8. SOCIETY RESULTS

8.a. Perception measures

Part of the strategy of NSF is our commitment to collaborating, on a voluntary basis and as a responsible citizen, with other NfPO of the social sector who share with us a common vision, thus contributing to their welfare with our experience, knowledge and knowhow. In line with this commitment, NSF has been focused on society since it was founded, offering its support to individuals and organisations developing projects to the benefit of society at large. However, from the moment ‘Presence in Society’ was identified as an NSF CSF (sub-crit. 1.c), the organisation’s activities in this area intensified, in line with other stakeholders and the quantified goals laid down in the Balanced Scorecard.

A study of European SME in 2002 revealed that only 49% of them claim to be engaged in socially responsible activities. Furthermore, most organisations which co-operate with society do so occasionally rather than as part of their general strategy. In this context, NSF stands at the forefront as an organisation with a strategically and socially defined commitment to the well-being of society.

This is borne out by society’s perception of the organisation (sub-crit. 1.c & 8.b). As a consequence of an area for improvement identified through self-assessment against the EFQM model, and after due strategic deliberation on NSF commitment towards Society (sub-crit. 1.c), a series of activities were undertaken to identify society’s (in this case, the Spanish Basque Country’s) perception of the progress made by NSF in this area. A series of focus groups from society (representatives of public and private institutions, NfPO, financial entities, companies, individuals, etc.), all of which, without being NSF customers, are aware of the activities of NSF, were questioned on the contribution of NSF to society to check and assess NSF actions in this field.

Results show a positive trend. Lower results values in 2002 are attributable to the fact that the survey scope was broadened to cover a wider range of representatives of society. The strategic target is to exceed a value of 90% of people satisfied with all activities undertaken by NSF as a responsible citizen.

1. Efficient contribution by NSF to finding career-based employment for young people.

The positive trend in results is attributable to the good results achieved in the areas of training and job placement in recent years. The indicators in place to monitor this are those related to the number of young people found career-based employment in a company (crit. 6).

2. NSF is open to people and ideas, operates with a team spirit, has a “we are here to help” culture, is innovative and always looking to improve.

In this case, positive results trends are a consequence of NSF leaders’ efforts to define, bring together and reach consensus agreement among all NSF people on the organisation’s values, and their commitment to promoting the delivery of these values by all NSF people (crit. 1.c).

3. Involvement of NSF in activities to promote business excellence with other entities.

As explained in sub-crit. 1.c, NSF commitment to the diffusion of business excellence in other organisations, training of a team of people to deliver this commitment and the continuous improvement of the materials used to do so, knowledge pooling of best practices and excellent results in the satisfaction level of these organisations are all factors behind society’s perception of NSF as an organisation which promotes excellence (sub-crit. 8.b).

4. NSF support for other organisations through the provision of knowledge and experience.

Evidence is provided in sub-crit. 1.c, 4.a & 8.b of the considerable contribution and support given by NSF to other organisations, all of which leads to the positive results seen here.

5. NSF is an organisation capable of identifying and developing actions benefiting society (sub-crit. 1.c & 8.b).

The strategic decision to create and deploy the process “Promote Debate on Social Issues” (“Disseminate Youth Trendwatch XXI Studies” and “Manage Social Responsibility”) led to a team of people being trained and the following results achieved:

6. Promotion of values to construct society

The positive results in this area throughout the 22-year history of NSF are attributable to joint actions taken in line with P&S. (Fig.8.a.1.)

7. Overall rating of NSF

This question is asked to compile comparative data against other organisations of the Basque Country. The positive trends and sustained satisfaction levels show that, as a direct consequence of approach and from the moment “Presence in Society” was classified as a CSF of P&S, NSF has developed excellent relations with society and met its expectations. (Fig.8.a.2.)

Comparison with other organisations in terms of involvement in society

NSF believes that society’s perception of the organisation in relation to other organisations in our community represents the best possible external comparison. A specific item on this issue is included in the society satisfaction survey. (Fig.8.a.3.)

Additionally, the Overall Degree of Satisfaction (ODS) of society with NSF can be compared with the same value for other organisations in the Basque Country (Fig.8.a.4.).
External Image of NSF (rated by the organisation’s people)
NSF is also interested in measuring the perception our own people have of the organisation’s commitment to society. (Fig. 8a.5.)

8.4. Performance indicators

Since Society was identified as a CSF of NSF P&L, and after successive review cycles, the results of the planned actions and processes described in sub-crit. 1.c can now be observed. Findings have confirmed that NSF management of society-related processes is producing satisfactory results. Our actions are based on the following: Promote Business Excellence Management, Support Other Organisations, Promote Debate on Social Issues, Disseminate Youth Trendwatch XXI Studies, Promote Corporate Social Responsibility, Manage and Promote Volunteers and Communicate externally in Society.

Promote Business Excellence Management

NSF has full confidence in the ability of organisations in the Third Sector to multiply their effects on society if they are managed to EFQM standards. Over the years, the organisation has therefore centred its commitment to society other than the other initiatives of interest to society. NSF scoring more than 8.2 (the limit for excellence set by Euskalit). 10 years’ experience have shown that assessments above that level are rare) for teaching capability. The target set is to keep scores above 7 in all items and maintain the results achieved, and to become the point of reference for training for action in TQ. The comparison with Euskalit (Q&A prize winner) is based on the number of organisations which have asked Euskalit to help them on the path to excellence.

Degree of satisfaction with NSF of those organisations helped by NSF on the path towards business excellence

This information is gathered by Euskalit through a survey of all those attending training sessions and support for action. NSF scored more than the other organisations working on the same programmes of support for action in TQ. Comparisons are based on an item in the survey which asks for a comparative assessment with other organisations and asks those surveyed what organisation they believe is the leader in these matters. Numerous people said NSF. We also present the data provided by Euskalit on other organisations working on the same programmes of support for action in TQ.

After a comparative analysis of all the results for 26 teachers on all 20 modules of the Total Quality Management Course, other organisations working on the same programmes of support for action in TQ. The comparison with Euskalit (EQA prize winner) is based on the number of organisations which have asked Euskalit to help them on the path to excellence.

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The impact of these events on their target audiences has been considerable among those actually present and those connected remotely. The has been identified as a role model in this area by topics discussed at the seminars and congresses held have been of crucial importance: the future of work, an information society for companies and institutions. This work to encourage partnership between the public and private sectors is highly valued by society, and NSF = Ideas + Organisation

As well as identifying topics of social interest which affect young people and society in general in line with EU directives, NSF also NSF seeks out studies and topics of emerging social interest, and brings them to other groups in society. Beyond its services to young people, public institutions and companies, NSF devotes a large part of its resources to drawing up reports and studies and organising seminars on various topics requiring reflection and action.

Diffuse Studies of Social Interest

Promote Debate on Social Issues: Diffuse Trendwatch XXI Studies, and Manage Corporate Social Responsibility

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Diffuse Studies of Social Interest

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of participants</th>
<th>Events to Promote Social Awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td></td>
<td>Secretariat of the Pax Romana International Congress held in Bilbao, Basque Country.</td>
</tr>
<tr>
<td>1994</td>
<td></td>
<td>Youth Initiative Fair.</td>
</tr>
<tr>
<td>1998</td>
<td></td>
<td>Language Congress, UNESCO/UNESCO.</td>
</tr>
<tr>
<td>1999</td>
<td>500</td>
<td>Secretariat of the International Congress on The Future of Work, held in Bilbao, and organised by the Club of Rome, UNESCO / Ministry of Labor, Basque Government and EU.</td>
</tr>
<tr>
<td>2000</td>
<td>30</td>
<td>1st series of workshops on education and technology.</td>
</tr>
<tr>
<td>2003</td>
<td>665</td>
<td>2nd series of workshops on education and technology.</td>
</tr>
<tr>
<td>2002</td>
<td>280</td>
<td>&quot;Ethics and Corporate Social Responsibility&quot;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organised by NSF, AENOR, EU, Basque Govt. Foreign Action Section.</td>
</tr>
<tr>
<td>2002</td>
<td>280</td>
<td>&quot;Corporate Social Responsibility&quot;</td>
</tr>
</tbody>
</table>

NSF = Ideas + Organisation

No. of organisations supported by NSF (Fig.8.b.2.)

Promote Events to foment Social Awareness through forums, congresses, seminars, etc.

As well as identifying topics of social interest which affect young people and society in general in line with EU directives, NSF also manages the involvement of the leading stakeholders in those topics, and seeks to set up partnerships between people, authorities, companies and institutions. This work to encourage partnership between the public and private sectors is highly valued by society, and NSF has been identified as a role model in this area by Bilbao Metrópolis 300 (Association for the Revitalisation of Metropolitan Bilbao). The topics discussed at the seminars and congresses held have been of crucial importance: the future of work, an information society for All, languages and their contribution to peace, corporate social responsibility, etc.

The impact of these events on their target audiences has been considerable among those actually present and those connected remotely. The NSF website received almost 320,000 hits in regard to the “Information Society for All” congress in 2001, from people seeking information on the congress and wishing to follow proceedings via video-conference.
The figures below are the results of the satisfaction survey on delegates at each year’s edition of the seminars on corporate social responsibility.

<table>
<thead>
<tr>
<th>Assessment of Seminar “Corporate Social Responsibility”</th>
<th>AVG 2001</th>
<th>AVG 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organisation of the seminar</td>
<td>7.53</td>
<td>7.77</td>
</tr>
<tr>
<td>2. Contents of the seminar</td>
<td>7.00</td>
<td>7.18</td>
</tr>
<tr>
<td>3. Did the seminar help achieve the following objectives?</td>
<td>7.00</td>
<td>6.90</td>
</tr>
<tr>
<td>3.1. Disseminate the concepts of social responsibility, sustainability and sustainable development and their application in business.</td>
<td>7.22</td>
<td>7.21</td>
</tr>
<tr>
<td>3.2. Publicise practical experiences and examples of corporate citizenship practices.</td>
<td>7.11</td>
<td>7.01</td>
</tr>
<tr>
<td>5. Overall degree of satisfaction with seminar?</td>
<td>7.32</td>
<td>7.24</td>
</tr>
<tr>
<td>GENERAL AVERAGE</td>
<td>7.14</td>
<td>7.18</td>
</tr>
</tbody>
</table>

The target figure of 7/10 was exceeded in all items.

Percentage of budget expenditure given over to studies and actions to promote social awareness. The funding obtained by NSF for matters concerned with commitment to society averaged 12% of the organisation’s total budget in 1998-2000, though the actual figures fluctuated in line with planning and action each year. The minimum requirement laid down in P&S is 5% investment in presence in society, but more resources are deployed as needs are detected. The fact that an NIPO such as NSF can mobilise such large sums in matters of social interest is of exceptional value.

Budget funding deployed for action in society (Fig. 8b.3)

Manage and Promote Volunteers. One of the actions promoted by NSF in favour of society is the setting up of a structured system of volunteers to help in events staged in metropolitan Bilbao (Epiphany parade, commemorative events, sports events, solidarity-based actions, etc.). The number of volunteer actions and the number of volunteers available each year are shown below. The target set each year is to maintain the minimum structure of volunteers required to cover the actions planned in the annual BP.

Number of Voluntary Actions (Fig. 8b.4)

Number of Volunteers (Fig. 8b.5)

NSF has received the following accolades and awards from society:

- 1996: Work Placement Agency, recognised for public services to employment by the Spanish Labour Ministry
- 1997: annual Eduardo Ruiz de Velasco Prize, awarded by an Arts Club
- 2000: annual Utopia Prize, awarded to the NSF Founder President, Mr. Txomin Bereciartua, for services to youth.
- 2000: Silver Q for Quality, awarded by the Basque Government through Euskalit, in recognition of achievements in Quality Management. NSF thus became the first Foundation dedicated to the promotion of youth employment to achieve this distinction. As a consequence, NSF automatically became a member of the 400 Club, created by Euskalit as a learning forum for the 40 or so leading Basque Country organisations in the field of business management.
- 2000: NSF was appointed as a permanent member of the Basque Government Youth Observatory.
- Recognition by the Association for the Revitalisation of Metropolitan Bilbao as a role model for public and private sector collaboration.

Since 2000, NSF has set up a systematic structure for recognition of exemplary action by stakeholders. The following people and organisations have received diplomas as Friends of NSF.

- Athletic Bilbao Football Club
- Bizkaia Regional Council
- University of Deusto
- University of the Basque Country
- Grupo Arteche
- Coinpasa
- Bilbao City Council
- Iberdrola
- El Correo
- BBK
- Juan Manuel Sinde
- Kepa Rekakotxeta
- Juan Salbidegotia
- Mikel Madariaga
- Teresa Querejazu
- Federico Solana
- Jose Luis Jiménez
- Félix Machtan

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