

### **Initial Planning:**

Organizational Excellence Model, emphasizing on utilizing the self-assessment process and systematically continuing it, seeks to move and to promote the organization in the direction of the excellence and pushes organizations towards the excellence. Therefore, Tasdid Offshore Development Company, to have a continuous improvement and to fulfill the objectives defined in the strategy of the company, has decided to continue on the path of excellence with the aim of being re-evaluated by a reputable reference outside the organizations using an identical pattern to be able to compare itself with other organizations and corporations, and also uses feedback reports to improve the projects planning.

Tasdid companies, as the first step and in order to accelerate the process and to use the best practices, declared a consultation request to qualified companies and individuals in this field. After receiving the proposals, a new approach was defined in Executive Committee and it was decided, unlike the previous periods instead of using a single consulting firm, to take advantages of individuals or companies as an island (item or period) model; and managing and relying on the knowledge and experience of trained workforce, take steps toward the excellence model.

### **Selection of Executive Team:**

After considering a manager for organizational excellence and based on the organizing instructions of the committee, a committee composed of leading managers and experts working at headquarters and workshop were selected as the Executive Committee of excellence. It should be noted that while choosing the members of the Executive Committee, the experiences gained while forming similar committees during establishment of integrated management system were utilized. Then, several coordination meetings were held with consultants, project schedule was prepared and after being approved by the Manager, it was notified to all departments and projects.

### **Registering at the national award for productivity and organizational excellence:**

After planning and organizing training and self –assessment courses, and having the initial conditions for acquiring the certificate of excellence, the company registered at the national award for productivity and organizational excellence in May 2010 in the Secretariat of the Award and the procedure was accurately followed-up.

### **Self- assessment:**

In Organizational Excellence Model, is one of the most important processes is the self-assessment. In this path, we used the experience of the top companies that have been successful in obtaining certificates. Attending at conferences and seminars related to the EFQM model and excellence, we prompted our knowledge in this area. At this point, we investigated the conventional approaches used by organization to self-assess the performance and to identify strengths and fields have the potential to be improved. According to the experiences gained in the previous year, the current level of organization, and the recommendation of advisors, we selected combination approach of Performa and the workshop.

Then, the final consensus meeting was convened by the members of the Executive Committee, and all the questions reached the final consensus, and the final score of the organization was also determined. Then, based on the identified improvable fields, the project was organized by committee members and due to the large number of the projects and limited resources; the projects were prioritized according to the prioritization guidelines for improvement projects.

At Tasdid Offshore Development Company, the projects are prioritized by rating the projects based on three factors: execution simplicity (quick execution, accessibility of the necessary resources, organizational culture, etc.), effectiveness, and improvement of key performance indicators such as profit, revenue, market share or other indicators such as subject of action of senior managers, strategic priorities, etc. It is worth mentioning that for all improvement projects in the organization, before being implemented, the project identification is approved. Then, the project progress will be measured and the report is delivered to the Managing Director, and if necessary, appropriate instructions are notified by the management to the relevant authorities.

### **Education:**

Based on the above plan, training courses were held in several levels for all members of the

organization (even service staff and contractors) in unit staff and workshops (for 4 months). Submitting the assessment reports and the subsequent evaluation of the company by the National Institute of Studies for Productivity and Human Resource Development in Department of Industry (in cooperation with the European Institute of EFQM), Tasdid was the first private company succeeded to receive the National Award "Two-Star Acknowledgements" in the second year of the participation, and in March 2012, the company received the award in the National Conference of Organizational Excellence from the Minister of Mines and Industries.