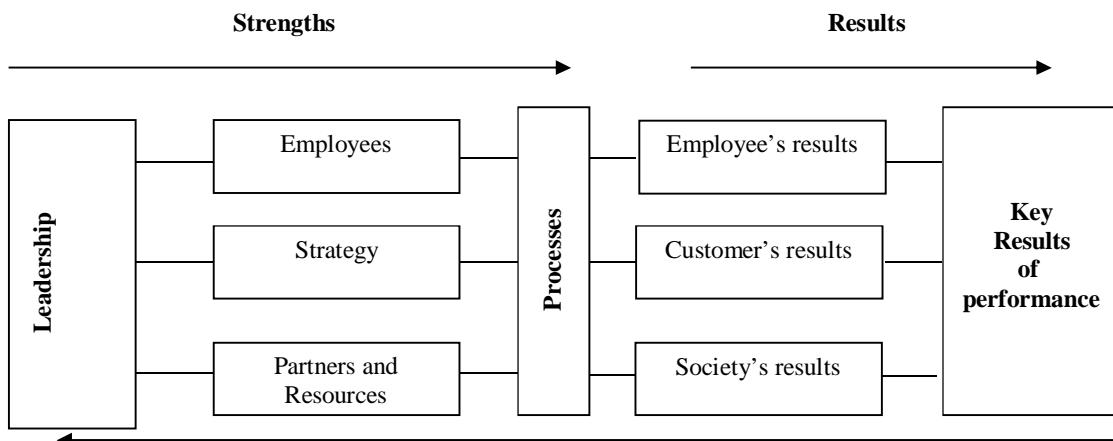


Figure 2. Innovation and learning

The above nine rectangular are the criteria which based on them the development amount of the organization towards transcendence is being evaluated. Each of these nine criteria has a specific definition which describes the criteria in a high level.

To expand the definition of each major criterion, some ‘sub-criterion’ or ‘alternative criterion’ is used. Each ‘sub- criteria’ presents questions that are best to consider in evaluation; and finally beneath each ‘sub-criteria’ some important points has been stated which using these points is not mandatory and also they are not comprehensive and complete concepts. Regarding all the above said, these subjects are stated for better understanding and definition of ‘sub-criteria’ as an example.

The self-assessment model of EFQM has been divided into two main parts: strengths and results. Strengths consist of criteria 1 to 5 and results covers 6 to 9.

For crediting, please consider the following chart. Please note that all the criteria that are in start phase are identified as N/R. N/R means that we have waived that part and it has not been included in the final crediting.

Crediting guidelines has been provided for one goal and how you could respond to all the criteria.

Table 1. Crediting system guidelines

Score	Level of your performance
0%	No added value has been created
25%	-There are good and proper indications of performance which is the base for preemptive system. - Random review of opportunity being done. - some of the unified spaces has become one with natural work
50%	-The evidence indicates that there is a very fundamental, systematic and basically preemptive performance. - Systematical review with respect of business effectiveness has been targeted. - Current works, investments designs and future works has all been joined together.
75%	-Performances, current activities and designing have been well ingrained.
100%	-There are obvious indications that the systematical, fundamental, and preemptive performance is being implemented. -there are obvious indications of refining and developing effective business and review cycle. -Current works models and new performance has been well unified. -This model could be used in other organizations.
N/R	-There is no answer. -the question has been disregarded and it has not been used in the organization and it does not resemble the answer 0%.

Table 2. Level of using performance

Score	Level of using your performance
0%	It has a minimum effect.
25%	¼ of all the potentials and the related activities has been performed.
50%	½ of all the potentials and the related activities has been performed.
75%	2/3 of all the potentials and the related activities has been performed.
100%	Almost all the potentials and the related activities has been performed.
N/R	-There is no answer. - The question has been disregarded and it has not been used in the organization and it does not resemble the answer 0%. - N/R answers would not be accounted for in scoring.

Logic of RADAR

In the hearth of this model, there is a hidden logic called RADAR. The word RADAR has four aspects:

Results, approach, Development, assessment and review

This logic implies that an organization needs the following:

- 1- Determining and targeting results as part of strategy process and composing guideline which these results would cover both aspects of financial and operational performance and also the understanding and expectations of beneficiaries of the organization.
- 2- Planning and developing unified complex of correct and exact approaches in order to meet the expected results for today and future.
- 3- Expansion of these approaches systematically, to assure that these approaches are used completely.
- 4- Assessment and reviewing these approaches through observation and analyzing the results, by constant learning which at the end would result to identifying, prioritizing, planning, and using essential improvement in executed approaches.

When using this model in an organization for example, for the means of self-assessment, logical factors of RADAR like approach, development, assessment and review should be used for each sub criterion of strengths and result factor should be considered for all sub-criteria as well.

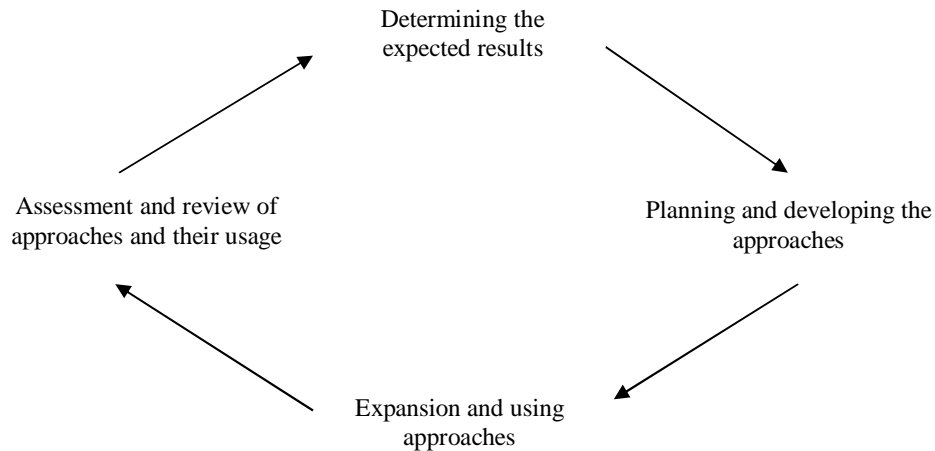


Figure 3. Assessment process in RADAR Model

RESULTS

The research findings

Designing a conceptual self-assessment model in the large organizations: Today's organizations are facing the ever changing environments and various challenges internally and externally. Therefore, there is a need to change the old traditional structures which it includes change in assessment system. Thus, during the recent years, performance assessment has become one of the well-known guidelines for human resource development and as a result a better improved product [11]. Process of acquiring this self-assessment mechanized system requires undergoing certain phases. These phases are overlapped by making expert system. The phases are:

- Phase 1: defining the problem.
- Phase 2: selecting the educational resources.
- Phase 3: conceptual design and feasibility study
- Phase 4: selecting software and hardware environment
- Phase 5: constructing a preliminary system
- Phase 6: creating a system
- Phase 7: validating, ratifying, and acceptance of the system [12]

If we are to look at self-assessment in a conceptual manner, we could divide it into six main sections. The general concept of each section is as follow:

- 1- The decision making from higher management
- 2- The preparation test phase
- 3- The selection and adaptation of model (tool for self-assessment)
- 4- Planning and execution
- 5- Observation and experience transfer
- 6- Improving self-assessment in the cycle of RADAR of PDCA.

They are explained as follow:

1- The decision making from higher management: in this phase higher management in each organization or section which would want to use self-assessment as constant improvement method needs to believe in the system and introduce it as one of the operational strategies of his organization. This decision should be made consciously and it should not be altered during this long journey and also he should be prepared to pay all the relevant expenses from time, labor force, and etc. because the secret to success of this model is repetition and constant improvement, and if he is not ready therefore he is not to make that kind of decision and should postpone this matter to another time.

2- The preparation test phase: if the first phase the result was positive, for the first step, should have a preparation test about the subject which this test is available as standard and is in 12 questions (it would be described later). If any organization gets three negative reply from these 12 questions, that means the labor force are not ready and the organization is not ready to execute this decision, which has to create a cultural background especially forming a working group and groups to solve the problems and by training them makes them familiar with team work. After specific duration, the test should be retaken and after receiving all the required results, he should step to another phase.

3- The selection and adaptation of model: in this phase, according to the organization condition like, the level of information and knowledge of the labor force, quality systems inside the organization,

organizational culture, type of targeting and organizational education, a proper model from existing self-assessment models which overlaps with the current condition of the organization will be selected and it will be introduced as an executive tool.

4- Planning and execution: now that the proper model for self-assessment has been selected (for example EFQM) we have to have an accurate and clear planning which it should include goals, time schedules, project manager, and the level of the organization which self-assessment is to be executed as an executive regulation for self-assessment, which needs to be confirmed and to be informed.

5- Observation and experience transfer: the result of self-assessment should determine the strong points, identifying the improvement opportunities in the organization and defining improvement projects which definitely these improvement projects should be presented in the process of executive programs of the organization. An observation system should be existed in the organization on order to be assured of the accuracy of performances and in case of any problems, it should be transferred immediately to the organizational management to remove the problems. In the other hand, in self-assessment process in each organization, different sections have been experienced good, successful or sometimes unsuccessful experiments which should be transferred to the others as a mechanism of experience transferring; the successful experience being used by other sections and the un-successful ones being removed knowingly in order to do not waste the limited organizational capital and resources, but would spend in a profitable way.

6- Improving self-assessment in the cycle of RADAR of PDCA: this phase is one of the important phases and it should be considered efficiently. Repetition is one of the main aspects of self-assessment but it should be in a way that the important organizational indexes would change appropriately in each execution; in other word, it should be proved that self-assessment is a turn that will be more active in higher level of a cycle.

Therefore, at the end of each self-assessment, the executive self-assessment mechanism should be placed and corrected in PDCA or RADAR cycles , the weak points should be removed and the strong points should be improved (like the following figure).

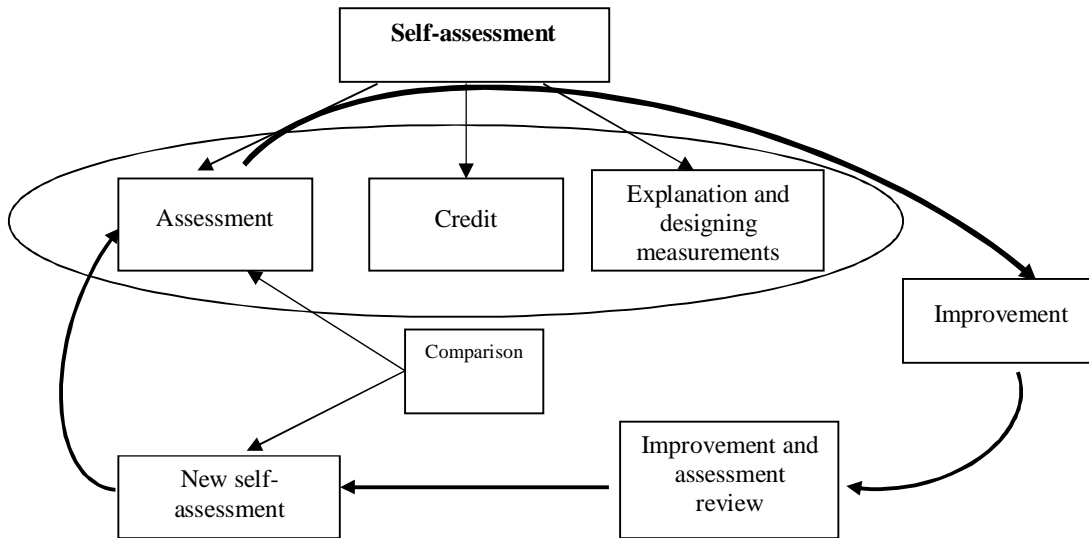


Figure 4. The cycle of self-assessment improvement

At the end, the flowchart and the connectivity model for this conceptual model shall be provided.

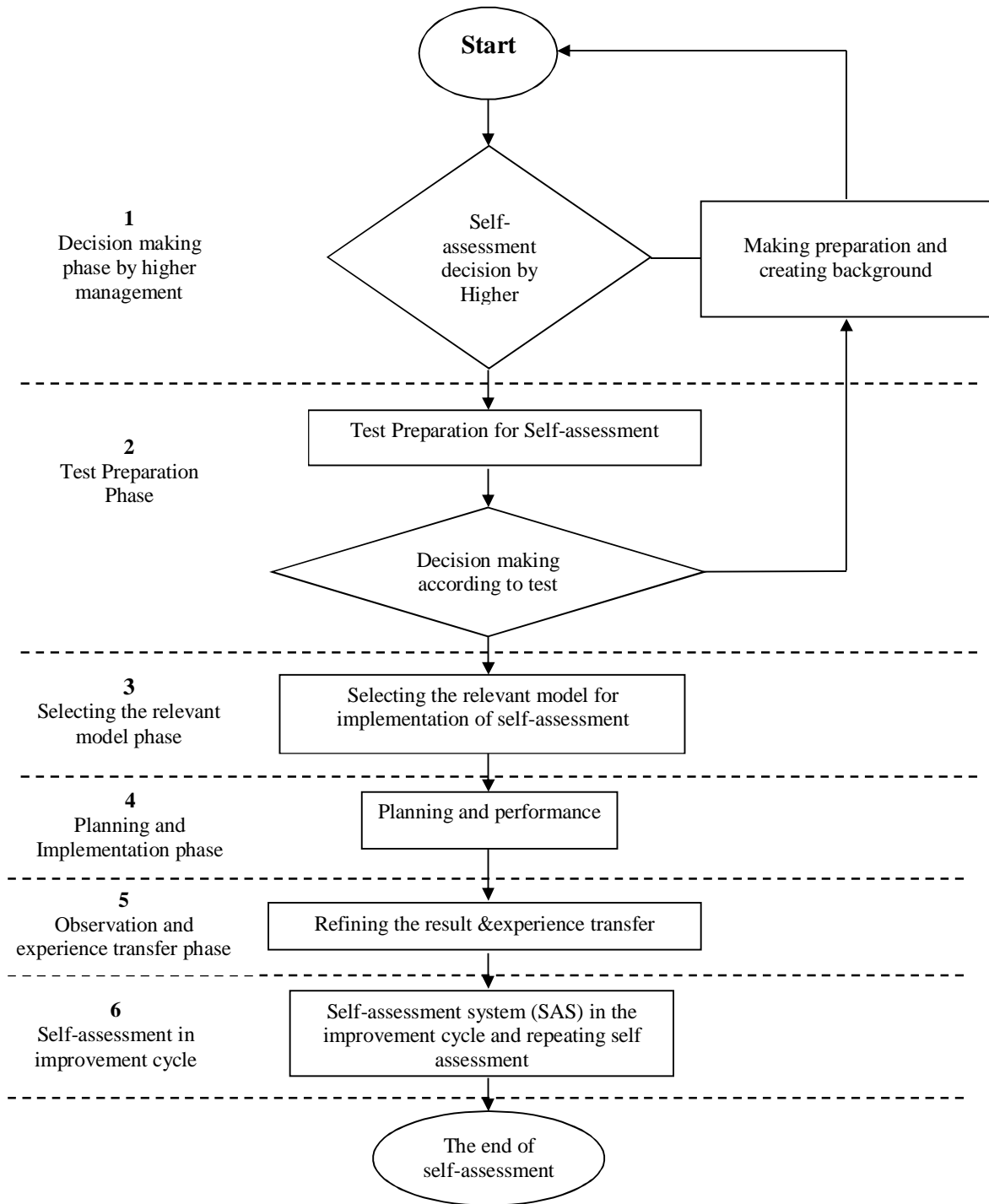
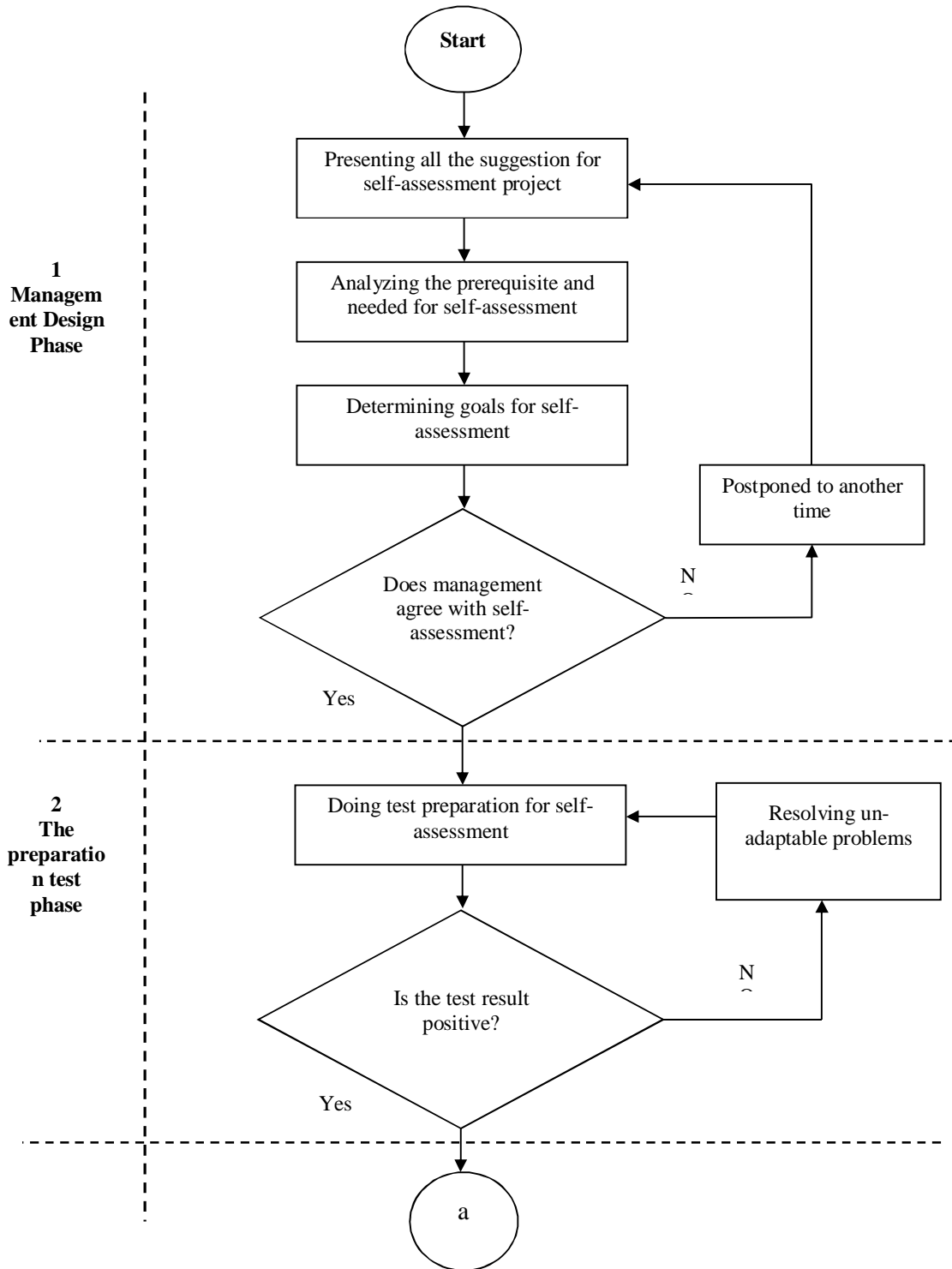
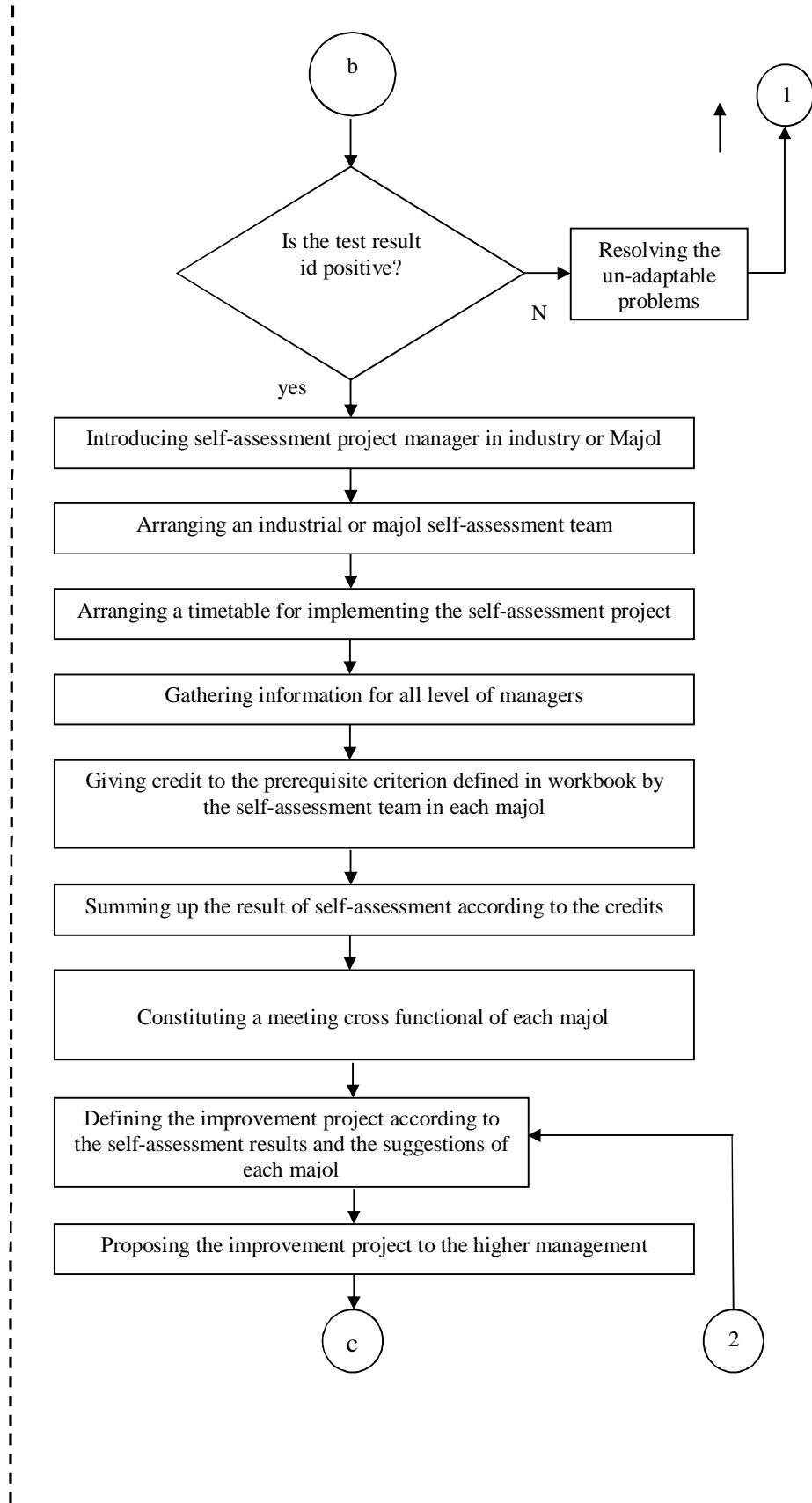


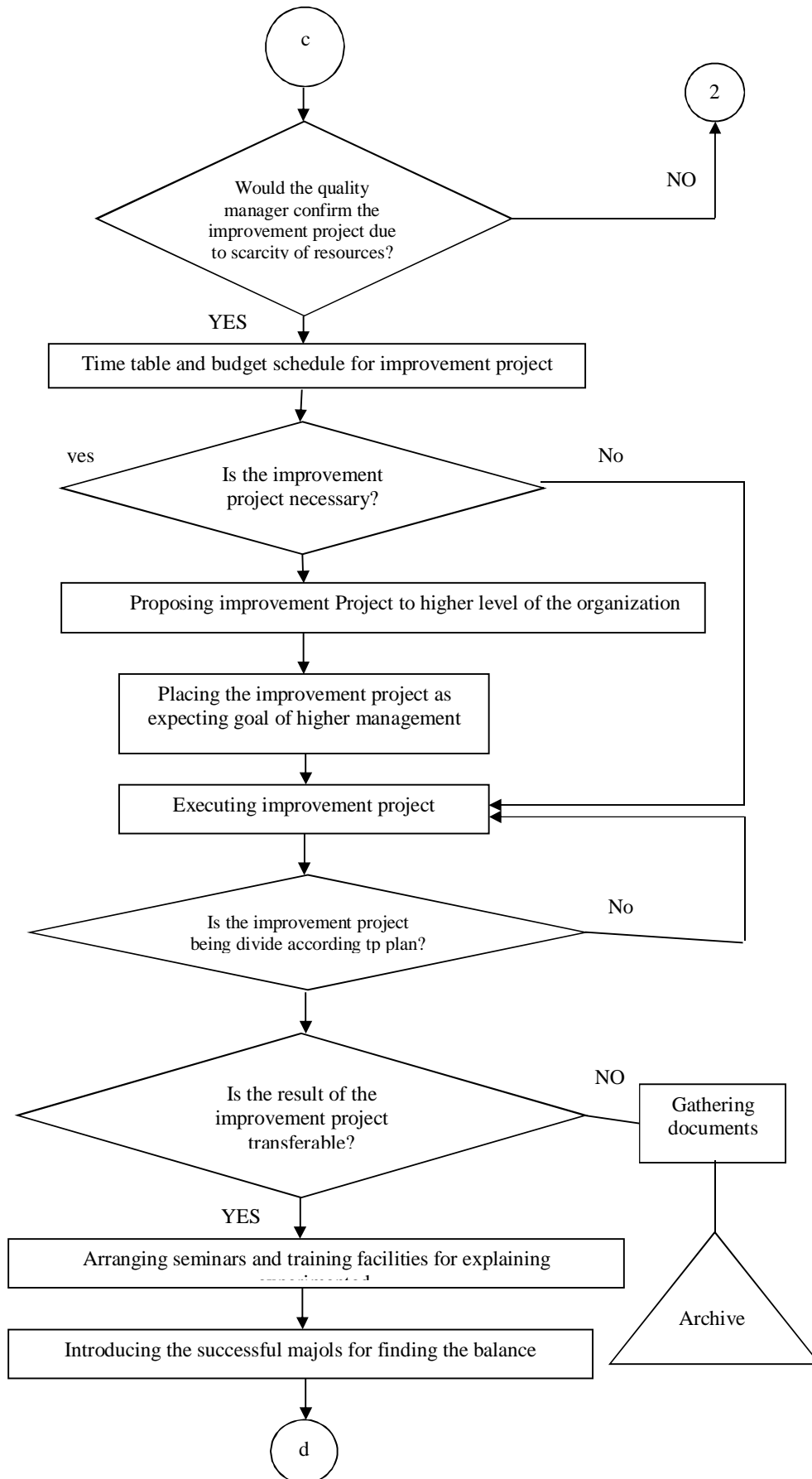
Figure 5. Designing a Conceptual Model of self-assessment

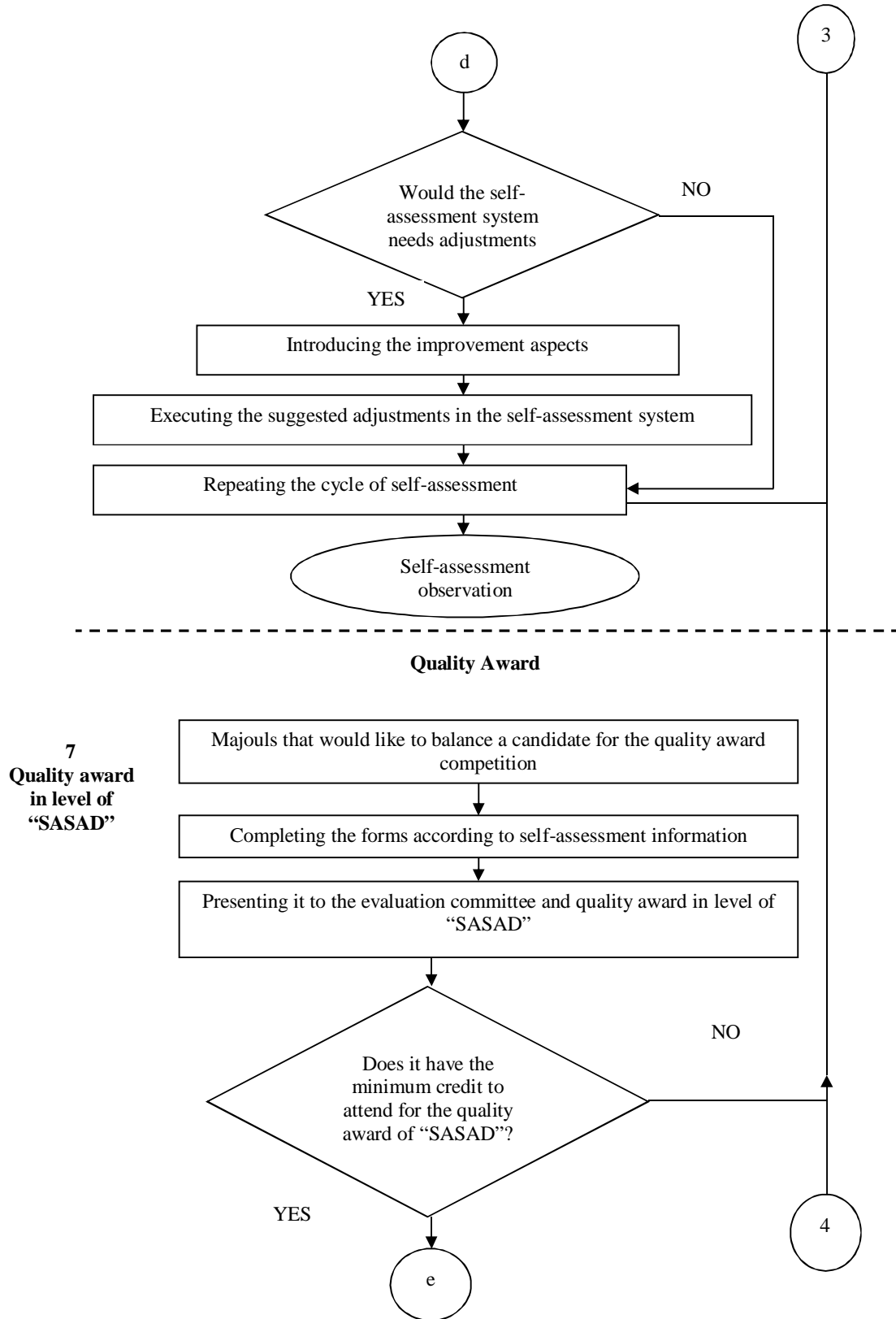
2.3. Developing a model of Self-assessment in the large organizations

In the self-assessment process, one of the most important divisions are having a multimedia in order to convey the message of self-assessment in all the layer of the organization in order to generate a similar and parallel outlook. Another important aspect in executing the improvement projects which is a result of self-assessment is that two different preemptive systems that would constantly check the self-assessment process in order to reassure that the concentration of self-assessment is on the main problems of the organization. According to the above information, the accurate and executive flowchart of self-assessment which is according to conceptual model of self-assessment is as follows:

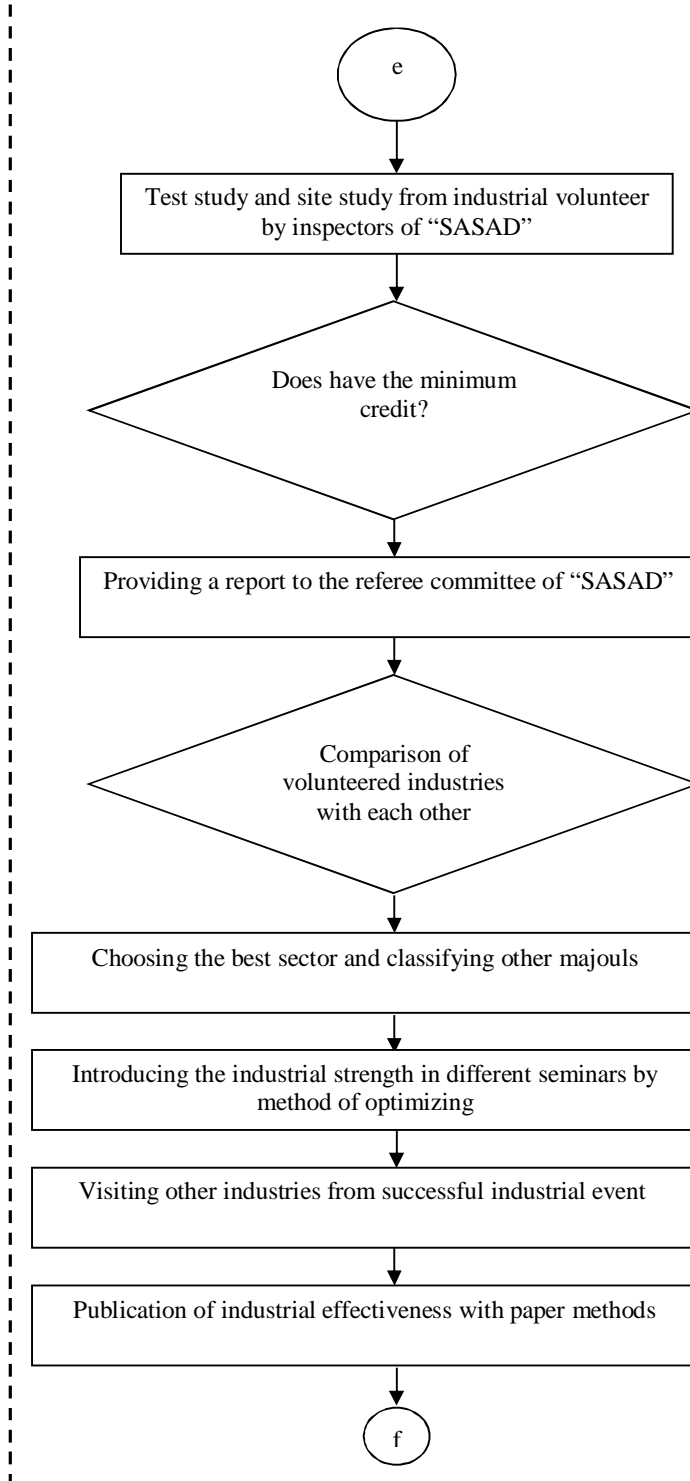


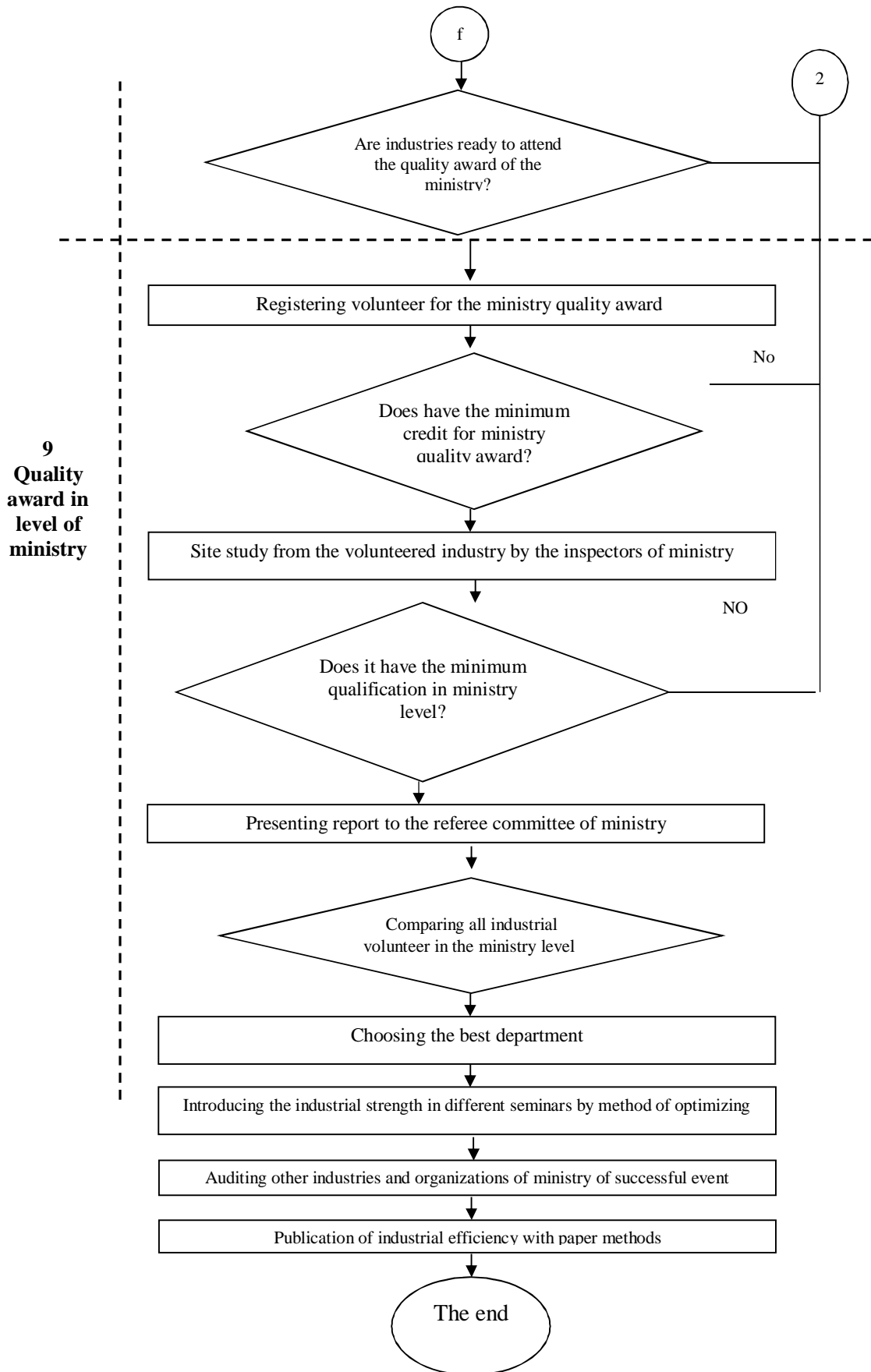






8
Quality award
in the level of
"SASAD"





CONCLUSION AND SUGGESTIONS

Low quality creates the following threats and risks:

- For society: cases like security and environmental risks and threat to social properties
- For customer who uses the products and for the producer the risks such as losing market share, costs of responsibility in lieu of product, repairing and replacing of the lost goods

These risks through quality assurance and quality design, is only effective when it is done systematically. The most effective tools to quality assurance in a company is setting and keeping the proper quality system. Quality assurance would describe the examination and control needs, would cause the customer and society reliance regarding quality performance by the company and it would protect the company manager to play his responsibilities.

Based on the investigations of this article, one of the best methods of promotion and quality assurance in the organizational level especially large organizations is using self-assessment mechanism. According to the research results, self-assessment processes in the first phase requires the decision making of the higher manager, the second phase preparation test, phase three selecting and adapting a model for assessment and fourth phase planning and execution, fifth phase observation and at the last phase repeating assessment.

According to the designed model in this article, nine phases have been designed for the large organizations. First phase is decision making and second phase is preparation test for self-assessment. The last phase ended with quality award in the level of ministry.

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