List of attachments

1. Organisational structure of Cemat
2. Interview questions basis
Attachments
1. Organisational Structure of CEMAT
2. Interview questions basis

1. Leadership
   - How leaders clearly demonstrate their commitment to the development of the organisation?
   - How leaders promote innovative processes and involvement of employees by providing appropriate foundations and assistance?
   - How leaders collaborate with customers, suppliers and other external organisations?
   - How leaders recognize and appreciate the contribution of employees?

2. Policy and strategy
   - How are policy and strategy based on relevant and comprehensive information?
   - How are policy and strategy developed?
   - How are policy and strategy communicated and what effect do they have?
   - How are policy and strategy regularly updated and improved?

3. People
   - How are human resources planned and improved?
   - How are skills of employees maintained and developed?
   - How employees agree with objectives and implementation of constant reviews?
   - What is the participation of employees, empowering and recognition?
   - How effective is the dialogue between employees and the organisation?
   - How are employees taken care of?

4. Resources and partnership
   - How are funds managed?
   - How are information resources managed?
   - How are relationships with suppliers and materials managed?
   - How are buildings, equipment and other assets controlled?
   - How are technologies and intellectual abilities managed?
5) Processes

- What key processes are identified on the success in business?
- How are processes systematically managed?
- How are processes reviewed and goals improved?
- How are processes improved using innovation and creativity?
- How are processes being changed and advantages/benefits evaluated?
- How company manages its key processes to create products and services?

6) People Results

- How employees perceive the organisation?
- What are additional measurements related to the activities of employees?

Topics: participation in improvement teams, participation in the design plans, assess the level of training completed, measurable benefits of teamwork, recognition of individuals and teams, sickness and accident in the company, the number and nature of complaints, staff turnover and recruitment, strike activity, employee benefits, the effectiveness of communication etc."

7) Customer Results

- What is customer’s perception of products and services of organisation and its relationship to them?
- What are additional measurements related to customer satisfaction?

Topics: number of awards, print references, competitiveness, defects, errors, disagreements, guarantee security, logistics indicators, the number of complaints and their handling, product life cycle, from product development time for its delivery to the market, the organization of sales and after sales support, product disposal, duration of customer relationships, etc.

8) Society Results

- How is the organisation perceived by society?
- What are additional measuring of the businesses impact on society? What techniques are used?
Topics: views on business in the region, obtained through surveys or other means, the relationship with the institutions of government, integrating social concerns into business, etc.

9) Key performance results

- Financial performance measurements - Who, how, how often?
- What are additional measuring of performance?
- Measurements related to the parameters of the key processes in society, such as: the market share, production cycle clock, failure, productivity, degree of innovation, time demand response.