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## **“MODELO DE EVALUACIÓN INSTITUCIONAL”**

### **INDICADORES DE EVALUACIÓN (ENERO-DICIEMBRE 2011)**

**DIRECCIÓN DE PLANEACIÓN, ADMINISTRACIÓN Y EVALUACIÓN  
Subdirección de Evaluación Institucional**



**FEBRERO  
2012**



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## **Modelo de Evaluación Institucional Enero – Diciembre 2011**

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## Informe Ejecutivo

A través del Modelo de Evaluación Institucional (MEI), se monitorea el proceso de evaluación del desempeño institucional de los Institutos Estatales y Delegaciones, reportando los resultados del Programa Atención a la Demanda de Adultos y de los proyectos y/o estrategias operados, comparando los logros obtenidos con las metas establecidas en el Programa Anual.

Desde 2007 se le ha dado continuidad a su elaboración, ya que es a través del análisis cuantitativo y cualitativo de los indicadores de las cuatro categorías ya conocidas: eficiencia, eficacia, operación y calidad.; que se mide el desempeño de cada entidad cada trimestre.

Debido a que el MEI debe de responder a los cambios en las políticas operativas adoptadas de manera institucional, es que a partir del año pasado, pero especialmente durante 2011, se realizaron una serie de modificaciones dentro de los indicadores que lo componen, con la intención de mejorar algunos elementos:

- Adecuación y mejora de los indicadores considerados en el MEI para calificar a las entidades.
- Equidad en la puntuación otorgada a las entidades pequeñas que obtienen por lo regular un valor bajo.
- Medición a los estados de manera independiente de acuerdo a sus propios logros y no respecto a lo realizado por los demás.
- Posibilidad de cada entidad de mejorar su puntuación según el indicador sin estar supeditada al comportamiento nacional.

Es así que la forma de evaluación durante este año estableció como principal cambio que las entidades fueran evaluadas de acuerdo a sus **logros individuales** y no en comparación con el resto de los estados, lo que cambio los parámetros de calificación con base en los resultados estatales obtenidos en 2010, conservando únicamente la técnica de semaforización por grupos de acuerdo a las calificaciones obtenidas:

**Categoría verde: entidades con óptimo desempeño.**

**Categoría azul: entidades con buen desempeño.**

**Categoría amarilla: entidades con regular desempeño.**

**Categoría roja: entidades con deficiente desempeño.**



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## Informe Ejecutivo

La evaluación de desempeño de las entidades se continua realizando a través de las cuatro categorías de indicadores, sin embargo cambiaron algunos de éstos y sus valores:

- Se incluyó el indicador **Peso porcentual de UCN ponderados vs Presupuesto** en la categoría de Eficiencia.
- Se incluyeron los indicadores **Comparativo de logros vs estructura operativa** y **Peso porcentual de UCN de PC vs Plazas Comunitarias** en la categoría de Operación, con los que se sustituyen los indicadores Promedio de educandos por técnico docente y UCN'S por técnico docente. El indicador **Exámenes acreditados por adulto activo** se pasó de la categoría de Calidad a la de Operación.
- En Calidad se conservaron los indicadores de **Índice de retención de adultos** y **Porcentaje de adultos con módulo**, cambiando el concepto de "sin" a "con módulo". Se cambio el indicador de Productividad por el de **Porcentaje de UCN obtenidos por examen final modular**, indicador que anteriormente se manejaba en el MEI.

**A partir del segundo trimestre se modificó la fórmula para el indicador del Índice de retención, misma que se incluye en el apartado de "Fórmulas de aplicación de los indicadores".**

### Indicador de formación inicial

Adicionalmente a los cambios mencionados, a partir del trimestre se trabajó en el desarrollo de un nuevo indicador en la categoría de calidad correspondiente al **"Porcentaje de asesores incorporados con formación inicial"**, el cual surgió del interés de la Dirección Académica de fortalecer la instrumentación del RAF en los Institutos Estatales y Delegaciones del INEA con el objetivo de mejorar los procesos de planeación de programas y acciones estatales de formación continua.

Como su nombre lo indica este indicador se compone de las variables número de asesores incorporados en el periodo enero-septiembre, y que fueron registrados en el sistema de Registro Automatizado de Formación (RAF), respecto al número de asesores que recibieron formación inicial y que de igual forma fueron registrados en el RAF.



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## Informe Ejecutivo

El valor más alto del indicador es de 4 puntos, asignados a las entidades que de acuerdo a los datos registrados en el RAF, **el 50% o más de sus asesores incorporados durante el período en cuestión cuentan con formación inicial.**

Las entidades que obtuvieron 3 puntos, son aquellas que de acuerdo a sus registros tuvieron del 40% al 49% de asesores incorporados con formación inicial, por su parte los que obtuvieron 2 puntos son aquellos que registraron entre el 10% y el 39%, mientras que a las entidades que registraron menos del 10% se les asignó sólo 1 punto.

Es necesario puntualizar que la información considerada para la construcción de este indicador fue proporcionada por el área académica, y su seguimiento se dará conforme a los registros que cada entidad realice en el RAF, razón por la cual es de suma importancia que el sistema se alimente en tiempo y forma.

| MEI 2011   |         |        |
|--|---------|--------|
| CATEGORÍA  | VALORES | GLOBAL |
| <b>Eficacia</b>  |         |        |
| I. Índice de conclusión  | 12      | 30     |
| II. Meta-Logro de atención   | 4       |        |
| III. Meta-Logro de UCN's   | 14      |        |
| <b>Eficiencia</b>  |         |        |
| I. <i>Peso porcentual de UCN ponderados vs Presupuesto</i>           | 16      | 20     |
| II. Costo por UCN  | 4       |        |
| <b>Operación</b>   |         |        |
| I. <i>Comparativo de logros vs estructura operativa</i>              | 10      | 26     |
| II. <i>UCN's por Plaza Comunitaria</i>                               | 6       |        |
| III. <i>Exámenes acreditados por adulto activo</i>                   | 10      |        |
| <b>Calidad</b>   |         |        |
| I. Índice de retención de adultos                                    | 6       | 24     |
| II. Porcentaje de adultos con módulos                                | 6       |        |
| III. <i>Porcentaje de UCN obtenidos por examen final modular</i>     | 8       |        |
| IV. <i>Porcentaje de asesores incorporados con formación inicial</i> | 4       |        |



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# Indicadores

Se definen como categorías e indicadores de evaluación:

**a. Eficacia:**

- I. Índice de conclusión
- II. Meta-Logro de atención
- III. Meta-Logro de UCN 's

**b. Eficiencia:**

- I. Peso porcentual de UCN ponderados vs Presupuesto
- II. Costo por UCN

**c. Operación:**

- I. Comparativo de logros vs Estructura operativa
- II. UCN 's por Plazas Comunitarias
- III. Exámenes acreditados por adulto activo

**d. Calidad:**

- I. Índice de retención de adultos
- II. Porcentaje de adulto con módulos
- III. Porcentaje de UCN 's obtenidos por examen final modular
- IV. Porcentaje de asesores incorporados con formación inicial



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## Cambios en la evaluación 2012

A pesar de que actualmente ya se está trabajando en el proceso de Reforzamiento del Modelo de Evaluación Institucional para 2012, los resultados del cuarto trimestre fueron calculados con base en el Modelo que se trabajó durante 2011.

En un esfuerzo conjunto entre la Dirección General y el resto de las Direcciones de Área de oficinas centrales, se trabajó en la nueva propuesta para 2012, reforzando el modelo con indicadores relevantes en el proceso de operación de los servicios educativos por parte de los Institutos Estatales y Delegaciones del INEA.

La nueva propuesta que operará a partir del Primer Trimestre 2012, será desglosada y explicada a detalle en el documento del MEI correspondiente a Enero-Marzo 2012.



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# Fórmulas de aplicación de los indicadores

## a) Eficacia

$$\text{Índice de Conclusión} = \left[ \frac{\text{Logros de UCN}}{\text{Educandos Registrados}} \right]$$

$$\text{Meta-Logro Atención} = \left[ \frac{\text{Logros de Atención}}{\text{Meta de Atención}} \right] * 100$$

$$\text{Meta-Logro UCN 's} = \left[ \frac{\text{Logros de UCN 's}}{\text{Meta de UCN 's}} \right] * 100$$





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# Fórmulas de aplicación de los indicadores

## b) Eficiencia

$$\text{Peso porcentual de UCN ponderados vs Presupuesto} = \left( \frac{\text{Porcentaje de logros de la entidad del total de logros del Instituto}}{\text{Porcentaje de presupuesto otorgado a la entidad del presupuesto total del Instituto}} \right)$$

$$\text{Costo por UCN} = \left( \frac{\text{Presupuesto Ramo 33 + Convenios y Ampliaciones + Material didáctico + Inversión + Oficinas Centrales}}{\text{Logros de UCN}} \right)$$



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# Fórmulas de aplicación de los indicadores

## c) Operación

$$\text{Comparativo de logros vs Estructura operativa} = \left[ \text{Factor de logros de UCN's} - \text{Factor estructura operativa} \right] \text{ de}$$

$$\text{UCN's de Plazas Comunitarias} = \left[ \frac{\text{UCN's de Plazas Comunitarias}}{\text{Número de Plazas Comunitarias}} \right]$$

$$\text{Exámenes acreditados por adulto activo} = \left[ \frac{\text{Exámenes Acreditados}}{\text{Educandos Activos}} \right]$$

# Fórmulas de aplicación de los indicadores

## d) Calidad

$$\text{Índice de Retención de adultos} = \left[ 1 - \frac{\text{Bajas + Inactivos}}{\text{Educandos Registrados + Inactivos}} \right]$$

$$\text{Porcentaje de adultos con módulo} = \left[ \frac{\text{Educandos con módulo}}{\text{Educandos Activos}} \right] * 100$$

$$\text{Porcentaje de UCN's obtenidos por examen final modular} = \left[ \frac{\text{Total de UCN's} - \text{UCN's de Diagnóstica}}{\text{Total de UCN's}} \right] * 100$$

$$\text{Porcentaje de asesores incorporados con formación inicial} = \left[ \frac{\text{Número de asesores con formación inicial}}{\text{Número de asesores incorporados}} \right] * 100$$



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## Procedimiento de evaluación

Se calcula el valor de cada indicador, de acuerdo a la fórmula definida, ordenando de mayor a menor las entidades de acuerdo a su propio valor, sin comparar su desempeño con los demás.

Se establecen rangos para cada indicador de acuerdo a su comportamiento, a través de los cuales se van asignando calificaciones a cada grupo.

### Categoría de Eficacia

| PUNTUACIÓN           |            |            |                      |                      |               |
|----------------------|------------|------------|----------------------|----------------------|---------------|
| INDICADOR            | GRUPOS     |            |                      |                      |               |
|                      |            | 4          | 3                    | 2                    | 1             |
| Índice de Conclusión | Rango      | $x < 0.27$ | $0.27 \leq x < 0.31$ | $0.31 \leq x < 0.35$ | $0.35 \leq x$ |
|                      | Puntuación | 6          | 8                    | 10                   | 12            |
| Meta-Logro Atención  | Rango      | $x < 0.80$ | $0.80 \leq x < 0.90$ | $0.90 \leq x < 1.00$ | $1.00 \leq x$ |
|                      | Puntuación | 1          | 2                    | 3                    | 4             |
| Meta-Logro UCN's     | Rango      | $x < 0.80$ | $0.80 \leq x < 0.90$ | $0.90 \leq x < 1.00$ | $1.00 \leq x$ |
|                      | Puntuación | 8          | 10                   | 12                   | 14            |
| <b>TOTAL</b>         |            | <b>15</b>  | <b>20</b>            | <b>25</b>            | <b>30</b>     |

#### Nota:

$x$  = valor obtenido en el indicador

$x < = x$  es menor que

$\leq x = x$  es mayor o igual que

A mayor logro en estos indicadores corresponde una puntuación más alta y a un menor logro respecto a la meta programada una puntuación más baja.

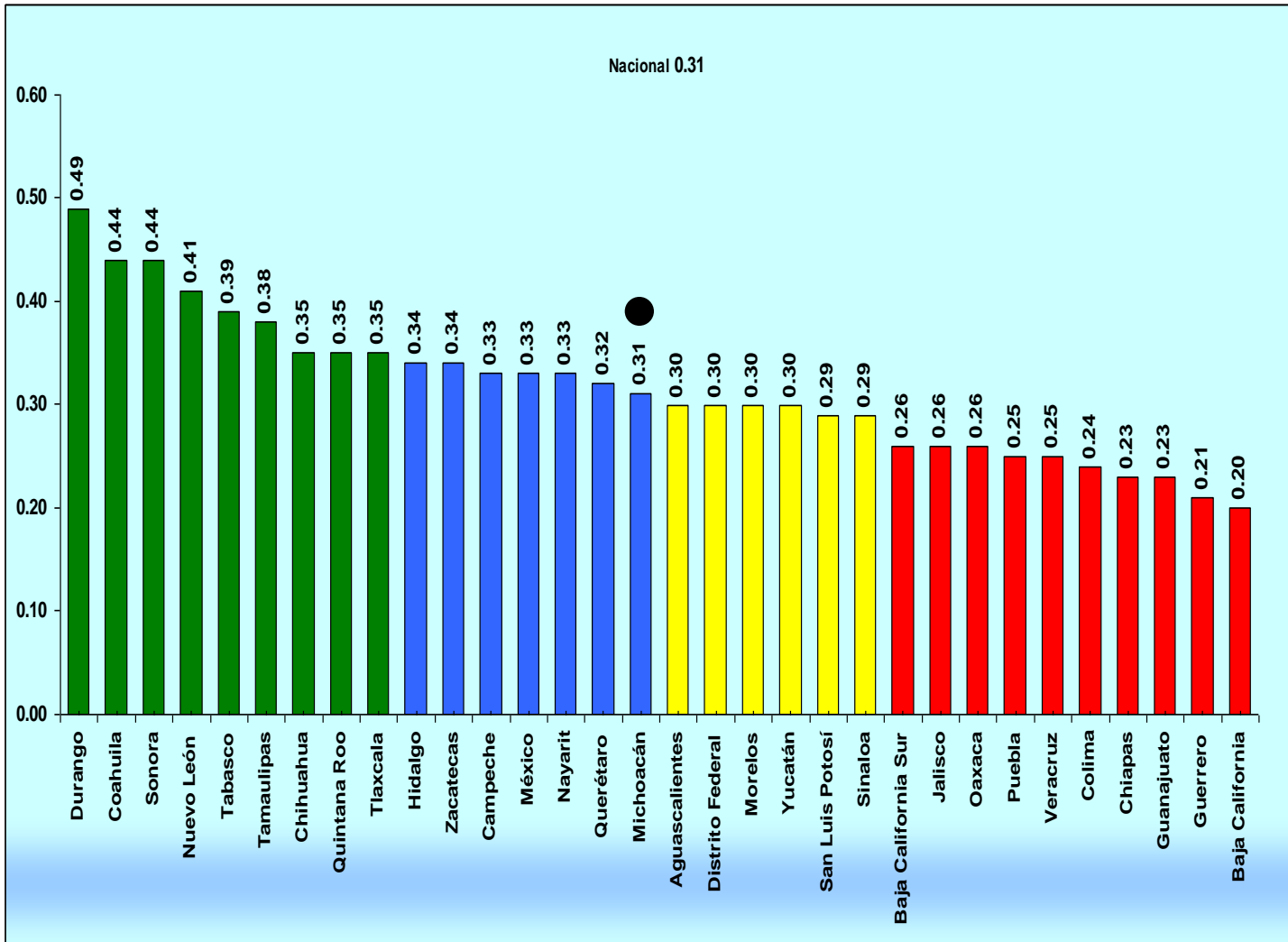


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# INDICE DE CONCLUSIÓN





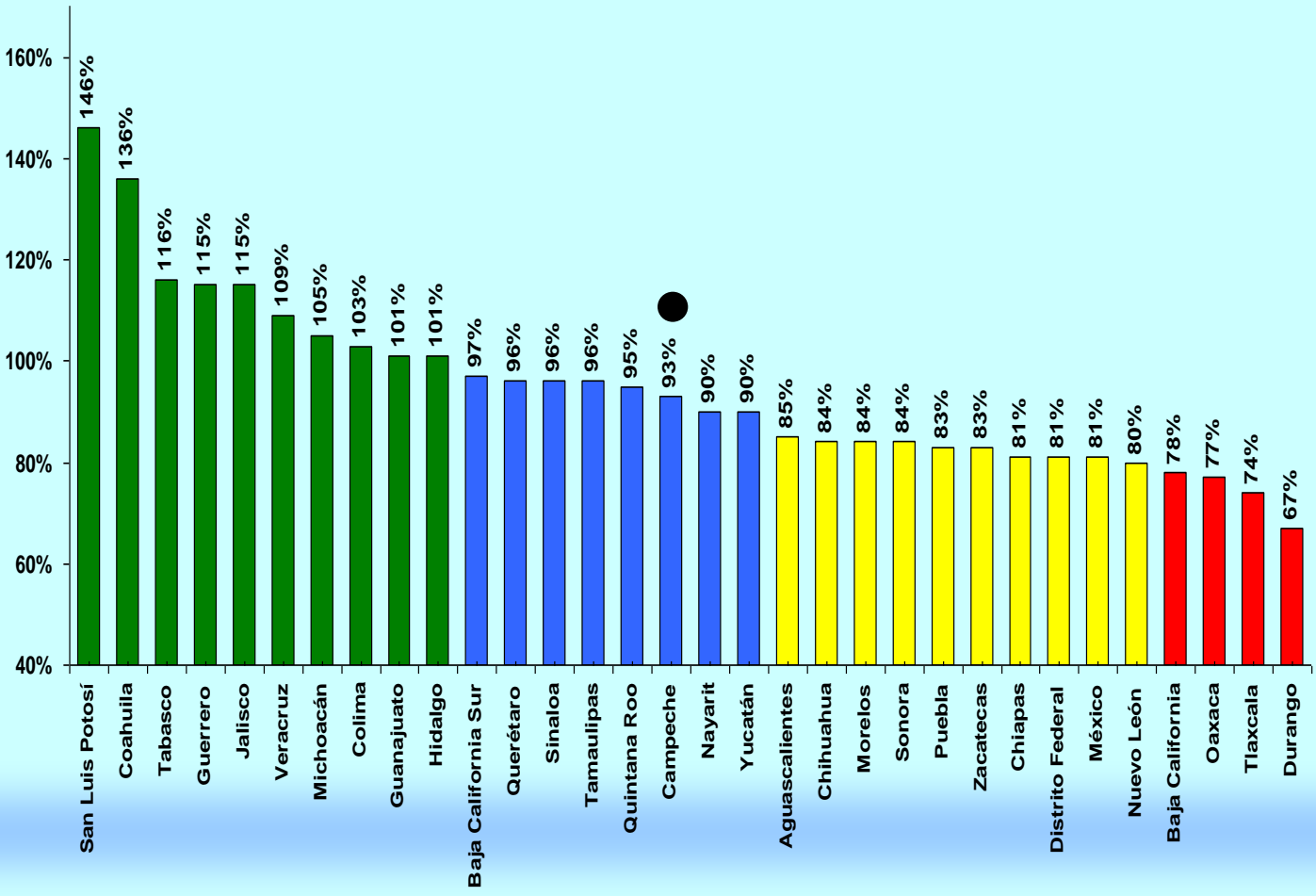
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# META-LOGRO ATENCIÓN

Nacional 93%





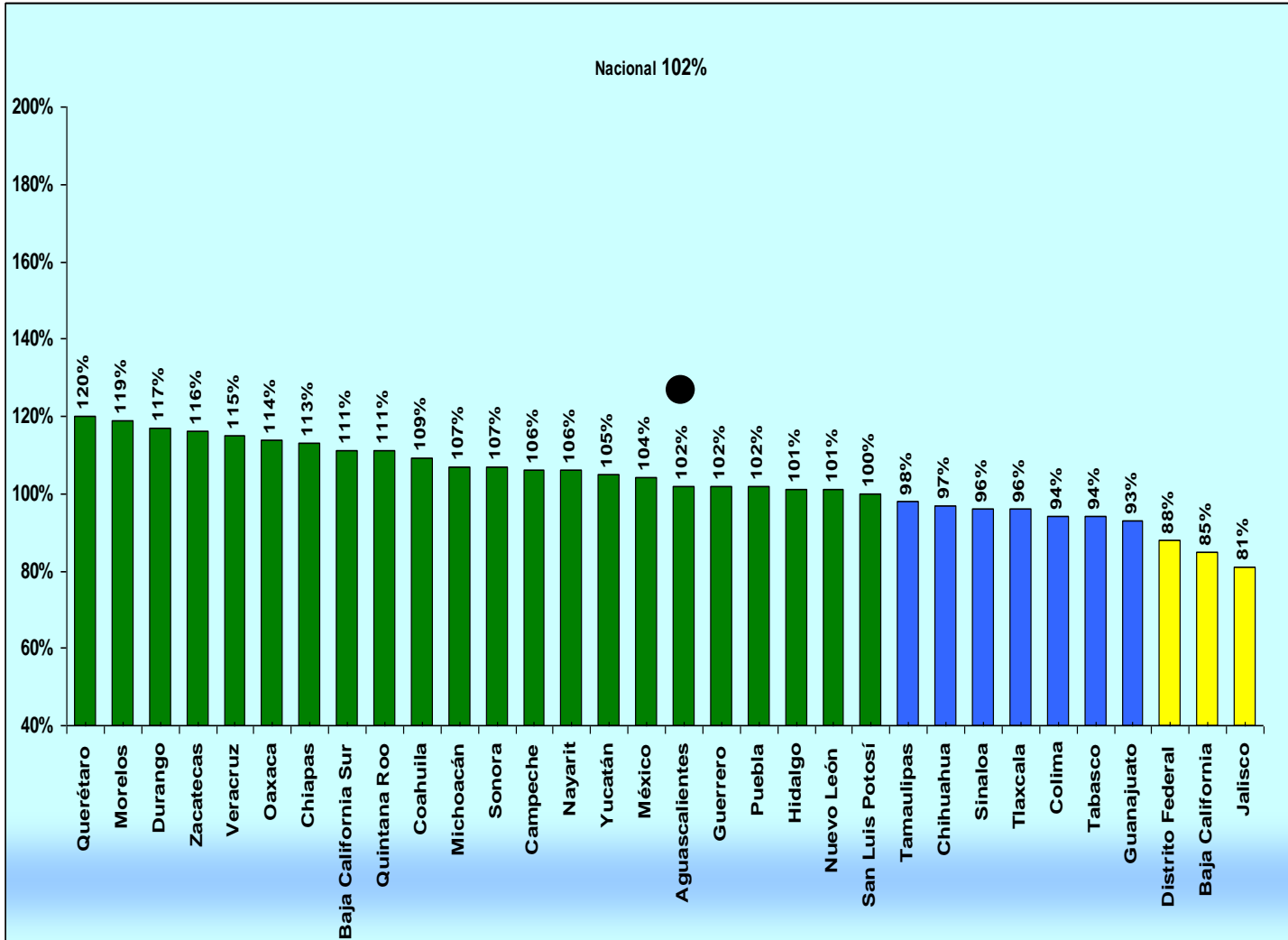
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# META-LOGRO UCN's

Nacional 102%





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## Procedimiento de evaluación

Se calcula el valor de cada indicador, de acuerdo a la fórmula definida, ordenando de mayor a menor las entidades de acuerdo a su propio valor, sin comparar su desempeño con los demás.

Se establecen rangos para cada indicador de acuerdo a su comportamiento, a través de los cuales se van asignando calificaciones a cada grupo.

### Categoría de Eficiencia

| PUNTUACIÓN                                       |            |             |                        |                        |               |
|--|------------|-------------|------------------------|------------------------|---------------|
| INDICADOR  | GRUPOS     |             |                        |                        |               |
|  |            | 4           | 3                      | 2                      | 1             |
| Peso porcentual de UCN ponderados vs Presupuesto | Rango      | $x < -0.01$ | $-0.01 \leq x < 0.00$  | $0.00 \leq x < 0.01$   | $0.01 \leq x$ |
|  | Puntuación | 4           | 8                      | 12                     | 16            |
| Costo por UCN                                    | Rango      | $7,000 < x$ | $7,000 \leq x < 6,000$ | $6,000 \leq x < 5,000$ | $X < 5,000$   |
|  | Puntuación | 1           | 2                      | 3                      | 4             |
| <b>TOTAL</b>                                     |            | <b>5</b>    | <b>10</b>              | <b>15</b>              | <b>20</b>     |

#### Nota:

$x$  = valor obtenido en el indicador

$\leq x$  =  $x$  mayor o igual que

$x <$  =  $x$  menor que

La  $x$ =valor obtenido en el indicador, por lo que a mayor logro en el indicador "Peso porcentual de UCN ponderados vs Presupuesto", le corresponde una puntuación más alta y aun menor logro una puntuación más baja. En el caso del indicador "Costo por UCN" la relación es contraria, a mayor puntuación menor valor y viceversa.



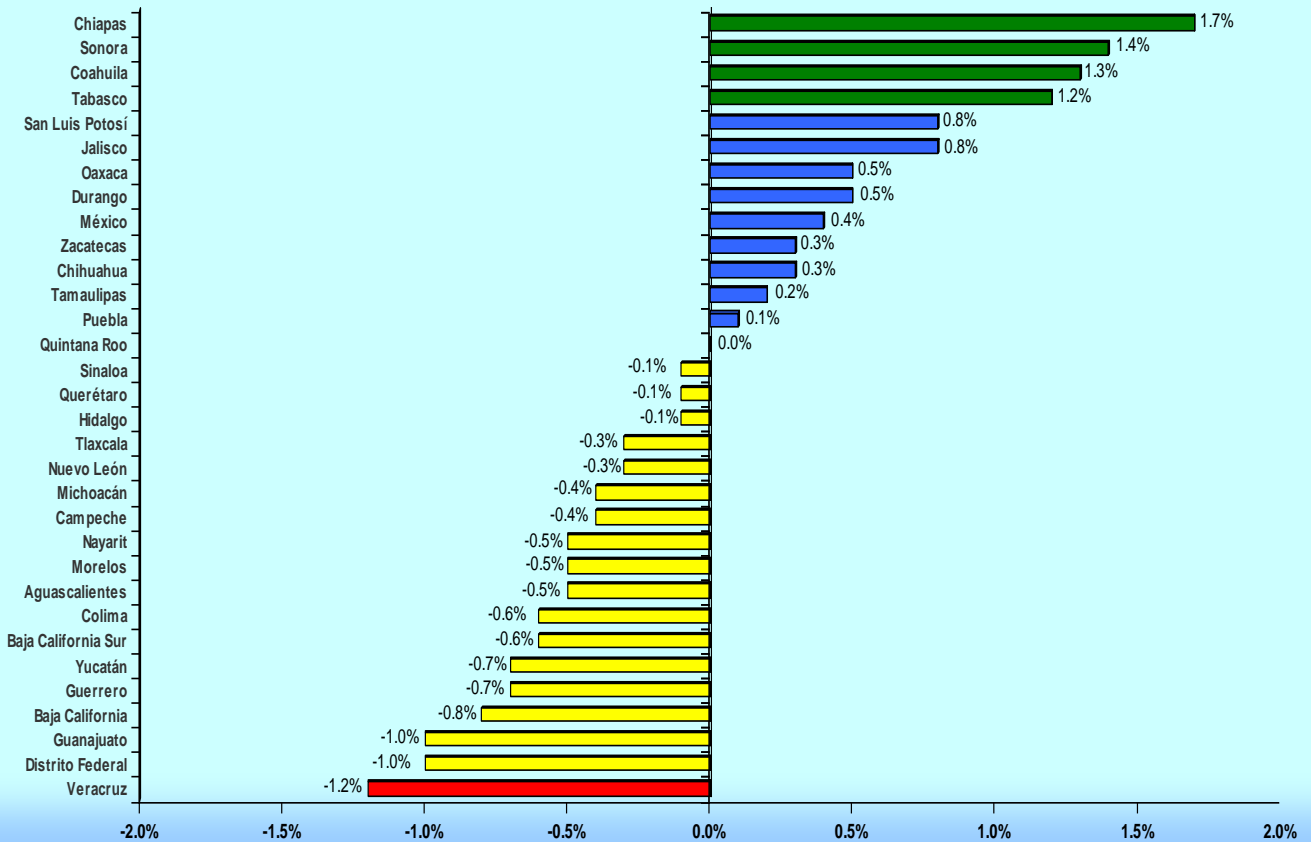


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# PESO PORCENTUAL DE UCN'S PONDERADOS vs PRESUPUESTO



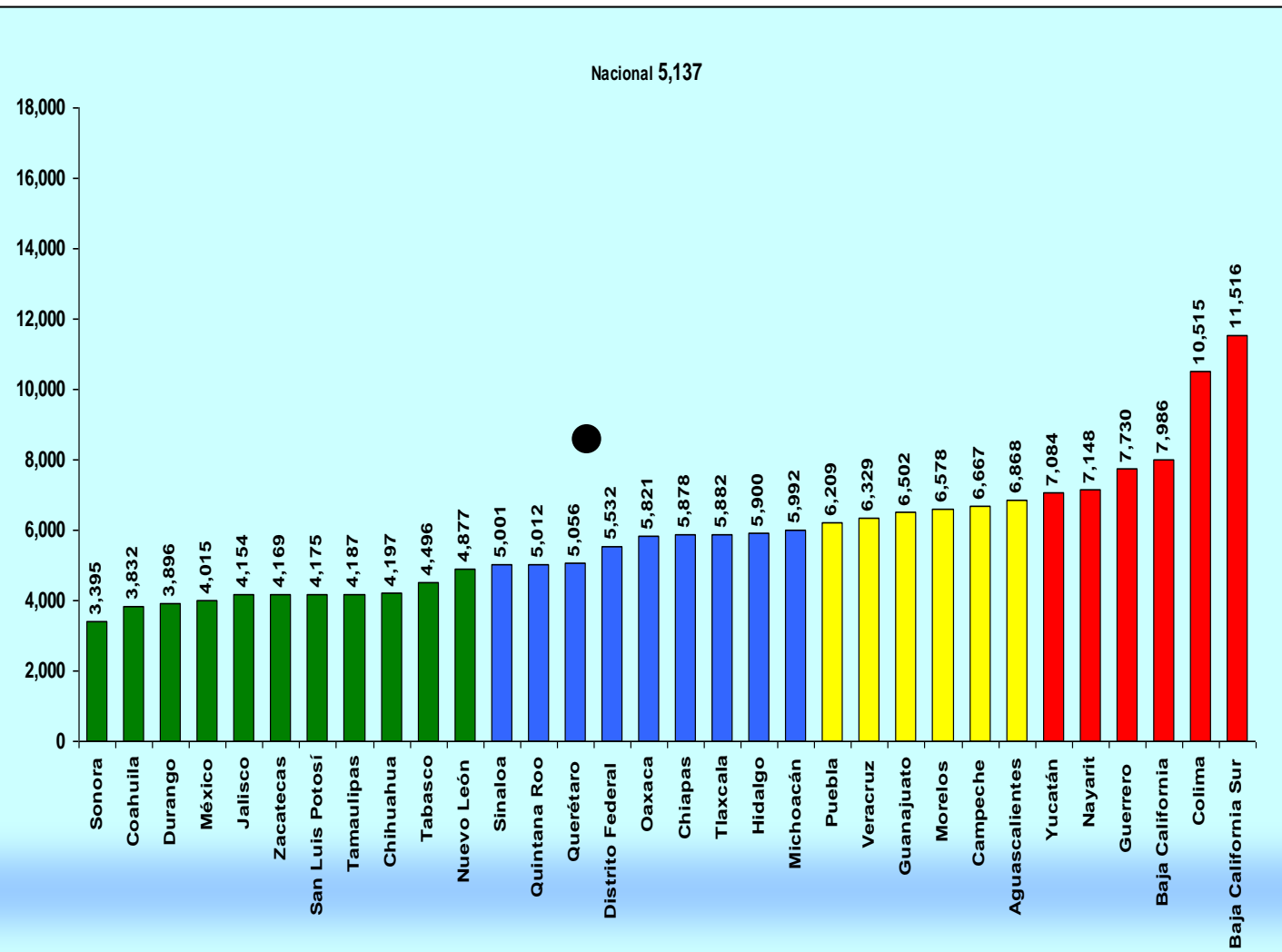


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# COSTO POR UCN





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## Procedimiento de evaluación

Se calcula el valor de cada indicador, de acuerdo a la fórmula definida, ordenando de mayor a menor las entidades de acuerdo a su propio valor, sin comparar su desempeño con los demás.

Se establecen rangos para cada indicador de acuerdo a su comportamiento, a través de los cuales se van asignando calificaciones a cada grupo.

### Categoría de Operación

| PUNTUACIÓN                                    |            |             |                       |                      |               |
|---|------------|-------------|-----------------------|----------------------|---------------|
| INDICADOR                                     | GRUPOS     |             |                       |                      |               |
|   |            | 4           | 3                     | 2                    | 1             |
| Comparativo de logros vs Estructura operativa | Rango      | $x < -1.00$ | $-1.00 \leq x < 0.00$ | $0.00 \leq x < 1.00$ | $1.00 \leq x$ |
|   | Puntuación | 4           | 6                     | 8                    | 10            |
| UCN's por Plaza Comunitaria                   | Rango      | $x < 45$    | $45 \leq x < 85$      | $85 \leq x < 125$    | $125 \leq x$  |
|   | Puntuación | 1           | 2                     | 4                    | 6             |
| Exámenes acreditados por adulto activo        | Rango      | $x < 3.50$  | $3.50 \leq x < 4.50$  | $4.50 \leq x < 5.50$ | $5.50 \leq x$ |
|   | Puntuación | 4           | 6                     | 8                    | 10            |
| <b>TOTAL</b>                                  |            | <b>9</b>    | <b>14</b>             | <b>20</b>            | <b>26</b>     |

#### Nota:

$x$  = valor obtenido en el indicador

$\leq x$  =  $x$  es mayor o igual que

$x < = x$  es menor que

A mayor logro en estos indicadores corresponde una puntuación más alta y a un menor logro respecto a la meta programada una puntuación más baja.

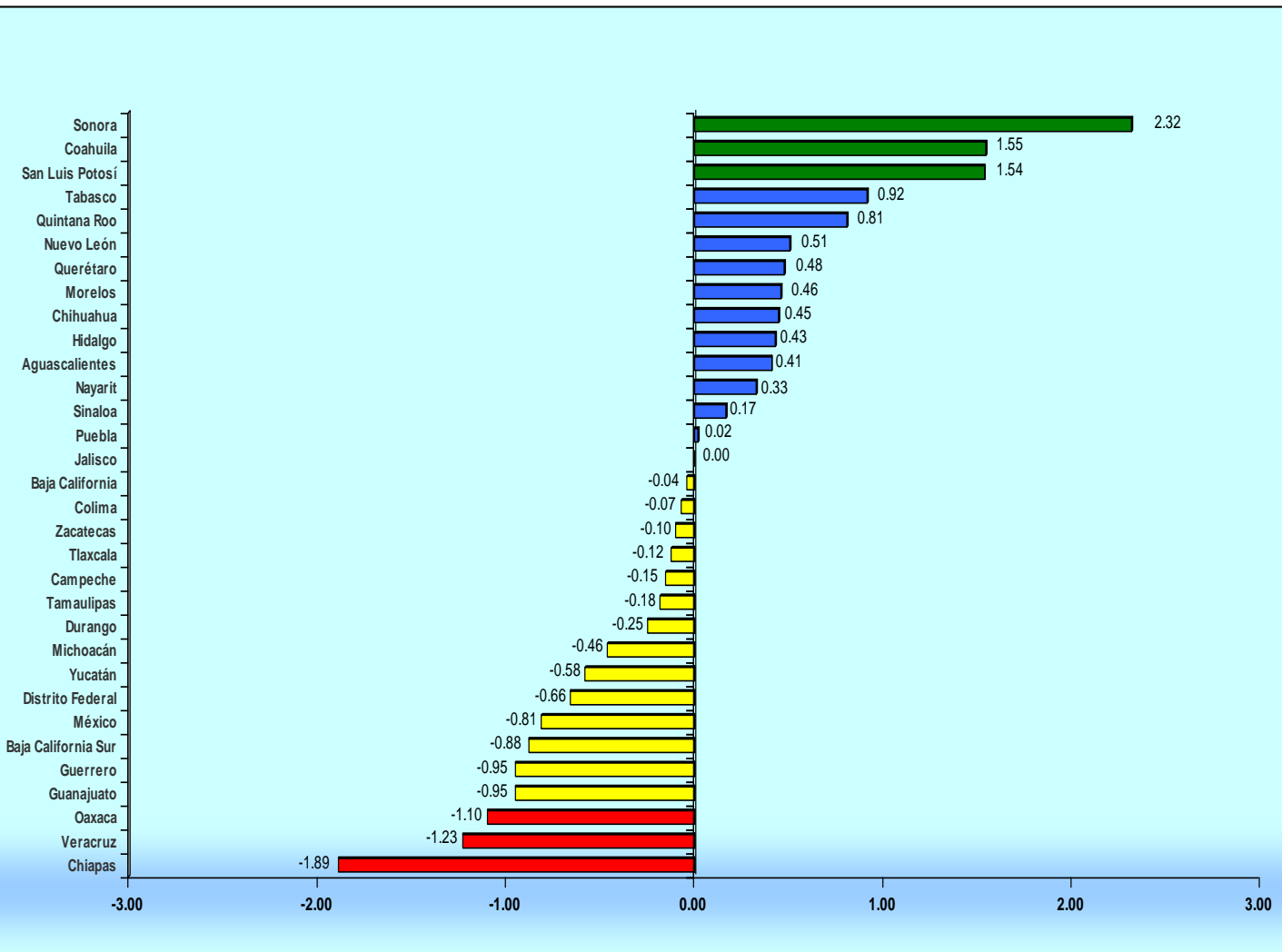


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# COMPARATIVO DE LOGROS vs ESTRUCTURA OPERATIVA





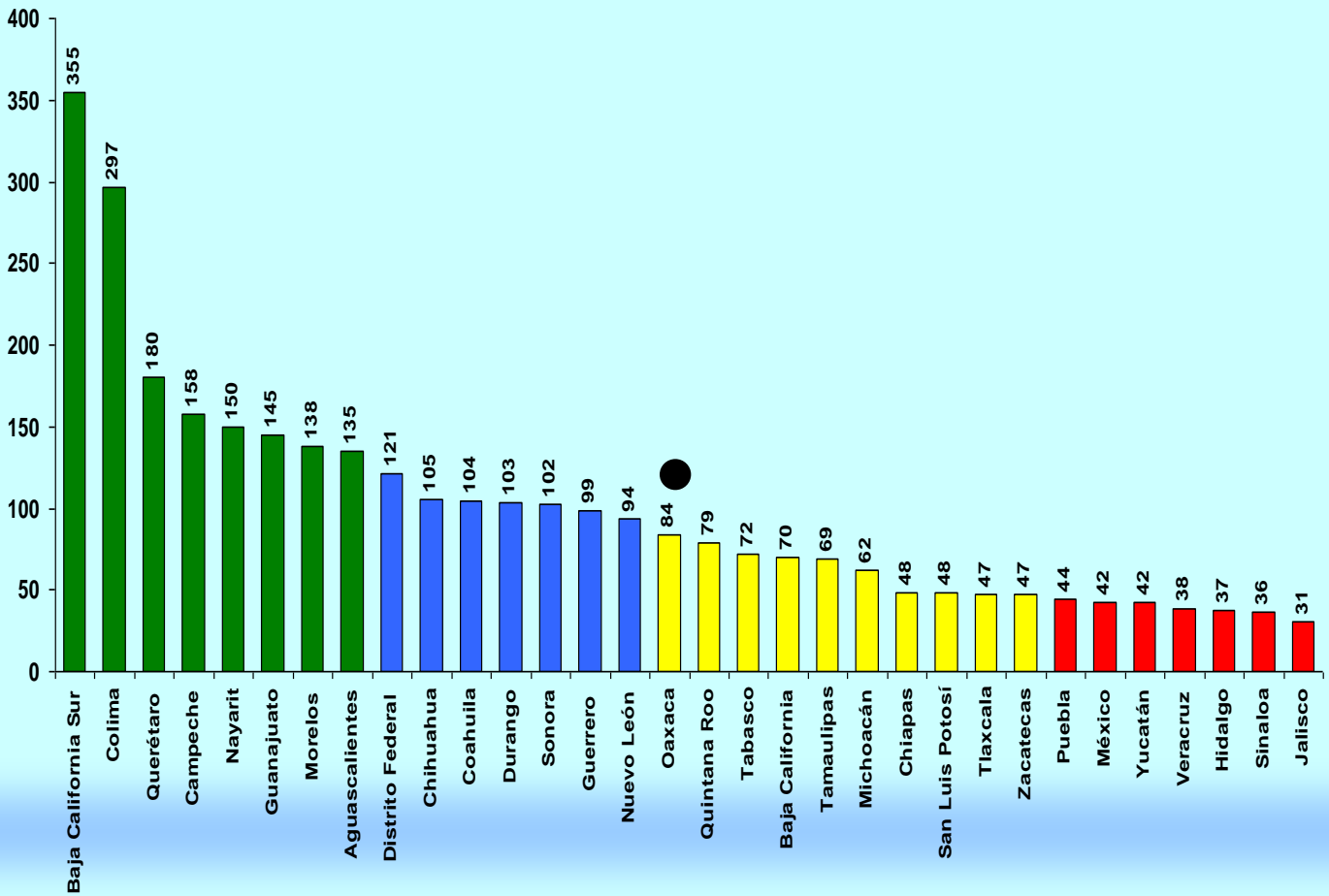
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# UCN's POR PLAZA COMUNITARIA

Nacional 82





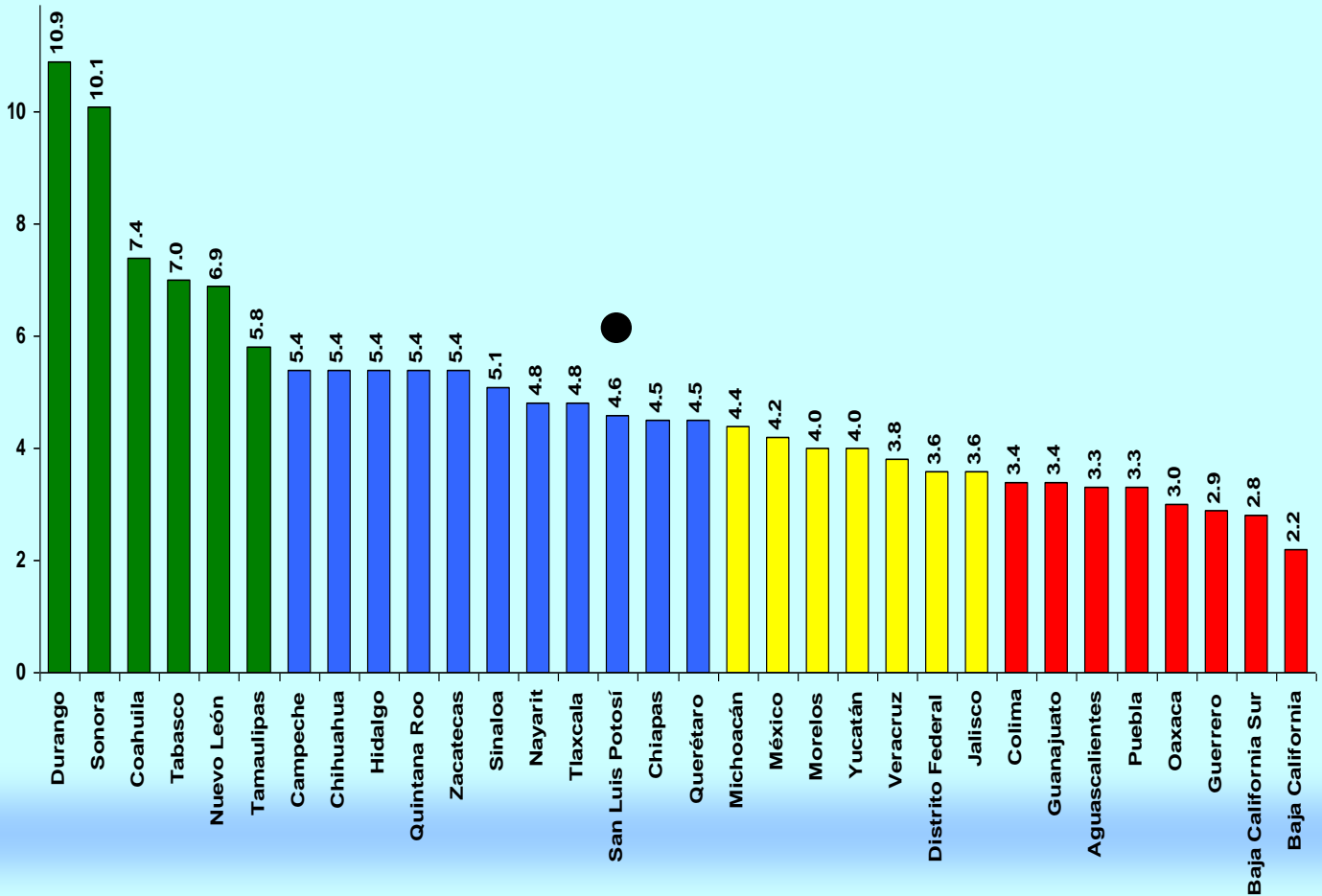
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# EXÁMENES ACREDITADOS POR EDUCANDO ACTIVO

Nacional 4.6





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## Procedimiento de evaluación

Se calcula el valor de cada indicador, de acuerdo a la fórmula definida, ordenando de mayor a menor las entidades de acuerdo a su propio valor, sin comparar su desempeño con los demás.

Se establecen rangos para cada indicador de acuerdo a su comportamiento, a través de los cuales se van asignando calificaciones a cada grupo.

## Categoría de Calidad

### PUNTUACIÓN

| INDICADOR   | GRUPOS |            |                      |                      |               |
|---|--------|------------|----------------------|----------------------|---------------|
|   |        | 4          | 3                    | 2                    | 1             |
| Índice de retención de adultos                            | Rango  | $x < 0.57$ | $0.57 \leq x < 0.62$ | $0.62 \leq x < 0.67$ | $0.67 \leq x$ |
|   | Valor  | 1          | 2                    | 4                    | 6             |
| Porcentaje de adultos con módulos                         | Rango  | $x < 70\%$ | $70\% \leq x < 75\%$ | $75\% \leq x < 80\%$ | $80\% \leq x$ |
|   | Valor  | 1          | 2                    | 4                    | 6             |
| Porcentaje de UCN obtenidos por examen final modular      | Rango  | $x < 85\%$ | $85\% \leq x < 90\%$ | $90\% \leq x < 95\%$ | $95\% \leq x$ |
|   | Valor  | 2          | 4                    | 6                    | 8             |
| Porcentaje de asesores incorporados con formación inicial | Rango  | $x < 15\%$ | $15\% \leq x < 30\%$ | $30\% \leq x < 45\%$ | $45\% \leq x$ |
|   | Valor  | 1          | 2                    | 3                    | 4             |
| <b>TOTAL</b>  |        | <b>5</b>   | <b>10</b>            | <b>17</b>            | <b>24</b>     |

$\leq x = x$  es mayor o igual que

A mayor logro en estos indicadores corresponde una puntuación más alta y a un menor logro respecto a la meta programada una puntuación más baja.

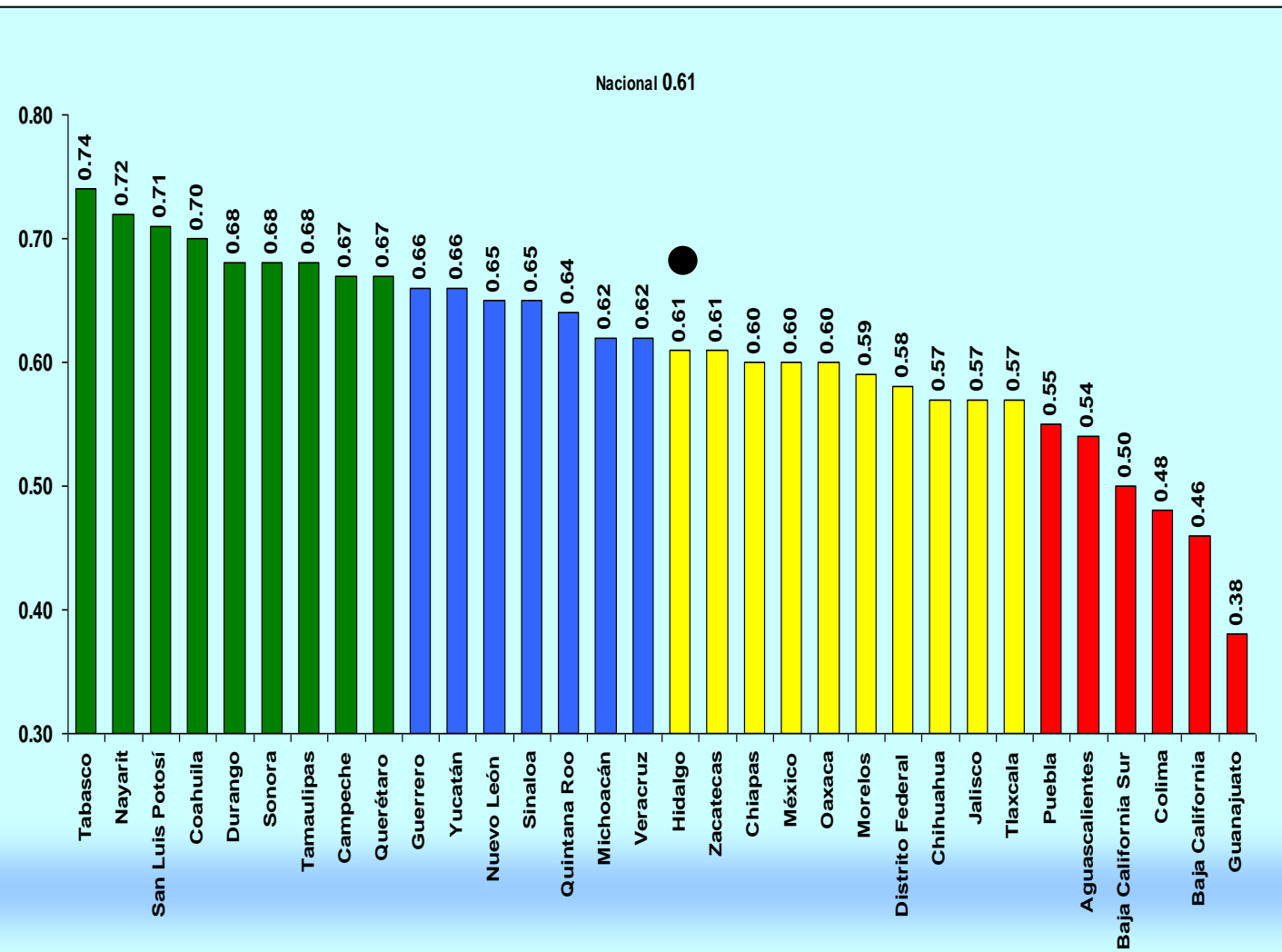


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# ÍNDICE DE RETENCIÓN







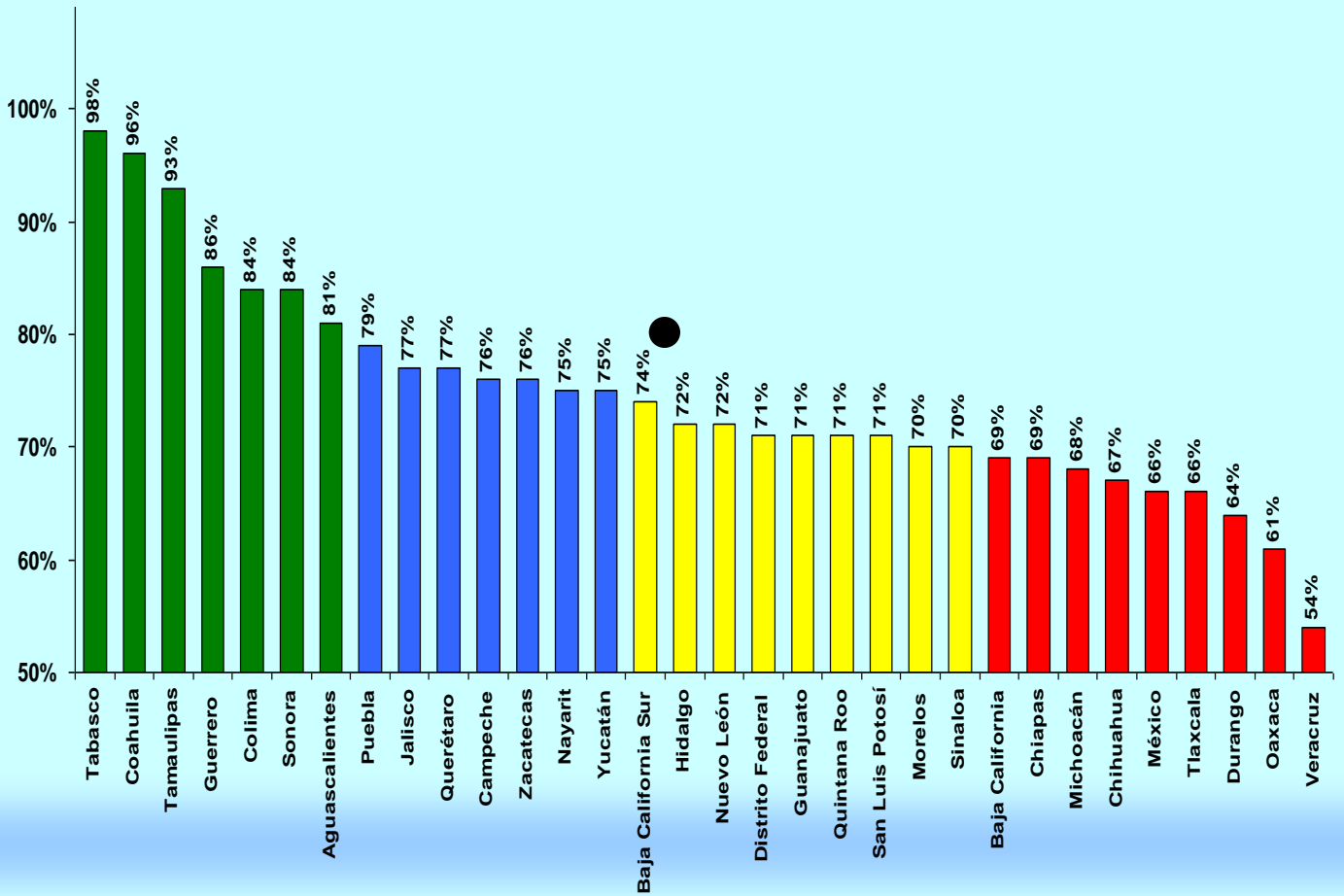
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# PORCENTAJE DE ADULTOS CON MÓDULO

Nacional 73%



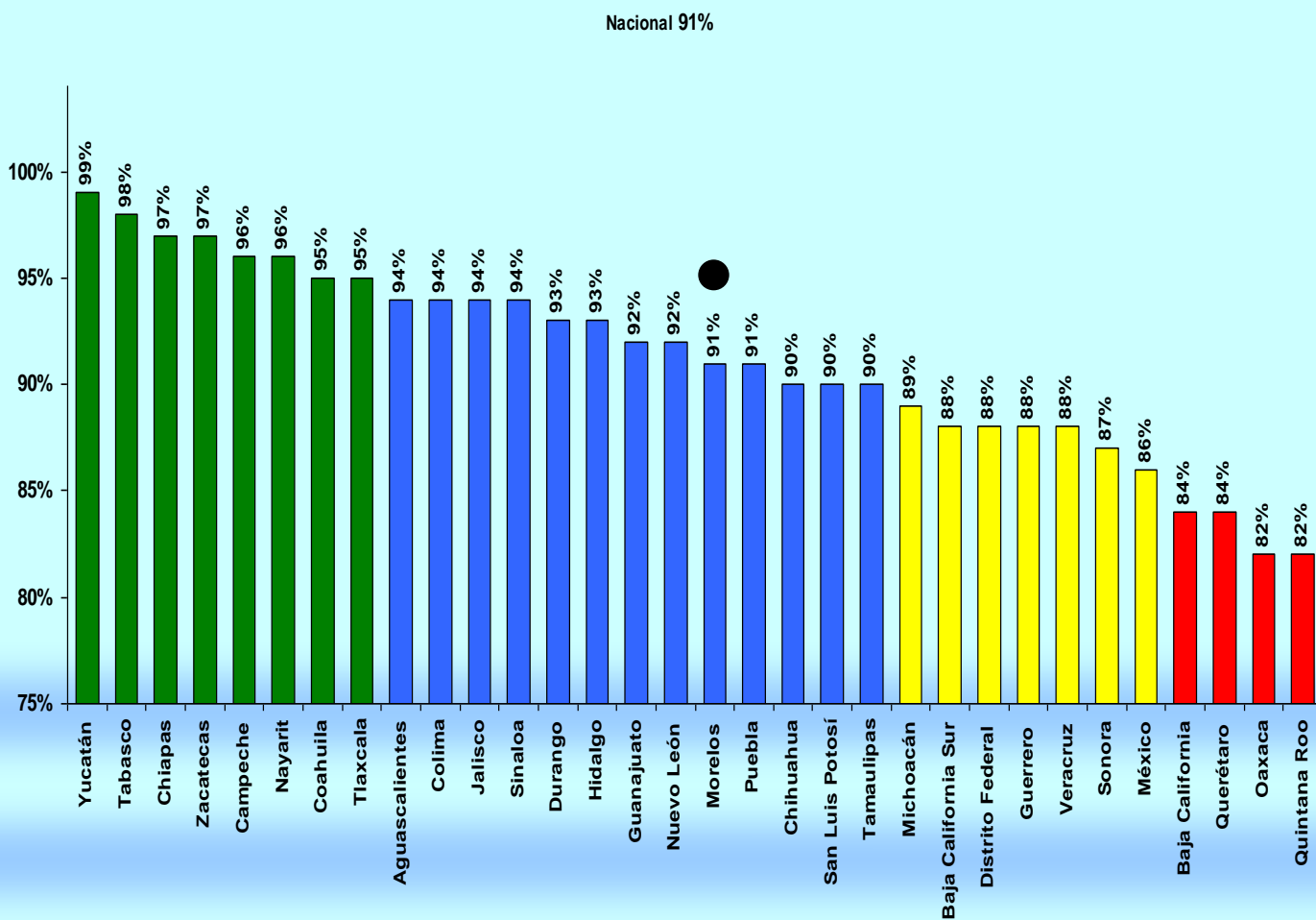


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# PORCENTAJE DE UCN's CON EXÁMEN FINAL MÓDULAR



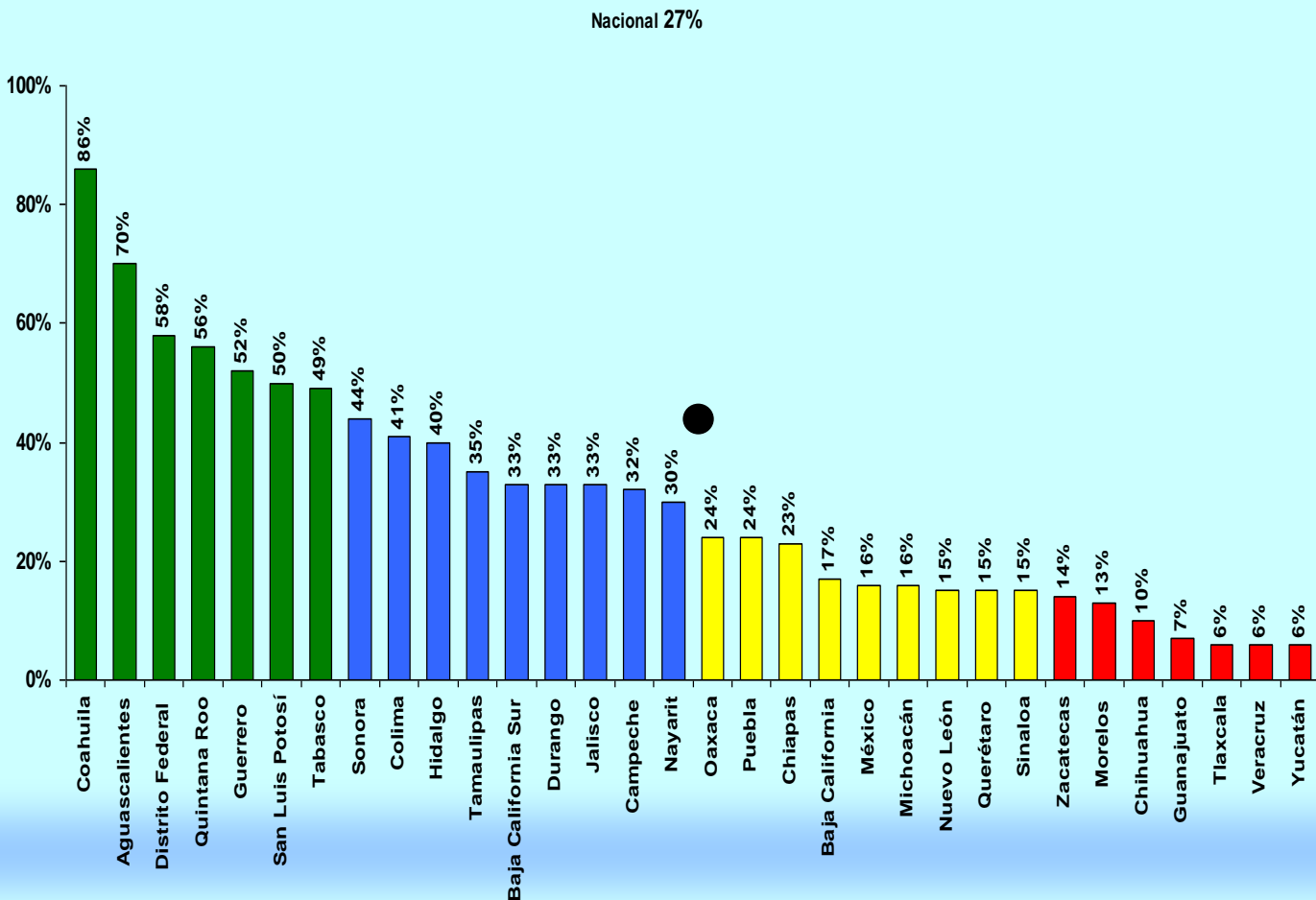


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# PORCENTAJE DE ASESORES INCORPORADOS CON FORMACIÓN INICIAL





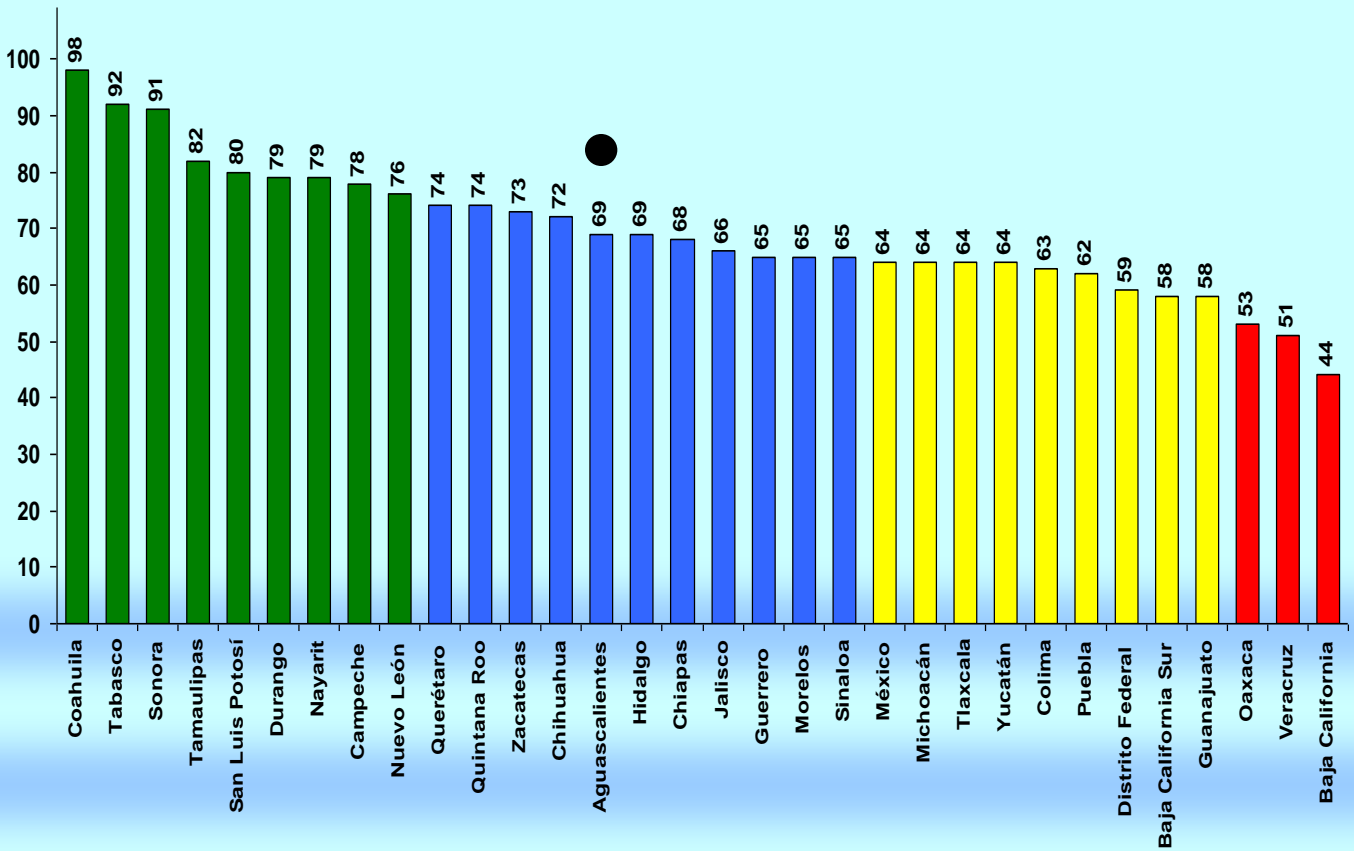
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# PUNTUACIÓN FINAL

Nacional 69



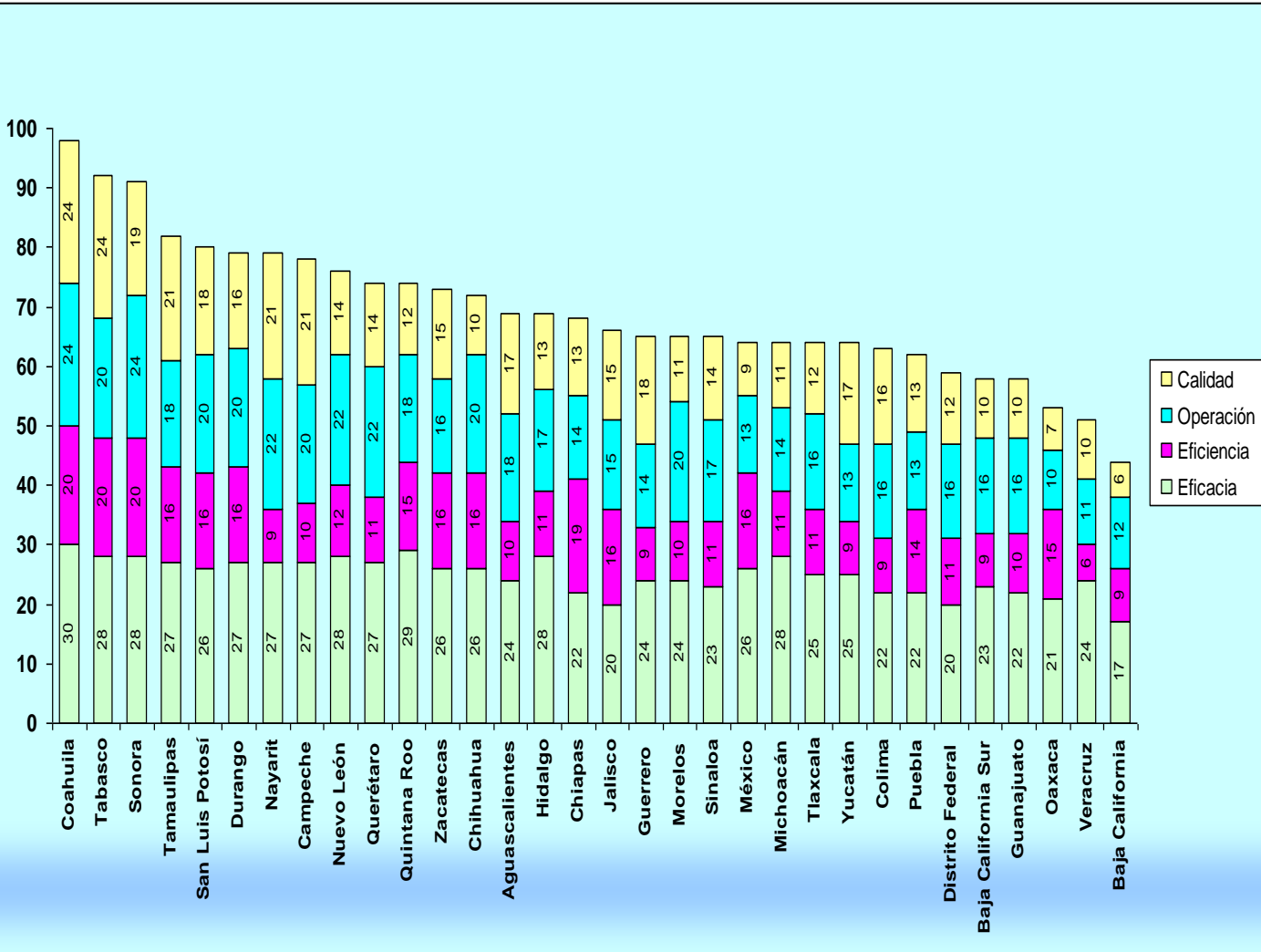


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# COMPOSICIÓN DE LA PUNTACIÓN





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# Resultados

La información que se expone a continuación, contiene un panorama general sobre la evaluación de desempeño de las entidades federativas del país, correspondiente al período del ejercicio Enero – Diciembre de 2011, del Modelo de Evaluación Institucional "MEI".

De un total de 32 estados, **9** que representan el **(28 %)** están en el rango **Óptimo**; con el siguiente puntaje: Coahuila 98, Tabasco 92, Sonora 91, Tamaulipas 82, San Luis Potosí 80, Durango 79, Nayarit 79, Campeche 78 y Nuevo León 76.

**11** de las entidades que representan el **(34%)**, obtuvieron una calificación en el rango **Bueno**.; Querétaro 74, Quintana Roo 74, Zacatecas 73, Chihuahua 72, Aguascalientes 69, Hidalgo 69, Chiapas 68, Jalisco 66, Guerrero 65, Morelos 65 y Sinaloa 65.

**9** de las entidades que representan el **(34%)**, obtuvieron una calificación en el rango **Regular**: México 64, Michoacán 64, Tlaxcala 64, Yucatán 64, Colima 63, Puebla 62, Distrito Federal 59, Baja California Sur 58 y Guanajuato 58.

**3** de las entidades restantes **(9%)**, obtuvieron una calificación en el rango **Deficiente**: Oaxaca 53, Veracruz 51 y Baja California 44.



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# Desempeño por Entidad Geográficamente

ÓPTIMO DESEMPEÑO

BUEN DESEMPEÑO

REGULAR DESEMPEÑO

DEFICIENTE DESEMPEÑO





**GOBIERNO  
FEDERAL**

**SEP**

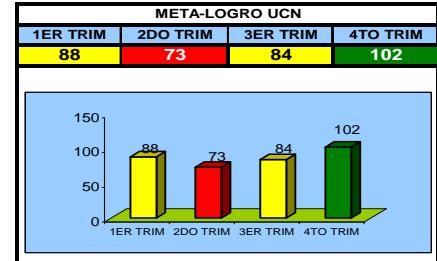
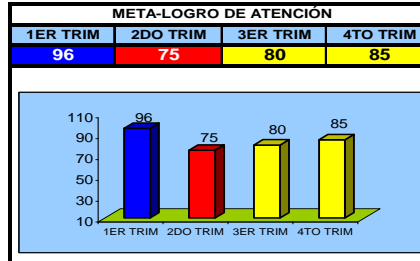
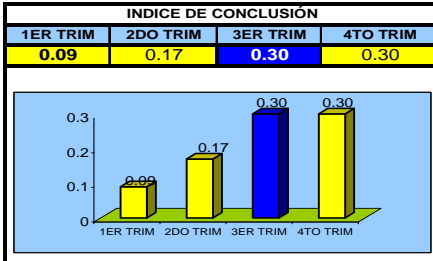


# Tendencia de Indicadores

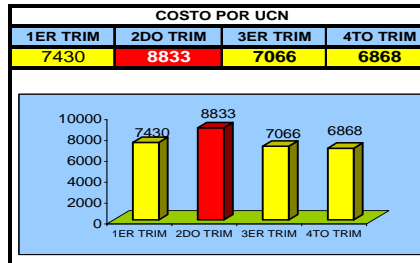
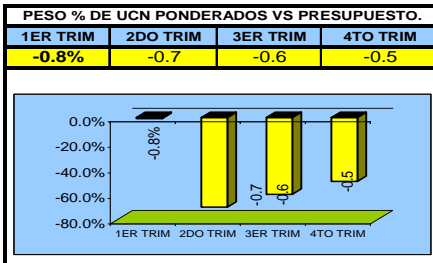


## INDICADORES DE EVALUACIÓN 2011

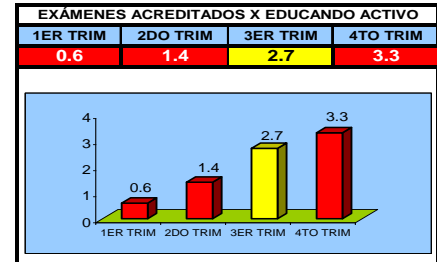
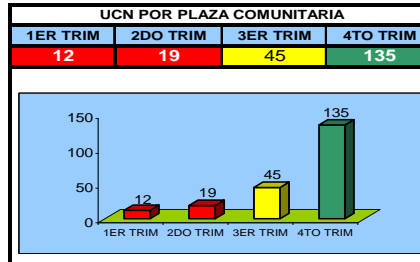
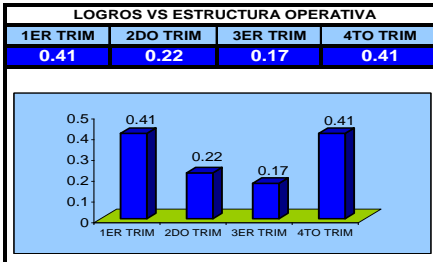
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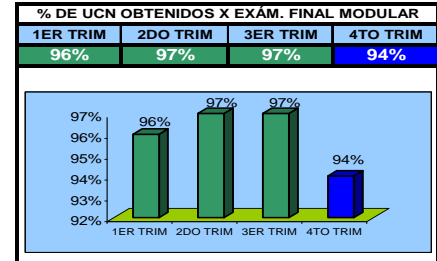
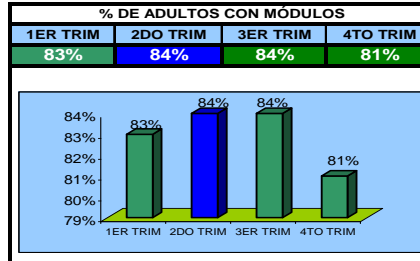
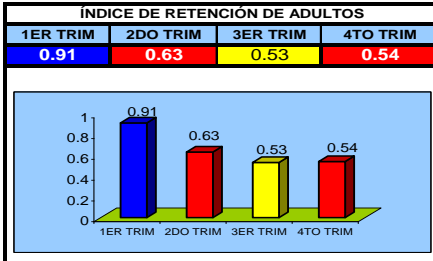
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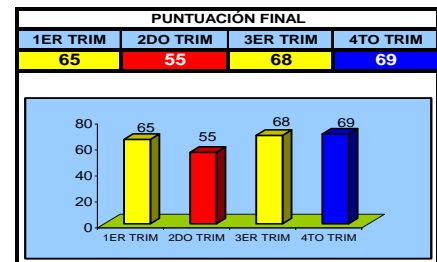
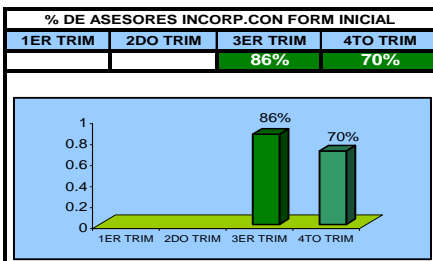
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

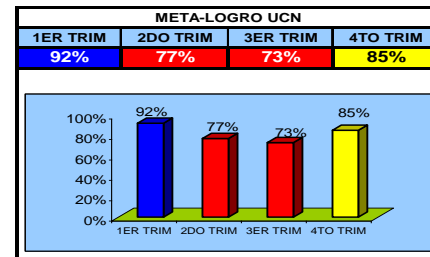
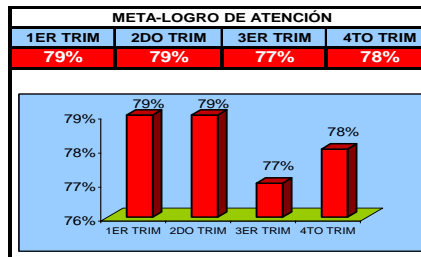
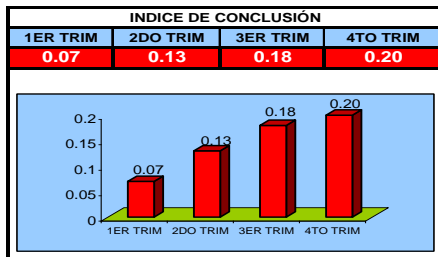
Buen desempeño

Regular desempeño

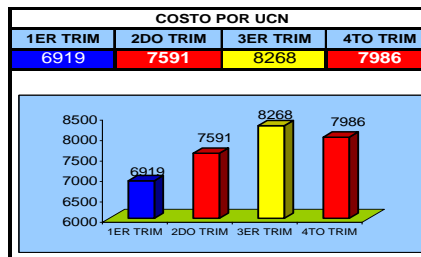
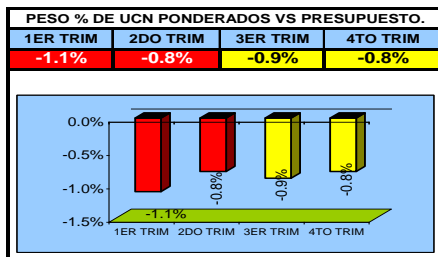
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

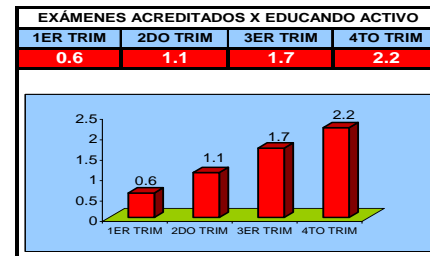
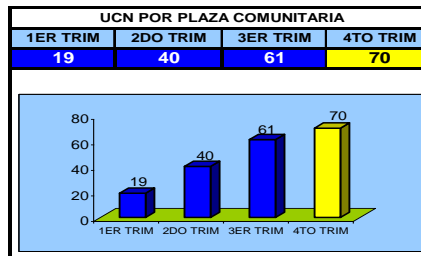
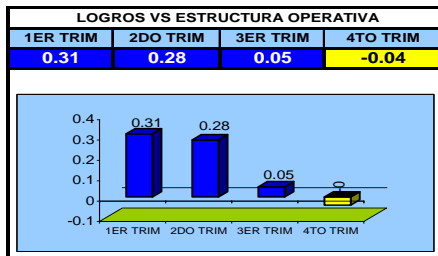
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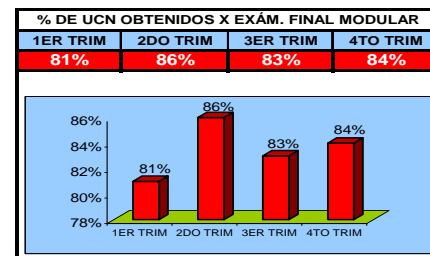
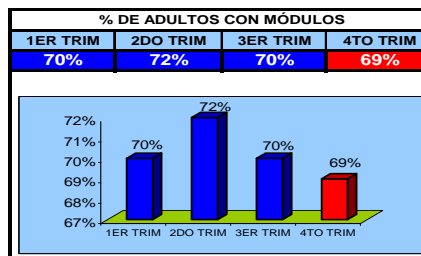
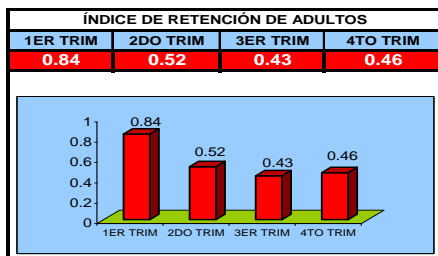
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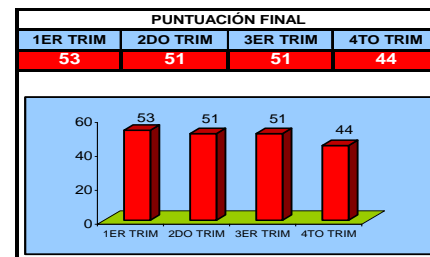
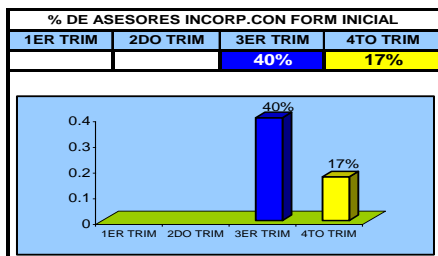
OPERACIÓN



CALIDAD

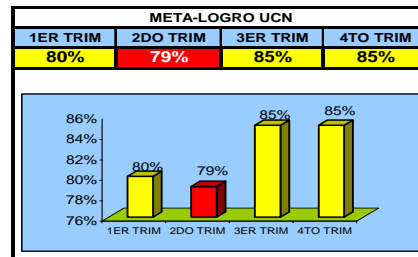
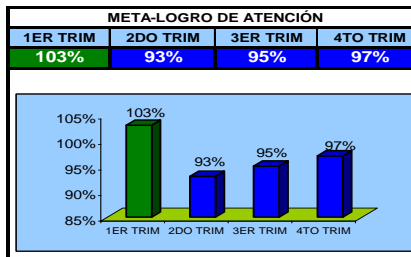
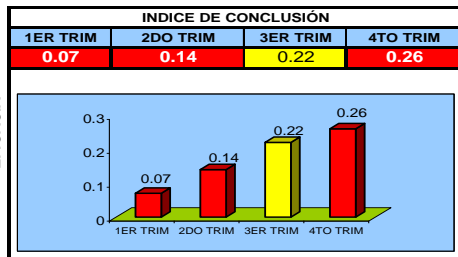


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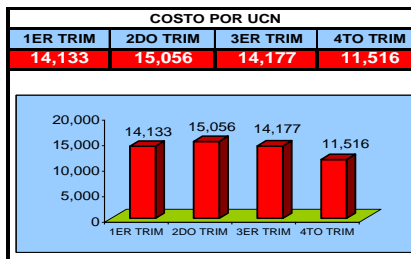
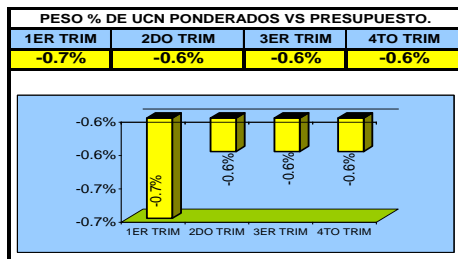


## INDICADORES DE EVALUACIÓN 2011

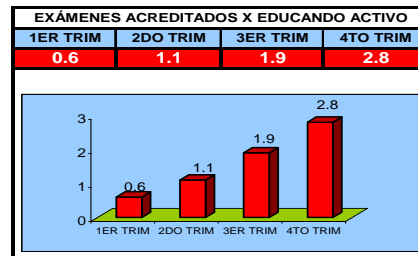
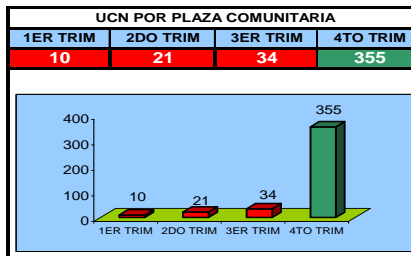
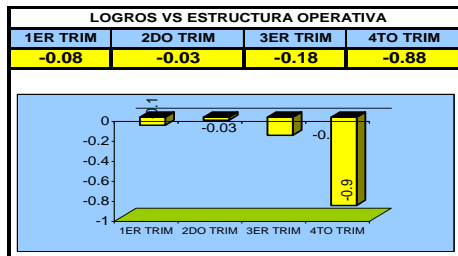
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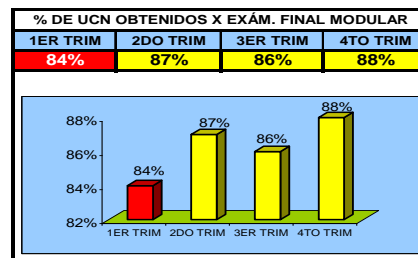
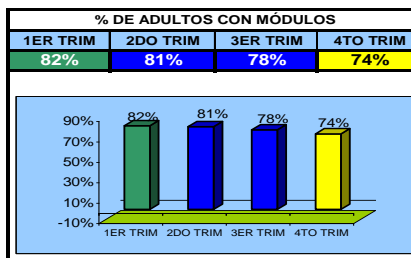
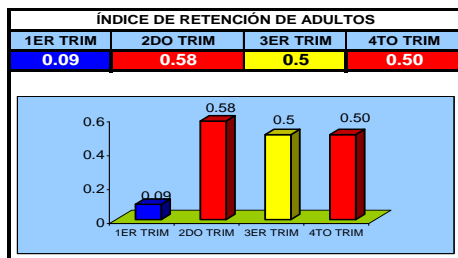
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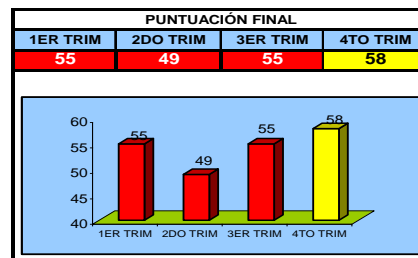
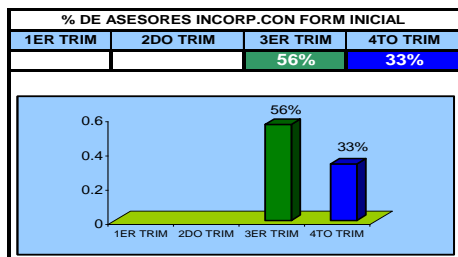
OPERACIÓN



CALIDAD

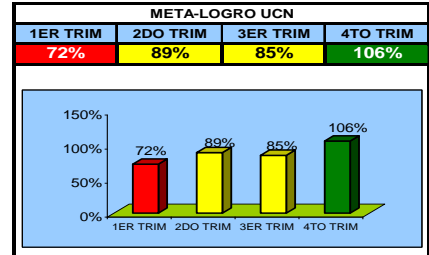
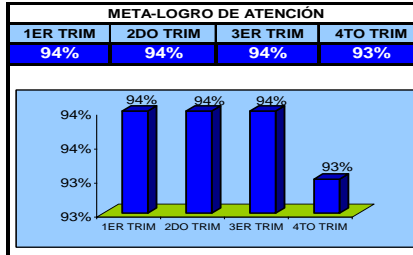
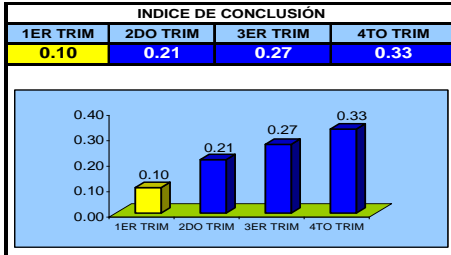


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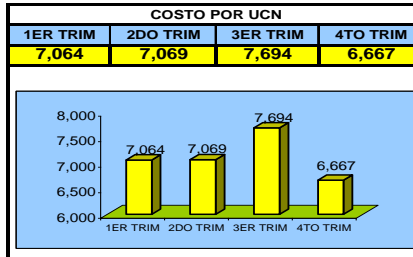
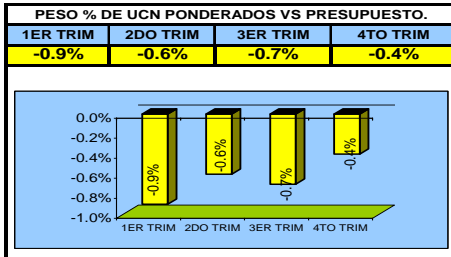


## INDICADORES DE EVALUACIÓN 2011

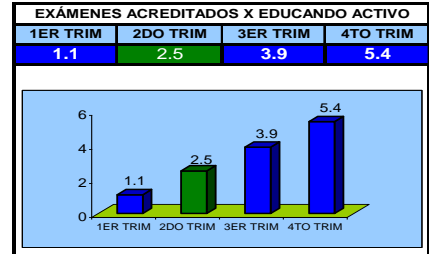
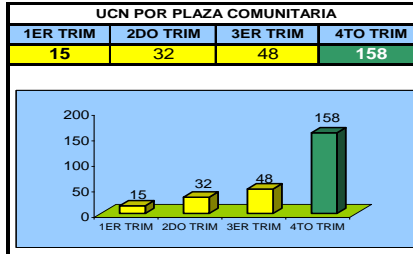
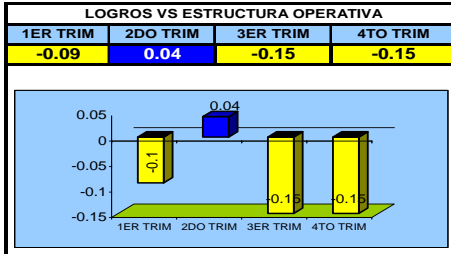
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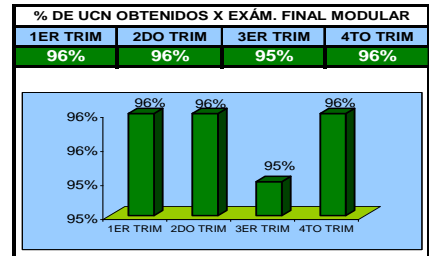
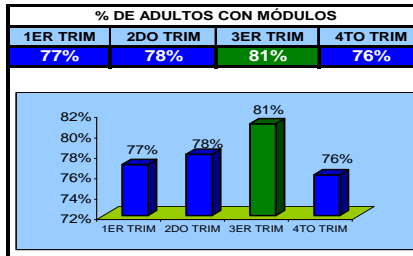
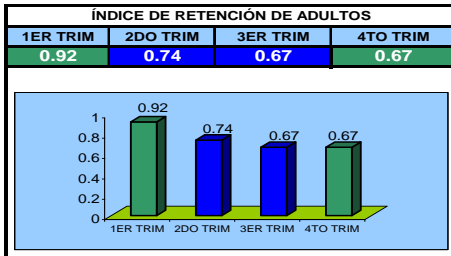
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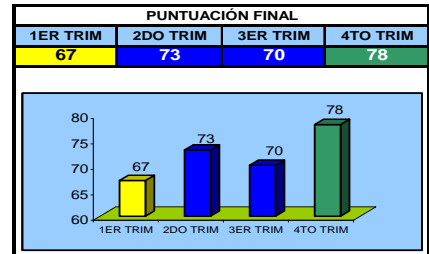
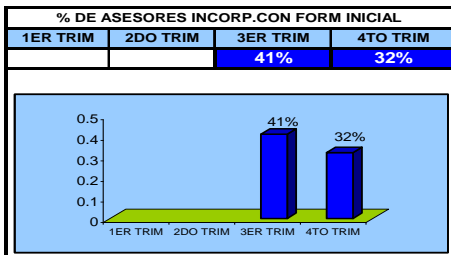
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

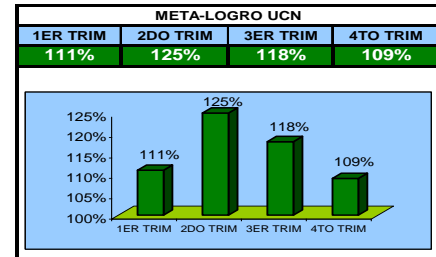
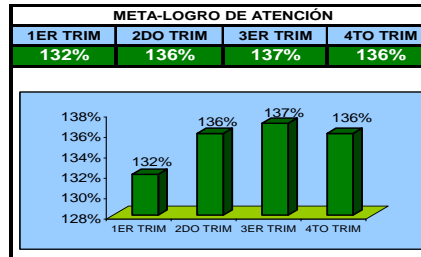
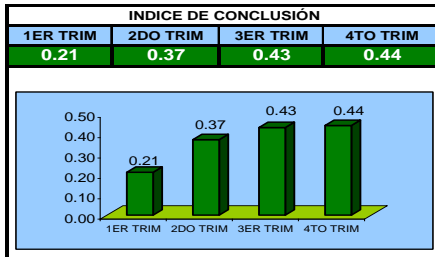
Buen desempeño

Regular desempeño

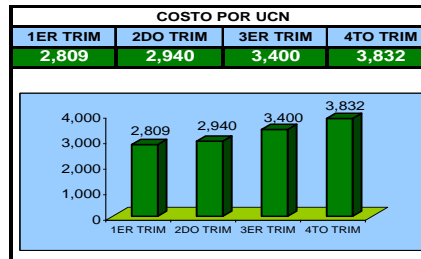
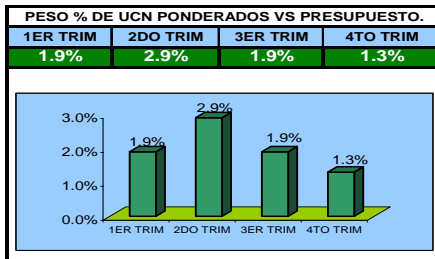
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## INDICADORES DE EVALUACIÓN 2011

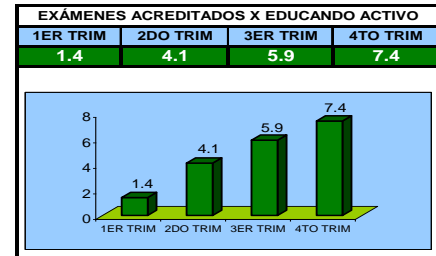
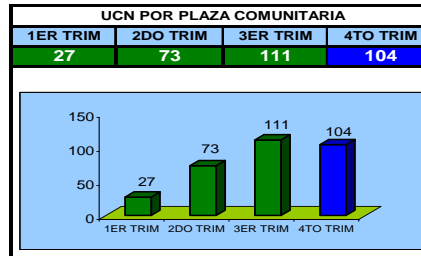
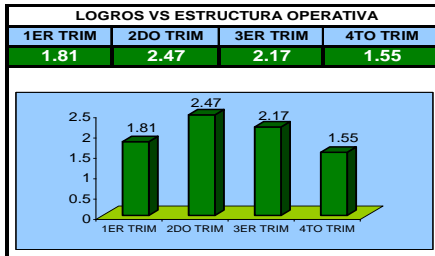
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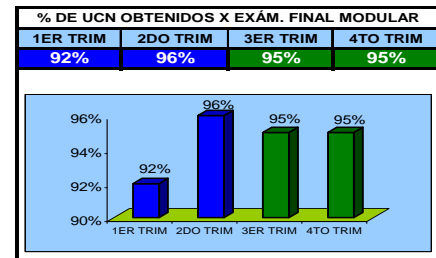
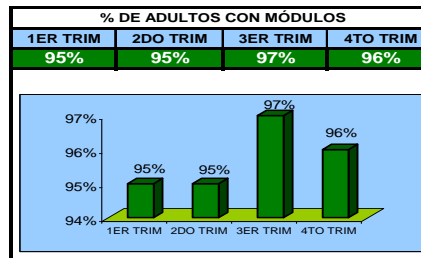
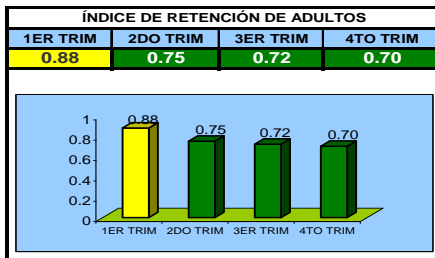
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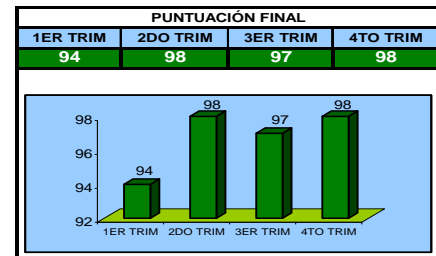
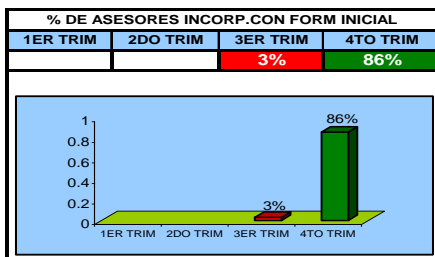
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

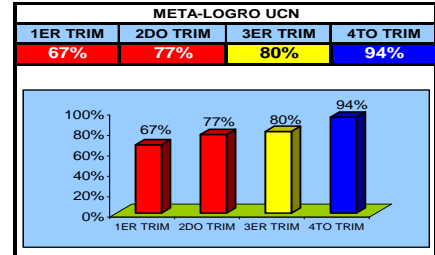
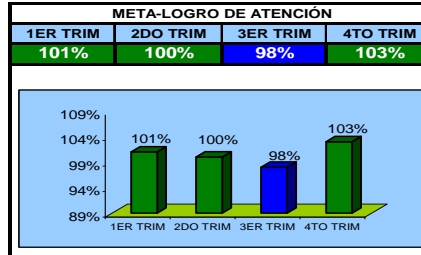
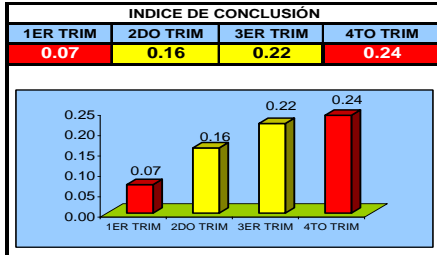
Buen desempeño

Regular desempeño

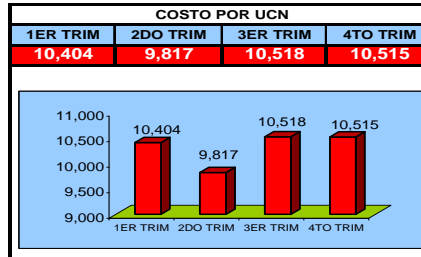
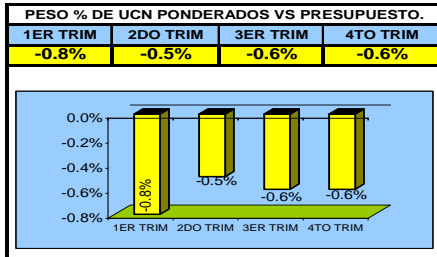
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

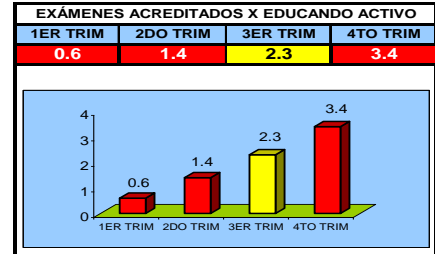
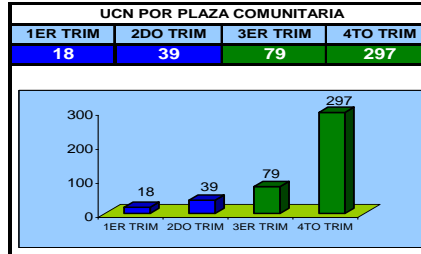
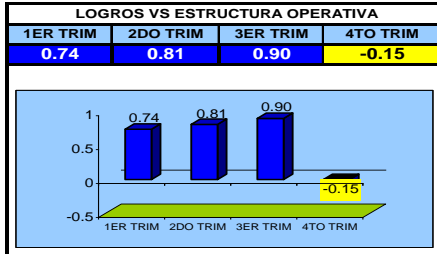
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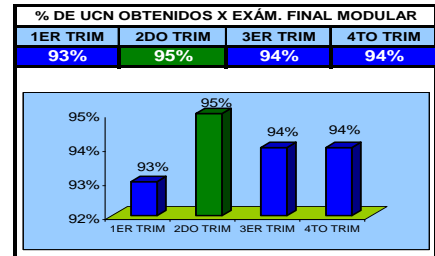
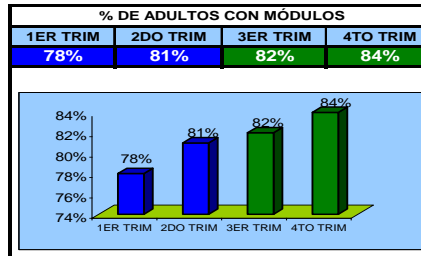
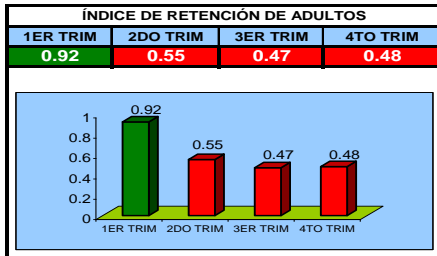
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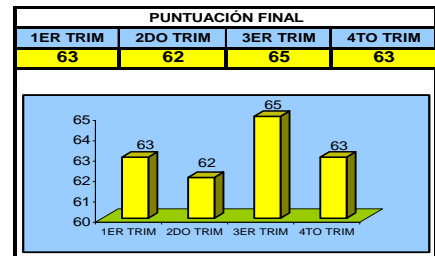
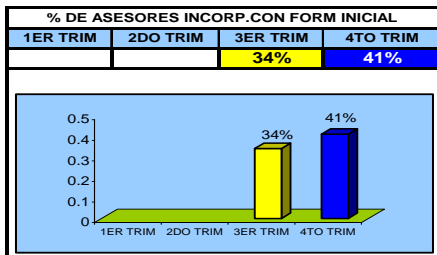
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

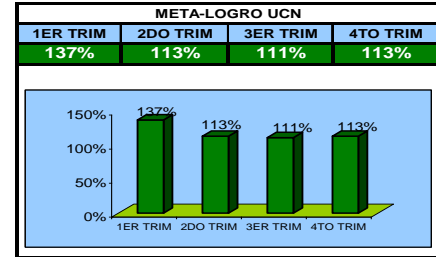
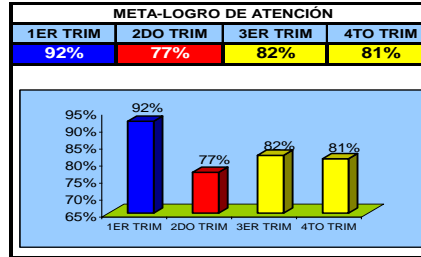
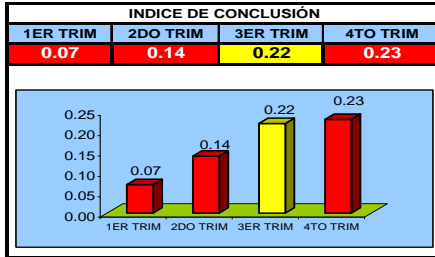
Buen desempeño

Regular desempeño

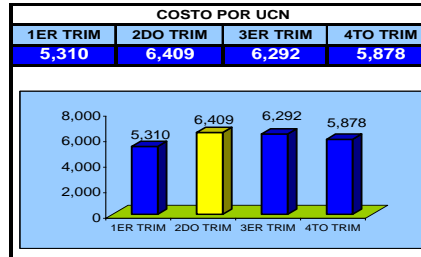
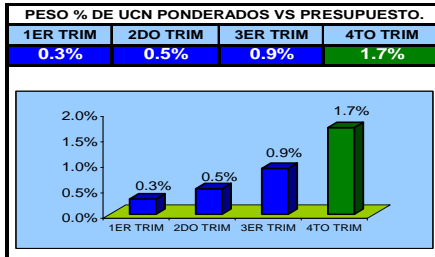
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

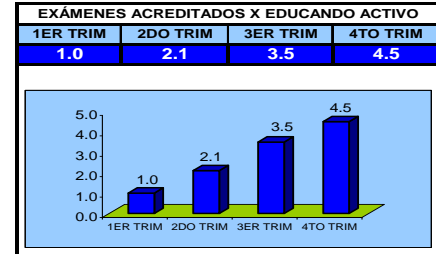
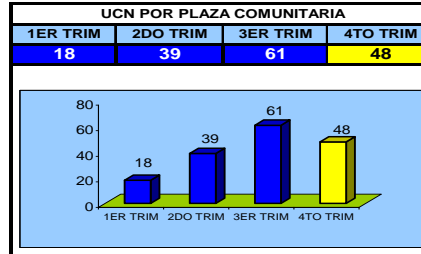
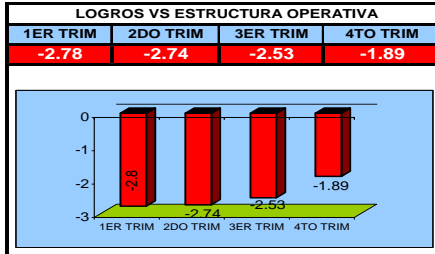
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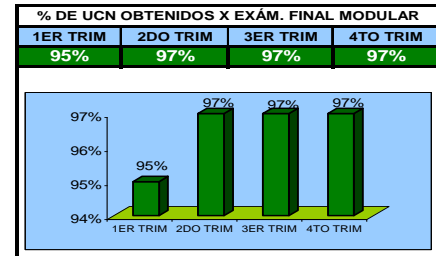
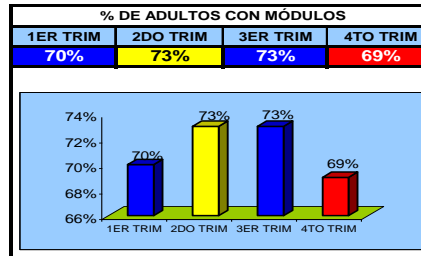
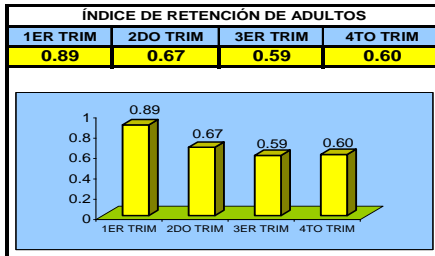
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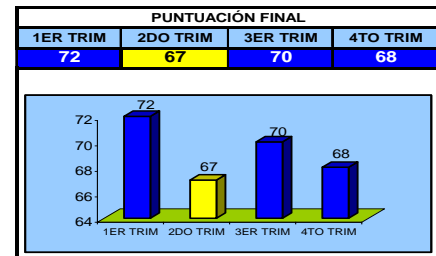
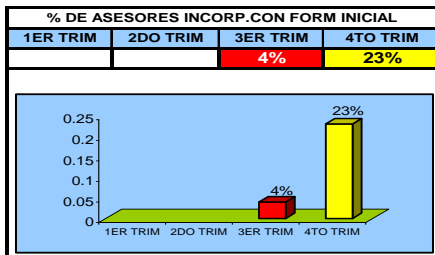
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

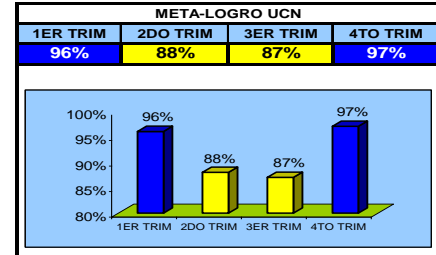
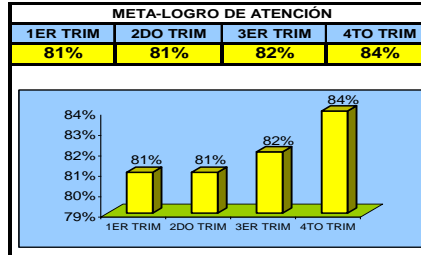
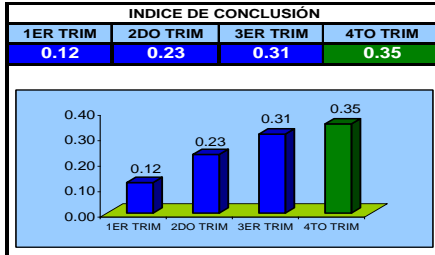
Buen desempeño

Regular desempeño

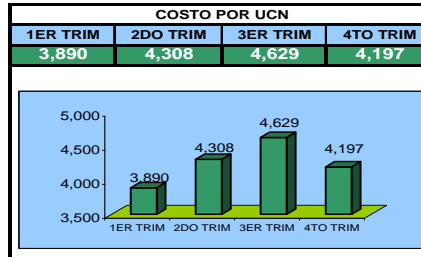
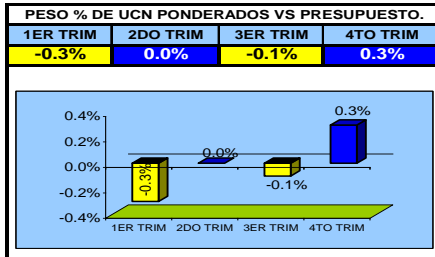
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

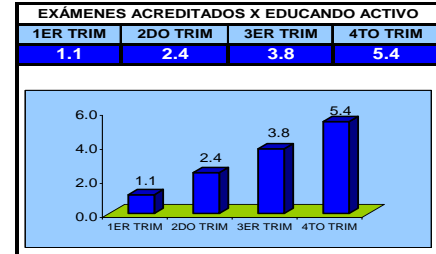
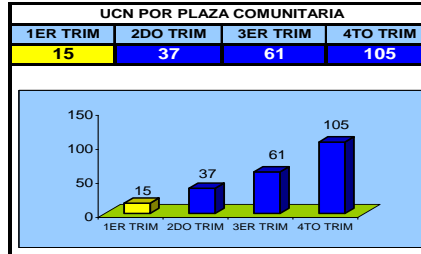
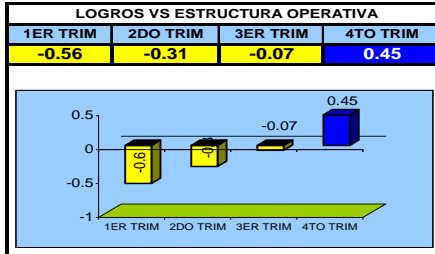
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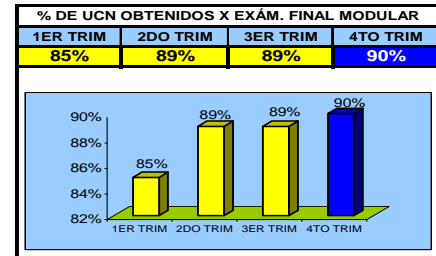
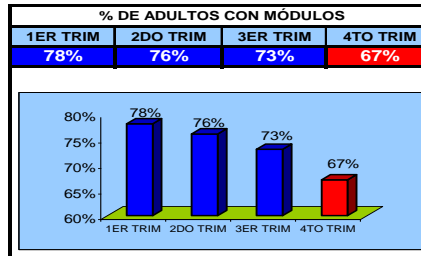
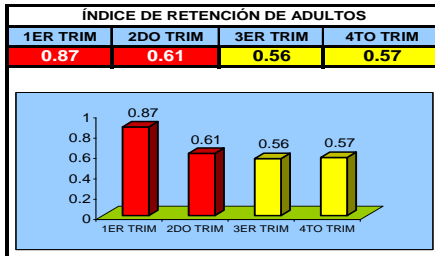
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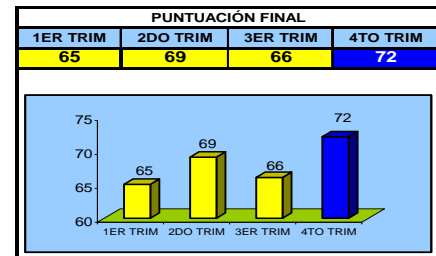
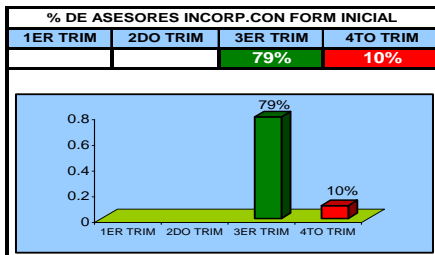
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

Buen desempeño

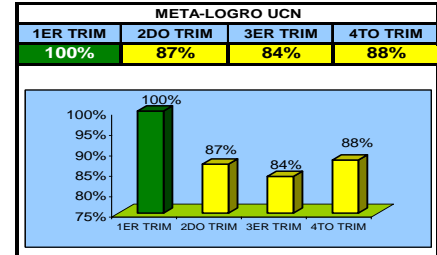
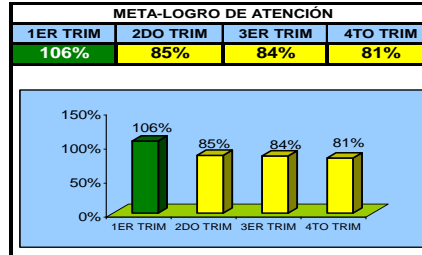
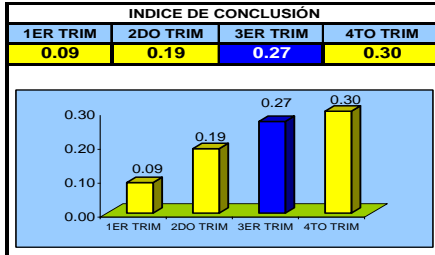
Regular desempeño

Deficiente desempeño

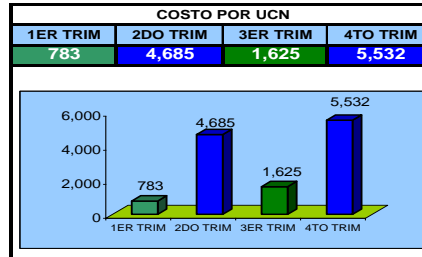
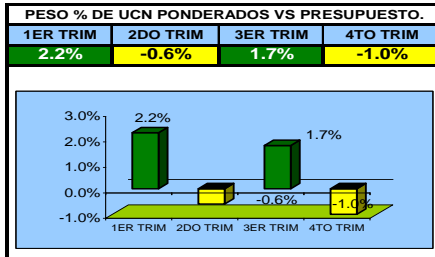


## INDICADORES DE EVALUACIÓN 2011

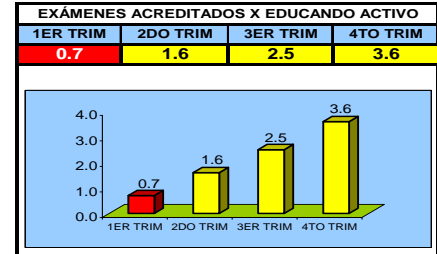
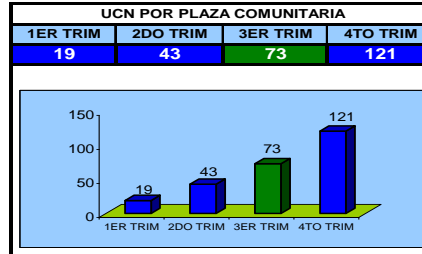
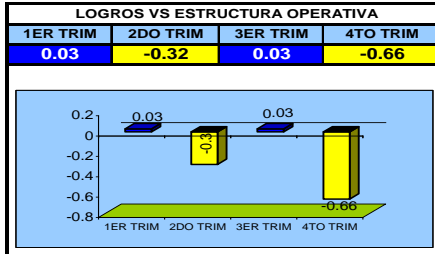
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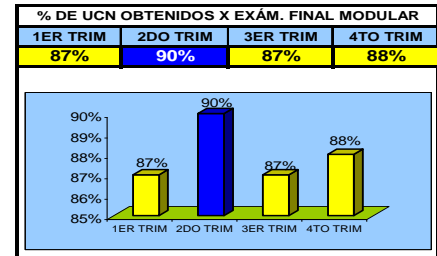
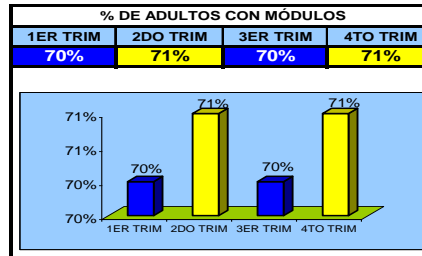
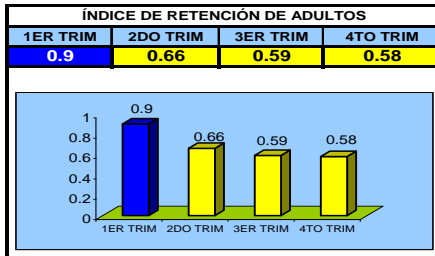
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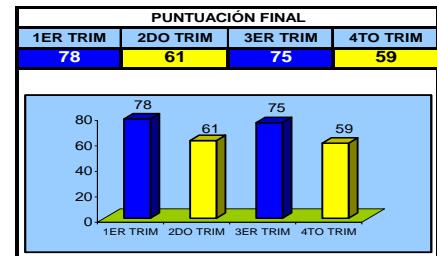
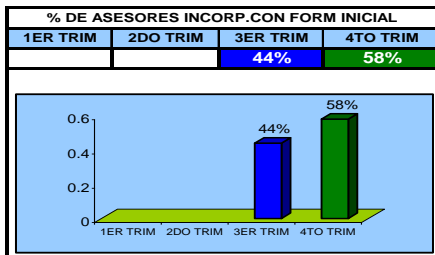
OPERACIÓN



CALIDAD



CALIDAD



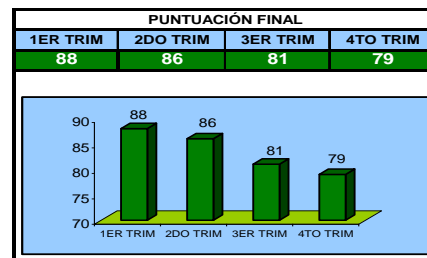
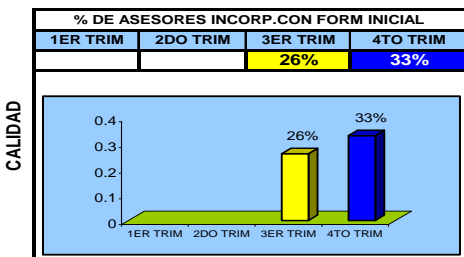
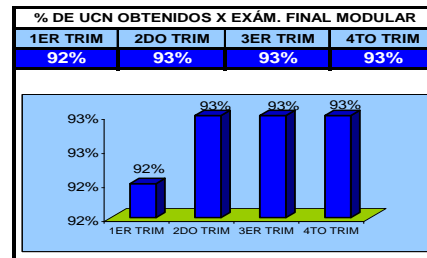
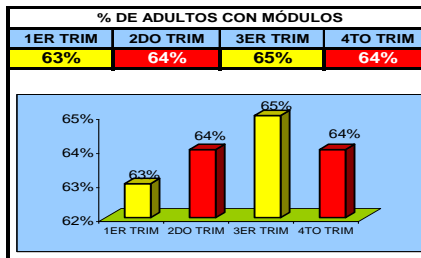
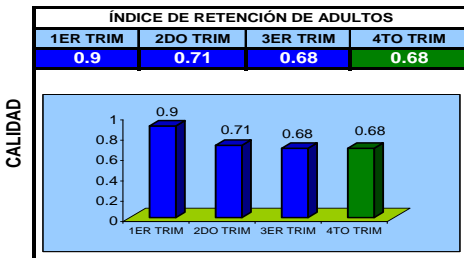
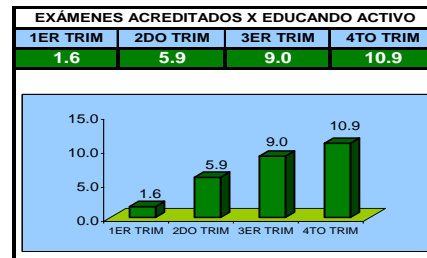
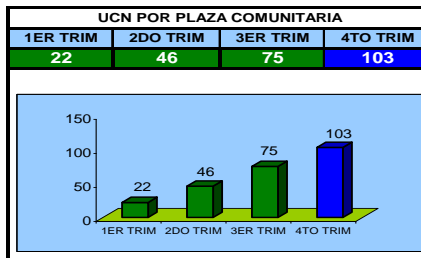
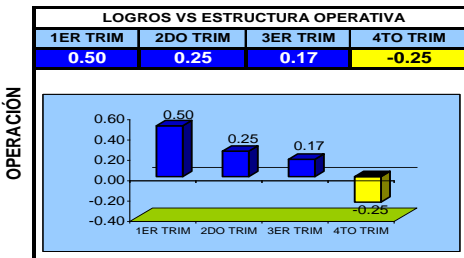
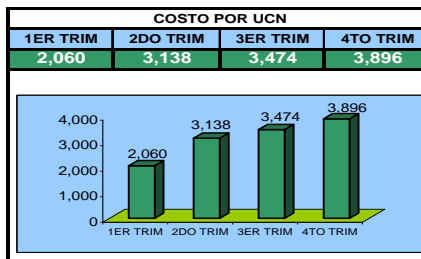
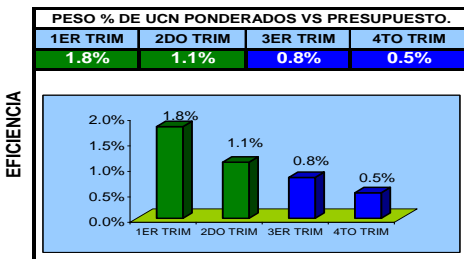
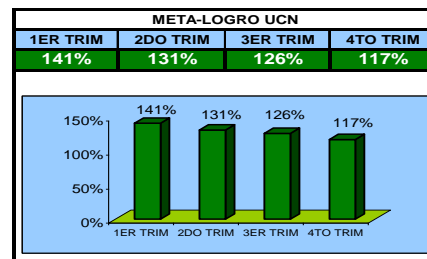
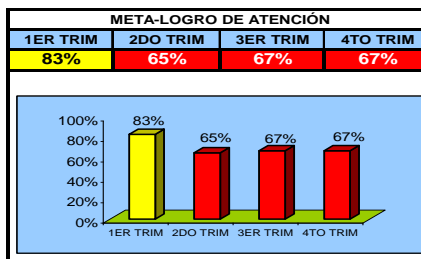
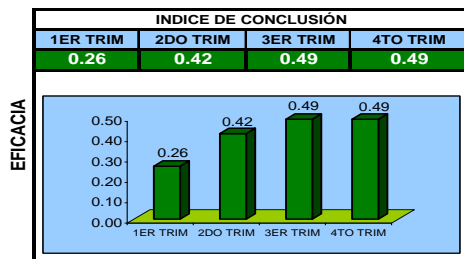
Optimo desempeño

Buen desempeño

Regular desempeño

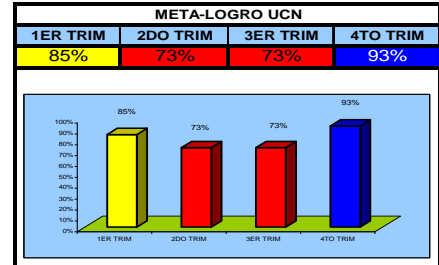
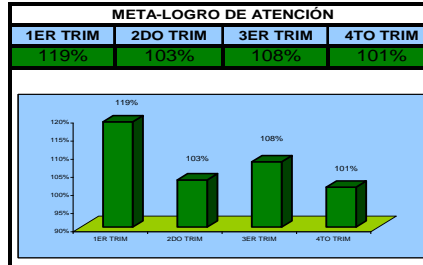
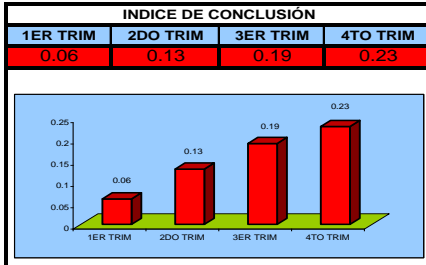
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

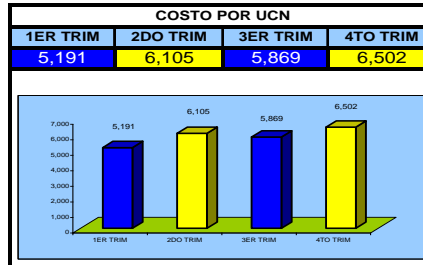
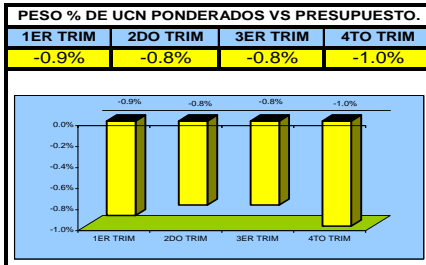


## INDICADORES DE EVALUACIÓN 2011

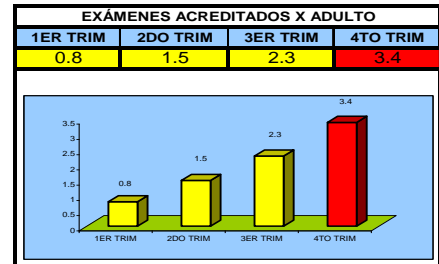
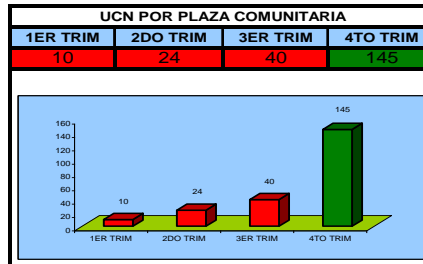
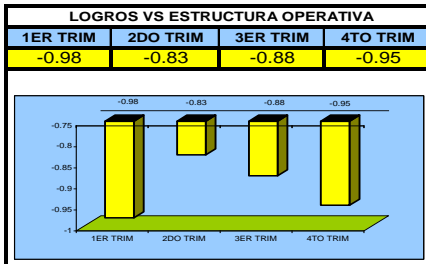
EFICACIA



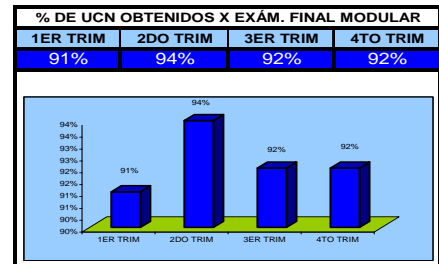
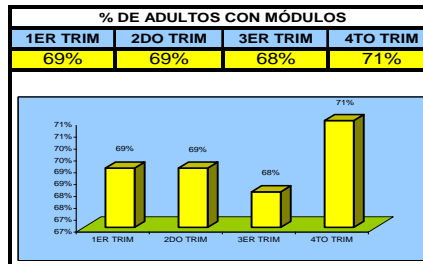
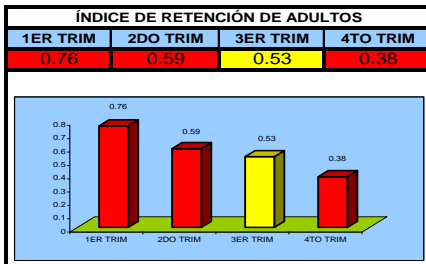
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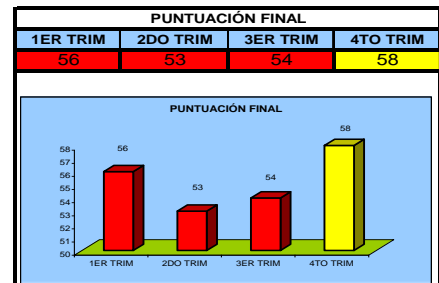
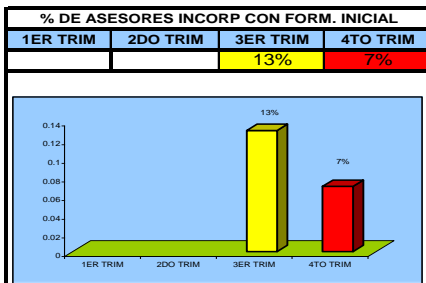
OPERACIÓN



CALIDAD

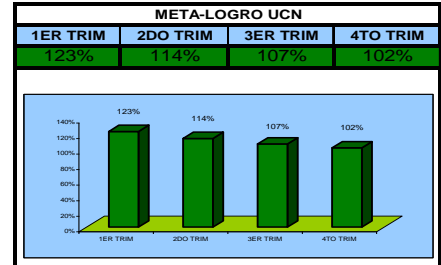
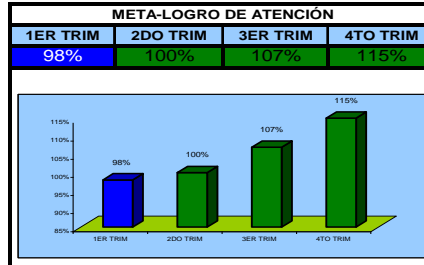
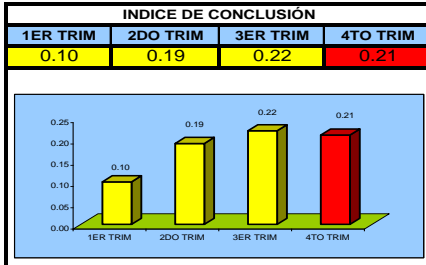


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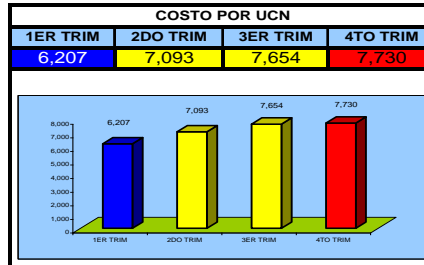
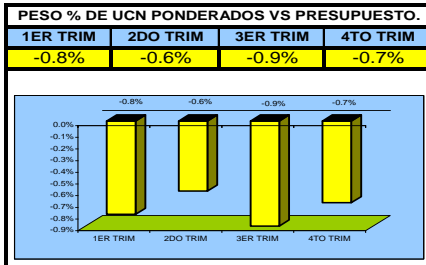


## INDICADORES DE EVALUACIÓN 2011

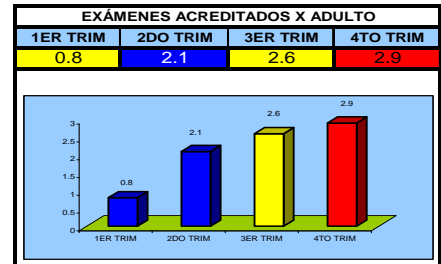
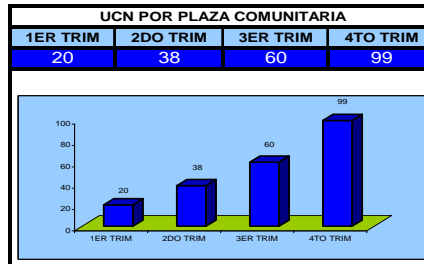
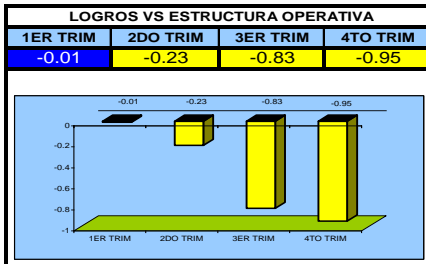
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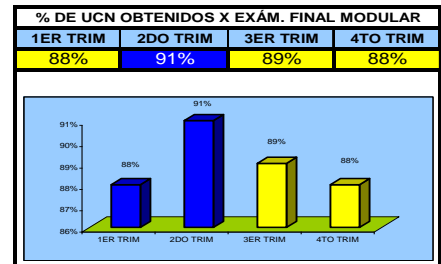
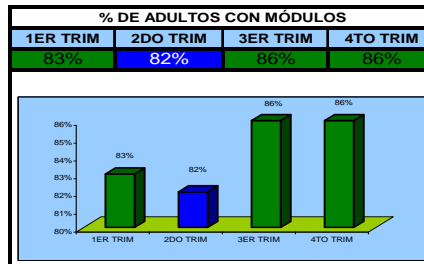
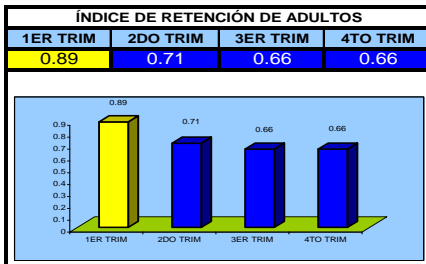
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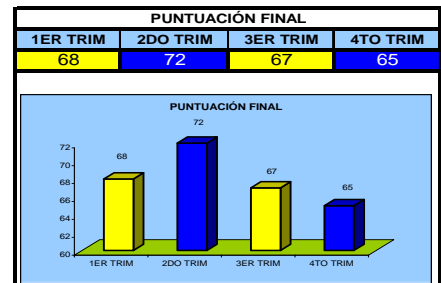
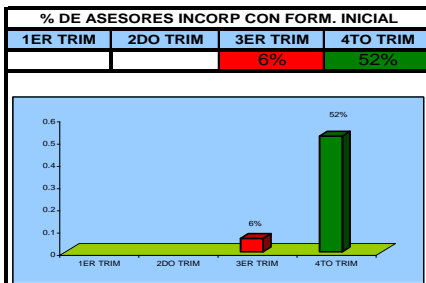
OPERACIÓN



CALIDAD

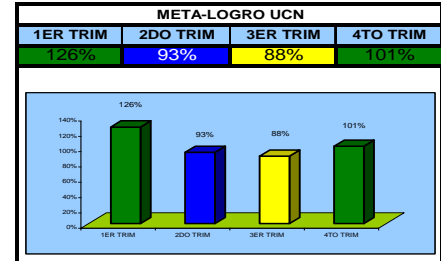
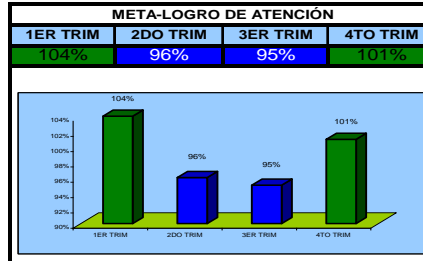
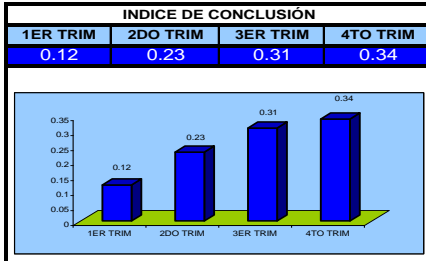


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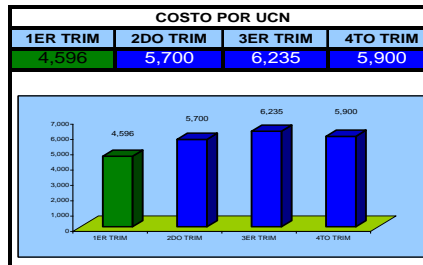
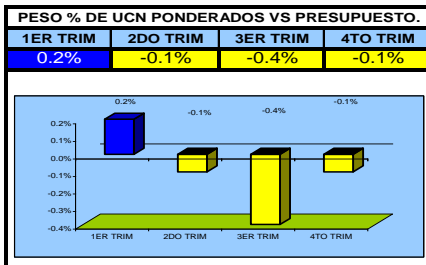


## INDICADORES DE EVALUACIÓN 2011

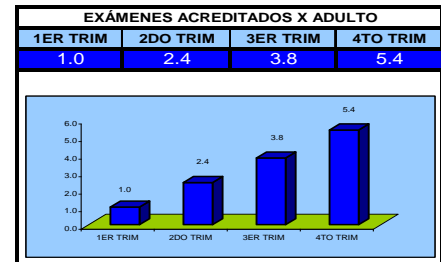
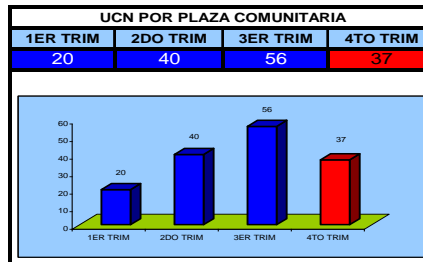
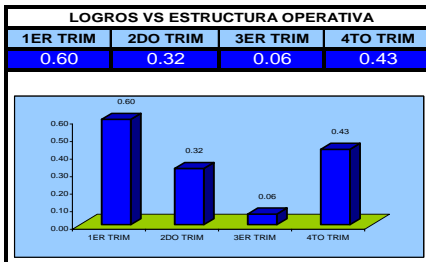
EFICACIA



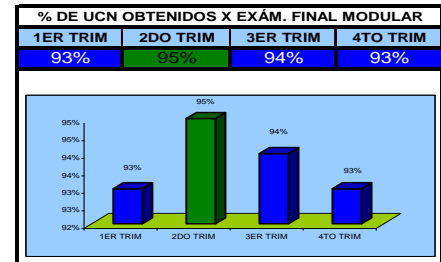
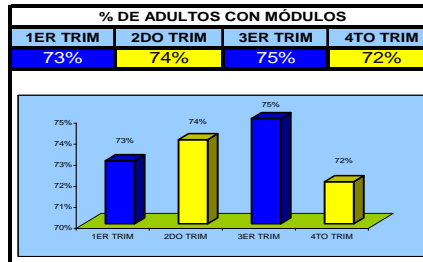
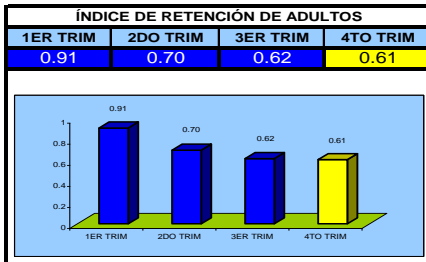
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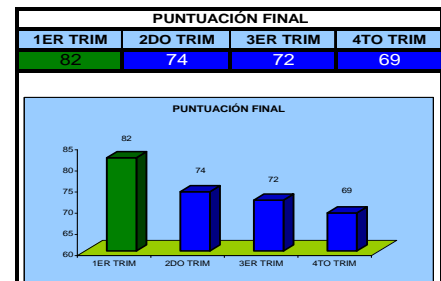
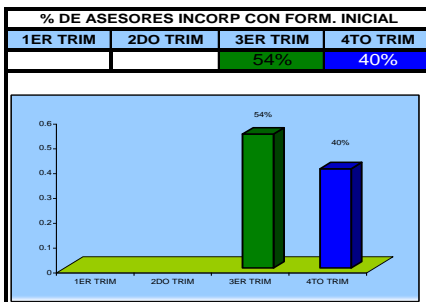
OPERACIÓN



CALIDAD

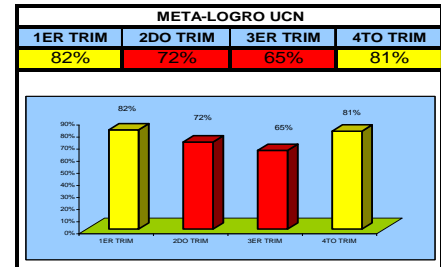
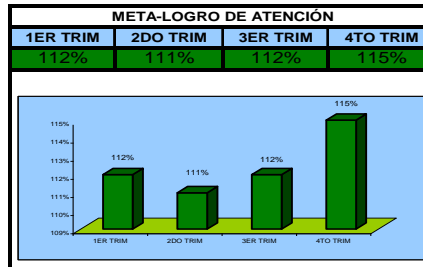
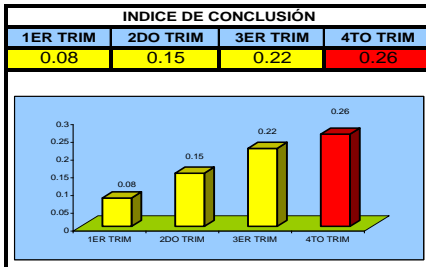


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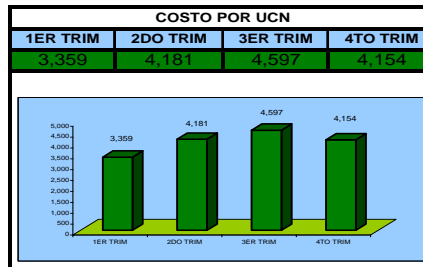
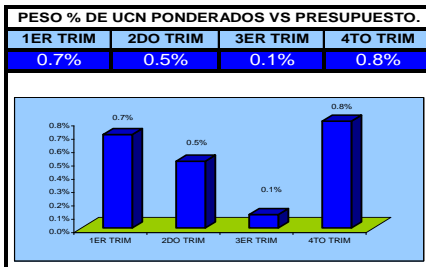


## INDICADORES DE EVALUACIÓN 2011

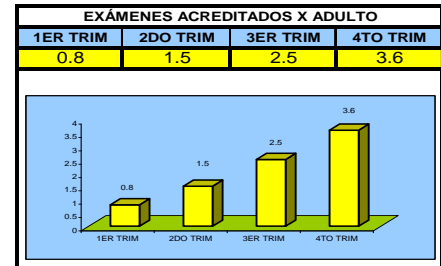
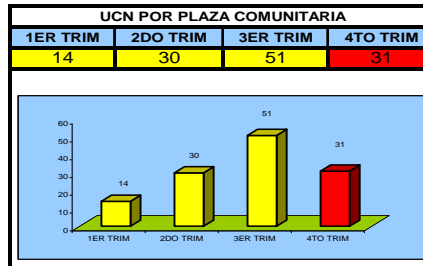
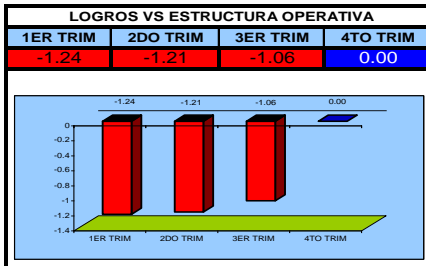
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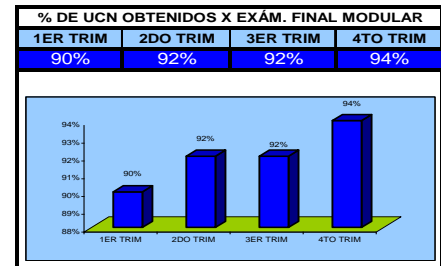
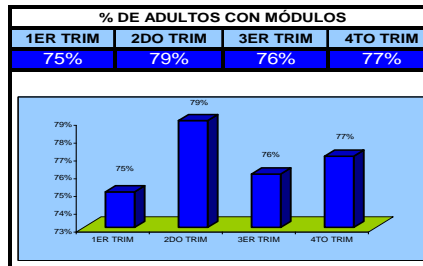
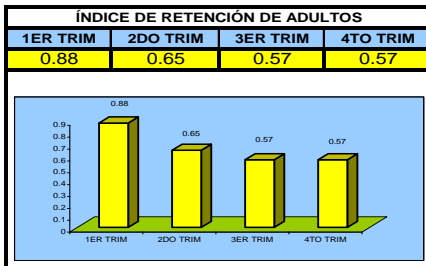
EFICIENCIA



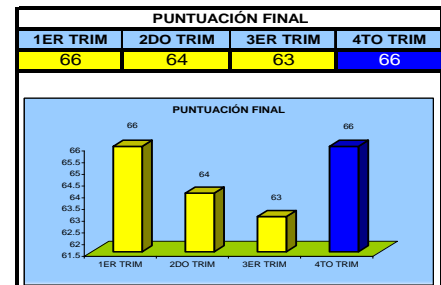
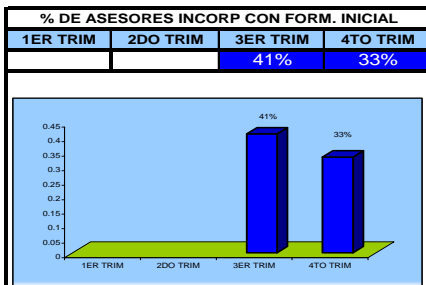
OPERACIÓN



CALIDAD

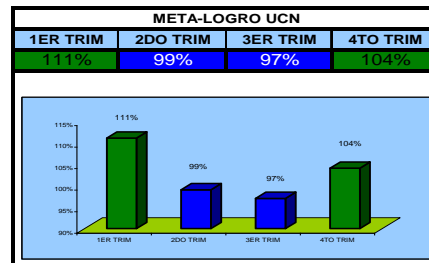
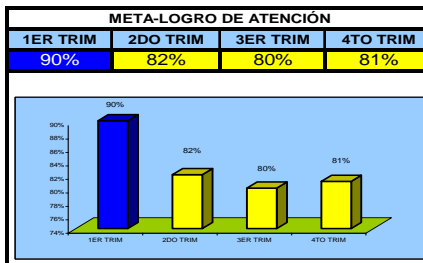
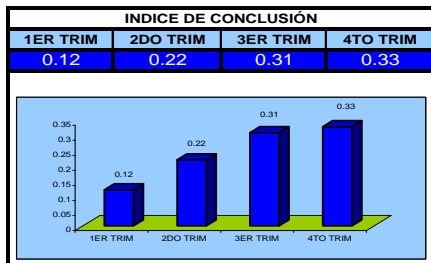


CALIDAD

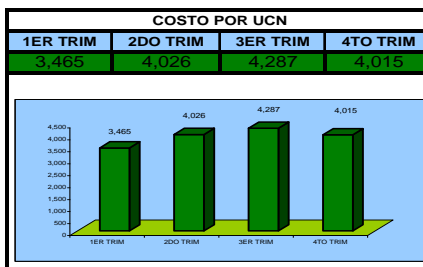
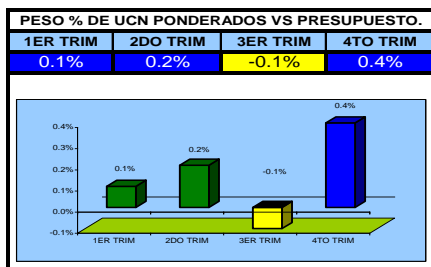


## INDICADORES DE EVALUACIÓN 2011

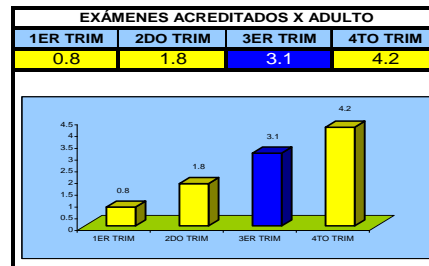
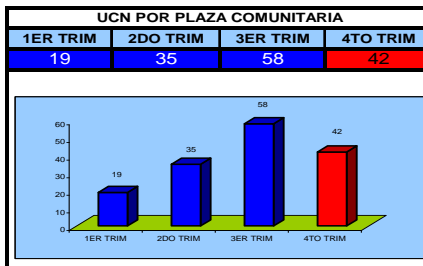
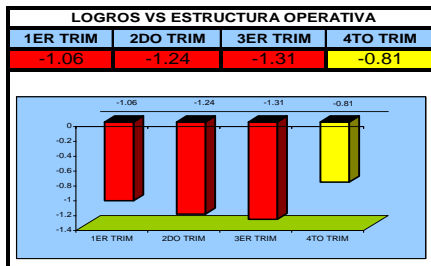
EFICACIA



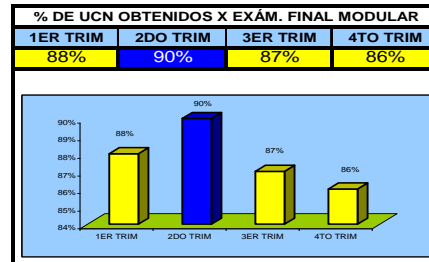
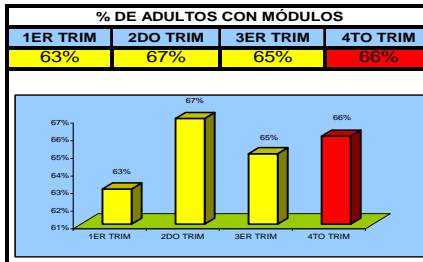
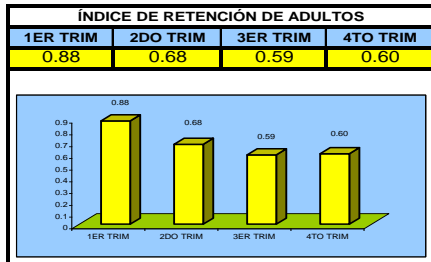
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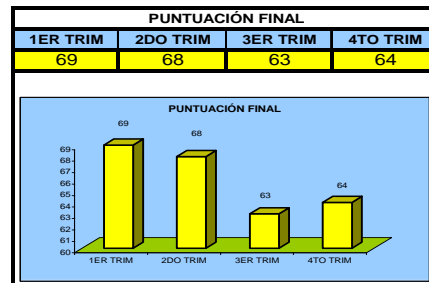
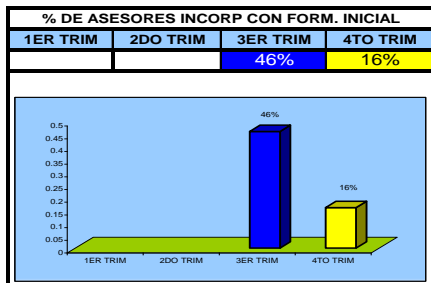
OPERACIÓN



CALIDAD

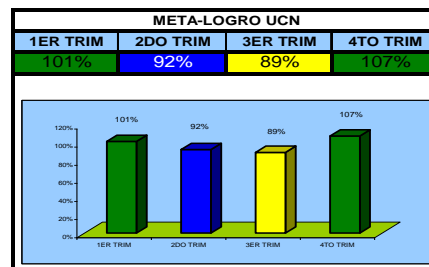
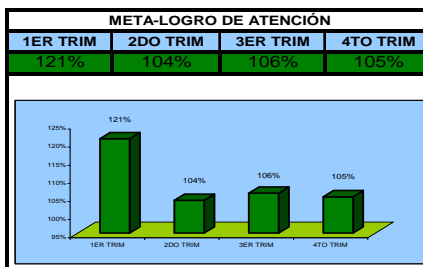
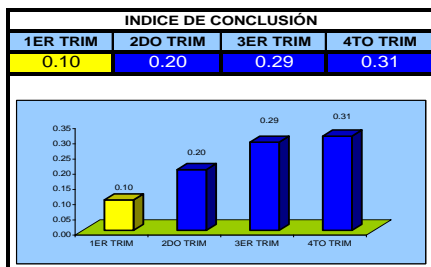


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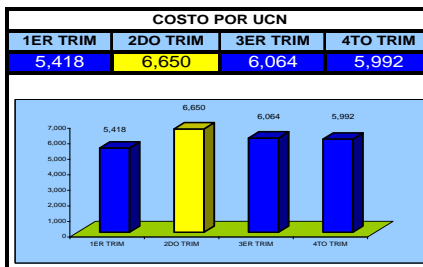
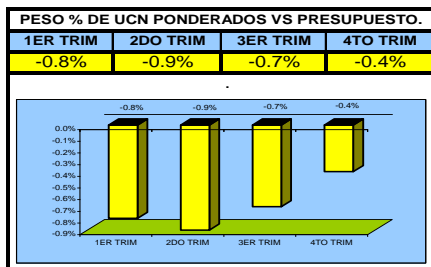


## INDICADORES DE EVALUACIÓN 2011

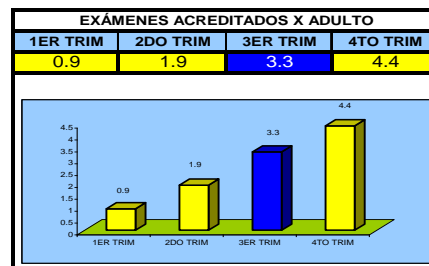
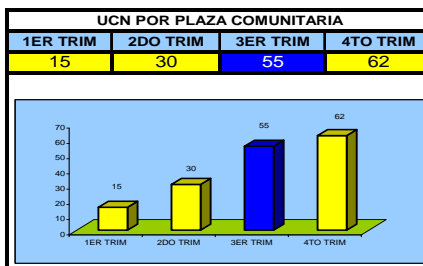
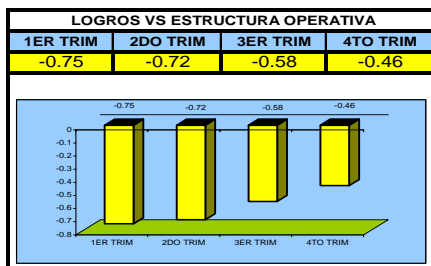
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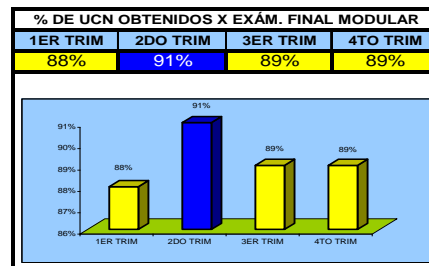
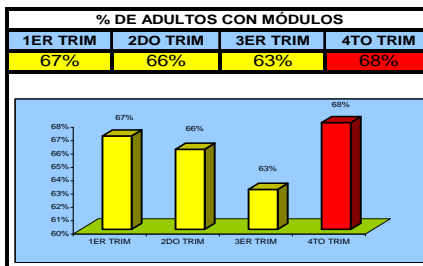
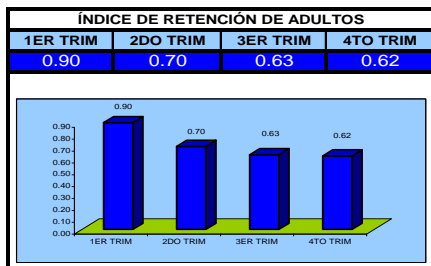
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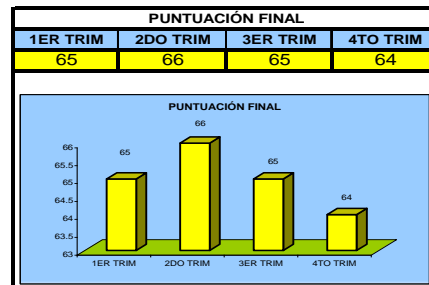
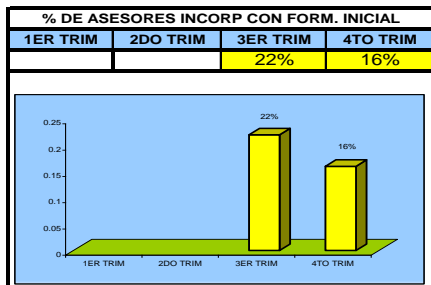
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

Buen desempeño

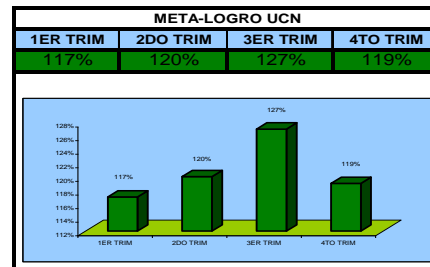
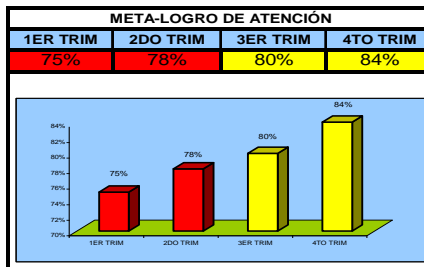
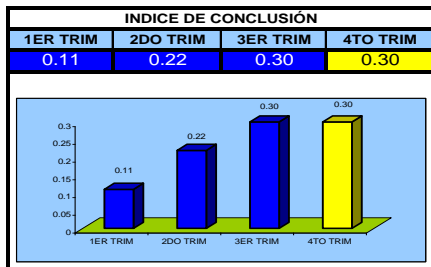
Regular desempeño

Deficiente desempeño

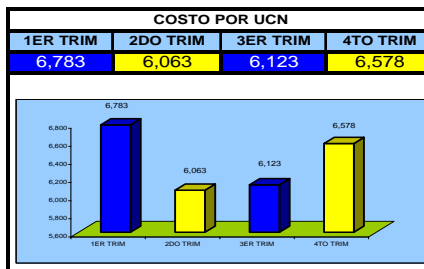
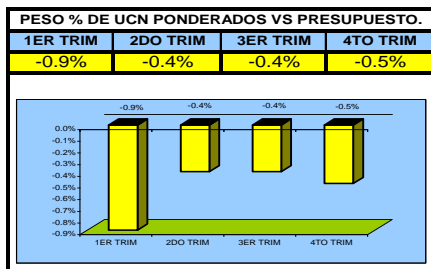


## INDICADORES DE EVALUACIÓN 2011

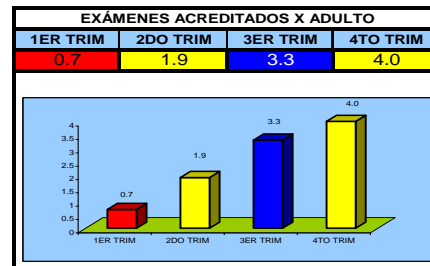
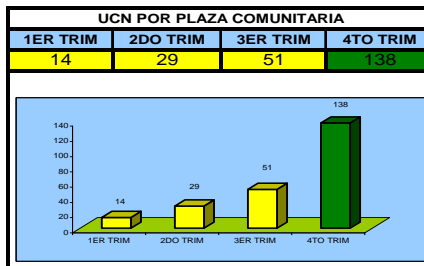
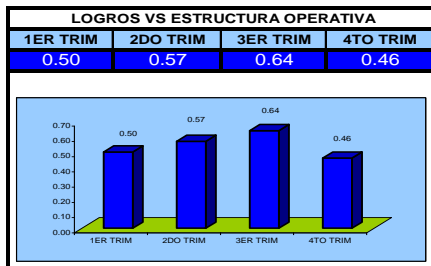
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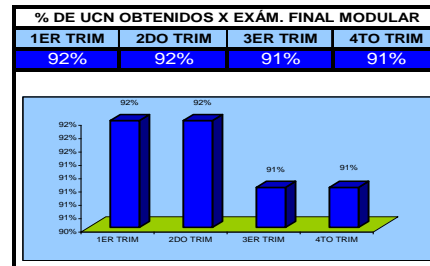
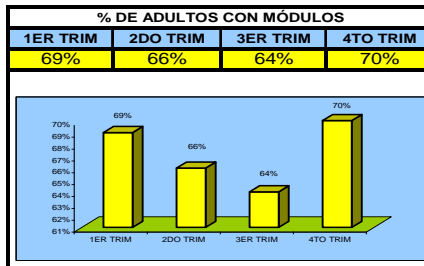
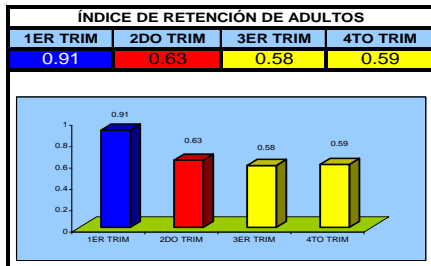
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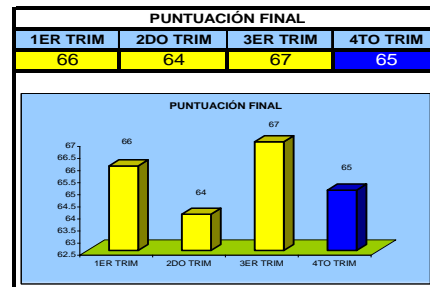
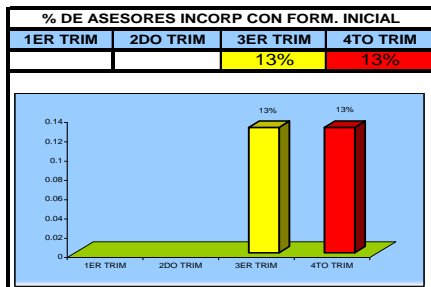
OPERACIÓN



CALIDAD

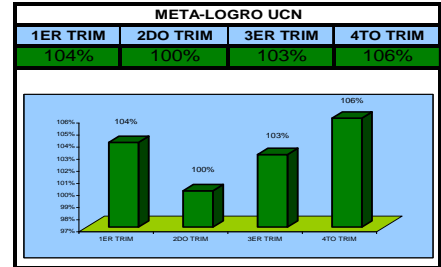
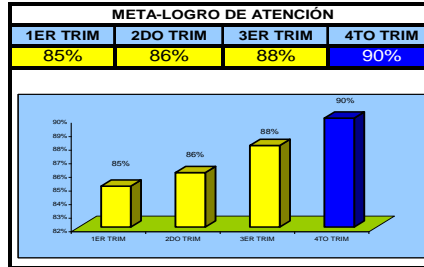
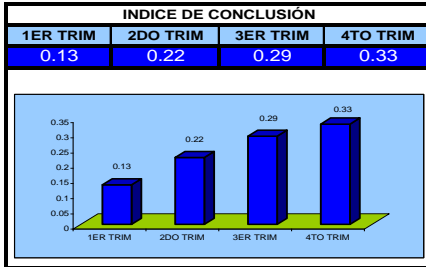


CALIDAD

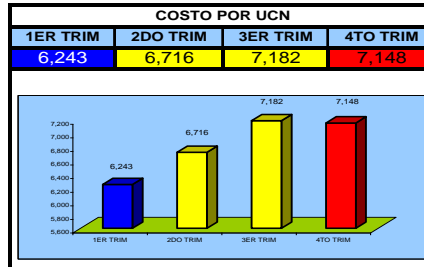
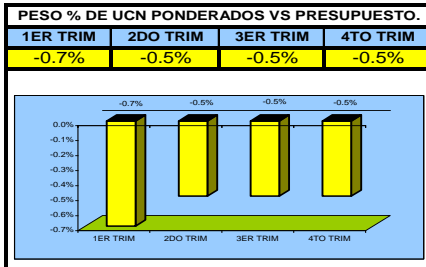


## INDICADORES DE EVALUACIÓN 2011

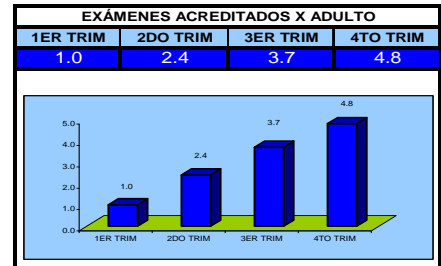
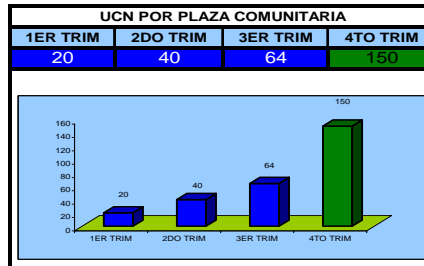
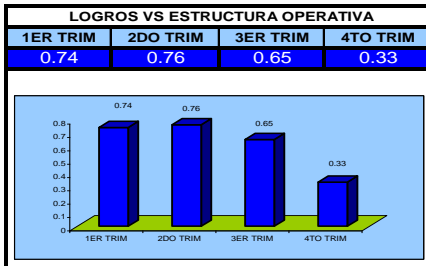
EFICACIA



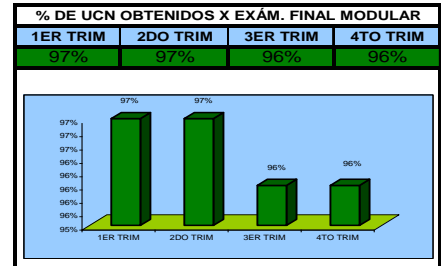
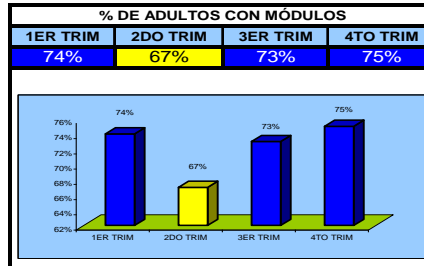
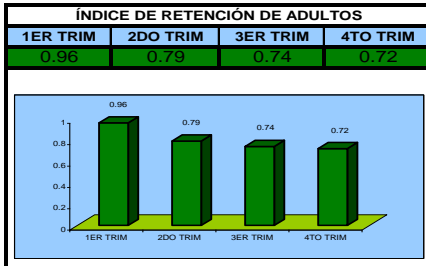
EFICIENCIA



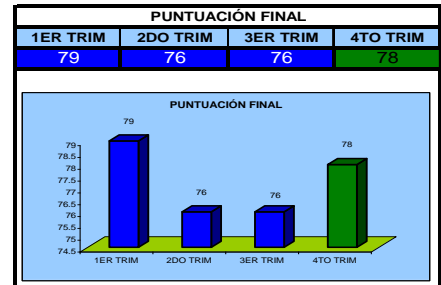
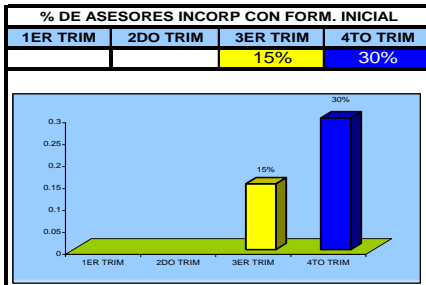
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

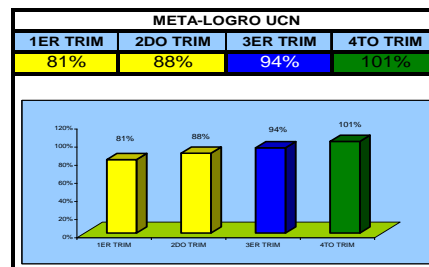
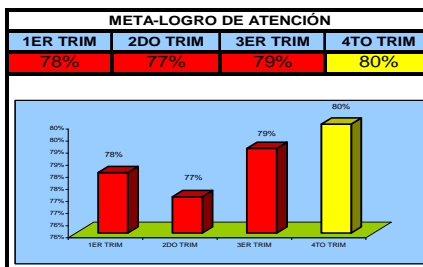
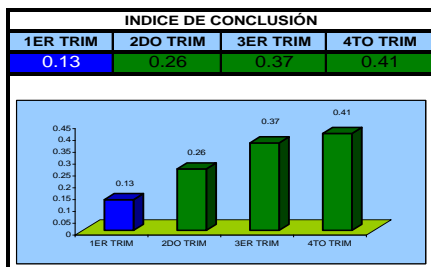
Buen desempeño

Regular desempeño

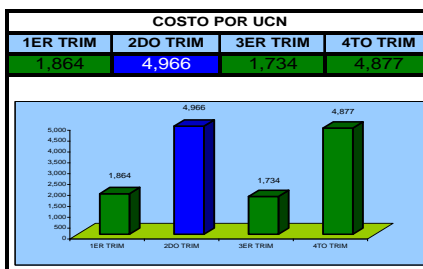
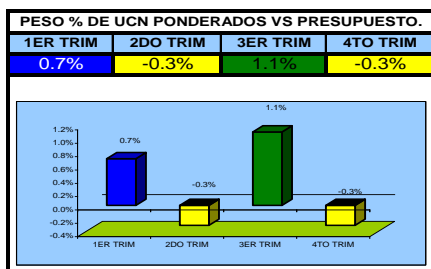
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

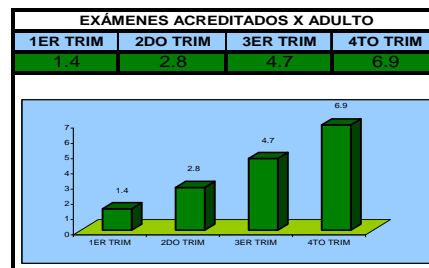
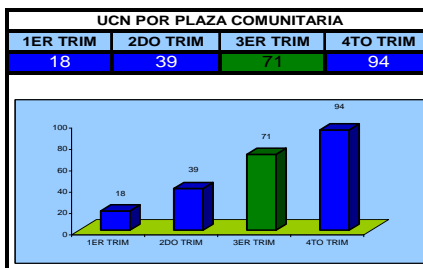
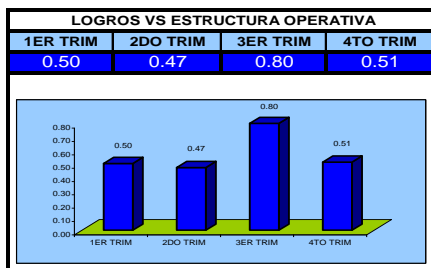
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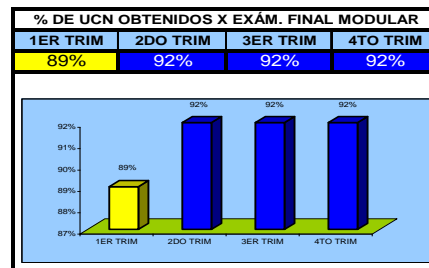
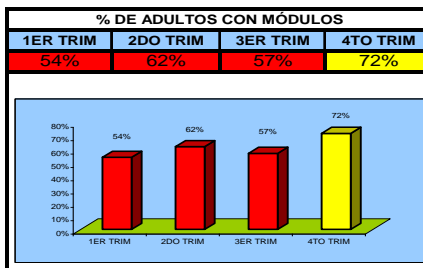
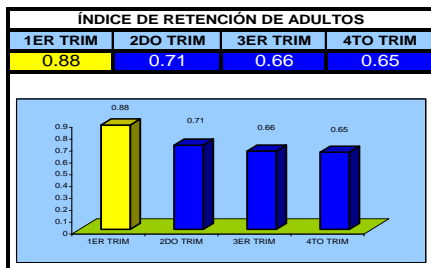
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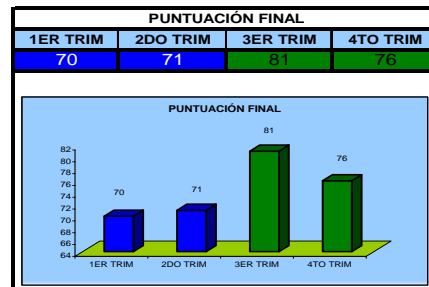
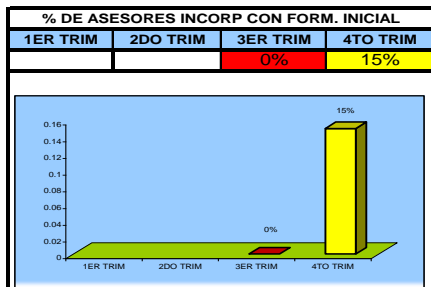
OPERACIÓN



CALIDAD

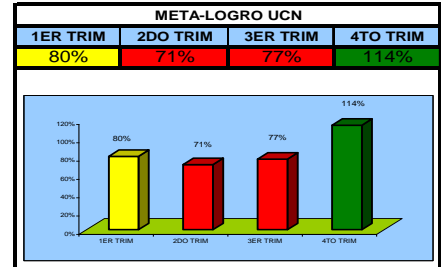
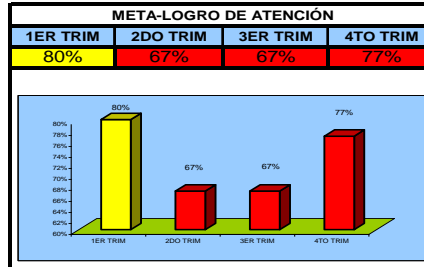
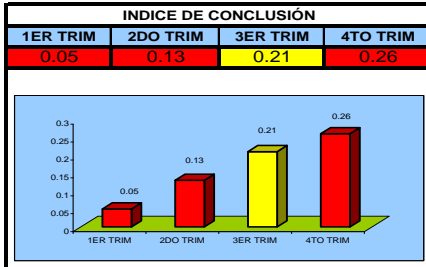


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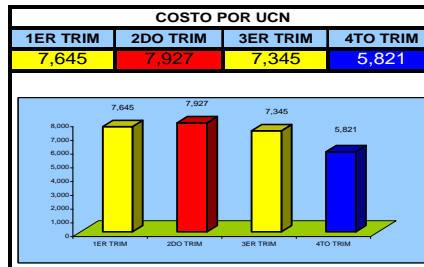
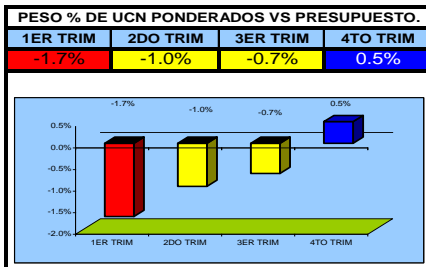


## INDICADORES DE EVALUACIÓN 2011

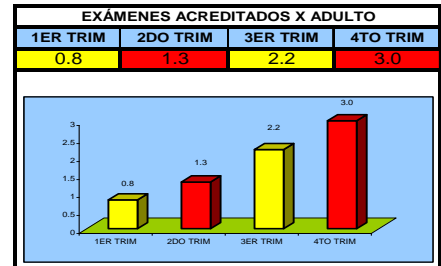
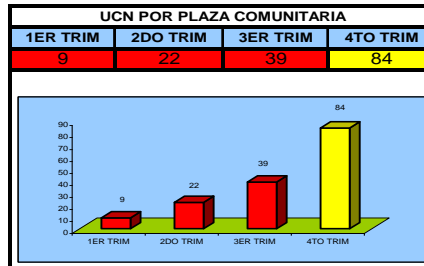
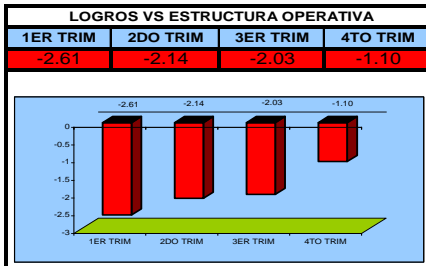
EFICACIA



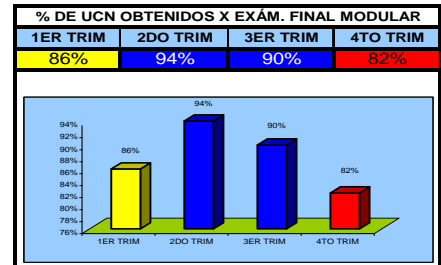
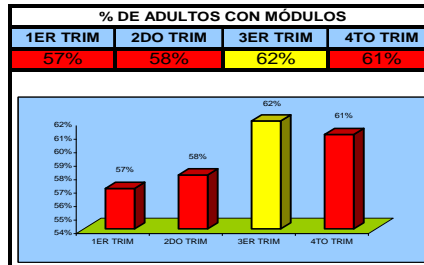
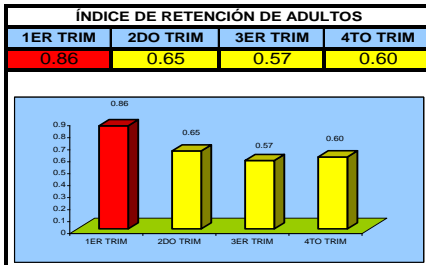
EFICIENCIA



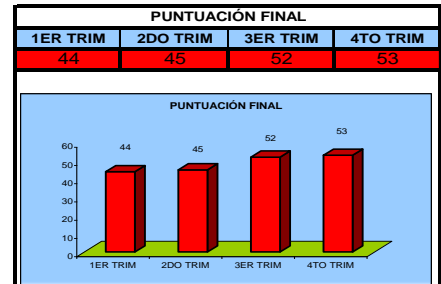
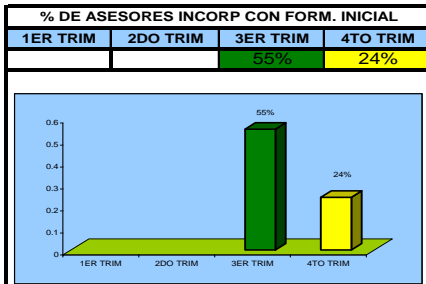
OPERACIÓN



CALIDAD

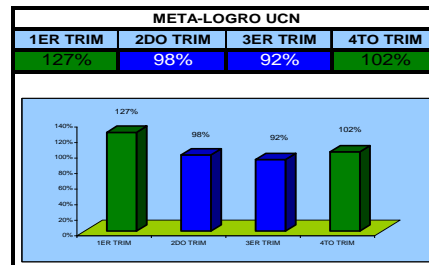
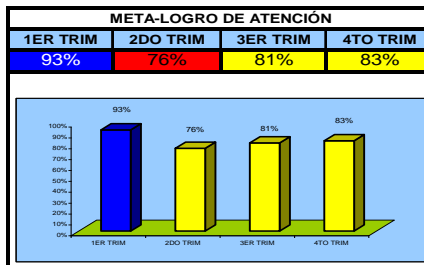
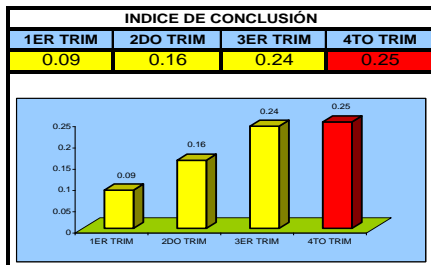


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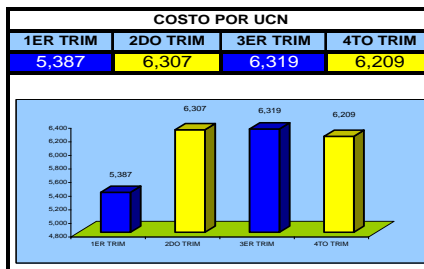
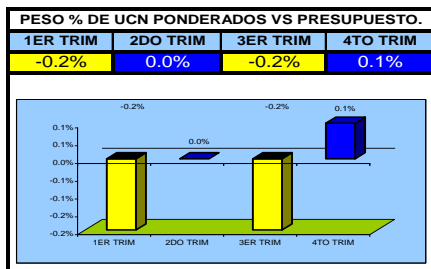


## INDICADORES DE EVALUACIÓN 2011

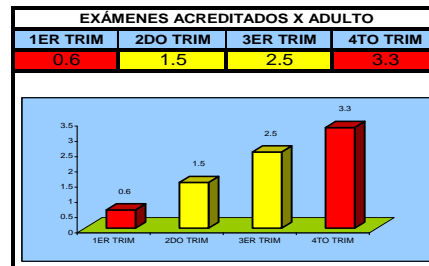
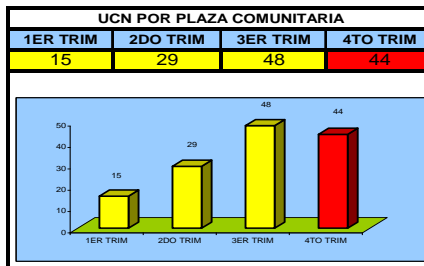
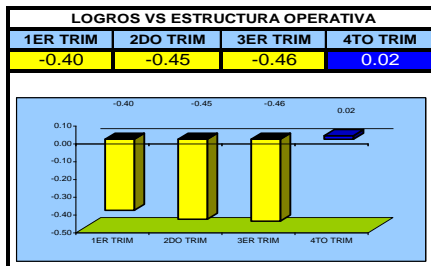
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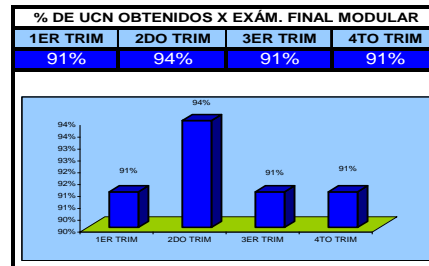
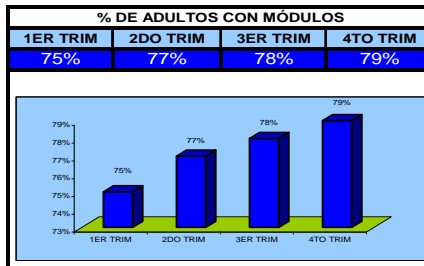
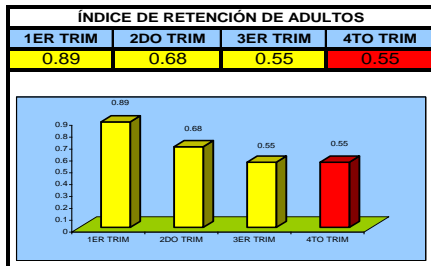
EFICIENCIA



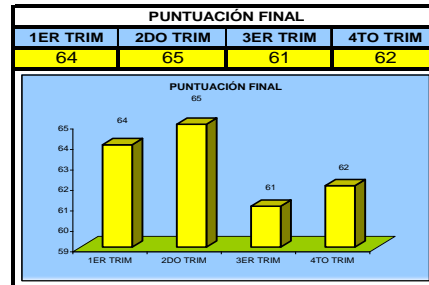
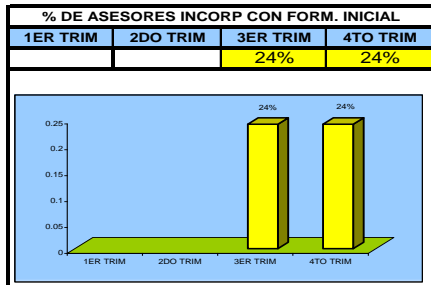
OPERACIÓN



CALIDAD

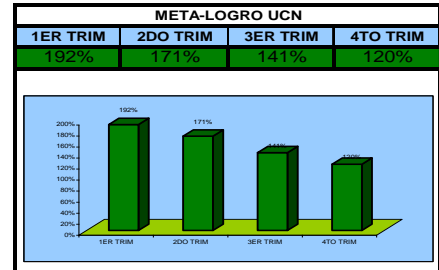
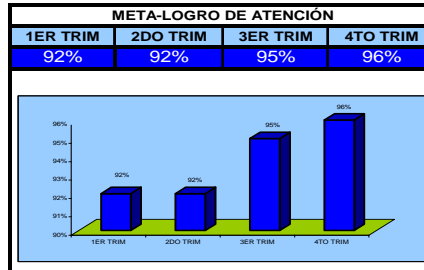
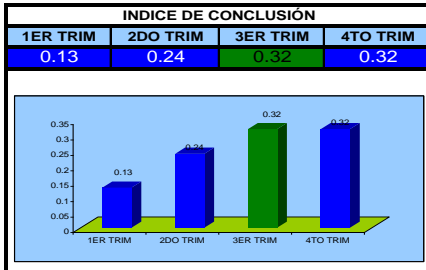


CALIDAD

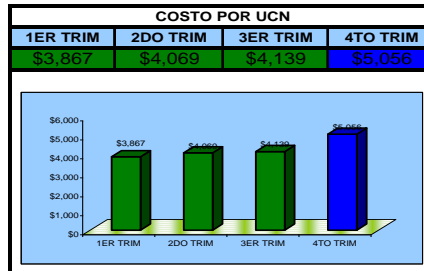
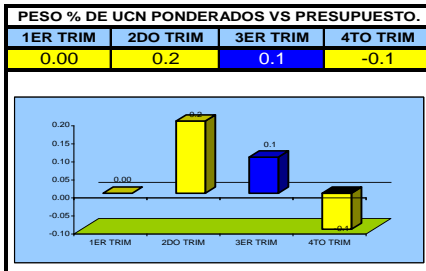


## INDICADORES DE EVALUACIÓN 2011

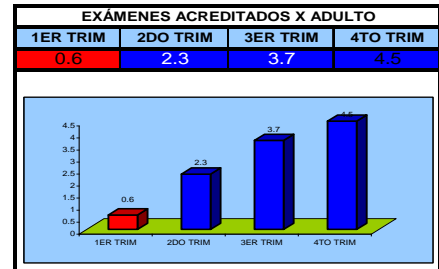
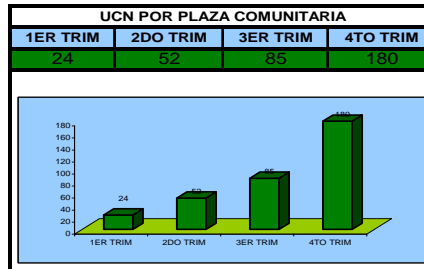
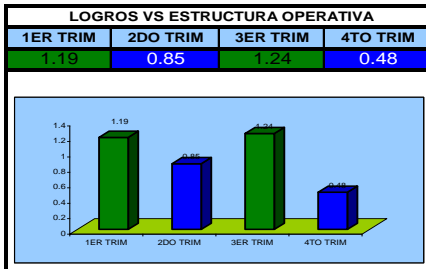
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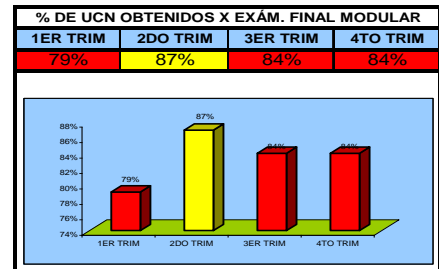
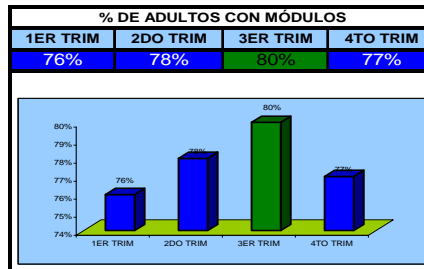
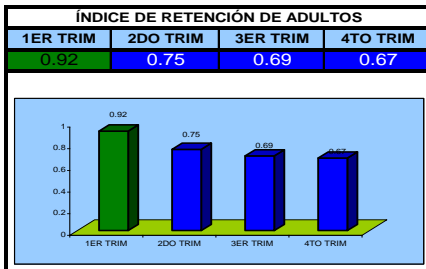
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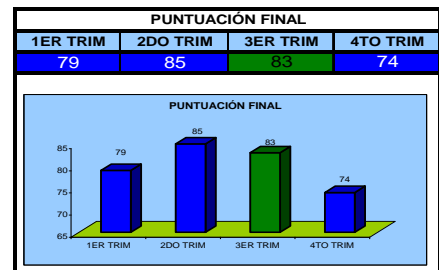
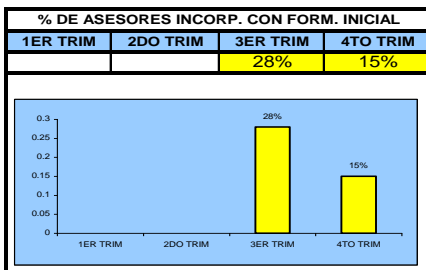
OPERACIÓN



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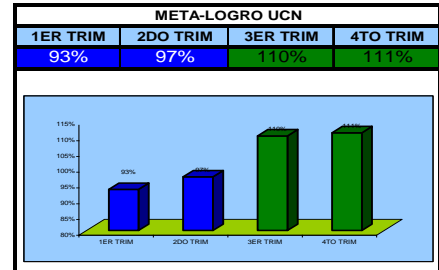
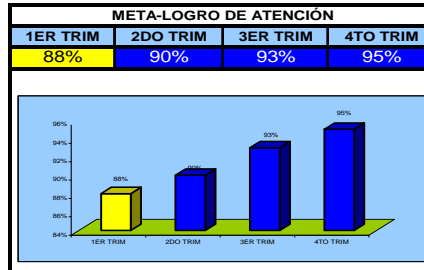
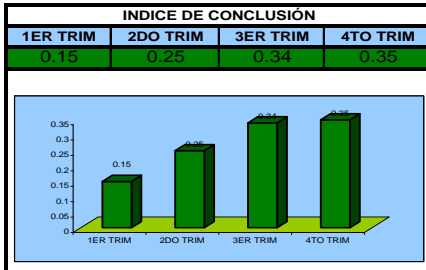


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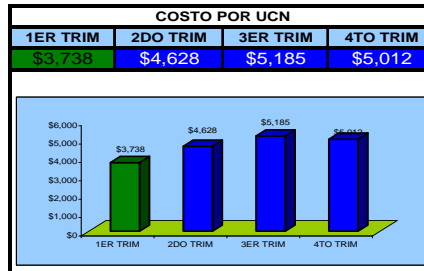
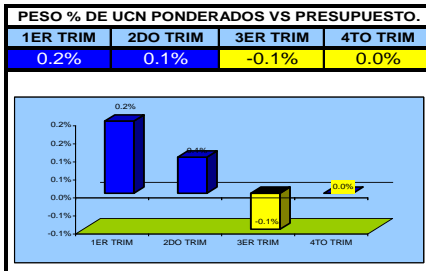


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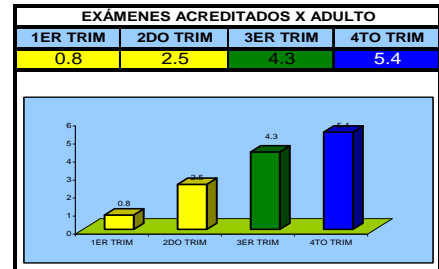
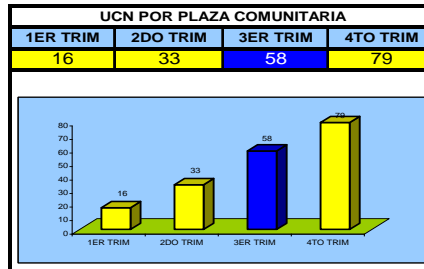
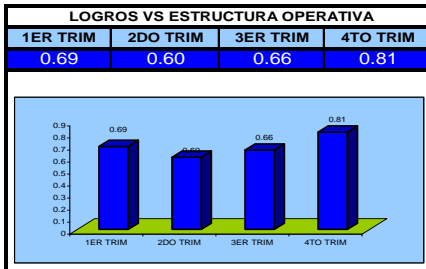
EFICACIA



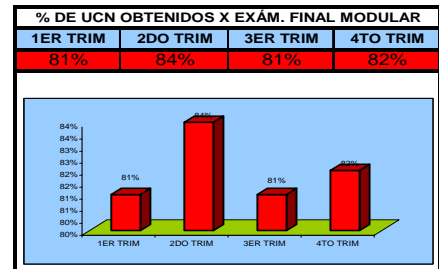
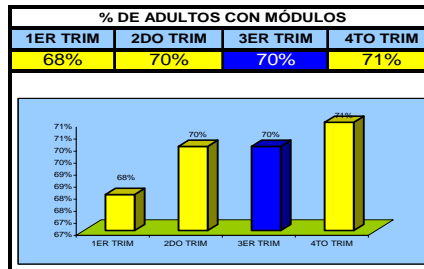
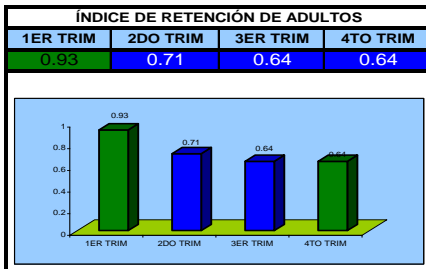
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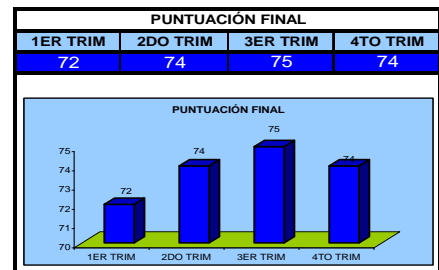
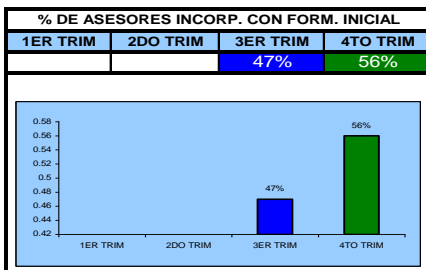
OPERACIÓN



CALIDAD

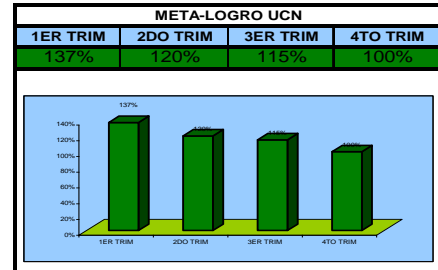
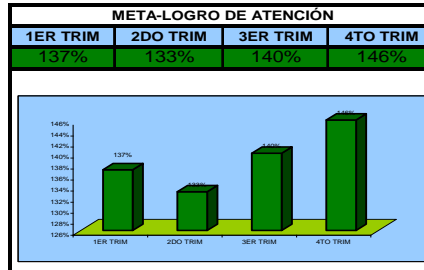
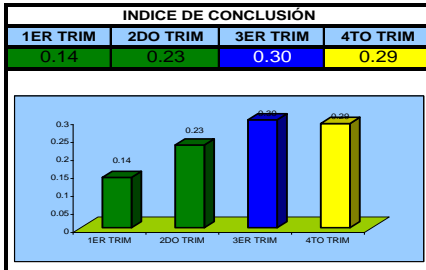


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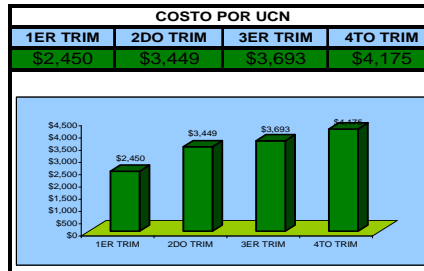
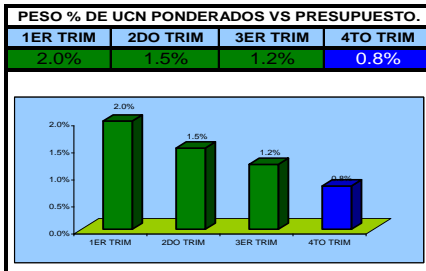


## INDICADORES DE EVALUACIÓN 2011

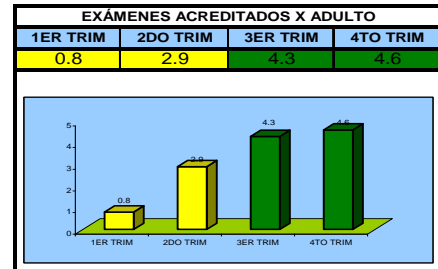
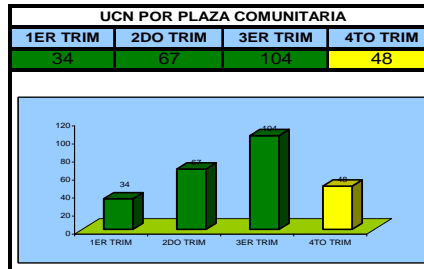
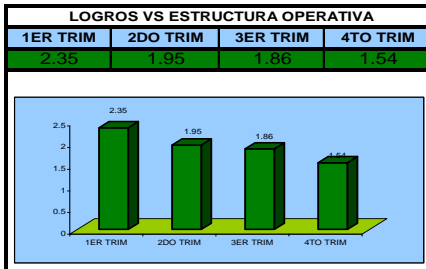
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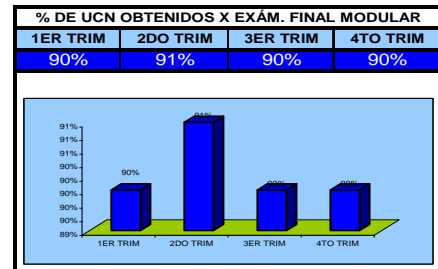
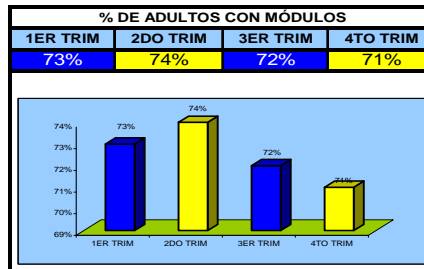
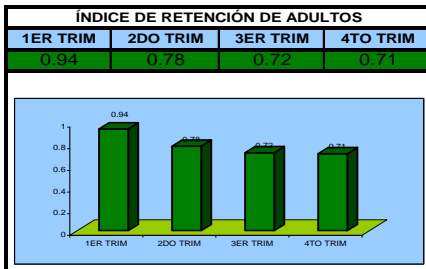
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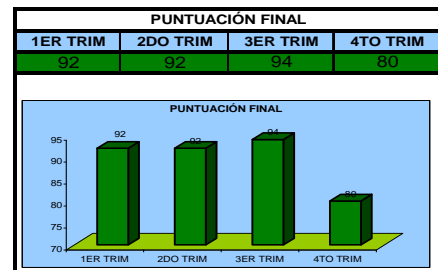
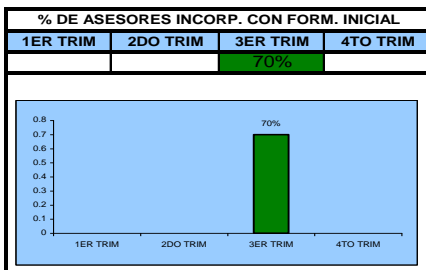
OPERACIÓN



CALIDAD



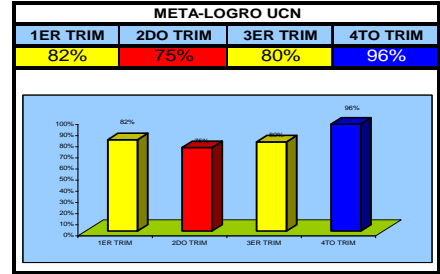
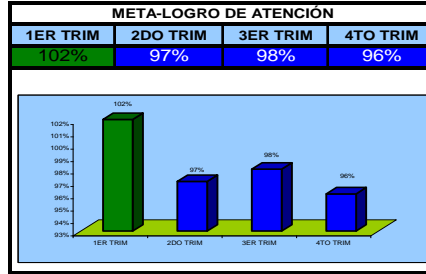
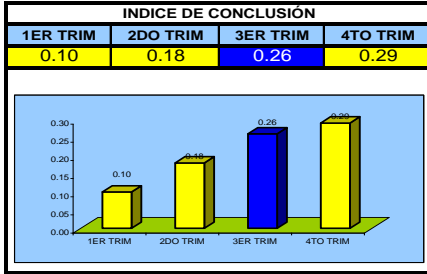
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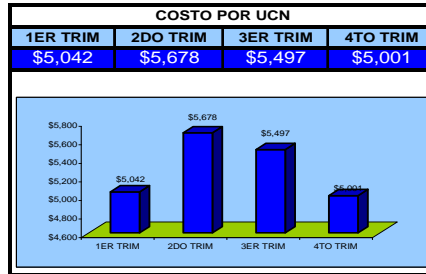
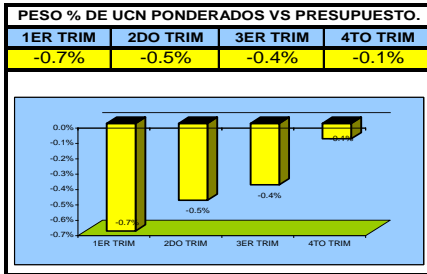


## INDICADORES DE EVALUACIÓN 2011

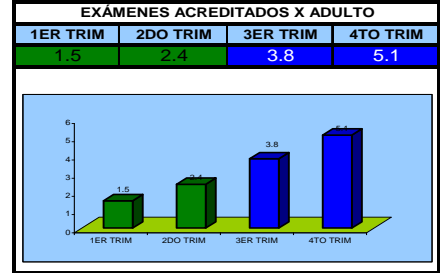
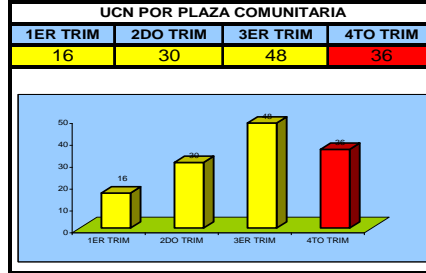
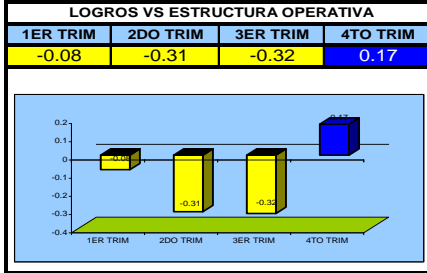
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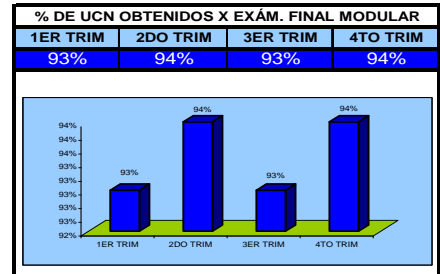
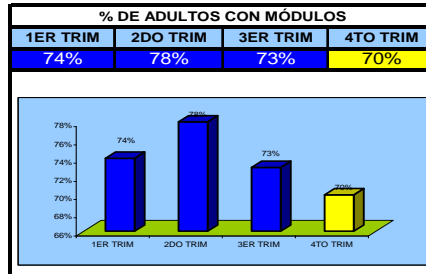
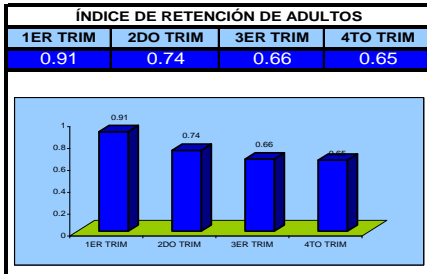
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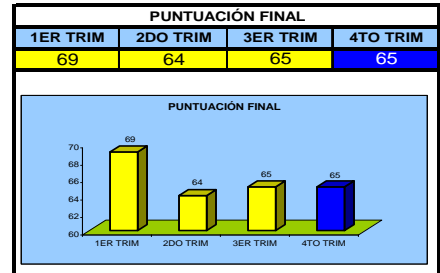
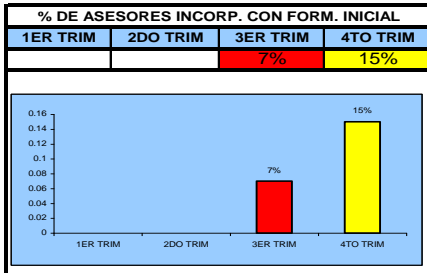
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

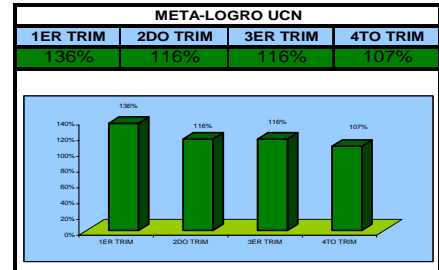
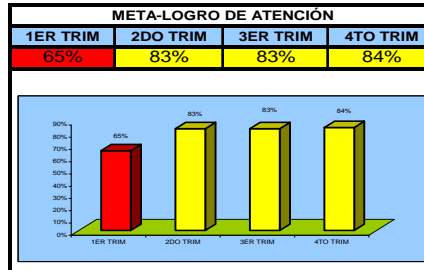
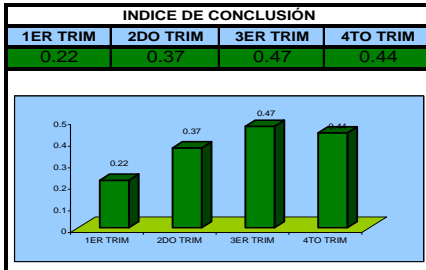
Buen desempeño

Regular desempeño

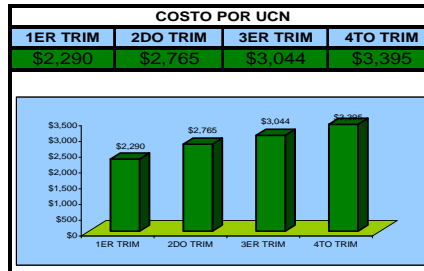
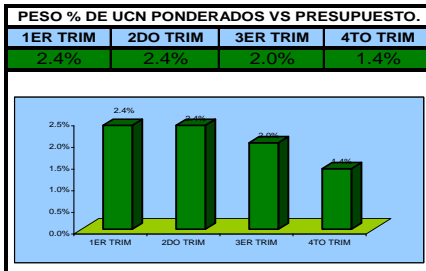
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

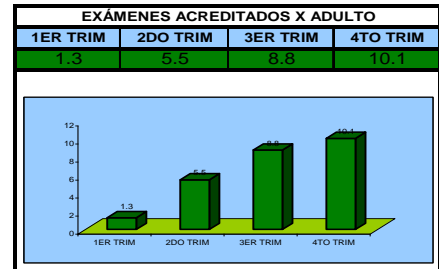
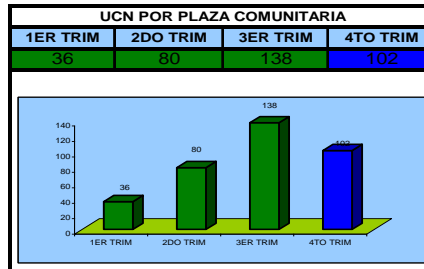
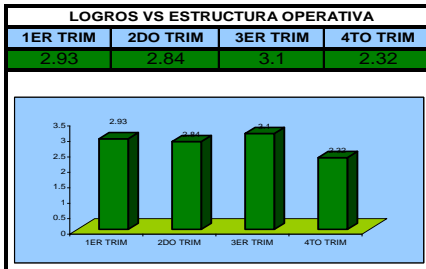
EFICACIA



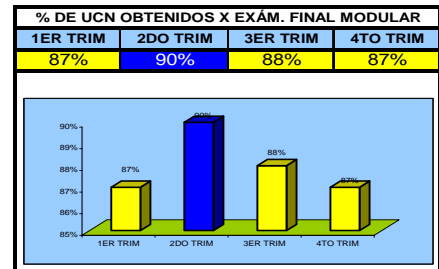
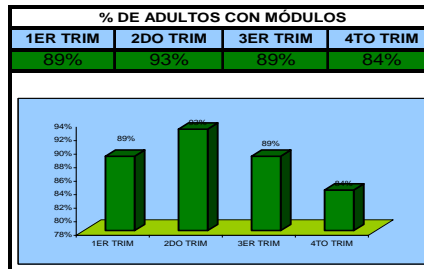
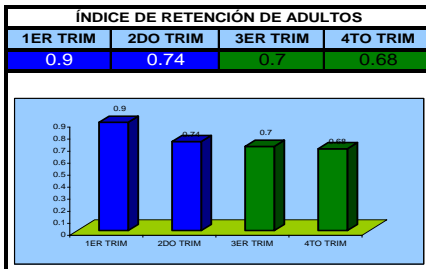
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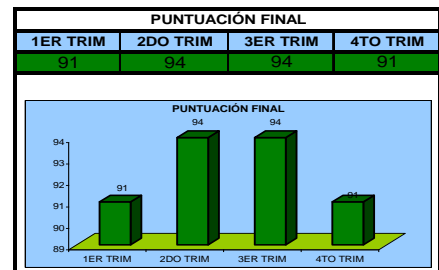
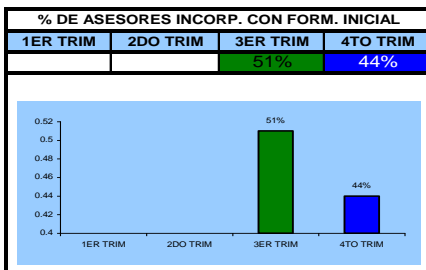
OPERACIÓN



CALIDAD

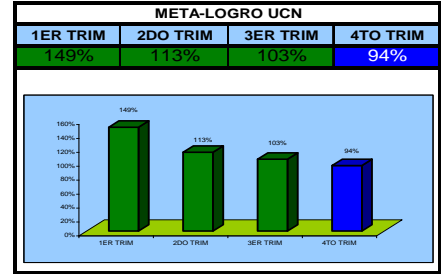
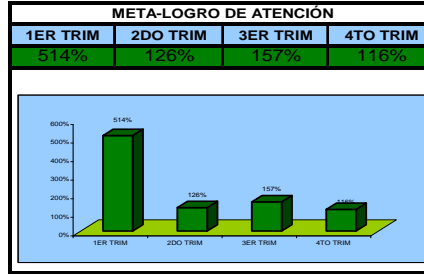
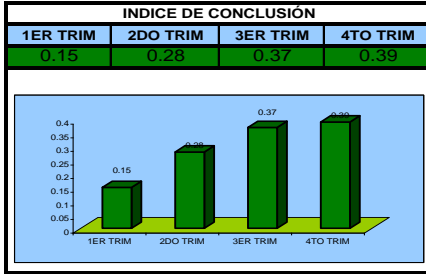


CALIDAD

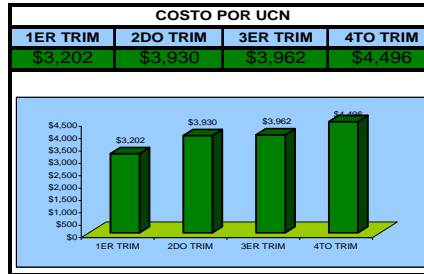
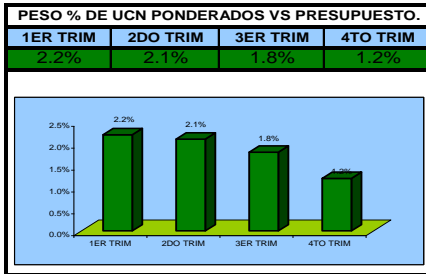


## INDICADORES DE EVALUACIÓN 2011

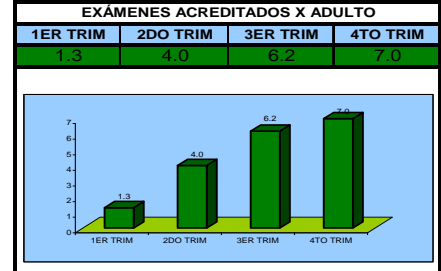
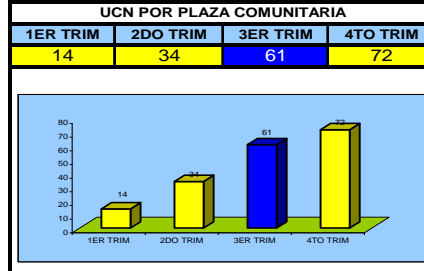
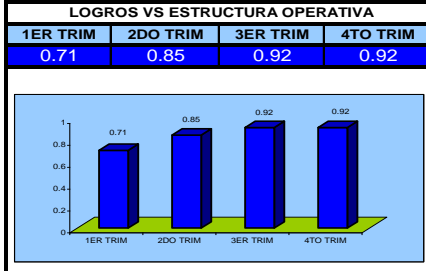
EFICACIA



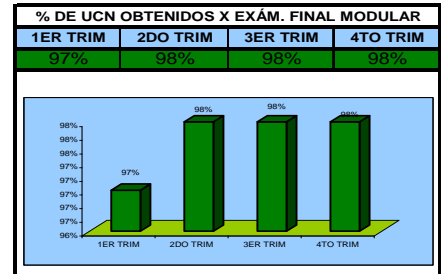
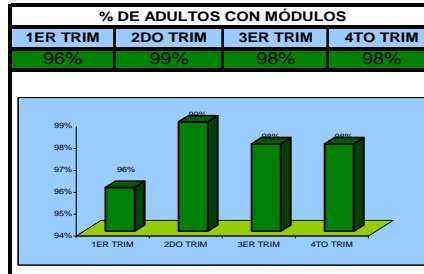
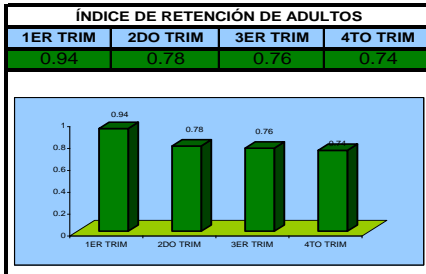
EFICIENCIA



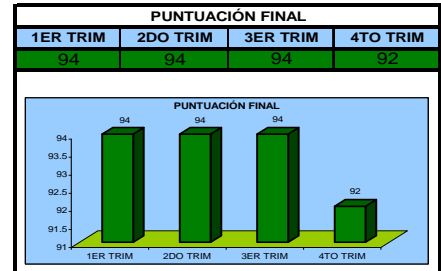
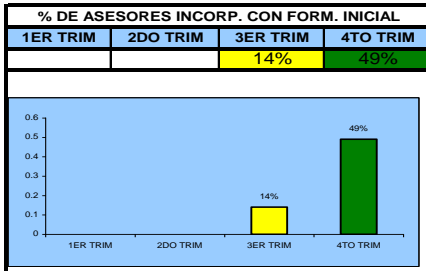
OPERACIÓN



CALIDAD



CALIDAD



Optimo desempeño

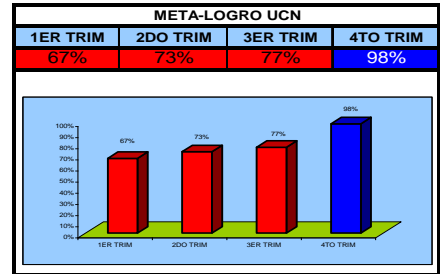
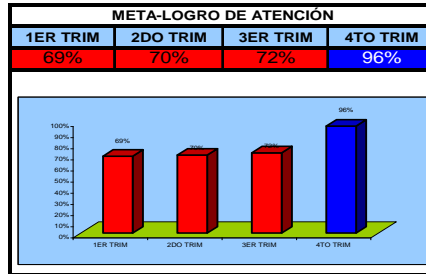
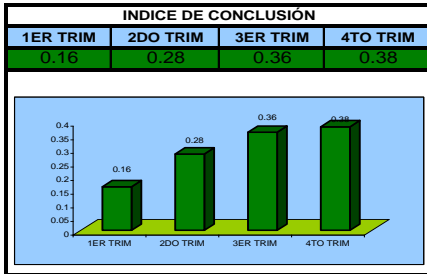
Buen desempeño

Regular desempeño

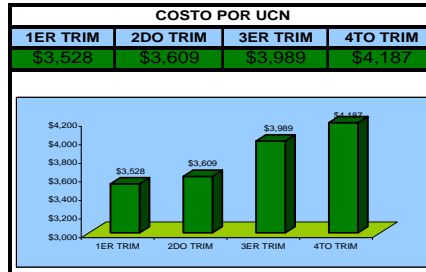
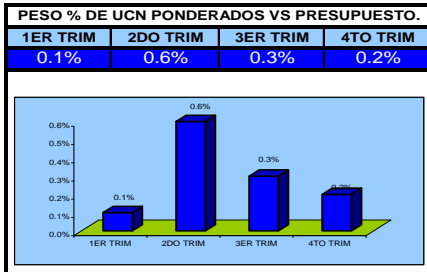
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

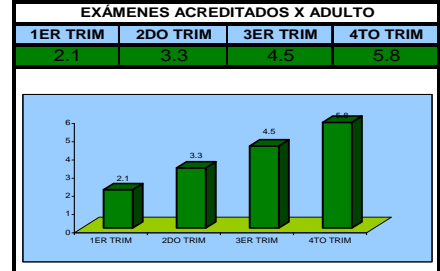
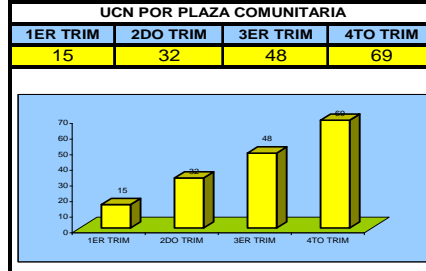
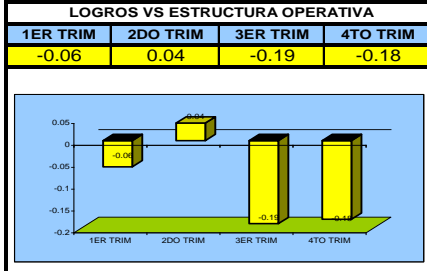
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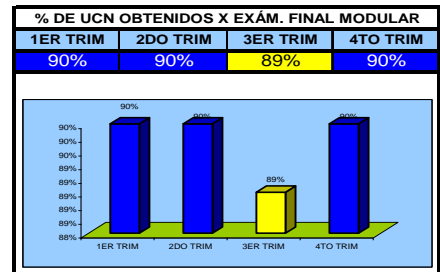
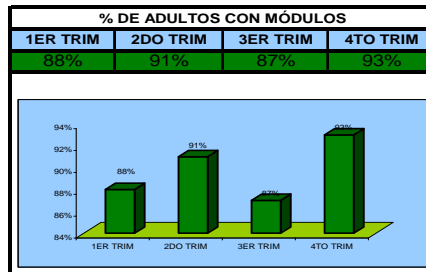
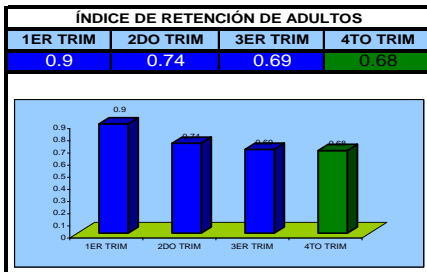
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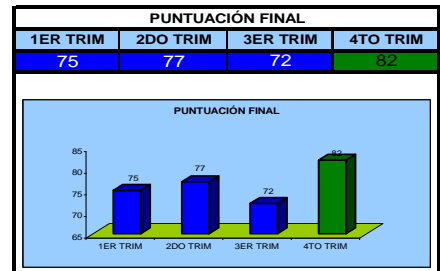
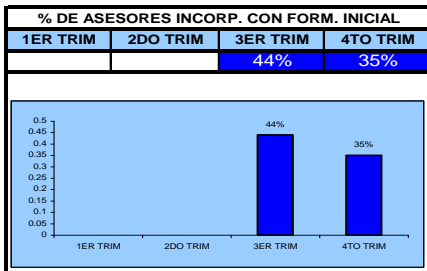
OPERACIÓN



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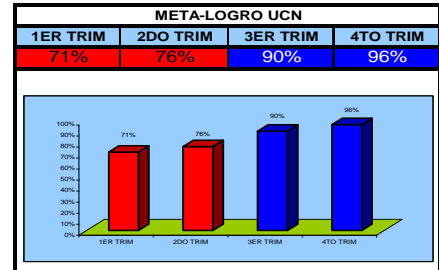
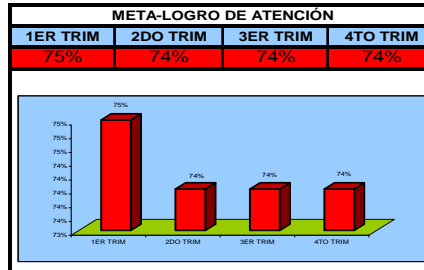
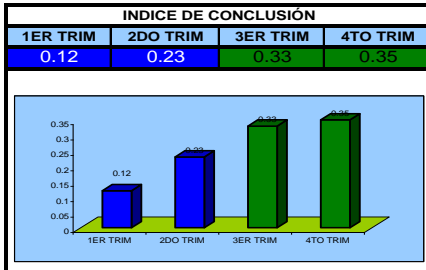


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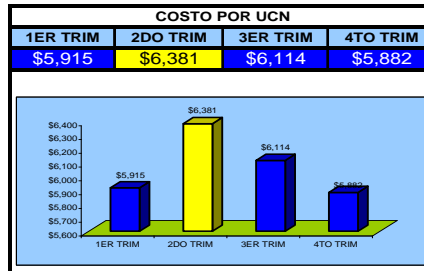
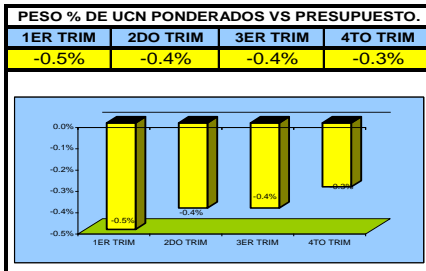


## INDICADORES DE EVALUACIÓN 2011

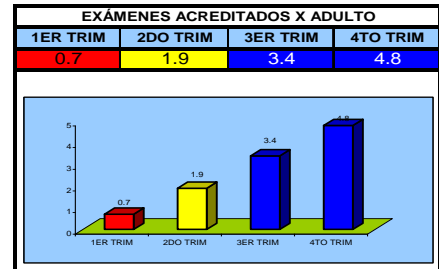
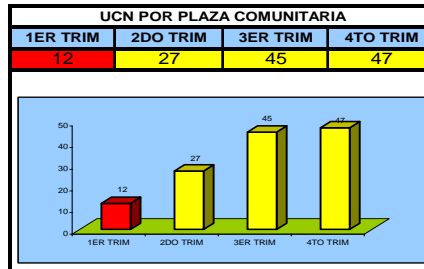
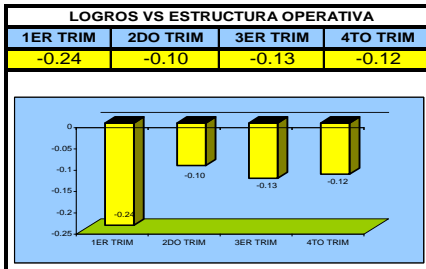
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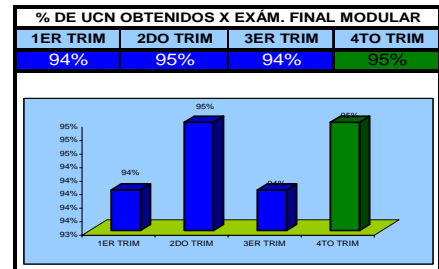
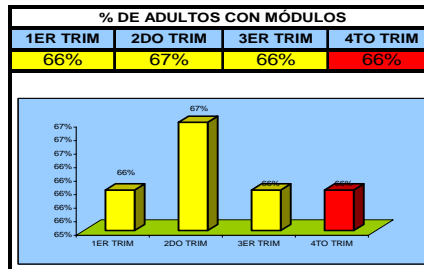
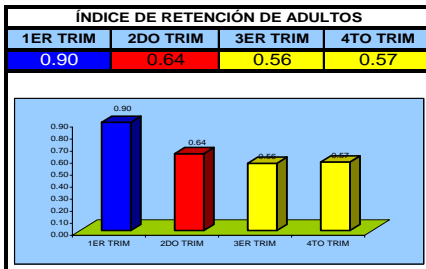
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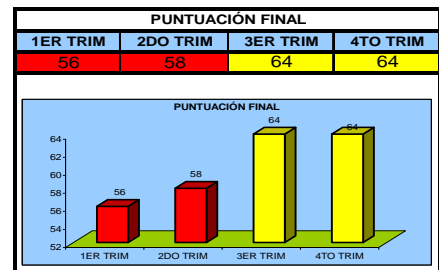
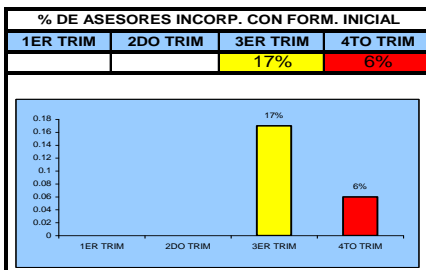
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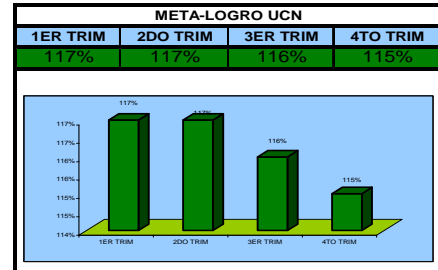
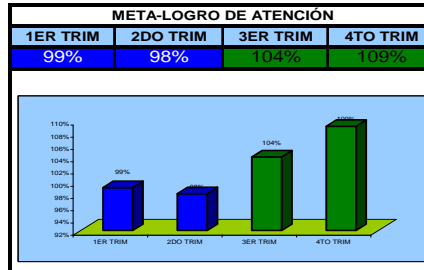
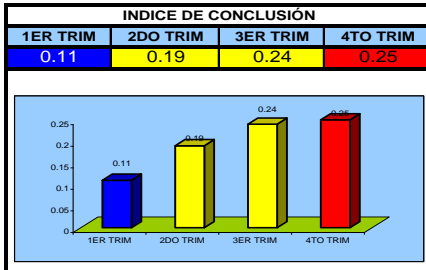


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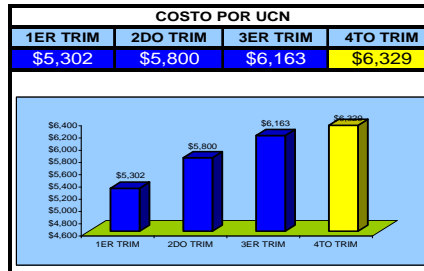
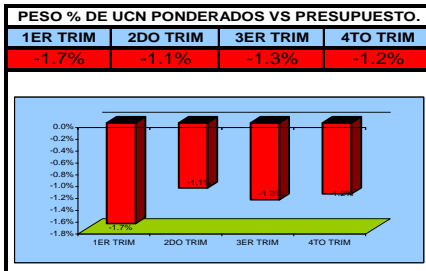


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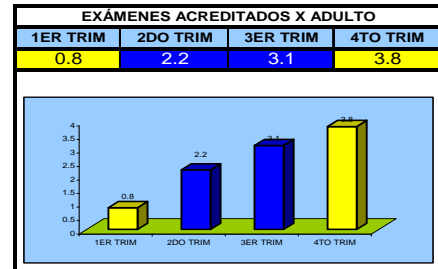
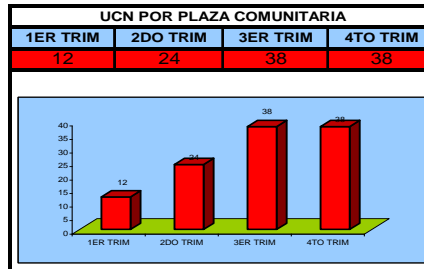
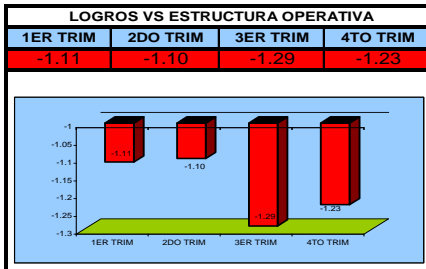
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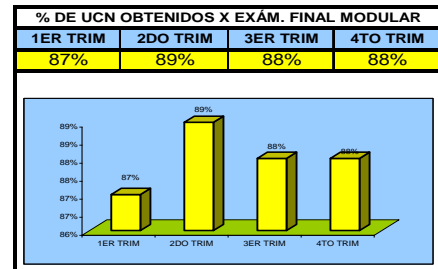
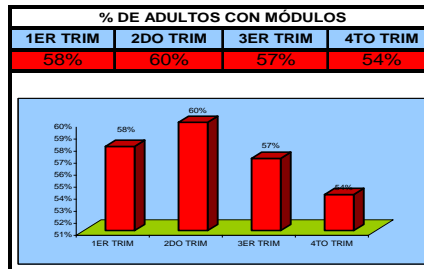
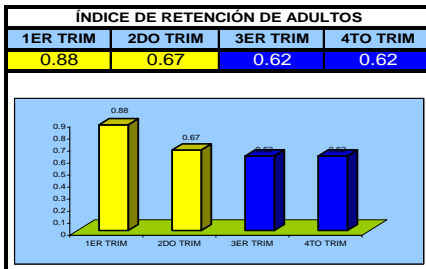
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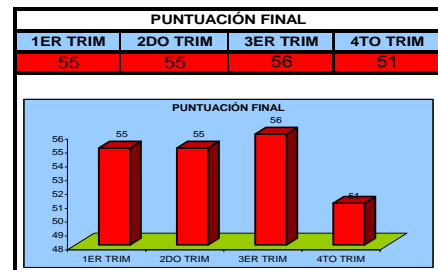
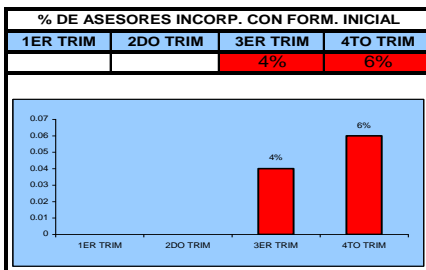
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Optimo desempeño

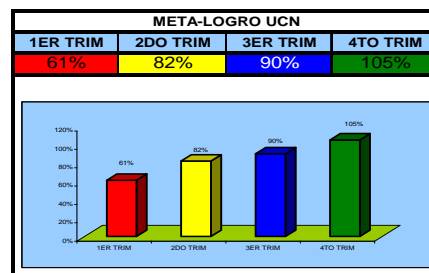
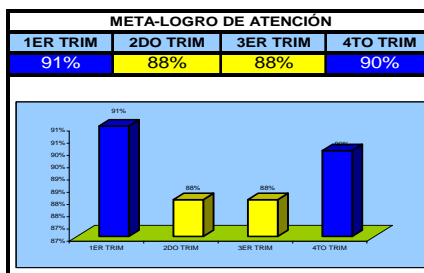
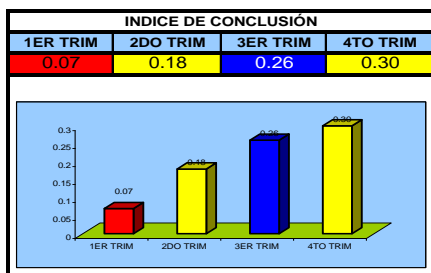
Buen desempeño

Regular desempeño

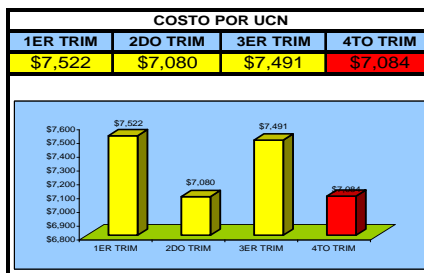
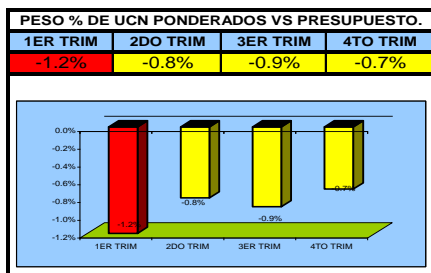
Deficiente desempeño

## INDICADORES DE EVALUACIÓN 2011

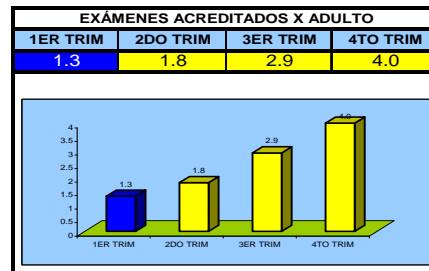
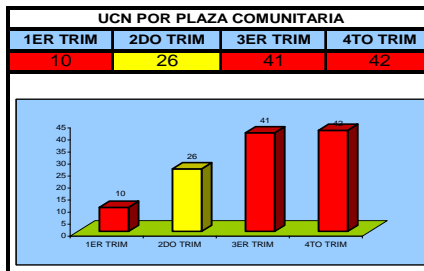
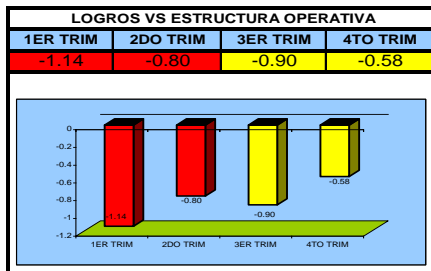
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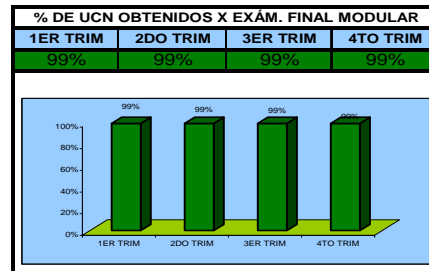
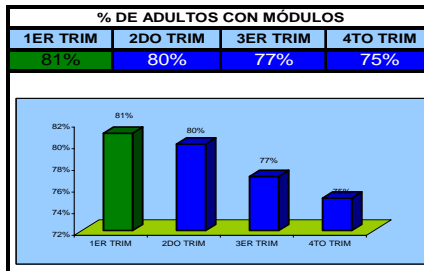
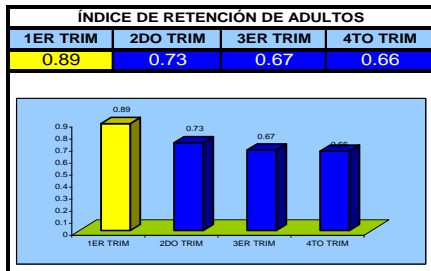
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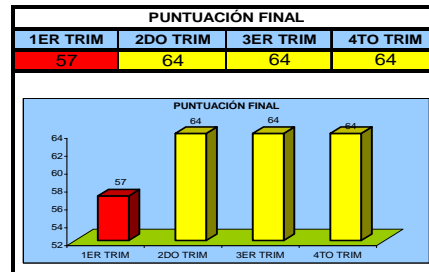
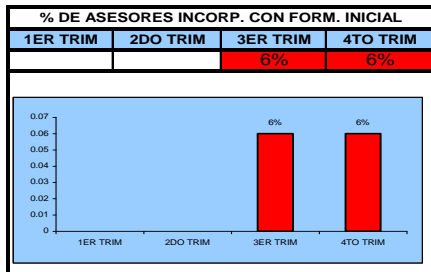
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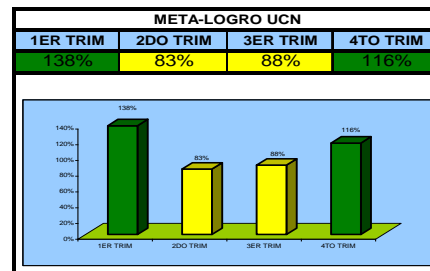
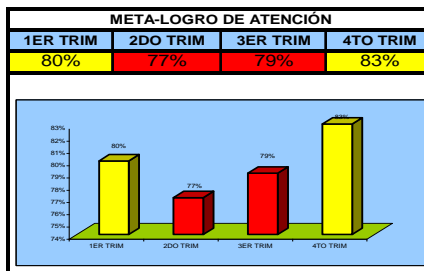
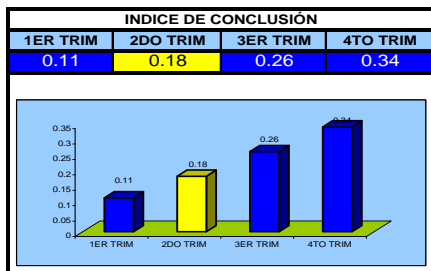


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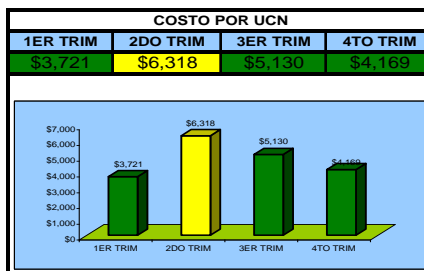
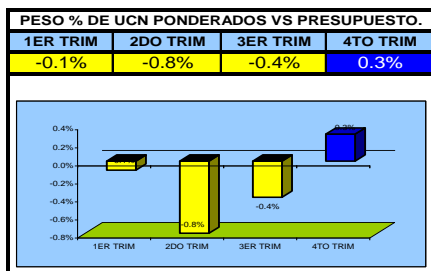


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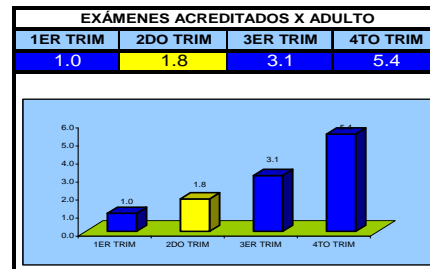
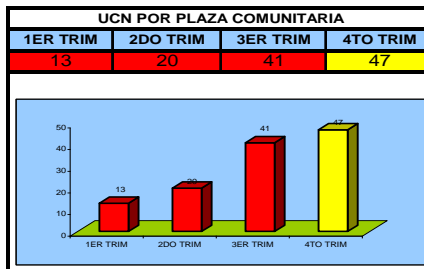
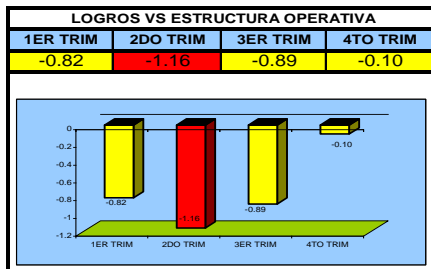
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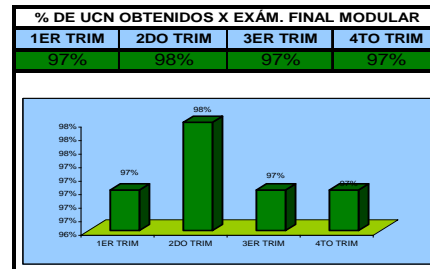
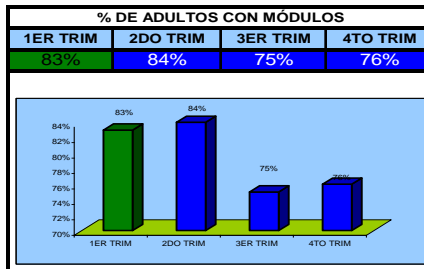
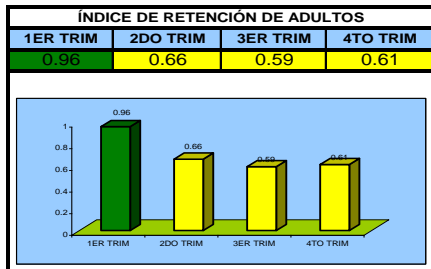
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