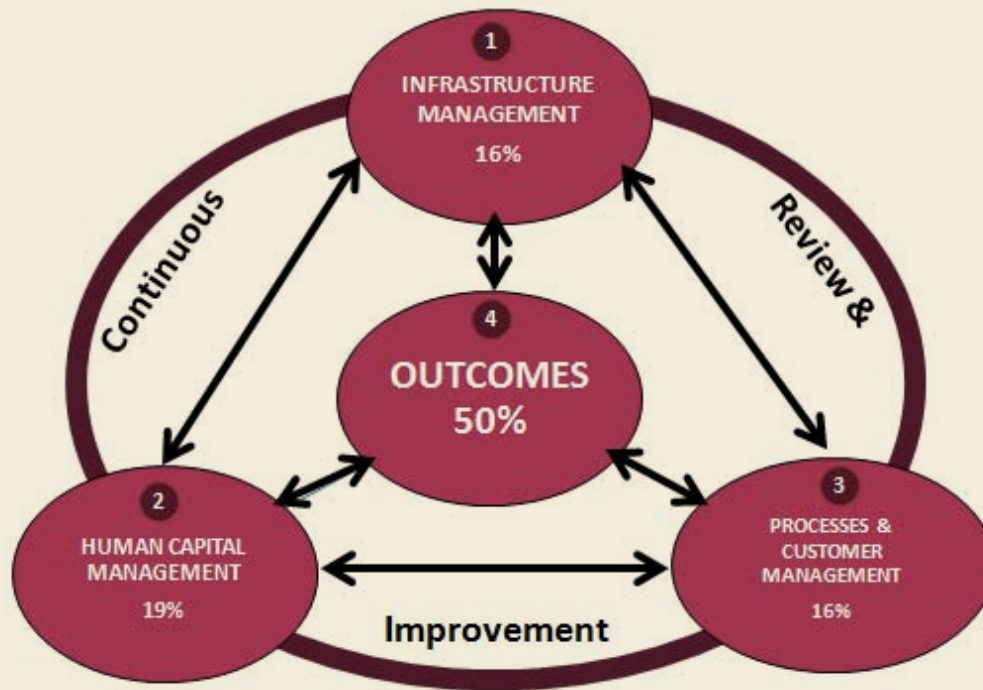




# Lebanese Excellence Award Public Sector





THE LEBANESE QUALITY MANAGEMENT MODEL

## I. INTRODUCTION

Globalisation and fast communications, along with innovation and experience, are the characteristics of today's world markets. Organisations must improve their competitiveness, efficiency, management systems, and produce innovative products and services which satisfy or exceed customer expectations and bring added value.

QUALEB, an EU funded project, hosted at the Ministry of Economy & Trade, aims to establish a working quality infrastructure in Lebanon. Following the example of most developed countries in the world and all European Union countries, QUALEB has introduced a programme to increase the competitiveness of the Lebanese economy.

The programme includes the design and implementation of a Lebanese Quality Management Model (LQMM) and the Lebanese Excellence Award – LEA.

After one year of preparation, the LEA Award under the High Patronage of H.E. the President of the Republic of Lebanon General Michel Sleiman, was formally launched for the private sector by HE Minister of Economy and Trade on 9<sup>th</sup> March 2009. The awarding ceremonies for the LEA Rounds 1 and 2 were held at the Presidential Palace in January 2010 and February 2012.

At this stage (QUALEB III) the aim is to upgrade the structure of the Lebanese Excellence Award to include the Public Sector in the LQMM based Common Assessment Framework CAF. This initiative towards the public sector is fully coordinated and steered between the Ministry of Economy and Trade and the Office of Minister of State for Administrative Development (OMSAR).

The Lebanese Quality Management Model (LQMM) helps managers to apply systematic management practices and the efficient use of this management model may lead to earning the Lebanese Excellence Award.

## Why introduce a Quality Management Model and an Excellence Award?

International surveys have proved that organisations of the Public or Private Sectors meeting the requirements of Quality Management Models and Excellence Awards, are achieving superior results in terms of efficiency, cost reductions, citizen satisfaction, balance of annual budget, level of services provided, value provided for the Public interest, Support of the Social Network, etc. With the implementation of Quality Management Models, Lebanese Public Sector can also achieve such significant benefits, all leading the Public Sector Unit to better performance.

The Lebanese Excellence Award provides Lebanese public sector entities with the opportunity to be recognised for the improvement and maturity of their management systems and effective internal and external performance, leading to higher efficiency and increased public contribution.

## Mission & Vision

The LEA Office, with the formal approval of HE the Minister of Economy & Trade and HE the Minister of State for Administrative Development (OMSAR), is committed to ensuring that Lebanese Public organisations recognise the need for improving efficiency, effectiveness and achieving Excellence.

The **mission** of the LEA office is 'to be the platform for sustainable Excellence in Lebanon' while its overall **vision** is 'to support Lebanese organisations (including the Public Sector) in championing quality management'.

More information on the LEA Office and its activities is available on: [www.economy.gov.lb](http://www.economy.gov.lb) or [www.qualeb.org](http://www.qualeb.org)

## The Brochure

This brochure is aimed at organisations that wish to know more about the LEA scheme. It covers:

1. An overview of the Lebanese Excellence Certification and Award scheme as well as a detailed description of the process, benefits, levels and options available to applicants,
2. An introduction to the Lebanese Quality Management Model (LQMM) and the scoring system, which both provide the logic and framework underpinning the LEA,
3. A short description of the LQMM- CAF approach.

## The Lebanese Excellence Certification and Award scheme

The Lebanese Excellence Certification and Award scheme is based on a demanding assessment of the Public Sector entities against the Lebanese Quality Management Model/CAF approach. It is intended for Units that wish to be regarded as National Role Models and are developing a solid history of continuous improvement. The recognition scheme addresses The Public Sector, NGOs, SMEs (50 staff or less) and Large Organizations (over 50 staff).

Entry to the Lebanese Excellence Certification and Award scheme requires writing

1. An introduction about the applicant Unit and submitting three mature approaches (one for each area of the LQMM), as required for the certification level. In the introduction an approximate one page text should describe how the Public Sector Organisation manages citizen satisfaction.
2. For the advanced certification, a submission document in specified format is to be submitted to the LEA Office. It will be assessed and scored by two or three trained LEA facilitators/assessors. These Facilitators/assessors are usually experienced managers coming from the Public Sector and Lebanese services. The facilitators will initially provide a short training as well as guidance for the

public sector Unit's project team on how to complete the LQMM/CAF questionnaire. The project team will identify strengths and Areas for improvement by analysing the questionnaire results. After the completion of this stage, the project team will describe 3 or 5 strong approaches depending on the level of certification sought. Finally, an assessors' team will visit the Unit for 1-3 days (depending on the level of application as well as the size and complexity of the applicant Unit) in order to independently assess, verify the submitted documentation, perform a workshop with the projects team and later on, report their findings to the LEA Office and the Jury Panel. The duration of the assessment visit is finally decided by the LEA office in cooperation with the facilitators/assessors.

Applicants will be required to allow the assessor team free access to all operational areas or personnel relevant to descriptions detailed in the submission documents. The team will visit the Public Sector Unit in order to match the contents of the documents with independent evidence, verify the score across all areas and produce a detailed feedback report, useful to the management of the applicant organisation for improving performance in the immediate future.

Subsequently, an independent high-level expert Jury Panel mostly from the public sector reviews the reports and make the final decision on the successful entries that will be granted accordingly as; **Certification, Advanced Certification or Excellence Award Winner**' status.

Successful applicants should be very proud of their achievement, given that they will be on the right track to evolve to the status of role models for Excellence and to join an impressive roll of honour, which includes some of the region's most prestigious organisations.

## The Lebanese Quality Management Model

The Lebanese Quality Management Model (LQMM) leading to the Lebanese Excellence Award (LEA) is a management approach framework based on **four key Areas**. Three are named 'Approaches' and one is named 'Outcomes'. The three 'Approaches' cover the operational part of an organisation, or the way an organisation functions. 'Outcomes' are a result –or a product- of 'Approaches' and 'Approaches' should be continuously improved by using feedback from 'Outcomes'.

There are many approaches available for an organisation to use, in order to achieve continuous positive outcomes. The general concept of linking approaches to outcomes is resumed as follows:

The planned excellent outcomes in operational and financial performance, as well as the management of citizens/customers, people and the satisfaction of society at large, originate from a balanced exercise of leadership that designs and implements policy and strategy, capitalises on its people, manages resources through efficient processes in order to produce and distribute products and provide services.

### A. Character of the Model

The character of the Lebanese Quality Management Model is identified by the following seven principles that should be inherent to a quality management system aiming towards Excellence.

#### 1- Back-up intuitions

Creativity and innovation are considered as a strategic objective for competitiveness. They are encouraged and supported by relevant systems and recognised by all stakeholders.

#### 2- Lead and capitalise on people

The Human Capital of the organisation is developed, recognised, rewarded and given opportunities to use its skills effectively to align its goals with and pursue the objectives of the organisation. Equality of opportunities prevails.

### **3- Focus on outcomes**

The effectiveness of each process, procedure, approach or action is judged only by its outcomes in favour of the stakeholders. These outcomes are measured by proper undisputable metrics.

### **4- Preserve experience, knowledge and creativity**

'Experience' and 'Learning' are considered as key competitive advantages. They are systematically recorded and analysed in order to generate improvements. The resulting knowledge is accessible to all stakeholders.

### **5- Expand relationships**

In the global competitive environment of today, organisations systematically seek for partnerships in order to expand their capacities, knowledge and competitive advantages by creating common values for both parties.

### **6- Respect Nature and Serve the Community**

An excellent organisation will work to safeguard the planet for future generations and will promote "responsible citizen behaviour" by systematically devoting resources to support and serve the community and the environment.

### **7- 'Delight' the Customer**

The ultimate judge of the effectiveness and efficiency of an organisation or unit is the internal and external citizens/customers (e.g. the recipient of products and services). Every change, improvement or evolution on the part of the organisation aims at 'delighting' the customers. This aim is supported by defined measures.

## **B. Summary of the Model**

### **AREA 1: INFRASTRUCTURE MANAGEMENT**

The management of the organisation takes into consideration all external and internal relevant information, to design and implement a policy and strategy, in order to cater for the expectations of stakeholders. They deploy effectively policy and strategy to all concerned parties by using relevant key processes in order to produce the required results.

The organisation makes effective use of its resources by evaluating suppliers systematically and forming value adding partnerships. It also effectively manages its tangible and intangible resources systematically, including finances, materials, buildings, technology and knowledge.

#### **CHAPTER 1.1: PLANNING OF THE FUTURE**

Excellent organisations develop a mission and a vision. They implement them by developing a strategy that takes into account all stakeholders. Policies and plans are developed and deployed to all stakeholders through processes that properly implement the strategy.

#### **CHAPTER 1.2: MANAGING VALUABLE RESOURCES**

Excellent organisations effectively and systematically manage their tangible (equipment and buildings, finances and logistics) and intangible resources (including intellectual capital and experience). They also preserve natural resources as well as the health and safety of their people. They establish value adding partnerships with suppliers or other complementary organisations.

## **AREA 2: MANAGING THE HUMAN CAPITAL**

Leaders are role models. They participate in the design and implementation of management systems within the organisation. They communicate with all stakeholders and they encourage the implementation of the policy and strategy as well as change.

The management of human capital is exercised systematically to select the proper people in order to meet objectives. People are trained, developed, evaluated, recognised, rewarded and cared for in a documented and transparent manner and in alignment with organisational objectives.

### **CHAPTER 2.1: LEADERSHIP**

Effective leaders develop and implement the mission, vision, values, policy and strategy of the organisation. They inspire/initiate appropriate approaches that are vital for the smooth operation and success of the organisation. Their commitment and behaviour are exemplary maintaining direct contact with the customers, their people and the society.

### **CHAPTER 2.2: PLANNING FOR THE HUMAN CAPITAL**

Excellent organisations develop the strategy and plans of Human Resources, as well as job designs, compensation and recognition systems in order to recruit, develop and manage their employees and achieve objectives.

### **CHAPTER 2.3: DEVELOPMENT AND MOTIVATION OF HUMAN RESOURCES**

Excellent organisational compensation and recognition approaches for individuals and groups, at all levels, support the work systems, performance and learning objectives. The education and training address key company plans and needs, contributing to improved employee performance and development.

## **AREA 3: MANAGING PROCESSES AND DELIGHTING CUSTOMERS**

Key processes are effectively designed and managed to achieve a better performance. They are improved, allocated to owners and systematically reviewed. Excellent organisations define key aspects of process management including customer focused design, product and service delivery, product and service support and communications with the customers.

### **CHAPTER 3.1: MANAGEMENT OF THE PROCESSES**

Processes are designed, effectively managed, improved, allocated to owners and reviewed systematically, in order to obtain the desired results for stakeholders.

### **CHAPTER 3.2: PRODUCTION AND DELIVERY OF PRODUCTS/SERVICES**

Excellent organisations design products and/or services to fulfil the expectations of their customers and end users. Products and services are produced, delivered and properly supported.

### **CHAPTER 3.3: FOCUS ON CUSTOMER CARE - DELIGHTING CUSTOMERS**

Excellent organisations ensure that proper communication with customers is in place; they also design and implement the proper channels and systems for suggestion and complaint management in order to address customer needs and improve products and services.

## AREA 4: OUTCOMES

Excellent organisations systematically measure, monitor, target, benchmark and review the results of their operations and the operations themselves.

### CHAPTER 4.1: CUSTOMER OUTCOMES

The outcomes presented in this chapter should provide a complete view of the performance of the organisation regarding customer perception, or internal undisputable measures. The outcomes presented should originate from various sources (e.g. surveys, interviews, focus groups, suggestions, complaints, etc). They should be systematically and properly targeted, benchmarked and assessed to generate improvement actions.

### CHAPTER 4.2: HUMAN CAPITAL OUTCOMES

The outcomes presented in this chapter should provide a complete view of the performance of the organisation regarding the perception of its people, or internal undisputable measures. The outcomes presented should originate from various sources (e.g. surveys, interviews, focus groups, suggestions, complaints, etc.). They should be properly targeted, benchmarked and systematically assessed to generate improvement actions.

### CHAPTER 4.3: OPERATIONAL SUCCESS OUTCOMES

This chapter should provide key measures and sustained operational outcomes that excellent organisations achieve, in alignment to key objectives. These outcomes should be supported by undisputable measurements. The outcomes presented should include critical performance indicators, such as market share, sales income, profitability, productivity, etc. The outcomes should originate from reliable measurements and data gathering. The outcomes should be targeted, benchmarked and assessed systematically to generate improvements. They should provide a full view of the organisational performance regarding preset objectives and efficiency.

### CHAPTER 4.4: CORPORATE SOCIAL RESPONSIBILITY OUTCOMES

Socially responsible excellent organisations achieve positive results to demonstrate their corporate social responsibility. They should present perceptive and actual undisputable performance measures originating from, or referring to the organisational social and environmental behaviour.

The outcomes presented should originate from reliable surveys, interviews, focus groups or other forms of measurement and data gathering and should be properly targeted, benchmarked and assessed to generate improvements.

## C. The Scoring System of the LQMM

### The Matrix Approach to Scoring

This section provides further explanation on the meaning of the words used in the **MAAR** and **SUBTAR** matrices for scoring submitted applications.

- **MAAR** stands for **Mature- Applicable, Aligned, Activated, and Reviewed** approaches. It reflects the requirements of the Lebanese Quality Management Model (what should be addressed within the 'Approaches' areas).
- **SUBTAR** stands for Sustained-Positive, Benchmarked, Targeted, Range outcomes (measurements).

## APPROACHES

Approaches should be **Mature - Applicable, Aligned, Activated (+Systematic)/Reviewed**

'Approach' refers to the objective(s) and requirements of each chapter, along with the definition and development of the most effective process(es) to achieve them.

### **Mature- Applicable**

The words 'Mature' and 'Activated' each relate to the excellence of the activation and use in practice of the approach described.

'Mature– Applicable' covers the extent to which the approach:

- Addresses the relevant aspects of the chapter concerned,
- Has a clear rationale, for example, by the provision of a statement of objective(s),
- Direction is focused on the needs of the relevant stakeholders and the results that are expected,
- With well Defined and developed process(es) to achieve them
- Can be practically implemented to address the specific requirements.

### **Aligned**

'Aligned' covers the extent to which the approach described supports the policy and strategy and is linked to other approaches, where appropriate.

### **Activated (+Systematic)**

'Activated' represents the translation into practice of what is defined in the approach. Activation in an aligned and systematic way implements the policy and strategy of the organisation in the day-to-day deployment of approaches, at all levels. This activation should be systematic that is to follow regular structured and repeated circles of application and improvement steps. 'Activated' covers the extent to which the approach has actually been put into use in relevant areas - through the appropriate levels departments and subdivisions of the organisation.

### **Reviewed**

'Reviewed' refers to way:

- The measurement and monitoring of the approach are executed,
- The organisation learns (acquires experience),
- The outcomes of these activities are analysed by the managers in order to identify, prioritise, plan and implement improvements.

'Learning' covers the extent to which learning activities such as benchmarking, appraisals and assessments are used to help identify and share best practices and improvement opportunities. 'Learning' is a process related to the experience which is acquired by applying successful or failed approaches. 'Learning' is derived from both opportunities.

'Improvements': A key output of 'Review' is the selected improvement actions to enhance strong issues and improve weaknesses that have been identified. 'Improvement' covers the extent to which measures (metrics), and information from learning and creativity, are analysed and used to identify, prioritise, plan and implement improvements. Improvements should reflect innovative thinking, where appropriate.



## OUTCOMES

Outcomes measure the excellence and scope of the organisational delivery in terms of value to its stakeholders and the organisational effectiveness and efficiency. Achievements are measured against the perception of stakeholders, the organisation's own targets and external comparisons.

Outcomes should be **Sustained – Positive, Benchmarked, Targeted/with proper Range**

### **Sustained – Positive**

'Sustained' refers to systematic and reasoned (linked to causes) collections of measurements over a given period of time, relating to the various parameters used to measure 'Outcomes'.

A positive evolution is one showing general improvement over time. Thus 3, 6, 9, 10, 11, 12, 14 would constitute a positive evolution. Of course, performance against some parameters may already be good at the start of the evolution. In these cases the organisation will seek to sustain the good performance already achieved and further improve it.

'Causes' refer to the extent to which outcomes occur as a consequence of a specific approach or approaches that produce this outcome and represent the final area in which a judgment needs to be taken for the excellence of outcomes. Linking results back to the three approach areas will form a clear view of the cause and effect relationship.

'Measurements' refer to the extent to which a regular measurement of the approach capacities and the outcomes it achieves is executed, as appropriate. The measures (metrics) used are shown in the relevant chapters for outcomes.

### **Benchmarked**

'Benchmarked' refers to comparisons with external organisations, i.e. against specific organisations, industry averages or acknowledged 'Best in Class' organisations. 'Best in Class' indicates that results achieved are the best of their kind - the organisation concerned may of course be in a different line of business from the organisation being assessed. If the latter is a national player, 'Best in Class' could be in relation to other national players. If the organisation being assessed aspires to being a global player then the search for 'Best in Class' should be wider.

### **Targeted**

'Targets' refer to the organisation's own internal performance targets. For each evolution of measurements (metrics) presented in the outcomes, the internal target should be specified and explained, also as an evolution over time.

The information presented in the outcomes criteria should indicate the reasoning behind the targets set so that a judgement can be made on whether the targets are challenging or break-through. It should also be possible to link targets to the three approach areas- one example could be in the policy and strategy criterion.

Favourable comparison with targeted outcomes generally means achieving or exceeding the evolution of targets presented.

### **Range**

The 'Range' of the outcomes covers the extent to which these outcomes address all relevant and meaningful outcomes or not; In other words, whether or not they cover all the areas which are necessary to be measured. The outcomes need to be segmented (e.g. by product group, by employee grade) and to be displayed for all of the sites or organisational units within the limits of the assessment. In addition, the range needs to embrace all relevant aspects of the specific area under assessment.

In coming to a judgement on the quality of the range of outcomes, a holistic view of the organisation being assessed needs to be taken.

Accordingly, linkages between the outcomes and the approaches described in the 'Approaches' areas need to be obvious and explained properly. This will have an effect bearing on the score given to the 'Range'.

## **THE LQMM – CAF approach**

The Common Assessment Framework (CAF) is a total quality management SELF ASSESSMENT tool developed by the public sector for the public sector, inspired by the Excellence Model of the EFQM® (European Foundation for Quality Management)

It is based on the premise that “excellent results in organizational performance, citizens/customers, people and society are achieved through leadership driving strategy and planning, people, partnerships, resources and processes”.

It looks at the organization from different angles at the same time: (a holistic approach to organisation performance analysis).

The CAF aims to be a catalyst for a full improvement process within the Public organization and has five main purposes:

- 1- to introduce public administration into the culture of excellence and the principles of TQM,
- 2- to guide them progressively to a fully-fledged PDCA (PLAN, DO, CHECK, ACT) cycle,
- 3- to facilitate the self-assessment of a public organization in order to obtain a diagnosis,
- 4- to define improvement actions,
- 5- to act as a bridge across the various models used in quality management, both in public and private sectors,
- 6- to facilitate benchmarking/ learning between public sector organizations.

The **LQMM -CAF** is an approach that has been adapted to the above approach. Thus it follows the LQMM areas and chapters, but uses exactly the same tools and techniques as the European CAF.

### **How the LQMM-CAF approaches will be assessed**

The “fine-tuned” scoring system will be used, which is aligned with the European CAF approach

The two principal tools are:

- The Enablers (approaches) panel
- The Results (outcomes) panel

**Approaches Panel**

	<b>Scale</b>	<b>0-10</b>	<b>11-30</b>	<b>31-60</b>	<b>61-70</b>	<b>71-80</b>	<b>81-100</b>
<b>PHASE</b>	<b>Evidence</b>	No evidence or just some idea	Some weak evidence related to some areas	Some good evidence related to relevant areas	Strong evidence related to most areas	Very strong evidence related to all areas	Excellent evidence, compared with other organisations related to all areas
<b>PLAN</b>	Planning is based on stakeholders needs and expectations, planning is deployed throughout the relevant parts of the organisation on a regular basis						
	<b>Score</b>						
<b>DO</b>	Execution is managed through defined process and responsible and diffused throughout the relevant parts of the organisation on a regular basis						
	<b>Score</b>						
<b>CHECK</b>	Defined process are monitored with relevant indicators and reviewed throughout the relevant parts of the organisation on a regular basis						
	<b>Score</b>						
<b>ACT</b>	Connection and improvement actions are taken following the check results throughout the relevant parts of the organisation on a regular basis						
	<b>Score</b>						

Scale	0-10	11-30	31-50	51-70	71-80	81-100
<b>Trend 8</b>	No measurement	Negative trend	Flat trend or modest progress	Sustained progress	Substantial progress	Positive comparison with relevant organisations for all results
<b>Score</b>						
<b>Target 8</b>	No or Anecdotal information	Results to not meet targets	Few targets are met	Some relevant targets are met	Most of the relevant targets are met	All the targets are met
<b>Score</b>						

## Benefits of applying

Applying for the LEA levels of Certifications/ Awards will bring your organisation substantial benefits:

- Adopting an outstanding model for managing your services to the Public Interest, human resources and Citizen relations,
- A financial reward scheme will be applied and relevant staff in the winning administrations will benefit from a financial incentive package,
- Aligning your resources with the mission of your Unit,
- Becoming more efficient through change and improvement initiatives,
- Mobilizing and committing employees/ Public servants,
- Getting an outside perspective from the feedback process from the assessors,
- Focusing on results with improved performance in key areas such as maintaining the budget,
- Citizen and internal customer satisfaction and satisfactory process outcomes,
- Strengthening public recognition,
- Benchmarking with other Public Units at a similar level,
- Setting accurate performance targets,
- Better positioning your Unit and being recognised as leader in your mission.

## Additional benefits for Public Sector organisations include

- The Feedback Report, prepared by an independent team of experienced and specially trained facilitators/assessors, outlining the positive activities in your organisation and potential for improvement, is the direct **valuable output** from the process,
- Participation by itself and the visit to the organisation by the team of assessors, offers organisation the opportunity to **reflect on its performance** and **exchange experiences** on a win/win basis,
- Being Certified and/or Award Winner, offers the organisational Unit many additional opportunities for **recognition and visibility**, such as the exclusive use of the Certification/Award logos (for 2 years), official announcement on the websites of the Ministry of Economy & Trade and Office of Minister of State for Administrative Development, and in press releases and promotional advertising, media coverage arising from participation in the prestigious Award ceremony held at the Presidential Palace under the Patronage of H.E. the President of the Republic of Lebanon, interviews and invitations to seminars/conferences,
- The opportunity to become **part of an international Public Sector elite** network, practising systematic management,
- An official certification by issued with an international recognition.

## Who can apply?

All public sector organisations/units can apply provided that they employ more than 8 people and can display a certain maturity of their management systems proven by relevant results (over at least two years). In other relevant documents see what applies for, NGO's SME's and Large Business).

## How to apply?

You can apply directly to the LEA Office, or download the process description and application form by logging to: [www.economy.gov.lb](http://www.economy.gov.lb) or [www.qualeb.org](http://www.qualeb.org)

## II. DESCRIPTION OF THE LEA LEVELS OF CERTIFICATION/AWARD

### Levels of Excellence

#### LEVEL 1: Certification level

This level is designed for Public Sector organizations which are at the beginning of their journey to Excellence.

The focus will be on helping the organizations improve their current situation and the maturity of their management system as well as to better structure their current processes, in alignment with the LQMM/CAF Excellence Model. The organizations obtaining this certification will demonstrate that they are oriented towards the structured improvement of their governance system as well as the improvement of their competitiveness. For this certification the organization must achieve at least 165 over 300 possible points and 50 points minimum per approach. This score is subject to change by the Jury Panel, depending on the number and mean average score of applicant units.

#### Description of the applicant organisation

The successful applicants will:

- 1- In the introductory part of the submission document the applicant will briefly describe their organisation. In addition the customer satisfaction approach must be described in approximately one page,
- 2- The applicant will prepare a submission document showing (on a format provided) three of their existing strong approaches based on the Lebanese quality management model (LQMM),
- 3- The applicants will undergo a 1.5 day site visit by two trained assessors of the Lebanese excellence Award Scheme. The site visit will include interviews and one workshop,
- 4- The applicants will comply with the minimum requirements of the Lebanese Excellence Award/CAF as set forward in this Lebanese Levels of Excellence Brochure.

After the application is submitted to QUALEB, the applicant unit will assign a project team. Two facilitators will briefly train and direct the project team to complete a fact finding questionnaire. By analysing the questionnaire the project team will identify 3 strong processes and three processes that need improvement. The three strong processes will be described in the required format by the project team of the applicant and will be supported by two outcomes and targets for each process, measured for three years.

The team of assessors will perform a site visit of 1.5 days that will include one day of interviews with the management team, conducting a workshop with members of the staff and preparation of the feedback report.

The feedback report, when prepared, will be delivered to the LEA office to review and comment, and in turn will submit to the Jury Panel for examination and final decision making. The applicant's management will receive a scoring profile over a total of 300 points and a score. To achieve this level the applicant should exceed min 50 points per process.

If the application is successful a certificate will be granted. If the scoring exceeds 165/300 points the Public sector unit will most probably be certified. This score is subject to change by the Jury Panel, depending on the number and mean average score of applicant units. In any case the applicant organization management will receive a valuable independent feedback from the assessors that will facilitate the improvement program for the immediate future.

## Outcomes

**NOTE 1.** For any one of the above three mature approaches (see above), **two critical measurements** over at least three years should be demonstrated including the available trends, and target.

## Attachment (1-2 Pages)

The applicant Unit may present here any figures, certifications, charts, which are relevant to its mission, vision, culture and objectives and are regarded as useful.

## LEVEL 2: Advanced Certification level

This level is designed for Public Sector organisations with a mature managements system.

### Description of the applicant organisation

The successful applicants will:

- 1- Briefly describe in the introductory part of the submission document their organisation. In addition, the applicants' customer satisfaction approach must be described in approximately one page,
- 2- The applicant will prepare a submission document showing (on a format provided) five of their existing strong approaches based on the Lebanese Quality Management Model (LQMM),
- 3- The applicants will undergo a 2.5 day site visit by two –three trained assessors of the Lebanese Excellence Award Scheme. The site visit will include interviews and one workshop,
- 4- The applicants will comply with the minimum requirements of the Lebanese Excellence Award/CAF as set forward in this Lebanese Levels of Excellence Brochure.

After the application is submitted to QUALEB, the applicant unit will assign a project team. Two facilitators will briefly train and direct the project team to complete a fact finding questionnaire. By analysing the questionnaire the project team will identify 3 strong processes and five processes that need improvement. The five strong processes will be described in the required format by the project team of the applicant and will be supported by two outcomes and targets for each process, measured for three years.

The team of assessors will perform a site visit of 2.5 days that will include two days of interviews with the management team, conducting a workshop with members of the staff and preparation of the feedback report.

The feedback report, when prepared, will be delivered to the LEA office to review and comment, and in turn will submit to the Jury Panel for examination and final decision making. The applicant's management will receive a scoring profile over a total of 500 points and a score. To achieve this level the applicant should

exceed min 50 points per process. If the application is successful a certificate will be granted. If the scoring is between 325 to 375/500 points the Public sector unit will most probably be certified. This score is subject to change by the Jury Panel, depending on the number and mean average score of the applicant units.

In any case the applicant organization management will receive a valuable independent feedback from the assessors that will facilitate the improvement program for the immediate future.

## Outcomes

**NOTE 1.** For any one of the above five mature approaches (see above), **two critical measurements** over at least three years should be demonstrated including the available trends, and targets.

## Attachments (1-2 Pages)

The applicant Unit may present here any figures, certifications, charts, which are relevant to its mission, vision, culture and objectives and are regarded as useful.

### LEVEL 3: Award level

The successful applicants of level II (advanced certification) for the public sector whose total score exceeds 375 over 500 points may receive an **EXCELLENCE AWARD**. The suggestion is done by the assessors and the final decision will be taken by the Award Jury Panel. This score is subject to change by the Jury Panel, depending on the number and mean average score of the applicant units.

This Award will be presented during a prestigious annual official grand ceremony under the **High Patronage of His Excellency the President of the Republic of Lebanon**.

## III. APPLICATION, FEEDBACK AND APPEALS

### LEA Application Process

- 1- The process begins when the **Application Form** is electronically sent to the LEA Office to lea@economy.gov.lb.
- 2- The organisations are then welcome to retrieve a package containing the following:
  - The Lebanese Quality Management Model,
  - The Scoring Matrices,
  - The Submission Document (Blank).
- 3- The organisations have then to send the filled-in **Submission Documents** electronically to the LEA Office email address, at lea@economy.gov.lb.
- 4- A pre-screening of applicant organisations is then done by the LEA Office. This task consists of going through the **application/submission Documents** and making sure that all relevant contents and information are clearly stated.

## Assessment Cycles

The assessment cycles are briefly described below:

Usually, applicant organisations may apply within two months from the date of announcing the “Call for Applications”. The beginning of an applicant's assessment cycle starts with the submission of a completed application form at the LEA Office. Typically, the cycle lasts four to five months starting the date of receipt of the Submission Document by the LEA Office until the receipt of the Assessors Feedback Reports and the Award notification to the applicant organisation.

## Approaches for Assessment

The application process to the Lebanese Excellence Award is carried out as follows:

### Submission Documents

As part of your application, you are required to produce comprehensive Submission Documents in a prescribed format and structure. These documents can be downloaded from the following websites: [www.economy.gov.lb](http://www.economy.gov.lb) or [www.qualeb.org](http://www.qualeb.org)

Based on past experiences, a little more than one month approximately is required for writing the Submission Document, and 1.5 to 3 days for the site visit, depending on the level of application and size of applicant entity.

Submission documents should:

- Be typed (font size must be minimum 10 pt Calibri or Arial),
- Be in English and/or Arabic,
- Have numbered pages,

The Submission Documents analytically should have the following structure:

- Overview of key information of the organisation and its mission as well as organisation chart related to the specific Public Sector unit,
- Overview of the LQMM three approach **areas** for which processes are presented,
- In the introductory part of the submission document the applicants' customer satisfaction approach must be described in approximately one page,
- Description of three (certification level) or five (advanced certification level) mature approaches depending on the level chosen for the Public Sector Unit,
- Description of the relevant outcomes,
- Appendices (supporting material of maximum two pages),
- Glossary of terms (one page).

An electronic template of the documents can be also provided as part of the applicants pack at the LEA Office.

## Assessment

The assessment process can be summarised as follows:

- 1- A team of two-three trained and experienced LEA/CAF assessors are appointed to assess the submission individually,
- 2- The assessors then meet and come to consensus,



- 3- The assessors visit the Unit. The visit usually lasts 1.5 to 3 days (depending on the size of the organisation and level of application),
- 4- The assessors meet for final consensus and to formulate the proposal to the LEA Jury Panel,
- 5- The assessors finally submit a Feedback Report.

The applicants will receive a constructive feedback report, identifying for the Top management the proposed areas for improvement. This document may be used as a guideline for the Top management to plan the next steps for improvement and competitiveness.

For more details please refer to **LEA Process** above.

## **Feedback and Recognition**

All applicants receive a Feedback Report at the end of the assessment process. It consists mainly of an Executive Summary, Comments per Process and Outcomes as well as Issues to be improved.

A certificate and a trophy will be provided to the LEA awarded organisations. These organisations have the right to use the LEA Winner Logo for promotional purposes provided they mention, along with it, for 2 years after they received the Award (e.g. 2013 LEA Winner).

They are also encouraged to apply again to the LEA in the next Round in order to improve their scoring or obtain a higher recognition.

Additional recognition includes entry to the LEA Successful Organisations database accessible through the LEA page on QUALEB and/or ministry websites.

In all cases, the views expressed in the feedback provided are those of the independent assessors. All of the comments are made in good faith but in no way can the LEA Office, or any members of the assessor team, be held liable for any damage however incurred by the applicant as a consequence of the feedback provided at the end of the assessment process.

## **Non-disclosure and confidentiality**

Names of Applicants, commentary and scoring information developed during the review of applications are regarded as the property of the LEA Office and are kept confidential. Such information is available only to individuals directly involved in the assessment and administrative processes and research workers appointed by the LEA Office.

The LEA Office requires that all those who have access to all applicants relevant documents including LEA team members, to have signed a confidentiality agreement and will not release any information publicly on any application without the written approval of the Applicant.

The LEA Office will take all reasonable action to ensure that applications and information therein are treated in strict confidence. However, in no way can the LEA Office be held responsible for any loss of confidentiality to a third party. Moreover, the LEA Office cannot be held liable for any damage (to goods, persons, financial loss or consequential) incurred through the breach of confidentiality or otherwise by the applicants or any third party.

## **LEA Office's right to reject applications**

Applications that do not comply with the requirements of Section: "Who can apply" and Section: "How to apply" may be rejected by the LEA Office.

Organisations considering applying for the LEA for the first time are recommended to discuss their applications with the LEA Office early in the planning phase.

## **Appeals**

The decisions of the Jury Panel are final. However, in the spirit of continuous improvement, where necessary, the LEA Office will facilitate discussions between the Applicant and the Assessors team to guarantee that the feedback, as well as the evidence on which it is based, are understood. Our focus is to ensure that all organisations have valid and usable feedback.

## **How will your organisation be assessed and scored?**

Independent Assessors, who have undergone training to ensure a high level of consistency in scoring, will assess your organisation. They include academics, quality professionals and practicing managers from different sectors and backgrounds.

Your application will be assessed for 'Strong Areas' and 'Areas for improvement' and scored (only for the submitted processes) using the Lebanese Quality Management Model's scoring system.

All applications will receive an assessment site visit appropriate to the approaches they have selected and described as above. The final step in the process is the preparation of the Feedback Report by the Assessors team.

Details of the Lebanese Excellence Model Areas and the Scoring System are given in the Annex

If an application fails to be considered as 'Pass', a formal letter will be sent to the management of the applicant organisation together with the feedback report. The management will be thanked for the attempt and be encouraged to continue the effort towards Excellence. Non successful applications are not publicized.

# ANNEX 1: THE LQMM MODEL SCORING MATRIX

## SCORING OF APPROACHES – MAAR

<b>BANDS OF EXCELLENCE OF APPROACHES</b>																					
	Nonexistent or Nominal				Immature				Mature				Very mature				Outstanding				
	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
<b>SCORE RANGES</b>																					
<b>Applicable Mature Approach</b>	No indications or very limited/anecdotal indications.				Some indications.				Indications.				Clear indications.				Complete and undisputable indications.				
<b>Aligned Approach</b>	No indications of alignment or very limited/anecdotal indications.				Some indications of alignment.				Indications of alignment. Links to many approaches and this is fairly documented. It is systematically applied.				Clear and refined indications of alignment which are thoroughly documented. It is systematically applied and reviewed.				Complete and undisputable indications of alignment which are thoroughly documented. Completely refined process. Detailed documentation and systematic evolution. Is mostly state of the art.				
<b>Activated Approach</b> The approach has been fully implemented, following a clear plan for application.	No indication or very limited/anecdotal indications.				Approach is incompletely activated. Applies to limited areas of the organisation.				Addresses many areas of the organisation. It is fairly documented. It has undergone systematic application.				Addresses over most of detailed areas systematically. It has undergone systematic application.				Completely refined process addressing all areas and segments following systematic evolution. Mostly state of the art.				
<b>Reviewed Approach</b> Based on measured outcomes, the effectiveness of the approach is evaluated. Experience is used to initiate improvements.	No indication or very limited/anecdotal indications.				Approach is occasionally assessed and reviewed. No significant improvements have resulted.				Assessment and review is fairly documented. Has undergone systematic applications for at least 2 years. Significant improvements have resulted.				Assessment and review are thoroughly documented and systematic. Have produced systematic and sound improvements in most activities.				Complete and undisputable indications of clear assessment and review cycles. Quantum improvements have resulted. Systematic application is inherent to the organisation's systems.				
<b>Actual score</b>	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

SCORING OF OUTCOMES – SUBTAR

BANDS OF EXCELLENCE OF OUTCOMES																																	
SCORE	Nonexistent or Nominal			Immature			Mature			Very mature			Outstanding																				
	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100												
Sustained Positive Measurement	No outcomes. Measures are anecdotal and not sustained.			Outcomes, measured for at least one year. Some are positive.			Outcomes measured for at least 2 years. Some display evolution.			Outcomes measured for at least 3 years. Most display evolution.			All outcomes are measured for 3+ years. Most are positive and display very positive and sustained evolution.																				
Benchmarked	No benchmarks.			Benchmarks are few and not sustained.			Benchmarks and a few positive comparisons.			All outcomes are benchmarked. Comparisons are positive for some of them.			All outcomes are benchmarked. Comparisons are positive for most of outcomes.																				
Targeted	No targets. Rationale is anecdotal and not sustained.			Targeting shown for some outcomes. Some rationale.			Outcomes are targeted. Outcomes are favourable compared to some targets. Rationale provided for many targets.			All outcomes are targeted. Outcomes are favourable compared to targets. Full rationale provided.			All outcomes are targeted. Outcomes are favourable for most targets and show positive or sustained evolution. Fully sustained rationale.																				
a. Score of outcomes													0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
b. Range of Outcomes Including proper segmentation													No outcomes available. Information is anecdotal and not sustained.			Outcomes cover some areas.			Outcomes cover many areas.			Outcomes cover almost all areas and activities.			Outcomes cover almost all areas and activities.								
Actual score													0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
TOTAL SCORE ACTUAL													0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100



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