

# स्पन्दन

## SPANDAN



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## CORE VALUES ENshrINED IN INTERNATIONAL QUALITY AWARDS

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To deliver quality products and services at competitive cost to customers is considered these days a measure of organisational excellence. In order to encourage this aspect, different countries have instituted quality awards e.g. United States - Malcolm Baldrige Quality Award, European Union - European Quality Award, Japan - Deming Quality Award. Each year almost all reputed organisations apply and compete for these prestigious awards. Award criteria of all the countries who have floated performance award follow certain core values and fundamental principles which form the basis of successful organisation. These guiding principles act as foundation for the integration of key organisational requirements within a result oriented framework. The performance evaluation criteria is guided by the fact as to how and what extent these values permeate down the grass root level of an organisation.

However, the core value assigned to each category/ area being addressed, may be different for different awards but the essence of core values and guiding principles remain the same.

### 1. LEADERSHIP

There is need for committed and value based decision makers who can steer organisational efforts towards achieving customer satisfaction. For that, leadership should clearly define its vision, mission and strategies by becoming role models before their employees. They must provide employees conducive work environment to attain organisational goals.

### 2. CUSTOMER ORIENTATION

Quality of a product or service is judged by the customers, consumers or the ultimate users. It demands market oriented efforts on the part of an organisation to understand customer's changing needs, sensitivity towards their preferences and their retention as well. The aim of an organisation is not only to satisfy customers' stated or implied needs but go beyond their expected level.

### 3. EMPLOYEE'S DEVELOPMENT AND INVOLVEMENT

Healthy and positive work culture is a prerequisite for individual as well as organisational growth. Employees realize their full potential when management show a visible display of concern, trust and empower their employees through a set of shared values and open communication. They involve fully in their tasks when enough opportunities exist in the organisation to learn and develop skills to attain necessary competence levels.

### 4. LONG RANGE VIEW OF THE FUTURE

Organisation must aim towards long term prosperity and competitiveness. Organisation vision, mission and strategies should synchronise with expectation of customers, suppliers, stock-holders, employees and public at large keeping in view its long range profitability.

### 5. TRUSTEESHIP & ACCOUNTABILITY

Each organisation, irrespective of its size, is expected to behave as custodian of peoples'

faith and interests. It must follow ethical practices. It must pay its taxes regularly and honestly to the state and encourage its employees to follow the same. As far as possible its activities should be transparent and there should be an honest sense of accountability to people's interests by exceeding regulatory and legal requirements.

#### **6. PROCESS ORIENTATION**

Each activity of the organisation should be questioned and treated as process that creates value for the customers. The quality of a product/service needs to be inbuilt at the initial/design stage itself to prevent faults later. Emphasis is to be given on preventive rather than corrective measures on daily tasks assigned to every one.

#### **7. FACTS BASED MANAGEMENT**

Facts, performance measures/indicators and reliable data should form the basis to take decisions or arrive at a conclusion. The selected measures/indicators should be best representative of factors that lead to enhanced customer satisfaction, organisational and financial performance of the organisation which could be compared with "best practices" benchmarks.

#### **8. CONTINUOUS IMPROVEMENT & LEARNING**

No organisation can survive and grow with competitive edge unless it constantly learns from its employees, customers, suppliers and stakeholders. Highest levels of improvement and performance can be achieved when their ideas are valued and respected, new and innovative activities encouraged, customer complaints quickly redressed, suggestions given due weight age, the existing procedures and practices questioned and benchmarked against the best practices followed in other organisations. The focus of learning and improvement strategy is to provide quality products and services to consumers, customers or ultimate users by adopting more responsive, adaptive and effective approach compared to competition in order to build up better image in the society.

#### **9. QUICK & TIMELY RESPONSE**

In today competitive world, no organisation can afford longer time response. There is persistent demand for shorter cycle time for introduction of new and improved product and service in the market. Quick and flexible response time is essential keeping in view ever changing customer needs and requirements. Quick response time demand simplification of existing procedures and practices. It may require revision of work activities. It also improves work culture within the organisation. Hence it is important that response period is directly linked with quality of product and services delivered as well as productivity goals.

#### **10. PARTNERSHIP**

Successful organisations strongly believe in both internal and external partnership development. Through trust building exercise and cooperative efforts, different skills and competence areas among employees, customers, suppliers, partners, principles are aligned and brought together for organisational improvement and value addition.

\*Excerpts from talk delivered by the author at Seminar on Energy Conservation and Technology Upgradation in Refractory Industries organised by M/s S.I.S.I., Indore (Ministry of Small Scale Industries & Agro & Rural Industries) at ACC Ltd., Katni (M.P.) on 26.02.2004.