

## **1) Title of the case**

An excellent quality service solution for semi governmental organisations (Cyprus Electricity Authority)

## **2) General description of the organisation and/or project**

EAC is a semi-governmental electric utility organisation that employs approximately 2000 people. Its headquarters are in Nicosia, Cyprus. EAC's main activities concern the generation, transmission and distribution of electrical energy to the whole of Cyprus.

## **3) The main content of the case**

This initiative demonstrates how - in the shortest possible timeframe- the Electricity Authority of Cyprus launched and implemented an initiative to design and implement a continuous Improvement methodology for key Processes of the Organisation. It shows how information is centralised and assists in establishing a common framework through which Management can implement its strategy through a centralised target setting mechanism.

## **4) The reasons behind the case**

The main reason behind the initiation of this project was the need to react to the rapidly changing business environment in Cyprus, as evidenced by the adoption of major new legislation, guidelines and regulations due to Cyprus becoming a member of the European Union, as well as the liberalisation of the Electricity sector. The project was initiated in 1999 by the Quality Assurance team of the EAC under the sponsorship of the General Manager.

## **5) The actors behind the case**

The people responsible for the initiation of the project were the Quality Assurance Department based at Headquarters, supported by the Local Quality officers at all ISO9001:2000 certified areas, in line with ISO9001:2000 guidelines. The EAC personnel were also actively involved, through the use of workshops and continuous improvement teams. In addition, during various phases of the project, external consultants were used.

## **6) The process leading to success**

The process leading to the success was planned by the Quality Assurance department, utilising the following main tools and methods:

- ∅ Introduction of ISO9001:2000 to specific Pilot Areas of the Organisation

- Ø Identification and documentation of all Processes and Key Processes covering Customer Results, Key Performance Results and People Results
- Ø Establish Process Owners
- Ø Establish Performance Indicators to key Processes
- Ø Assign Responsibilities of Performance Indicators to Process Owners
- Ø Establish Measurement System based on Statistical Process Control (SPC)
- Ø Review Performance at monthly intervals, following the RADAR cycle of continuous improvement
- Ø Review Target Setting at yearly Intervals
- Ø Design IT systems to support recording of Information
- Ø Introduction of various Quality tools, such as flowcharts, process flows, cause and effect diagrams, Pareto analysis, e.t.c in order to focus and align the continuous improvement teams.

In order to carry out the above process, the Quality Assurance team at Headquarters was continuously supported by the local Quality Officers at each certified area. The Quality Assurance team facilitated the process of target setting mechanism, in full collaboration with the process owners.

### **7) Results indicating the success**

To quantify the aims of the project, certain indicators have been established and are continuously measured. The measurement is done through the use of SPC (Statistical Process Control) and the results are continuously monitored by the Process Owners. Continuous improvement teams are then established to plan and carry out the necessary improvement actions (following the RADAR cycle).

Vital statistics and outcomes have been measured under the areas concerned and results before and following the implementation of the project compared.

The aims and indicators are recorded in:

- Ø Internal Electronic and paper Documents at EAC's Certified Areas
- Ø Monthly Reports to management
- Ø Annual Management Reviews Reports

### **8) The main obstacles of the case**

- Ø The Requirement to change the Business Culture in order to be a results oriented Organisation
- Ø The Communication between higher and lower ranking employees
- Ø Lack of supporting IT Systems to enable reliable and fast reporting.
- Ø The structured management discipline required for effective implementation of Process Approach systems
- Ø The co-ordination of the project between various stakeholders, both public and private was challenging.

The obstacles were overcome through increased communication, speedy evaluation of learning outcomes from pilot system, perseverance to the goals.

## **9) Main sources of inspiration behind the case**

The calibre of EAC's personnel, who realised the importance of this project to the organisation and consistently supported the project throughout, was a special factor that ensured the success of this project along with Top management Commitment to gradually implement systems approach to management.

In addition, new methods and best practise experience was gathered through the EFQM assessment process for which the project manager was actively involved.

## **10) The most important lesson learned**

We have shown that a semi governmental Organisation with very limited experience in systems approach and target setting methodology can implement, besides the inherent difficulties, management systems such as ISO9001:2000, and relative tools in order to help improve the Organisation.

In doing so we have produced an excellent quality service solution that may be regarded as being a role model in excellent service by our European colleagues.