Strengthening Enterprise Internal Assessment for Stabilizing and Enhancing Supervision Service Quality

DAYONG HAO, YU SHAN and XIGANG LIU

ABSTRACT

Strengthening of enterprise internal assessment is an important means of stabilizing and enhancing the quality of supervision service. In the paper, how to build an efficient supervision system, establish scientific and comprehensive work performance evaluation criterion, and implement fair appraisal procedure for strengthening enterprise internal assessment and winning the future development space of the enterprise is introduced.

KEYWORDS

Supervision service, Supervision system, Work performance, Evaluation criterion, Assessment, Fair, Procedure.

INTRODUCTION

Supervision unit is one of the main responsibilities of project construction, and project supervision is an important link to guarantee the quality of the project, therefore high-quality supervision service is the requirement of the society and the target pursued by the supervision enterprise. There are many methods to stabilize and improve supervision service quality, including introduction of high quality supervision staff, normalized employee quality training, institutionalized internal service quality supervision and control, etc., wherein institutionalized internal service quality supervision and control should be effective methods to stabilize and improve supervision service quality.

CONSTRUCTION OF EFFICIENT SUPERVISION SYSTEM TO GUARANTEE SERVICE QUALITY SUPERVISION

Efficient internal supervision service quality supervision must be guaranteed by an efficient supervision system. Supervision work cannot be carried out, and excellent effect cannot be achieved after implementation without the system guarantee. Efficient supervision system should be constructed, firstly the institution should be simple and clear; secondly, it should be in line with the actual enterprise.

Currently, there are less personnel in technical function departments of most supervision enterprises. It is impossible to guarantee the frequency and effect of supervision assessment through constructing service quality supervision system by

Dayong Hao, Yu Shan, Xigang Liu, State Grid Xinjiang Power Co., Ltd., Economic and Technical Research Institute Xinjiang Power Engineering Supervision Co., Ltd.
simple dependence on technology function department. Therefore, a supervision system is established, which is based on predominantly company manager, and supervised by members of the company's technical function department with mutual inspection by all project supervision departments. It is an excellent plan. The plan can improve the supervision frequency firstly; the problem of insufficient assessment personnel can be solved secondly; comprehensive business ability of main members in the project department is trained thirdly; mutual learning of all project departments can be enhanced fourthly.

**SCIENTIFIC AND COMPREHENSIVE WORK PERFORMANCE EVALUATION SYSTEM IS THE BASIS FOR SERVICE QUALITY SUPERVISION**

Supervision of supervision service quality shall be based on the work performance evaluation criterion as criteria. On the basis, the project department can be supervised and evaluated. All businesses and all members in the site should be comprehensively covered in establishment of work performance evaluation criterion firstly. Secondly, evaluation indicators should be selected according to main work, thereby improving the evaluation work efficiency, and comprehensively improving the working quality through controlling main work.

**Principle of establishing evaluation criterion**

The principle of combining positive and negative incentives and being based on positive incentives is followed. Positive incentive and assessment scoring method is implemented for work evaluation in daily business, such as classification of daily business, design of sampling standards according to category on the basis, respective determination of evaluation score for completing work and completing work on time according to sampling inspection results. Special business improving enterprise reputation is awarded and scored, such as project excellence creation, owner notification recognition, expansion of enterprise market share, etc. Methods of negative incentives and evaluation score reduction are implemented for work evaluation aiming at events affecting enterprise reputation: quality or safety accidents, owner informed criticism, clean-fingered self-discipline, owner employee dismissing, adverse work and market losing, etc.

**Determination of scope and level of work assessment and evaluation**

Work performance assessment and evaluation scope must cover key work business and all personnel of the project supervision department, planned and detailed preparation and audit of key work business, establishment of project department management system, supervision data collection and sorting, project department internal daily supervision, standardized and timely supervision log records, closed-loop management of quality safety problem, execution and records of side station plan, inspection and sign-on of engineering quality, inspection and sign-on of engineering safety, control of construction personnel machines and instruments, material and equipment quality inspection, economic certification review, review of progress payment, statement and report, the sorting and handover of completion data.
Work performance assessment evaluation should be divided into three levels chief supervising engineer or chief supervising engineer representative, professional supervising engineer and supervisor, and they should be classified for evaluation. Company function department is responsible for assessing chief supervising engineer or chief supervising engineer representative, sampling assessment of professional supervising engineer for urging internal assessment of the project department. Chief supervising engineer is responsible for daily assessment of supervising engineer and supervisor for promoting improvement of project department internal management. Such layered and classified assessment can realize whole-staff assessment firstly, improving assessment work efficiency secondly, urging project department to enhance internal supervision and improve the timeliness of high-quality services thirdly, and overcoming routine and humanized phenomena of project department internal assessment through company supervision fourthly.

**Distinguishing engineering classification and determining different assessment evaluation criteria of job**

One supervision enterprise may undertake projects in different categories, such as power transmission line project, substation project, thermal power project, wind power project, civil engineering project, road traffic, municipal engineering, etc. The requirement depth, procedure and data are different aiming at projects in different categories. Corresponding assessment evaluation criteria should be respectively established according to possible project categories, thereby the assessment evaluation criterion is targeted and practical, thereby realizing fair assessment targets.

**Indicator selection of assessment evaluation criterion**

Work performance evaluation indicator selection involves the realization of the objectives to improve the efficiency of evaluation work and ensure the effect of the evaluation work. It is the key work of work performance evaluation. The indicator principles of simplifying keys and scalability principle should be followed. Indicators should be selected according to proposal of functional departments, democratic appraisal perfection, and functional department summary and company discussion determination procedures. Suggestions of assessment indicator selection at different levels in the site are shown as follows:

**CHIEF SUPERVISING ENGINEER OR SUPERVISING ENGINEER REPRESENTATIVE**

Comprehensive management evaluation indicator: work plan, construction of project department, daily management and democratic management;
Safety management: objective management, process control and executory effect;
Quality management indicators: objective management and process control;
Progress, cost and technical management indicator;
Data file management indicator: data management and file management;

**SUPERVISING ENGINEER**

Comprehensive management: work ability, supervision work plan, labor discipline and integrity;
Safety management: objective management and process control;
Quality management: objective management and process control;
Progress management;
Cost control;

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Completion of assigned task condition;
Log normalization;
Side reporting normalization;
Inspection and testimony record condition;
Vocational study condition;
Supervision data management condition.

**Determination of evaluation criterion**

The evaluation indicators are determined through democratic appraisal. The evaluation scoring standards of all indicators are determined according to function department proposal, democratic appraisal perfection, function departments summary and procedures determined after company discussion. On the basis, work performance is assessed. Some previous evaluation scoring standards are mostly based on qualitative evaluation. Therefore, the evaluation results are affected by man-made factors easily. Therefore, the evaluation results are inaccurate and unbalanced. The method is changed into the principle of being based on quantitative evaluation and assisted by qualitative evaluation. Next, an evaluation scoring standard principle is provided as reference.

CHIEF SUPERVISING ENGINEER OR CHIEF SUPERVISING ENGINEER REPRESENTATIVE

1). Comprehensive evaluation
   Work plan is evaluated according to plan timeliness, plan usability and operability;
   Construction of project department is clearly evaluated according to system construction completeness, project implementation completeness and personnel labor division.
   Daily management is evaluated according to project training, work category supervision and project condition mastering.
   Democratic management is evaluated according to democratic appraisal and construction of a clean and honest administration;
2). Safety management
   Objective management is evaluated according to project safety objective completion condition.
   Process control is evaluated according to plan preparation timeliness and completeness, report timeliness and completeness of all construction data, safety acceptance completion, safety side station timeliness and completeness, project actual safe and civilized construction condition.
3). Quality management
Objective management is evaluated according to project quality objective completion condition.

Process control is evaluated according to plan preparation timeliness and completeness, construction data submission and approval timeliness and completeness, acceptance record completeness, witness sampling condition, parallel inspection record condition and engineering entity quality evaluation.

4). Progress, cost and technical management

Progress: it is evaluated according to plan examination and approval, meeting and notice records and coordination, engineering delay analysis, coordination, report and supervision cause.

Cost control: it is evaluated according to project progress payment examination and approval timeliness and accuracy as well as certification accuracy.

Technical management: it should be evaluated according to complete and effective construction standard, timely and effective construction instrument examination and approval.

5). Data file management

It should be evaluated according to complete, timely and clearly classified supervision data, complete, timely and clearly classified construction report and evaluation data.

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1). Comprehensive management

Work ability should be evaluated according to the ability of reading map, ability of applying testing instrument, and the ability of applying standards.

Supervision work plan should be evaluated according to timeliness and completeness of the supervision rules, detail and operability of the detailed schedule of supervision operation, and the completeness of side station plan.

Labor discipline and integrity should be evaluated according to compliance with labor discipline and violation phenomena.

2). Safety management

Objective management should be evaluated according to project safety objective completion condition.

Process control should be evaluated according to plan preparation timeliness and completeness, report and examination timeliness and completeness of all construction data, safety acceptance completeness, safety side station timeliness and completeness as well as engineering practical safe and civilized construction condition.

3). Quality management

Objective management is evaluated according to project quality objective completion condition.

Process control is evaluated according to plan preparation timeliness and completeness, report and examination timeliness and completeness of all construction data, acceptance record completeness, witness sampling condition, parallel inspection record condition and engineering entity quality.

4). Progress management

It is evaluated according to tool and personnel statistics on schedule, regular reporting records, and problem implementation record.

5). Cost control
It is reviewed by timely and accurate engineering quantity audit as well as and accurate certification.

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Completion of assigned task: director and supervisor should evaluate and score.
Log: it should be evaluated according to timely, clean and detailed record.
Side reporting: side reporting and log should be correct and consistent with progress.
Inspection and testimony: the inspection record and log should be correct, timely and consistent with progress.
Vocational study: evaluation according to personal learning notes.
Supervision data: correct, standardized and timely classification without missing evaluation.

DISTRIBUTION IS CONSISTENT WITH WORK PERFORMANCE FOR ENSURING EFFECTIVE SUPERVISION

Work performance is evaluated to improve the efficiency of employee work and service quality. If work performance supervision evaluation not related to income or they are not linked tightly, the desired effect of evaluation cannot be reached, and the evaluation significance is not available.

Therefore, corresponding distribution system must be available as guarantee in order to ensure the effectiveness of the evaluation. The distribution system should be fair with emphasis on efficiency. Insistence on efficiency fairness is the most important fair principle. It is suggested that 20-40% of income should be linked to supervision evaluation so as to promote employee technology progress and improvement of responsibility.

GUARANTEE OF EVALUATION PROCEDURE FAIRNESS FOR ENSURING SERVICE QUALITY SUPERVISION AND EVALUATION FAIRNESS

Fair procedure is a condition to guarantee fair and correct evaluation result, and precondition of supervision service quality supervision effectiveness. We must treat seriously, and related procedures are introduced as follows:
1). the evaluation criterion should be communicated to each employee to ensure that the supervisor can make clear work standards before commencement of the project.
2). Assessment work should be planned well before work performance evaluation, work plan and scoring table should be prepared, mutual inspection project departments, and mutual inspection personnel should be determined.
3). Evaluation personnel shall be trained in a written or centralized mode. Evaluation personnel can be familiar with the evaluation criterion and unified scoring standard.
4). All project departments shall be organized to conduct mutual inspection under the supervision and guidance of the function departments, thereby ensuring the consistency and uniformity of inspection;

5). Assessment and evaluation results are summarized, problem causes are analyzed, assessment results are balanced to further overcome human factors, and the assessment results are disclosed.

6). The project supervision department shall formulate corrective and preventive measures and rectify closed loop on the existing problems;

7). Function departments conduct spot check on the rectification closed-loop situation.

ENHANCEMENT OF SUPERVISION EVALUATION TO IMPROVE SERVICE QUALITY

Service quality supervision evaluation is an important means to improve the quality of service. Rational supervision strength design is also required to improve the service quality. Rational service quality supervision evaluation frequency can ensure the effect of supervision evaluation, too less frequency is not beneficial for problem timely correction and timely improvement of service work, too much frequency leads to increased service cost, employees may produce reverse psychology, which is not conducive to the supervision evaluation work, large projects should undergo centralized supervision evaluation and project completion completion evaluation three times a year.

CONCLUSION

Scientific and comprehensive work performance evaluation criterion is required as support, a perfect management system is required as guarantee, and fair evaluation procedure is required as basis in order to strengthen the internal service quality assessment of enterprises. We should start with strengthening enterprise internal service quality assessment for comprehensive improving supervision service quality and enhancing enterprise development basis in the future.

REFERENCES