

The Ritz-Carlton Business Excellence Roadmap

MBNQA	Approach “Plan”	Deployment “Do”	Results “Check”
5. Human Resources Development and Management	Jobs are designed so our people: <ul style="list-style-type: none"> • Know what to do • Know how well they are doing • Can regulate the process or their own personal conduct 	Employee Education, Training and Development	Q.S.P. Day 21/365 Training Certification Review Performance Appraisal Evaluations Analysis of Employee Surveys
6. Process Management	Manage Key Production and Support Processes	Incorporate changing Customer requirements The GreenBook Process Owners Modify Processes for each new hotel	P.Q.I. S.Q.I. Process Audits
7. Business Results	Strategic Objectives define long-term targets Tactical Processes set annual targets	Lead People Manage Processes Standard Performance Measures	Actual versus Planned Performance compared quarterly by Senior Leaders at the corporate and hotel level Daily Operations Review by the workforce

Figure 3 (continued)