

Scheme of Award for Excellence in: Quality

There will be two Award Categories: A) Large B) Small & Medium Enterprise

Principles and Concepts behind Award Criteria:

- 1.1 The QUALITY AWARD CRITERIA have been revised to be in line with Quality Management Process Model contained in the ISO 9000 family of standards. The questionnaire largely includes the aspects outlined in the above standards particularly ISO 9004:2009.
- 1.2 In order to determine the acceptable level for the awards, certain performance maturity levels as contained in ISO 9004:2009 have been used in the criteria. The details are as follows:

Maturity level	Performance level	Guidance
1	No formal approach	No systematic approach evident; no results, poor results or unpredictable results.
2	Reactive approach	Problem or prevention based systematic approach; minimum data on improvement results available.
3	Stable formal system approach	Systematic process-based approach, early stage of systematic improvements; data available on conformance to objectives and existence of improvement trends.
4	Continual improvement emphasized	Improvement process in use; good results and sustained improvement trends.
5	Best-in-class performance	Strongly integrated improvement process: best-in-class benchmarked results demonstrated.

- 1.3 To qualify for consideration for the Quality Awards, the organization should compulsory be at maturity level 3 tending towards 4 which is possible to be determined by the marking/weightage scheme proposed below:

Award Criteria & Weightage

Aspects	Criteria	Weightage
A. Enablers/ Mechanism	(01) Leadership & Management Commitment	10
	(02) Resource management	10
	(03) Product realizations	10
	(04) Measurement analysis & Improvements	10
B. Results	(05) Product quality & continual improvement, Projects undertaken & Details of implementation with results.	15
	(06) Customer / stake holder Satisfaction / Customer score cards	15
	(07) Business Processes as part of QMS; Targets & Trends (please provide trend graphs for last three years)	30



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Self Evaluation Matrix: (Justification may please be restricted to a max. of 100 words for each criterion. Please attach a separate sheet, if required)

	Criteria	Maturity Level	Justification
ENABLERS / MECHANISM			
01	Leadership & Management Commitment		
02	Resource management		
03	Product realization		
04	Measurement analysis & Improvements		
RESULTS			
05	Product quality & continual improvement, Projects undertaken & Details of implementation with results		
06	Customer / stake holder Satisfaction / Customer score cards		
07	Business Processes as part of QMS; Targets & Trends (please provide trend graphs for last three years)		



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2.0 Correlation between Maturity Levels and marking/weightage scheme:

As per the characteristics/features identified for different maturity levels, the corresponding marking/weightage is as follows:

Maturity level	Marking/weightage
Level 1	25
Level 2	50
Level 3	70
Level 4}	
Level 5}	70-100

An organization has to secure a minimum of 70 marks to be eligible to be considered for **the ELCINA QUALITY AWARD**.

3.0 Details of award criteria and questionnaire are given below.

QUALITY AWARD CRITERIA & QUESTIONNAIRE

A. ENABLERS / MECHANISM:

1. **Leadership & Management Commitment:**

- 1.1 How does the top management demonstrate its leadership commitment and involvement?
- 1.2 Does the organization have the system of defining vision, policy and objectives for quality? If yes, who all are involved and does this take care of all stakeholders' requirements. (Please enclose copies of documented statements).
- 1.3 What is the mechanism for
 - organization wide communication and awareness
 - Translating the contents of vision, policy and objectives into requirements at various levels in the organization (Deployment) (Enclose a sample copy of activity level deployment documents).
- 1.4 Does the organization have a system for quality planning? If yes, does this address the following?
 - Needs and expectations of customers and other interested parties.
 - Performance of the products and/or services.
 - Performance of operational processes and associated parties.
 - Learning from previous experiences.
 - Risk identification and analysis.
 - Reviews and revisions
 - Kindly provide a sample quality plan document containing
 - Responsibility and authority for execution (including cross functional teams if any)
 - Indicators for degree of achievement



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- Contingency plans
 - Identification of need for records
- 1.5 Is there a mechanism of reviewing the quality management system at regular intervals for ensuring its continuing suitability and effectiveness? If yes, does the review process.
- Involve top management.
 - Consistent with organizations strategic planning cycle
 - Address aspects such as: performance, customer satisfaction, benchmarking and opportunities for improvement.

Please enclose a copy of the recent review schedule process and next schedule.

- 1.6 What are the systems in place to improve Management Information system (MIS)
- 1.7 How does the top management ensure valid inputs are available for Management Review?
- 1.8 What is the mechanism established by the organization to ensure legal and statutory compliances throughout business?
- 1.9 How does the management visualize its Social Responsibility and what actions have been initiated for its fulfillment?

2. **Resource Management:**

- 2.1 Briefly describe the mechanism for
- Involvement and empowerment of people towards organizations objectives
 - Determining the competence level needed to achieve current and future objectives.
 - Addressing the training and developmental needs.

Please provide a case study.

- 2.2 Does the plan for infrastructure (equipment, hardware, software, workspace and related services) consider the associated risks and include strategies to maintain the quality of products and/or service? If yes, please enclose sample-supporting documents.
- 2.3 Does the work environment address -
- Human factors such as health and safety, ergonomics, employee facilities etc.
 - Physical factors such as hygiene, noise, heat, light, pollution etc. If yes, enclose sample supporting documents.

As an evidence of mutually beneficial supplier/partner relationship, does your organization have:

- Vendor development and quality rating system,
- Policy of limited suppliers, reduced/nil inspection, self-certification to time, etc.),
- Policy of encouraging continual improvement and recognizing and rewarding efforts.

If yes, please provide sample-supporting documents.

3. **Product Realization:**

- 3.1 Briefly describe the mechanism of translating the customer requirements into the requirements for the organization. Also, specify who are all involved in such an exercise.



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- 3.2 What methodology is followed during design phase of a product (please specify steps and a case study)
- 3.3 Is an organization engaged in design and development of products? If yes, do you carry out product failure mode and effect analysis (FMEA) and design of experiments (DOE)? Please provide sample-supporting documents.
- 3.4 Do you have a product realization plan (process plan, flow chart etc.) including process and product performance criteria related to customer requirements? Please provide sample-supporting documents.
- 3.5 Briefly describe the preventive maintenance program in the organization.
- 3.6 Concerning your calibration system please comment on aspects like reproducibility, repeatability, traceability, etc.
4. **Measurement Analysis and Improvements:**
 - 4.1 Do you have the system of internal audits to determine the effective implementation of quality system in the organization? If yes, please provide trend analysis of the recent audit results?
 - 4.2 Do you have a mechanism for linking financial consideration with quality management system (quality cost)? If yes, please provide brief details of cost of conformity and nonconformity?
 - 4.3 Do you have a mechanism for effectively obtaining the "voice of the customer" (Internal/External customer satisfaction) for aligning organization's activities? If yes, please indicate the methods in use?
 - 4.4 Kindly indicate the parameters (such as Dependability, timeliness, responsiveness, reaction time etc.) and measurement methods used to evaluate the efficiency and effectiveness of internal process?
 - 4.5 Do you have inspection and test plans to clearly specify the measurement requirements, at various stages including acceptance criteria for product and/or services? If yes, please provide sample-supporting documents (Plan docs. and test reports)?
 - 4.6 Do you have a mechanism for effectively dealing with non conformances (pre-shipment and post shipment) as well as trends and determining appropriate corrective and preventive actions including identification of improvement opportunities? If yes, briefly describe the process/activity (Quality circles, small group activities, KAIZEN 5S, quality improvement teams etc.)
 - 4.7 What is the effectiveness of the preventive maintenance system followed (please specify actual gain in terms of time or money)?
 - 4.8 Please specify benefits drawn in operational, financial, social, regulatory and marketing areas by implementing Environmental Management System (EMS).

A. RESULTS:

1. **Product Quality:**
 - 1.1 Kindly indicate whether your products and/or services conform to:
 - National/International standards. If yes, do they carry any marks/certificate of conformity (please attach a copy compliance certificate).



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- Organizations own specification (enclose sample copy of specification).
- Customers specification (enclose sample copy of specification).

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- 1.2 What are the quality trend indicators? (Yield, field failure rate, infant mortality, variations, etc.) Please attach relevant sample data/trend chart.
- 1.3 Please provide comparative data on similar products / processes with benchmarks and sample cases of improvement opportunities identified.
- 1.4 Please provide data of quality cost studies and trends.
- 1.5 Please provide details of continual improvement, projects implemented with net results.
2. **Customer/Stakeholder Satisfaction:**
Please provide details and trends of customer/stake holder satisfaction studies (customer satisfaction surveys, employee motivation survey, industry studies, questionnaire, direct communications, and customer complaint analysis. Kindly also indicate the targeted improvement opportunities as a result of the above studies. Please attach actual information on the customer score card e.g. customer rating, if applicable.
 - Please explain how continued compliance with legal and statutory requirements is ensured?
 - How does the organization ensure the occupational health and safety for their workmen?
 - Please provide details of measures taken to minimize / eliminate occupational hazards?
 - Please provide details of the monitoring mechanism in place for prevention of environmental pollution.
3. **Business Results & Processes as part of QMS:** Please provide relevant data/information on:
 - Business plan realization (planned versus actual)
 - Market share and positioning.
 - Growth trends and success achieved in competitive markets.
 - Expansion and Diversification plans.
 - Awards, recognitions, certificates, marks, etc.
 - Training and R&D efforts. (Policies concerning investment in terms of man days, percentage of turn over etc.)

NOTES:

1. ***Please submit the data as Enablers & Results preferably in graphic mode (Trend charts). The total pages for Self Evaluation Matrix, Enablers and Results should be restricted to less than 20. Annexures may be extra, but it is requested that the same also not exceed 30 pages.***
2. ***In respect of Awards for "Quality", two Award Committee Members may, if necessary, visit the plants of the short-listed companies to enable them to decide the final winner for the Awards. Expenses for these visits (like travel, accommodation etc.) for the Award Committee Members will have to be met by the short-listed companies.***