**INNOVATION & QUALITY CIRCLES
GUIDE FOR ASSESSMENT (ENHANCED)**

This guide provides a set of criteria items for each assessment dimension (Selection, Analysis, Solutions and Results) which is based on the original Innovation & Quality Circles Guide for Assessment.

The team's project is evaluated by the assessors based upon how well the team demonstrates that they have addressed the criteria items. Each criteria item scores a maximum of 3 points. The four assessing options for each criteria item:

Assessing Option	Score	Description
Not Covered	0 point	Totally missing
Unclear	1 point	Touch upon but not clear. Not enough information is provided to determine if the team's approach meets or could meet the criteria requirements.
Meets Criteria	2 points	Sufficient information is provided that the team's approach meets the criteria requirements.
Exceeds Criteria	3 points	The team's approach goes beyond meeting the criteria and provides additional clarity indicating increased accuracy in the team's analysis, actions, and/or conclusions. Integration with other criteria items is apparent and enhances the team's overall results.

A. SELECTION (18 points)

1. PROJECT SELECTION (12 points)

The project may be selected by the team or assigned by management but the process and basis for the selection of the project must be clear and well explained. This criterion also looks at how key stakeholders are impacted by the project and how team members were selected.

1.1 Describe the method and/or tool used to select the project and explain the criteria used.
1.2 Explain the reasons why the project was selected.
1.3 Explain how the team members were selected and how they were involved throughout the project.
1.4 Explain how the stakeholders were identified and the potential impact on stakeholders were determined.

2. TARGET SETTING (6 points)

This criterion looks at the link between the team's project and the business /operational goals. The goals could be at the organisational, divisional or departmental level.

2.1 Describe the method and/or tool used for target setting and explain the reasons.
2.2 Explain how the team linked the project target to organization business / operational goals.

B. ANALYSIS (18 points)

3. PROJECT ANALYSIS (15 points)

Describe the tools, techniques, methodologies, or processes used in the analysis of the problem /opportunity. The selection of tools, techniques and system employed may depend upon the capabilities of the circle members, strategies and mechanisms adopted by the organisation.

3.1 Describe the existing situational problem/practice.
3.2 Describe the method and/or tool used to identify possible root causes.
3.3 Describe the team's analysis of data to verify possible root causes.
3.4 Describe the method/or tool used to identify the final root causes and explain how team analyzed the data to select the final root causes.
3.5 Explain how the team members were involved in the analysis stage.

4. EFFECTIVE USE OF TOOLS (3 points)

The criterion explains why and how the tools and methodologies adopted have helped to ensure the effectiveness of the analysis. This criterion also validates the effectiveness of tools used in other phases of the project.

4.1 The effectiveness of tools used in all the 4 dimensions i.e. selecting project, setting target, analyzing project, solutioning and sustaining results.

C. SOLUTIONS (36 points)

5. SOLUTION DEVELOPMENT (12 points)

This criterion seeks to establish how action(s)/solutions(s) are developed, and its/their linkages to the root cause/opportunity identified. The criterion also looks at the innovativeness of the solutions, and the value-added/created.

5.1 Describe the method and/or tool used to develop possible solutions.
5.2 Describe the team's analysis of data to develop possible solutions.
5.3 Explain why the solutions are innovative.
5.4 Demonstrate how team members were involved in this stage. State the type and level of involvement of the team members.

6.   SOLUTION SELECTION (12 points)

This criterion seeks to establish how the final improvement action and final solution is selected/determined from the various proposals generated.

6.1   Describe the method and/or tool used by the team to select the final solutions; and explain the criteria used.
6.2   Describe the team's analysis of data to select the final solution(s) and explain team's validation of the final solutions.
6.3   Describe the involvement of stakeholders in the selection of the final solution(s)
6.4   Describe how the interests and concerns of stakeholders were identified and addressed.

7.   SOLUTION IMPLEMENTATION (12 points)

This criterion seeks to address the manner in which the solutions were implemented. Both the effectiveness and efficiency aspects of carrying out the improvement actions have to be established.

7.1   Explain how feedback, buy-in from stakeholders for the implementation of solutions(s) was obtained and used.
7.2   Describe the method and/or plan developed by the team for implementation of the solution(s)
7.3   Describe the types of internal and external stakeholders' involvement in the implementation of the solution(s)
7.4   Describe how each team member was involved in the implementation of the solution(s)

D.   RESULTS (48 points)

8.   PROJECT ACHIEVEMENT (18 points)

This criterion seeks to establish the results achieved from the solutions implemented. Both tangible and intangible results are expected, and the link to the organisational performance has to be established. The criterion also examines how the team members benefited from the project and the project is completed in the shortest time possible.

8.1   Describe the result(s) achieved
8.2   Explain how the project's result(s) link with the organisation's goals, performance measures and/or strategies.
8.3   Explain the variation of results achieved.
8.4   Describe the types of tangible results that were realized.
8.5   Describe the types of intangible results that were realized.
8.6   State how the result(s) has created/added value (or breakthrough) to the organisation's performance and business objectives.

9. SUSTAINABILITY (12 points)

This criterion looks at how the improvement actions were systematically standardised across the organisation to ensure continuing benefits from the project. The criterion also examines how the benefits are further translated into sustaining members' interest and motivation in team-based activities.

9.1   Describe any refinements to the implementation of the improvement actions resulting from feedback gathered from stakeholders.
9.2   Describe the procedure, system or other changes that were made to implement the solutions(s) and to sustain the results.
9.3   Describe the creation and installation of a system for measuring and sustaining results over time.
9.4   Explain how the team members sustained their interest and motivation in team-based activities.

10. OVERALL IMPACT TO ORGANISATION (12 points)

This criterion seeks to link the achievement of the project to the overall organisational goals and objectives. It is important for the team to be able to demonstrate how their project has contributed to the organisation and has helped to impact its strategic or operational performance.

10.1   Describe the actual impact of the project achievements against the organisational goals.
10.2   Describe how the results of the project have created spin-off for other opportunities and/or display continual improvement efforts.
10.3   Describe any other benefits / impact derived from the project for the organisation.
10.4   Describe any other benefits / impact derived from the project for its key stakeholders.

11. PRESENTATION (6 points)

11.1   Demonstrate the clarity and organisation of the presentation.
11.2   Demonstrate teamwork and in the presentation.